



**City of Grain Valley Board of Aldermen  
Special Meeting Agenda  
September 15, 2022  
6:00 PM**

**Open to the Public Via Dial In Conference Call Line  
Dial in: (312) 626-6799 | Meeting ID: 811 9591 8832 | Password: 501890**

**ITEM I: Call to Order**

- Mayor Mike Todd

**ITEM II: Roll Call**

- Deputy City Clerk Khalilah Holland

**ITEM III: Resolution**

**ITEM III (A) R22-60** **A Resolution by the Board of Aldermen of the City of Grain Valley Authorizing the City Administrator to Enter Into an Agreement With Resource Management Associates for Executive Search Firm Services for Chief of Police**  
*Introduced by Alderman Darren Mills*

To enter into an agreement for search services related to the hiring of a new police chief

**ITEM IV: Adjournment**

**Please Note**

*The next scheduled meeting of the Board of Aldermen is a Regular Meeting on September 26, 2022 at 7:00 P.M. The meeting will be in the Council Chambers of the Grain Valley City Hall. Persons requiring an accommodation to participate in the meeting should contact the City Clerk at 816.847.6200 at least 48 hours before the meeting.*

*The City of Grain Valley is interested in effective communication for all persons. Upon request, the minutes from this meeting can be made available by calling 816.847.6200.*

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# *Resolutions*

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**CITY OF GRAIN VALLEY  
BOARD OF ALDERMEN AGENDA ITEM**

<b>MEETING DATE</b>	9/15/2022	
<b>BILL NUMBER</b>	R22-60	
<b>AGENDA TITLE</b>	<b>A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO AN AGREEMENT WITH RESOURCE MANAGEMENT ASSOCIATES FOR EXECUTIVE SEARCH FIRM SERVICES FOR CHIEF OF POLICE</b>	
<b>REQUESTING DEPARTMENT</b>	Administration	
<b>PRESENTER</b>	Ken Murphy, City Administrator	
<b>FISCAL INFORMATION</b>	Cost as recommended:	\$19,950
	Budget Line Item:	100-10-72000
	Balance Available:	\$38,000
	New Appropriation Required:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>PURPOSE</b>	To enter into an agreement for search services related to the hiring of a new police chief.	
<b>BACKGROUND</b>	The Board of Aldermen have chosen to utilize an executive search consultant to assist in the hiring of a new police chief.	
<b>SPECIAL NOTES</b>	n/a	
<b>ANALYSIS</b>	Two proposals were received for executive search services. After reviewing the costs, proposals and checking references it was determined that Resource Management Associates was the best fit for our search. They have a good track record of hiring chiefs and have left a good impression with those municipalities who hired the firm.	
<b>PUBLIC INFORMATION PROCESS</b>	Notice of RFP was published and placed on the website.	
<b>BOARD OR COMMISSION RECOMMENDATION</b>	Not Applicable	

<b>DEPARTMENT RECOMMENDATION</b>	Staff Recommends Approval
<b>REFERENCE DOCUMENTS ATTACHED</b>	Resolution, Contract, Proposal

CITY OF  
GRAIN VALLEY

STATE OF  
MISSOURI

*September 15, 2022*

RESOLUTION NUMBER  
R22-60

**A RESOLUTION BY THE BOARD OF ALDERMEN OF THE CITY OF GRAIN VALLEY  
AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO AN AGREEMENT WITH  
RESOURCE MANAGEMENT ASSOCIATES FOR EXECUTIVE SEARCH FIRM SERVICES  
FOR CHIEF OF POLICE**

**WHEREAS**, the Board of Aldermen of the City of Grain Valley, Missouri desire to use a consultant to assist in the hiring process for a new Chief of Police; and

**WHEREAS**, after reviewing the proposals, it was determined that Resource Management Associates was the firm to move forward with; and

**WHEREAS**, the Board of Aldermen are pleased to begin working with Resource Management Associates.

**NOW THEREFORE, BE IT RESOLVED** by the Board of Aldermen of the City of Grain Valley, Missouri as follows:

**SECTION 1:** The City Administrator is hereby authorized to enter into an agreement with Resource Management Associates:

*PASSED and APPROVED, via voice vote, ( - ) this \_\_\_\_\_ Day of \_\_\_\_\_, 2022.*

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Mike Todd  
Mayor

ATTEST:

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Khalilah Holland  
Deputy City Clerk

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**GRAIN VALLEY**™  
MISSOURI

*LIFE OUTSIDE THE LINES*

**Proposal for  
Executive Search Firm Services  
For Chief of Police**

**Submitted by:  
Resource Management Associates**

**July 12, 2022  
\*\*\* Original \*\*\***



2022 REQUEST FOR PROPOSALS FOR EXECUTIVE SEARCH FIRM SERVICES FOR CHIEF OF POLICE RFP #2022-07

The City of Grain Valley is seeking interest of firms to conduct professional services to complete an executive search for the recruitment of a Chief of Police; sealed proposals will be accepted from qualified parties interested in providing the following:

FIVE (5) SIGNED COPIES MUST BE RECEIVED BY: 3:00 P.M. July 12, 2022 LATE BIDS WILL NOT BE CONSIDERED

PLEASE MARK YOUR SUBMITTAL "SEALED PROPOSAL- EXECUTIVE SEARCH FIRM SERVICES FOR CHIEF OF POLICE" AND SEND IT TO:

City of Grain Valley Attention: Ken Murphy, City Administrator 711 Main St. Grain Valley, Missouri 64029 816-847-6291

The City reserves the right to reject any and all proposals, to waive technical defects, and to select the proposal(s) deemed most advantageous to the City. The undersigned certifies that he/she has the authority to bind this company in an agreement to supply the service or commodity in accordance with all terms and conditions specified herein. Please type or print the information below.

Respondent is REQUIRED to complete, sign and return this form with their submittal.

Form with handwritten entries: Company Name (Resource Management Associates), Address (17750 S. Oak Park Ave, Suite A), City/State/Zip (Troy Park, IL 60477), Telephone # (708-444-2326), Fax # (708-444-2844), E-mail (rma2500@gmail.com), Authorized Person (Charles D. Hoke), Signature, Title (President), Date (June 7, 2022), Tax ID # (362891120), Entity Type (Corporation).

711 Main Street Grain Valley, MO 64029 816.847.6200

July 12, 2022

City of Grain Valley  
Attention: Ken Murphy, City Administrator  
711 Main Street  
Grain Valley, Missouri 64029

Dear Mr. Murphy:

Resource Management Associates (“RMA”) is pleased to present this Proposal for Executive Search Firm Services for Chief of Police to the City of Grain Valley, Missouri (the “Proposal” or “Chief of Police Search”) in response to the City’s Request for Proposals (“RFP”), responses to which are due July 12, 2022.

RMA’s Proposal responds specifically to each element in the City’s Scope of Service in the RFP for these consulting services.

We are prepared to assist Grain Valley in designing and administering a customized, job-related, community-based, local, regional and national recruitment and selection process for the position of Chief of Police, and perform other related services as may be necessary to identify the best qualified person among the pool of candidates for this position. All of these activities will take place in close coordination with the City Administrator’s Office.

RMA wishes to suggest several reasons why we are uniquely qualified to serve the City of Grain Valley in this project.

- **Specialized Experience with Municipal Police Agencies in Missouri and Nationally.** RMA has 41 years of experience consulting with dozens of municipal police agencies in Missouri and throughout the United States. This has included the recruitment and selection of numerous chiefs of police. We know law enforcement in detail. Consulting with police agencies nationally is at the core of our work.
- **Expertise in Police Chief Executive Searches.** RMA’s President and Principal Consultant to the City of Grain Valley, Charles D. Hale, has 41 years of experience in designing and administering hundreds of selection processes for police personnel across the United States. Just in the last few years, this has included cities from Joplin, Missouri to Savannah Georgia and Springfield, Illinois.
- **Understanding the Role of Chiefs in Smaller Municipalities.** RMA appreciates the special character of Grain Valley. We have been privileged to have assisted several other smaller municipalities in the recruitment and selection of Chiefs of Police. In the last several years, these have included among others Salisbury, Massachusetts (population 9,664), Lynnfield, Massachusetts (population 12,894), Wilton, Connecticut (population 18,397), Fremont, Ohio (population 16,073) and Maplewood, Missouri (population 8,188).

