



RESOLUTION 2024-16

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT WITH PRADCO TO CONDUCT A SWOT ANALYSIS AND EMPLOYEE TRAINING.

WHEREAS, the City of Powell would like to conduct a SWOT analysis to understand the existing structure, culture, and dynamics of the City; and

WHEREAS, the City would like to have training after the recommendations of the SWOT analysis to focus on team-building and communication; and


WHEREAS, in order to conduct the SWOT analysis and training the City recommends entering into an agreement with PRADCO to facilitate the analysis and training.

NOW THEREFORE BE IT RESOLVED BY THE CITY OF POWELL, COUNTY OF DELAWARE, STATE OF OHIO, AS FOLLOWS:

Section 1: The City Manager is hereby authorized and directed to enter into an agreement with PRADCO to conduct a SWOT analysis and training with staff.

Section 2: It is hereby found and determined that all formal actions of this Council concerning and relating to the passage of this Resolution were adopted in an open meeting of Council and that all deliberations of Council and any of the decision-making bodies of the City of Powell, which resulted in such formal actions, were in meetings open to the public in compliance with all legal requirements of the City of Powell, Delaware County, Ohio.

Section 3: This Resolution shall be in full force and effect immediately upon adoption.



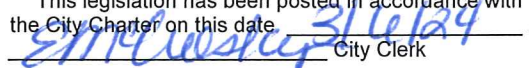
Tom Counts
Mayor

3/5/24
Date

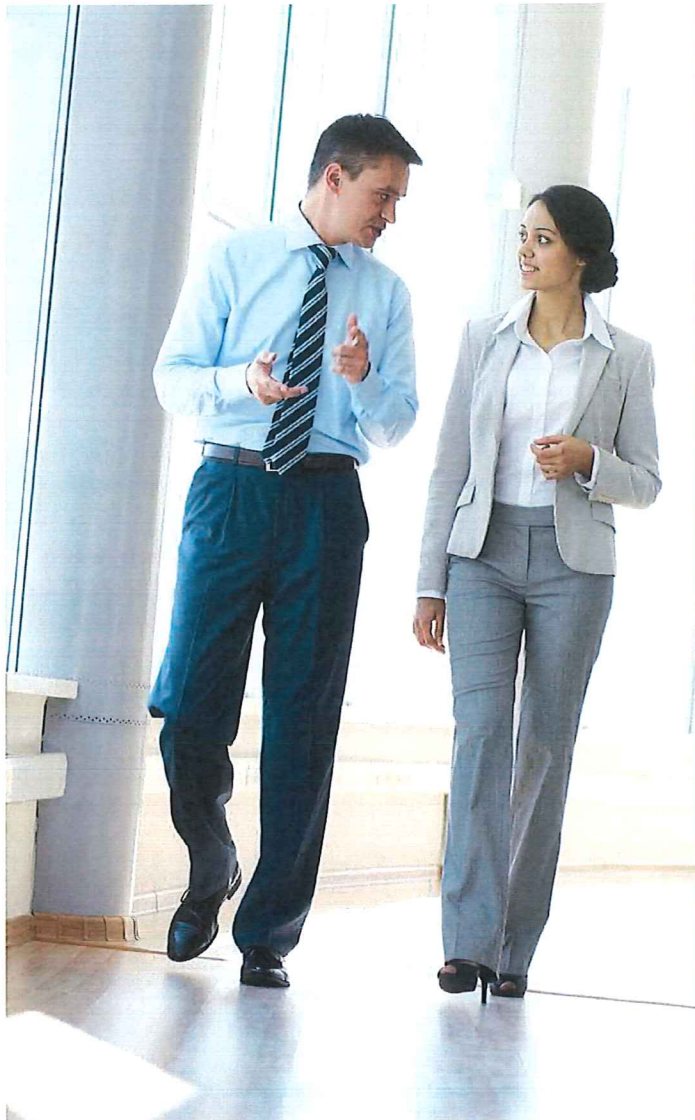
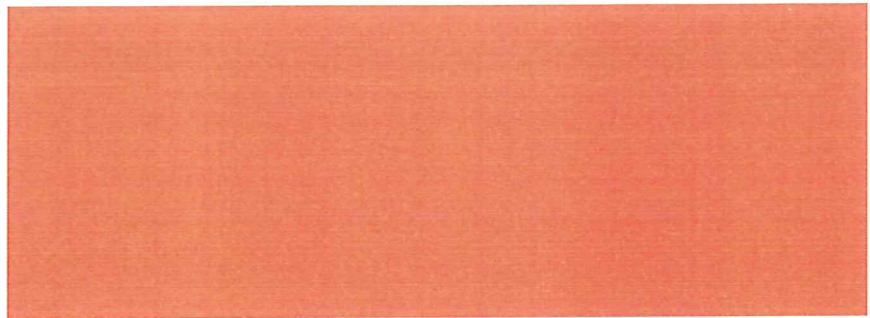
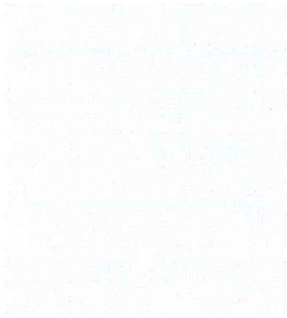


