



# City of Glendale

5850 West Glendale Avenue  
Glendale, AZ 85301

## City Council Workshop Agenda

*Mayor Jerry Weiers*  
*Vice Mayor Ian Hugh*  
*Councilmember Jamie Aldama*  
*Councilmember Samuel Chavira*  
*Councilmember Ray Malnar*  
*Councilmember Lauren Tolmachoff*  
*Councilmember Bart Turner*

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Tuesday, February 16, 2016

1:30 PM

Council Chambers

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### Regular Workshop

One or more members of the City Council may be unable to attend the Workshop or Executive Session Meeting in person and may participate telephonically, pursuant to A.R.S. § 38-431(4).

#### CALL TO ORDER

#### WORKSHOP SESSION

- 1.**     [16-039](#)           GENERAL PLAN AMENDMENT GPA16-01 - ENVISION GLENDALE 2040  
Staff Contact and Presenter: Jon M. Froke, AICP, Planning Director  
Guest Presenter: Celeste Werner, AICP, Vice President, Matrix Design Group  
Guest Presenter: Rick Rust, AICP, Vice President, Matrix Design Group

**Attachments:**     [POWERPOINT - REGULAR WORKSHOP - GENERAL PLAN AMENDMENT - F](#)
- 2.**     [16-027](#)           CENTERLINE DEVELOPMENT TOOLS  
Staff Contact and Presenter: Jon M. Froke, AICP, Planning Director  
Staff Contact and Presenter: Jean Moreno, Economic Development Officer

**Attachments:**     [POWERPOINT - REGULAR WORKSHOP - CENTERLINE DEVELOPMENT TC](#)
- 3.**     [16-053](#)           CITY CLERK EXECUTIVE SEARCH  
Staff Contact: Jim Brown, Director, Human Resources and Risk Management

**Attachments:**     [CPS HR Consulting Proposal](#)  
                          [The Mercer Group, Inc. Proposal](#)  
                          [Waters & Company Proposal](#)  
                          [POWERPOINT - REGULAR WORKSHOP - CITY CLERK RECRUITMENT](#)

#### CITY MANAGER'S REPORT

**This report allows the City Manager to update the City Council. The City Council may only acknowledge the contents to this report and is prohibited by state law from discussing or acting on any of the items presented by the City Manager since they are not itemized on the Council Workshop Agenda.**

#### **CITY ATTORNEY'S REPORT**

**This report allows the City Attorney to update the City Council. The City Council may only acknowledge the contents to this report and is prohibited by state law from discussing or acting on any of the items presented by the City Attorney since they are not itemized on the Council Workshop Agenda.**

#### **COUNCIL ITEMS OF SPECIAL INTEREST**

**Councilmembers may indicate topic(s) they would like to have discussed by the Council at a future Workshop and the reason for their interest. The Council does not discuss the new topics at the Workshop where they are introduced.**

#### **MOTION TO GO INTO EXECUTIVE SESSION**

##### **1. CALL TO ENTER INTO EXECUTIVE SESSION**

##### **EXECUTIVE SESSION**

##### **1. LEGAL MATTERS**

A. The City Council will meet with the City Attorney for legal advice, discussion and consultation regarding the city's position in pending or contemplated litigation, including settlement discussions conducted in order to avoid or resolve litigation. (A.R.S. § 38-431.03(A)(3)(4))

B. Council will meet to discuss and consider records exempt by law from public inspection and are specifically required to be maintained as confidential by state or federal law. (A.R.S. § 38-431.03(A)(4))

**Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:**

- (i) discussion or consideration of personnel matters (A.R.S. § 38-431.03(A)(1));**
- (ii) discussion or consideration of records exempt by law from public inspection (A.R.S. § 38-431.03(A)(2));**
- (iii) discussion or consultation for legal advice with the city's attorneys (A.R.S. § 38-431.03(A)(3));**
- (iv) discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation (A.R.S. § 38-431.03(A)(4));**
- (v) discussion or consultation with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. § 38-431.03(A)(5)); or**
- (vi) discussing or consulting with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. § 38-431.03(A)(7)).**

**Confidentiality**

Arizona statute precludes any person receiving executive session information from disclosing that information except as allowed by law. A.R.S. § 38-431.03(F). Each violation of this statute is subject to a civil penalty not to exceed \$500, plus court costs and attorneys' fees. This penalty is assessed against the person who violates this statute or who knowingly aids, agrees to aid or attempts to aid another person in violating this article. The city is precluded from expending any public monies to employ or retain legal counsel to provide legal services or representation to the public body or any of its officers in any legal action commenced for violation of the statute unless the City Council takes a legal action at a properly noticed open meeting to approve of such expenditure prior to incurring any such obligation or indebtedness. A.R.S. § 38-431.07(A)(B).



## Legislation Description

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**File #: 16-039, Version: 1**

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### **GENERAL PLAN AMENDMENT GPA16-01 - ENVISION GLENDALE 2040**

Staff Contact and Presenter: Jon M. Froke, AICP, Planning Director

Guest Presenter: Celeste Werner, AICP, Vice President, Matrix Design Group

Guest Presenter: Rick Rust, AICP, Vice President, Matrix Design Group

### **Purpose and Policy Guidance**

Since 2014, Planning staff has been working with Matrix Design Group and the General Plan Steering Committee on the city wide update of the General Plan. The city's General Plan is required by state law to be periodically updated and the Planning Division began this process approximately two years ago.

