



## WESTMINSTER

### Staff Report

TO: The Mayor and Members of the City Council

DATE: July 9, 2014

SUBJECT: REVISED - Briefing and Post-City Council Briefing Agenda for July 14, 2014

PREPARED BY: J. Brent McFall, City Manager

Please Note: Study Sessions and Post City Council briefings are open to the public, and individuals are welcome to attend and observe. However, these briefings are not intended to be interactive with the audience, as this time is set aside for City Council to receive information, make inquiries, and provide Staff with policy direction.

Looking ahead to Monday night's Briefing and Post-City Council meeting briefing, the following schedule has been prepared:

Dinner 6:00 P.M.

Council Briefing (*The public is welcome to attend.*) 6:30 P.M.

POST BRIEFING (*The public is welcome to attend.*)

#### PRESENTATIONS

1. Executive Search Firm Selection
2. City Hall Plaza and Xeriscape Master Plan

#### CITY COUNCIL REPORTS

None at this time.

#### EXECUTIVE SESSION

None at this time.

#### INFORMATION ONLY

1. 2014 Edward Byrne Memorial Justice Assistance Grant

Items may come up between now and Monday night. City Council will be apprised of any changes to the post-briefing schedule.

Respectfully submitted,

J. Brent McFall  
City Manager

**NOTE:** Persons needing an accommodation must notify the City Manager's Office no later than noon the Thursday prior to the scheduled Study Session to allow adequate time to make arrangements. You can call [303-658-2161](tel:303-658-2161) /TTY 711 or State Relay) or write to [mbarajas@cityofwestminster.us](mailto:mbarajas@cityofwestminster.us) to make a reasonable accommodation request.



## Staff Report

City Council Post Meeting  
July 14, 2014



**SUBJECT:** Executive Search Firm Selection

**PREPARED BY:** Debbie Mitchell, Director of General Services

### Recommended City Council Action

Staff recommends that Waters & Company be retained to conduct the executive search for a City Manager in a contract amount not to exceed \$24,500. Services will include the thorough development of a candidate profile, advertisement, directed mailing, one-on-one prospective candidate outreach, screening of candidate pool, assessment tools, interviews, background research and selection/offer assistance led by Rollie Waters, Founder and Chuck Rohre, Sr. Consultant.

### Summary Statement

City Council directed staff to develop a request for proposal to solicit bids for an executive search firm to partner with the City in the recruitment and selection of a new City Manager. The City received four proposals and the two proposals that most fit the requirements and needs of the City were interviewed by a selection team comprised of Steve Smithers, Debbie Mitchell, Don Tripp and Mayor Atchison.

The selection team unanimously agreed that Waters & Company was the best choice to partner with staff in the recruitment of a City Manager. Key strengths of Waters & Company include:

- a strong background in City Manager executive searches;
- a professional consulting team with municipal government experience;
- an extensive network of contacts in municipal government;
- a thorough profile and evaluation process; and,
- demonstrated flexibility to meet unique City requirements and needs.

If Council concurs with this recommendation Staff will proceed to enter into a contract with Waters & Company and begin the process.

**Expenditure Required:** \$24,500

**Source of Funds:** General Fund, Central Charges Professional Services

### **Policy Issue**

Does City Council want to hire a firm to assist with the recruitment, screening and selection of a City Manager?

### **Alternative**

City Council could direct Staff to conduct the recruitment and screening process for a City Manager. Staff recommends enlisting the services of a search firm as experienced firms have a network of contacts that will likely bring candidates to the pool that otherwise may not apply for the position.

### **Background Information**

Staff worked at the direction of City Council to develop a request for proposal to solicit bids from executive search firms to partner with the City in the recruitment, screening and selection of a City Manager. Proposals were received from four firms and two (The Pace Group and Waters & Company) were interviewed on July 10, 2014. Waters & Company was the clear choice of the selection team. Waters & Company is a well-known and respected executive recruitment firm headquartered in Dallas, Texas. The selection team met with Rollie Waters, founder of company and his Sr. Consultant, Chuck Rohre. They both had an in depth knowledge of the City of Westminster, unique Colorado municipal challenges and the national candidate market for city managers.

The selection team unanimously agreed that Waters & Company was the best choice to partner with staff in the recruitment of a City Manager. Key strengths of Waters & Company include:

- a strong background in City Manager executive searches;
- a professional consulting team with municipal government experience;
- an extensive network of contacts in municipal government;
- a thorough profile and evaluation process; and,
- demonstrated flexibility to meet unique City requirements and needs.

Staff will be available to answer questions and provide more detailed information at the City Council post meeting tonight. A copy of the Waters & Company proposal is attached to this Staff Report. Staff believes this partnership with Waters & Company will lead to a strong candidate pool and a group of finalists for City Council to consider. This recommendation supports all of the Council's strategic goals as it provides a mechanism for the Council to have the best candidates to select the important replacement of our current City Manager.