Elaine McCloskey
City Clerk

EFFECTIVE DATE: March 5, 2024

This legislation has been posted in accordance with the City Charter on this date 3/6/24


City Clerk



CITY OF POWELL

ORGANIZATIONAL
SWOT ANALYSIS
PROPOSAL

Prepared by:

Joseph Lubin
Director of Business Development
(440) 337-4714

February 22, 2024

Corporate Headquarters

178 East Washington Street, Chagrin Falls, Ohio 44022

www.pradco.com | (440) 337-4700

PRADCO
DEVELOPING STRONGER ORGANIZATIONS

ABOUT PRADCO



96%

said they are satisfied with PRADCO as a business partner

97%

said they are satisfied with the accuracy of PRADCO's assessments

98%

said they would refer PRADCO products and services to others

About Us

PRADCO helps develop stronger organizations. We are the talent assessment, development, and management company that focuses on learning our clients' needs so we can partner with them on informed decisions that drive their organizational goals and help them succeed.

Staffed by management consultants and licensed psychologists, PRADCO offers smart, targeted solutions built around driving your organization's goals forward. We combine research-based practices with cutting-edge technology to support organizations in all areas of talent development.

Our Mission

PRADCO partners with leaders to select, develop, and retain people who fit their cultures and contribute to their organizational goals. We focus on client needs to become an extension of their team, providing insight, objectivity, and accountability.

Over the last 65 years, PRADCO has helped our clients select, develop, and retain people who fit their cultures and contribute to their organizational goals. Our team is constantly learning the needs of our clients across many sectors and industries to tailor cutting-edge solutions that help them hit their goals. It is our objective to become an extension of your team – a trusted partner and advisor that provides insight and guidance.

To assist the city in analyzing the current structure and state of the organization and to develop appropriate recommendations, PRADCO proposes the following:

Initial Consultation

PRADCO will conduct either a virtual or face-to-face introductory meeting with the City Manager and/or his designee(s) to gather information and define objectives and structure of the engagement.