- **Community and Stakeholder Engagement.** RMA will address in detail with Grain Valley the best strategy for providing substantial opportunity for a wide range of stakeholders within Grain Valley to have input into the executive-search process. This includes, among others, residents as well as personnel of the Police Department and other City leadership. This is critical to developing an appropriate process for the Chief's recruitment and selection as well as enhancing community-based support for the new Chief of Police.
- **Experience in the Missouri.** RMA has worked in Missouri for more than 20 years. Our clients have ranged across the State from Joplin and Springfield to Maplewood. As one example, our assessors have included Past Presidents of the Missouri Police Chiefs Association.
- **Social Equity, Diversity and Inclusion.** RMA routinely addresses social equity, diversity and inclusion in our searches for chiefs of police. This occurs mainly through our solicitation of candidates using the resources of the leading national associations of minorities and women. In law enforcement, this includes the National Organization of Black Law Enforcement Executives ("NOBLE") and National Association of Women Law Enforcement Executives ("NAWLEE").
- **Full Scope of Service.** RMA will provide the complete Scope of Service which the City of Grain Valley has presented in the RFP. Our approach in providing this Scope of Service is distinguished by the depth with which we pursue our work with Grain Valley in every area.
- **Success in Executive Search Services.** RMA has had continuous success with clients involved in the recruitment and selection of candidates for chief of police in Missouri and across the United States. The chiefs we help recruit and select have long, stable tenures and are often reappointed because of the municipality's high level of satisfaction with their performance.
- **Assessment Centers.** Assessment centers have been viewed as best practice in the selection of chiefs of police for several decades. Although not specifically requested in the RFP, RMA strongly recommends that Grain Valley carry out a highly structured assessment center for a group of not more than six finalist-candidates for Chief of Police. The assessment center reveals knowledge, skills, abilities and personal characteristics ("KSAP's") critical to the Police Chief's position in a way which cannot be determined otherwise. In this connection, every selection process which RMA has ever done has followed the *Guidelines and Ethical Considerations for Assessment Center Operations* of the International Congress on Assessment Center Methods.

The City of Grain Valley is about to make decisions with significant implications for its public safety and public services: this requires the specialized experience in chief of police recruitment and selection processes which Resource Management Associates can provide.

The undersigned, Charles D. Hale, is authorized to bind the company contractually and may be reached as follows:

Charles D. Hale, President  
Resource Management Associates, Inc.  
17730 S. Oak Park Ave., Suite A  
Tinley Park, IL 60477  
Email: [rma2500@gmail.com](mailto:rma2500@gmail.com)  
Telephone: 708-444-2326  
Mobile: 708-606-3653  
FAX: 708-444-2844

In summary, RMA is prepared to start work immediately and complete the Scope of Service to the City's full satisfaction in approximately four months as long as this does not jeopardize the quality or value of our work with the City. This requires the full and timely cooperation of all parties. RMA's Proposal is good for 90 days from submission.

Thank you for the opportunity to submit this Proposal to the City of Grain Valley. We look forward to working with the City on this important project.

Sincerely,

*Charles D. Hale*

Charles D. Hale  
President

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### **Signed Qualification**

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<b>Appendices:</b>	<b>Exhibit “A” Non-Collusion Certification</b>
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	<b>Form No. 2: Experience/References</b>
	<b>Form No 3: Qualification Checklist</b>

## Section One Qualifications of the Consultant

### Who is Resource Management Associates?

Resource Management Associates (“RMA”) is a fully independent, national consulting firm, specializing in serving the public-safety needs of local governments like the City of Grain Valley.

Based near Chicago in Tinley Park, Illinois and founded in 1981, RMA has a strong record of consulting with law enforcement and other public-safety agencies in the Midwest, including Missouri, and throughout the United States from Maine to California over the last 41 years.

RMA approaches each client’s project with a high level of expertise, experience and objectivity, ensuring that we meet the client’s unique needs in a way which is strategically and technically sound, manageable and fiscally prudent.

Resource Management Associates provides a broad range of unbiased consulting services in public safety including:

- Executive recruitment.
- Assessment centers.
- Promotional examinations.
- 9-1-1 services.
- Information technology.
- Strategic planning.
- Management reviews.

In each of these cases, RMA provides consulting services designed to the *specific and unique requirements* of the client’s situation and presents recommendations to the particular way our client’s organization operates.

The consultants who make up RMA’s Project Team for Grain Valley have extensive experience with projects involving police agencies in local government in Missouri, the Midwest and throughout the United States. This enriches the perspective and specialized experience we bring to Grain Valley.

RMA employs six staff at our office in Tinley Park and has a network of approximately 10 highly experienced consultants across the country.

## RMA's Understanding of the Work

The City wishes to engage an independent, national consulting firm to assist Grain Valley in a comprehensive, transparent process for recruiting and selecting the City's next Chief of Police.

The Scope of Service in the City's RFP describes a systematic approach to this critical undertaking, characterized at every step by close cooperation between the City and the consultant.

Indeed, successful execution of the full Scope of Service requires almost daily communication between the City and the consultant. This is necessary to assure steady progress of the highest possible quality in every respect.

RMA suggests to Grain Valley that Section Three of this Proposal, Project Approach, illustrates best in its substance and detail what our understanding of the work is. Moreover, Section Three presents not only our understanding of the work but also exactly how we propose to execute the work at a very high level to Grain Valley's complete satisfaction.

## Why Should Grain Valley Use RMA for the Chief of Police Search?

### **Paying Specific Attention to Grain Valley**

RMA is a small, family-owned consultancy. While we have had an active national practice for 41 years, we pride ourselves on paying specific attention to each of our clients.

Grain Valley will not be lost among a large number of chiefs' searches. We will always maintain close contact with the City Administrator's Office in order to assure that the progress being made every day meets the City's and RMA's high standards.

This relationship also enables RMA to be flexible in working with the City. We are glad to change what we're doing or how we're doing it in order to make sure that the Chief of Police Search moves forward carefully and productively for everyone involved.

### **Our Project Team**

Resource Management Associates has assembled a Project Team for Grain Valley's Chief of Police Search which consists of professionals with specific, extensive expertise and experience in Missouri, the Midwest and nationally in (1) police agencies and (2) municipal government.



This experience provides Grain Valley with a high level of comfort that RMA understands fully the unique complexities of the role of Chief of Police in Grain Valley and how the Chief of Police Search needs to be executed in order to identify the best candidate among the pool of applicants for this critical position.

RMA makes certain that the level of expertise available to Grain Valley is at its highest through our partnering with other independent consultants. These partnerships have been in place since our firm's founding in 1981. The use of consulting partners for particular services allows RMA to provide a single-point-of-contact ("SPOC") with the City of Grain Valley through our President and Principal Consultant, Charles D. Hale, while providing the specialized expertise which the Chief of Police Search requires without maintaining overhead that would lead to higher project costs.

### **Our Project Approach**

Resource Management Associates utilizes a detailed, structured project approach to the Chief of Police Search which is *completely customized* to Grain Valley's requirements. This presentation of our approach outlines the specific tasks we will undertake to ensure that Grain Valley's Scope of Service is completed fully and efficiently.

RMA approaches project management by involving Grain Valley fully in the project process. This begins with three, important activities: (1) our ongoing interaction with the City Administrator's Office from the beginning of the process; (2) the City's designating a senior manager on its staff as the City's Project Manager for this engagement; and (3) the interviews with key City officials, community leaders and stakeholders. This ensures that the Chief of Police Search will be enriched by (1) the complete collection of information and (2) the application of this information to the development and execution of the Chief of Police Search.

RMA's methodical task execution and project approach make certain that our work with Grain Valley in the Chief of Police Search is executed effectively at a very high level of quality and with outstanding results.

### **The Option of the Assessment Center**

Best practice in the selection of chiefs of police over more than 30 years has involved the use of an assessment center.

The assessment center reveals knowledge, skills, abilities and personal characteristics ("KSAP's") critical to the Chief's position in a way which cannot be determined otherwise including interviews.

In brief, the assessment center employs five real-life simulations, based on what the Chief of Police in Grain Valley actually does. Within its limitations, the assessment center gives the City as broad a view as possible of different aspects of each candidate's job-related

KSAP's and reveals critical information which interviews simply can't provide.

In this connection, every selection process which Resource Management Associates has ever done has followed the *Guidelines and Ethical Considerations for Assessment Center Operations* of the International Congress on Assessment Center Methods.

RMA invites a representative of the City to observe all or any part of the assessment center. This person may, for example, be the Deputy City Administrator or Human Resources Administrator.

While Grain Valley's Scope of Service does not call for an assessment center (it mentions only an "administrative assessment" in task 7), RMA believes that the incorporation of an assessment center is critical to having the Chief of Police Search meet highest and best practice in serving the City as well as possible.

### **Relevant Projects**

RMA is pleased to provide the references which follow regarding projects relevant to this opportunity with Grain Valley. All of these engagements involved the selection of a Chief of Police. Also please see Section Five, References, for greater detail regarding each of these references.