As part of the General Plan Update, the effort has been assisted by Matrix Design Group and the Steering Committee which is made up of citizens, interested parties and stakeholders in the community.

### **Background**

The General Plan is required by state law and serves as the official policy statement of the city to guide the public and private development of the community through new development and redevelopment initiatives. Elements of the General Plan, those required by state law as well as elements specific to Glendale make up the plan, along with goals, objectives, and policies for each element.

City of Glendale last updated its General Plan in 2001-02. This General Plan, "Glendale 2025 The Next Step", was adopted by the City Council on May 28, 2002 and ratified by Glendale voters with 86% approval on the November 5, 2002 General Election. Council adoption and voter ratification is required for the 2016 update as well.

Preliminary work on the General Plan Update began in 2013 and will continue through the rest of this year. At the beginning of this process staff developed the framework and a working title for the 10 year update to be known as "Envision Glendale 2040". So far the Steering Committee has played an important role in the formation and development of this planning endeavor and their work will continue for another seven months.

Staff intends to update the text and mapping of the current plan to reflect current conditions such as the development of the Sports and Entertainment District along the Loop 101 and construction of the Loop 303 and Northern Parkway. In addition, new elements and sections required by State Statutes which were not required at the time of earlier General Plans such as the 1980, 1989 and 2002 General Plan will be included. Glendale 2040 will recognize the Loop 101 Scenic Corridor which was recommended for approval at the February 4, 2016 Planning Commission meeting.

Since this is considered a major general plan amendment two (2) public hearings are required before the



Planning Commission and one of the hearings must be held at an off-site location. Additionally state law requires general plan updates be considered by the voting public.

**Conclusion**

This is an opportunity for Staff to provide an update to Council in advance of future workshops and public hearings.

# Envision Glendale 2040 General Plan Update

Glendale City Council Workshop  
February 16, 2016



# General Plan

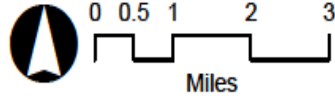
- The City's current General Plan, Glendale 2025, was adopted by the City Council and approved by voters in 2002
- The General Plan:
  - Is required by state law
  - Serves as the official policy statement of the city to guide the public and private development of the community
  - Guides new development and redevelopment initiatives
  - Must be updated approximately every 10 years
  - Many Valley cities have recently completed their General Plan updates or are in the process of doing so