Respectfully submitted,

J. Brent McFall  
City Manager

Attachment



**Waters & Company**  
Executive Recruitment

 A Springsted Company



# City of Westminster, CO Executive Recruitment Services City Manager June 12, 2014

**Waters & Company, A Springsted Company**

Dallas (HQ)

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Suite 625

Dallas, TX 75254

Phone: 972.481.1950

Toll-free: 800.899.1669

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Serving

**LOCAL GOVERNMENT**



Dallas | Cleveland | Denver

[watersconsulting.com](http://watersconsulting.com)

**EXHIBIT B TO REQUEST FOR PROPOSAL**  
**PROPOSER'S CERTIFICATION**

*NOTE: Please ensure that this document is completed and submitted with your proposal. Failure to do so may result in your proposal not being considered for award.*

I have carefully examined the Request for Proposal and any other documents accompanying or made a part of this Request for Proposal, including the standard form of agreement provided as Exhibit A to the RFP (the "Agreement"). I hereby certify that, if selected, I can meet all insurance and other requirements contained within the Agreement and that I will sign the Agreement in substantially the form presented in this RFP.

I hereby propose to furnish the goods or services specified in the Request for Proposal at the prices or rates quoted in my proposal.

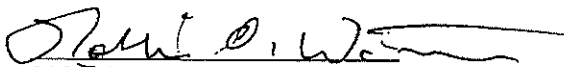
I agree to abide by all conditions of this proposal and understand that a background investigation may be conducted by the Westminster Police Department prior to award.

I certify that all information contained in this proposal is true to the best of my knowledge and belief. I further certify that I am duly authorized to submit this proposal on behalf of the Consultant as its act and deed and that the Consultant is ready, willing and able to perform if awarded the contract.

I further certify, under oath, that this proposal is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting a proposal for the same product or service; no officer, employee or agent of the City of Westminster or of any other proposer interested in said proposal; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained.

Waters & Company, A Springsted Company  
NAME OF BUSINESS

BY:

  
SIGNATURE

Rollie O. Waters, Executive Vice President  
PRINTED NAME & TITLE

5050 Quorum Dr. Suite 625  
MAILING ADDRESS

Dallas, TX 75254  
CITY, STATE, ZIP CODE

(972) 481-1950  
TELEPHONE NUMBER

June 12, 2014

Ms. Debbie Mitchell  
General Services Director  
City of Westminster  
4800 W. 92<sup>nd</sup> Avenue  
Westminster, CO 80031

Re: City Project NO. 4-28-0-2014 RFP for City Manager Recruitment Services

Dear Ms. Mitchell

I appreciate the opportunity to submit our proposal for executive recruitment services for The City of Westminster's next City Manager. Our extensive experience in providing executive recruitment services to cities, counties, special districts and other public sector organizations nationwide and in Colorado, will be beneficial for this recruitment and allow us to find the ideal candidate for the City's organization 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 Economic Development Corporation;
- Video interviews that can be scored by the City's Selection Committee and consultant to augment the selection process;
- Utilization of a proprietary online application system (exclusively licensed to Waters & Company) to facilitate talent management. The System has been designed by Waters & Company 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 the City, such as, geographic location, particular experience, and credentials.

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 [rwaters@watersconsulting.com](mailto:rwaters@watersconsulting.com). Our Team would consider it a professional privilege to provide these services to the City of Westminster.

Sincerely,  
Rollie Waters

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## SECTION 1 | GENERAL INFORMATION

Waters & Co. recently merged with the Springsted Group, establishing one of the largest public sector executive search and organizational management firms in the United States. Our company combines the executive search service expertise and resources of two highly respected firms, Waters Executive Recruitment and Springsted Incorporated. Waters & Co. and the Springsted Incorporated are Women’s Business Enterprise (“WBE”) firms. Springsted, the parent corporation is a certified WBE with the City of St. Paul, Minnesota. Three employee-owners lead the firms and its 70-member staff. Our headquarters are located in Saint Paul, Minnesota, with regional offices in Dallas, Texas; Richmond, Virginia; Cleveland, Ohio; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Denver, Colorado and Los Angeles, California.

Waters & Co. has a team of seven primary search consultants available to meet your executive search needs. Each consultant has extensive experience working with city management and the many different disciplines that comprise the City of Westminster’s leadership team. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the City’s expectations. Over the past five years, our combined consultant team has conducted nearly 700 executive recruitments.

The Waters project team will partner with the City as your technical advisors to ensure that the recruitment process for your executive leadership and key professional positions is conducted in a thorough and professional manner. Our objective is to generate high quality candidates and assist you with the screening and evaluation of these candidates.

We understand that the City is looking for qualified firms to consider in future executive recruitments. We also recognize that there is no certainty with respect to timing and we must have the flexibility to respond in a timely and efficient manner when the opportunity arises. Serving the City of Westminster is an excellent opportunity for our top consultants to work on your behalf.

### Physical Address

Waters & Company, A Springsted Company  
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 Westminster 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.

<b>At the conclusion of Task I the following goals have been accomplished:</b>
✓ WCER project team will have information regarding Westminster’s budget, organizational charts, images, logos, etc.
✓ WCER will conduct an on-site interview with client
✓ 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 the City of Westminster’s City Manager. This will provide 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.

<b>At the conclusion of Task II the following goals have been accomplished:</b>
✓ Online 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 City of Westminster.

