

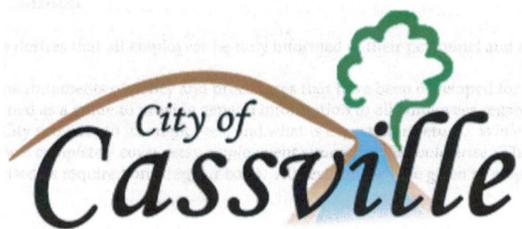


OUTSTANDING OPPORTUNITY TO  
SERVE THE CITIZENS OF

**CASSVILLE, MISSOURI**

AS THEIR NEXT

**CITY ADMINISTRATOR**





## Introduction

Slavin Management Consultants has been retained by the City of Cassville, Missouri to assist in the recruitment, hiring, and orientation of a new City Administrator. This profile has been developed after consultation with the Mayor and Board of Aldermen (Board). The Board is unified in its objective to hire a highly-qualified professional based on the interpersonal and professional qualities and skills desired for the position.

## The Community

Cassville is located in southwest Missouri’s scenic Ozark Mountains. The Community enjoys beautiful scenery, pure air, clean water and excellent schools, stores and services. Cassville is in the heart of a recreation paradise with some of Missouri’s best camping and fishing at Roaring River State Park, 7 miles from town, and Table Rock Lake – a famous, pristine water playground – only 14 miles away. Cassville’s downtown district serves as the heart of an active county seat which was built around the historic Barry County Courthouse. Inside the downtown core eleven buildings that were built between the late 1800s and early 1900s still stand.

Residents and visitors alike enjoy a myriad of activities that take place at the busy Downtown Square. The Courthouse Square is a favorite, venue for events, celebrations and parades. Other community features include an excellent museum, a family Aquatic Park and a superb Public Golf course.

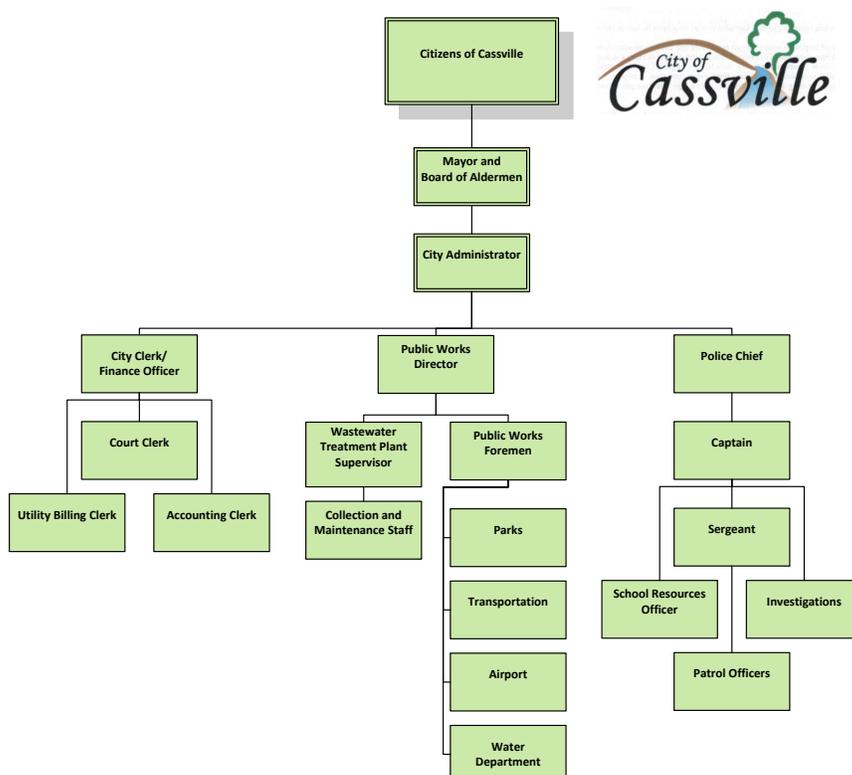
Cassville’s 2010 population was 3,266. Within a ten-mile radius is the primary market and employment center for the estimated 14,000 people living in the area, providing a variety of goods and services. Based upon recent growth trends, Cassville is expected to grow 53% to a population of nearly 5,000 by 2030 – outpacing both the state and Barry County.

