

January 14, 2019

Ms. Amanda Foster  
City Clerk  
City of Wildwood  
16860 Main Street  
Wildwood, MO 63040

Dear Ms. Foster:

Thank you for the opportunity to provide you with a proposal for the City Administrator recruitment and selection process for the City of Wildwood. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

### Qualifications and Experience

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public sector. We have 11 full time and 8 part time employees and 23 project consultants. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 29 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding and* indicate that they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and skype interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.
- We provide a two-year guarantee for our recruitments. Less than 1% of our clients have had to invoke the guarantee.
- The firm has a total of twenty-three consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public-sector leaders.

630 Dundee Road, Suite 130, Northbrook, Illinois 60062  
Local: 847.380.3240 Fax: 866.401.3100 GovHRUSA.com

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori (f/k/a Joellen Earl), Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette, IL. Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

## Consultant Assigned

GovHR Senior Vice President Lee Szymborski will be responsible for your recruitment and selection process. He will be assisted with background checks and administrative work by a home office Recruitment Coordinator and a Reference Specialist. Mr. Szymborski's biography is attached to this Proposal and his contact information is:

Lee Szymborski  
Senior Vice President  
GovHR USA LLC  
Telephone: 847-380-3240  
[LSzymborski@GovHRusa.com](mailto:LSzymborski@GovHRusa.com)

Mr. Szymborski has conducted approximately 65 executive recruitments since joining GovHR in 2013, and nearly 30 of these were for the top Manager position (City Manager, County Administrator, etc.) GovHR President Heidi Voorhees conducted the search for Wildwood's most recent City Administrator in 2014, and also conducted successful placements of the Ferguson, MO City Manager (2015) and the Executive Director of the St. Louis County Municipal League (2015).

We have included a list all of the top Manager recruitments conducted by GovHR consultants in the past eight years. A complete list of GovHR's clients is available on our website at [www.govhrusa.com](http://www.govhrusa.com)

## References

The following references can speak to the quality of service provided by GovHR:

**University City, MO**  
**(City Manager, 2017) – Lee Szymborski**  
**(CM/ED, 2018)- Lee Szymborski**  
LaRette Reese, City Clerk  
6801 Delmar Boulevard  
University City, MO 63130  
314-505-8605  
[LReese@ucitymo.org](mailto:LReese@ucitymo.org)  
Yolanda Howze, Director of Human Resources  
314-505-8693  
[yhowze@ucitymo.org](mailto:yhowze@ucitymo.org)

**Republic, MO (City Administrator, 2016) – Lee Szymborski**  
Brian Buckner

Former Mayor  
417-840-2231  
[brian.buckner@sbcglobal.net](mailto:brian.buckner@sbcglobal.net)

**Maryland Heights, MO**  
**(City Administrator, 2015) – Lee Szymborski**  
**(Parks & Recreation Director, 2016) – Lee Szymborski**  
Deborah Hamilton  
HR Director  
11911 Dorsett Road  
Maryland Heights, MO 63043  
314-291-6550  
[dhamilton@marylandheights.com](mailto:dhamilton@marylandheights.com)

**Kirkwood, MO (Fire Chief, 2015) – Lee Szymborski**  
Russell Hawes  
Chief Administrative Officer  
139 S. Kirkwood Road  
Kirkwood, MO 63122  
314-822-5800  
[hawesrb@kirkwoodmo.org](mailto:hawesrb@kirkwoodmo.org)

## Scope of Work

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 professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your City Administrator search. GovHR clients are informed of the progress of a 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.

GovHR suggests the following approach to your recruitment, subject to your requests for modification:

### Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one or group interviews will be conducted with elected officials, appointed officials, staff, business community representatives and any other stakeholders identified by the client to develop our Recruitment Brochure. The Proposal assumes up to two full days and one night depending upon the client's needs. We can also utilize dedicated email and surveys to obtain feedback from stakeholder groups. Previous clients have invited community leaders to meetings with our consultants; other clients have developed surveys for the community or organization; and some clients request we use a combination of these methods to fully understand community and organizational needs and expectations for the next City Administrator. We will work closely with you on the format that best meets your needs.
- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

## Phase II – Advertising, Candidate Recruitment and Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the City with a list of where we intend to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to the City, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

## Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.  
  
Candidates will be interviewed by skype or facetime to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the City Administrator. We will ask follow up questions and probe specific areas. By utilizing skype or facetime we will have an assessment of their verbal skills and their level of energy for and interest in the position.
- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the City's process is professional and well regarded by all who participate.

## Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains

the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.

- GovHR will meet with you on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.