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

<b>At the conclusion of Task III the following goals have been accomplished:</b>
✓ 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 and the selection committee reviews and scores the real-time, video 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 Litigatic
- 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

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**TASK V**  
**FINAL INTERVIEW PROCESS**

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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 send the recorded interviews for reviewing purposes.

WCER’s Project Team Leader 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
- ✓ WCER notifies candidates of decision
- ✓ WCER conducts final process items with client

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## STRATEGY FOR RECRUITMENT OF DIVERSE CANDIDATES

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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, see exhibit 1. 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 Westminster’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, A Springsted Company, 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.

EXHIBIT 1



NATIONAL FORUM FOR BLACK PUBLIC ADMINISTRATORS  
NATIONAL CORPORATE ADVISORY COUNCIL  
APRIL 2014

**RA Consulting Services, Inc.**

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**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.

<b>CITY OF WESTMINSTER, CO EXECUTIVE RECRUITMENT CITY MANAGER PRELIMINARY TIMELINE</b>	
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of August 18, 2014. Actual target dates will be developed in consultation with and approved by the City of Westminster.	
Activity	Target Date
<ul style="list-style-type: none"> <li>■ Waters &amp; Company, (WCER) completes on-site interviews to develop Candidate Profile and Recruitment Brochure; Westminster approves ad placement schedule and timeline</li> </ul>	August 22, 2014
<ul style="list-style-type: none"> <li>■ WCER sends draft Recruitment Brochure to the City.</li> </ul>	August 26, 2014
<ul style="list-style-type: none"> <li>■ The City returns draft Recruitment Brochure (with edits) to WCER.</li> </ul>	September 2, 2014
<ul style="list-style-type: none"> <li>■ WCER commences executive recruitment advertising and marketing.</li> </ul>	September 4, 2014
<ul style="list-style-type: none"> <li>■ 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.</li> </ul>	September 19, 2014
<ul style="list-style-type: none"> <li>■ WCER completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also candidates recorded interview are presented.</li> </ul>	October 3, 2014
<ul style="list-style-type: none"> <li>■ WCER meets with the City and recommends Semi-Finalists; City selects Finalists for on-site interviews.</li> </ul>	Week of October 13
<ul style="list-style-type: none"> <li>■ WCER completes Reference Checks/Background Checks/Academic Verification for Finalists.</li> </ul>	October 27, 2014
<ul style="list-style-type: none"> <li>■ WCER sends documentation for Finalists to the City.</li> </ul>	October 28, 2014
<ul style="list-style-type: none"> <li>■ The City conducts on-site interviews with Finalists.</li> </ul>	Week of November 3
<ul style="list-style-type: none"> <li>■ The City Extends Employment Offer to selected candidate.</li> </ul>	Week of November 10



### 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](mailto: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 Project 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 Team Leader)	
Conclusion	Acceptance of offer by candidate	
	<b>TOTAL ALL-INCLUSIVE PROFESSIONAL FEE</b>	<b>\$24,500.00</b>

<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.	<b>\$1,500.00</b> 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

