

W C | Waters & Company Executive Recruitment

Previously The Waters Consulting Group, Inc. Executive Recruitment



**THE WATERS
CONSULTING
GROUP, INC.**

City of Englewood, Colorado Executive Recruitment Services

City Manager

April 11, 2014

Waters & Company: Executive Recruitment

Dallas (HQ)

5050 Quorum Dr.

Suite 625

Dallas, TX 75254

Phone: 972.481.1950

Toll-free: 800.899.1669

Fax: 972.481.1951

Serving

LOCAL GOVERNMENT



Dallas | Cleveland | Denver

watersconsulting.com

SIGNATURE PAGE
RFP-14-008
EXECUTIVE RECRUITMENT FOR CITY MANAGER

PROPOSAL FOR THE CITY OF ENGLEWOOD, COLORADO

Proposal Due Date: Friday, April 11, 2014 2:00 P.M. MDT

Submission Date: April 9, 2014

Each respondent must sign the proposal with their usual signature and shall give their full business address. Proposals by corporations shall be signed with the name of the corporation followed by the signature and designation of the President, Secretary, or other person authorized to bind it in the matter and shall have the corporate seal affixed thereto. By signing below, Vendor further represents that this proposal is valid for at least 120 calendar days from the date of submission.

Company: <u>Waters & Company, Executive</u>	Signature: <u>[Handwritten Signature]</u>
Address: <u>5050 Avorum Dr suite 625, Dallas, TX</u>	Name: <u>Rollie O. Waters</u>
Phone: <u>972-481-1950</u>	Title: <u>Founder</u>
Fax: <u>972-481-1951</u>	Date: <u>April 9, 2014</u>
	F.E.I.N./S.S.N.:

April 11, 2014

Ms. Susan Eaton
Director of Human Resources
City of Englewood
1000 Englewood Parkway
Englewood, CO 80110

Re: Request No. RFP-14-008 Executive Recruitment for City Manager

Dear Ms. Eaton:

I appreciate the opportunity to submit our proposal for executive recruitment services for the City of Englewood's next City Manager. Our extensive experience in providing executive recruitment services to cities, counties, special districts and other public sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the City of Englewood and the community.

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- Our web-based survey to determine the key attributes essential of the candidate completed by the organization's employees and community members. The results of the survey provide the Mayor/Council with important feedback from these key stakeholders for development of the profile for the ideal candidate.
- Management Style Analysis completed by the candidate that determines if the candidate's management style matches the needs of your City;
- Video interviews that can be scored by the City and consultant to augment the selection process;
- Utilization of a proprietary online application system (exclusively licensed to Waters & Company: Executive Recruitment by PeopleAdmin) to facilitate talent management. The System has been designed by Waters & Company Executive Recruitment to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to City. Such as, geographic location, particular experience, and credentials, to name a few.

The proposal document will provide you the details about our approach, expertise, client references, and pricing for this executive recruitment. If you have any questions, please contact me directly at 214.466.2424 or by email at [redacted]. Our Team would consider it a professional privilege to provide these services to the City of Englewood.

Sincerely,

Rollie Waters
Founder

TABLE OF CONTENTS

SECTION 1 GENERAL INFORMATION	4
SECTION 2 RESPONSE TO SCOPE OF WORK	5
SECTION 3 PROPOSED COST	11
SECTION 4 FIRM EXPERIENCE WITH SIMILAR SEARCHES	13
SECTION 5 QUALIFICATIONS AND EXPERIENCE OF ASSIGNED PERSONNEL	20

SECTION 1 | GENERAL INFORMATION

Contact Person (authorized to make representation for and to bind the firm):

Mr. Rollie O. Waters, Founder
The Waters Consulting Group, Inc.
5050 Quorum Drive, Suite 625
Dallas, Texas 75254
Main Phone: (972) 481-1950 Fax: (972) 481-1951

Email:
Website: www.watersconsulting.com

The firm was founded in 1976 under the name of Waters, Trego, and Davis and was incorporated in 1988, in Texas, under the name of The Waters Consulting Group, Inc. (WCG) In January 2014 WCG divested itself of its compensation practice to concentrate on executive recruitment, emerging as Waters & Company: Executive Recruitment (WCER). Our main office is located in Dallas, Texas, with additional offices in Cleveland, Ohio, and Denver, Colorado.

Since our firm's beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch that drive our internal standard for delivering only outstanding services and leading-edge products. In addition, Waters is positioned as one of the largest privately-held executive recruitment firms in the nation with a focus on the public sector. Since we began executive recruitment services in 1998, WCER has recruited and placed more than 1,000 executive-level positions within cities, counties, and other public and non-profit organizations.

Throughout the assignment, the WCER team will serve as technical advisors to your organization to ensure that the recruitment process is conducted in a professional manner. The objective of WCER is to generate high-quality candidates and assist you with the screening and evaluation of these candidates. Due to our extensive professional relationships with hundreds of public sector organizations and prospective candidates nationwide, WCER is positioned to confidently promote your City Manager position to prospective candidates as a positive career opportunity.

With any consulting assignment, but particularly with an executive recruitment, reliable and timely communication is fundamental to the project's success. At key points during the assignment, the Project Leader will communicate by phone, e-mail, or in person, with appropriate leaders from your organization to discuss the progress of the recruitment and to review subsequent steps in the recruitment process. These regular status reports are important to ensure success with the recruitment assignment.