<b>Municipality</b>	<b>Contact</b>	<b>Year</b>	<b>Telephone</b>
City of Maplewood, MO	Michael Reese, City Manager	2022	314-646-3603
Town of Lynnfield, MA	Robert Dolan, Town Admin'r	2021	781-334-9410
City of Framingham, MA	Dolores Hamilton, HR Director	2020	617-510-2408
City of Bowling Green, KY	Erin Hulsey, HR Director	2020	270-393-3689
City of Gloucester, MA	Eric Smith, Fire Chief	2019	978-491-1954

### **Participation by Qualified Minorities and Women**

RMA has a decades-long history of employing qualified minorities and women in our office and having diverse personnel serve as co-consultants and assessors. As examples, our minority or women colleagues in law enforcement have held the following positions among others:

- Deputy Chief, Chicago Police Department
- President, State Chiefs of Police Association
- Director of Public Safety, Big Ten University
- Superintendent, Boston Police Department
- Chief of Police, City of New Haven, Connecticut
- Chief of Police, Boston suburb

## Section Two

### Qualifications of RMA’s Team

A firm's specific capabilities rely on the specialized, professional experience of the individual consultants who are actively involved, day to day and week to week, in working with the client.

RMA’s Project Team of Chuck Hale, Sheldon Cohen and Mark Field brings to the City of Grain Valley outstanding, practical knowledge in both (1) police agencies and (2) municipal government. This combination of consulting resources offers the strong record of accomplishment which Grain Valley requires to perform the full Scope of Service it has presented for the Chiefs Executive Search.

Chuck Hale and Sheldon Cohen have worked together with municipal police departments for 41 years. Additionally, Mr. Hale has been colleagues with Mark Field for more than 20 years. As a team, RMA’s consultants share a common philosophy and methodology in serving local governments like Grain Valley.

The table which follows summarizes the experience of RMA’s Project Team.

<b>Consultant</b>	<b>Project Role</b>	<b>Law Enforcement Experience</b>	<b>Local Gov’t Experience</b>
Charles Hale	Project Manager and Principal Consultant	56 Years	56 Years
Sheldon Cohen	Principal Associate	54 Years	54 Years
Mark Field	Associate Consultant	41 Years	41 Years
	<b>Total Years</b>	<b>151 Years</b>	<b>151 Years</b>
	<b>Average Years</b>	<b>50.3 Years</b>	<b>50.3 Years</b>

This experience provides Grain Valley with a high level of comfort that RMA understands fully the unique complexities and operational requirements of this highly specialized environment.

RMA measures its ongoing commitments carefully and can assure Grain Valley of the availability of the staff assigned to this project.

Professional biographies for RMA’s Project Team follow on the next several pages.

## **1. Project Manager and Principal Consultant.**

### **Charles D. Hale**

*Chuck Hale*, President of Resource Management Associates, has 48 years of experience as a consultant to police departments and other public-safety agencies in hundreds of engagements in dozens of states across the United States including Missouri.

Mr. Hale assists municipalities in the recruitment and selection of police chiefs and other command staff, and has supervised and participated in multiple studies of municipal police departments. He has designed and administered assessment centers and promotional examinations for more than 200 municipal police agencies in Missouri, the Midwest and across the United States over the last 41 years.

He is the author of *The Assessment Center Handbook for Police and Fire Personnel*, reviewed as a “must read” by the eminent John Jay College of Criminal Justice and now in its fourth edition from Charles C. Thomas Publisher, LTD of Springfield, Illinois. He is also the author of *Police Patrol: Operations and Management*, a Prentice-Hall textbook currently in its 3rd edition.

From 1965 to 1972, Mr. Hale was a member of the El Segundo, California, Police Department. From 1972 to 1974, Mr. Hale served as the Assistant Director of the Police Assaults project for the University of Oklahoma Research Institute, in which capacity he directed a national study of the causes of assaults on police.

From 1974 to 1981, Mr. Hale served as a Principal Associate with Public Administration Service, where he conducted organization, staffing, and management studies of more than 100 police departments throughout the United States. Since 1981, Mr. Hale has been the President of Resource Management Associates, Inc., serving as a public-safety consultant to dozens of local governments throughout the United States.

Mr. Hale has a Bachelor’s Degree and a Master’s Degree in Criminal Justice from California State University at Long Beach.

Mr. Hale will serve as Project Manager and Principal Consultant for the City of Grain Valley.

## **2. Principal Associate.**

### **Sheldon S. Cohen**

**Sheldon Cohen** began his professional involvement with police agencies as a Seasongood Summer Intern for the International City/County Management Association (“ICMA”) in a city of 70,000 in the Midwest.

He has a longstanding specialization in law enforcement and assessment centers. As Assistant Town Manager in Andover, Massachusetts, he conducted the third assessment center in the history of the Commonwealth in 1977. He has consulted with more than 100 police agencies in over 15 states from Maine to California, including Missouri, and has taught Police Administration at the University of Massachusetts Lowell. In addition, he has been a *pro bono* consultant to the Massachusetts Governor’s Committee on Criminal Justice and authored several articles for that agency. In January of 2015, the legislation he authored at the request of the Massachusetts State 911 Department to enable the organization of regional emergency communication centers was enacted.

In the last 41 years, Mr. Cohen has been invited to make presentations to meetings of many professional organizations including among others ICMA, the American Society for Public Administration (“ASPA”) and the New England Women Business Owners (“NEWBO”). He has also managed or participated in numerous 9-1-1 studies across the United States including Springfield-Greene County, Missouri.

Mr. Cohen has contributed many articles to ICMA’s *Public Management* and other publications. He also has been a guest lecturer at Boston University, Clark University, University of Massachusetts Boston, Merrimack College, Christopher Newport University and Old Dominion University.

Mr. Cohen is a *cum laude* graduate of Case Western Reserve University in Cleveland in Political Science and Classics, and received his Master’s in Public Administration from Cornell University.

As Principal Associate, Mr. Cohen will assist Mr. Hale in various aspects of the Chief of Police Search.

### **3. Associate Consultant**

#### **Chief Mark Field (Retired)**

**Mark Field** has 41 years of experience in policing, beginning as a Patrol Officer and rising to Chief of Police in Wheaton, Illinois (population 53,000) from 1996 until he retired in 2015.

Chief Field has taught since 2000 as an Adjunct Professor at the Northwestern University Center for Public Safety. He has also taught graduate and undergraduate courses at the College of DuPage, Governors State University and Kankakee Community College.

He has been involved in the screening and assessment of over 500 police leaders through assessment centers and competency-based interviews.

Chief Field is the co-author of three published textbooks, *Police Chief: How to Attain and Succeed in This Critical Position*; *Police Officer Selection* and *A Handbook for Law Enforcement Administrators*, all published by Charles Thomas Publishers of Springfield, Illinois.

A retired Commander in the United States Naval Criminal Investigative Service (“NCIS”), Chief Field served at numerous duty stations throughout the world with NCIS and Naval Aviation with extensive experience in the areas of counter-intelligence and counter-terrorism. His literary credits include over 30 published articles on leadership and management in leading professional journals. His most recent articles, entitled *A Leader’s Greatest Challenge* and *The Challenged Performer* appeared in *Law and Order* and *The Strength of Humility in Leadership* in *Command Magazine*. Chief Field has lectured publicly and privately across the United States on the topics of leadership, ethics, human resources, and personnel selection. He was recipient of the Institute for Law Enforcement Administration’s *2010 Ethics Achievement Award*.

Chief Field received his Bachelor of Arts in Psychology from Olivet Nazarene University and his Masters in Public Administration from Governors State University. He is a 1981 graduate of the Southern Police Institute and also graduated from the Northwestern University Traffic Institute’s Executive Institute. He also graduated from the FBI’s Midwest Law Enforcement Executive Development Seminar.

## Section Three

### Project Approach

This Section Three presents the approach RMA proposes to take in executing Grain Valley's Scope of Service for the Chief of Police Search.

RMA will meet all requirements of Grain Valley's Scope of Service as stated in the RFP in the design and execution of the Chief of Police Search. This will involve close, continuous cooperation with the City mainly by means of our interaction with the City Administrator's Office and the City's Project Manager.

The presentation of RMA's Project Approach follows the nine elements of the City's Scope of Service in the RFP.

- 1. Act as the primary contact to the City Administrator or designee to guide and advise through the recruitment and selection process.**

RMA's President and Project Manager, Chuck Hale, will serve as the primary contact to the City Administrator or designee throughout the Chief of Police Search.

Mr. Hale will apply his vast experience in working with smaller municipalities like Grain Valley in searches like this. He prides himself on being accessible to clients like Grain Valley and giving seasoned, honest advice.

- 2. Engage internal and external stakeholders to gain feedback for desired characteristics and qualifications for a Chief of Police. The consulting firm shall run all engagement meetings.**

Upon receiving Grain Valley's authorization to proceed, RMA will schedule an initial planning meeting with the City Administrator and others whom the City may wish to involve.