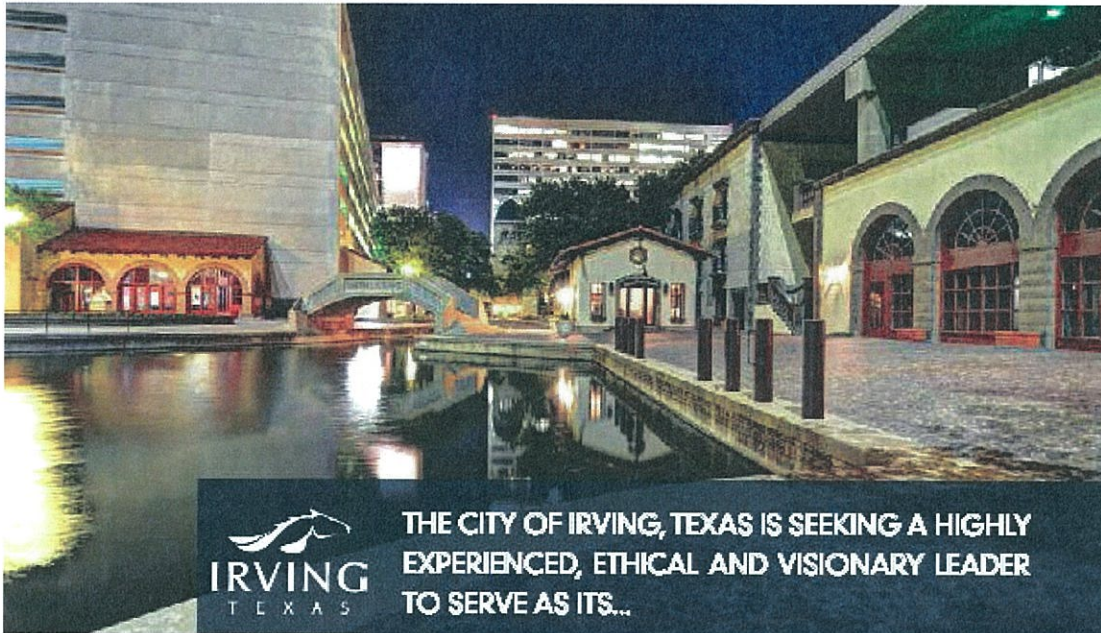
- **City of Fort Worth, Texas**  
Former Mayor Moncrief  
[mike@moncriefinvestments.com](mailto:mike@moncriefinvestments.com)  
817 338 1225  
**Project:** Selection of City Manager and Assistant City Manager
- **City of Irving, Texas**  
Mr. Ike Obi  
Human Resources Director  
[iobi@cityofirving.org](mailto:iobi@cityofirving.org)  
(972) 721-2665  
**Project:** Selection of Assistant City Manager, and Department Directors
- **Town of Marana, Arizona**  
Ms. Suzanne Machain  
Human Resources Director  
[snmachain@marana.com](mailto:snmachain@marana.com)  
520) 382-1920  
**Project:** Deputy Town Manager and Police Chief
- **City of Dallas, Texas**  
Mr. David Etheridge  
Former Human Resources Director  
[david@hrbenefits.us](mailto:david@hrbenefits.us)  
(214) 402-6826  
**Project:** Selection of Chief Building Official
- **City of Commerce City, CO**  
Jerry Flanner  
Former City Manager  
[jflannery@c3gov.com](mailto:jflannery@c3gov.com)  
(303) 289-3600  
**Project:** City Manager
- **Arapahoe County, Colorado**  
Mr. Patrick Hernandez  
Human Resources Director  
[phernandez@co.arapahoe.co.us](mailto:phernandez@co.arapahoe.co.us)  
(303) 795-4482  
**Project:** Selection of Department Directors
- **City of Charlotte, North Carolina**  
Ms. Cheryl Brown  
Director of Human Resources  
[clbrown@ci.charlotte.nc.us](mailto:clbrown@ci.charlotte.nc.us)  
(704) 336-5703  
**Project:** Selection of City Manager
- **City of Grand Rapids, Michigan**  
Mr. George Heartwell  
Mayor  
[mayor@grcity.us](mailto:mayor@grcity.us)  
(616) 456-3168  
**Project:** Selection of City Manager
- **City of Denton, Texas**  
Mr. George Campbell  
City Manager  
[george.campbell@cityofdenton.com](mailto:george.campbell@cityofdenton.com)  
(940) 349-8307 or  
Carla Romine-Hagmark  
Human Resources Director  
[carla.romine@cityofdenton.com](mailto:carla.romine@cityofdenton.com)  
(940) 349-8344  
**Project:** Selection of Director of Engineering Services, Assistant City Manager and various department directors

The following is a partial list of relevant recruitments conducted by WCER:

Client	Position
• Alexandria, Virginia	Assistant City Manager
• Ann Arbor, Michigan	City Manager
• Arlington, Texas	Deputy City Manager
• Bath County, Virginia	County Administrator
• Belle Plaine, Minnesota	City Administrator
• Bellevue, Wisconsin	Village Administrator
• Beltrami County, Minnesota	County Administrator
• Bedford, Virginia	City Manager
• Boulder, Colorado	City Manager
• Bristol, Virginia	City Manager
• Brooklyn Park, Minnesota	City Manager
• Brunswick County, North	County Manager
• Carrollton, Texas	City Manager
• Clinton, North Carolina	City Manager
• College Station, Texas	Assistant City Manager
• Commerce City, Colorado	City Manager
• Corpus Christi, Texas	City Manager
• Danville, Virginia	City Manager
• Dallas, Texas	Chief Building Official
• Denton, Texas	City Manager
• El Paso, Texas	Deputy City Manager
• Eustis, Florida	City Manager (Current)
• 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
• 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
• Greenwich, Connecticut	Town Administrator
• 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

<b>Client</b>	<b>Position</b>
• Loveland, Colorado	City Manager (2)
• Lubbock, Texas	City Manager
• Midland, Texas	City Manager
• Muskegon, Michigan	City Manager
• Norfolk, Virginia	Assistant City Manager (3)
• Norman, Oklahoma	City Manager
• Novi, Michigan	City Manager (Current)
• 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
• Town of Apex, North Carolina	City Manager
• Town of Marana, AZ	Assistant Town Manager
• Virginia Beach, Virginia	Assistant City Manager/CFO, Deputy City Manager, Chief Operating Officer
• Waco, Texas	City Manager
• West Des Moines, Iowa	City Manager

**SECTION 5 | APPENDIX**



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

**CITY MANAGER (REOPENED RECRUITMENT)**

**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

**MUNICIPAL ORGANIZATION**

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 has engaged an Interim City Manager on a temporary basis. The Interim Manager, a former Irving City Manager, is not a candidate for the job on a permanent basis but will serve until an appointment is made.

