



## City of Springfield

### Agenda

#### City Council Special Meeting

**Ken McClure, Mayor**

**Zone Councilmembers**

Monica Horton, Zone 1

Abe McGull, Zone 2

Brandon Jenson, Zone 3

Matthew Simpson, Zone 4

**General Councilmembers**

Heather Hardinger, General A

Craig Hosmer, General B

Callie Carroll, General C

Derek Lee, General D

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**November 12, 2024**

**11:00 AM**

**Councilman Denny Whayne  
Conference Room  
Busch Building, 4th Floor  
840 Boonville Avenue**

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[Rules and procedures.](#)

**1. ROLL CALL.**

**2. SECOND READING AND FINAL PASSAGE.**

Citizens Have Spoken. May Be Voted On.

**2.1. Council Bill 2024-239 (McClure)**

A special ordinance authorizing the City of Springfield, Missouri, to enter into an agreement with Strategic Government Resources, Inc., a Texas Corporation, for the purpose of providing executive recruitment services for the not to exceed price of Thirty-Five Thousand and 00/100 Dollars (\$35,000); and authorizing the Mayor to execute the same by and on behalf of the City of Springfield.

**3. ADJOURN TO COMMITTEE OF THE WHOLE.**

**3.1. SPECIAL MEETING NOTICE.**



## **EXPLANATION TO COUNCIL BILL 2024-239 (MCCLURE)**

**FILED:** 11/07/2024

**ORIGINATING DEPARTMENT:** Human Resources

**TITLE:** A special ordinance authorizing the City of Springfield, Missouri, to enter into an agreement with Strategic Government Resources, Inc., a Texas Corporation, for the purpose of providing executive recruitment services for the not to exceed price of Thirty-Five Thousand and 00/100 Dollars (\$35,000); and authorizing the Mayor to execute the same by and on behalf of the City of Springfield.

**PURPOSE:** To enter into an agreement with Strategic Government Resources, Inc., a Texas Corporation, for the purpose of providing executive recruitment services for the not to exceed price of Thirty-Five Thousand and 00/100 Dollars (\$35,000); and authorizing the Mayor to execute the same by and on behalf of the City of Springfield.

**BACKGROUND INFORMATION:** The Mayor and City Council have determined they would like to retain the services of a qualified executive search firm to assist in the selection of the new City Manager. An agreement with Strategic Government Resources, Inc. to provide said executive recruitment services is attached with a not to exceed price of \$35,000.

**Submitted By:** Darla Morrison, Director of Human Resources

**Authorized for inclusion on the agenda pursuant to City Code section 2-33:**

**Attachments:**

1. CB RE SGR K
2. SGR Proposal
3. 13 Contract Full Service Recruitment\_Final

One-rdg. \_\_\_\_\_  
P. Hrngs. \_\_\_\_\_  
Pgs. 48  
Filed: 10/30/24

Sponsored by: McClure

First Reading: \_\_\_\_\_

Second Reading: \_\_\_\_\_

COUNCIL BILL 2024-239

SPECIAL ORDINANCE \_\_\_\_\_

AN ORDINANCE

1 AUTHORIZING the City of Springfield, Missouri, to enter into an agreement with  
2 Strategic Government Resources, Inc., a Texas Corporation, for the  
3 purpose of providing executive recruitment services for the not to  
4 exceed price of Thirty-Five Thousand and 00/100 Dollars  
5 (\$35,000.00); and authorizing the Mayor to execute the same by and  
6 on behalf of the City of Springfield.  
7 \_\_\_\_\_  
8

9 NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF  
10 SPRINGFIELD, MISSOURI, as follows, that:

11  
12 Section 1 – That the agreement with Strategic Government Resources, Inc., a  
13 Texas Corporation, for the purpose of providing executive recruitment services for the not  
14 to exceed price of Thirty-Five Thousand and 00/100 Dollars (\$35,000.00), a true and  
15 accurate copy of said agreement being attached hereto and incorporated as Exhibit “A,”  
16 be and the same is hereby approved.  
17

18 Section 2 – That the Mayor of the City of Springfield, Missouri, is hereby authorized  
19 and directed to execute said agreement by and on behalf of the City of Springfield.  
20

21 Section 3 – That this Ordinance shall become effective immediately upon its  
22 passage.  
23

24 Passed at meeting: \_\_\_\_\_  
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26 \_\_\_\_\_  
27 Mayor  
28

29 Attest: \_\_\_\_\_, City Clerk  
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31 Filed as Ordinance: \_\_\_\_\_  
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34 Approved as to form: JS, City Attorney

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37 Approved for Council action: Jason A. Hayes, City Manager

# PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

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**City Manager  
City of Springfield, Missouri**

**October 29, 2024**

**This proposal is valid for 60 days**



**Strategic** Government Resources  
P.O. Box 1642, Keller, Texas 76244  
Office: 817-337-8581

JJ Peters, President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)



October 29, 2024

Hon. Mayor Ken McClure & City Council  
City of Springfield, Missouri

Dear Mayor McClure & Council Members,

Thank you for the opportunity to submit this proposal to assist the City of Springfield in your recruitment for a new City Manager. At SGR, we take pride in our unique ability to provide personalized and comprehensive recruitment services to meet your specific needs.

We would like to highlight some key aspects that set SGR apart from other recruitment firms and enable us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR has conducted executive recruitments for over 450 local government clients in 37 states, and we value the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.
- We have a broad community of over 19,000 followers on LinkedIn, one platform we utilize to connect with a wide range of active and passive candidates across the nation.
- Our Servant Leadership e-newsletter, with a subscriber base of over 35,000 in all 50 states, announces all SGR recruitments, further extending our reach. Your position will also be posted on SGR's website and our Job Board.
- In addition, SGR sends targeted emails to our opt-in Job Alert subscriber database including over 5,000 city management professionals.
- Your recruiter for this search, Senior Vice President Marsha Reed, will be the primary contact for the City and lead in the recruitment. SGR's President of Leadership Development and Strategic Foresight, Dr. Mike Mowery, will facilitate the I-OPT assessments and workshop.