Meetings with City Leaders and/or Officials

To fully understand the existing structure, culture, and dynamics at the City of Powell, and so that PRADCO can make solid recommendations to improve any existing gaps/concerns/issues, PRADCO proposes up to fourteen (14) meetings with the following individuals. Additional individual or group meetings will be scheduled as needed, as determined by the City Manager in consultation with PRADCO:

1. City Manager
2. Assistant City Manager/Community Development Director
3. Finance Director
4. Director of Public Service
5. Economic Development Administrator
6. Chief of Police
7. Clerk of Council
8. Strategic Communications Officer
9. Legal Director from Frost Brown Todd
10. Mayor/City Council Member
11. Vice Mayor/City Council Member
- 12-14. Up to 3 meetings additional meetings with city officials or employees as determined by the City Manager

Notes:

- PRADCO does not need to meet with every single employee
- PRADCO will schedule as many individual on site meetings for the same date
- Group meetings (although none currently scheduled), will be face-to-face and PRADCO recommends doing as many of these meetings as possible on the same day that individual meetings are scheduled
- Group meetings will be scheduled for approximately 1 hour and individual meetings will be approximately 40 minutes
- PRADCO will provide regular updates throughout the process to the City Manager

Analyzing Results and Outcomes

Once research and interviews have been completed, PRADCO will analyze the results. This process may take up to two weeks and will depend on the amount of data collected. Once completed, PRADCO will provide a report that will include a summary of findings, SWOT analysis, and recommendations to the City Manager.

Afterward, PRADCO will debrief with the City Manager to provide a summary of the process and provide recommendations on next steps. PRADCO will also be available to meet with Council.

Please let us know if you have any questions or need further information on the proposed engagement. We would be happy to walk you through the details and answer questions in a proposal meeting/review. We appreciate the opportunity to partner with you to enhance the development of your executive leadership.

Timeline

Given the sensitive nature and urgency of this project, PRADCO will make itself available immediately.

The entire process will take approximately thirty (30) to forty-five (45) days from start to finish.

DESCRIPTION OF OTHER OPTIONAL PRADCO SERVICES



CITYWIDE SERVICES

The following outline presents PRADCO's assessment process (and relevant instruments, excluding Quick Views) for pre-hire non-safety force positions, developmental assessments, training workshops and programs, leadership coaching, engagement and DEI Surveys.

Pre-Hire or Developmental Assessments

PRADCO offers a variety of pre-hire and/or developmental assessments for all city positions, including:

Quick View™ Leadership II Assessments

Ideal for any level of leadership. Computerized assessment report with bar graphs showing behavioral scores, follow-up questions, and developmental suggestions

Enhanced View Assessments

Ideal for individual contributors and front-line managers. Includes a battery of assessments, customized reporting with category ratings and overall degree of fit, and bottom-line summary.

Full View Assessments

Ideal for frontline to mid-level managers. Includes a battery of assessments, a behavioral interview with the candidate, an in-depth candidate evaluation and customized report that includes an overall degree of fit.

Executive View Assessments

Ideal for directors. Includes a battery of assessments, a behavioral interview with the candidate and two PRADCO consultants, an in-depth candidate evaluation and customized report that includes an overall degree of fit. This level also includes assistance from PRADCO during the hiring decision as well as onboarding of the new hire.

Training Programs and Workshops

PRADCO offers a variety of training programs and workshops. The length of each program varies (2-hours, half day, full day, and multiple day programs). Here are a sample of some of the topics we are able to provide:

- Manager Development Program
- Developing a High Performing Team
- Coaching and Providing Effective Feedback
- Collaborating Effectively for Stronger Relationships
- Communicating with Impact
- Creating Engagement and Ensuring Retention
- Cultivating Trusting Relationships
- Discovering Unconscious Bias
- Emerging Leaders
- Generating Results and Holding Others Accountable
- Leading Through Change and Uncertainty in a VUCA Environment
- Leading with Emotional Intelligence
- Managing Conflict
- Managing for Results Laterally and Above
- Motivating Employees
- Navigating a Multigenerational Workforce
- Strategic Decision Making
- PRADCO can also customize our programs to meet your unique needs

Professional Development / Command Staff Coaching

Introductory Coaching Package

This is the first tier of leadership coaching. Through this developmental partnership, the individual will be able to recognize their strengths and developmental opportunities through a behavioral assessment and in-depth feedback from one of our coaches. This program consists of a meeting with the participant and the participant's supervisor, an assessment, a feedback session with the participant, and an assessment review with the supervisor. The introductory package is ideal for those

individuals seeking to learn more about themselves and looking for an opportunity to improve awareness regarding strengths and weaknesses.