The city employs a total of 1,853 full-time employees and 386 part-time and seasonal 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





**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)**

- Promote Effective Communication Among All Members of the Community
  - Excellence in Irving's Cultural, Recreational and Educational Environments
  - 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**

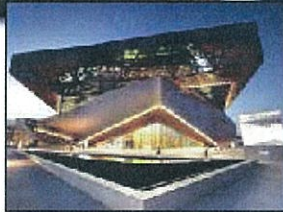
The following listing of issues and challenges is representative of the issues the City Manager will encounter in the first six to eighteen months on the job and is not intended to be all-inclusive in nature.

- **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

**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)**

District, the "old downtown," is a key priority, balanced with continuing the 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 development interests, 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](http://www.watersconsulting.com/recruitment).

This position is open until filled; however, interested applicants are encouraged to apply by **March 14, 2014**. Candidates who have previously applied will continue to be considered and need not reapply. 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](mailto: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.*



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Dallas, TX 75234 Fax: 972.461.1914

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Helping  
**PUBLIC & PRIVATE**  
**SECTOR CLIENTS**  
manage their HR needs



**RECRUITMENT PROJECT TEAM**

**Mr. Rollie Waters, Executive Vice President**

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**Mr. John Anzivino, Client Representative**

Direct Phone: (804) 726-9750

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**Mr. Chuck Anderson, Senior Consultant**

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**Mr. Chuck Rohre, Senior Consultant**

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**Ms. Kendra Bradley, Project Support Manager**

Direct Phone: (214) 466-2445

Email: [kbradley@watersconsulting.com](mailto:kbradley@watersconsulting.com)

## **ROLLIE O. WATERS | Founder**

Rollie O. Waters is an Executive Vice President, of the Waters & Company, a Springsted Company. 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 attract 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's success. His research on succession planning has led 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 Alliance for Innovation, a member of the National Corporation Advisory Council of the National Forum for Black Public Administrators, 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 mark 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.

**JOHN ANZIVINO | Client Representative**

Mr. Anzivino joined Springsted in December 2001 as Vice President and Client Representative. In July 2006, he was named Senior Vice President of the firm and, in December 2006, as Director of Springsted’s Mid-Atlantic group. He assists Mid-Atlantic cities, counties, towns and non - profit organizations in addressing human resources, staffing, organizational management, financial, housing and economic development challenges in a variety of innovative ways. In addition, Mr. Anzivino oversees the bond issuance process for clients, ensuring that debt offerings are marketed and delivered in a timely and effective manner.

Mr. Anzivino has over 25 years of experience in state and local government. He served as Town Manager for Warrenton, Virginia for more than 12 years. Prior to Warrenton, he served as County Administrator for four years in Caroline County, Virginia, and for six years in Amelia County, Virginia. Each of these communities received state and national recognition for developing creative and innovative approaches to resolving complex financial and programmatic issues that they faced during his tenure. During this time, Mr. Anzivino authored chapters in the *VML Handbook for Mayors and Council Members* and the *Virginia Association of Counties Handbook for County Supervisors*. He has also held positions in West Virginia with the Governor’s Office of Economic and Community Development, specializing in resolving complex utility and project financing issues and with a regional planning and development agency, as its Assistant Director.

Mr. Anzivino has been an active participant in professional associations, having served as Vice President of the Virginia Local Government Management Association and as President of the Virginia Association of County Administrators. He has addressed several national and regional organizations on changes in the workforce and their relationship to hiring patterns in the public sector.

**PROFESSIONAL ACCOMPLISHMENTS AND EDUCATION**

***Education***

University of Georgia, Athens, Georgia  
Master of Public Administration

Concord College, Athens, West Virginia  
Bachelor of Arts

University of Virginia, Charlottesville,  
Virginia  
Senior Executive Institute

***Affiliations***

International City Management Association (ICMA)

Virginia Local Government Management Association (VLGMA)

International Public Management Association for Human Resources (IPMA)

Virginia Local Government Management Association (VLGMA), Life Member

North Carolina Government Finance Officers Association (NCGFOA)

## **CHARLES (CHUCK) S. ANDERSON | Senior Consultant**

Charles (Chuck) S. Anderson is Senior Consultant for Waters & Company Executive Recruitment, a Springsted Company. 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 re-building 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 a Senior Consultant for the Waters & Company Executive Recruitment (WCER), a Springsted Company. 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
- Career Development
- Background Investigations
- Strategic Planning
- Assessment Centers
- 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.



**DAVID UNMACHT | Consultant**

Mr. Unmacht is a Consultant for the Waters & Company, a Springsted Company. He works closely with local governments in many different fields including budget and resource planning, organizational and leadership development, staff/elected official relations, intergovernmental collaborations, communication strategies, facilitation services and strategic planning.

Mr. Unmacht has over 30 years of local government experience having served both cities and counties and now in private practice. Prior to joining Springsted, Mr. Unmacht served for 11 years as Administrator for Scott County, Minnesota. Prior to that, he was Deputy County Administrator in Dakota County, City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. While with Scott County, Mr. Unmacht oversaw a budget that surpassed \$100 million, a workforce of approximately 700 and a population of 125,000. During his tenure, the County was awarded the Association of Minnesota Counties Achievement Award five times for a program, person or service.

His main focus has been creating and maintaining strong organizational cultures and establishing excellent labor/management relations. By emphasizing a leadership-focused training and development foundation, Mr. Unmacht has successfully guided the communities he's worked with in a progressive and positive manner.