Physical Address

Waters & Company: Executive Recruitment.
5050 Quorum Drive, Suite 625
Dallas, Texas 75254

SECTION 2 | RESPONSE TO SCOPE OF WORK

TASK I
RECRUITMENT BROCHURE DEVELOPMENT AND ADVERTISING

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required qualifications, professional experience, personal characteristics, and other factors related to the success of the candidate in the position of your City Manager.

The recruitment brochure will also have a profile that captures the essence of the Englewood community as a highly-attractive venue for the successful candidate to live and work. To prepare the recruitment brochure, the Project Team Leader will come on site to meet with your City Council and key leadership team to discuss the required background, experiences, and management and leadership characteristics for the new City Manager. We will also request organizational charts, budgetary information, operational reports, and other documentation describing the community, organization, current issues, and responsibilities of the position.

The WCER Team will also work with you to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a superior and diverse pool of candidates. Our team will place ads in appropriate professional publications, websites and local print media. Additionally, WCER has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional, and local elements as determined during our initial meetings with the City Council. Our customized mailing list collected at appropriate public sector conferences will be used to further promote the position as well as our personal contacts.

At the conclusion of Task I the following goals have been accomplished:	
✓	WCER project team will have information regarding Englewood's budget, organizational charts, images, logos, etc.
✓	WCER will conduct an on-site interview with City(Community open forum when applicable)
✓	WCER develops draft documents (Recruitment Brochure, Advertisement, Advertising Table and Timeline)
✓	Draft documents are sent to the City for review and discussion
✓	Draft proofs from our design artist are sent to the City for final approval
✓	WCER develops mailing list
✓	E-mail marketing letter is distributed

TASK II
EXECUTION OF RECRUITMENT STRATEGY
AND IDENTIFICATION OF QUALITY CANDIDATES

Utilizing the information developed in Task I, WCER will identify individuals who will be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained throughout the years.

During Task II, our team will develop the appropriate database utilizing our extensive, interactive applicant database for Englewood’s next City Manager. This will provides the WCER team with the ability to customize applicant flow and tracking, communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the organization such as geographic location, particular experience, and credentials. In the past, even if a candidate is unsuccessful within a recruitment, we have encouraged the candidate to maintain updated information within our database for consideration in future recruitment engagements. WCER’s commitment to customer service extends to the candidate as well as the client.

During this part of the process our Team will work with the selection committee to reach consensus on the interpersonal profile. Each candidate submitting a resume is sent a timely acknowledgement by our Team, giving an approximate schedule for the recruitment. Further communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

At the conclusion of Task II the following goals have been accomplished:	
✓	40-Minute On-Line Data Collection and Profile Development
✓	Development of the interactive searchable applicant database for recruitment of the City Manager.
✓	Candidates requiring hard copy mailings are identified and hard copies are mailed
✓	WCER performs direct outreach to potential candidates who have not responded to traditional advertising
✓	Utilizing the extensive applicant database to identify applications and review applicant pool for competencies/demographics

TASK III
SCREENING OF APPLICANTS AND RECOMMENDATION OF SEMI-FINALISTS

Our recruiting efforts in Task II are directed towards the quality of the candidates we contact, not the quantity. The minimum qualifications for the candidate will include the requisite experience and skills needed to successfully perform the position’s duties. Task III is where our Project Team under the direction of the Team Leader, will screen the candidates against the criteria within the candidate profile and develop a list of semi-finalists for recommendation to your City Council.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your City Council's review and to select Finalists.

Another unique aspect of our recruitment process is our use of real-time, live recorded interviews for the screening process. Responses are timed and questions are not submitted in advance. This tool allows our team to develop a more comprehensive understanding of the candidate's ability to think on their feet as well as their personality, abilities, and cultural fit.

Our team will provide a link to the City's decision makers to review and score the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of the Englewood City Manager.

Throughout the process, you will have access to our Master Applicant List (MAL) for this position, which will provide pertinent data about each applicant.

At the conclusion of Task III the following goals have been accomplished:	
✓	WCER compares applications to the recruitment template developed in our searchable applicant database
✓	WCER develops customized Candidate Questionnaire & Due Diligence Questionnaire
✓	Top 10-15 Semi-Finalists are selected
✓	Semi-Finalist Books are developed including the following - Brochure, Master Applicant List, Cover Letter, Resume, and Candidate Questionnaire of candidates to be considered.
✓	WCER reviews and scores the real-time, automated interviews
✓	WCER sends links to client to review the responses

TASK IV
CONDUCTING BACKGROUND CHECKS, REFERENCE CHECKS
AND ACADEMIC VERIFICATIONS

When the organization approves of a small group of Finalists for on-site interviews, WCER will begin the process to conduct reference checks, background checks and academic verifications. Contact is then made with direct and indirect references to verify accomplishments and work experiences of the candidates. The purpose of the reference interviews is to allow WCER to complete our understanding of the work experience, professional performance and personal characteristics of the finalists.

For the background checks, WCER will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we do require a minimum of ten business days between the time that you select the Finalists for on-site interviews and when we send you candidate documentation for your final interview process.

At the conclusion of Task IV the following goals have been accomplished:	
✓	Finalists complete their Professional Accomplishments, Critical Problem Analysis, & Reference List
✓	WCER confirms interviews with candidates
✓	Travel logistics are scheduled for the candidates
✓	WCER conducts background investigations of Finalist candidates

TASK V
FINAL INTERVIEW PROCESS

Upon completion of Task IV, we will work with you to develop the final interview process. We will send you documentation on each of the finalists, which will provide the highlights of their professional experience and leadership/management profile, and a summary of the results of the reference checks, background checks, and academic verifications. In addition, the report will include guidelines for interviewing the candidates, suggested interview questions, and a candidate assessment process for your interview panel(s). We will also sent the recorded interviews for reviewing purposes.

