Executive Search Services For City Administrator CITY OF JACKSON, MISSOURI

Proposal

FEBRUARY 28, 2024





Submitted by:

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mmorawski@govhrusa.com



Cover Letter



February 28, 2024

J.J. Wiseman, Director of Human Resources 101 Court Street Jackson, Missouri, 63755

RE: PROPOSAL FOR EXECUTIVE SEARCH SERVICES FOR CITY ADMINISTRATOR

Dear Mr. Wiseman:

Thank you for the opportunity to provide you with a proposal for the City Administrator's recruitment and selection process for the City of Jackson ("City"). Our proposal provides the City with firm qualifications, key experience, a detailed work plan and timeline, and associated fees to provide services that exceed expectations. We provide a tailored, personal approach to executive recruitment and the selection and can adapt to your specific requirements for the position.

We have some very exciting news to share. GovHR USA (GovHR) has recently been acquired by MGT of America Consulting, LLC (MGT). MGT is a nationally respected leader in public sector management consulting and technology services with a long track record in support of state, local, and education clients. GovHR and MGT are joining forces to take the next step in offering integrated solutions that can accelerate our most important shared goal: dramatically improving lives by **advancing and lifting up the communities we serve**.

Our consultants have worked in all areas of local government leadership, including city/county management, human resources, public safety, finance, public works, parks and recreation, and utilities. This combined hands-on knowledge and experience has made MGT and GovHR proven leaders in public sector consulting.

MGT CONTACT INFORMATION

MGT HEADQUARTERS	MGT of America Consulting, LLC 4320 West Kennedy Boulevard Tampa, Florida 33609 P: 813.327.4717 www.mgtconsulting.com FEIN: 81-0890071
PROPOSAL CONTACT	Michele Morawski, Assistant Director, Client Services 630 Dundee Road, Suite 225 Northbrook, Illinois 60062 224.415.3791 mmorawski@govhrusa.com

Thank you for the opportunity to submit a proposal to the City of Jackson. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or **mmorawski@govhrusa.com**.

Regards,

Patrick J. Dyer, Vice President, Authorized to bind the firm





EXECUTIVE SEARCH SERVICES FOR CITY ADMINISTRATOR FEBRUARY 28, 2024

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We impact the communities we serve – for good.

MGT began operations in 1974 as a public-sector research firm. Since then, we have significantly expanded our consulting capabilities and client offerings. Today, we are a national consulting firm specializing in *assisting clients to operate more efficiently and effectively*.

MGT has acquired a keen understanding of the structures, operations, and issues facing public entities. This understanding comes from **nearly 50 years** of experience providing innovative yet practical solutions to public sector clients. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning.



 $\textbf{Name:} \ \mathsf{MGT} \ \mathsf{of} \ \mathsf{America} \ \mathsf{Consulting,} \ \mathsf{LLC}$

(MGT)

Founded: 1974

Locations: Headquarters in Tampa, Florida;

branch offices nationwide

Staff: 500+ consultants across the country

Structure: Privately held and client-driven

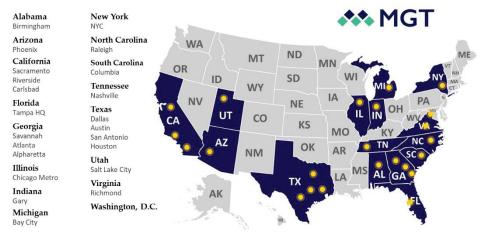
Lines of Business: Government Consulting; Education and Financial Solutions; Diversity and Inclusion; Human Capital; Cybersecurity

and Technology

Find out more at www.mgtconsulting.com.

MGT has successfully worked with clients on **more than 30,000 projects** to help them adapt to change while maintaining the vision and direction toward their short- and long-term goals. With the recent combination of GovHR, our firm includes **more than 500 professionals and administrative staff** to support our clients' success. MGT's corporate office is in Tampa, Florida, with additional offices nationwide.

NATIONAL FIRM LOCAL FOCUS



Social Impact Solutions

The MGT Social Impact Solutions team has an impressive track record of providing *customized solutions, objective research, creative recommendations, and quality products* that respond to each client's unique needs and time requirements. GovHR is now a part of MGT's Social Impact Solutions Team.