### **Phase V –Interviewing Process**

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.
- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the City, the schedule will incorporate a tour of Wildwood's facilities and interviews with senior staff, if the City so desires.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

### **Phase VI – Appointment of Candidate**

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

### **Citizen Involvement in the Recruitment Process**

GovHR has entered into an exclusive strategic partnership with Polco. Polco provides the tools for municipalities to collect citizens' views. Community responses are validated using the local voter database to verify the responses. Civic engagement is enhanced by using websites, widgets, and apps to meet the citizens where they are. Citizens become more active and informed participants in the process by voicing their views to municipal leaders and other citizens. Polco makes voicing opinions accessible, easy and convenient. It is an excellent tool that can be used to solicit input during the recruitment process and can

be used in the future for a wide variety of purposes related to civic engagement. This is an optional service. Pricing available upon request.

### Leadership/Personality Assessments

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Typically these tools cost \$300 per candidate to administer. This fee is not included in our proposal.

### Optional 360° Evaluation

As a service to the City, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed Administrator at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the City feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR USA will prepare a proposal for this service.

### Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

➤ Weeks 1 - 2	On-site interviews of City officials and staff, development and approval of recruitment brochure <b>Deliverable: recruitment brochure</b>
➤ Weeks 3 - 8	Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
➤ Week 9	Consultant recommendation to the City of qualified candidates <b>Deliverable: recruitment report</b>
➤ Week 10	Selection of candidate finalists by the City; additional background and reference checks, report preparation and presentation <b>Deliverable: interview reports including suggested questions and evaluation sheets</b>
➤ Weeks 11-12	Interviews of selected finalist candidates; recommendation of final candidate; negotiation, offer, acceptance and appointment

Summary of Costs	Price
Recruitment Fee:	<b>\$14,000</b>

Recruitment Expenses: (not to exceed) ➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts. copying etc.	<b>4,500</b>
Advertising: *Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	<b>2,500*</b>
<b>Total:</b>	<b>\$21,000**</b>

\*\*This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if requested, for an additional cost of \$900.

The above cost proposal is predicated on four consultant visits to the City; the first for the recruitment brochure interview process (up to two full days and one night, depending upon the client's needs; if additional days are needed they will be billed at \$500 per half day and \$950 for a full day, plus additional hotel charges, if required); the second to present recommended candidates; and the third and fourth for the candidate interview process (second round interviews are often scheduled a week or so following the first round interviews). Any additional consultant visits requested by the City will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

## Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

**1<sup>st</sup> Payment:** 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

**2<sup>nd</sup> Payment:** 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

**Final Payment:** 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses and the costs for printing the Recruitment Brochure will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

## Philosophy

Executive search is an important decision-making process for an organization and our primary goal is to provide our client with the information to make the best hiring decision. Our firm's executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an



important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client's organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, “best match” candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.

## **GovHR Guarantee**

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the City not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Wildwood beyond the planned four visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 24 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

## **Why Choose GovHR?**

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 24 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the International Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via Skype, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.



We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees  
President  
GovHR USA

Attachment: Consultant Biography

**ACCEPTED BY THE CITY OF WILDWOOD, MISSOURI**

BY: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

## CONSULTANT BIOGRAPHY

### **LEE SZYMBORSKI** **Senior Vice President**

Lee Szymborski is a Senior Vice President with GovHR USA, working on both executive search and general management consulting assignments. He has more than 33 years of experience in local government administration.

Mr. Szymborski's experience spans both Wisconsin and Illinois communities. Mr. Szymborski served more than 15 years as City Administrator in Mequon, Wisconsin. Mequon is a full service city with \$30 million in combined budgets, and more than 170 employees serving 23,000 residents. In addition to his Wisconsin service in Mequon, he also worked for the City of Wauwatosa and Milwaukee County. In Illinois, he served for 12 years as Assistant Village Manager in Buffalo Grove.

Mr. Szymborski's track record points to a results-oriented approach to municipal government management. That is demonstrated by his work including the purchase of a \$14 M private water utility that has seen its customer base increase under city ownership (Mequon); reorganizing city departments and reducing workforce costs in an organizationally sensitive manner (Mequon); spearheading a 10- community oversight committee to secure the startup of commuter rail service (Metra) on the WI Central railway (Buffalo Grove); and re-purposing TIF funds to provide incentives that secured a \$16 M mixed-use development in Mequon's Town Center. He is additionally skilled in budgeting, personnel administration, community engagement efforts and strategic planning.

Mr. Szymborski's experience in recruiting key staff extends back to his management roles in both Buffalo Grove and Mequon. In Buffalo Grove, he handled for the Village Manager all aspects of recruiting the management team. During his time in Mequon, Mr. Szymborski recruited all members of the City's management team.

Since joining GovHR USA in 2014, Mr. Szymborski has managed close to 65 executive searches for communities in Wisconsin, Illinois, Minnesota, Missouri and Massachusetts, as well as non-profit agencies including the International City/County Management Association.