We are happy to provide references upon request. We are enthusiastic about the prospect of conducting this recruitment for the City of Springfield, and we are available to schedule a meeting at your convenience to discuss further.

Respectfully submitted,

Jeri J. Peters, President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)

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## About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 29 full-time employees, 27 recruiters, 16 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise.

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Montana, New York, North Carolina, Ohio, Oklahoma, and Oregon.

View all SGR team members and their bios at: <https://sgr.pub/MeetTeamSGR>.

## SGR's Unique Qualifications

### Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 35,000 subscribers across all 50 states.
- We will send targeted emails to over 5,000 opt-in subscribers of SGR's City Management Job Alerts.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which attracts approximately 20,000 visitors per month.
- Your position will be posted on SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month.
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

### Collective Local Government Experience

Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

### Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a “boutique” firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

### **Trust of Candidates**

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

### **Accessibility and Communication**

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

### **Comprehensive Evaluation and Vetting of Candidates**

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Virtual and In-Person interviews.
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

### **Executive Recruitment Clients**

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

View a full list of our Executive Recruitment Clients at: <https://sgr.pub/ERClientList>.

## DEI in Recruitments

SGR is deeply committed to equal employment opportunity and considers it an ethical imperative. We unequivocally reject any form of bias, expecting that candidates be assessed solely based on their ability to perform the job. Encouraging underrepresented demographic groups to apply is a vital aspect of our commitment. While we cannot guarantee the composition of semifinalist or finalist groups, SGR actively fosters relationships and contacts on a national scale to ensure meaningful participation of underrepresented groups. Our recruitment process is consistently evaluated and refined to incorporate a focus on equity and inclusion.

Statistics are a testament to our commitment to diversity and inclusion. In our 2023 placements, 31% of candidates were female and 23% indicated they were a person of color. Within SGR, our team of six executives includes three women and one person of color, and 79% of SGR's staff members are women. Our internal hiring practices are designed to attract diverse talent from various backgrounds and experiences. We understand the importance of words, ensuring our recruitment materials are inclusive and reflect an equity-focused perspective.

We also actively recommend advertising placements to attract a diverse applicant pool, leveraging partnerships with organizations such as the League of Women in Government, the Local Government Hispanic Network, and the National Forum of Black Public Administrators. Tracking candidate demographic data helps us proactively recruit traditionally underrepresented candidates for senior management positions in local government. We welcome feedback from our clients and candidates, using post-recruitment surveys to refine our processes and outcomes.

## Project Personnel

**Marsha Reed, Senior Vice President**

[MarshaReed@GovernmentResource.com](mailto:MarshaReed@GovernmentResource.com)

806-789-9641



Marsha has worked in public service for 38 years prior to her retirement. She is a two-time graduate of Texas Tech University having earned her Bachelor of Science Degree in Civil Engineering in 1988 and her Master's in Public Administration in 2000. Marsha recently retired from the great City of Chandler, Arizona, after six years as the City Manager and two years as Assistant City Manager. Prior to working for Chandler, Marsha worked for the City of Lubbock, Texas for 20 years in a number of positions with the last six years as the Chief Operating Officer. Marsha also spent ten years at the Texas Department of Transportation.

Marsha is a licensed engineer in both Texas and Arizona and has won a number of awards in her career including the Top 3 Public Works Leaders of the Year Award by the Texas Chapter of the American Public Works Association and Engineer of the Year by the South Plains Chapter of Texas Society of Professional Engineers. Marsha has served in a number of leadership positions including President of the Texas Chapter of APWA and the President of the South Plains Chapter of TSPE. Marsha has also served on the Texas Municipal League Board of Directors and is a current member of the Arizona City Managers Association.

In her spare time Marsha enjoys being with her family, traveling, and doing anything outdoors. Marsha has also volunteered her time on Church mission trips, and with a number of non-profit organizations.

## Facilitator

**Dr. Mike Mowery, President**  
**Leadership Development & Strategic Foresight**

[MMowery@governmentresource.com](mailto:MMowery@governmentresource.com)

817-223-7320



Dr. Mike Mowery is the President of Leadership Development for Strategic Government Resources (SGR). He has been with SGR since 2011.

Mike has studied leadership for over 30 years and is experienced in guiding local governments in strategic visioning, building effective teams, and overcoming obstacles to improve and enhance organizational health. He has led over 500 Workshops on Leadership for local governments.

He is a graduate of Baylor University, Southwestern Baptist Theological Seminary, and Golden Gate Baptist Theological Seminary. His doctoral project focused on developing a process to help leaders create a strategic vision for a larger organization. This has become the foundation for SGR's approach to Strategic Planning which is being used by more and more City Councils.

Mike is the creator and presenter of SGR's Next Generation Leader training program and leads other workshops and classes including Building Better Leaders, Building the Great Workplace, and Overcoming the 5 Dysfunctions of a Team. Mike has helped develop and redefine SGR's Strategic Visioning Process used in city council retreats around the nation. He was also one of the developers for SGR's Mentoring Program, used to help emerging leaders reach their potential.

Mike has a passion for seeing leaders grow, excel, and provide outstanding leadership to their organizations. In addition to having earned several certifications in facilitation methods, he is in the process of a certified coach with the International Coaches Federation.

## Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
  - Project Kickoff Meeting and Develop Anticipated Timeline
  - Stakeholder Interviews and Listening Sessions
  - Develop Recruitment Brochure
- 2. Recruitment Campaign and Outreach to Prospective Applicants**
  - Advertising and Marketing
  - Communication with Prospective Applicants
  - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Candidates for Initial Virtual Screening Interviews (up to 15)**
- 5. Evaluation of Virtual Interview Candidates**
  - Written Questionnaires (if desired)
  - Virtual Interviews
  - Media Searches - Stage 1, as described below
- 6. Search Committee Briefing to Determine Semifinalist Candidates (up to 8 Semifinalist)**
  - In-person Confidential Interviews (up to 2 days)
- 7. Search Committee Briefing to Select up to 5 Finalists**
- 8. Evaluation of Finalists**
  - Comprehensive Media Searches - Stage 2, as described below
  - Background Investigation Reports
  - I-OPT Assessments (if desired)
  - DiSC Management Assessments (if desired, supplemental cost)
  - First Year Plan or Other Advanced Exercise (if desired, may occur later in process)
  - Press Release Announcing Finalists (if requested)
- 9. Two-Day Interview Process**
  - Face-to-Face Interviews
  - Stakeholder Engagement
  - I-OPT Virtual Workshop (if desired)
  - Deliberations
  - Reference Checks (may occur earlier in process)

## **10. Negotiations and Hiring Process**

- Determine Terms of an Employment Offer
- Negotiate Terms and Conditions of Employment
- Press Release Announcing New Hire (if requested)

### **Step 1: Organization/Position Insight and Analysis**

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#### **Project Kickoff Meeting and Develop Anticipated Timeline**

SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

#### **Stakeholder Interviews and Listening Sessions**

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding of your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

#### **Develop Recruitment Brochure**

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

To view sample recruitment brochures, please visit:

<https://sgr.pub/OpenRecruitments>

### **Step 2: Recruitment Campaign and Outreach to Prospective Applicants**

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#### **Advertising and Marketing**

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

### **Communication with Prospective Applicants**

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes.

As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

### **Communication with Active Applicants**

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

### **Step 3: Initial Screening and Review by Executive Recruiter**

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SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

### **Step 4: Search Committee Briefing to Review Applicant Pool and Select Candidates for Initial Virtual Interviews**

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At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of candidates. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

### **Step 5: Evaluation of Virtual Interview Candidates**

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The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively

with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of virtual interview candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

#### **Written Questionnaires (if desired)**

As part of our thorough evaluation process, SGR will request candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the confidential briefing book.

#### **Virtual Interviews**

Virtual interviews will be conducted for virtual interview candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting semifinalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

#### **Media Searches - Stage 1**

“Stage 1” of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at this stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any “red flags” or noteworthy media coverage to the Search Committee as part of the review of candidates with the Search Committee.

## **Step 6: Search Committee Briefing to Select Semifinalists**

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Prior to this briefing, SGR will provide the Search Committee with a confidential briefing book on the virtual interview candidates via an electronic link. The confidential briefing book includes cover letters, resumes, and completed questionnaires. The objective of this meeting is to narrow the list to semifinalists who will be invited to participate in confidential onsite interviews.

## **Step 7: Evaluation of Semifinalists**

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In-person confidential interviews

## **Step 8: Search Committee Briefing to Select Finalists**

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## **Step 9: Evaluation of Finalists**

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### **Comprehensive Media Searches - Stage 2**

“Stage 2” of our media search process includes the web-based interface Nexis Diligence™, supplemented by Google as an additional tool. By combining both resources, we offer an enhanced due diligence process to our clients, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. The Stage 2 media search consists of a more complex search, encompassing social media platforms, and has proven to be instrumental in identifying potential adverse news about the candidate that may not have been disclosed previously. The media search provides the Search Committee with an overview of the candidate’s press coverage throughout their career. View a sample media report at: <https://sgr.pub/SGRMediaReport>.

### **Reference Checks**

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates’ soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR’s reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists’ names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists’ names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

## Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: <https://sgr.pub/SGRBackgroundReport>.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

## I-OPT Assessments (if desired, may occur later in the process)

SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. SGR will provide individual I-OPT assessments for the participants to determine the different personality styles of each and how the different styles can work better as a team to accomplish change.

## DiSC Management Assessments (if desired, may occur later in the process; supplemental cost)

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate's preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager. View a sample report at: <https://sgr.pub/SGRDiSCReport>.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style. View a sample comparison report at: <https://sgr.pub/SGRDiSCCompare>.

## First-Year Plan or Other Advanced Exercise (if desired, may occur later in process)

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

## **Step 10: Interview Process**

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### **Face-to-Face Interviews**

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs smoothly and efficiently.

### **Stakeholder Engagement**

At the discretion of the Search Committee, we will closely collaborate with your organization to involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

### **I-OPT Workshop**

Once the I-OPT assessments are completed, a virtual discussion of the results will take place with the participants to interpret the individual personality styles and the overall effect they have on collaboration. A mock team report can also be reviewed comparing the results of the participant assessments with the City Council Members' assessments, if desired. View sample I-OPT reports on the SGR website at: <https://sgr.pub/SampleIOPT>.

### **Deliberations**

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

## **Step 11: Negotiations and Hiring Process**

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### **Determine Terms of an Employment Offer**

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

### **Negotiate Terms and Conditions of Employment**

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

### **Press Release (if requested)**

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered

best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

## **Satisfaction Surveys**

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SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

## **Post-Hire Services**

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### **Complimentary Leadership Development Workshop**

As part of our commitment to ensuring long-term success, SGR is pleased to offer a complimentary, four-hour, leadership development workshop for your organization within 12 months of the successful completion of the executive search. SGR Executive Recruitment clients would be responsible for the travel costs associated with facilitation only—no professional fee (a cost savings of up to \$4,750)! Leadership Development workshops are designed to support the newly appointed leader and foster a servant leadership culture within your team, enhancing collaboration and alignment across the organization. Standard leadership development workshops include the following topics:

- Creating a Servant Leadership Culture
- Governance
- Team Building
- Strategic Planning
- Strategic Visioning

We offer additional post-hire services, such as executive coaching and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please email [training@governmentresource.com](mailto:training@governmentresource.com) or visit:

<https://www.governmentresource.com/leadership-development-training-resources>.

