



Sachse, Texas

Sachse City Hall
3815-B Sachse Road
Sachse, Texas 75048

Meeting Agenda City Council Special Meeting

Monday, January 26, 2015

6:30 PM

Council Chambers

The Mayor and Sachse City Council request that all cell phones and pagers be turned off or set to vibrate. Members of the audience are requested to step outside the Council Chambers to respond to a page or to conduct a phone conversation.

The City Council of the City of Sachse will hold a Special Meeting on Monday, January 26, 2015, at 6:30 p.m. in the Council Chambers at the Sachse City Hall, 3815 Sachse Road, Building B, Sachse, Texas to consider the following items of business:

1. AGENDA ITEMS.

[15-2663](#)

Discuss and consider a resolution of the City Council of the City of Sachse, Texas approving the terms and conditions of the Agreement for Services between the City of Sachse, Texas, and Waters & Company Executive Recruitment/A Springstead Company.

Executive Summary

The City Council will consider executing an executive search contract with Waters & Company to search for a new City Manager.

Attachments: [51Sachse Resolution approving Waters Company Agreement for City Manager](#)

[15-2664](#)

Convene into executive session pursuant to the provisions of Section 551.074 the Texas Government Code "Personnel Matters":

To discuss and consider the appointment, employment and duties of an Interim City Manager.

Consider any action necessary as a result of Executive Session.

Executive Summary

Executive Session as permitted by State Law to discuss the appointment of an Interim City Manager.

2. ADJOURNMENT.

Vision Statement: Sachse is a friendly, vibrant community offering a safe and enjoyable quality of life to all who call Sachse home.

The City of Sachse reserves the right to reconvene, recess or realign the regular session or called Executive Session or order of business at any time prior to adjournment. Note: The Sachse City Council reserves the right to convene into Executive Session pursuant to the Texas Government Code, Chapter 551 regarding posted items on the regular meeting agenda.

State law prohibits the introduction or discussion of any item of business not posted at least seventy-two (72) hours prior to the meeting time. Therefore, during Citizen Input for example, the Council is prohibited by state law to deliberate or take action on any issues introduced by the public other than to take them under advisement. Posted: January 23, 2015; 5:00 p.m.
Terry Smith, City Secretary _____.

If you plan to attend this public meeting and you have a disability that requires special arrangements at the meeting, please contact Terry Smith, City Secretary, at (972) 495-1212, 48 business hours prior to the scheduled meeting date. Reasonable accommodations will be made to assist your needs.



Legislation Details (With Text)

File #:	15-2663	Version:	1	Name:	Consider Action Regarding City Manager Search Firm
Type:	Agenda Item	Status:		Status:	Agenda Ready
File created:	1/22/2015	In control:		In control:	City Council
On agenda:	1/26/2015	Final action:			
Title:	Discuss and consider a resolution of the City Council of the City of Sachse, Texas approving the terms and conditions of the Agreement for Services between the City of Sachse, Texas, and Waters & Company Executive Recruitment/A Springstead Company.				
	Executive Summary The City Council will consider executing an executive search contract with Waters & Company to search for a new City Manager.				

Sponsors:

Indexes:

Code sections:

Attachments: [51Sachse Resolution approving Waters Company Agreement for City Manager Search 69906.pdf](#)

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Title

Discuss and consider a resolution of the City Council of the City of Sachse, Texas approving the terms and conditions of the Agreement for Services between the City of Sachse, Texas, and Waters & Company Executive Recruitment/A Springstead Company.

Executive Summary

The City Council will consider executing an executive search contract with Waters & Company to search for a new City Manager.

Background

City Manager Billy George resigned from his office effective February 8, 2015. The City Council accepted Mr. George's resignation at the January 19, 2015 City Council meeting.

Given his familiarity with the city and that Mr. Rohre is conducting the search for Sachse's next Chief of Police, Mr. Rohre has agreed to conduct a search for a flat fee of \$20,500 which is an amount less than their standard consulting fees and less than the amount charged for the Police Chief search. The fee includes all services identified in the scope of services including onsite meetings. Additional services, including meetings outside the scope of work would require an additional fee.

Tasks in the attached proposal include the following.

1. Candidate Profile Development/Advertising/Marketing.
2. Identify Quality Candidates.

3. Screening of Applicants and Recommendation of Semi-Finalists.
4. Reference Checks, Background Checks, and Academic Verifications.
5. Final Process/On-Site Interviews with Finalists.

Policy Considerations

The City Manager is the Chief Executive Officer for the city.

Budgetary Considerations

Funding for the executive search services would be paid out of the City Manager Department salary budget.

Staff Recommendations

Staff recommends that the City Council discuss and consider a resolution of the City Council of the City of Sachse, Texas approving the terms and conditions of the Agreement for Services between the City of Sachse, Texas, and Waters & Company Executive Recruitment/A Springstead Company.

RESOLUTION NO. ____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SACHSE, TEXAS, APPROVING THE TERMS AND CONDITIONS OF THE AGREEMENT FOR SERVICES BETWEEN THE CITY OF SACHSE, TEXAS, AND WATERS & COMPANY EXECUTIVE RECRUITMENT/A SPRINGSTED COMPANY; AUTHORIZING ITS EXECUTION BY THE CITY MANAGER; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Council has been presented with a proposed Agreement for Services (herein the "Agreement") between the City of Sachse, Texas, and Waters & Company Executive Recruitment/A Springsted Company for professional services in the area of an executive recruitment for the position of City Manager, and being further described in Exhibit "A" attached hereto; and

WHEREAS, upon full review and consideration of the Agreement, and all matters related thereto, the City Council is of the opinion and finds that the terms and conditions thereof should be approved, and that the City Manager should be authorized to execute the Agreement on behalf of the City of Sachse, Texas;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SACHSE, TEXAS, THAT:

SECTION 1. The terms, provisions, and conditions of the Agreement for Services, a copy of which is attached hereto as Exhibit "A", be and the same are hereby approved.