This meeting will map out the specifics of the project plan and assure that all parties have a clear understanding of the City's needs and expectations as well as agreement on the conduct of the project--what will happen when, who will participate in different activities, and what other preparations (e.g., background information) will need to be completed before the project can proceed at full speed. This meeting should occur as soon as possible after award of the consulting contract.

When and how to address the engagement of internal and external stakeholders will be an important topic for this planning meeting.

RMA does not have a "cookbook" approach to this kind of engagement: we respect the fact that Grain Valley itself knows best how to structure the engagement of stakeholders. We rely on the City Administrator and other leaders to advise us how this

might be done most effectively: these are the people who know Grain Valley best.

We will gladly run the engagement meetings as we usually do.

**3. Review and provide recommendations regarding the job description for the position as appropriate to attract and retain a Chief of Police.**

Recommendations regarding the job description for Chief of Police will be developed from a carefully structured process. This includes several components.

- a. RMA will review a variety of background documents to assist us in gaining a thorough familiarity with the duties and responsibilities of the Police Chief's position, the operations and management of the Grain Valley Police Department, the political and cultural character of the City, community demographics and other information which will assist us and the City in both (1) addressing the job description and (2) evaluating the candidates. Among other things, these documents include the existing job description for Chief of Police, annual reports for the City and the Police Department, operating and capital budgets, data involving the Police Department's activity and performance metrics, strategic plans and the Police Department's Standard Operating Procedures ("SOP's").
- b. We will carry out a series of interviews with a wide range of people as the City may direct. These may include, among others, the Mayor, City Administrator, Deputy City Administrator, Human Resources Administrator, Fire District Chief, retiring Chief of Police, members of the Police command staff as long as they are not a candidate for the permanent Police Chief's position, Community Development Director, Public Works Supervisor, City Attorney, Superintendent of Schools, leaders in the business community and community members.

Each of these individuals and groups represents an important constituency for the Grain Valley Police Department and the City. They should be able to contribute valuable insight into (1) the current strengths and weaknesses of the Police Department as well as (2) future needs, goals and objectives to be addressed and accomplished by the next Chief of Police.

The interviews are intended to:

- Develop a thorough understanding of Grain Valley's needs and expectations as well as the respective duties, responsibilities and essential characteristics of the position of Chief of Police.
- Determine the specific competencies of the Chief of Police to be evaluated in the selection process including among other things the interviews, public involvement, administrative assessment and reference checks.



- c. RMA will incorporate as appropriate information gleaned from the engagement meetings. These sessions provide an important opportunity for input from stakeholders across the community.

**4. Develop recruitment materials.**

Recruiting Grain Valley's next Chief of Police is mainly an on-line process.

We will draft for the City's review the job description as just discussed as well as a position profile to acquaint prospective applicants with the Grain Valley Police Department and the nature of Grain Valley as a community.

Also, compensation is one of the first attributes of a chief of police's position which potential applicants query. Not advertising competitive compensation may very well by itself cause potential, well qualified applicants not to apply. Grain Valley also should take advantage of this opportunity to review the current compensation for the Chief's position and make changes as may be appropriate. While this element is not included in the Scope of Service, RMA will be glad to work with Grain Valley in applying our knowledge of compensation for Chiefs of Police in Missouri. The advertisement for the Chief's position should indicate a range of total compensation.

**5. Conduct a comprehensive outreach campaign, with aggressive marketing and recruitment aimed at producing the highest quality candidate pool.**

RMA's comprehensive outreach campaign has three, major components.

- a. We will work with the City to publicize the position of Chief of Police to leading national, regional and state professional organizations such as the International Association of Chiefs of Police ("IACP"), National Organization of Black Law Enforcement Executives ("NOBLE"), National Association of Women Law Enforcement Executives ("NAWLEE") and Missouri Police Chiefs Association ("MPCA"). The Chief's position should also be posted with the Missouri Municipal League ("MML") and International City/County Management Association ("ICMA"). These are the leading organizations for attracting especially well qualified candidates for Grain Valley Police Chief. Specifically including NOBLE and NAWLEE clearly demonstrates Grain Valley's and RMA's commitment to diversity, equity and inclusion.

Grain Valley's advertisement of this position will usually appear on an organization's web site in one to two days from the time it is submitted.

- b. We will reach out to our network of professionals in law enforcement and local government both in Missouri and across the United States to identify and encourage potential applicants.

- c. Grain Valley should feature the Chief of Police Search prominently on the home page of the City's web site, including the job description and position profile.

We will review these materials with the City prior to the advertisement of the Chief's position. This review will also address the timeline for the recruitment. Typically, candidates are given 30 days from the date of advertisement to submit their applications.

**6. Review and screen candidates with the goal of understanding candidates' professional experience, leadership and management style, and motivation for pursuing the opportunity. Recommend candidates for further interviews.**

Task 6 is intended to reduce the number of applicants to approximately five to 10 "semi-finalists" who would proceed to the next steps in the selection process.

A few aspects of this task 6 are important to note.

- a. Candidates should send their applications directly to RMA's office in order for us to be able to maintain a complete log of all applicants and transactions, and have the information necessary to communicate with each candidate through the balance of the selection.
- b. Following the interviews and other activities in task 3, RMA will work with the City to develop and prioritize a set of approximately 10 criteria for screening applicants. These criteria will assist in guiding the evaluation of candidates.
- c. As applications are received, we will apply these criteria in order to determine how each candidate's application responds to what Grain Valley is seeking in its new Chief of Police. We will also conduct telephone interviews with (1) those candidates who appear to best meet the needs of the City and (2) persons who have knowledge of the candidate's professional reputation, job performance and character. These interviews will aid us in determining a candidate's suitability for the Chief's position in Grain Valley, the seriousness of their interest in the position, and whether they would be willing to accept the position if it were offered.
- d. We will meet with the City and present the five to 10 candidates we believe at that stage of the process are best suited to Grain Valley, based on the criteria for evaluation of candidates previously established. This will include a written report on each of the five to 10 candidates and the sharing of other materials and assessments/evaluations completed such as the supplemental questionnaire received from each candidate.
- e. The search report will incorporate reference checks and other information for the five to 10 candidates including such things as each candidate's educational and professional preparation for the Police Chief's position, work history, interaction with colleagues and the public, quality of performance and job-related personal characteristics.

- f. Once the list of semi-finalists has been identified, RMA will send each of these applicants a supplemental questionnaire designed to obtain additional information regarding their background, professional experience and managerial philosophy. This questionnaire will aid us in further evaluating their suitability for, knowledge of and interest in the Grain Valley Police Chief's position.
  - g. Working with RMA, Grain Valley then should decide upon not more than four finalist-candidates to proceed to interviews with the City Administrator and, if he should wish, department heads, which is the next step in the selection process. RMA will assist the City in scheduling candidates to be interviewed, preparing sample interview questions and coordinating the interviews.
- 7. Assist the City Administrator with all components of interviews, including the final round of interviews which may include an administrative assessment, psychological test, public involvement, community tour and other mechanisms as determined by the consultant and City Administrator.**

Several things happen here.

- a. The City Administrator should wait to undertake interviews with not more than four finalists until these four candidates have completed all of the other components of the selection process including the administrative assessment and psychological test. In this way, the City Administrator has the most complete information possible at that time and can ask each candidate very specific questions.
- b. The administrative assessment should be designed to reveal an important attribute of each candidate's administrative knowledge, skills, abilities and personal characteristics ("KSAP's"). Grain Valley will need to schedule the administrative assessment in a way which maximizes the time, effort and expense for the City and the candidate.
- c. The psychological test ideally should be conducted by a psychologist who has particular expertise in this kind of testing for law-enforcement personnel. A psychologist can likely be located through the informal offices of the Missouri Chiefs or other law-enforcement organizations.
- d. While the City's RFP has not specified a medical examination, this should also be included at this stage of the selection.
- e. Public involvement with the finalists usually takes the form of the City's hosting a "meet and greet" for the public with each of the four candidates individually. Each meet and greet should occur on four consecutive evenings, Monday through Thursday. How each candidate addresses the meet and greet can also be an important part of determining what their fit is with the community. Again, COVID protocols should be applied to the meet and greet or any other similar public or group events.