Standard Coaching Package

This program begins with a Quick View™ 360 Assessment and feedback, followed by three (3) additional coaching sessions, and touchpoints with the supervisor. The action plans created include measurable steps to be taken that will demonstrate progress on developmental goals. At this level of service, the participants go from improving awareness to building a specific plan that will provide the framework for their developmental journey. Organizational stakeholders are involved at various touchpoints throughout the process.

Premium Coaching Package

Through this advanced program, sustainable behavior change is created through one-on-one coaching, follow-up activities, and accountability. This program includes the initial Quick View™ 360 Assessment and feedback session, five (5) coaching sessions, several touchpoints with the supervisor throughout the process, and a Quick View™ 360 remeasure at the conclusion of the engagement.

Executive Coaching Package

This program includes a Quick View™ 360 Assessment and feedback, seven (7) coaching sessions, a Quick View™ 360 Assessment remeasure, and numerous touchpoints with the supervisor. In addition, at this level of service, PRADCO coaches are often called upon to provide real-time support to executives for guidance and counsel on navigating critical decisions that impact organizational results.

Engagement and DEI Surveys

PRADCO offers a number of engagement surveys or can customize a solution to meet the City's needs. Additionally, PRADCO offers a DEI Survey that can be used as a standalone instrument or included in one of PRADCO's engagement survey options.

WHO WE ARE



BOB BICKMEIER, Ph.D.

SENIOR MANAGEMENT CONSULTANT

PROFESSIONAL EXPERIENCE

As a Management Consultant at PRADCO, Dr. Bob Bickmeier supports the organization with updated research through his interdisciplinary education in Industrial-Organizational Psychology and Organizational Science. Bob provides recommendations for clients in all industries and fields based on data-driven behavioral assessments. He is passionate about ensuring organizations hire employees that perform and fit well in their roles based on current research and on data specific to each position, organization, and industry.

Bob possesses a strong background in measurement development and validation. He is proficient in quantitative and qualitative research methods and design, data analysis, and best practices related to the workplace. Bob uses his research processes and knowledge to approach organizations with a data-driven perspective and a focus on assessment validation to ensure sound recommendations. He has worked with a variety of organizations to plan and develop new divisions, to design and conduct engagement surveys.

Bob has presented research at the *Society for Industrial and Organizational Psychology* and the *Southern Management Association*. He has contributed to the *Encyclopedia of Industrial Organizational Psychology, 2nd ed.*, and he has published white papers covering topics within leadership development.

AREAS OF INTEREST AND EXPERTISE

- Research based evaluations for organizational fit
- Employee engagement analysis and consulting
- Leadership assessment and development
- Data analytics and statistical modeling
- Job modeling and assessment validation
- Work identity and job crafting
- Safety Forces assessment

EDUCATION

Dr. Bob Bickmeier obtained a B.A. in Psychology from Ohio University. He obtained an M.A. in Industrial-Organizational Psychology and a Ph.D. in Organizational Science from the University of North Carolina at Charlotte.



LISA WHITE, Ph.D.

MANAGEMENT CONSULTANT

PROFESSIONAL EXPERIENCE

As a Management Consultant at PRADCO, Dr. Lisa White supports the assessment team by drawing on her ability to relate to people of all levels and backgrounds. She interviews safety forces candidates in order to match candidates with positions and agencies that align with their skills and passions. Her interviewing expertise assists departments in making informed and data-driven decisions.