SECTION 2. The City Manager is hereby authorized to execute the Agreement for Services on behalf of the City, and any amendments or other instruments related thereto.

SECTION 3. This Resolution shall take effect immediately from and after its passage, and it is, accordingly, so resolved.

DULY RESOLVED AND ADOPTED by the City Council of the City of Sachse, Texas, this 26 th day of January, 2015.

CITY OF SACHSE, TEXAS

Mike Felix, Mayor

ATTEST:

Terry Smith, City Secretary

APPROVED AS TO FORM:

A handwritten signature in cursive script that reads "Peter G. Smith".

Peter G. Smith, City Attorney

(PGS:1-22-15 :TM 69906)

Exhibit "A"

Agreement for Services

WCER AND CITY OF SACHSE, TEXAS

AGREEMENT FOR SERVICES

THIS AGREEMENT FOR SERVICES ("Agreement") is made as of the 22nd day of January, 2015 ("Effective Date"), by and between the City of Sachse, Texas, ("Client"), and Waters & Company Executive Recruitment/A Springsted Company ("WCER").

WHEREAS, the Client wishes to retain the services of WCER on the terms and conditions set forth herein, and WCER wishes to provide such services; and

NOW THEREFORE, the parties hereto agree as follows:

SCOPE OF PROFESSIONAL SERVICES

1. WCER will provide professional services in the area of an executive recruitment for the position of City Manager. This Agreement includes WCER's commitment to provide all elements of the recruitment process, services, and conditions described in our proposal dated January 12, 2015 and attached as Exhibit A.

Phase	Description of Professional Services
Phase I	<u>Task 1</u> – Candidate Profile Development/Advertising/Marketing (includes one day on site by Project Team Leader). <u>Task 2</u> – Identify Quality Candidates.
Phase II	<u>Task 3</u> – Screening of Applications and Submission of Recommended Semi-Finalists to Client. (includes one day on-site by Project Team Leader) <u>Task 4</u> – Reference Checks, Background Checks, and Academic Verifications.
Phase III	<u>Task 5</u> – Final Process/On-Site Interviews with Finalists (includes two days on site by Project Team Leader).
Conclusion	Acceptance of offer by candidate.

TERM

2. This Agreement shall be effective as of the Effective Date and shall remain in effect for the period necessary for successful completion of the project. This Agreement may be terminated upon thirty (30) days prior written notice to WCER. If the Client terminates, WCER is entitled to any portion of its fee so earned.

PAGE 1
TM 69488

ALL-INCLUSIVE PROFESSIONAL PRICE

3. The all-inclusive professional price to conduct the recruitment is \$20,500 as a not-to-exceed amount and includes the cost of professional services by the Project 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 by the Project Team Leader. 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. The Client will make payments for the project upon receipt of an invoice submitted by WCER. Payment to WCER is due upon receipt. All invoices will be forwarded to the Client for processing unless otherwise directed. For reporting purposes, WCER's tax identification number is 47-1064404.

The all-inclusive professional price will be billed in three installments: 40% of the fee will be billed at the beginning of the recruitment; 40% at the implementation of Phase III; and 20% upon acceptance of offer.

Additional work related to the recruitment process and as specifically requested by the Client which is outside the scope of this project (i.e. additional onsite visits) is additional. The fixed professional fee for this recruitment anticipates no more than three onsite visits which include four 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.

ADDITIONAL PLACEMENTS

4. If candidates from this recruitment process are selected for another position by the Client, within one year of the close of the recruitment, a fee of 50% of the above mentioned fee amount will be due to WCER.

TRIPLE GUARANTEE

5. 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.

Your executive recruitment is guaranteed for 24 months against resignation or termination. If the selected candidate leaves the organization within the first 24 months of employment, the replacement recruitment will be repeated with no additional professional fee, but only for 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. Additional services include a performance appraisal and review after 12 months of service of the appointed candidate, with no professional fee charged to you. If you elect to use this service, the only cost you would incur would be the reimbursement for any project-related expenses.

WCER will not solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

DEVOTION OF TIME

6. WCER shall devote such time to the performance of its duties under this Agreement as is necessary for the completion of all project phases.

NOTICE

7. All notices hereunder shall be in writing and deemed to have been given when delivered, transmitted by first class, registered or certified mail, postage prepaid and addressed as follows:

If to Client:

Billy George, City Manager
City of Sachse
3815 Sachse Road, Building B
Sachse, Texas 75048-3835

With a copy to:

Peter G. Smith
Nichols, Jackson, Dillard, Hager & Smith, L.L.P.
1800 Ross Tower
500 N. Akard Street
Dallas, Texas 75201

If to WCER:

Waters & Company Executive Recruitment
380 Jackson Street, Suite 300
Saint Paul, MN 55101
Attention: Managing Principal

ENTIRE AGREEMENT

8. This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or

promise relating to the subject matter of this Agreement that is not contained herein shall be valid or binding.