# GLENDALE

## THE NEXT STEP 2025

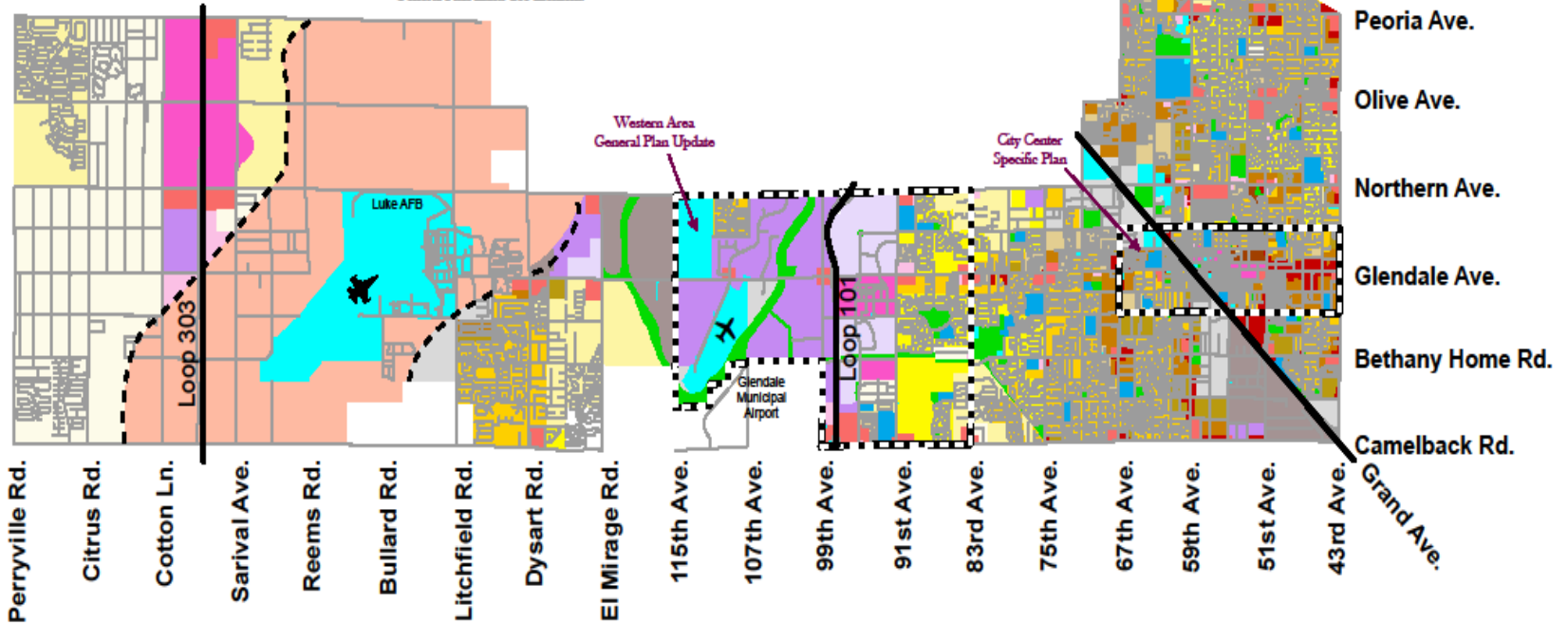
# GENERAL PLAN LAND USE MAP

### LAND USE DESIGNATIONS

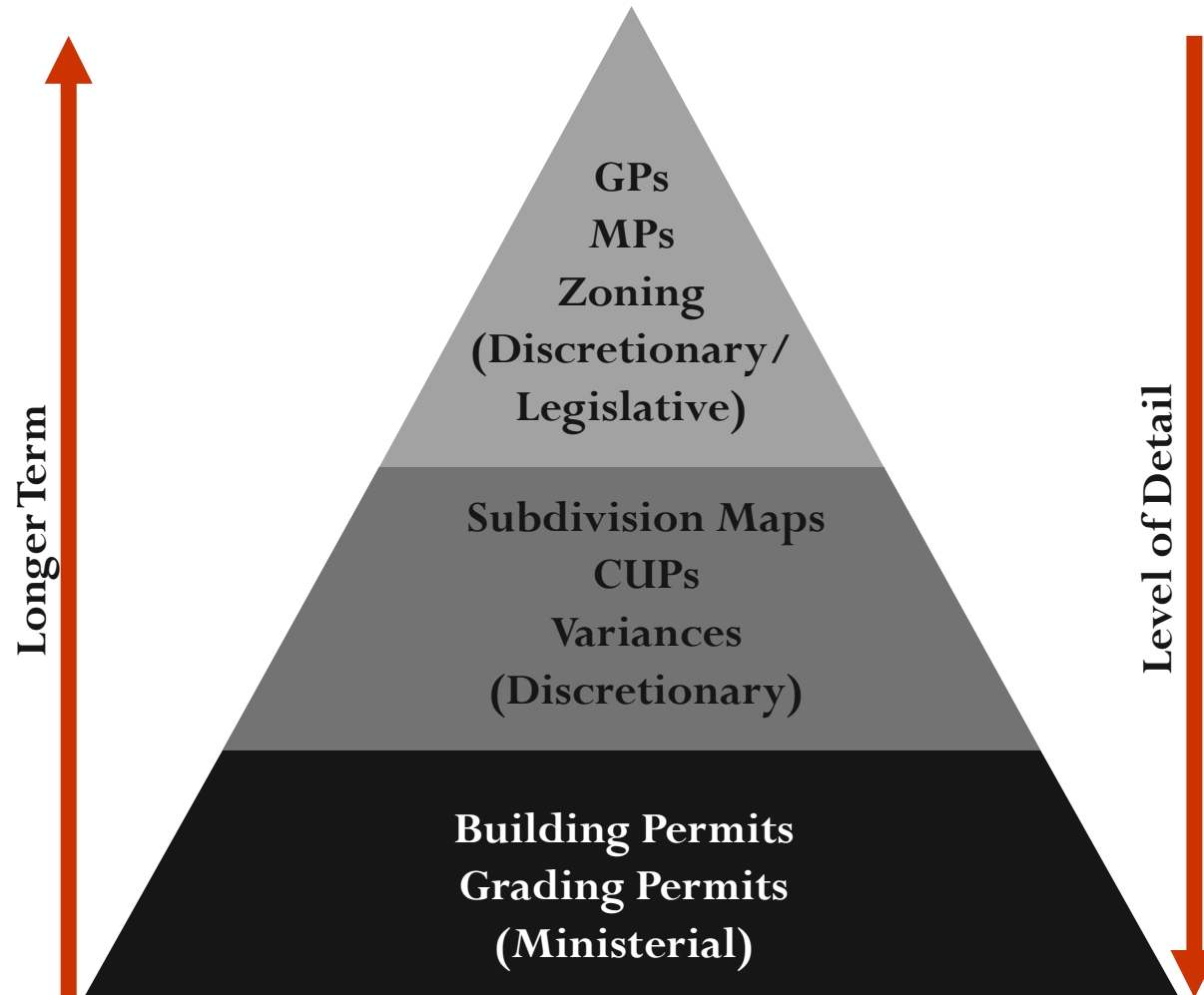


 Municipal Planning Area Boundary  
 Luke ARB 65 LDN

Note: Descriptions of each land use designation are found in the General Plan Land Use Element.