- f. The community tour should be hosted by the City Administrator or Deputy City Administrator. Each candidate should have done their own, significant research regarding Grain Valley at this point including their own private ride around the City. This is also an opportunity for the City to share information which it thinks might be helpful to each candidate. Substantial time for each candidate to visit the Grain Valley Police Department and meet with sworn and civilian personnel of all ranks should be programmed.
- 8. Conduct background checks on final candidate(s) and coordinate a comprehensive background investigation of finalist(s) by a licensed private investigator able to meet requirements for the State or by a law enforcement background investigator approved by the City.**

RMA's background investigator, Mark Field, is the retired Chief of Police in a Chicago suburb of 55,000 and a retired Commander in the Naval Criminal Investigative Service ("NCIS"). He has worked with RMA on multiple background investigations for chiefs of police and has been affiliated with RMA for more than 20 years.

The background check for not more than the four finalist-candidates will consist of a wide-ranging search of computerized databases, certain of which are accessible only by investigators with Chief Field's qualifications and security clearance. This will cover such things as educational attainment, financial status, civil and criminal matters.

Chief Field will author a written report which presents the City Administrator with significant findings from the background check.

- 9. Assist with the negotiation of the compensation package once a final candidate is identified.**

Where compensation for the position of Chief of Police will have been reviewed by the City and then included in the advertisement for this position, the scope of negotiation should be relatively narrow.

RMA will assist Grain Valley in this negotiation, applying our many years of knowledge regarding compensation for chiefs of police.

### **Team Members by Task**

In response to Grain Valley's RFP addressing this Section Three, Project Approach, the following table details which of RMA's team members would be responsible for each task.

<b>Task</b>	<b>Description</b>	<b>Team Members</b>
1	Act as the primary contact to the City Administrator or designee to guide and advise through the recruitment and selection process.	Hale
2	Engage internal and external stakeholders to gain feedback for desired characteristics and qualifications for a Chief of Police. The consulting firm shall run all engagement meetings.	Hale, Cohen
3	Review and provide recommendations regarding the job description for the position as appropriate to attract and retain a Chief of Police.	Hale
4	Develop recruitment materials.	Hale, Cohen
5	Conduct a comprehensive outreach campaign, with aggressive marketing and recruitment aimed at producing the highest quality candidate pool.	Hale, Cohen
6	Review and screen candidates with the goal of understanding candidates' professional experience, leadership and management style, and motivation for pursuing the opportunity. Recommend candidates for further interviews.	Hale, Cohen, Field
7	Assist the City Administrator with all components of interviews, including the final round of interviews which may include an administrative assessment, psychological test, public involvement, community tour and other mechanisms as determined by the consultant and City Administrator.	Hale, Cohen
8	Conduct background checks on final candidate(s) and coordinate a comprehensive background investigation of finalist(s) by a licensed private investigator able to meet requirements for the State or by a law enforcement background investigator approved by the City.	Hale, Field
9	Assist with the negotiation of the compensation package once a final candidate is identified.	Hale, Cohen

**Other Considerations**

RMA wishes to note for Grain Valley other considerations regarding our services related to the Chief of Police Search.

1. Throughout the search, we will continue to keep all applicants apprised of the status of their application. We will also inform all applicants of the projected timetable for the search so that they will be aware of the progress of the search.

2. The City Administrator should not present his recommendation for Chief of Police to the Board of Aldermen until the preferred candidate has executed his employment contract, subject only to the vote of the Board.
3. RMA will assist the City Administrator in preparing his recommendation to the Board of Aldermen.
4. RMA will work closely with the City and cognizant authorities to respond as fully as possible to the COVID-19 pandemic. We have undertaken multiple recruitment and selection processes for public-safety clients across the United States since the onset of the pandemic in 2020, always following best-practice protocols and without any reported incidence of the disease.

### **The Option for the Assessment Center**

Assessment centers have been viewed as best practice in the selection of chiefs of police for several decades.

RMA strongly recommends that Grain Valley consider carrying out a highly structured assessment center for its group of not more than four finalist-candidates for Chief of Police.

The assessment center reveals knowledge, skills, abilities and personal characteristics (“KSAP’s”) critical to the Police Chief’s position in a way which cannot be determined otherwise including interviews.

In brief, the assessment center employs a variety of real-life simulations, based on what the Chief of Police in Grain Valley actually does. Within its limitations, the assessment center gives the City as broad a view as possible of different aspects of each candidate’s job-related KSAP’s.

In this connection, every selection process which Resource Management Associates has ever done has followed the *Guidelines and Ethical Considerations for Assessment Center Operations* of the International Congress on Assessment Center Methods.

RMA invites a representative of the City to observe all or any part of the assessment center. This person may, for example, be the Deputy City Administrator or Human Resource Administrator.

The narrative which follows describes the content and execution of the assessment center.

- 1.1 RMA will provide an orientation to the assessment-center process for the eligible group of candidates as the first activity on the first morning of the process.

The orientation will acquaint the candidates with the nature of the assessment-center process, the exercises in which they will participate and the manner in which their performance will be evaluated.

This session should take about 30 minutes. RMA will respond to questions from the candidates as long as this does not intrude on the integrity of the process.

- 1.2 On the basis of the information obtained in our initial interviews with City officials and other interested parties, RMA will design an assessment center to consist of five job-related exercises intended to reflect accurately the duties and responsibilities of Chief of Police in Grain Valley. These exercises will address the various KSAP's most critical to the Police Chief's position which Grain Valley and RMA together will have identified previously in Task 3.

The assessment center will consist of a series of individual and group exercises which may include some combination of the following.

#### In-Basket Exercise

In this exercise, candidates review and handle a variety of items, including telephone messages, memoranda and correspondence which have accumulated in their in-basket during a brief absence. Candidates are informed that they must leave for an emergency later that same day and that they will be away from their office for one week. They must make arrangements either to take action themselves or have someone else take the required action during their absence.

RMA uses an electronic version of the in-basket exercise in which candidates work at a computer and respond to items as email messages as they would on the job today in Grain Valley.

The in-basket exercise occurs concurrently over the same approximately five-hour period as the program development exercise described in the next subsection. This reflects the reality of the Police Chief's work.

In the in-basket exercise, candidates would normally be evaluated on criteria such as: Written Communication, Problem Analysis, Decision-Making, and Organization and Planning.

#### Program Development Exercise

In this exercise, candidates are given a topic and prepare a written report on this topic to the City Administrator. Assessors play the role of the City's elected and

appointed leadership assigned to review the written papers for clarity, completeness and reasonableness. Candidates are later asked to make an oral presentation to the program-review committee, during which time they are expected to respond to questions from the assessors regarding their report.

In this exercise, candidates would normally be evaluated on criteria such as: Written Communication, Oral Communication, Problem Analysis, and Decision-Making.

#### News Media Exercise

In this exercise, candidates are confronted with a controversial situation that has just occurred (e.g., a fatal traffic accident involving a Police unit and pedestrian, or fatal domestic incident in which the Police Department was delayed due to an incorrect address) and are expected to meet with the news media to make a brief announcement and to answer questions from the news media. Assessors may play the role of members of the news media and may be confrontational or engage in other tactics designed to test the candidate's patience and composure.

In this exercise, candidates would normally be evaluated on criteria such as: Human Relations, Temperament, Judgment and Reasoning, and Oral Communication.

#### Citizen Interview Exercise

In this exercise, candidates are expected to interview a role player who will describe a problem he or she has had with the level or quality of services provided by the Grain Valley Police Department. Candidates will be expected to deal effectively with the citizen's complaint, demonstrate concern and empathy toward the citizen, try to solve the citizen's problem and display good customer-service skills during the interview.

In this exercise, candidates would normally be evaluated on criteria such as: Human Relations, Problem Analysis, Oral Communication, Customer Service and Initiative.

#### Community Meeting Exercise

In this exercise, the candidate is the new Chief of Police in Grain Valley. The City Administrator calls at 5:00 P.M. and asks the Chief to represent the City Administrator at an expectedly contentious meeting of a community group with long-standing grievances with the City. Two of the assessors will play the role of leaders of the community groups.

In this exercise, candidates would normally be evaluated on criteria such as: Stress Tolerance, Professional Bearing, Decision-Making, Initiative, Judgement and Reasoning and Oral Communication.



### Employee Interview Exercise

In this exercise, candidates assume the role of Chief in the Grain Valley Police Department. Candidates are informed that they are about to have a meeting with one of their command staff to discuss their job performance with them. They will be given background information regarding the fictitious employee to help prepare them to conduct this meeting.

Candidates will be instructed that they have decided to discuss this problem with the employee and to explain to them that this type of performance is not acceptable by an employee in the Grain Valley Police Department. Candidates are expected to let the employee know what they expect of them, explain why their job performance is not acceptable and inform the employee of possible adverse consequences if they do not do better in the future.

In this exercise, candidates would normally be evaluated on criteria such as: Leadership, Decision-Making, Problem Analysis, Initiative and Oral Communication.