AMENDMENT

9. This Agreement may be amended by the mutual agreement of the parties hereto in writing and must be attached to and incorporated into this Agreement.
-

LEGAL CONSTRUCTION

10. In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provisions thereof and this Agreement shall be constructed as if such invalid, illegal, or unenforceable provision had never been contained herein.
-

GOVERNING LAW

11. The Agreement shall be governed by the laws of the State of Texas; and venue for any action concerning this Agreement shall be in the State District Court of Dallas County, Texas. The parties agree to submit to the personal and subject matter jurisdiction of said court.
-

INDEPENDENT CONTRACTOR

12. It is understood and agreed by and between the parties that WCER in satisfying the conditions of this Agreement, is acting independently, and that the Client assumes no responsibility or liabilities to any third party in connection with these actions. All services to be performed by WCER pursuant to this Agreement shall be in the capacity of an independent contractor, and not as an agent or employee of the Client. WCER shall supervise the performance of its services and shall be entitled to control the manner and means by which its services are to be performed, subject to the terms of this Agreement.
-

INSURANCE

13. (a) WCER shall during the term hereof maintain in full force and effect the following insurance:
(i) a comprehensive general liability policy of insurance for bodily injury, death and property damage insuring against all claims, demands or actions relating to the WCER's performance of

services pursuant to this Agreement with a minimum combined single limit of not less than \$1,000,000.00 per occurrence for injury to persons (including death), and for property damage; (ii) policy of automobile liability insurance covering any vehicles owned and/or operated by WCER, its officers, agents, and employees, and used in the performance of this Agreement with policy limits of not less than \$500,000.00 combined single limit and aggregate for bodily injury and property damage; and (iii) statutory Worker's Compensation Insurance at the statutory limits and Employers Liability covering all of WCER's employees involved in the provision of services under this Agreement with policy limit of not less than \$500,000.00.

- (b) All insurance shall be endorsed to provide the following provisions: (1) name the Client, its officers, and employees as additional insureds as to all applicable coverage with the exception of Workers Compensation Insurance; and (2) provide for a waiver of subrogation against the Client for injuries, including death, property damage, or any other loss to the extent the same is covered by the proceeds of insurance. WCER shall provide written notice to the Client of any material change of or to the insurance required herein.
- (c) All insurance companies providing the required insurance shall be authorized to transact business in Texas and rated at least "A" by AM Best or other equivalent rating service.
- (d) A certificate of insurance and copies of the policy endorsements evidencing the required insurance shall be submitted prior to commencement of services.
- (e) WCER shall provide Client at least thirty (30) days prior written notice of cancellation or non-renewal of the required insurance.

INDEMNIFICATION

14. CLIENT SHALL NOT BE LIABLE FOR ANY LOSS, DAMAGE, OR INJURY OF ANY KIND OR CHARACTER TO ANY PERSON OR PROPERTY ARISING FROM THE SERVICES OF THE WCG PURSUANT TO THIS AGREEMENT. WCER HEREBY WAIVES ALL CLAIMS AGAINST CLIENT, ITS OFFICERS, AGENTS AND EMPLOYEES (COLLECTIVELY REFERRED TO IN THIS SECTION AS "CLIENT") FOR DAMAGE TO ANY PROPERTY OR INJURY TO, OR DEATH OF, ANY PERSON ARISING AT ANY TIME AND FROM ANY CAUSE OTHER THAN THE NEGLIGENCE OR WILLFUL MISCONDUCT OF CLIENT OR BREACH OF CLIENT'S OBLIGATIONS HEREUNDER. WCER AGREES TO INDEMNIFY AND SAVE HARMLESS CLIENT FROM AND AGAINST ANY AND ALL LIABILITIES, DAMAGES,

CLAIMS, SUITS, COSTS (INCLUDING COURT COSTS, ATTORNEYS' FEES AND COSTS OF INVESTIGATION) AND ACTIONS OF ANY KIND BY REASON OF INJURY TO OR DEATH OF ANY PERSON OR DAMAGE TO OR LOSS OF PROPERTY TO THE EXTENT CAUSED BY THE WCER'S NEGLIGENT PERFORMANCE OF SERVICES UNDER THIS AGREEMENT OR BY REASON OF ANY NEGLIGENT ACT OR OMISSION ON THE PART OF WCER, ITS OFFICERS, DIRECTORS, SERVANTS, EMPLOYEES, REPRESENTATIVES, CONSULTANTS, LICENSEES, SUCCESSORS OR PERMITTED ASSIGNS (EXCEPT WHEN SUCH LIABILITY, CLAIMS, SUITS, COSTS, INJURIES, DEATHS OR DAMAGES ARISE FROM OR ARE ATTRIBUTED TO NEGLIGENCE OF THE CLIENT, IN WHOLE OR IN PART, IN WHICH CASE WCER SHALL INDEMNIFY CLIENT ONLY TO THE EXTENT OR PROPORTION OF NEGLIGENCE ATTRIBUTED TO WCER AS DETERMINED BY A COURT OR OTHER FORUM OF COMPETENT JURISDICTION). THE WCER'S OBLIGATIONS UNDER THIS SECTION SHALL NOT BE LIMITED TO THE LIMITS OF COVERAGE OF INSURANCE MAINTAINED OR REQUIRED TO BE MAINTAINED BY WCER UNDER THIS AGREEMENT. THIS PROVISION SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT.

COUNTERPARTS

15. This Agreement may be executed by the Parties hereto in separate counterparts, each of which when so executed and delivered shall be an original, but all such counterparts shall together constitute one and the same instrument. Each counterpart may consist of any number of copies hereof each signed by less than all, but together signed by all of the parties hereto.

EXHIBITS

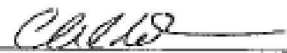
16. The exhibits attached hereto are incorporated herein and made a part hereof for all purposes.