# Planning Hierarchy

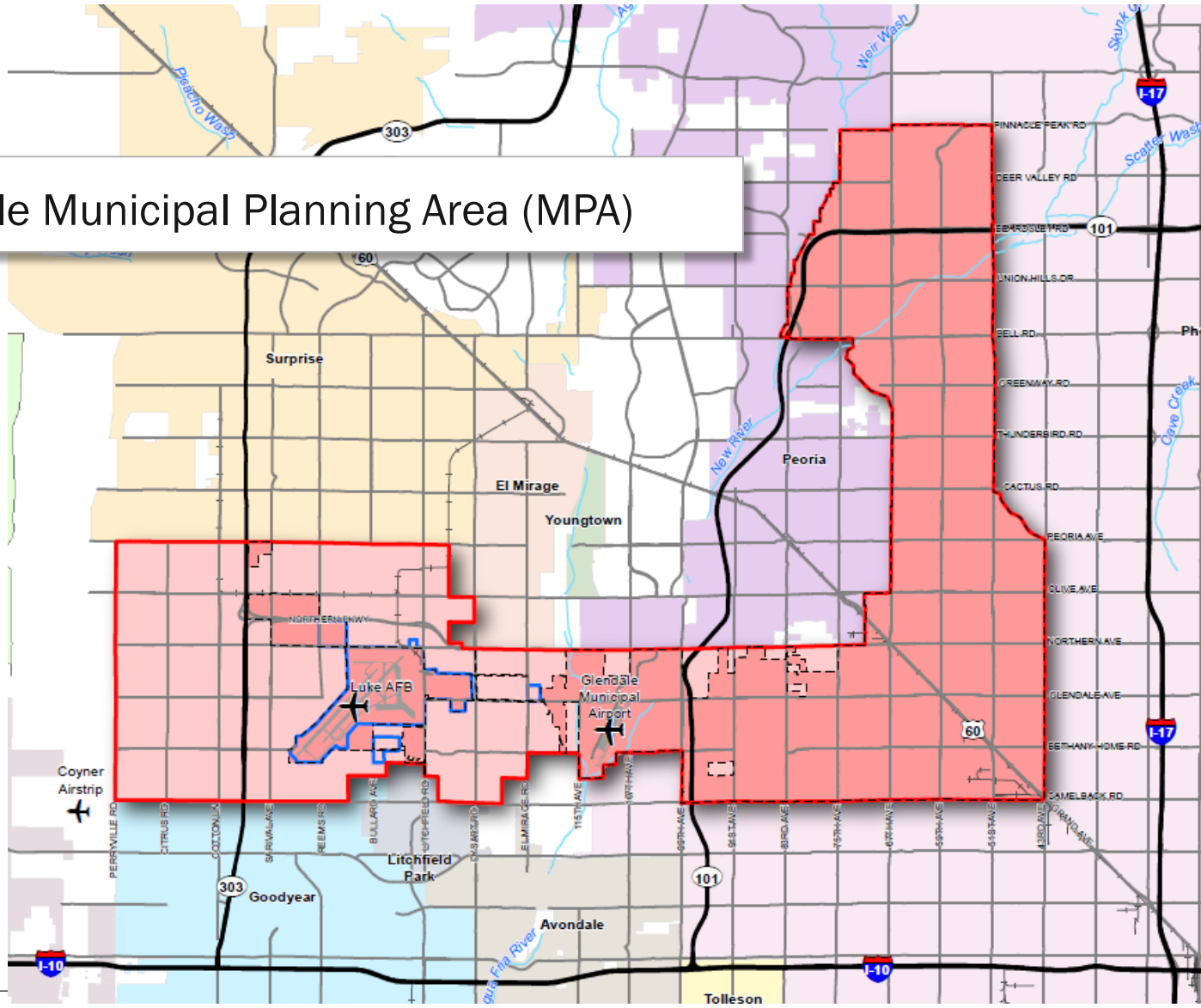


# General Plan Update

- Staff is updating the current General Plan
  - The update will reflect current conditions such as the development of employment and transportation corridors of Loop 101, Loop 303 and Northern Parkway
  - Will recognize existing plans and the Sports & Entertainment District
  - Furthers Glendale's partnership with Luke Air Force Base
- Work on the update began in 2013 with assistance from the Council appointed General Plan Steering Committee and the City's consultant Matrix Design Group
- Planning Commission & City Council approval
- Voter approval is also required
- Primary Election is planned for August 30, 2016

# Where Does The General Plan Apply?

Glendale Municipal Planning Area (MPA)



# How long will this process take?

## Spring / Summer 2014

- Compilation of data
- Background research
- City Council kickoff meeting

## Fall 2014 / Spring 2015

- **Existing conditions (Map Atlas)**
- **Issues / opportunities**
- Fact sheet 1
- First public workshop

## Spring 2015 / Spring 2016

- **Alternatives development**
- **City Council district meetings**
- Fact sheet
- Second public workshop
- Public draft
- Public review period
- Planning Commission & City Council Public hearings

## Summer 2016

- Finalized General Plan
- Primary Election Vote August 2016

Public Outreach, Meetings and Workshops





# Steering Committee

- As part of the development of Envision Glendale 2040 the General Plan Steering Committee was formed
- The Steering Committee so far has assisted staff and built capacity for support of this planning endeavor
- Since 2014 the Steering Committee has met 11 times
- Their input has been invaluable to this endeavor

# Next Steps

- This year the Steering Committee will continue to work closely with staff and the planning consultant
- The remaining schedule is as follows:
  - Planning Commission (remote location): Saturday, April 23<sup>rd</sup>
  - Planning Commission (public hearing): Monday, April 25<sup>th</sup>
  - City Council (voting meeting): Tuesday, April 26<sup>th</sup>
  - Primary Election: Tuesday, August 30<sup>th</sup>

# Envision Glendale 2040 General Plan Update

Glendale City Council Workshop  
February 16, 2016





## Legislation Description

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**File #:** 16-027, **Version:** 1

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### **CENTERLINE DEVELOPMENT TOOLS**