His recent searches include City Manager, City Administrator and department head positions for communities throughout the Midwest and East Coast. He has done management studies and strategic plans for several Wisconsin, Illinois and Missouri communities, professional associations and councils of government. He has also been part of GovHR USA's classification and compensation studies in several Wisconsin, Illinois, Minnesota and Massachusetts communities.

#### **Professional Education, Training and Instruction**

- Master of Science degree in Urban Affairs, University of Wisconsin - Milwaukee
- Bachelor of Arts degree in Political Science, University of Wisconsin – Milwaukee

#### **Professional Development and Speaking Engagements**

- Adjunct instructor at Upper Iowa University – Milwaukee Center
- Published articles in Public Management Magazine, Milwaukee Journal Sentinel

#### **Memberships and Affiliations**

- Mequon-Thiensville Sunrise Rotary Club
- Board of Directors for the Mequon Nature Preserve
- International City/County Management Association

- Wisconsin City/County Management Association
- Former President Illinois Association of Municipal Management Assistants
- Former President Mequon-Thiensville Sunrise Rotary Club

**Awards**

- Mequon – Thiensville Chamber of Commerce's Distinguished Service Award

**Local Government Background**

- City Administrator, Mequon, WI 1999-2014
- Assistant Village Manager, Buffalo Grove, IL 1987-1999
- Milwaukee County and City of Wauwatosa, WI 1980-1986



**City Management Recruitments 2009 to Present**

<b>Client</b>	<b>Position</b>	<b>Year</b>	<b>Population</b>
Algonquin, IL	Village Manager	2012	30,046
Alpena, MI	City Manager	2012	10,410
Arlington Heights, IL	Village Manager	2014	75,100
Battle Creek, MI	City Manager	2014	51,911
Beloit, WI	Finance & Administrative Services Director	2014	36,966
Beloit, WI	City Manager	2015	36,966
Beloit, WI	Town Administrator	2016	36,966
Bensenville, IL	Village Manager	2015	20,703
Bloomington, IL	City Manager	2018	78,730
Bondurant, IA	City Administrator	2017	5,493
Brown Deer, WI	Village Manager	2012	12,061
Buffalo Grove, IL	Village Manager	2010	42,909
Burleson, TX	City Manager	2011	36,990
Burlington, IA	City Manager	2011	25,663
Burlington, WI	City Administrator	2014	10,511
Cambridge, MA	City Manager	2016	110,000
Carbondale, IL	City Manager	2011	25,092
Caro, MI	City Manager	2012	4,208
Cary, IL	Village Administrator	2011	18,713
Cedarburg, WI	Town Administrator	2015	11,475
Cheshire, CT	Town Manager	2017	29,261
Clarendon Hills, IL	Village Manager	2010	8,572
Clarendon Hills, IL	Village Administrator	2014	8,572
Crest Hill, IL	City Administrator	2015	20,837
Decatur, IL	City Manager	2014	76,178
DeKalb, IL	City Manager	2013	44,862
Delta Charter Township, MI	Township Manager	2014	32,400
Dixon, IL	City Manager	2015	15,333
Eagle, CO	Town Manager	2017	6,739
East Moline, IL	City Administrator	2011	21,300
East Moline, IL	City Administrator	2016	21,300
East Peoria, IL	City Administrator	2016	23,503
Effingham	City Administrator	2010	12,384
Elmhurst, IL	City Manager	2010	43,300
Fayetteville, NC	Assistant City Manager	2012	208,000
Fayetteville, NC	Assistant City Manager	2017	208,000
Ferguson Township, PA	Township Manager	2017	18,300