## Fee Proposal

**Not-to-Exceed Price: \$32,900**

**Not-to-Exceed Price is comprised of:**

- **Fixed Fee of \$30,400**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

**The Fixed Fee includes:**

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
  - Outreach to Prospective Applicants
  - Custom Graphics for Email and Social Media Marketing
  - Announcement in SGR's Servant Leadership e-Newsletter
  - Post on SGR's Website
  - Ad on SGR's Job Board
  - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
  - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Virtual Interviews for Initial Candidate Screening
  - Questionnaires for up to 15 Candidates (if desired)
  - Virtual Interviews for up to 15 Candidates
  - Media Searches – Verbal Report from Recruiter on Stage 1 Reports for up to Fifteen (15) Candidates
  - Select up to Eight (8) Semifinalists Based on Results

**Semifinalist Evaluation:**

- Semifinalist Confidential Briefing Books (resumes, cover letters & questionnaires) via Electronic Link
  - In-Person Confidential Interviews for up to 8 Semifinalists
  - Select up to Five (5) Finalists based on results
- Evaluation of Finalists
- Comprehensive Stage 2 Media Reports for up to Five (5) Finalists
- Verbal Report from Recruiter on Background Investigation Reports for up to Five (5) Finalists
- Leadership Acumen Assessment Tool (if desired, supplemental cost)
- I-OPT Assessments for up to Five (5) Candidates and Virtual Workshop
- Reference Checks for up to Five (5) Finalists

- Finalist Briefing Books (resumes, cover letters, questionnaires (if applicable), Stage 2 Media Reports, & Reference Report) via Electronic Link
- Onsite Interviews, Exercises and Activities with up to Five (5) Finalists
- Up To Three (3) Onsite Visits by the Recruiter for 1-3 days each, Inclusive of Travel Costs
- Complimentary Virtual Leadership Development Workshop

**Reimbursable Expenses included in the not-to-exceed price:**

- Ad placements up to \$2,500 will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price.

**Reimbursable Expenses not included in the not-to-exceed price:**

- Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

**Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:**

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.
- At your request, SGR can conduct an online stakeholder survey for \$1,500 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Virtual interviews over and above the 15 included in the Fixed Fee - \$250 per candidate.
- Additional comprehensive stage 2 media reports over and above the maximum of five (5) included in the fixed price above - \$750 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above - \$500 per candidate.
- Additional I-OPT assessments for candidates over and above the maximum of five (5) included in the fixed price above - \$175 per candidate.
- I-OPT assessments for City Council Members and other individuals are \$175 per assessment. Team reports can be provided at no additional cost. If both candidates and City Council Members complete the assessments, mock team reports comparing the results between the candidates and Council can be provided at no additional cost.
- If the Organization desires the I-OPT workshop to be done in-person, the Organization would be responsible for travel costs. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.

- Additional reference checks over and above the maximum of five (5) included in the fixed price above - \$250 per candidate.
- DiSC Management assessments - \$175 per candidate.
- Virtual Candidate, Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the three (3) onsite visits included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,000 per day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

### **Billing**

SGR will bill the fixed fee in four (4) installments: 30% upon contract execution, 30% after the applicant pool is presented, 30% after finalist interviews, and 10% upon acceptance of employment. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

## Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

## Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

## City & County Management Recruitments, 2019-Present

### In Progress

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- Corsicana, Texas (pop. 25,000) – City Manager
- Heath, Texas (pop. ) – City Manager
- Kilgore, Texas (pop. 14,000) – City Manager
- Marshall, Texas (pop. 23,600) – City Manager
- Marysville, Kansas (pop. 3,500) - City Administrator
- Miami, Oklahoma (pop. 13,000) - City Manager
- New Rochelle, New York (pop. 82,000) – City Manager
- New Smyrna Beach, Florida (pop. 32,000) - City Manager
- Scarsdale, New York (pop. 18,000) - Village Manager
- Treasure Island, Florida (pop. 6,500) - City Manager

### 2024

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- Coffeyville, Kansas (pop. 9,000) - City Manager
- Duncan, Oklahoma (pop. 23,000) - City Manager
- DuPont, Washington (pop. 10,000) - City Administrator
- Edwardsville, Kansas (pop. 4,700) - City Manager
- Leander, Texas (pop. 80,000) - City Manager
- Leavenworth, Kansas (pop. 37,351) – City Manager
- Manhattan, Kansas (pop. 55,000) – City Manager
- Medford, Oregon (pop. 90,000) - City Manager
- Orono, Maine (pop. 11,000) - Town Manager
- San Juan County, Washington (pop. 18,000) - County Manager
- Topeka, Kansas (pop. 125,000) - City Manager

### 2023

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- Camp Verde, Arizona (pop. 12,000) - Town Manager
- Cleburne, Texas (pop. 33,000) - City Manager
- Bristol, Tennessee (pop. 27,000) - City Manager
- Dobbs Ferry, New York (pop. 11,000) - Village Administrator
- Gatesville, Texas (pop. 16,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Great Bend, Kansas (pop. 15,000) - City Administrator
- Justin, Texas (pop. 5,000) - City Manager