Staff Contact and Presenter: Jon M. Froke, AICP, Planning Director

Staff Contact and Presenter: Jean Moreno, Economic Development Officer

### **Purpose and Policy Guidance**

This is a request for City Council to review and provide guidance regarding their interest in developing formal policies to implement additional attraction, development, and redevelopment tools for properties located within the Glendale Redevelopment Area (Orangewood Avenue to Maryland Avenue, 43<sup>rd</sup> Avenue to 67<sup>th</sup> Avenue). Staff is specifically seeking direction on the following program options that address business and event attraction as well as place-making activities:

- Infill Incentive District and Infill Incentive Plan
- Centerline Event Fee Waiver Program
- Parklet Program

### **Background**

In 1989, the City Council adopted a General Plan and a Downtown Urban Design and Revitalization Plan that called for specific development of the Glendale Avenue corridor in the city's downtown. Subsequently, the City Council participated in a process to fill in the framework that had been established by these two plans with the intent of identifying the types of businesses that should be present between 51<sup>st</sup> and 62<sup>nd</sup> avenues. The process included several visioning sessions and significant public participation which ultimately led to the development of The Magnetic Mile Vision Document (1991). In 2002, the City Council adopted both the Glendale City Center Master Plan, which identified future land use designations and developed a market approach to defining projects, and the city's Redevelopment Area (pursuant to A.R.S. 36-1473).

In 2007, the City Council reinvigorated the mission to create a vibrant city center which ultimately culminated in the development of the Centerline project. Over the course of roughly two years, the City Council and staff participated in a variety of community activities to include discovery research tours, Business Breakfast engagement, Congress of Neighborhoods, Vision Fair, ASU Community Workshop, Traveling Information Booth, Property Owners breakfast, and Business Owners breakfast to gather key stakeholder and community input regarding the continued development of the Glendale Avenue corridor. The result of these efforts was the development of key objectives for Centerline which included broadening the view of downtown, creating a brand for the Glendale Avenue corridor, establishing economic partnerships, developing a new core identity for the area, and advancing an ongoing redevelopment strategy and support tools.

Over the course of the next two years, staff worked to develop a comprehensive zoning tool that provided an alternative set of development standards that would facilitate private development. This activity culminated

in the Council adoption of the Glendale Centerline Overlay District (GCOD) in 2011. GCOD created four distinct Character Areas that are defined by specific criteria which apply to permitted land use, development standards, performance standards, and parking. Property owner participation in GCOD is elective and is not required. The adoption of GCOD was a great first step towards establishing the type of flexibility needed to facilitate private business investment, job creation, and the development of shopping and recreational opportunities in the Centerline redevelopment area.

Currently, the only other tool in the city's toolkit to aid in attracting desired development and encouraging redevelopment is the city's Commercial Visual Improvement Program (VIP). The City of Glendale has had the VIP in place since 1994 for the purpose of improving the aesthetic appearance of commercial/industrial properties in an effort to avoid or mitigate blight. The program is intended to encourage business retention, adaptive reuse, and private capital investment. The program, which is currently funded through the Community Development Block Grant program, allows for the reimbursement of up to 50% of eligible, preapproved exterior improvement costs for qualifying commercial properties located in the City's Centerline/Redevelopment Area.

GCOD and VIP are both great tools to have in the city's toolkit. Since inception, a total of 14 properties have opted into GCOD to take advantage of the benefits of this tool. During that same time period (FY2010-11 through FY2014-15) almost \$200,000 in VIP funding has been awarded to business/property owners in Centerline which resulted in exterior improvements valued at over \$400,000. Although both programs have demonstrated results, the implementation of additional tools is necessary to provide as many opportunities as possible to encourage, attract, and execute projects that will achieve Council's vision for the Centerline area which includes quality development, an aesthetically attractive community, and a vibrant center of activity.

### **Analysis**

In an effort to both address Council's goals for Centerline and to proactively address components of the city's General Plan development, staff is seeking direction from City Council on whether there is interest in continued research and implementation for the following programs:

#### **Infill Incentive District and Infill Incentive Plan**

##### *What is it?*

Arizona Revised Statute 9-499.10 Infill Incentive Districts allows a city to designate an infill incentive district in an area in the city if it meets at least three (3) of the following requirements:

1. There is a large number of vacant older or dilapidated buildings or structures.
2. There is a large number of vacant or underused parcels of property, obsolete or inappropriate lot or parcel sizes or environmentally contaminated sites.
3. There is a large number of buildings or other places where nuisances exist or occur.
4. There is an absence of development and investment activity compared to other areas in the city or town.
5. There is a high occurrence of crime.
6. There is a continuing decline in population.

If established, the city shall then adopt an Infill Incentive Plan to encourage redevelopment in the district and the plan may include any of the following as incentives for such:

1. Expedited zoning or rezoning procedures.
2. Expedited processing of plans and proposals.
3. Waivers of municipal fees for development activities as long as the waivers are not funded by other development fees.
4. Relief from development standards.

*What key priorities would this address?*

The development and implementation of an Infill Incentive District would address the following Council key priorities: Creates transparency through the development of a statutory tool and incentive options for the Centerline Area; encourages economic development and adds a tool to the city's development toolkit; and specifically addresses Council's desire to establish policies necessary to continually improve business and citizen attraction to the downtown core and Centerline.