Ferguson, MO	City Manager	2015	21,111
Fond du Lac, WI	City Manager	2012	43,021
Fox Lake, IL	Village Administrator	2013	10,550
Freeport, IL	City Manager	2017	25,000
Ft. Atkinson, WI	City Manager	2012	12,300
Galesburg, IL	City Manager	2010	33,706
Garland, TX	Assistant City Manager	2016	233,206
Glen Ellyn, IL	Village Manager	2010	27,000
Glen Ellyn, IL	Assistant Village Manager	2013	27,000
Glencoe, IL	Village Manager	2013	8,723
Glendale, WI	City Administrator	2016	12,920
Greenbelt, MD	City Manager	2016	23,753
Hagerstown, MD	City Administrator	2015	40,612
Hamtramck, MI	City Manager	2017	21,752
Hanover Park, IL	Village Manager	2012	37,973
Hartford, WI	City Administrator	2015	14,251
Highland Park, IL	City Manager	2011	31,365
Hinsdale, IL	Village Manager	2013	16,816
Hobart, WI	Village Administrator	2016	8,500
Homer Glen, IL	Village Manager	2011	24,220
Inverness, IL	Village Administrator	2013	7,400
Janesville, WI	Develop City Manager Profile	2013	63,480
Janesville, WI	City Manager	2013	63,480
Joliet, IL	City Manager	2013	147,500
Joliet, IL	City Manager	2017	147,500
Kalamazoo, MI	City Manager	2013	75,000
Kenilworth, IL	Village Manager	2012	2,562
La Grange, IL	Village Manager	2017	15,732
Lake Geneva, WI	City Administrator	2015	7,710
Lake Villa, IL	Village Administrator	2013	8,774
Lake Zurich, IL	Village Manager	2015	19,631
Libertyville, IL	Village Manager	2016	20,431
Lincoln, IL	City Administrator	2014	14,500
Lincoln, IL	City Administrator	2018	14,500
Lincolnshire, IL	Village Manager	2012	7,500
Lindenhurst, IL	Village Administrator	2017	14,468
Lisbon, WI	Town Administrator/Clerk	2014	2,521
Lombard, IL	Village Manager	2013	43,165
Marengo, IL	City Administrator	2011	7,614
Maryland Heights, MO	City Administrator	2015	27,436
Mettawa, IL	Part-time Village Administrator	2010	500
Mokena, IL	Village Administrator	2015	19,042
Moline, IL	City Administrator	2017	43,100
Monmouth, IL	City Administrator	2014	9,444
Morgantown, WV	City Manager	2016	31,000
Morton Grove, IL	Village Administrator	2011	23,500
Morton Grove, IL	Manager of Inspectional Services	2011	23,500

Mt. Lebanon, PA	Municipal Manager	2015	33,000
Mt. Prospect, IL	Village Manager	2015	54,771
Munster, IN	Town Manager	2014	23,603
New Lenox	Village Administrator	2011	25,000
Newton, IA	City Administrator	2016	15,000
Normal, IL	City Manager	2017	54,264
North Kingstown, RI	Town Manager	2015	26,326
North Kingstown, RI re-do	Town Manager	2017	26,326
Oak Brook, IL	Village Manager	2014	7,883
Oak Creek, WI	City Administrator	2016	34,626
Oakland Township, MI	Township Manager	2013	16,779
Oberlin, OH	City Manager	2016	8,390
Orland Park, IL	Village Manager	2016	60,000
Orland Park, IL	Village Manager	2016	60,000
Pekin, IL	City Manager	2016	33,223
Plymouth	Director of City Services	2010	8,468
Prairie Du Chien, WI	City Administrator	2017	5,900
Princeton, IL	City Manager	2011	7,500
Princeton, WI	City Administrator	2010	1,504
Provincetown, MA	Town Manager	2015	2,990
Racine, WI	City Administrator	2016	78,200
Republic, MO	City Administrator	2016	15,590
Richfield	Village Administrator	2009	11,500
River Forest, IL	Village Administrator	2010	11,635
Rochester, MI	City Manager	2015	13,000
Rock Island	City Manager	2011	39,684
Rome, WI	Town Administrator	2016	2,720
Rome, WI	Town Administrator	2016	2,720
Schiller Park, IL	Village Manager	2015	11,870
Shorewood, WI	Village Manager	2017	13,331
Skokie, IL	Village Manager	2013	65,000
Sykesville, MD	Town Manager	2017	3,941
Tinley Park, IL	Village Manager	2013	58,000
Unalaska, AK	City Manager	2017	4,768
University City, MO	City Manager	2017	35,115
Volo, IL	Village Administrator	2013	3,300
Waldwick, NJ	Borough Administrator	2015	9,800
Washington, IA	City Administrator	2011	7,266
Washington, IL	City Administrator	2015	15,700
Wauconda, IL	Village Administrator	2013	13,603
Wauconda, IL	Village Administrator	2017	13,896
Waukesha, WI	City Administrator	2012	71,000
Waukesha, WI	City Administrator	2014	71,000
Webster City, IA	City Manager	2016	8,000
West Bend, WI	City Administrator	2016	31,000
West Liberty, IA	City Manager	2013	3,736
Whitewater, WI	City Manager	2012	14,300

Wildwood, MO	City Administrator	2014	35,517
Williamstown, MA	Town Manager	2015	8,400
Woodridge, IL	Village Administrator	2017	32,971





*Announces a Recruitment For*

# CITY ADMINISTRATOR

## For THE CITY OF REPUBLIC, MISSOURI

GovHR USA is pleased to announce the recruitment and selection process for a City Administrator on behalf of the City of Republic, Missouri. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by April 4, 2016, with cover letter, résumé, and contact information for five professional references. To apply online, visit [www.govhrusa.com/current-positions/recruitment](http://www.govhrusa.com/current-positions/recruitment) or to apply via mail send the required information to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240. The City of Republic is an Equal Opportunity Employer.