- Lafayette, Colorado (pop. 30,000) - City Administrator
- Laredo, Texas (pop. 256,000) - City Manager
- Largo, Florida (pop. 84,000) - City Manager
- Lawton, Oklahoma (pop. 90,000) - City Manager
- Mexia, Texas (pop. 7,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Navajo County, Arizona (pop. 106,000) - County Manager
- Ottawa, Kansas (pop. 12,500) - City Manager
- Parker, Arizona (pop. 3,500) - Town Manager
- Rowlett, Texas (pop. 68,000) - City Manager
- Shawnee, Kansas (pop. 69,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Snyder, Texas (pop. 11,000) - City Manager
- Stillwater, Oklahoma (pop. 48,000) - City Manager
- Trophy Club, Texas (pop. 13,000) - Town Manager
- Williston, North Dakota (pop. 29,000) - City Administrator

## 2022

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- Aledo, Texas (pop. 5,500) - City Manager
- Blaine, Washington (pop. 6,000) - City Manager
- Crandall, Texas (pop. 4,000) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Fort Collins, Colorado (pop. 175,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennebunk, Maine (pop. 11,000) - Town Manager
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop. 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager
- Marshall, Texas (pop. 23,000) - City Manager

- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

## 2021

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- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager
- Flower Mound, Texas (pop. 79,000) - Town Manager
- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Spokane, Washington (pop. 220,000) - City Administrator

## 2020

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- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager

- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

## 2019

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- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager

- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator



# CITY MANAGER

TOPEKA, KANSAS





## THE COMMUNITY

Ideally situated along the Kansas River, Topeka is the capital of Kansas, covering 61.45 square miles, and is located along I-70, approximately 60 miles from Kansas City. The City is home to nearly 125,500 residents and is part of a metro area comprising the counties of Shawnee, Jackson, Jefferson, Wabaunsee, and Osage. Topeka is the fifth largest city in Kansas, behind Wichita, Overland Park, Olathe, and Kansas City, and is the seat of Shawnee County. Residents of Topeka enjoy a high quality of life, exceptional services and amenities.

With the cost of living and doing business well below the national average, Topeka is an ideal location for businesses; over the years, the city has grown into a thriving commerce hub with a pro-business attitude that encourages sustainable economic development and entrepreneurship. Topeka has gained nearly 1,400 jobs since 2019 and recovered swiftly from economic shutdowns. As of August 2023, the city has regained 207% of jobs lost due to the pandemic, boasting employment well over pre-pandemic levels. Major employers in the community include Advisors Excel, Capitol Federal, the City of Topeka, the State of Kansas, Stormont Vail Health, Topeka Public Schools, Blue Cross Blue Shield of Kansas, the University of Kansas Health Systems St. Francis Campus, Mars Chocolate Factory, Goodyear Tire & Rubber, Hill's Pet Nutrition, Reser's Fine Foods, Wal-Mart, and Burlington Northern Santa Fe Railroad.

In North Topeka, "NOTO" has emerged as a redeveloped arts area north of the Kansas River. Revitalization is also ongoing in the South Topeka Redevelopment District, and the city's historic downtown district features an assortment of eclectic art galleries, restaurants, and antique and clothing stores. Outside of work, locals keep busy visiting area tourist attractions like the Topeka Zoo & Conservation Center, Kansas Museum of History, Brown v. Board of Education National Historic Site, and Evel Knievel Museum. They also enjoy cheering on the Topeka Tropics, a professional indoor football team, and attending community events and celebrations, including Fiesta Topeka, Tulip Time, and the Huff 'n Puff Hot Air Balloon Festival.

Most area children are served by Topeka Public Schools District #501. There are also several private and parochial schools in the area, including Topeka Collegiate School and Cair Paravel Latin School. For those seeking higher education, Washburn University's 160-acre primary campus and Washburn Tech campus offer approximately 200 programs and certificates, and Rassmussen University features over 50 career-focused programs. Additionally, Kansas State University, the University of Kansas, Emporia State University, and several community colleges are within commuting distance.

Several state-of-the-art healthcare facilities serve the area. Stormont Vail Health — a regional medical center and part of the Mayo Clinic Network — is the area's only Level III Neonatal Intensive Care and Trauma Center, and the University of Kansas Health System St. Francis Campus and Colmery-O'Neil Veterans' Administration Medical Center offer a full range of cutting-edge services.

According to the latest Census data, the median household income in Topeka is about \$50,870, and owner-occupied homes in the community have a median value of \$106,500.



## STRATEGIC GOALS/FOCUS AREAS

Equity  
Sustainability

Innovation  
Municipal Operations

## VISION

As the capital city of Kansas, Topeka is recognized as a vibrant community where people choose to live, work, learn, and play and of which Kansans are proud.

## MISSION

To provide exceptional, cost-effective services in partnership with the community, which add value and enhance the quality of life for all.

## GOAL

Build citizen satisfaction, confidence, and trust in service delivery and operations management.

## VALUES

We recognize and value a diverse workforce committed to service to the community.  
We value and believe in:

- **Collaboration.** We embrace a spirit of teamwork, empowerment, cooperation, communication, and community involvement.
- **Integrity.** We hold ourselves to the highest level of honesty, truthfulness, and ethical conduct.
- **Accountability.** We use public resources responsibly and regularly report on the achievement of stated performance objectives.
- **Professionalism.** We are committed to ensuring the highest level of professional standards.
- **Transparency.** We provide access by the public to timely and reliable information on decisions and performance.

# GOVERNANCE & ORGANIZATION

The City operates under a council-manager form of government and is governed by a mayor — elected at large — and nine council members elected from districts, each serving four-year terms with no term limits. The council votes on ordinances, resolutions, applications, and plats and considers zoning petitions, receiving reports, and other items. Council members also hire a professional city manager to implement their vision and policies and manage daily operations, including overseeing the work of Topeka’s approximately 1,187 employees.