*How does it work?*

Some of the cities that have adopted an Infill Incentive District and Plan include Apache Junction, Avondale, Chandler, Florence, Scottsdale, Sierra Vista, and Tucson. Other communities have adopted incentive programs for their downtowns outside of the statutory opportunity as well. Each of the communities have created plans that are unique to their circumstance with some cities incorporating specific design standards or developing very specific requirements on the types of projects that will be considered, while others require Council approval of a Development Agreement for each project. Each city varies greatly in terms of how they offer the benefits of the district including how fee waivers are addressed. Glendale can develop a flexible Infill Incentive Plan that meets the needs of our community utilizing any combination of the incentive items addressed in the statute. It should be noted that the reference to fee waivers would apply only to Community Development Fees listed in the fee schedule and would not apply to Development Impact Fees (DIF).

*Budget and Financial Impacts:*

The adoption of an Infill Incentive District and Infill Incentive Plan could potentially create the following impacts:

1. The city already provides the opportunity for expedited zoning and plan review/permitting on projects as a normal course of business which has proven to be highly beneficial in securing many projects. The decrease in staffing levels over the years combined with the increase in the number of projects has the potential to impact the city's ability to provide expedited services. Should expedited services be a part of the Infill Incentive Plan, staffing levels in departments responsible for plan review/processing will need to be examined on an annual basis to ensure that the service can continue to be provided as part of the plan.
2. Providing fee waivers of Community Development Fees for Centerline projects may mean that some departments may not fully recover costs in their fee structure. The law specifies that fee waivers can be provided as long as the waivers are not funded by other development fees. In an effort to gauge what the potential impact could be, staff examined project/permit fees collected for Centerline

projects as compared to city-wide collections. The table below demonstrates that for the past five years, Community Development Fee collections in Centerline have only been 2-4% of collections citywide. It is important to note that the purpose of a program that incorporates fee waivers would be to attract additional projects, therefore the goal would be that this number shows incremental growth. Should development proceed to the point where an incentive program is no longer required to attract development, or there is a need to ensure complete cost recovery for departments, the Infill Incentive Plan could be modified or abolished according to Council direction.

	Centerline as <u>Centerline Total</u>	<u>Citywide Total</u>	<u>% of Citywide</u>
FY2011	\$56,098	\$1,590,217	4%
FY2012	\$58,544	\$2,749,422	2%
FY2013	\$75,986	\$2,732,705	3%
FY2014	\$116,939	\$3,359,750	3%
FY2015	\$84,529	\$5,285,838	2%

*Staff Recommendation:*

Preliminary research indicates that the City would be able to meet the statutory requirements to create an Infill Incentive District and Infill Incentive Plan. The use of an Infill Incentive District and Infill Incentive Plan would provide an additional economic development tool to generate interest from the open market and encourage adaptive reuse of underutilized or vacant properties. This would be one tool that could be added to our toolkit easily without a funding allocation. In order to stay true to the “time is money” philosophy and to create a speed to market advantage over our competitors, staff recommends that any Infill Incentive Plan adopted by Council be crafted in such a way that it gives Council confidence that it can be effectively administered by the City Manager or designee.

*Next Steps:*

Should Council opt to move forward with the development of an Infill Incentive District and Infill Incentive Plan, staff will continue best practices research and convene internal stakeholders to address components to be included in the plan. The proposed plan would be presented to Council at a workshop session for feedback and would then proceed to voting meeting for adoption.

Centerline Event Fee Waiver Program

*What is it?*

This would be an independent city initiative that would provide the City Manager or designee with authorization to waive or rebate Community Development fees for events taking place on public or private property in the Centerline area upon a finding that the fee waiver or rebate is in the best interests of the City.

*What key priorities would this address?*

The development and implementation of a Centerline Event Fee Waiver Program would address the following Council key priorities: Transparency in how the city addresses fee waivers associated with events and activities that are not sponsored by the city; and, it specifically addresses Council’s desire to establish policies necessary to continually improve business and citizen attraction to the downtown core and Centerline.

*How does it work?*

Currently any event producer may apply to the city to hold a Special Event on a Public Facility (city land, parks, streets, sidewalks, parking lots, and rights of way) in accordance with City Code Chapter 29.2 Special Events; or, on private property in accordance with the city's Minor and Major Event process. In the case of this program, the application processes and procedures would still apply; but, a fee waiver for application, plan review, and permit fees would create an incentive for Centerline business or property owners to plan and execute events independent from the city. Examples of events include Farmer's Markets or other Seasonal Sales and festivals. All events would still be subject to city zoning and safety regulations. In order to qualify for the fee waiver, the event would have to be sponsored or produced by a Centerline business or property owner and offer free admission for the public. In the case of street closures, the event producer would have to comply with existing policies regarding barricade permits.

Article I. Sec. 2-3.c of the Glendale City Code currently allows for the waiver or rebate by the Council of any Community Development fees as an economic development incentive upon a finding that the waiver or rebate is in the best interests of the City of Glendale. The ordinance further authorizes the City Manager to administratively approve waivers or rebates up to fifty thousand dollars (\$50,000.00). Because this section is exclusive to economic development incentives the best practice would be to specifically address a Centerline Event Fee Waiver Program as its own sub-section within that Article.

*Budget and Financial Impacts:*

The adoption of a Centerline Event Fee Waiver program would have minimal impact on staffing as the processes related to events on public or private property are standard operating procedure. The processing of a fee waiver request would likely generate only a few hours of staff time to process per event. There have been relatively few privately produced events in Centerline and so comprehensive data on past fee collections is not available; however, staff recently estimated Community Development fees for a project of this nature that involved a street closure over multiple dates and the average fee per event date was \$450-550.