The WCER will be available during the final interview process to answer questions and, if requested, assist with the final evaluation and selection of the successful candidate. In addition, if the City requests the service, we will assist you with the development of a compensation package and related employment considerations, and assist with the negotiations.

At the conclusion of Task V the following goals have been accomplished:	
✓	Finalist Books are developed including Brochure, Interview Schedule, Cover Letter, Resume, Candidate Questionnaire, Candidate Descriptive Profile, Accomplishments, Suggested Interview Questions, Candidate Assessment Form, and Management Style Summary Report
✓	Interviews are scheduled
✓	Consultant attends client interviews and is available to facilitate discussions of candidates
✓	If Requested, WCER participates in candidate employment negotiations
✓	WCER notifies candidates of decision
✓	WCER conducts final process items with client

STRATEGY FOR RECRUITMENT OF DIVERSE CANDIDATES

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity, and cross-cultural respect. To that end, we take responsibility for diversity in our organization, our recruitment strategy, and our candidate pools.

Our strategy must begin with the composition of our Project Team for this recruitment. Our team will include a minimum of 30% female/minority. We also have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. On a regular basis, we participate in their membership events.

Our strategy will use these networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of Englewood's City Manager position as a career option. Because of our performance record, these prospective candidates know they will be fairly considered in the process.

Waters & Company Executive Recruitment is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status, or sexual orientation. As a leader in the Executive Recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

RECRUITMENT PROJECT TIMELINE

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

CITY OF ENGLEWOOD, CO EXECUTIVE RECRUITMENT CITY MANAGER SAMPLE PRELIMINARY TIMELINE	
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of May 12, 2014. Actual target dates will be developed in consultation with and approved by the City of Englewood (City).	
Activity	Target Date
<ul style="list-style-type: none"> ■ Waters & Company; Executive Recruitment (WCER) completes on-site interviews to develop Candidate Profile and Recruitment Brochure; the City of Englewood approves ad placement schedule and timeline 	May 16, 2014
<ul style="list-style-type: none"> ■ WCER sends draft Recruitment Brochure to the City. 	May 20, 2014
<ul style="list-style-type: none"> ■ The City returns draft Recruitment Brochure (with edits) to WCER. 	May 27, 2014
<ul style="list-style-type: none"> ■ WCER commences executive recruitment advertising and marketing. 	May 29, 2014
<ul style="list-style-type: none"> ■ WCER commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. 	June 13, 2014
<ul style="list-style-type: none"> ■ WCER completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also candidates recorded interview are presented. 	June 27, 2014
<ul style="list-style-type: none"> ■ WCER meets with the City and recommends Semi-Finalists; City selects Finalists for On-Site Interviews. 	Week of July 7
<ul style="list-style-type: none"> ■ WCER completes Reference Checks/Background Checks/Academic Verification for Finalists. 	July 18, 2014
<ul style="list-style-type: none"> ■ WCER sends documentation for Finalists to the City 	July 22, 2014
<ul style="list-style-type: none"> ■ The City Conducts On-Site Interviews with Finalists. 	Week of July 28
<ul style="list-style-type: none"> ■ The City Extends Employment Offer to selected candidate. 	Week of August 4

SECTION 3 | PROPOSED COST

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Team Leader and the project support staff, and all project-related expenses, such as advertising, printing, candidate background and reference checks, and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of WCER and are handled directly by the client organization. If there is a preference for separate billings for the professional services and project-related expenses, please advise us and the agreement can reflect such an arrangement.

The all-inclusive professional fee will be billed in four installments; 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and the final 10% upon acceptance of offer by the candidate.

If candidates from this recruitment process are selected for another position within your organization within one year of the close of the recruitment, a fee of 50% of the above mentioned proposal amount will be due to WCER Executive Recruitment.

All questions regarding the professional fees and project-related expenses should be directed to Rollie Waters, Founder, at rwaters@watersconsulting.com or via phone at 972.481.1950.

<i>PHASE</i>	<i>DESCRIPTION OF PROFESSIONAL SERVICES</i>	<i>FEES</i>
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Team Leader) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Finalists to Client. Task 4 – Reference Checks, Background Checks, and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Co-Team Leader)	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$24,500.00

<i>OPTIONAL SERVICES FOR CONSIDERATION</i>	<i>FEES</i>
Additional work related to the search process and as specifically requested by the client that is outside of the scope of this project (i.e. additional onsite meetings) is additional. The fixed professional fee for this recruitment anticipates no more than three onsite consulting days with one consultant. However, we would be pleased to provide additional onsite consulting visits for our standard daily rate of \$1,500 plus expenses.	\$1,500.00 per day plus expenses

TRIPLE GUARANTEE

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of Finalists, WCER will work to identify a supplemental group until you find a candidate to hire; (2) your executive recruitment is guaranteed for 24 months against termination for cause. Within the first year, the replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. During the second year, the replacement recruitment is reduced to 50% of the professional fee plus project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws, and (3) WCER will not solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

SECTION 4 | FIRM EXPERIENCE WITH SIMILAR SEARCHES

REFERENCES

- **City of Fort Worth, Texas**
Former Mayor Moncrief

817 338 1225
Project: Selection of City Manager and Assistant City Manager
- **City of Virginia Beach, Virginia**
Ms. Regina Hilliard
Director of Human Resources