GovHR was originally formed as Voorhees Associates in 2009, changed its name to GovHR USA in 2013, and joined MGT (the nation's leading social impact firm) in 2023. GovHR provides public management consulting services to local government clients and other public-sector entities nationwide. GovHR offers customized executive recruitment services, management studies, and consulting projects for local government and organizations that work with local government. GovHR's GovTempsUSA division also provides interim staffing solutions to keep operations moving during recruitment.

Our Commitment

MGT embraces the most complex challenges with deep commitment, agility, and local expertise to make a measurable and profound social impact. Simply stated, our promise is: *We improve lives by advancing and lifting up your community.* This purpose reflects the company's strong social conscience and service ethic that forms the core of the MGT "Why." MGT models this philosophy by systematically seeking out the highest-impact projects and relationships, encouraging community involvement, and investing in a collaborative and rewarding world-class work environment for employees.

Impacting Communities. For Good.



Defined by Our Impact



We understand the goals of the City of Jackson and how this search process will ensure a diverse pool of highly qualified candidates for the City.

The MGT team empowers organizations to enhance their teams through innovations in people, processes, and technology to *lift and strengthen their human resources solutions*.

Part of our success is based upon our *promise to be flexible and responsive*. We are acutely aware of the political, economic, social, and technological factors that impact today's public sector clients. MGT is structured into several primary consulting divisions to support these needs. We are pleased to have the Government Consulting Experts within the MGT Social Impact Solutions Group responsible for leading the completion of this project.

Unparalleled Expertise and Level of Service. With executive recruitment experience in 44 states and communities ranging in population from 1,000 to 3,000,000, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.

Delivering the Best. We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for the City. We will provide important information to potential candidates by developing a high-quality, thorough Recruitment Brochure reflecting the knowledge we will have about your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.

A Partner from Start to Finish. We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your complete satisfaction. We can strategize with you on various approaches for meeting your recruiting needs, including evaluating internal candidates, identifying non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you until you find the best candidate for your position.





The success of a consulting engagement is founded on the qualifications of the project team and how it is structured and managed.

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the City's staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced consultant, Mark Peterson. He will act as your project manager and primary point of contact for this project.

Project Manager & Main Point of Contact MARK PETERSON

Vice President

MPeterson@GovHRusa.com

847-380-3240 x121

Mark Peterson joined GovHR USA in 2018 and has conducted executive recruitments in Illinois, Iowa, Missouri, Kentucky, and Wisconsin. Those recruitment initiatives include numerous city and county managers/administrators and assistant/deputy city managers and administrators. He has also recruited many municipal and county department heads and professionals in finance, economic development, community development, human resources, legal, public health, public works, engineering, and transit. Mr. Peterson has also assisted a variety of municipalities and counties with strategic planning, goal setting, team building, staff development, performance evaluation, organizational studies, and compensation analysis, and participated in the placement of several temporary positions via GovTemps.

Throughout his long career, Mark has remained an active member of the International City/County Management Association (ICMA) and the Illinois City/County Management Association (ILCMA). He has served in various leadership capacities, including the President of ILCMA in 1998-99.

Proposal Inquiries



MICHELE MORAWSKI
Assistant Director of Client Services
224.415.3791
MMorawski@GovHRusa.com

Project Approach & Methodology

A detailed plan specifically designed for you.

Project Understanding

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to administer your recruitment professionally will provide you with a diverse pool of highly qualified candidates for your position search.

Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.



MGT: EXPERTS IN RECRUITING

"The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to customize the process based on the City's needs."

MGT Client Satisfaction Components



Proposed Work Plan

PHASE 1 POSITION ASSESSMENT, POSITION ANNOUNCEMENT, & BROCHURE

Activities

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to understand the challenges and opportunities inherent in the position fully. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one-on-one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece showcasing the organization and its area.



PROJECT APPROACH & METHODOLOGY

INFORMATION GATHERING

- One-on-one or group interviews with stakeholders identified by the City.
- MGT can establish a dedicated email address for feedback from stakeholders or the community.
- Community forums (in person or via video) can be used to gather input and feedback.
- Surveys can be used by department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$150/hour plus actual expenses if incurred). A dedicated email address and one organizational survey are included. A Community Survey can be conducted for \$2,500. Community Forums are conducted as an optional service.

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for the City's review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

PHASE 2 ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

Activities

We extensively use social media and traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly job listings are sent to over 8.000 subscribers.