Executed on the day and the year first written in this Agreement

CITY OF SACHSE, TEXAS

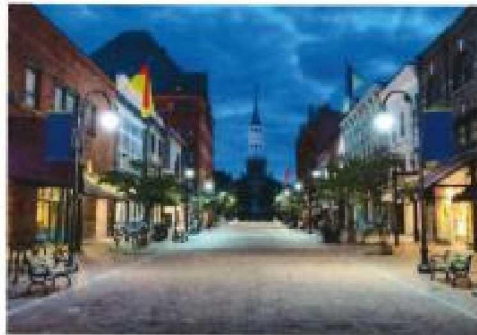
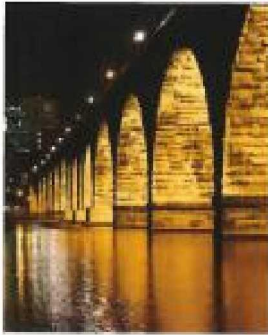
By: x _____
Billy George
City Manager

WATERS & COMPANY EXECUTIVE
RECRUITMENT/A SPRINGSTED COMPANY

By: x 
Charles A. Rohrer
Senior Vice President

ATTACHMENT A – RECRUITMENT PROPOSAL, JANUARY 22, 2015

ATTACHMENT A



Proposal

City of Sachse, Texas

Proposal to Provide Executive Recruitment Services for City Manager

January 22, 2015

Table of Contents

LETTER OF TRANSMITTAL

1. STATEMENT OF QUALIFICATIONS, HISTORY AND EXPERIENCE.....	1
3. FIRM'S OBJECTIVE AND APPROACH.....	7
4. CLIENT REFERENCES	7
5. REQUIRED INFORMATION	10
6. OUTLINE OF THE PROCESS	11
7. ESTIMATED COSTS	17
SAMPLE BROCHURE.....	APPENDIX I

LETTER OF TRANSMITTAL

January 22, 2015

Mr. Billy George
City Manager
City of Sachse, TX
Sachse, TX

Re: Request for Proposal to Provide Executive Recruitment Services for City Manager

Dear Mr. George:

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

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:

- If requested, our web-based survey can be used to determine the key attributes considered essential for the City Manager, which is completed by the organization's employees, community leaders and citizens. The results of the survey will provide the Mayor and City Council Members with important feedback for development of the profile for the ideal candidate;
- Management Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved profile for the ideal candidate; and
- Video candidate interviews that can be made available to the Mayor and City Council Members to assist in the selection process.

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 at 214-466-2436 or by email at crohre@waters-company.com. Our Team would consider it a professional privilege to provide these services to the City of Sachse.

Respectfully submitted,

Chuck Rohre, Senior Vice President
Consultant

sml

**The City of Sachse, Texas
Proposal to Provide
Executive Search for City Manager**

1. Statement of Qualifications, History and Experience

Waters & Company Executive Recruitment (WCER) recently merged with Springsted Incorporated, establishing one of the largest public sector executive search and organizational management firms in the United States. Our company combines the executive search expertise and resources of two highly respected firms, Waters & Company and Springsted Incorporated. WCER and Springsted are Women's Business Enterprise ("WBE") firms. Springsted, the parent corporation, is a certified WBE by the City of Saint Paul, Minnesota. Three employee-owners lead the firms and their 70-member staff. Our headquarters are located in Saint Paul, Minnesota, with offices strategically located throughout the United States. Specifically, our regional offices include Dallas, Texas; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

WCER has a team of seven primary search consultants available to meet your executive search needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the City of Kaufman, the leadership team and its constituencies. 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 over 1,000 executive recruitments.

The WCER project team will partner with the City Council and others as your technical advisor to ensure that the recruitment process for your next City Manager 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 have structured the WCER project team to draw upon Springsted's 50-plus years of service to municipalities and to leverage WCER's ability to expand national recruitment for this position. The breadth and knowledge of the project team includes a variety of sizes and communities served, familiarity with potential candidates from Texas and beyond and the experience and understanding needed to evaluate each candidate's "fit" with the City's established qualifications.

Physical Address

Waters & Company, *A Springsted Company*
14285 Midway Road, Suite 340
Addison, Texas 75254
Office: 972-481-1950
Fax: 972-481-1951

Respectfully submitted,

Rollic Waters, Executive Vice President
Consultant

2. Recruitment Project Team

Mr. Rollie Waters, Executive Vice President*

Direct Phone: (214) 466-2424

Email: rwaters@waters-company.com

Project Team Leader

Mr. Chuck Rohre, Senior Vice President

Direct Phone: (214) 466-2436

Email: crohre@waters-company.com

Mr. Chuck Anderson, Senior Vice President*

Direct Phone: (817) 965-3911

Email: canderson@waters-company.com

Ms. Regan Brown, Project Coordinator*

Direct Phone: (214) 466-2445

Email: rbrown@waters-company.com

Rollie Waters

Executive Vice President

Rollie O. Waters is an Executive Vice President, of 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 W&C, 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 has also 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 and strategic planning. He received his MBA at Pepperdine University and his Bachelor 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

Chuck Rohre

Senior Vice President

Chuck Rohre a Senior Vice President for Waters & Company, 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
- 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.

Charles (Chuck) Anderson
Senior Vice President

Charles (Chuck) S. Anderson is a Senior Vice President for Waters & Company, *A Springsted Company*. Prior to joining the Waters & Co., 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.

Andrea Sims

Regan Brown

Project Coordinator

Regan Brown is the Project Coordinator at Waters & Company Executive Recruitment, a Springsted Company. She is responsible for supporting the lead consultants throughout the entire scope of the recruiting process, as well as providing administrative support to the Executive Vice President, Rollic Waters.

In this role, Regan coordinates communications with candidates, the handling of resumes and the distribution of candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistic issues. She assists the consultants in scheduling the semifinalist interviews, submitting profiles for background checks and education verifications and notifying the finalists. Her responsibilities extend to editing presentations and proposals, advertisement placements and general office administration.