Mr. Unmacht is a frequent writer, speaker and panelist for conferences and training groups. He has been recognized with the Excellence in County Government Award by the Minnesota Association of County Administrators (2000) and the Manager of the Year Award by the Minnesota City/County Management Association (2006). Mr. Unmacht has also served as President of the Minnesota City/County Management Association.

**PROFESSIONAL ACCOMPLISHMENTS AND EDUCATION**

***Education***

Drake University, Des Moines, Iowa  
Master of Public Administration

Wartburg College, Waverly, Iowa  
Bachelors in Business  
Administration and Political  
Science

***Affiliations***

International City Management  
Association

Minnesota City/County Management  
Association

***Professional***

Credentialed Manager, ICMA  
Management Certification

Participant, Senior Executive Institute,  
University of Virginia

**SHARON KLUMPP | Consultant**

Sharon Klumpp is an organization and management consultant with Waters & Company, a Springsted Company. She has extensive experience specializing in organizational and departmental studies, human resource management and executive search for public agencies.

She also assists governing bodies and senior-level managers in the development, execution and evaluation of strategic plans.

Ms. Klumpp has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area, and as Associate Executive Director for the League of Minnesota Cities. Her experience also includes serving as City Administrator in Oakdale, Minnesota and as Assistant City Manager in both St. Louis Park, Minnesota and Saginaw, Michigan. Her private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm.

Ms. Klumpp also served as an adjunct instructor at Walden University, where she taught public administration and organizational change in the University's School of Management. She served two terms on the Ramsey County Charter Commission and was chair for two years.

**PROFESSIONAL ACCOMPLISHMENTS AND EDUCATION**

***Education***

University of Kansas, Lawrence,  
 Kansas  
 Masters of Public Administration  
 Miami University, Oxford, Ohio  
 Bachelor of Arts in Political Science

***Affiliations***

International City/County  
 Management Association  
 Minnesota City/County Management  
 Association  
 International Public Management  
 Association for Human Resources

## **KENDRA BRADLEY | Project Support Manager**

Kendra Bradley is the Project Support Manager at Waters & Company, a Springsted Company, responsible for managing the recruitment process in support of Lead Consultants. She also acts as an assistant to company President Rollie Waters.

In this role Kendra coordinates mailings including acknowledgement letters and other communications with candidates, the handling of resumes, and the sending of questionnaires to candidates. She also assists in the scheduling of semifinal interviews, submission of background checks and education verifications, and the notification of finalists. Her responsibilities extend to editing of presentations, the scheduling and placement of advertisements, and office logistics and supplies.

Previously, Kendra served as an assistant manager of a spa and salon, taking inventories, placing orders and tracking revenue as well as helping to direct the team. Kendra also has previous experience in teaching for she worked as an assistant teacher in a preschool.

### **AREAS OF EXPERTISE**

- Communication
- Customer Service
- Team Building
- Editing

### **PROFESSIONAL ACCOMPLISHMENTS AND EDUCATION**

Kendra is a graduate of the University of Kansas with a Bachelor of Arts degree in African American Studies and a minor in Health Science and Exercise Science. An Honor Roll student, Kendra was a member of the University's track and field team. Twice named All America, she was a member of a team that set the school record in the 4x400m relay.



## Staff Report

Post City Council Meeting

July 14, 2014



SUBJECT: City Hall Plaza and Xeriscape Master Plan

PREPARED BY: Becky Eades, Landscape Architect II  
Kathy Piper, Landscape Architect II

### Recommended City Council Action

City Staff will present the attached master plan for City Hall to City Council. City Council is being asked to review the proposed master plan redesign of the City Hall plaza and northern lawn and authorize Staff to proceed with a Request for Proposals (RFP) to select a qualified consultant to prepare construction documents for bidding and construction of this master plan.

### Summary Statement

- Parks, Recreation and Libraries (PRL) Staff was asked to develop a master plan for enhancements to City Hall Campus, focusing on the plaza and northern lawn; in conjunction with other City Hall site improvements. The attached master plan can be separated or phased into multiple projects to best meet Council's objectives.
- Minimal changes or improvements have been made to the plaza since City Hall was constructed 25 years ago. Major repairs are needed to the concrete plaza and arcade wall in front of the building.
- On February 10, 2014, City Council approved a contract for Building Operations and Maintenance (BO&M) and Beaudin Ganze Consulting Engineers, Inc. to design a geothermal ground-source heating and cooling system for City Hall. The geothermal well field will cover approximately three-quarters of the lawn north of City Hall and necessitate re-landscaping in this area.
- Staff has developed a master plan for enhancements that focus on achieving 6 primary goals: Public Access; Infrastructure Improvements; Maintenance and Operating Costs; Cultural Advancement; Safety; and Education.
- The entry plaza can be recreated as an inviting, active area with increased accessibility, landscaping, and destination appeal for both the public and employees.
- Upon completion of ground source heat wells installation, the northern lawn is envisioned as a people-friendly demonstration area, showcasing a variety of xeric options for homeowners and businesses alike.
- Included with the master plan is the conversion of the lawn area east of the employee parking lot to native grasses, including a portion of a trail looping the City Hall site and the retention of a small turf area for employee activities.
- Staff proposes to issue an RFP to solicit consultants to refine and provide construction documents for the master plan.
- Funding for implementation will be considered as part of the five year Capital Improvement Plan.