Phase 2 will include the following:

- MGT consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the City, focusing on:
 - Leadership and management skills.
 - Size of organization.
 - Experience in addressing challenges and opportunities is also outlined in Phase 1.
 - The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- Placement of the Position Announcement:
 - Public sector online Career Centers.
 - Social media: LinkedIn (posted on MGT Executive's LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
 - MGT will provide the City with a list of advertising options for approval.

PHASE 3 **CANDIDATE EVALUATION & SCREENING**

Activities

Phase 3 will include the following steps:



PROJECT APPROACH & METHODOLOGY

- Review and evaluate candidates' credentials with consideration to the criteria outlined in the Recruitment Brochure.
- Candidates will be narrowed down to those that meet the qualification criteria.
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience.
 - Live Video Interview (45 minutes to 1 hour) conducted by a consultant with each finalist candidate.
 - References provided by the candidate are contacted.
 - Internet/Social Media search conducted on each finalist candidate.

All resumes will be acknowledged, and inquiries from candidates will be personally handled by MGT, ensuring the City's process is professional and well-regarded by all who participate.

PHASE 4 PRESENTATION OF RECOMMENDED CANDIDATES

Activities

Phase 4 will include the following steps:

- MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- MGT will provide an electronic recruitment portfolio containing the candidates' materials and a "mini" resume for each candidate so that credentials are presented uniformly.
- The City will receive a log of all applicants and may review resumes if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

MGT will meet with the City to review the recruitment report and provide additional candidate information.

PHASE 5 INTERVIEWING PROCESS & BACKGROUND SCREENING

Activities

Phase 5 will include MGT completing the following steps:

- Develop the first and second round interview questions for the City's review and comment.
- Coordinate candidate travel and accommodations.
- Provide the City with an electronic file that includes:
 - Candidates' credentials.
 - Set of questions with room for interviewers to make notes.
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.

Background screening will be conducted along with additional references contacted:



MGT BACKGROUND SCREENING

- ✓ Social Security Trace & Verification
- ✓ US Federal Criminal Search
- ✓ Enhanced Verified National Criminal
 - National Sex Offender Registry
 - Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol
 - Office of Foreign Assets Control (OFAC)
 Terrorist Database Search
 - Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA)
 - All felonies and misdemeanors reported to the National Database

- ✓ County/Statewide Criminal
- ✓ Civil Search
- ✓ Bankruptcy, Leans, and Judgements
- ✓ Motor Vehicle Record
- ✓ Education Verification All Degrees Earned

Optional: Credit Report – Transunion with score (based on position and state laws)

Optional:

- Professional License Verification
- Drug Screen
- Employment Verification

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-Step Interview process. The first-round interviews will include four to five candidates. The second-round interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of the City's facilities.
- Interviews with senior staff.

PHASE 6 APPOINTMENT OF CANDIDATE

Activities

- MGT will assist you as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- MGT will notify all applicants of the final appointment, providing professional background information on the successful candidate.

MGT/GovHR's Recommendations to RECRUIT and Retain Top Talent

RESPONSIVE: ROLL OUT THE WELCOME MAT! Candidates may struggle with relocating for a new position and being concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

ENCOURAGING: Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and



PROJECT APPROACH & METHODOLOGY

coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

COMPETITIVE: Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

RESOURCEFUL: Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully assess requirements such as Certified Public Accountant (CPA), Professional Engineer, and others that will limit your talent pool – consider using the word "ideally" or "preferably."

UNDERSTANDING: These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

NNOVATIVE: Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. MGT will assist you in being as innovative as possible in your outreach.

TRANSPARENT: Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information. If we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.

Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation, as illustrated in **Exhibit 1**.

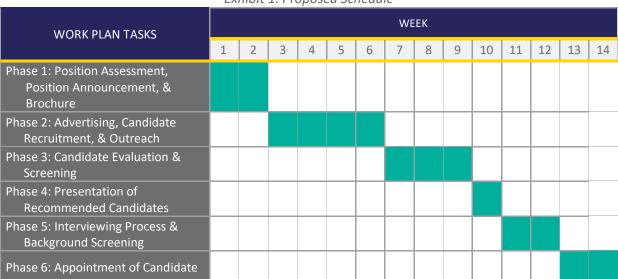


Exhibit 1. Proposed Schedule



A leader in local government recruitment and selection.