Professional Accomplishments and Education

Previously, Regan worked in Residential Real Estate and as the Operations Manager for a publically held subprime financial services company. Coordinating between board members, executive staff and operations employees, she implemented executive initiatives at all levels of the company. Regan also served as ISO 9001 Management Representative for Halo Financial Services, LLC.; her attention to detail and her passion for efficiency allowed for a perfect audit record three years in a row. Her service leadership attitude ensures an exceptional customer service experience.

3. Firm's Objective and Approach

The Project Team's objectives during this recruitment process will be to put the Mayor and City Council of the City of Sachse in a position to select a highly experienced and talented individual to serve as the next Sachse City Manager. Our objective is that this selection be made from a talented, experienced and diverse pool of applicants. We, as a recruitment firm, fully accept and embrace the fact that our job is to identify and thoroughly review quality candidates and not supplant the rightful role of the Mayor and City Council and the hiring authority.

4. Client References

References

City of Fort Worth, Texas

Former Mayor Moncrief
mike@moncriefinvestments.com
817-338-1225

Project: Selection of City Manager and Assistant City Manager

City of Irving, Texas

Dr. Ike Obi, *Human Resources Director*
iobi@cityofirving.org
972-721-2665

Project: Selection of Assistant City Manager, and Department Directors

New Braunfels, Texas

Ms. Julie O'Connell, *Former Human Resources Director*
Now *Human Resources Director*
City of Huntsville
joconnell@huntsvilletx.gov
936-291-5436

Project: Selection of City Manager and Department Directors

City of Charlotte, North Carolina

Ms. Cheryl Brown, *Director of Human Resources*
clbrown@ci.charlotte.nc.us
704-336-5703

Project: Selection of City Manager

Town of Marana, Arizona

Ms. Suzanne Machain, *Human Resources Director*
smachain@marana.com
520-382-1920

Project: Deputy Town Manager and Police Chief

City of Westminster, Colorado

Ms. Debbie Mitchell, *Administrative Services Director*
dmitchell@cityofwestminster.us
303-658-2155

Project: Selection of City Manager

City of Commerce City, Colorado

Mr. Jerry Flanner, *former City Manager, now Executive Director*
Highlands Ranch Community Association
jflannery@hreaonline.org
303-471-8958

Project: City Manager and Police Chief

City of Denton, Texas

Mr. George Campbell, *City Manager*
george.campbell@cityofdenton.com
940-349-8307 or

Carla Romine-Hagmark, *Human Resources Director*
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:

List of All Firm Executive Searches 2009 – Present					
Year	Client	State	Executive Search	Entity Type	Population
2009	Arlington County	VA	County Manager	County	221,045
2009	City of Bristol	VA	City Manager	City	17,367
2009	City of Bullhead	AZ	City Manager	City	39,363
2009	City of Grand Rapids	MI	City Manager	City	192,294
2009	City of Pflugerville	TX	City Manager	City	53,752
2009	City of The Colony	TX	City Manager	City	39,458
2009	City of Troy	MI	City Manager	City	82,821
2009	City of Winchester	VA	City Manager	City	26,587
2009	Dodge County	MN	County Administrator	County	20,087
2009	Loudoun County	VA	County Administrator	County	349,679
2010	BlueSky Charter School	MN	Interim Director	School	
2010	City of Charlottesville	VA	City Manager	City	43,956
2010	City of Granbury	TX	City Manager	City	8,779
2010	City of Kingsville	TX	City Manager	City	26,312
2010	City of Maricopa	AZ	City Manager	City	46,508
2010	City of Marshfield	WI	City Administrator	City	18,800
2010	City of McKinney	TX	City Manager	City	148,559
2010	City of Sanford	FL	City Manager	City	58,002
2010	City of Vestavia Hills	AL	City Manager	City	34,018
2010	City of Warren	MN	City Administrator	City	1,583
2010	City of Watauga	TX	City Manager	City	24,187
2010	City of Watertown	MN	City Administrator	City	4,239
2010	Fluvanna County	VA	County Administrator	County	20,047
2010	James City County	VA	County Administrator	County	46,102
2010	Jefferson County Commission	AL	County Manager	Commission	
2010	Lanierburg County	VA	County Administrator	County	13,146
2010	Prince George County	VA	County Administrator	County	33,047
2010	Russell County	VA	County Administrator	County	30,308
2010	Shenandoah County	VA	County Administrator	County	42,583
2010	Town of Marana	AZ	Assistant Town Manager	Town	38,290
2010	Village of Winnetka	IL	Village Manager	Village	12,187
2011	City of Altus	OK	City Administrator	City	19,591
2011	City of Ashland	OR	Assistant City Administrator	City	20,713
2011	City of Dunedin	FL	City Clerk	City	35,690
2011	City of Fredericksburg	TX	City Manager	City	10,629
2011	City of Mesa	AZ	Deputy City Manager	City	457,567
2011	City of Sachse	TX	City Manager	City	22,026
2011	City of Salisbury	NC	City Manager	City	26,462
2011	City of Socorro	TX	City Manager	City	32,517
2011	City of St. Anthony	MN	City Administrator	City	8,392
2011	City of Virginia Beach	VA	Deputy City Manager	City	448,479
2011	Madison County	VA	County Administrator	County	12,520
2011	Pierce County	WI	Administrative Coordinator	County	36,804
2011	Steele County	MN	County Administrator	County	36,576
2011	Town of Carrboro	NC	Town Manager	Town	20,433
2011	Town of Christiansburg	VA	Town Manager	Town	21,041