(757) 385-8381
Project: Selection of Deputy City Manager, Human Resources Director, Chief Financial Officer, Police Chief
- **City of Winston-Salem, North Carolina**
Mr. Derwick Paige
Assistant City Manager

(336) 747-7473
Project: Selection of Police Chief with Assessment Center and Public Forum
- **Arapahoe County, Colorado**
Mr. Patrick Hernandez
Human Resources Director

(303)795-4482
Project: Selection of Multiple Departmental Directors
- **City of Maricopa, Arizona**
Mr. Vanessa Bueras
City Clerk

(520) 316-6841
Project: Selection of City Manager
- **Jefferson County, Alabama**
Mr. David Carrington
President/County Commission

(205) 325-5503
Project: Selection of County Manager
- **City of Charlotte, North Carolina**
Ms. Cheryl Brown
Director of Human Resources

(704) 336-5703
Project: Selection of City Manager
- **City of Grand Rapids, Michigan**
Mr. George Heartwell
Mayor

(616) 456-3168
Project: Selection of City Manager
- **City of Muskegon, Michigan**
Mr. Byron Mazade
City Manager

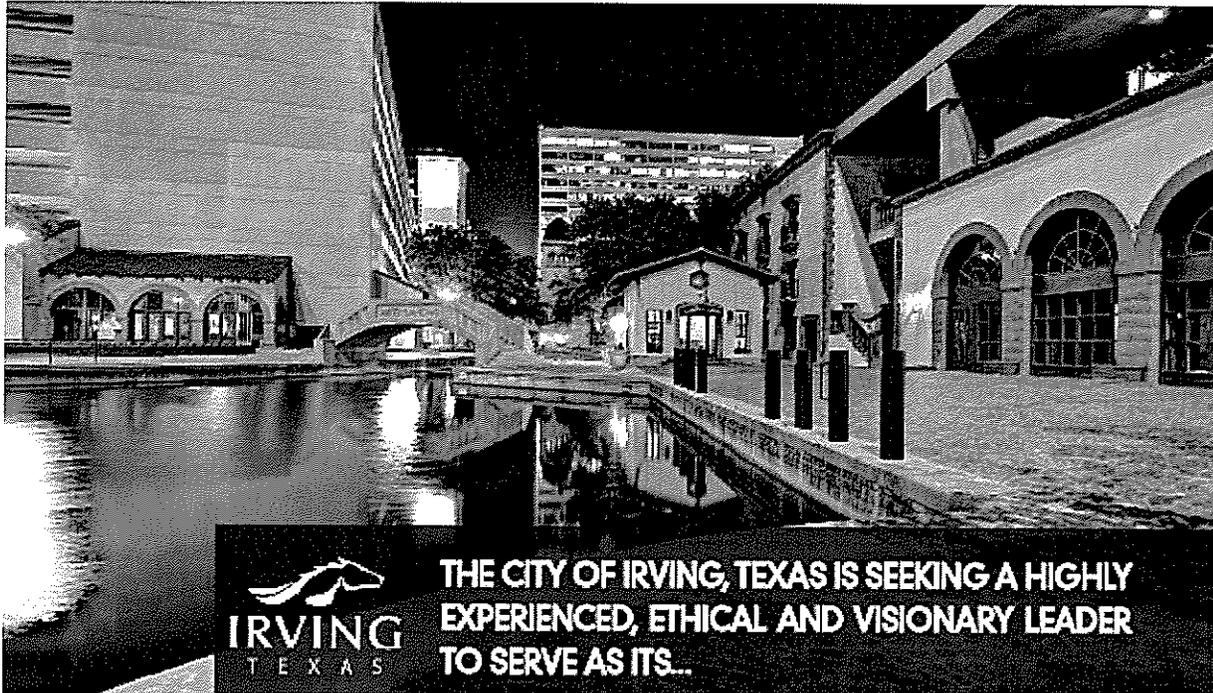
(231-724-6724)
Project: Selection of City Manger

Relevant Recruitments

Client	Position
• Alexandria, Virginia	Assistant City Manager
• Ann Arbor, Michigan	City Manager
• Arlington, Texas	Deputy City Manager
• Boulder, Colorado	City Manager
• Carrollton, Texas	City Manager
• College Station, Texas	Assistant City Manager
• Corpus Christi, Texas	City Manager
• Denton, Texas	City Manager
• El Paso, Texas	Deputy City Manager
• Fairview, Texas	Town Manager
• Farmers Branch, Texas	City Manager
• Fate, Texas	City Manager
• Fort Collins, Colorado	City Manager
• Fort Worth, Texas	City Manager , Assistant City Manager (3)
• Fredericksburg, Texas	City Manager
• Fresno, California	Assistant City Manager
• Grand Rapids, Michigan	City Manager
• Great Falls, Montana	City Manager
• Greenville, South Carolina	Assistant City Manager
• Highland Park, Texas	Town Administrator
• Iowa City, Iowa	City Manager
• Irving, Texas	City Manager (2)
• Jefferson County, Alabama	County Manager
• Juneau, Alaska	City Manager
• Justin, Texas	City Manager
• Kerrville, Texas	City Manager
• Little Rock, Arkansas	City Manager
• Loudoun County, Virginia	County Administrator
• Loveland, Colorado	City Manager (2)
• Lubbock, Texas	City Manager
• Midland, Texas	City Manager
• Norfolk, Virginia	Assistant City Manager
• Norman, Oklahoma	City Manager
• Pflugerville, Texas	City Manager
• Pinellas County, Florida	County Administrator
• Plano, Texas	Assistant City Manager (3)
• Richardson, Texas	Assistant City Manager
• Sachse, Texas	City Manager
• San Diego, California	Deputy City Manager
• San Jose, California	Assistant City Manager
• Spokane, Washington	Chief Administrative Officer