Lisa also focuses on empowering effective business leaders. She leads discussions at PRADCO to provide thought leadership regarding various diversity and inclusion topics such as unconscious bias, multi-generational differences, and cultural competency. Lisa has assessed and coached individuals from various industries and management levels to refine their leadership skills by empowering them to communicate effectively and lead with confidence. She has partnered and consulted with C-suite and mid-level managers to help them identify achievable team goals to increase productivity, profitability, and marketability. Lisa has delivered workshops on a variety of topics including: emotional intelligence, diversity and inclusion, and stress management.

In addition to her duties with PRADCO, Lisa has served as a consultant for the City of New Albany's *Inclusion, Diversity, & Equity Action Committee (IDEA)*. She is also an active member with the *Columbus Chapter of Women for Economic and Leadership Development (WELD)*, *Society of Consulting Psychology*, *Black Employee Resource Council of Central Ohio*, and *The Diva Movement*.

AREAS OF INTEREST AND EXPERTISE

- Leadership training and development
- Employee selection interviewing and assessment
- Group facilitation, planning, and project management
- Creating initiatives to promote inclusive, welcoming workplaces and communities
- Coaching to identify barriers and foster goal setting
- Data analysis and research

EDUCATION

Dr. Lisa White graduated from Jackson State University with a B.S in Psychology in 1992, and subsequently went on to get her Master of Social Work in 1995 from University of Wisconsin-Milwaukee. In 2017, she was awarded her Ph.D. in Industrial Organizational Psychology from Capella University.



LARRY BORODKIN, Ph.D.

VICE PRESIDENT OF PUBLIC SECTOR SERVICES

PROFESSIONAL EXPERIENCE

Dr. Larry Borodkin serves as Vice President of Public Sector Services for PRADCO. He has over 30 years of experience in the assessment and coaching of executives, managers, and key individual contributors. He has worked extensively with governmental entities in the assessment and training of safety force personnel and serves as the key contact for PRADCO's large public sector client base. In that capacity, Larry has developed and led command staff coaching programs for police and fire departments. He manages and conducts safety force pre-hire and promotional evaluations for over two hundred departments.

Formerly a Director of Human Resources at one of the country's most effective nonprofit organizations, Larry has contributed his accumulated practical knowledge and insight to helping these organizations face the critical business challenges of the 21st century. He conducts executive evaluations for nonprofit leadership positions and collaborates with executive directors and board leadership in staff evaluations and development of high-potential performers. As a leadership consultant and coach, Larry contributes significantly to the management and development of our corporate clients.

Larry is active in the *Jewish Federation of Cleveland*, serving as a member of the *Human Resources Development Committee* and the *Security Committee*. In the public safety sector, Larry also contributes his time to the *Cuyahoga County Police Chiefs Association* and the *National Organization of Black Law Enforcement Executives (NOBLE)*. Larry serves on the *Training Committee* of NOBLE and has developed and facilitated multiple training sessions for public safety employees.

AREAS OF INTEREST AND EXPERTISE

- Psychological and work style evaluation for organizational fit
- Safety force and public sector employee assessment and command staff development
- Talent acquisition and development in nonprofit organizations
- Competency modeling and benchmarking
- Attitude survey and performance appraisal development
- Supervisory skills training and small group facilitation

EDUCATION

Dr. Larry Borodkin earned his B.S. Degree in Combined Science at Youngstown State University. He received his Ph.D. in Industrial/Organizational Psychology at the University of Akron.



RONALD PANAGGIO, SHRM-SCP

SENIOR MANAGEMENT CONSULTANT

PROFESSIONAL EXPERIENCE

Ron Panaggio has nearly 30 years of professional HR experience in both the private service sector and manufacturing. Throughout his career, Ron has worked with leaders at various levels of the organization to gain operational efficiency by aligning people and processes to maximize success. Ron began his HR career in recruiting and professionally progressed into leadership roles in labor and employee relations, regional HR support, and most recently as the director of HR for an international manufacturing company. Ron has significant experience in helping organizations through union organizing attempts, contract negotiations, grievances, and arbitrations. He is particularly skilled in finding diplomatic solutions to complex challenges.