List of All Firm Executive Searches 2009 – Present

Year	Client	State	Executive Search	Entity Type	Population
2011	Town of Dumfries	VA	Town Manager	Town	4,937
2011	Village of Osceola, Polk County	WI	Village Administrator	Village	2,421
2011	Washington County	MN	County Administrator	County	238,136
2012	Becker County	MN	County Administrator	County	32,504
2012	Bedford County	VA	County Administrator	County	67,154
2012	Beltrami County	MN	County Administrator	County	44,442
2012	Botetourt County	VA	County Administrator	County	30,495
2012	City of Albertville	MN	City Administrator	City	7,044
2012	City of Brainerd	MN	City Administrator	City	13,517
2012	City of Charlotte	NC	City Manager	City	752,862
2012	City of Eau Claire	WI	City Manager	City	61,704
2012	City of Fairview	TX	Town Manager	City	8,148
2012	City of Martinsville	VA	City Manager	City	15,416
2012	City of Rockville	MD	City Manager	City	47,388
2012	City of Scandia	MN	City Administrator	City	3,936
2012	City of Sun Prairie	WI	City Administrator	City	29,364
2012	City of Thief River Falls	MN	City Administrator	City	8,661
2012	City of Winchester	VA	City Manager	City	26,587
2012	City of Windsor Heights	IA	City Administrator	City	4,660
2012	Guilford County	NC	County Manager	County	493,279
2012	Hennepin County	MN	County Administrator	County	1,070,709
2012	Kittson County	MN	County Administrator	County	4,552
2012	Nobles County	MN	County Administrator	County	21,397
2012	Polk County	MN	County Administrator	County	31,416
2012	Powhatan County	VA	County Administrator	County	27,964
2012	Quad Cities Community Television	MN	Executive Director	Commission	94,497
2012	Rockbridge County	VA	County Administrator	County	20,808
2012	Sibley County	MN	County Administrator	County	15,169
2012	Swift County	MN	County Administrator	County	9,594
2012	Town of Exmore	VA	Town Manager	Town	1,458
2012	Town of Morehead City	NC	City Manager	City	7,691
2012	Town of Ocean City	MD	City Manager	Town	7,102
2013	Bath County	VA	County Administrator	County	4,652
2013	Brunswick County	NC	County Manager	County	112,267
2013	City of Alexandria	MN	City Administrator	City	11,549
2013	City of Bayport	MN	City Administrator	City	3,496
2013	City of Belle Plaine	MN	City Administrator	City	6,804
2013	City of Burnsville	MN	City Manager	City	60,828
2013	City of Clinton	NC	City Manager	City	6,676
2013	City of East Grand Forks	MN	City Administrator	City	8,546
2013	City of International Falls	MN	City Administrator	City	6,367
2013	City of Irving	TX	City Manager	City	228,663
2013	City of Justin	TX	City Manager	City	3,333
2013	City of Litchfield	MN	City Administrator	City	6,671
2013	City of Montgomery	MN	City Administrator	City	2,933
2013	City of Moose Lake	MN	City Administrator	City	2,753
2013	City of Muskegon	MI	City Manager	City	37,213
2013	City of Newport News	VA	City Manager	City	179,611

List of All Firm Executive Searches 2009 – Present

Year	Client	State	Executive Search	Entity Type	Population
2013	City of Norwood Young America	MN	City Administrator	City	3,583
2013	City of Raleigh	NC	City Manager	City	423,179
2013	City of Roseville	MN	City Manager	City	34,995
2013	City of Sherburne	MN	City Administrator	City	1,128
2013	City of Watertown	MN	City Administrator	City	4,239
2013	City of West Saint Paul	MN	City Manager	City	19,706
2013	Cook County	MN	County Administrator	County	5,176
2013	Escambia County	FL	County Manager	County	305,617
2013	Jefferson County	WI	County Administrator	County	83,943
2013	Orange County	VA	County Administrator	County	34,246
2013	Shenandoah County	VA	County Administrator	County	42,583
2013	Village of Bellevue	WI	Village Administrator	Village	14,570
2013	Washington County	VA	County Administrator	County	54,827
2013	Yellow Medicine County	MN	County Administrator	County	10,158
2013	York County	SC	County Manager	County	239,363
2014	Atkin County	MN	County Administrator	County	15,927
2014	City of Belle Plaine	MN	City Administrator	City	6,804
2014	City of Eustis	FL	City Manager	City	19,214
2014	City of Irving	TX	City Manager	City	228,653
2014	City of Lexington	VA	City Manager	City	6,998
2014	City of Midlothian	TX	City Manager	City	19,891
2014	City of Novi	MI	City Manager	City	57,960
2014	City of Springfield	MN	City Manager	City	2,114
2014	City of Westminster	CO	City Manager	City	110,945
2014	Minnehaha Creek Watershed District	MN	District Administrator	Authority	
2014	Orange County	NC	County Manager	County	137,941
2014	Town of Boone	NC	Town Manager	Town	17,774
2014	Town of Cape Charles	VA	Town Manager	Town	990
2014	Township of Lower Merion	PA	Township Manager	Township	59,650

5. Required Information

The Project Team Leader will come on site to meet with the Mayor and City Council and others, as requested, to discuss the required background, experiences and management and leadership characteristics for the City Manager position. We will also request organizational charts, budgetary information, operational reports and other documentation describing the current issues and responsibilities of the position. We meet individually (or collectively depending upon your preference) with the City to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the City Manager. We also obtain input from department leaders to increase our understanding of the City of Kaufman's strengths and needs.