Lee Szymborski, Senior Vice President

GovHR USA/Voorhees Associates  
630 Dundee Road, Suite 130  
Northbrook, IL 60062  
TEL: 847-380-3240  
FAX: 866-401-3100

Formal applications should be submitted to:  
[www.govhrusa.com/current-positions/recruitment](http://www.govhrusa.com/current-positions/recruitment)

## *PROFESSIONAL ANNOUNCEMENT AND EXECUTIVE SUMMARY*

**City Administrator, Republic, MO (pop. 14,751).** Historic, beautiful and fast-growing community in the rolling hills of southwest Missouri, Republic is located in close proximity to Springfield and 50 miles northwest of Branson, the Ozark's top tourist destination. Republic is conveniently located five miles from the Springfield-Branson National Airport and has direct access to three major highways. The City seeks an experienced municipal executive to serve as its next City Administrator.



Established in 1871, the City is proud of its neighbor-friendly appeal and vibrant residential neighborhoods, while also boasting robust residential growth and economic development. The City has experienced an 85% growth in population since 2000, and has created more than 1,000 jobs in the last five years. Mirroring vigorous growth in the greater Springfield area, Republic is expected to continue to see significant growth in the next ten years.

The City is seeking an experienced, collaborative, strategic-thinking professional with strong communication skills. A record of visibility in the community, proven financial/analytical and human resources skills is required. Experience in economic development is desired. Republic is a full-service City, providing police, fire/emergency management, public works (streets, water & wastewater), parks & recreation, and planning & development services. The City has about 125 full-time employees, 200 seasonal employees and an \$18.9 million budget.

Candidates must have a bachelor's degree, preferably in public administration, business administration or related field plus five years of increasingly responsible municipal executive level experience. Assistant administrator experience in a larger community will also be considered. A Master's degree in public administration, business administration or other advanced executive level training such as ICMA Credentialed Manager is preferred.

Candidates must also possess proven managerial, staff-leadership and interpersonal skills to lead a financially fit

and team-oriented organization in a community experiencing vigorous growth while retaining its small-town character. Starting salary range: \$105,000 – \$120,000+/- DOQ. Candidates should apply by April 4, 2016, with résumé, cover letter and contact information for five work-related references to [www.govhrusa.com/current-positions/recruitment](http://www.govhrusa.com/current-positions/recruitment) to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240.

## *COMMUNITY HISTORY AND BACKGROUND*

Republic is located in Greene and Christian Counties in the southwest part of the state, and is closely located to Springfield in the heart of the Ozark hills. Little is known about the actual origin of how Republic got its name, yet it began as a typical crossroads station for travelers heading west in the early 1800s. The Battle of Wilson's

Creek was fought three miles from Republic in 1861, and marked the beginning of the Civil War in Missouri. For nearly three years, Union and Confederate forces struggled for control of the State.

With the location of a rail station in nearby Brookline, and a station later in Republic, the area began to grow rapidly. In October of 1871, the Republic Post Office opened. The City soon included a school, flour mill, and other farm-related businesses. Its population was about 500 at the turn of the century, and Republic continued to grow as a farming and bedroom community during the 1900s. Today, Republic is a thriving community in an ideal location in terms of highways, rail system, and the Springfield-Branson Regional Airport.

Since 2000, Republic's population jumped from 8,438 to 14,751—a growth rate of more than 70%. The average age of the population is 32.2 years old. Republic is expected to continue a hearty pattern of growth over the next ten years or more.

Some of the growth Republic has experienced is due to the consolidation with the Village of Brookline. Brookline and Republic shared a close history because of their geographic proximity, railroad and highway development. Residents in both communities saw the benefit of joint development under the City of Republic, and in 2005 they voted to merge into a single community. As a result of the consolidation, Republic's land mass grew by nearly 50%.

The consolidation triggered a multi-million dollar extension of water and sewer into the former Brookline area, priming it for development, and this effort has proven to be very successful. Given the location's adjacency to Interstate 44, U.S. Highway 60, and Missouri State Highway MM, the area is prime land for commercial and industrial development, as well as continued residential growth. In 2012, McLane Co., an international grocery distribution firm, opened a first-of-its-kind distribution facility and warehouse in this area.

Several other companies, such as Carnahan-White Fence, Blue Line Equipment, Herrman Lumber, Murphy Tractor, Watson Metal Masters, Ashley Furniture, Red Monkey, Crossbreed and Schwans' regional headquarters have located their facilities in this area of Republic.

Republic is currently home to two platted business and industrial parks in the former Brookline area as well as several other commercial subdivisions in other prime locations.

In order to focus on future growth, Republic has renovated and upgraded the city's infrastructure and municipal facilities. The sanitary sewer facility was tripled in capacity in 2001. In 2006, a new well and water tower, and 17.5 miles of water and sewer mains were added at a cost of more than \$12 million.