### Group Problem-Solving Exercise

In this exercise, all of the candidates are assigned to a single group and are given a problem to resolve within a limited period of time, usually one hour. The purpose of this exercise is to evaluate how candidates work in a group environment, who can aspire to a leadership role, which candidates are the real problem-solvers and which candidates seize the opportunity to lead the group to an acceptable course of action.

In this exercise, candidates would normally be evaluated on criteria such as: Human Relations, Problem Analysis, Planning and Organizing and Leadership.

### Staff Meeting Exercise

In this exercise, the candidate is expected to meet with subordinate staff officers upon assuming the role of Chief of Police and lay out for them his or her expectations and goals for the immediate future and to make an effort to gain the confidence and support of the subordinate officers so that they can form a cohesive and united team. Assessors play the role of subordinate officers and may engage in certain activities and mannerisms designed to test the leadership ability of the candidates.

In this exercise, candidates would normally be evaluated on criteria such as: Stress Tolerance, Team Building, Professional Bearing, Decision-Making, and Oral Communication.

### Performance Dimensions

Candidates will be evaluated by the assessors on a series of performance dimensions which have been found to be associated with successful performance in the position of police chief. These performance dimensions include the following: Leadership, Planning and Organizing, Customer Service, Decision-Making, Written Communication, Problem Analysis, Budgeting, Human Relations, Oral Communication, Initiative, Temperament, Team Building, Stress Tolerance, and Management Ability.

- 1.3 RMA will prepare draft exercise instructions and descriptions and, if the City should wish, submit them to a designated representative for review and comment in order to ensure their suitability for the process. We will make any necessary revisions or modifications to these materials following this review.
- 1.4 RMA will be responsible for selecting three individuals to serve as assessors for this process. These will be persons with substantial experience and training in police-department supervision and management. They will be able to render a fair and impartial evaluation of each candidate. In addition, RMA will strive to have the panel reflect a suitable balance of representation by gender and ethnicity.

These assessors will be subject matter experts (“SME’s”) with broad background and impeccable credentials who can provide the fair, impartial and insightful evaluation of each candidate which Grain Valley requires.

- 1.5 RMA will be responsible for training the assessors to ensure that they are able to render a fair and impartial evaluation of each of the candidates. Prior to the assessment center, we will provide the assessors with an Assessor Manual which will contain a detailed description of the organization, staffing, and operations of the Grain Valley Police Department, a copy of the current job description for the Police Chief’s position, copies of all exercise materials, and sample candidate scoring forms and procedures. RMA will also conduct an orientation and training session for the assessors to provide them with more in-depth information about the procedures to be employed in evaluating and scoring the candidates.
- 1.6 RMA will be responsible for administering the assessment center and providing all necessary candidate-briefing materials, assessors’ instructions and rating forms.
- 1.7 We will video-record the assessment center, including each candidate’s performance and the assessors’ evaluation of each candidate on the various exercises, in order to document the consistency of the process and fairness to all candidates. The videos can also be used by the City to review the performance of the candidates in the exercises. The videos will remain the property of the City.

- 1.8 The panel of assessors will meet with the City Administrator on the day when the assessment center concludes. This provides the City Administrator with the opportunity to hear directly from the panel about their individual and collective observations regarding each of the candidates who will have participated.
- 1.9 Within one week following the assessment center, we will provide the City with a final report on the assessment center. Scores will be based on a maximum 100 percent.
- 1.10 The assessment center typically includes program-development and in-basket exercises as described previously in this Proposal.

RMA asks that the City provide one room with a laptop computer for each of the four finalist-candidates participating in the assessment center, a networked color laser printer with secure access to the Internet and the full Microsoft Office suite. In addition, we ask that Grain Valley provide an information-technology (“IT”) support specialist to set up and pre-test these arrangements the previous day and be on site for the approximately five-hour duration of the Program Development and In-Basket exercises in order to attend to whatever technical issues may arise.

## **Section Four Cost Proposal**

Resource Management Associates is pleased to present this Cost Proposal as the City of Grain Valley has requested in the RFP.

In summary, RMA's all-inclusive, fixed fee for the Chief of Police Search is \$14,950, based on the Scope of Service which Grain Valley has presented in the RFP.

This Cost Proposal makes the following assumptions:

1. The City will pay all costs associated with advertising the Chief of Police's position.
2. The City will pay all costs associated with any psychological, physical or other testing of candidates which the City may wish to carry out.
3. The City will provide all hardware, software, networking, communications and technical support and pay all costs associated with any use of information technology as part of the assessment center.
4. The City will provide all facilities required at no cost.

As an option, RMA will provide an assessment center consisting of five exercises for not more than six candidates at an additional cost of \$5,000.

RMA's estimated hours per task follows on the next page. The use of "INCL" means that a task is included in the general overhead cost for the Chief of Police Search.

Alternatively, RMA is available to provide the services which Grain Valley's RFP has requested at the rates which follow. This would also apply to other optional services from time to time through June 30, 2023 as Grain Valley may request as follows:

- On-site services of RMA consultants: minimum charge of eight (8) hours per day per consultant at \$125 per hour each for each day on site, plus travel, subsistence and ancillary expenses at cost.
- Off-site services of RMA consultants: \$125 per hour billed in quarter-hour increments.

***RMA looks forward to working with the City of Grain Valley on any mutually agreeable basis.***

**Grain Valley Chief of Police Search  
Estimated Hours by Task**

<b>Task</b>	<b>Description</b>	<b>Hours</b>
1	Act as the primary contact to the City Administrator or designee to guide and advise through the recruitment and selection process.	INCL
2	Engage internal and external stakeholders to gain feedback for desired characteristics and qualifications for a Chief of Police. <del>The consulting firm shall run all engagement meetings.</del>	16
3	Review and provide recommendations regarding the job description for the position as appropriate to attract and retain a	16
4	Develop recruitment materials.	8
5	Conduct a comprehensive outreach campaign, with aggressive marketing and recruitment aimed at producing the highest quality	16
6	Review and screen candidates with the goal of understanding candidates' professional experience, leadership and management style, and motivation for pursuing the opportunity. Recommend candidates for further interviews.	16
7	Assist the City Administrator with all components of interviews, including the final round of interviews which may include an administrative assessment, psychological test, public involvement, community tour and other mechanisms as determined by the consultant and City Administrator.	16
8	Conduct background checks on final candidate(s) and coordinate a comprehensive background investigation of finalist(s) by a licensed private investigator able to meet requirements for the State or by a law enforcement background investigator approved by the	16
9	Assist with the negotiation of the compensation package once a final candidate is identified.	12
	<b>TOTAL TASK HOURS</b>	<b>116</b>
	OPTION: Assessment Center	40

## Section Five References

Resource Management Associates is pleased to present the references which follow for other municipalities for whom we have conducted similar recruitment and selection processes for Chiefs of Police in the last three years.

We wish to emphasize the long and successful tenure of the chiefs of police whom we assisted in recruiting and selecting. We are not aware of any chiefs who have not completed their initial term of appointment.

For example, Salisbury, Massachusetts unanimously reappointed the Police Chief whom we had helped recruit and select for a second five-year term. In Beverly, Massachusetts, the City Council reappointed the Police Chief long before the end of his initial appointment because of their high level of satisfaction with his performance.

**City of Maplewood, Missouri.** In 2022, RMA worked with the City of Maplewood (population 8,188) on the selection of a Chief of Police. This followed the retirement of the previous Chief. RMA undertook a statewide and national search with Maplewood, following our successful project earlier in 2022 resulting in the selection of a new Fire Chief. Please feel free to contact:

Michael Reese  
City Manager  
7601 Manchester Road  
Maplewood, MO 63143  
(314) 646-3603

**Town of Lynnfield, Massachusetts.** In 2021, RMA worked with the Town of Lynnfield (population 13,000) on the selection of a Chief of Police. This followed the retirement of the previous Chief who had been selected in 2010 with RMA's assistance. In 2020, RMA had also worked with Lynnfield in the selection of a Police Captain. Please feel free to contact:

Robert Dolan  
Town Administrator  
55 Summer Street  
Lynnfield, MA 01940  
(781) 334-9410

**City of Framingham, Massachusetts.** In 2020, RMA worked with the City of Framingham through the full cycle of recruiting and selecting a new Chief of Police. Framingham's Director of Human Resources functioned as the City's Project Manager. This process included a national search and assessment center among other components, with candidates from Maine to Washington State. RMA had also previously assisted Framingham in the recruitment and selection of a new Fire Chief in 2016. Please feel free to contact:

Dolores Hamilton, former Director of Human Resources  
(now Assistant Town Administrator/Human Resources Director, Town of Stow, MA)  
City of Framingham  
150 Concord Street  
Framingham Massachusetts 01702  
(617) 510-2408

**City of Bowling Green, Kentucky.** In 2020, RMA assisted the City of Bowling Green in the selection of a new Chief of Police. RMA has been privileged to have served Bowling Green for almost 30 years. Please feel free to contact:

Erin Hulsey  
Director, Human Resources and Risk Management  
101 College Street  
Bowling Green, KY 42101  
(270) 393-3689

**City of Gloucester, Massachusetts.** In 2019, RMA completed the recruitment and selection of a new Chief of Police for Gloucester. This comprehensive process was virtually identical to what Grain Valley seeks now including a local, regional and national search and background checks. Chief Smith was a key member of the City's Selection Committee. Please feel free to contact:

Eric Smith, Fire Chief  
City of Gloucester  
8 School Street  
Gloucester, Massachusetts 01930  
(978) 491-1954

## **Section Six**

### **Why Grain Valley Should Select RMA**

Resource Management Associates has presented a large amount of information in this Proposal regarding our qualifications to carry out this Chief of Police Search at a very high level of quality and to Grain Valley's complete satisfaction.