## The Organization

Cassville operates with a Board of Alderman/Administrator form of government. The governing body is the Board of Aldermen (Board) which consists of a directly-elected Mayor and four Aldermen who are elected two each from the City’s two wards. All elections are non partisan. The Board appoints a City Administrator who serves as the City’s chief administrative officer, responsible for the efficient and economical operation of City government. The City Administrator serves and advises the Board, hires department directors, and prepares the proposed annual budget for Board consideration. He or she also enforces municipal laws and ordinances and coordinates City operations and programs. City departments include Clerk/ Finance, Public Works (Water, Wastewater, Airport, Transportation, Parks) and Police. The City’s employs approximately 30 FTE’s and has a current total budget of \$4,738,801. Cassville is in excellent financial condition with a significant fund balance.

### City of Cassville, Missouri

Organizational Chart

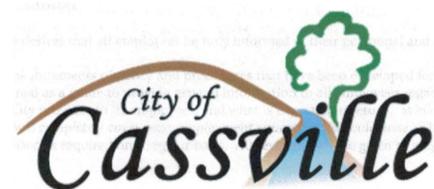


## From City's 2009 Master Plan for Economic Growth and Development

### Growth Attributes & Opportunities

Cassville has many attributes that are attractive to potential residents, businesses, and visitors. Promoting these attributes will be a key to the City's economic growth. The planning process translated many of the community's growth issues into opportunities. These include:

1. **The economic and activity center of Barry County.** Many residents of rural Barry County depend on Cassville for school, jobs, and shopping. Expanding these options can help attract visitors who would otherwise go to other destinations. Target businesses that the County is currently lacking to capture some of the sales leakage.
2. **Existing industrial base.** Cassville has several industrial employers including Regal Beloit and Justin Boot Company. These employers are the base of Cassville's economy and bring many employees to Cassville on a daily basis.
3. **Commercial growth along the Highway 37 Corridor.** Highway 37 is a major regional traffic route connecting I-44 and U.S. 60 with northwest Arkansas. Much of the highway in the Cassville area is still undeveloped and is not subject to flooding.
4. **Cassville as a viable tourism destination.** The area's rich recreation and environmental resources are attractive to potential residents, businesses, and tourists. While tourism traffic causes some congestion issues, it also represents a larger market for Cassville businesses to provide goods and services.
5. **Cassville Municipal Airport is an asset to the community.** Industrial and office park development could complement the airport in northwest Cassville. Future airport improvements will enhance the desirability of the area.
6. **Partnerships with other local and regional organizations.** Engaging other jurisdictions and organizations in the growing southwest Missouri-northwest Arkansas region can benefit Cassville's economic development prospects. Tourism and attracting large industries are especially more effective when a regional approach is taken.
7. **Low cost of living and doing business. Due to low taxes, businesses can operate in Cassville at lower fixed costs.** This savings can be passed on to consumers and make area businesses more competitive in the region. Large employers especially consider these costs when making location decisions.
8. **Quality health care. Mercy Hospital and several health care centers provide health care to the community.** The presence of these centers can help attract new residents and businesses to the area.
9. **Education.** The Cassville School District provides quality education to students throughout the county. Crowder College, a two-year community college with approximately 6,000 students, is located in Cassville. Crowder College also has locations in Neosho (main campus), Nevada, Webb City, McDonald County, Monett, Mt. Vernon and Carthage.
10. **Small-town values and friendly neighbors.** While Cassville functions as a larger city economically, residents have identified a strong connection to community place. Cassville residents are friendly, helpful, and welcoming. The city has charm, a rich history, and scenic beauty.