Other improvements designed to accommodate Republic's growth include updated or new municipal facilities. In 2002, a 25,000 square foot facility for Police, Municipal Court, and Emergency Management was opened. Fire Station #1 was expanded in 2008, and during that same time a new 12,700 square foot Fire Station (#2) was built. Space needs, siting, and financial analyses for a new City Hall and Public Works facility are currently being examined.





## City of Republic, Missouri

---

There are 5,516 households in Republic. A wide variety of housing sizes, styles and price ranges are available throughout the community from older structures to new construction home sites. The median household income is \$51,755 with a median home value of \$117,400 based on 2014 U.S. Census data. The neighboring City of Springfield has more than 159,400 residents; the Springfield Metropolitan Statistical Area has a population of 436,712.

The City encompasses approximately 15 square miles, of which there are 148 acres in recreational parks and over 2.4 miles of paved trails. In 2003, the City opened its 46,000 square foot Community Center. The facility provides year-round recreational opportunities to residents, including seasonal athletic leagues in several recreational sports, basketball courts, exercise equipment, meeting facilities and Senior Center activities. Republic Parks and Recreation sponsors basketball, volleyball, softball leagues and many other activities for all ages. The City's state-of-the-art \$4.4 million Outdoor Aquatic Center opened in 2005 and is a popular recreational attraction in the region and home to the area's first surfing simulator, "The Huna." Republic is also located near numerous lakes providing fishing, camping and boating pleasure.

The City boasts a top-quality public school system that is widely supported by the community. Republic is served by the Republic School District, which offers one Early Childhood Center, five elementary schools, one middle school and one high school. The District's enrollment is 4,710 students, and it provides a reliable system of

transportation for over 3,000 students. The District consistently has high test scores and students are taught by a highly qualified staff. Students are also offered an abundance of extra-curricular activities. Private and parochial school choices may be found in neighboring Springfield.

Located in nearby Springfield is Missouri's flagship school, Missouri State University (MSU). With an enrollment of more than 22,000 students, the university offers more than 150 undergraduate majors and over 45 graduate programs. MSU's College of Business is the largest college of business in Missouri and one of the largest in the Midwest. Ozark Technical Community College, a community college of more than 15,000 students serving 13 public school districts in

the greater Springfield area, offers more than 40 associate degree and certificate programs in areas of study ranging from agriculture to welding.

Award-winning healthcare may be found throughout the Republic area. Residents have access to three major world-class healthcare systems. For instance, Mercy Hospital is a general medical and surgical hospital in Springfield, MO, with 678 beds and is ranked among the top 10 hospitals in Missouri by *U.S. News & World Report*.

Republic is known for its outstanding quality of life. Residents appreciate Republic's semi-rural atmosphere, while also enjoying the City's proximity to Springfield and Branson. Sports and leisure activities are an integral part of the Republic way of life. Entertainment and recreational facilities are designed to meet the needs of all, regardless of age, ability, or interest.



For area history, Wilson's Creek National Battlefield, located minutes east of Republic, is the location of the first Civil War Battle west of the Mississippi. The visitor's center has a theater, exhibits, and maps. A five-mile tour road and trails allow complete access to the park.

Missouri's single largest tourist attraction, Bass Pro Shop, is in nearby Springfield. Residents can also find the Springfield Symphony, Springfield Ballet, the Juanita K. Hammons Hall for the Performing Arts, Springfield Little Theatre, and The Springfield Art Museum just a short drive away. The Cardinals Double-A Minor League Baseball team for the St. Louis Cardinals play in Springfield at Hammons Field.

### *CITY GOVERNMENT IN REPUBLIC*

The City of Republic is a first class chartered city under Missouri law. This designation permits Republic to exercise more control of its local government rather than the more limited authority granted by the Missouri State Statutes for fourth class cities. The City operates under a Mayor-City Council form of government. The City Council consists of eight members, two Council members from each of four wards. The Mayor and Council members serve two-year terms, with four Council members being elected each year.

The City employs a full-time professional City Administrator along with well-qualified Department Heads to manage the City's affairs and public services. The former City Administrator served the City for more than eight years, recently taking another City Administrator position in a larger Missouri community.

For FY 2016, the City employs approximately 125 full-time employees, and 200 seasonal employees. The City Administrator oversees an \$18.9 million budget. The City has an A bond rating.

The City Administrator is the chief administrative officer of the City and is responsible to the Mayor and Council. The City Administrator is responsible for the execution of all City ordinances and policies of the City Council by means of the direct supervision of all Department Heads and, indirectly, all City employees. Major areas of operation include:



**Police** – The Department consists of three divisions: criminal investigations, records, and patrol & auxiliary. The Department's mission, in part, says it "exists to serve all people within our jurisdiction with respect, fairness, and compassion. We are committed to the prevention of crime; protection of life and property; the preservation of peace, order, and safety; the enforcement of laws and ordinances; and the safeguarding of constitutional guarantees."