More than one-third of the organizations served by MGT's GovHR have contracted for multiple projects; we feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff. We have conducted over **300 top Manager** recruitments (City Administrator, County Manager, etc.). A complete list of these clients is available on our website at www.govhrusa.com. We are happy to provide you with additional contact information for any of these clients upon request.

GREENVILLE, IL

GEORGE BARBER, MAYOR 404 S. THIRD STREET, GREENVILLE, IL 62246 618-410-3510 | GBARBER@GREENVILLEILLINOIS.COM

MGT's GovHR provided recruitment and selection services for the following position of City Manager, 2021 - Mark Peterson.



WASHINGTON, IL

GARY MANIER, MAYOR 301 WALNUT ST. | WASHINGTON, IL 61571 309-208-6214 | GMANIER@CI.WASHINGTON.IL.US

MGT's GovHR provided recruitment and selection services for the following position of City Administrator, 2021 - Mark Peterson.



WINDSOR HEIGHTS, IA

MIKE JONES, MAYOR 1145 66_{TH} STREET | WINDSOR HEIGHTS, IA 50324 MIKE.JONES@WINDSORHEIGHTS.ORG

MGT's GovHR provided recruitment and selection services for the following positions:

- City Administrator, 2023 Mark Peterson
- City Administrator, 2020



CAPE GIRARDEAU, MO

DR. KENNETH HASKIN, CITY MANAGER
573-339-6320 | KHASKIN@CITYOFCAPEGIRARDEAU.ORG
401 INDEPENDENCE AVENUE | P.O. BOX 617
CAPE GIRARDEAU, MO 63703
MOLLY MEHNER, DEPUTY CITY MANAGER (FORMER)
CURRENT TOWN ADMINISTRATOR OF COLLIERVILLE, TN
(901) 457-2200

MGT's GovHR provided recruitment and selection services for the following position of City Manager, 2021 - Mark Peterson