*Staff Recommendation:*

The use of a fee waiver policy for events in Centerline (aside from the temporary fee waiver already approved by Council for activity in Murphy Park), would provide additional opportunities for the community to plan, organize, and execute events that are privately funded and promoted whether on Public Facilities or private property. Specifically, this policy would be encouraging to business and property owners interested in taking a leadership role in creating attraction opportunities in Centerline.

*Next Steps:*

Should Council opt to move forward with the creation of a Centerline Event Fee Waiver program, staff will work with the City Attorney's office to draft the ordinance amendment for Council consideration at a future voting meeting.

Parklet Program

*What is it?*

A "parklet" is the conversion of on-street parking that creates an extension of gathering space into the street. Parklets create a unique opportunity for community driven place-making under the provision of regulatory



requirements that enables the city to maintain the health, welfare, and safety of the general public.

*What key priorities would this address?*

Research of a Parklet Program would address Council's key priority to establish policies necessary to continually improve business and citizen attraction to the downtown core and Centerline.

*How does it work?*

A variety of communities around the nation have implemented Parklet and "Streatery" programs. Some examples include San Francisco, Seattle, Sacramento, Charlotte, and locally here in Phoenix. Parklets provide an additional opportunity to create open space on city streets and create opportunities for pedestrians, shoppers, and business patrons to gather, socialize, and relax. Generally, a Parklet program allows business or property owners the opportunity to engage in unique place-making near their business at their cost. In most cases, Parklets are only appropriate on streets that have a posted speed limit less than 25 miles per hour and would encourage pedestrian activity.

*Staff Recommendation:*

The development of a Parklet Program would require a significant amount of staff research and community outreach, but the creation of a pilot program, a Parklet design competition, allowing temporary use of Parklets in certain areas, or allowing Parklets on a case-by-case basis could create a unique community and business engagement opportunity for the Centerline area with specific emphasis on the downtown core if the business or property owners are interested in this opportunity. It is worth noting that there are significant public safety concerns that would have to be studied and addressed given the nature of eliminating a barrier between vehicular traffic and the sidewalk. Additionally, impacts to available public parking would also need to be considered.

*Next Steps:*

Should Council request additional study on this concept, analysis would occur in multiple phases with each Phase being brought back to a workshop for Council consideration. A Phase I analysis would likely include business outreach to determine the level of community interest, comprehensive research and analysis of other successful programs, and an examination of all impacts (safety, parking, program administration, etc.), and a detailed analysis of budget and financial impacts. A Phase II analysis would likely include defining the area in which the program would be implemented, the duration/nature of the program (i.e. temporary, permanent, one-time), design guidelines (access, construction, etc.), and other internal process that would need to be administered (application, permitting, contract execution/management, fee schedule, insurance requirements, maintenance monitoring/enforcement etc.)

**Community Benefit/Public Involvement**

All three of the proposed Centerline development tools have the potential to create new opportunities for capital investment, development, and additional attractions for Centerline. Creating an attractive and vibrant downtown is not only important to the residents, business owners, and property owners within the Centerline area; but, the revitalization of downtown is a benefit to the entire community because it is the hallmark of Glendale's origins and is a key indicator of the overall health of the community.

# Centerline Development Tools

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Glendale City Council Workshop

February 16, 2016



# Presentation Outline

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- Centerline Overview
- Existing Tools
- Proposed Tools
  - Infill Incentive District
  - Centerline Event Fee Waiver Program
  - Parklet Program



# Centerline Overview

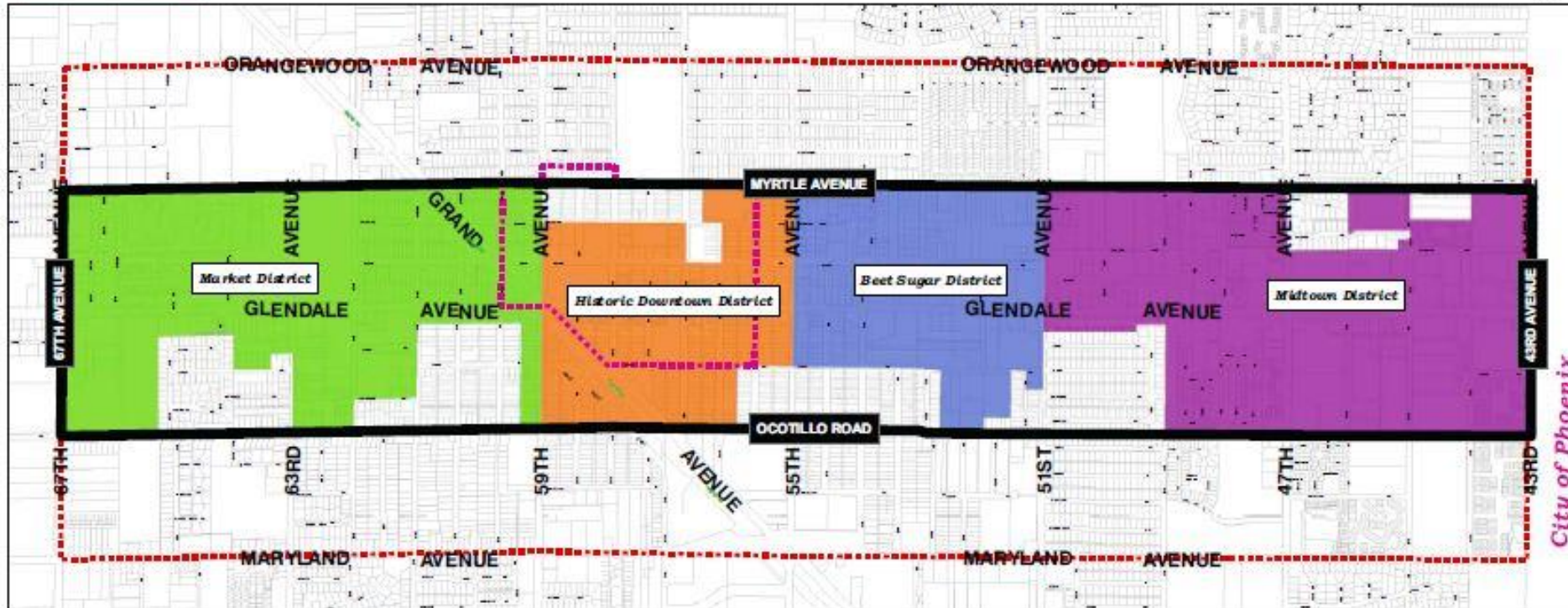
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- Continuation of 1990's revitalization efforts
- 2007-08 City Council Goal – Vibrant City Center
- Centerline Key Objectives:
  - Broaden view of downtown
  - Create a “brand” for Glendale Avenue corridor
  - Establish economic partnerships
  - Develop new core identity for the area
  - Advance an ongoing redevelopment strategy & supportive tools