## Cassville Mayor and Board of Aldermen

|                       |                     |
|-----------------------|---------------------|
| Mayor Bill Shiveley   | At-Large            |
| Alderman Cindy Carr   | South Ward Alderman |
| Alderman Terry Heinz  | South Ward Alderman |
| Alderman Jon Horner   | North Ward Alderman |
| Alderman Jerry Marple | North Ward Alderman |

### Issues, Challenges and Opportunities (not prioritized)

- There is a 1060 mile fiber optic network currently being installed which will serve the entire Cassville community including residential, commercial and industrial customers.
- The City is currently in sound financial condition.
- The City is currently implementing its first fixed asset management system.
- Cassville voters recently approved a 3/8¢ transportation sales tax for road maintenance, repair and construction. This is anticipated to generate at least \$300,000 annually and the tax has no sunset. A strategic streets plan needs to be developed in support of this new revenue source.
- Previously, voters passed a 1/2 cent sales tax to support parks and storm water infrastructure. This was funding source was used to build the City's new Aquatics Center. The Center was paid off in 2015 thereby freeing funds for other parks and storm water uses.
- Cassville residents are served by one of the best public schools in the state.
- The City's water system needs to be upgraded to meet fire protection standards. The wastewater treatment plant is in good shape but the sewer collection system has old and cracking lines which need to be replaced. The combined estimated cost to meet the immediate needs of both systems is about \$10M. A funding source needs to be developed to meet this need.
- Cassville has a limited housing supply, particularly at the affordable and middle income levels.
- Barry County has no zoning and Cassville recently adopted 2006 BOCA building codes. This has made the County more attractive to some builders. The City needs to project a more welcoming "open for business" image that **both** attracts development and maintains high construction and safety standards.
- Cassville is the retail and commercial hub for Barry County. The City's economic base was diminished during the great recession. It has been able retain its two largest employers, Regal Beloit and Justin Boots. Sales tax is the City's primary source of revenue. Tourism and agriculture are important sectors of the Cassville economy. There is a need to develop a cohesive economic development program.
- The City could do a better job at providing public information possibly through a frequent community newsletter and/or a City produced column in a local newspaper.

# Cassville City Administrator

## ARTICLE IV. CITY ADMINISTRATOR

### SECTION 115.070: ESTABLISHMENT

There is hereby created and established the position of the City Administrator for the City of Cassville. (Ord. No. 1169 §1, 3-13-95)

### SECTION 115.080: APPOINTMENT AND QUALIFICATIONS

- A. A qualified person shall be appointed City Administrator for the City of Cassville by the Mayor; such appointment shall be approved by a majority of the Board of Aldermen. The person so appointed shall serve for an indefinite term.
- B. The person appointed to the position of the City Administrator shall be at least twenty-one (21) years of age; and shall be a graduate of an accredited university or college, majoring in public or municipal administration or shall have the equivalent qualifications and experience in financial, administration and/or public relations fields. (Ord. No. 1169 §2, 3-13-95)

### SECTION 115.090: COMPENSATION

The City Administrator shall receive such compensation as may be determined from time to time by the Board of Aldermen and such compensation shall be payable bi-weekly. (Ord. No. 1169 §3, 3-13-95)

### SECTION 115.100: REMOVAL FROM OFFICE

The City Administrator shall serve at the pleasure of the Board of Aldermen. The Mayor, with the consent of a majority of the Board of Aldermen, may remove the City Administrator from office at will, and such City Administrator may also be removed by a three-fourths ( $\frac{3}{4}$ ) vote of the Board of Aldermen independently of the Mayor's approval or disapproval. If requested, the Mayor and Board of Aldermen shall grant the City Administrator a public hearing within thirty (30) days following notice of such removal. During the interim, the Mayor, with the approval of a majority of the Board of Aldermen, or by vote of the Board of Aldermen without the Mayor's approval, may suspend the City Administrator from duty. (Ord. No. 1169 §4, 3-13-95)