Grain Valley should select RMA as the City's consultant because of the enormous knowledge, experience and value we bring to the City and the Grain Valley Police Department.

The approach RMA has presented in this Proposal enables Grain Valley to meet its goal of selecting the best qualified candidate for the critical position of Chief of Police.

RMA thanks the City of Grain Valley for its kind consideration of our services.



## **Appendices**

**Exhibit “A” Non-Collusion Certification**

**Form No 1: Firm Profile**

**Form No. 2: Experience/References**

**Form No 3: Qualification Checklist**



EXHIBIT "A" NON-COLLUSION CERTIFICATION

STATE OF <sup>Illinois</sup> ~~MISSOURI~~  
CITY/COUNTY OF: Cook County  
Charles D. Hale being first duly sworn, deposes and says that he is

President  
Title of Person Signing

of Resource Management Associates

Name of Bidder

that all statements made and facts set out in the proposal for the above project are true and correct; and the bidder, the person, firm, association, or corporation making said bid) has not, either directly or indirectly, entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with said bid or any contract which may result from its acceptance.

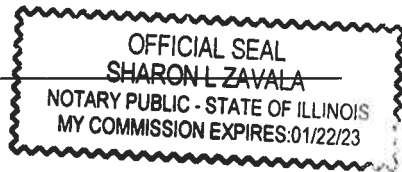
Affiant further certifies that bidder is not financially interested in, or financially affiliated with, any other bidder for the above project.

BY [Signature]  
BY \_\_\_\_\_  
BY \_\_\_\_\_

SWORN to before me this 27TH day of JUNE 2022

Sharon L. Zavala  
Notary Public

My Commission Expires 01-22-2023





**FORM NO. 1: FIRM PROFILE**

1. Company Name and Address: Resource Management Associates  
17730 S. Oak Park Ave., Suite A  
Tinley Park, IL 60477
- 1a. Firm / Provider is:  National  Regional  Local
- 1b. Year Firm / Provider Established: 1981
- 1c. Years of Experience providing services: 41
- 1d. Licensed to do business in the State of Missouri:  Yes  No
- 1e. Name, title, telephone number and email address of Principal to contact:  
  
Charles D. Hale, President  
708-606-3653  
[rma2500@gmail.com](mailto:rma2500@gmail.com)
- 1f. Address of office to perform work, if different from Item No. 1: Same.
2. Please list the number of persons by discipline that your Firm/Joint Venture will commit to the City's project: 3
3. If submittal is by Joint Venture or utilizes subcontractors, list participating firms / providers and outline specific areas of responsibility (including administrative, technical, and financial) for each firm: N/A
- 3a. Has this Joint Venture previously worked together?  Yes  No Not a Joint Venture.

711 Main Street  
Grain Valley, MO 64029  
816.847.6200

[cityofgrainvalley.org](http://cityofgrainvalley.org)

LIFE OUTSIDE THE LINES



**FORM NO. 2: EXPERIENCE / REFERENCES**

Work by Firm/ Provider (including any subcontractors or Joint-Venture companies) that best illustrate current qualifications relevant to the City's project that has been/is being accomplished by personnel that shall be assigned to the City's project. List no more than ten (10) total projects:

Project Name & Location: **Executive Search Firm Services for  
Fire Chief and Police Chief  
City of Maplewood, Missouri**

Completion Date (Actual or Estimated):  
**May, 2022**

Project Owner's Name & Address: **City of Maplewood  
7601 Manchester Road  
Maplewood, MO 63143**

Project Owner's Contact Person, Title & Telephone Number:  
**Michael Ross, City Manager  
214-646-3603**

Estimated Cost (in Thousands) for Entire Project: \$ **22,900 -- Police Chief**

Scope of Entire Project: (Please give quantitative indications wherever possible).  
**Statewide, regional and national executive search  
including recruitment, selection and assessment centers.**  
Nature of Firm's / Provider's responsibility in project: (Please give quantitative indications wherever possible). **Full involvement in all aspects of the  
Executive Search.**

Firms / Providers Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project and applicable certifications that personnel hold:  
**Charles Hale -- MA in Criminal Justice  
Sheldon Cohen -- CPA  
Mark Field -- DA, Retired Chief of Police, Top Secret clearance**



FORM NO. 2: EXPERIENCE / REFERENCES

Work by Firm/ Provider (including any subcontractors or Joint-Venture companies) that best illustrate current qualifications relevant to the City's project that has been/is being accomplished by personnel that shall be assigned to the City's project. List no more than ten (10) total projects:

Project Name & Location: *Executive Search for Chief of Police  
City of Framingham, Massachusetts*

Completion Date (Actual or Estimated): *October, 2020*

Project Owner's Name & Address: *City of Framingham  
150 Concord Street  
Framingham, MA 01702*

Project Owner's Contact Person, Title & Telephone Number: *Dolores Hamilton, Human Resources Dir.*

Estimated Cost (in Thousands) for Entire Project: \$

Scope of Entire Project: (Please give quantitative indications wherever possible). *Statewide, regional and national executive body including recruitment, selection and assessment centers.*

Nature of Firm's / Provider's responsibility in project: (Please give quantitative indications wherever possible). *Full involvement in all aspects of the executive search*

Firms / Providers Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project and applicable certifications that personnel hold:  
*Charles Wade -- CPA in Criminal Justice  
Sheldon Cohen -- CPA*



FORM NO. 2: EXPERIENCE / REFERENCES

Work by Firm/ Provider (including any subcontractors or Joint-Venture companies) that best illustrate current qualifications relevant to the City's project that has been/is being accomplished by personnel that shall be assigned to the City's project. List no more than ten (10) total projects:

Project Name & Location: *Police Chief Assessment Center  
City of Bowling Green, Kentucky*  
Completion Date (Actual or Estimated): *June, 2020*

Project Owner's Name & Address: *City of Bowling Green  
101 College Street  
Bowling Green, KY 42101*  
Project Owner's Contact Person, Title & Telephone Number: *Erin Hiley, Director of FIRE Risk Mgt.  
270-373-3689*  
Estimated Cost (in Thousands) for Entire Project: \$

Scope of Entire Project: (Please give quantitative indications wherever possible).

*Assessment center for candidates for  
Chief of Police.*

Nature of Firm's / Provider's responsibility in project: (Please give quantitative indications wherever possible).

*Full responsibility in all aspects of the  
assessment center.*

Firms / Providers Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project and applicable certifications that personnel hold:



FORM NO. 2: EXPERIENCE / REFERENCES

Work by Firm/ Provider (including any subcontractors or Joint-Venture companies) that best illustrate current qualifications relevant to the City's project that has been/is being accomplished by personnel that shall be assigned to the City's project. List no more than ten (10) total projects:

Project Name & Location: Police Chief Assessment Center  
Town of Lynnfield, Massachusetts

Completion Date (Actual or Estimated): September, 2021

Project Owner's Name & Address: Town of Lynnfield,  
55 Summer Street  
Lynnfield, MA 01940

Project Owner's Contact Person, Title & Telephone Number:  
Robert Dolan, Town Administrator  
781-334-9410

Estimated Cost (in Thousands) for Entire Project: \$9,950

Scope of Entire Project: (Please give quantitative indications wherever possible).  
Assessment center for three internal candidates  
for Chief of Police.

Nature of Firm's / Provider's responsibility in project: (Please give quantitative indications wherever possible).  
Full responsibility in all aspects of the  
assessment center.