6. Outline of the Process

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 and leadership, management and personal characteristics 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 City 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 the Mayor and City Council and others, as requested, to discuss the required background, experiences and management and leadership characteristics for the City Manager position. We will also request organizational charts, budgetary information, operational reports and other documentation describing the current issues and responsibilities of the position. We meet individually (or collectively depending upon your preference) with the Mayor and City Council to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the City Manager. We also obtain input from department leaders to increase our understanding of the City's strengths and needs. [See example of a recruitment brochure in Appendix I.]

Information obtained from these meetings, coupled with our review of the job description and other City documents, is used to prepare a position profile. The completed profile and job announcement will be approved by the Mayor and City Council before recruitment begins. The position profile will be central to our recruitment strategy and outreach to candidates.

The Project Team will also work with the City of Kaufman to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented 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's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to further promote the position.

Project Milestone	Deliverables	Proposed Date
Position profile and recruitment brochure development	• Onsite interview with the City. • WCER will receive information regarding the City's budgets, organizational charts, images, logos, etc. • Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter, Timeline).	February 2-3
Approve brochure, commence advertising and distribute marketing letter.	• Brochure sent to the City for final approval. • Commence advertising and distribution of recruitment brochure.	February 10

Task II: Execution of Recruitment Strategy and Identification of Quality Candidates

Utilizing the information developed in Task I, WCER will identify and reach out to 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.

Our recruitment outreach emphasizes personal contacts with prospective candidates. We also contact ICMA-credentialed managers and managers who demonstrate an ongoing commitment to professional leadership development. Finally, we draw upon our knowledge of qualified local government managers from our database and from the professional network of our team.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive interactive applicant database for the City Manager position. 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 City such as geographic location, particular experience, expertise and credentials. We encourage candidates 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 the Project Team will work with the Mayor and City Council and others as designated to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute. Each candidate submitting a resume is sent a timely acknowledgement by our Team, including 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.

Project Milestone	Deliverables	Proposed Date
Execution of recruitment strategy and candidate outreach	• Online data collection and profile development. • Development of the interactive searchable applicant database for recruitment of the City Manager. • WCER performs direct outreach to prospective candidates identified in the recruitment strategy. • Utilizing the extensive applicant database to identify applications and review applicant pool for competencies/demographics.	February 11- March 16

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 candidates will include the requisite experience and skills needed to successfully perform the position's duties. In Task III the Project Team, under the direction of the Project Team Leader, will screen the candidates against the criteria within the candidate profile and develop a list of semi-finalists for recommendation to the Mayor and City Council Members.

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 review and to select finalists.

Another unique aspect of our recruitment process is our use of online 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 an online link for the Mayor, City Council Members and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of your City.

Throughout the process, you will have access to our Master Applicant List (MAL); a list of all prospective candidates who applied for the position, which will provide pertinent data about each applicant.

Project Milestone	Deliverables	Proposed Date
Applicant screening and recommendation of semi-finalists	• WCER compares applications to the approved candidate profile developed in our searchable applicant database. • WCER develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile. • Top 10-15 candidates identified as semi-finalists. • 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 City review and rate video interviews. • WCER sends links to City to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. • Project Team Leader meets with Mayor and City Council to review recommended semi-finalists. Mayor and City Council select finalists.	March 17 - 26

Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

When the City approves of a group of finalists for on-site interviews, WCER will begin the process of conducting reference checks, background checks and academic verifications. Contact is then made with direct and indirect references to verify the 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 work 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.

Project Milestone	Deliverables	Proposed Date
Finalists complete supplemental work products	• Finalists complete narrative of their two most significant achievements and critical problem analysis.	March 31
Design final process with City for on-site interviews with finalists	• WCER confirms interviews with candidates. • Travel logistics are scheduled for the candidates.	April 2-3
Background checks, reference checks and academic verification	• WCER completes background checks, reference checks and academic verifications for finalists.	April 2

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 (Gap Analysis), 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).

The 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 negotiation of an employment agreement, if applicable.

Project Milestone	Deliverables	Proposed Date
Finalist books prepared and delivered to City	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 probing questions.	April 3
On-site interviews with finalists	- Interviews are scheduled. - Project Team Leader attends client interviews and is available to facilitate discussions of candidates.	Week of April 6
Offer made / accepted	- If requested, WCER participates in candidate employment agreement negotiations. - WCER notifies candidates of decision. - WCER confirms final process close out with the City of Kaufman.	Week of April 13

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. We 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. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of Kaufman's City Manager position. Because of our performance record in presenting a diverse applicant pool, 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.

Springsted Inc., our parent company, is a certified WBE.

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 SACHSE, TEXAS EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of February 2, 2015. Actual target dates will be developed in consultation with and approved by the City of Kaufman.		
Project Milestone	Deliverables	Proposed Date
Profile Development, Advertising, and Candidate Outreach	- WCER completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline. - WCER sends draft recruitment brochure to the City. - The City returns draft recruitment brochure (with edits) to WCER. - WCER commences executive recruitment advertising and marketing. - Online data collection and profile development.	February 2 – March 16
Applicant screening and assessment and recommendation of Semi-Finalists	- 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. - WCER completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also candidates' recorded interviews are presented. - Semi-finalist completes candidate management style assessment and responses are reviewed and interview questions are developed. - WCER meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews.	March 17-26
Comprehensive background check and reference checks completed for finalists	WCER completes reference checks/background checks/ academic verification on finalists.	April 2
On-site Interviews with finalists	- WCER sends documentation for finalists to the City. - The City conducts on-site interviews with finalists.	Week of April 6
Employment Offer made / accepted	The City extends employment offer to selected candidate.	Week of April 13

7 Estimated Costs

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Project Team Leader, 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 three installments: 40% of the fee will be billed at the beginning of the recruitment; 40% at the implementation of Phase MAYOR; and 20% upon acceptance of offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this search.