**Fire** – Provides a wide range of services including fire suppression and investigation, motor vehicle accident response, medical emergencies, hazardous incident emergencies, fire inspections, public education, and mutual and automatic aid with surrounding Fire Departments. The Fire Department operates two fully manned stations, which are staffed 24 hours a day. The Fire Department currently holds an ISO Rating of 2.

**Public Works** – Provides services in the areas of animal control, streets, wastewater, and water. Public Works Administration guides new infrastructure construction from design to completion and regulates activity in the

public right of way. The division also provides turn-key design and construction management services for the operational divisions.

Planning and Development – Focuses on improving neighborhoods, regulating land uses for orderly growth and development, code compliance and building inspection, increasing economic activity, and fostering new residential, commercial and industrial growth. In order to guide the significant growth and changes that are occurring in the community, the Planning & Development Department also handles transportation planning, corridor development planning, land use planning and site planning.



Administration – Provides general day-to-day oversight of city operations. This Department also houses the office of the City Clerk, City Attorney, Human Resources and Information Technology.

Finance – Provides for budgeting, budget execution, fiscal accountability, accounting, payroll functions, and oversees utility billing operations for the City.

Parks and Recreation – Provides leisure and recreational opportunities to residents by managing 148 acres of parks and several miles of trails, a community center, an outdoor aquatic center, a senior center, and a variety of recreational programming including basketball, volleyball, softball leagues and many other activities for all ages.

## CHALLENGES AND OPPORTUNITIES

The next City Administrator for Republic can expect to work closely with the Mayor, City Council and Department Heads on the following challenges and opportunities:

- The City of Republic is committed to sustainable commercial and economic development, and its strategic regional growth plan is yielding some of the fastest-improving economic statistics in the Midwest over the last decade. Republic ranks high in most every relevant indicator for Missouri businesses, including key indicators like demographics, labor and workforce, transportation, tax rates and incentives, industry and retail opportunities, and utility rates.

Republic directly benefits from Springfield's demographics, economic statistics, and workforce. Growth experts anticipate the City of Republic will continue to see significant growth in the next ten years.

Given the City's location and its adjacency to Interstate 44, U.S. Highway 60, and Missouri State Highway MM, the area is prime land for commercial and industrial development, as well as continued residential growth. The next City Administrator will work closely with City staff and the City's elected officials to continue the City's momentum in this area, while also assuring substantive work is done in the area of business retention.

At the same time, the next City Administrator should be adept at working with City leaders and staff in developing long-range plans to financially, organizationally and infra-structurally accommodate anticipated growth.



## City Administrator

---

- The City has made a significant investment in its Parks and Recreation system over the years. Evidence can be found in its active parks, an outdoor water recreation facility, the continued development of a trail system, and a 46,000 square foot Community Center, as well as a local parks sales tax. The next City Administrator can be expected to appreciate a community that considers parks and recreation a core municipal service.
- City officials and staff have identified a need to broaden the City's social media presence, and utilize more platforms for communicating with residents and the business community. Toward that end, some updates and technology enhancements to the City's e-outreach efforts are expected in 2016 including an updated City website. Yet, more improvements are desired. The next City Administrator should be comfortable with technology, for he/she can expect to work with City staff to evaluate the City's information technology processes and expenditures to determine if the City's needs are being met in the most cost effective and technologically advanced manner.
- Republic prides itself as a community on the go and welcoming to newcomers, one that is also proud of retaining its small-town values and friendliness in the midst of its rapid growth. As such, the next City Administrator should be comfortable having a visible role in a community undergoing transition, easily interacting with, and embracing, a diverse array of residents, individuals, businesses and organizations.
- The new City Administrator is encouraged to look at the municipal organization and over time, evaluate service delivery processes, procedures and methods, departmental organization, collaboration, and resource-sharing. The City Council is dedicated to progressive, innovative, continuous improvement and sees this recruitment as an opportunity for a fresh look at the organization.



At the same time, the next City Administrator joins a highly-regarded team of management professionals in the organization, some of whom are recent additions to the management team, while others are seasoned, long-tenured practitioners. In this same vein, rank-and-file employee retention needs attention, too, for some departments are experiencing more employee turnover than desired. All told, the next City Administrator will be challenged with refining and retaining a high-output, collegial organizational culture responsive to a participative leadership style.