Firms / Providers Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project and applicable certifications that personnel hold:

Charles Hale -- MA in Criminal Justice  
Sheldon Cohen -- OIPPA



FORM NO. 2: EXPERIENCE / REFERENCES

Work by Firm/ Provider (including any subcontractors or Joint-Venture companies) that best illustrate current qualifications relevant to the City's project that has been/is being accomplished by personnel that shall be assigned to the City's project. List no more than ten (10) total projects:

Project Name & Location: Design and Conduct an Assessment Center for Selection of Chief of Police  
City of Gloucester, Massachusetts  
Completion Date (Actual or Estimated): February 2019

Project Owner's Name & Address: City of Gloucester  
8 School Street  
Gloucester, MA 01930

Project Owner's Contact Person, Title & Telephone Number: Eric Smith, Fire Chief  
978-491-1954

Estimated Cost (in Thousands) for Entire Project: \$ 23,780

Scope of Entire Project: (Please give quantitative indications wherever possible).  
Statewide, regional and national search including recruitment, selection and assessment centers.  
Nature of Firm's/ Provider's responsibility in project: (Please give quantitative indications wherever possible). Full involvement in all aspects of the Executive Search.

Firms / Providers Personnel (Name/Project Assignment) who worked on the stated project that shall be assigned to the City's project and applicable certifications that personnel hold:  
Charles Hale -- MA in Criminal Justice  
Sheldon Chou -- OCPA  
Mark Field -- MA, Police Chief of Police, Top Secret clearance





**FORM NO. 3: QUALIFICATION CHECKLIST**

Signed Qualification

N/A Evidence of required licenses and certificates

N/A Evidence of Insurance

Form No. 1

Form No. 2

Form No. 3

Signed Non-Collusion Certification

N/A Addendum (if applicable)

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## **Exhibit A**

As a condition for the award of this Agreement, the Consultant shall, by sworn affidavit and provision of documentation, affirm its enrollment and participation in a federal work authorization program with respect to the employees working in connection with the Work. The Consultant shall also sign an affidavit (see next page) affirming that it does not knowingly employ any person who is an unauthorized alien in connection with the Work. Such affidavits shall be in substantially the form provided in the attached affidavit. The Consultant shall not be required to provide these affidavits to the City if such affidavits have been previously provided to the City within the past year. All words in this paragraph shall have the definitions as provided in Section 285.525 R.S.Mo.

Pursuant to Section 208.009 R.S.Mo., the Consultant shall provide at the earlier of the submission of any bid or execution of any agreement affirmative proof that the Applicant for the Consultant is a citizen or a permanent resident of the United States or is lawfully present in the United States. The Applicant for the Consultant (or "Applicant") shall be the person authorized to prepare, submit, and sign contract documents on behalf of the Consultant and shall be eighteen years of age or older. Such affirmative proof shall include documentary evidence recognized by the Missouri Department of Revenue when processing an application for a driver's license, a Missouri driver's license, as well as any document issued by the federal government that confirms an alien's lawful presence in the United States.

An Applicant who cannot provide the proof required under Section 208.009 R.S.Mo. at the time of submission of any bid may alternatively sign an affidavit under oath, attesting to either United States citizenship or classification by the United States as an alien lawfully admitted for permanent residence. The affidavit shall be on or consistent with forms prepared by the City, which shall be available from the City Clerk if needed. Any Applicant who signed an above-described affidavit must provide proof of lawful presence within the time provided in Subsection 208.009.5 R.S.Mo. for temporary public benefits and failure to provide such proof within such time may result in the City rescinding and voiding any Contract awarded to the Consultant.

**AFFIDAVIT OF PARTICIPATION IN  
FEDERAL WORK AUTHORIZATION PROGRAM  
(CONTRACTS OVER \$5,000)**

Comes now \_\_\_\_\_ (name) as \_\_\_\_\_ (office held) first being duly sworn, on my oath, affirm that \_\_\_\_\_ (“Company”) is enrolled and will continue to participate in a federal work authorization program in respect to employees that will work in connection with the contracted services related to recruitment of a new Chief of Police for the City of Grain Valley and any incidental items associated with this work for the duration of the contract, if awarded, in accordance with Section 285.530.2, RSMo. I also affirm that the Company does not and will not knowingly employ a person who is an unauthorized alien in connection with the contracted services for the duration of the contract, if awarded. I have attached to this affidavit is documentation of the Company’s participation in a federal work authorization program.

**(ATTACH DOCUMENTATION SHOWING THAT COMPANY PARTICIPATES IN FEDERAL WORK AUTHORIZATION PROGRAM. ALSO ATTACH DRIVER’S LICENSE OR OTHER PROOF OF LAWFUL PRESENCE, AS PROVIDED IN THE GENERAL CONDITIONS – 208.009 RSMo.)**

\_\_\_\_\_  
Signature (person with authority)

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

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

State of \_\_\_\_\_ )  
County of \_\_\_\_\_ ) ss.

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

My commission expires:

\_\_\_\_\_  
Notary Public

## CONTRACT

This agreement made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2022, by and between the City of Grain Valley, Missouri, hereinafter designated as “the City,” and **Resource Management Associates, Inc.**, of Tinley Park, Illinois, hereinafter designated as “the Consultant”, WITNESSETH:

### I.

#### Duties of the Consultant

The Consultant hereby agrees to conduct an executive search for the position of Chief of Police for the City. This process will also include an assessment center, as outlined in the Consultant’s proposal dated July 12, 2022, to include the following tasks:

- (1)The Consultant will act as the primary contact to the City Administrator or designee to guide and advise through the recruitment and selection process.
- (2)The Consultant will engage internal and external stakeholders to gain feedback for desired characteristics and qualifications for a Chief of Police. The Consultant shall coordinate all engagement meetings.
- (3)Upon receiving the City’s authorization to proceed, the Consultant will schedule an initial planning meeting with the City Administrator and others whom the City may wish to involve.
- (4)The Consultant will review and provide recommendations regarding the Job Description for the position as appropriate to attract and retain a Chief of Police.
- (5) Based on the tasks outlined above, the Consultant will develop necessary recruitment materials.
- (6)The Consultant will conduct a comprehensive outreach campaign, with aggressive marketing and recruitment aimed at producing the highest quality candidate pool.
- (7)The Consultant will review and screen candidates with the goal of understanding candidates’ professional experience, leadership and management style, and motivation for pursuing the opportunity. The Consultant will recommend candidates for further interviews.
- (8)The Consultant will assist the City Administrator with all components of interviews, including the final round of interviews which may include an administrative assessment, psychological test, public involvement, community tour and other mechanisms as determined by the Consultant and City Administrator.
- (9)The Consultant will design and administer an assessment center, to include as many as five exercises, to the top four (4) finalist-candidates for this position.
- (10)The Consultant will conduct background checks on final candidate(s) and coordinate a comprehensive background investigation of finalist(s) by a licensed private investigator able to meet requirements for the State or by a law enforcement background investigator approved by the City.
- (11)The Consultant will assist with the negotiation of the compensation package once a final candidate is identified.
- (12) The Consultant will provide the City with a finalist candidate for Chief of Police within one-hundred and fifty (150) calendar days from the date that the contract is signed.

### II.

#### Duties of the City

In consideration of the agreements on the part of the Consultant, the City agrees to:

- (1) Pay all costs associated with advertising the Chief of Police’s position.

**CONTRACT BETWEEN THE CITY OF GRAIN VALLEY, MISSOURI, AND RESOURCE MANAGEMENT ASSOCIATES, INC. - PAGE 2**

(2) Pay all costs associated with any psychological, physical or other testing of candidates which the City may wish to carry out.

(3) Provide all hardware, software, networking, communications and technical support and pay all costs associated with any use of information technology as part of the assessment center.

(4) Provide all facilities required at no cost.

(5) Provide full cooperation by City staff as may be necessary to complete the assigned tasks.

(6) Pay the Consultant the full amount owed within 30 days after the services have been rendered and a finalist has been hired as Chief of Police.

III.

Other Terms and Conditions

(1) This agreement and terms will be interpreted and enforced under the laws of the State of Missouri.

(2) The Consultant will not discriminate against any applicant for employment because of race, color, religion, sex, sexual harassment, ancestry, national origin, place of birth, age or a physical or mental handicap which would not interfere with the efficient performance of the job in question.

(3) The Consultant will agree to perform the tasks enumerated above for an all-inclusive, one-time fixed fee, of \$19,950.

(4) In the event the City elects not to offer employment to any candidate the parties will renegotiate terms for continued recruitment efforts and final payment.

(5) The exclusive jurisdiction for any and all legal disputes arising from this agreement will be venued in the Circuit Court of Jackson County, Missouri or in the United States District Court for the Western District of Missouri.

(6) Exhibit A regarding the required compliance with the work authorization law for public contracts is fully incorporated into this agreement.

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be executed by their duly authorized officers on the day and year written below.

RESOURCE MANAGEMENT ASSOCIATES, INC.

CITY OF GRAIN VALLEY:

By: \_\_\_\_\_

By: \_\_\_\_\_

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

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

Witness: \_\_\_\_\_

Witness: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_