The City provides a full array of municipal services, from administration, finance, and human resources to public works, public safety, and planning. Outcome statements outlined in the 2024 budget include:

- **Housing:** Increase overall housing inventory equitably and elevate current housing stock
- **Community Appearance:** Improve the appearance of the Capital City of Kansas
- **Growth:** Increase the number of people who live and work in Topeka
- **Operations:** Focus on the guiding principles of equity, innovation, sustainability, and municipal operations to deliver essential services to our Citizens

Topeka’s FY 2024 Adopted Annual Operating Budget is \$369.5 million, including a General Fund of \$115 million, based partly on a mill levy rate of 36.963. The organization has been recognized by the Government Finance Officers Association’s Distinguished Budget Presentation Award and enjoys bond ratings of AA from Standard & Poor’s and Aa3 from Moody’s.



# ABOUT THE DEPARTMENT

With 13 employees and an annual departmental budget of about \$907,280, city administration is divided into three divisions: the City Manager's Office, the City Clerk's Office, and Communications. Department goals and objectives for the coming year include:

- Providing continuous leadership resulting in optimal customer service delivery
- Identifying public and private partnership opportunities to leverage community development opportunities
- Participating in community engagement opportunities, including interaction with neighborhood organizations and other speaking opportunities
- Responding to the legislative needs of the governing body and their constituents
- Providing consistent and responsive customer service
- Administering records management training for the City of Topeka to effectively maintain custody of City documents
- Improving efforts toward excellence in the provision of government services and processes
- Upgrading the City4 system to provide more enhanced, clear visuals
- Administering the Affordable Connectivity Outreach Grant Program and helping spread awareness about digital equity resources in partnership with the Community Engagement and the TSC – Get Digital Coalition





## ABOUT THE POSITION

Under general direction from the governing body, the City Manager provides vision, leadership, and strategic planning for the City, developing and implementing short- and long-range plans and motivating and evaluating the organization's team of dedicated public servants.

The position is responsible for crafting the organization's annual operating budget and capital improvements program; gathering, interpreting, and preparing data for studies, reports, recommendations, and presentations; coordinating City activities with outside entities; and providing professional advice to the governing body. It also reviews and evaluates program service delivery methods and systems, identifying opportunities for improvement.

In addition to maintaining open and supportive relations with the mayor and Governing Body, this role also serves as a resource for appointed boards and commissions, civic and neighborhood groups, and citizens. Other essential duties include:

- Coordinating the preparation of Governing Body's agendas; addressing governing body members on behalf of City staff; and representing council to employees, community groups, members of the public, and other governmental agencies
- Facilitating and sustaining positive labor relations and providing guidance and direction for labor negotiations to ensure agreements are consistent with governing body and City goals and objectives
- Establishing positive working relationships with representatives of community organizations, state/local agencies and associations, and the public
- Attending and participating in professional and community meetings as necessary; staying current on issues relative to public administration and relative service delivery responsibilities; and responding to and resolving sensitive and complex community and organizational inquiries and complaints

# OPPORTUNITIES & CHALLENGES

Hitting the ground running in their focus on community priorities, the next City Manager will face several challenges and opportunities and will need to develop long-term strategies to help position Topeka to achieve its goals and realize its mission of providing exceptional service and quality of life.

The selected candidate should be prepared to assess, develop, and implement strategies related to community growth that address various challenges, such as lack of housing, aging infrastructure, and poverty-related issues. This will include continued work on ordinances to manage aging multi-family properties.

Governing Body members have also prioritized the redevelopment of Topeka neighborhoods and the community's downtown. Progress toward those goals will mean attracting new economic development to town, addressing critical infrastructure, and implementing beautification efforts that instill pride and bolster Topeka's reputation as a tourism destination. The City also has a hotel in its portfolio and will expect the new City Manager to work with community leaders to develop an innovative economic development strategy for the property, including moving it to private investors.

As the city grows, the new hire will be tasked with keeping master plans and other governing documents updated and adjusting City services and amenities to align with community needs and desires. That will include a master plan focused on fire services.

The new City Manager will also have the opportunity to hire a new Deputy City Manager to help them accomplish these goals.



# IDEAL CANDIDATE

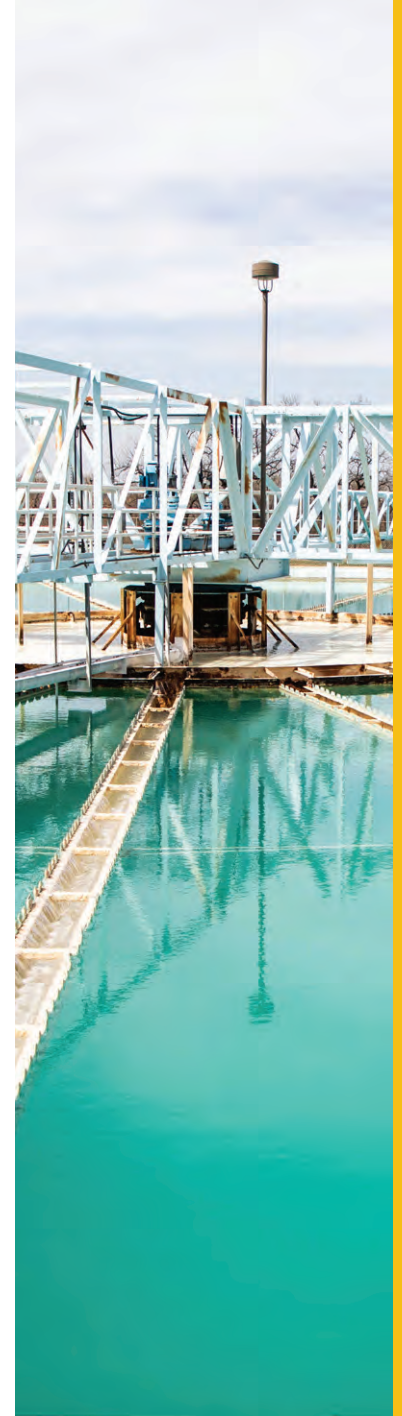
The City of Topeka seeks an experienced, visionary leader with the creativity and calculation to advance the organization and community. The next City Manager will continually demonstrate a dedication to public service and a strong commitment to the City's mission, vision, and values. An ethical, inclusive, fair, and open-minded manager, the ideal candidate is an energetic and charismatic leader eager to build upon the City's confidence and momentum in pursuing sustainable growth and economic development.