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 Waters & Company, *A Springsted Company*.

All questions regarding the professional fees and project-related expenses should be directed to Chuck Rohre, Senior Vice President at crohre@waters-company.com or via phone at 214-466-2436.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
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 Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
	TOTAL ALL-INCLUSIVE PROFESSIONAL FEE	\$20,500*

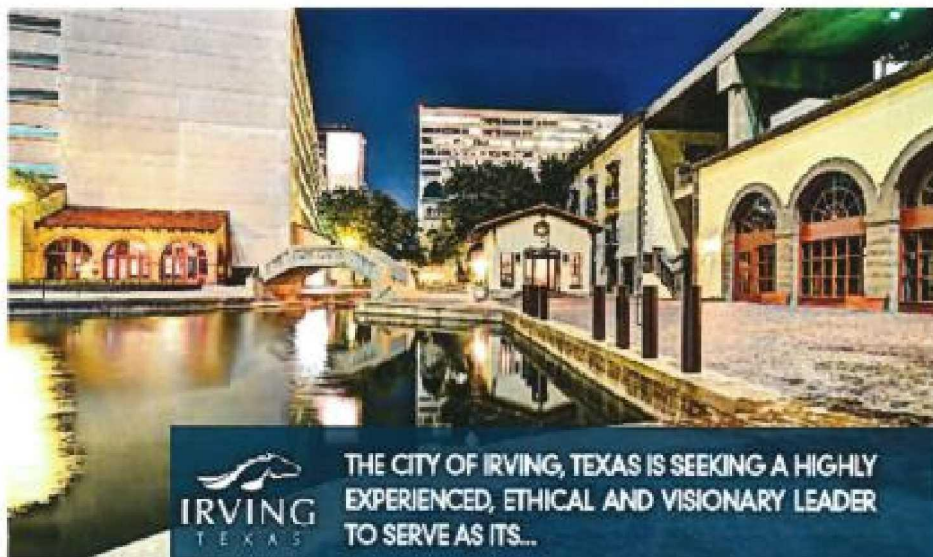
*Given our current contract for Police Chief, this is a discounted fee from our standard fee of \$24,500

OPTIONAL SERVICES FOR CONSIDERATION	FEES
Additional work related to the search process and as specifically requested by the City 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 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 or resignation. The replacement recruitment will be repeated with no additional professional fee, but only for 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. (3) WCER will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

APPENDIX I
Sample Brochure



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

CITY MANAGER

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 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 \$0.5798 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 is 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

Irving, Texas, strategically situated between Dallas and Fort Worth, is home to more than 230,700 residents. Its thriving economy, anchored by 60 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 Metropolis. 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 60 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.



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, DelVal 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

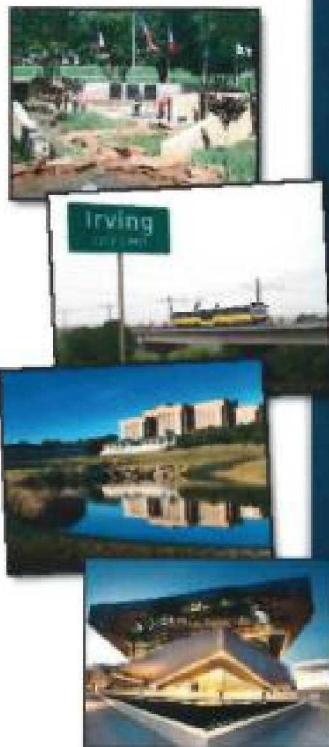
The following listing of issues and challenges a representative of the issues the City Manager will encounter in the first six to eighteen months on the job and is not intended to be all-inclusive in nature.

1. **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 direction 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.
2. **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 71 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.
3. **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.
4. **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.

- c. **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.

- e. **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 ensure 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.

COMPENSATION

The salary range for the 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



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



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



**THE WATERS
CONSULTING
GROUP, INC.**

*Compensation Consulting
Executive Recruitment
HR General HR Solutions*

3000 Quorum Pk. Floor 400 P.O. Box 915016
 Dallas, TX 75294 Tel: 466-2436 Fax: 466-2924

watersconsulting.com

Helping
PUBLIC & PRIVATE
SECTOR CLIENTS
 manage their HR needs





Legislation Details (With Text)

File #:	15-2664	Version:	2	Name:	2015 Interim City Manager Appointment Executive Session.
Type:	Agenda Item	Status:			Agenda Ready
File created:	1/22/2015	In control:			City Council
On agenda:	1/26/2015	Final action:			
Title:	Convene into executive session pursuant to the provisions of Section 551.074 the Texas Government Code "Personnel Matters": To discuss and consider the appointment, employment and duties of an Interim City Manager. Consider any action necessary as a result of Executive Session. Executive Summary Executive Session as permitted by State Law to discuss the appointment of an Interim City Manager.				

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
------	------	-----------	--------	--------

Title

Convene into executive session pursuant to the provisions of Section 551.074 the Texas Government Code "Personnel Matters":

To discuss and consider the appointment, employment and duties of an Interim City Manager.

Consider any action necessary as a result of Executive Session.

Executive Summary

Executive Session as permitted by State Law to discuss the appointment of an Interim City Manager.

Background

City Manager Billy George submitted his resignation on January 9, 2015. His resignation was accepted by the City Council at the January 19, 2014 City Council meeting.

Policy Considerations

N/A.

Budgetary Considerations

Not available at this time.

Staff Recommendations

Council conduct executive session and consider any action as appropriate.