### SECTION 115.110: DUTIES

- A. The duties of the City Administrator shall include, but not be limited to, the following:
  - .1. The City Administrator shall be the Chief Administrative Assistant to the Mayor and as such shall be the Administrative Officer of the City Government. Except as otherwise specified by ordinance or by the law of the State of Missouri, the City Administrator shall coordinate and generally supervise the operation of all departments of the City of Cassville.
  - .2. The City Administrator shall be the purchasing agent for the City of Cassville and all purchases amounting to less than three thousand five hundred dollars (\$3,500.00) shall be made under his/her direction and supervision, and all such purchases shall be made in accordance with purchasing policy and procedures approved by the Board of Aldermen.
  - .3. The City Administrator shall be responsible for the assembly of estimates of the financial needs and resources of the City for each ensuing year and shall prepare a program of activities within the financial power of the City, embodying in it a budget document with proper supporting schedules and an analysis to be proposed to the Mayor and Board of Aldermen for their final approval.
  - .4. The City Administrator shall prepare and present to the Mayor and Board of Aldermen an annual report of the City's affairs, including in such report a summary of reports of department heads and such other reports as the Mayor and the Board of Aldermen may require.
  - .5. The City Administrator shall act as the Personnel Officer of the City and shall recommend an appropriate position classification system and pay plan to the Mayor and Board of Aldermen. The City Administrator, after consultation with department heads, shall approve advancements and appropriate pay increases within the approved pay plans and position classification system. The City Administrator shall have the power to appoint and remove (in accordance with the Personnel System regulations approved by the Board of Aldermen) all subordinate employees of the City of Cassville. Where any department head is appointed or permanently removed, the City Administrator will notify the Board of Aldermen prior to such action.

- .6. The City Administrator shall recommend to the Mayor and Board of Aldermen adoption of such measures as he/she may deem necessary or expedient for the health, safety, or welfare of the City for the improvement of administrative services for the City.
  - .7. The City Administrator shall submit to the Mayor and Board of Aldermen a proposed agenda for each Board meeting at least seventy-two (72) hours before the time of the regular Board meeting.
  - .8. The City Administrator shall work with all City Boards and Committees to help coordinate the work of each. The City Administrator shall serve as Zoning Administrator.
  - .9. The City Administrator shall attend all meetings of the Board of Aldermen.
  - .10. The City Administrator shall supervise the preparation of all bid specifications for services and equipment, and receive sealed bids for presentation to the Board of Aldermen.
  - .11. The City Administrator shall coordinate Federal and State programs which may have application to the City of Cassville.
  - .12. The City Administrator shall attend State and Regional conference programs applicable to his/her office and the business of the City of Cassville, whenever such attendance is directed and approved by the Board of Aldermen and Mayor.
  - .13. The City Administrator shall be responsible for keeping the public informed in the purposes and methods of City Government through all available news media.
  - .14. The City Administrator shall keep full and accurate records of all actions taken by him/her in the course of his/her duties, and he/she shall safely and properly keep all records and papers belonging to the City of Cassville and entrusted to his/her care; all such records shall be and remain property of the City of Cassville and be open to inspection by the Mayor and Board of Aldermen at all times.
- B. In addition to the foregoing duties, the City Administrator shall perform any and all other duties or functions prescribed by the Mayor and Board of Aldermen. (Ord. No. 1169 §5, 3-13-95; Ord. No. 1538 §1, 8-6-07; Ord. No. 1578 §1, 3-2-09)

#### **SECTION 115.120: POWERS**

- A. The powers of the City Administrator shall include the following:
- .1. The City Administrator shall have responsibility for all real and personal property of the City of Cassville. He/she shall have responsibility for all inventories of such property and for the upkeep of all such property. Personal property may be sold by the City Administrator only with approval of the Board of Aldermen. Real property may be sold only with the approval of the Board of Aldermen by resolution or ordinance.
  - .2. The City Administrator shall have the power to prescribe such rules and regulations as he/she shall deem necessary or expedient for the conduct of administrative agencies subject to his/her authority, and he/she shall have the power to revoke, suspend, or amend any rule or regulation of the administrative service except those prescribed by the Board of Aldermen.
  - .3. The City Administrator shall have the power to coordinate the work of all the departments of the City, and at times of an emergency, shall have the authority to assign the employees of the City to any department where they are needed for most effective discharge of the functions of the City Government.
  - .4. The City Administrator shall have the power to investigate and to examine or inquire into the affairs or operation of any department of the City under his/her jurisdiction, and shall report on any condition or fact concerning the City Government requested by the Mayor or Board of Aldermen.
  - .5. The City Administrator shall have the power to overrule any action taken by a department head, and may supersede him/her in the functions of his/her office.
  - .6. The City Administrator shall have the power to appear before and address the Board of Aldermen at any meeting.
- B. At no time shall the duties and powers of the City Administrator supersede the action by the Mayor and Board of Aldermen. (Ord. No. 1169 §6, 3-13-95)

## Requirements

Requirements include a bachelor's degree (Master's preferred) in public or business administration, finance, planning or a related field combined with three years of local government administrative level experience or an equivalent combination of education and experience. Must understand municipal operations and community economic drivers. Must have an interest in and successful experience in a range of areas including: strategic planning, financial management, budgeting, economic development, quality and efficient service delivery, organizational analysis, team leadership, land use planning, local business and community group relations and building Council and community consensus.