Client	Position
<ul style="list-style-type: none">• Virginia Beach, Virginia	Assistant City Manager/CFO, Deputy City Manager, Chief Operating Officer
<ul style="list-style-type: none">• Waco, Texas	City Manager
<ul style="list-style-type: none">• West Des Moines, Iowa	City Manager

SAMPLE RECRUITMENT BROCHURE



THE CITY OF IRVING, TEXAS IS SEEKING A HIGHLY EXPERIENCED, ETHICAL AND VISIONARY LEADER TO SERVE AS ITS...

CITY MANAGER

MUNICIPAL ORGANIZATION

THE COMMUNITY

Irving, Texas, strategically situated between Dallas and Fort Worth, is home to more than 220,700 residents. Its thriving economy, anchored by 80 multinational businesses, strategic location, extensive highway system and proximity to Dallas/Fort Worth International Airport, attracts numerous travelers, residents and businesses to the city. State-of-the-art transportation provided by the Dallas Area Rapid Transit bus and rail system, coupled with an Interstate and several state highways, provides convenient access to the entire DFW Metroplex. Light rail services from Irving to Dallas/Fort Worth International Airport will be completed within the next year.

Of Irving's 67.6 square miles of land area, more than 15,000 acres are dedicated to master-planned developments. These well-designed developments include Dallas Communications Complex, DFW Freeport, Freeport Center, Heritage Crossing District, Las Colinas, Valley Ranch and multiple retail centers.

Irving has more than 80 hotels/motels, more than 100 shopping centers, more than 500 restaurants and hosts many major sports and entertainment events, including the HP Byron Nelson Golf Championship

Irving is governed by a Home Rule Charter with a Council-Manager form of government. The elected governing body consists of a Mayor and eight-member City Council, each elected for three year terms. The mayor and two council members are elected at-large, while six members are elected by single-member districts. The City Manager is appointed by the Council and serves as the chief executive officer for the city, ensuring that the policies of the Council are implemented and that the entire community is being served. The Manager prepares the budget for Council's consideration, recruits, hires and supervises the local government staff, and serves as the Council's chief advisor. The position has been stable, with only three Irving city managers within the most recent 40 years.

The city employs a total of 1,830 full-time employees and more than 400 part-time employees. The FY2013-14 annual operating budget is \$445.3 million and the tax rate is \$0.5986 per \$100 valuation. The FY2013-14 Capital Improvement Program includes \$82.9 million in projects, of which \$65.2 million are debt-financed. The City of Irving prides itself on resident involvement, innovation and efficient use of municipal resources. The city was honored with the 2012 Malcolm Baldrige National Quality Award, the highest level of recognition an organization can achieve. Irving is the first city in Texas to receive this

distinction and also the first to receive the Texas Award for Performance Excellence, awarded in 2011.

Municipal services and operations are guided by the city's strategic plan which was created to ensure that the community realizes its vision and mission. The ten goals of the plan are:

- Promote Excellence in Land Use and the Image of Irving's Built and Natural Environment
- Nurture and Promote Vital, Vibrant Neighborhoods
- Cultivate an Environment Conducive to Strong, Successful Economic Development
- Set the Standard for a Safe and Secure City
- Promote and Support Unity in the Community
- Promote Effective Communication Among All Members of the Community
- Excellence in Irving's Cultural, Recreational and Educational Environments





THE COMMUNITY (Continued)

and an extensive array of cultural activities. Irving is home to a world-class Arts Center, which hosts live theater, ballet and symphony performances and displays of the works of national and local visual artists. Irving's new 275,000 square foot convention center offers exhibition, meeting ballroom, and breakout space to accommodate future resident and tourist needs. Irving also offers exceptional opportunities for recreation with more than 80 parks and beautification areas on 1,872 acres with 1,451 developed acres, six full-time recreation centers offering a variety of indoor sports, two aquatic centers, a dog park, lighted tennis courts, a youth action center, a senior activity center and the 300-acre Twin Wells Park and Municipal Golf Course.

Irving's residents are well served through the community's health care systems, including Baylor Medical Center and Columbia Healthcare System. Educational opportunities abound in Irving. Irving is served by the Irving, Carrollton-Farmers Branch and Coppell independent school districts, as well as a variety of private and parochial schools and academies. Irving also boasts three fully accredited institutions of higher learning, DeVry Institute of Technology, North Lake College and the University of Dallas. Also within easy commuting distance from the University of North Texas, Texas Woman's University, Southern Methodist University, University of Texas

MUNICIPAL ORGANIZATION (CONTINUED)

- Set the Standard for Sound Governance, Fiscal Management and Sustainability
 - Enhance and Sustain Irving's Infrastructure Network
 - Set the Standard for Environmental Stewardship.
- To learn more about the City of Irving, visit <http://www.cityofirving.org>

CURRENT ISSUES

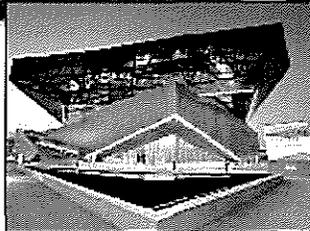
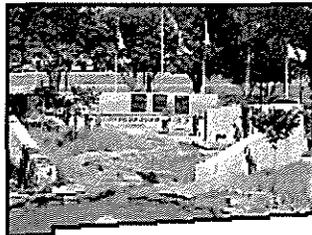
The following listing of issues and challenges is representative of the issues the City Manager will encounter in the first six to eighteen months on the job and is not intended to be all-inclusive in nature.