**Expenditure Required:** \$3,219,000 (Full buildout)

**Source of Funds:** General Capital Improvement Fund – Park Renovation Project for initial development of construction documents for bidding this master plan; the balance of the project is to be proposed within the 2015-2019 Capital Improvement Program Budget currently under development.

### **Policy Issue**

Does City Council concur with the proposed campus enhancements, and does City Council concur with moving forward with the preparation of an RFP to select a qualified consultant to refine the master plan and proceed with construction documents for bid?

### **Alternatives**

City Council may elect to approve or deny all, none, or a combination of the improvements proposed in this plan. PRL worked with multi-departmental teams in preparation of this plan, has analyzed the conceptual designs in detail, and is presenting the recommended changes based on this analysis.

### **Background Information**

Staff was directed to review the current landscape and plaza areas on the City Hall Campus and develop conceptual designs for enhancements with possible implementation starting in 2015. Six primary goals for the master plan were identified thru the design process: Public Access; Infrastructure Improvements; Maintenance and Operating Costs; Cultural Advancement; Safety; and Education. The presentation to Council will emphasize these goals.

The proposed plaza renovations include replacing the corroding arcade at the front of the building, modifying the street realignment for better traffic flow, adding a new water feature that reflects the City's water conservation efforts, and planting beds to help reduce the amount of concrete. Additional elements considered include adding interest to the plaza, seating, a small outdoor conference area, and an ice melt system to eliminate the use of chemicals and significantly reduce staff time needed for snow removal around City Hall. The proposed xeric conversion of the northern and eastern lawns are the result of the General Services Department's Building Operations and Maintenance's (BO&M) Geothermal Cooling Loop Project and will include native grass areas, a shade garden, ornamental xeric areas, educational opportunities, a trail system looping the site, and a pedestrian connection to the northern lawn from the eastern employee and visitor parking lot. Additionally, this system will feed the ice melt system proposed for the plaza which will serve to help support the geothermal system's long-term cooling needs to distribute heat. Conceptual renovations and probable cost estimates for both areas have been developed City Council consideration.

The Street Division identified the concrete entry plaza and BO&M identified the ornamental arcade wall in need of immediate repairs. Minor repairs to the plaza were completed in 2002 to extend the life of the concrete, but have reached the limits of their usability. The original bricks between the concrete stones were replaced with a concrete stamped brick pattern followed by concrete patching of the deteriorated corner stones. The Street Division may conduct minor repairs to the plaza concrete this summer as a short term patch to minimize trip hazards until this larger proposed project is considered. In 2012, a granite stone fell from the arcade above the front entrance. Further inspection indicates that the arcade needs to be replaced due to deteriorating concrete columns and loose stones. Estimates for both the arcade and concrete plaza replacement in their current presentation is estimated at \$600,000.

The need for these major replacements provides an opportunity to rethink the existing features within the plaza and how it functions for both City staff and the public. For example, handicap parking is currently available only on the south side of the plaza. Those who park on the east side and need extra assistance but do not have a handicap parking permit or use a stroller must park to the east and travel up three sets of stairs. The plaza fountain was originally designed to symbolize the abundance of water that was available to Westminster. While that remains an accurate statement about the City's water planning efforts, the philosophy has changed to emphasize stewardship of our water resources. Combining this stewardship philosophy with the fact that the fountain infrastructure is over 20 years old and reaching the end its life cycle provides yet another opportunity to reevaluate the placement and type of fountain, if any, within the plaza. Other considerations for the plaza discussed as part of the conceptual plaza design include the need for upgraded electrical for special events and holiday decorations, general use of space, lack of plant material for shade and seasonal color, art, outdoor meetings and seating areas. The plaza redesign team included staff PRL, Community Development (CD), General Services (BO&M), and City Manager's Office (CMO) to ensure that all aspects of the conceptual design would be taken into consideration.

The xeriscape portion of the master plan followed a similar evolution. As a result of the condenser water loop system in City Hall no longer being code compliant, and the requirement for a well field as part of the proposed geothermal cooling loop replacement system in the lawn area north of City Hall, it was an opportune time to look at what re-landscaping options may better suit current needs. Specifically, at the amount of irrigated turf area within the 34 acre City Hall complex; currently approximately 10.5 acres of the site is irrigated turf, which compares to Westminster Center Park, across the street, at 10 acres. Public Works and Utilities (PW&U) has been interested for several years in pursuing a demonstration xeriscape garden to help educate the public (e.g., residents and businesses) regarding options other than traditional high water use turf grasses and landscapes. This seemed like an excellent opportunity for the City to illustrate to the public the City's commitment to water conservation and public education, as well as make a large portion of the site more inviting to the public. Representatives from PRL, CD, BO&M, CMO and PW&U met with Stream Design, LLC who prepared the plan for this portion of the City Hall Master Plan. Phasing opportunities, estimates of probable cost, ongoing maintenance costs were all considered with the design.