***The following are leadership, management and professional strengths that the Mayor and Board of Aldermen would like to have in their next city administrator:***

*Professional strengths in the following areas:*

- Economic development
- Strategic planning
- Fiscally responsible
- Finance, including fiscal planning
- Capital project planning and administration
- Understanding of environmental laws
- Grantsmanship
- Visionary, creative and forward looking -- not wedded to the status quo.

*Leadership and management strengths:*

- Straight forward, honest, ethical and high personal and professional standards.
- Is a self-starter who leads and motivates by personal example.
- Understands and respects the relative roles of the Mayor and Board of Aldermen, the City Administrator and department heads; provides the Mayor and Board of Aldermen with well-developed staff recommendations, with pros and cons and then implements the Board's decisions whether or not the Board accepts staff's recommendation.
- Is solution oriented and does not create unnecessary conflict.
- Understands the importance of working on the basic functions of municipal government, i.e. streets, sewers, water, parks, etc.
- Able to attract, retain and motivate good employees -- is clearly in control but uses a collaborative and non-autocratic leadership style.
- Possesses excellent organizational skills with the ability to reestablish the role of City Administrator in Cassville through assertive leadership, striking a proper balance between central control and employee empowerment and providing a comfortable work environment within which staff members thrive -- creates an environment within which staff are encouraged to become the best they can be.
- Establishes clear and understandable goals and objectives, measures performance and holds staff accountable.
- Communications - a skilled listener who is adept at writing and is comfortable making public presentations.
- Willing to create a positive rapport with the community, particularly with key business and community leaders; willing and able to earn their respect.
- Diplomatic but firm and can say "no" when necessary.
- Applies policies, rules and laws consistently and fairly with the community as well as with staff.
- Foresees emerging issues and trends and responds to them in an appropriate and timely manner.
- Understands the importance of building a continuing communication network with and be an active participant in intergovernmental relations including with the state and federal governments as needed.
- Is a visionary who looks for and deploys the best allocation of resources to meet current and changing needs -- committed to making Cassville a better place to live, work and play.
- Willing to make a significant professional commitment to Cassville -- has a personal/family life which is compatible with the quality of life available in the region.
- Does not take self too seriously -- has a good sense of humor.
- Has and uses common sense.
- Has a strong and inherent customer service orientation.

- Positive “how to” personality.
- Has “zero tolerance” for serious misbehavior.
- Presents a comfortable and professional demeanor - - not an egotist and will admit and take personal responsibility for errors.

## Compensation and Application Instructions

The salary for the position is negotiable based on the selected candidate’s qualifications and experience and is supplemented by an excellent benefit package. City residency is required within a negotiated period of time. More information about Cassville can be found at [www.cityofcassville.com](http://www.cityofcassville.com). For a complete profile related to the position, please visit [www.slavinweb.com](http://www.slavinweb.com).

The deadline for receipt of application materials is Friday, January 22, 2016 and review of résumés will start immediately. To apply please submit a cover letter, detailed résumé and current salary to:

Robert E. Slavin, President

### SLAVIN MANAGEMENT CONSULTANTS

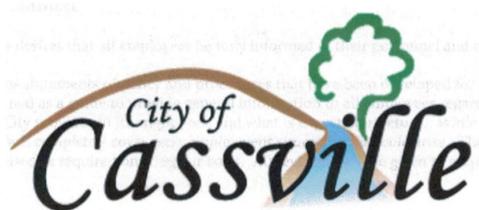
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**Electronic submissions are preferred.**



**The City of Cassville is an Equal Opportunity Employer**