City leaders desire a candidate who will excel in helping a diverse and dynamic governing body achieve consensus on community-wide initiatives and projects and build upon the established organizational base of a relatively young council-manager form of governance. Understanding the nuances of working with elected officials and experience with a larger City Council or board — and working with labor unions and collective bargaining agreements — will be particularly valuable.

The right fit for this role will also have experience with infrastructure maintenance plans and developing and implementing capital improvement programs, understand the ins and outs of managing multiple large departments and a complex city budget, and be knowledgeable about economic development programs, with the ability to work with the Joint Economic Development Board to bring desirable new businesses into the region.

A transformative leader with a collaborative and results-oriented management style, the selected candidate will encourage cooperation across departments and foster a culture of accountability, innovation, and mentorship. They will build a strong team by maintaining high morale and inspiring staff to reach their greatest potential, and they will use their interpersonal and communication skills to engage and empower the City's team of committed public servants without micromanaging.

Topeka's next City Manager will also help the Governing Body, organization, and community continue to implement a cohesive strategic plan. Proven experience in a growing community and developing excellent relationships with a variety of internal and external stakeholders, including members of the media, will be essential.



## EDUCATION & EXPERIENCE

A master's degree in public administration, political science, business management, or a closely related field is required for this position, though an MPA is ideal. Candidates should also have at least seven years of responsible administrative, business and industry and/or municipal, public agency experience, with 10 years preferred.

Knowledge of municipal finance, human resources, public works, public safety, and community development is strongly preferred, as is a record of effective personnel and budget management, strong community relations, and experience working with elected leaders and appointed boards.

Please note that Topeka residency will be required within a year of hire and preferably within four months.

# COMPENSATION & BENEFITS

The City of Topeka is offering a minimum starting salary of \$235,000 for this position, depending on experience and qualifications. The organization’s comprehensive benefits package includes medical, dental, prescription, vision, cancer, critical care and short-term disability insurance; generous paid leave policies; tuition reimbursement; an Employee Assistance Program; flexible schedules; and a friendship fund and shared leave program.

Employees also receive access to a health and wellness clinic and fitness center, membership to the Topeka Zoo, and other employee discounts. This position will additionally have access to a City-issued cell phone and laptop and receive a vehicle allowance.

Topeka participates in the Kansas Public Employees Retirement System. In 2024, employees will contribute 6% of their salary, while the City matches at 9.26%. A 457 deferred compensation plan is also available.

# APPLICATION PROCESS

[Please apply online](#)

For more information on this position, contact:

**Marsha Reed, Senior Vice President**  
[MarshaReed@GovernmentResource.com](mailto:MarshaReed@GovernmentResource.com)  
806-789-9641



*The City of Topeka, Kansas, is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists will be subject to a comprehensive background check.*

# RESOURCES

**City of Topeka**  
[topeka.org](http://topeka.org)

**City Manager’s Office**  
[topeka.org/citymanager](http://topeka.org/citymanager)

**Topeka CVB**  
[visittopeka.com](http://visittopeka.com)

**JEDO**  
[jedocodevo.com](http://jedocodevo.com)

**Go Topeka**  
[gotopeka.com](http://gotopeka.com)

**MTPO**  
[topekampo.org](http://topekampo.org)

**Topeka Chamber**  
[topekachamber.org](http://topekachamber.org)

**Promotional Video**



**Agreement for Executive Recruitment Services ("PROJECT")  
to City of Springfield, Missouri ("CLIENT") between  
CLIENT and Strategic Government Resources, Inc., DBA SGR ("SGR")**

SGR and CLIENT (together, "Parties") agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

**1. SGR promises and agrees, in exchange for the not to exceed price of \$35,000:**

- A. To perform the services described in SGR's Proposal for PROJECT dated October 29, 2024 ("PROPOSAL"), a copy of which is attached hereto and incorporated by reference as Exhibit "A," substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Placement Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

**2. CLIENT promises and agrees:**

- A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects.
- B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.
- C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR's reasonable discretion, extend timelines and can negatively impact the outcome of the process.
- D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- E. To consult with SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
- F. That if CLIENT receives an open records request related to this PROJECT, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
- G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
- H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, or applicable state, or local law.
- I. To comply with the Fair Credit Reporting Act.

J. To cooperate with SGR to enable SGR to perform its obligations to CLIENT.

**3. Additional Terms and Conditions:**

- A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.
- B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.
- C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.
- D. Remedies
  - i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
  - ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to perform. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
- E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.
- F. There are no third-party beneficiaries to this Agreement.
- G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.
- H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations, understandings, or agreements pertaining to this PROJECT. This Agreement can be modified only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.