This proposed Master Plan represents the first real major re-investment in the grounds and surroundings since City Hall was built in 1988. As noted, significant investment is necessary regardless of whether this proposed master plan is implemented or Staff works to return the grounds to their existing state with the concrete work needed on the plaza, the arcade repair needed around the entrance to City Hall, and the lawn grass and irrigation system replacement needed due to the geothermal installation on the north lawn.

Staff will be in attendance at Monday's Study Session to share the proposed Master Plan for the City Hall/Public Safety Center campus and proposed phasing options. Staff is seeking direction to move forward on the proposed renovation to these key outdoor features with the preparation of an RFP to select a qualified consultant to refine the master plan and proceed with construction documents for bid.

Staff Report – City Hall Plaza and Xeriscape Master Plan

July 14, 2014

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These proposed enhancements on the City Hall Campus support the following City's 2014 Strategic Plan goals: Vibrant & Inclusive Neighborhoods; Beautiful, Desirable, Environmentally Responsible City; and Ease of Mobility.

Respectfully submitted,

J. Brent McFall

City Manager

Attachment A – City Hall Xeriscape and Plaza Redesign Map

Attachment B – City Hall Plaza Redesign-Enlargement

Attachment C – City Hall Xeriscape-Enlargement



# Attachment A- City Hall map of Xeriscape and Plaza Redesign



## PLAN

### LEGEND

	Dryland Native Grass Area		Shade Garden
	Irrigated Native Grass Area		Art / Sculpture Opportunities
	Irrigated Turf Area		Water Quality Area
	Ornamental Gateway		Existing Trees
	Ornamental Educational		Proposed Trees
	Linear Ornamental Plantings		
	Ornamental Grasses		

**Attachment B-**  
**City Hall Plaza Redesign-Enlargement**



# Attachment C- City Hall Xeriscape-Enlargement



## PLAN

### LEGEND

	Dryland Native Grass Area		Shade Garden
	Irrigated Native Grass Area		Art / Sculpture Opportunities
	Irrigated Turf Area		Water Quality Area
	Ornamental Gateway		Existing Trees
	Ornamental Educational		Proposed Trees
	Linear Ornamental Plantings		
	Ornamental Grasses		



# WESTMINSTER

## Staff Report

Information Only Staff Report  
July 14, 2014



SUBJECT: 2014 Edward Byrne Memorial Justice Assistance Grant

PREPARED BY: Lee Birk, Chief of Police

### Summary Statement

This report is being provided for City Council information as a result of the 2014 Edward Byrne Memorial (EBM) Justice Assistance Grant (JAG) Program–Local Solicitation Application. A stipulation of EBM JAG application is that the grant application is available for review by the governing body. No action by City Council is required.

### Background Information

The EBM JAG Program assists state, local and tribal efforts to prevent or reduce crime and violence. It is also the primary provider of Federal criminal justice funding to State and local jurisdictions. Funding provides states and units of local government with critical funding necessary to support a range of programs areas including law enforcement, prosecution and court programs, including indigent defense, prevention and education programs, corrections and community corrections, drug treatment and enforcement, crime victim and witness initiatives, and planning, evaluations, and technology improvement.

The Bureau of Justice Statistics (BJS) calculates, for each State and territory, a minimum base allocation which, based on the statutory JAG formula, can be enhanced by the State's share of the national population and the state's share of the country's Part 1 violent crime statistics. Once the State funding is calculated, 60 percent of the allocation is awarded to the State and 40 percent to eligible units of local government. In 2014, the City of Westminster was allocated \$28,070.

The City of Westminster Police Department is requesting \$28,070 from the EBM JAG for partial funding of the North Metro Task Force's (NMTF) Operations Budget. The City of Westminster, along with Adams County, City and County of Broomfield, and the municipalities of Brighton, Commerce City, Federal Heights, Northglenn and Thornton, participate in the NMTF; a multijurisdictional drug task force that was established in 1991 through an intergovernmental mutual aid agreement. It provides a public service and promotes safety, security and general welfare of the citizens of the participating counties and municipalities. The problem of drugs and drug related crime continues to be a source of great concern for the communities served by NMTF and the State of Colorado as a whole.

Funding for NMTF is provided by participating agency contributions, Federal Asset Forfeiture funds and grants such as: the EBM JAG Programs, High Intensity Drug Trafficking Areas (HIDTA), and Organized Crime Drug Enforcement Task Force (OCDETF).

The City of Westminster's anticipated obligation to the NMTF Fiscal Year 2014/2015 is \$78,443. This is a one percent increase compared to 2013/2014. The amount requested from the Edward Byrne Memorial JAG Program for NMTF is \$28,070. The City of Westminster will be responsible for \$50,373 and these funds are budgeted in the Police Department Budget.

The 2014 EBM JAG Program funding supports City Council's Strategic Plan goals of Dynamic Diverse Economy, Excellence in City Services and Proactive Regional Collaboration.

Respectfully submitted,

J. Brent McFall  
City Manager