- **Organizational Assessment and Alignment** - The new City Manager (Manager) will assess the organizational structure of the municipal organization to include senior staffing, interdepartmental relationships, and adherence to the strategic plan and related goals and objectives. The Manager will ensure that highly talented and effective directors are in place for each of the city's operating departments and divisions. The city is in the process of recruiting a new Fire Chief and that the new City Manager will see the process to its conclusion.
- **Fiscal Sustainability** - The Manager will review the current and long-term financial status of the city and recommend financial strategies that maximize fiscal resources and protect the city from fluctuations in the local and national economy. Irving's tax base is 72 percent commercial real estate and business personal property, more susceptible to economic cycles than residential properties. The manager will recommend to the City Council budget mechanisms and strategies to fund compensation structures to continue to attract and retain a talented staff, fund municipal participation in public-private partnerships, invest in infrastructure maintenance and upgrades, and secure adequate water supplies for Irving's current and future needs.
- **Economic Development** - While the city contracts with the Greater Irving-Las Colinas Chamber of Commerce for economic development, the Manager will be highly attuned and involved in maintaining Irving's success as the economic development leader for the DFW Metroplex and the Southwest. More than 10 percent of Fortune 500 companies have a corporate presence or are headquartered in Irving.
- **Community Development and Redevelopment** - Irving has a mixture of older, established neighborhoods and commercial areas and newer, multi-use developments. The preservation and revitalization of the core Heritage District, the "old downtown," is a key priority, balanced with continuing the

THE COMMUNITY (Continued)

at Arlington, University of Texas at Dallas, Texas Christian University and Texas Wesleyan College.

Irving offers its next City Manager an exceptional quality of life and an inviting environment in which to live, work and raise a family.



CURRENT ISSUES (CONTINUED)

development and redevelopment of the planned developments in northern Irving

- **Public-Private Partnerships** - A number of public-private partnerships are underway, to include the Northshore Development, the Entertainment Center, and the Water Street, among others. The DART rail line (Orange Line) is the catalyst for substantial transit-oriented development, which is driving the need for several of these projects. The Manager will review city

participation and ensure that municipal resources are effectively used and that its interests are protected.

- **Leadership** - The city is seeking a strong professional and dynamic leader with demonstrated experience to manage and develop the city staff. The Manager will set a positive example of enthusiasm, work ethic and cooperative relationships within the community and the region.

CANDIDATE PROFILE

Prepared in consultation with the Mayor and members of the City Council, the following listing reflects the management style and personal characteristics of the ideal candidate:

- Outstanding personal leadership and management skills.
- Highly developed financial management and budgetary skills.
- High personal energy and a positive approach.
- An approachable, friendly, open and participatory management style.
- The ability to work with and communicate effectively with all levels of the organization and all elements of the community on a fair and equitable basis.
- A willingness to communicate in an effective, timely and equitable manner with all members of the City Council.
- The ability to maintain positive, productive relationships with the Mayor and City Council, the public, the business and commercial community, and to balance responses to their respective needs for the interests of the entire community.
- The ability to maintain effective working relationships with the assistant city managers, department heads and other city employees while maintaining a high level of accountability and productivity. The Manager should employ personnel policies and procedures to insure opportunity for the staff to advance based on their ability and performance record, as he/she demonstrates a strong commitment to teamwork, customer service and excellence.
- The ability to anticipate problems, identify alternative courses of action, and prepare proactive recommendations and to defend and support those recommendations before

the City Council.

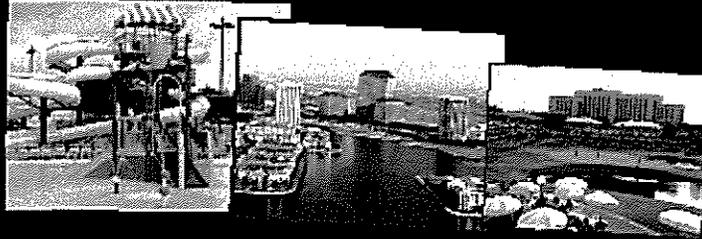
- The ability to be an effective and articulate advocate for the city's interests in discussions and negotiations with other organizations, including other cities, Dallas County, the North Central Texas Council of Governments and the State of Texas. The successful candidate will be comfortable, if called to do so, in representing the city's policies and interests in the state and federal legislative bodies.
- The ability to effectively delegate authority and responsibility while maintaining appropriate levels of accountability and operational control.
- A willingness to maintain a high degree of visibility in the community, both on and off the job. The successful candidate will have the desire to enter into a long-term relationship with the City of Irving and the community.

Other required personal characteristics include:

- Outstanding written, oral and presentation communication skills.
- Outstanding interpersonal and "people" skills.
- The tenacity to work through complex, long-term and often difficult issues and projects.
- Initiative, resourcefulness, creativity and problem-solving ability.
- An understanding of the political process while avoiding personal involvement in political issues.
- A visionary approach to Irving's future.
- Personal and professional integrity of the highest order, demonstrated in both the candidate's public and private life.