Formally trained in Six Sigma and Project Management, he works to apply those thought processes to improve business functions. He brings a pragmatic approach to his work and is especially skilled at listening to his customers in order to apply the best solution. Ron has a relaxed and approachable style that helps him build trusting relationships.

Ron has his senior professional certification through the Society for Human Resources and is professionally trained in a number of personal assessment tools. Ron takes satisfaction in helping others achieve their goals by improving their performance. He has volunteered his time to helping veterans transition from the military to civilian life by working with American Corporate Partners, as well as other community-based organizations dedicated to helping people in career transitions.

AREAS OF INTEREST AND EXPERTISE

- Organizational design and team development
- Change management
- Leadership development and coaching for improved performance
- Facilitating impactful training program
- Performance Management
- Managing conflict
- Public Speaking

EDUCATION

Ron earned his B.S. in Business Communications from James Madison University. He has his Senior Professional Certification (SCP) from the Society of Human Resource Management.

PRICING



Description	Price	Qty	Total
SWOT ANALYSIS AND REPORT Includes all services as listed on the aforementioned pages as well as travel	\$27,000	1	\$27,000
ADDITIONAL VIRTUAL EMPLOYEE MEETINGS (beyond the 14 meetings listed in the proposal)	\$550 /mtg	TBD	

OTHER OPTIONAL PRADCO SERVICES

Pre-Hire or Developmental Assessments

- \$340/pp Quick View™ Leadership II Assessment
- \$1,300/pp Enhanced View Assessment
- \$2,900/pp Full View Assessment
- \$3,950/pp Executive View Assessment

Training Programs and Workshops

- **\$37,000 Manager Development Program (1st 10 participants); \$2,100/pp thereafter)**
 - Minimum of 10 participants and maximum of 20 (although this can be flexible)
 - Quick View™ Leadership II and Personal Styles assessments are included at no additional cost

- Optional add-on's for alumni of the MDP Program:
 - \$1,900/pp Quick View™ 360 Assessment and feedback
 - \$3,000/pp Four (4) one-on-one coaching sessions
- **Training Workshops:**
 - \$2,200/session for 1-hour in person workshops
 - \$3,500/session for 2-hour in person workshops
 - \$7,000/session for half-day in person workshops
 - \$10,150/session for full-day in person workshops
 - Certain workshops require an added \$500 per person fee up to 10 additional participants, \$1,000 per up to 20 additional participants, etc.
 - An additional fee of \$150 per person over fifteen participants will be added to the Personal Styles Workshop for the assessment
 - Workshop timing is based on the number of modules and client needs
 - Additional fees may apply to some workshops (such as adding assessments and customization)
 - Workshops can be standalone modules or used as part of a larger program

Coaching Packages

- \$2,650/pp Introductory Coaching Package
- \$5,500/pp Standard Coaching Package
- \$9,000/pp Premium Coaching Package
- \$13,000/pp Executive Coaching Package

Other Coaching-related services:

- \$750/session Individual coaching sessions after participating in a coaching package
- \$550 Quick View™ 360 Assessment review with HR/Supervisor

Engagement and DEI Surveys

- \$7,500-\$22,500 per Engagement survey depending on the options selected and the amount of customization required
- DEI Survey starts at \$10,000 and can be customized to meet your needs. It can also be added to an Engagement survey

*Additional activities beyond the scope described in this proposal can be provided at a professional hourly rate of \$350/hour or on a fixed fee basis. Please let us know if you would like to discuss any additions or modifications to this proposal.

Pricing is valid for 30 days from the date of this proposal.

Travel Clause

Customary travel expenses to perform the above services will be billed at cost. Travel expenses include but are not limited to: transportation, lodging, and meals for each consultant.