REFERENCES

Client List Missouri

Missouri Mis	Rock Hill Metropolitan St. Louis Sewer District Metropolitan St. Louis Sewer District Shrewsbury Independence University City Columbia Salem Warrensburg Wentzville University City Webster Groves Creve Coeur Bel-Ridge University City University City University City University City	Classification & Compensation Study Assistant Treasurer Executive Director/CEO Organizational/Operational Assessment & Salary Survey Chief of Police Director of Public Works Human Resources Director City Clerk (Professional Outreach) City Manager Director of Engineering/City Engineer Director of Human Resources Fire Chief Police Chief Project Manager Assistant City Manager	Classification & Compensation Study Finance Utility/Water Organizational Assessment Law Enforcement Public Works Human Resources Clerk - Municipal City Management Engineering Human Resources Fire/EMS Assessment Center	4,718 Multi Multi 6,332 123,000 35,172 125,181 4,950 20,200 44,372 35,172 22,800	2024 2023 2023 2023 2022 2022 2022 2021 2021
Missouri S Missouri S Missouri	Louis Sewer District Metropolitan St. Louis Sewer District Shrewsbury Independence University City Columbia Salem Warrensburg Wentzville University City Webster Groves Creve Coeur Bel-Ridge University City	Executive Director/CEO Organizational/Operational Assessment & Salary Survey Chief of Police Director of Public Works Human Resources Director City Clerk (Professional Outreach) City Manager Director of Engineering/City Engineer Director of Human Resources Fire Chief Police Chief Project Manager	Utility/Water Organizational Assessment Law Enforcement Public Works Human Resources Clerk - Municipal City Management Engineering Human Resources Fire/EMS	Multi 6,332 123,000 35,172 125,181 4,950 20,200 44,372 35,172	2023 2023 2022 2022 2022 2021 2021 2021
Missouri Mis	Louis Sewer District Shrewsbury Independence University City Columbia Salem Warrensburg Wentzville University City Webster Groves Creve Coeur Bel-Ridge University City	Organizational/Operational Assessment & Salary Survey Chief of Police Director of Public Works Human Resources Director City Clerk (Professional Outreach) City Manager Director of Engineering/City Engineer Director of Human Resources Fire Chief Police Chief Project Manager	Organizational Assessment Law Enforcement Public Works Human Resources Clerk - Municipal City Management Engineering Human Resources Fire/EMS	6,332 123,000 35,172 125,181 4,950 20,200 44,372 35,172	2023 2022 2022 2022 2021 2021 2021
Missouri I Missouri I	Independence University City Columbia Salem Warrensburg Wentzville University City Webster Groves Creve Coeur Bel-Ridge University City	Survey Chief of Police Director of Public Works Human Resources Director City Clerk (Professional Outreach) City Manager Director of Engineering/City Engineer Director of Human Resources Fire Chief Police Chief Project Manager	Law Enforcement Public Works Human Resources Clerk - Municipal City Management Engineering Human Resources Fire/EMS	123,000 35,172 125,181 4,950 20,200 44,372 35,172	2022 2022 2022 2021 2021 2021
Missouri U Missouri S Missouri V Missouri V Missouri U Missouri U Missouri U Missouri U Missouri U	University City Columbia Salem Warrensburg Wentzville University City Webster Groves Creve Coeur Bel-Ridge University City	Director of Public Works Human Resources Director City Clerk (Professional Outreach) City Manager Director of Engineering/City Engineer Director of Human Resources Fire Chief Police Chief Project Manager	Public Works Human Resources Clerk - Municipal City Management Engineering Human Resources Fire/EMS	35,172 125,181 4,950 20,200 44,372 35,172	2022 2022 2021 2021 2021
Missouri E	Columbia Salem Warrensburg Wentzville University City Webster Groves Creve Coeur Bel-Ridge University City	Human Resources Director City Clerk (Professional Outreach) City Manager Director of Engineering/City Engineer Director of Human Resources Fire Chief Police Chief Project Manager	Human Resources Clerk - Municipal City Management Engineering Human Resources Fire/EMS	125,181 4,950 20,200 44,372 35,172	2022 2021 2021 2021
Missouri Missouri Missouri Missouri Missouri Missouri Missouri Missouri Missouri E	Salem Warrensburg Wentzville University City Webster Groves Creve Coeur Bel-Ridge University City	City Clerk (Professional Outreach) City Manager Director of Engineering/City Engineer Director of Human Resources Fire Chief Police Chief Project Manager	Clerk - Municipal City Management Engineering Human Resources Fire/EMS	4,950 20,200 44,372 35,172	2021 2021 2021
Missouri \\Missouri \\	Warrensburg Wentzville University City Webster Groves Creve Coeur Bel-Ridge University City	City Manager Director of Engineering/City Engineer Director of Human Resources Fire Chief Police Chief Project Manager	City Management Engineering Human Resources Fire/EMS	20,200 44,372 35,172	2021 2021
Missouri \ Missouri \ Missouri \ Missouri \ Missouri \ Missouri \	Wentzville University City Webster Groves Creve Coeur Bel-Ridge University City	Director of Engineering/City Engineer Director of Human Resources Fire Chief Police Chief Project Manager	Engineering Human Resources Fire/EMS	44,372 35,172	2021
Missouri U Missouri V Missouri C Missouri E	University City Webster Groves Creve Coeur Bel-Ridge University City	Director of Human Resources Fire Chief Police Chief Project Manager	Human Resources Fire/EMS	35,172	
Missouri (Missouri E	Webster Groves Creve Coeur Bel-Ridge University City	Fire Chief Police Chief Project Manager	Fire/EMS		2021
Missouri (Creve Coeur Bel-Ridge University City	Police Chief Project Manager	·	22,800	2021
Missouri E	Bel-Ridge University City	Project Manager	7 ISSESSITIETTE CETTEET	18,538	2021
	University City		City Management	2,703	2021
Missouri l			Assistant City Management	35,175	2020
		Assistant to the City Manager/Director of Human Resources	Assistant City Management	35,172	2020
Missouri E	Ballwin	City Administrator	City Management	30,181	2020
Missouri (Cape Girardeau	City Manager	City Management	38,000	2020
Missouri \	Webster Groves	City Manager	City Management	22,800	2020
Missouri (Glendale	Compensation Study	Compensation Study	5,878	2020
	Cape Girardeau	Battalion Chief Assessment Center	Assessment Center	38,000	2019
	Wildwood	City Manager	City Management	35,524	2019
	Cape Girardeau	Fire Chief & Emergency Management Director	Fire/EMS	38,000	2019
	Cape Girardeau	Fire Chief & Emergency Management Director Assessment Center	Assessment Center	38,000	2019
	University City	Assistant to the City Manager/Communications Director	Assistant City Management	35,172	2018
	University City	Assistant to the City Manager/Economic Development Director	Assistant City Management	35,172	2018
	South Lyon	City Manager	City Management	11,327	2018
	University City	Director of Parks, Recreation & Forestry	Parks & Recreation	35,172	2018
F	Missouri Parks and Recreation Association (MPRA)	Executive Director	Parks & Recreation	Multi	2018
	Clayton	Fire Chief	Fire/EMS	15,939	2018
Missouri (Clayton	Fire Chief Assessment Center	Assessment Center	15,939	2018
Missouri l	University City	City Manager	City Management	35,172	2017
Missouri N	Maryland Heights	Organizational Assessment	Organizational Assessment	27,472	2017
Missouri L	Lee's Summit	Parks Administrator	Parks & Recreation	96,076	2017
	Republic	City Administrator	City Management	15,590	2016
[Clay County Department of Revenue	Interim Finance Support	Finance	Multi	2016
	Maryland Heights	Park Director - Direct Hire	Parks & Recreation	27,137	2016
	Maryland Heights	Parks & Recreation Director	Parks & Recreation	27,472	2016
Missouri 1	Maryland Heights	City Administrator	City Management	27,436	2015
Missouri F	Ferguson	City Manager	City Management	21,111	2015
	St. Louis County Municipal League	Executive Director	Intergovernmental Agency	Multi	2015
	Kirkwood	Fire Chief	Fire/EMS	27,596	2015
	Kirkwood	Fire Chief Assessment Center	Assessment Center	27,596	2015
[Clay County Department of Revenue	Interim Support	Finance	Multi	2015
	Wildwood	City Administrator	City Management	35,517	2014
[Clay County Department of Revenue	Tax Collections Specialist	Finance	Multi	2014
[Clay County Department of Revenue	Tax Collections Specialist	Finance	Multi	2012