QUALIFICATIONS & EXPERIENCE

The successful candidate will hold a Bachelor's degree in business or public administration, political science or a related field. A graduate degree in business or public administration or a related field is preferred. Five years service as a city manager or the equivalent in a community is sought. Candidates with service as a city manager, assistant/deputy city manager in an equivalent or larger municipal organization or service as a department head in a large, complex municipal organization also will be considered. Candidates with private sector experience in complex organizations with challenges similar to those of Irving may be considered on a case-by-case basis. The candidate's background and experience should include a diverse exposure to all aspects of managing a full-service city or county, preferably in an urban environment and in a community undergoing substantial redevelopment and revitalization. The City Council is open to candidates from any region of the nation with experience relevant to Irving, with a focus on candidates from diverse and involved communities.



Plan with an employee contribution of 2.5 percent; medical, dental, vision, life and disability insurance; vacation, sick leave, holiday, award-winning wellness program, and other highly competitive benefits. Full-time employees do not contribute to Social Security. The City Council will negotiate an employment agreement and relocation assistance with the successful candidate. The quality of life offered in Irving is outstanding and the manager will reside within the corporate limits of Irving while employed by the city.

APPLICATION & SELECTION PROCESS

Qualified candidates please submit your resume online by visiting our website at: www.watersconsulting.com/recruitment.

This position is open until filled; however, interested applicants are encouraged to apply by **December 2, 2013**. Following this review date, applications will be screened against criteria provided in this brochure. The Mayor and City Council will offer interviews in Irving to those candidates named as Finalists, with reference checks, background checks, and academic verifications conducted after receiving candidates' permission.

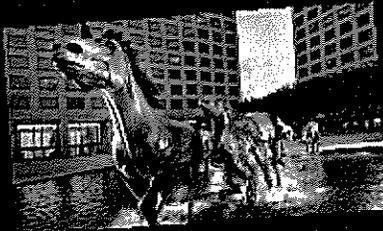
For more information, please contact:

Chuck Rohre | Senior Consultant
Phone: (214) 466-2436 (direct) | (214) 608-7477 (mobile)
Toll free: (877) 356-2924
Email: crohre@watersconsulting.com

Applicants for this position selected as finalists will be subject to a criminal history/credit/driver's license check prior to interview. While the consultant and City of Irving will endeavor to maintain confidentiality, under the Texas Public Information Act, information from your resume may be subject to release to the public at any stage of the recruitment process.

COMPENSATION

The salary range for this position is highly competitive, based on the successful candidate's qualifications and experience. A superior benefits package is offered, including Texas Municipal Retirement System at the 7 percent employee contribution level with a 2-to-1 match by the city; a Supplemental Benefit



The City of Irving is an equal opportunity employer and values diversity at all levels of its workforce.



3000 Quorum Dr. Phone: 972.481.1244
Suite 600 TEL: 800.892.8242
Dallas, TX 75204 Fax: 972.481.1244

watersconsulting.com

Helping
PUBLIC & PRIVATE
SECTOR CLIENTS
manage their HR needs



SECTION 5 | QUALIFICATIONS AND EXPERIENCE OF ASSIGNED PERSONNEL

RECRUITMENT PROJECT TEAM

Mr. Rollie Waters, President/Founder

Direct Phone: (214) 466-2424

Email: r

Mr. Chuck Anderson, Senior Consultant

Direct Phone: (817) 965-3911

Email:

Percent of time on project: 5%

Mr. Chuck Rohre, Senior Consultant

Direct Phone: (214) 466-2436

Email: c

Percent of time on project: 5%

Ms. Andrea Sims, Lead Consultant

Direct Phone: (216) 695-4776

Email:

Percent of time on project: 40%

Ms. Kendra Bradley, Project Support Manager

Direct Phone: (214) 466-2445

Email:

Percent of time on project: 10%

Mr. Shawn Wachtel, Director of E-Solutions

Direct Phone: (214) 466-2429

Email:

ROLLIE O. WATERS | Founder

Rollie O. Waters is the Founder of The Waters Consulting Group, Inc. Since 1976, Rollie has been a management consultant to private and public sector clients. He has consulted with national and international clients in the area of HR Management system design and strategic management. He has given various lectures and seminars for organizations in the areas of compensation as it relates to performance management. He is viewed on a national level as one of the foremost authorities in succession planning and performance management system design for the public sector. He has spoken before such organizations as the International City/County Managers Association, American Management Association, The Alliance for innovation, Southern Methodist University, the University of Maryland, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), the International Personnel Management Association (IPMA-HR), several international companies in Great Britain, and various other U.S. public and private sector agencies and organizations.

Rollie has been actively involved in the development of competency- based knowledge selection and development tools over the past twenty years. He has been instrumental in ensuring the proprietary profiles that he has designed attracts the right candidates that fit the organization’s needs. In addition Rollie’s extensive knowledge of performance management solidifies matching the management style most compatible with the organization success. His research on succession planning has lead him and his team to be able to help shape the future of organizations through their executive recruitment activities.

Rollie has been widely published in national journals and magazines focusing on human resource challenges. His publications include a research article in the Public Personnel Management Journal titled “The Impact of Behavioral Traits on Performance Appraisal.” Prior to founding WCER, Rollie held an executive position with Dun & Bradstreet Co., Inc., and a management position with Owens Corning Fiberglass.