CLIENT AGREEMENT



This agreement is entered into effect upon signature by and between Personnel Research & Development Corporation dba PRADCO, of 178 East Washington Street, Chagrin Falls, Ohio 44022, (the "Company") and City of Powell, 47 Hall Street, Powell, OH 43065 (the "Client") and is effective through December 31, 2024.

The parties agree as follows:

1 Services. Client hires the Company to provide certain management psychological services as listed on **Pages(3-7)** attached hereto (hereinafter called the "Services").

2 Compensation. Client agrees to pay the Company those sums listed on **Page (12-13)** attached hereto.

3 Warranties. Company represents and warrants that the Services provided by the Company shall meet with specifications listed on **Pages (3-7)**. COMPANY MAKES NO OTHER EXPRESS WARRANTIES, WRITTEN OR ORAL, AND ALL OTHER WARRANTIES ARE SPECIFICALLY EXCLUDED.

4 This agreement commences upon signature, continues for a twelve (12)-month period.

5 Termination. This Agreement shall continue for the term of the project as contemplated above, although either party may terminate this Agreement with ninety (90) days written notice to the other party.

6 LIMITS OF LIABILITY. COMPANY'S TOTAL LIABILITY AND CLIENT'S SOLE AND EXCLUSIVE REMEDY FOR ANY CLAIM OF ANY TYPE WHATSOEVER, PERTAINING TO SERVICES HEREUNDER OR ARISING OUT OF OR IN CONNECTION WITH THIS AGREEMENT, SHALL BE LIMITED TO PROVEN DIRECT DAMAGES CAUSED BY COMPANY'S SOLE NEGLIGENCE IN AN AMOUNT NOT TO EXCEED THE AMOUNT OF FEES ACTUALLY PAID BY CLIENT DURING THE ONE (1)-YEAR PERIOD PRECEDING THE DATE THE CAUSE OF ACTION GIVING RISE TO THE LIABILITY AROSE. IN NO EVENT SHALL COMPANY BE LIABLE IN CONTRACT LAW, TORT OR ANY OTHER THEORY OF LAW, FOR ANY INDIRECT, PUNITIVE, SPECIAL, INCIDENTAL, EXEMPLARY, EXTRA-CONTRACTURAL, OR CONSEQUENTIAL DAMAGES.

7 Survival. The provisions of Sections 3 and 5 hereof shall survive any termination of this Agreement.

8 Governing Law. This Agreement shall inure to the benefit of and be binding upon the parties hereto, their respective transferees, representatives, successors, heirs, assigns, and affiliates and shall be governed by and construed in accordance with the laws of the State of Ohio.

9 Entire Agreement. The undersigned acknowledges that this Agreement constitutes the entire agreement and understanding between the parties, that it supersedes all prior and contemporaneous agreements and understandings between the parties, both oral and written.

Compensation

SWOT Analysis shall be invoiced within two (2) weeks of the start of the project.

The Manager Development Program shall be invoiced in the following manner:

- ½ of the total cost within two weeks of the start of the program
- Remaining balance at the mid-point of the program

Other services shall be invoiced as soon as possible following the rendering of services. Payment in full will be due 30 days from the invoice date.

SIGNATURE PAGE



Please read through this agreement carefully to make sure you understand the details involved with the engagement. It is important to us that everything is clear, and expectations are aligned from the beginning so that we lay a solid foundation for a great partnership.

If you have any questions, please contact Joseph Lubin at (440) 337-4714 or jlubin@pradco.com. Otherwise, once you feel confident about the program details and are ready to move forward, please sign below or click the 'sign here' button below.

Once we receive notification of your acceptance, we will contact you to review next steps and get the project kicked off with our team of consultants. Thank you!

SIGNATURE _____
Joseph Lubin, PRADCO, Director of Business Development

_____ Date

SIGNATURE _____
Andrew White, Powell, City Manager

_____ Date

SIGNATURE _____
Powell Legal Representative

_____ Date