NATIONAL FIRM LOCAL FOCUS

Alabama
Birmingham
Arizona
Phoenix

California Sacramento Riverside Carlsbad Florida Tampa HQ Georgia

Georgia Savannah Atlanta Alpharetta

Illinois Chicago Metro

Indiana Gary Michigan Bay City

New York

North Carolina Raleigh

South Carolina Columbia

Tennessee Nashville

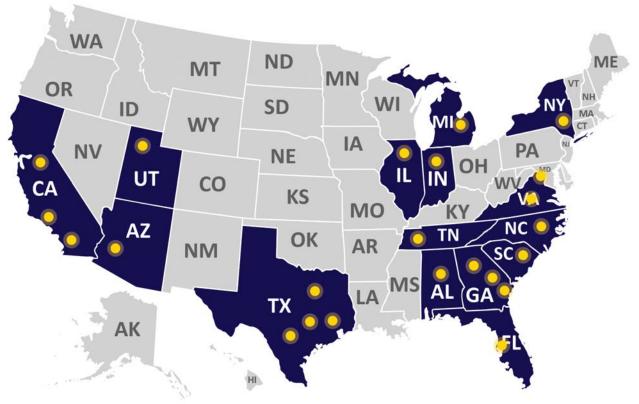
Texas

Dallas Austin San Antonio Houston

Utah Salt Lake City

VirginiaRichmond

Washington, D.C







Defined by Impact. Driven by People. Dedicated to the Community.

We take pride in customizing our client's needs — and we will work with you to ensure our fees are aligned with your expectations and budget.

Full Scope Recruitment

Summary of Costs	Price
Recruitment Fee	\$21,500
Recruitment Expenses (not to exceed) Expenses include candidate due diligence efforts	\$1,500
Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, Client is only billed for actual cost.	\$2,000
TOTAL:	\$25,000**

^{**}Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the City for reimbursement.

Possible in-person meetings could include:

- Recruitment brochure interview process
- Presentation of recommended candidates
- Interview Process

Any additional consultant visits requested by the City (beyond the three visits listed above) will be billed at \$150/hour. The additional visits may also result in an increase in the travel expenses billed.

Payment for Fees & Services

- 1st Invoice: Contract Award (40% of the Recruitment Fee).
- 2nd Invoice: Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Payment of invoices is due within thirty (30) days of receipt.

^{*}This fee does not include travel and accommodation for candidates interviewed.