Areas of Expertise

- Executive Recruitment
- Web- Based Compensation Support
- Management Development
- Organizational Strategy
- Mentoring Programs
- Performance Management
- Competency-based Systems and Development Systems
- Succession Planning

PROFESSIONAL ACCOMPLISHMENTS AND EDUCATION

Rollie is a member of Mensa, a Strategic Partner with the International City/County Managers Association, International Management Consultants, and numerous other professional groups. He also has appeared in several professional directories such as Who's Who in the World, Who's Who in Finance and History, and many others. Rollie has an extensive background in the behavioral sciences, strategic planning and he received his MBA at Pepperdine University and his Bachelors of Science degree in psychology from the University of South Carolina. In addition, he is a Certified Management Consultant (CMC). CMC is a certification awarded by the Institute of Management Consultants USA and represents evidence of the highest standards in consulting and adherence to the ethical canons of the profession.

CHARLES (CHUCK) S. ANDERSON | Senior Consultant

Charles (Chuck) S. Anderson is Senior Consultant for Waters Executive Recruitment. Prior to joining the WER, Chuck worked for local governments and non-profit organizations, including City Manager for Dallas, Texas; Executive Director for the Dallas Area Rapid Transit (DART); and Executive Director for the Michigan Education Association.

Chuck also served as Director for Local Government Reform for the International City/County Association (ICMA), managing a U.S. government contract for the planning and delivery of technical assistance to local governments in Central and Eastern Europe. His last assignment in this role with ICMA was to recruit and supervise a team of technical consultants to assist in rebuilding local governments in Bosnia following agreement on the Dayton Accords.

During his service with the Michigan Education Association, Chuck also served as Senior Consultant for Urban Planning and Management for Michigan State University's Institute for Public Policy and Social Research.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Organizational Design
- Organizational Development

Professional Accomplishments and Education

Chuck received a Bachelor of Arts degree in political science and human resources management and a Masters of Public Administration degree from the University of Kansas. He received the prestigious L.P. Cookingham Award for Development of Young Professionals from the International City/County Management Association (ICMA) and the Minority and Women Advancement Award from the American Public Transit Association (APTA). He was also recognized as Public Administrator of the Year by the American Society of Public Administration (ASPA) and Outstanding Management Innovator (Honorable Mention) by ICMA. Chuck was recognized in 2007 with the Lifetime Achievement Award from his Public Administration Alumni Association at the University of Kansas.

CHUCK ROHRE | Senior Consultant

Chuck Rohre is a Senior Consultant for The Waters Consulting Group, Inc. (WCER). In this role, he is responsible for managing and conducting executive recruitment engagements for the firm to insure their integrity, timeliness and adherence to budget parameters. Chuck has more than 35 years of experience in managing and consulting in both the private and public sectors. He has served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus. Prior to beginning his consulting career, Mr. Rohre served for three years as Police Chief of Plano, Texas.

Chuck joined the firm in January 2006 following a 13-year engagement with another nationally recognized public sector search firm where he managed the Texas and Southwestern operations. He has an extensive and successful track record of completed recruitment across the nation, especially in the Midwestern and Southwestern states. Among others, he has led recruitment processes for City and Assistant City Managers, Police Chiefs, Fire Chiefs, Library Directors, Chief Information Officers, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Public Works Directors. The clients range from as small as 2,500 to as large as 700,000 in population. He has also conducted management consulting assignments in a number of areas including public safety, career development and strategic planning. He has written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees.

Areas of Expertise

- Executive Recruitment
- Background Investigations
- Assessment Centers
- Career Development
- Strategic Planning
- Organizational Assessment

Professional Accomplishments and Education

Chuck received his Bachelor's degree in Career Development from the Dallas campus of Abilene Christian University and his Master's degree in Human Relations and Management from the same institution. He has completed advanced management training at the Institute for Law Enforcement Administration and now serves on its adjunct faculty and advisory board. Chuck completed the Federal Bureau of Investigation's prestigious LEEDS course at Quantico, Virginia. He is a veteran of the United States Army, serving in the United States and the Republic of Viet Nam.

ANDREA BATTLE SIMS | Senior Consultant

Andrea Battle Sims has been working in executive recruitment for over twelve years, managing all phases of the recruitment process for public sector executives, including: City and Assistant City Managers, Human Resources Directors, Police Chiefs, Chief Information Officers, Library Directors, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Workforce Development Executive Directors.

Andrea is an experienced professional with over twenty years of prior experience in Information Technology, IT Audit and Management experience in both the public and private sector. Her local government leadership roles include serving as the IT Director at Cleveland Public Schools with a staff of 50 and Deputy Director of IT at Cuyahoga County with a staff of 70. In addition, her county experience includes creating a start-up venture to sell public computer access to the legal community. Ms. Sims has held management positions at AT&T, Progressive Insurance, and National City Bank, managing IT projects as well as IT professionals, along with serving as an internal consultant/auditor.

Areas of Expertise

- Executive Recruitment
- Recruitment and Retention Training
- Diversity-based Recruitment and Retention
- Information Technology Leadership
- Organizational Assessment
- Strategic Planning and Implementation
- Project Management
- Process Improvement
- Change Management

Professional Accomplishments and Education

Andrea's educational background includes a Bachelor of Arts in Mathematics from Spelman College, Atlanta, Georgia, and a Master of Science in Operations Research from The Wharton School at the University of Pennsylvania, Philadelphia, Pennsylvania. In addition, her post-graduate education includes numerous executive development seminars and certification from the Leadership Academy at Cleveland State University, the Anderson School at UCLA and the Gartner Group. Andrea's current and past civic involvement includes the Board of Trustees at the Gathering Place; American Cancer Society, Cuyahoga Unit; Junior League of Cleveland, along with leadership positions with the Links, Inc., the Spelman Alumnae Association, and Delta Sigma Theta, Inc.