- In the last ten years, the City has renovated, updated or built new public facilities in many of the departments. Looking ahead, the City has retained H Design Group LLC to conduct a feasibility study for a new City Hall and Public Works facility. Four sites are being studied, and a fiscal analysis is underway. The consultant's report is expected this Spring. The new City Administrator can expect to work with the City Council and staff to thoroughly examine the myriad of financial and land-use implications and decisions associated with the issue.
- The working relationship between the City and the Republic School District is strong, as both governmental bodies cooperatively traverse through growth-induced changes and challenges to the community's infrastructure, facilities, demographics and culture. The next area of progress the City Council



wants its new City Administrator to tackle includes developing stronger intergovernmental ties with county government, as well as the Republic Chamber of Commerce.

### CANDIDATE QUALIFICATION CRITERIA

The current and predictable issues, needs and challenges confronting the City of Republic call for particular experience, skills, leadership style, values, and professional commitment on the part of the next City Administrator. The following factors of education, experience, management style, and personal traits have been identified by City officials as *ideal* attributes for the City Administrator to possess in order to function effectively in the position. The starting salary for the position is \$105,000 – \$120,000+/- depending upon qualifications and experience. Residency in Republic is required.

#### *Desired Experience and Skills*

The City desires candidates who:

- Have a bachelor's degree, preferably in public administration, business administration or related field plus five years of increasingly responsible municipal executive level experience. Assistant administrator experience in a larger community will also be considered. A Master's degree in public administration, business administration or other advanced executive level training such as ICMA Credentialed Manager is preferred.
- Possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.
- Have an appreciation for a community that values creative thinking combined with an appreciation for using fiscal resources wisely and judiciously; understand that core services and infrastructure make for a solid community.
- Are skilled in working with elected officials as a group, and are comfortable developing ongoing, one-on-one working relationships with each Council member.
- Have experience in leading a high-performing workforce with a positive, cooperative, and team-oriented approach to addressing issues and solving problems.
- Have a demonstrated record of tenacity and creativity with respect to economic development and redevelopment. In partnership with city staff, the City Administrator should be able to effectively communicate Republic's assets and strategic location to potential developers and assist developers in navigating City regulatory processes. Communicate with existing businesses to ensure they are retained and to identify areas for potential expansion.



## City Administrator

---

- Have an understanding of community visioning and strategic planning processes; possess the ability to help the City Council and staff develop a long-range vision for the community and then deliver on the plan's goals and objectives.
- Have the experience and judgment to recognize the need for change when it arises, and the leadership skills, political savvy, technical competence, will and courage to effect such change.
- Have experience in a Human Resources program that develops and maintains a strong working relationship with City staff while building morale and holding employees professionally accountable. Have experience in labor relations.
- Have management experience in creating an environment of trust, integrity and mentorship where employees respect one another and where the organization consistently functions at a high level of customer service.
- Have experience in intergovernmental relations and work with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner.
- Have a record of keeping current with modern, innovative municipal technology, programs and procedures, understanding how technology can be used to enhance transparency in government, increase efficiencies and provide better customer service for residents.
- Possess skills in public and media relations, being capable of openly and honestly articulating the City's municipal policy positions to the media and community groups and organizations, following a policy of full disclosure in public presentations; have an attitude of complete transparency with respect to local government operations. Have experience in the effective use of social media in conveying information to the general public.
- Have the ability in attracting, developing and retaining a highly qualified professional staff and workforce, maintaining a strong team management approach in municipal services delivery and administration of municipal programs and activities. Have an orientation toward continuing education and professional development for self, staff, and employees—keeping up to date and abreast of modern, innovative methods.



### *Desired Management Style and Personal Traits*

The City desires candidates who:

- Have a background of professional and personal integrity, honesty, ethics and morals and be able to lead and motivate personnel by example.
- Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the Mayor, City Council and staff, being able to firmly and diplo-

matically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.

- Are politically astute, yet politically neutral. Are able to “read the Council,” providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.
- Are articulate and effective oral and written communicators; one who is comfortable listening to and talking with a wide spectrum of people; who can clearly and concisely present written and oral information to decision makers; willingly share information as appropriate.
- Possess strong administrative leadership skills and who are able to help City staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues which are critical toward meeting both current and longer range needs of the overall community.
- Are comfortable in delegating responsibility and authority to professional staff as a team player while remaining informed and conversant on the status of all programs and projects.
- Are self-starters who possess the vitality and energy to motivate and lead others; someone who seeks and enjoys a challenge.
- Possess well-developed organizational skills with the ability to balance numerous projects and issues.
- Are team leaders who can coach and develop employees to meet organizational and employee goals; understand and embrace the tenets of servant-leadership.
- Are people oriented, sincerely personable, patient, calm and accessible, with a good sense of humor.
- Have a genuine passion for public service; possess an energetic, “can-do” attitude with a genuine enthusiasm for city government, and who are willing to have a long-term commitment to the organization.
- Promote a strong, service-oriented, “customer relations” approach by all employees in dealing with citizenry.
- Are proactive, anticipatory and innovative.
- Possesses the ability to make difficult decisions and stand behind those decisions.