- I. This Agreement will be governed by the substantive laws of the State of Missouri without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this Agreement will be exclusively in Greene County of the State of Missouri.
- J. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.
  - i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.
  - ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

**Legal Notices:**

**SGR**

Attn: Melissa Valentine, Corporate Secretary  
PO Box 1642  
Keller, TX 76244  
[Melissa@GovernmentResource.com](mailto:Melissa@GovernmentResource.com)

**CLIENT**

Attn: \_\_\_\_\_  
Address: \_\_\_\_\_  
Email: \_\_\_\_\_

**PROJECT Representative:**

**SGR**

Jeri J. Peters  
President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)  
817-337-8581

**CLIENT**

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Email: \_\_\_\_\_  
Phone: \_\_\_\_\_

**Billing and Invoicing:**

**SGR**

Attn: Finance  
[Finance@GovernmentResource.com](mailto:Finance@GovernmentResource.com)  
817-337-8581

**CLIENT**

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Email: \_\_\_\_\_  
Phone: \_\_\_\_\_

- K. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, information disclosure, placement guarantee, and any representations and warranties survive this Agreement.
- L. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party's respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.
- M. Time is of the essence to this Agreement.
- N. This Agreement may be executed in counterparts which together will comprise the Agreement.
- O. This Agreement is subject to appropriation of funds by CLIENT.
- P. Assignment. This Agreement, including payment hereunder, shall not be sub-let, assigned, or otherwise disposed of, except with the prior written consent of CLIENT.
- Q. Compliance with laws. SGR shall observe and comply with all Federal, State, and local laws and ordinances that affect those employed or engaged by it on the Project, or the material or equipment used, or the conduct of the work, and shall procure all necessary licenses, permits, and insurance.
- R. Consequential Damages. In no event shall CLIENT be liable to SGR for special, indirect, or consequential damages.
- S. Fiduciary Duty. SGR owes a fiduciary duty to CLIENT, including the duty of care and the duty of loyalty. SGR shall act in the best interest of CLIENT.
- T. Headings. The headings of paragraphs in this Agreement are for convenience only. The headings form no part of this Agreement and shall not affect its interpretation.
- U. Independent Contractor. This Agreement does not create an employer-employee relationship between the parties. SGR is an independent contractor and is not entitled to any benefits including health, dental, vision, disability, life, and unemployment insurance, worker's compensation coverage, and LAGERS. SGR is an independent contractor and not an employee for all purposes including the application of the Fair Labor Standards Act Minimum Wage and Overtime Payments, Federal Insurance Contribution Act, Social Security Act, Federal Unemployment Tax Act, and the provisions of the Internal Revenue Code, Missouri Revenue and Taxation Laws, and Missouri's Worker Compensation Laws and Unemployment Insurance Laws.
- V. Insurance. SGR shall secure and maintain at its own cost and expense, throughout the duration of this Agreement, insurance of such types and in such amounts as may be necessary to protect it and the interests of CLIENT against all hazards or risks of loss as hereunder specified or which may arise out of the performance of this Agreement. Specifically, SGR shall carry general liability, automobile liability, employers' liability, and professional liability with coverage limits of no less than \$1 million per policy, as well as workers' compensation coverage as required by statute.
- W. Severability. If any of the provisions of this Agreement shall be construed to be invalid or illegal, the legality or validity of the other provisions of this Agreement shall not be effected

thereby. Any illegal or invalid provision of this Agreement shall be severable and any other provisions shall remain in full force and effect.

- X. Unauthorized Aliens. That pursuant to Missouri Revised Statute Sections 285.525 through 285.555, if this contract exceeds the amount of \$5,000.00 and SGR is associated with a business entity, SGR shall provide an acceptable notarized affidavit stating that the associated business entity is enrolled in and participates in a federal work authorization program with respect to the employees working in connection with the contracted services, and that said business entity does not knowingly employ any person who is an unauthorized alien in connection with the contracted services. Additionally, SGR must provide documentation for said business entity evidencing current enrollment in a federal work authorization program.
- Y. Waiver. Waiver of any provision of this Agreement or breach of this Agreement shall not thereafter be deemed to be a consent by the waiving party to any further waiver, modification or breach by the other party, whether new or continuing, of the same or any other covenant, condition or provision of this Agreement. Failure by one of the parties to this Agreement to assert its rights for any breach of this Agreement shall not be deemed a waiver of such rights.

**Strategic Government Resources, Inc., DBA SGR**

**CLIENT**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

Printed Name: Jeri J. Peters

Printed Name: \_\_\_\_\_

Title: President of Executive Recruitment

Title: \_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



November 7, 2024

SPECIAL MEETING NOTICE  
of the  
SPRINGFIELD CITY COUNCIL

TO: All Members of City Council

IN ACCORDANCE WITH SECTION 2-32 OF THE SPRINGFIELD CITY CODE, NOTICE IS HEREBY GIVEN THAT A SPECIAL MEETING OF THE CITY COUNCIL IS HEREBY CALLED FOR THE FOLLOWING PURPOSE:

1. **ROLL CALL.**
2. **SECOND READING AND FINAL PASSAGE.**

2.1 Council Bill 2024-239 (McClure)

A special ordinance authorizing the City of Springfield, Missouri, to enter into an agreement with Strategic Government Resources, Inc., a Texas Corporation, for the purpose of providing executive recruitment services for the not to exceed price of Thirty-Five Thousand and 00/100 Dollars (\$35,000.00); and authorizing the Mayor to execute the same by and on behalf of the City of Springfield.

3. **ADJOURN TO COMMITTEE OF THE WHOLE.**

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SAID MEETING SHALL BE HELD beginning at **11:00 a.m. on Tuesday, November 12, 2024**, and is to be held at the Councilman Denny Wayne Conference Room (Busch Building, 4th Floor) 840 Boonville Avenue.

A handwritten signature in black ink, appearing to read 'Ken McClure', written over a horizontal line.

Ken McClure, Mayor