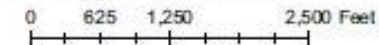


# Glendale Centerline Overlay District Character Areas



### Legend

-  Glendale City Center Master Plan
-  Downtown Dining District
-  Centerline Boundary
- Overlay Districts**
-  Market District
-  Historic Downtown District
-  Beet Sugar District
-  Midtown District



Prepared By City of Glendale Planning Department: May, 2011



# Existing Tools

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- Glendale Centerline Overlay District (GCOD)
  - Alternative development standards
  - Provides flexibility & expediency
  - Supports development and redevelopment
  - 14 properties (FY2011-15)
- Commercial Visual Improvement Program (VIP)
  - Grant program (50% match)
  - Exterior improvements
  - Community Development Block Grant funding
  - \$200,000 (FY2011-15)



# Infill Incentive District

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# Qualifying Criteria

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- Authorized by A.R.S. 9-499.10
- Must meet at least 3 of 6 requirements
  - Large number of vacant, older, or dilapidated buildings or structures
  - Large number of vacant or underused parcels of property, obsolete or inappropriate lot or parcel sizes, or environmentally contaminated sites.
  - Large number of buildings or other places where nuisances exist or occur.
  - Absence of development and investment activity compared to other areas in the city or town.
  - High occurrence of crime.
  - Continuing decline in population.





# Incentive Options

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- Requires development of Infill Incentive Plan
- Allowable incentives:
  - Expedited zoning/rezoning
  - Expedited processing of plans and proposals
  - Waiver of municipal fees for development activities
  - Relief from development standards.



# Plan Specifications

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- Determined by the city
- Alignment with General Plan or Specific Area Plans
- Infill Incentive Plan components:
  - Purpose
  - District boundaries
  - Goals and objectives
  - Incentives offered
  - Qualifying projects
  - Ineligible projects



# Analysis

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## Benefits:

- Establishes incentive policy
- Creates attraction tool
- Plan can target specific development types
- No budget allocation

## Considerations:

- Cannot increase fees to pay for the program
- Departments may not fully recover cost of providing plan review/permitting services



# Next Steps

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- Develop proposed Infill Incentive Plan
- Review proposed plan with Council
- Adopt Infill Incentive District

Staff recommends moving forward with the development of a draft Infill Incentive Plan and the subsequent adoption of an Infill Development District and is requesting Council direction.



# Centerline Event Fee Waiver Program

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# Overview

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- Encourage community ownership in Centerline/downtown events
- Allows community to define events that will be beneficial
- Enable implementation of smaller-scale events
- Potential to increase the number of events
- Potential to increase visibility and pedestrian activity
- Eliminates city fees as a barrier to entry



# Proposal

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- Only eligible for events in Centerline
- Must be sponsored by business or property owner
- Must be free to the public
- No use of Glendale marks or logos
- Must align with the Council's objective to improve business and citizen attraction to the downtown core and Centerline
- Community Development Fee Waiver:
  - Application
  - Plan review
  - Permits



# Analysis

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## Benefits:

- Addresses community need
- Makes small-scale/small-budget events feasible
- Addresses Council priority to attract citizens to the downtown core and Centerline
- No budget allocation

## Considerations:

- No control over event quality (this is regardless of whether fees are waived)
- Street closure requests must be carefully evaluated and monitored





# Next Steps

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- Establish administrative program criteria, guidelines, and process
- Adopt amendment to Article I. Sec. 2-3 of the Glendale City Code

Staff recommends moving forward with the implementation of the Centerline Event Fee Waiver Program and is requesting Council direction.



# Parklet Program

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# Overview

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- Conversion of on-street parking
- Extension of gathering space
- Community driven place-making
- Transition to pedestrian environment
- Means to support local businesses
- Opportunity for public space/art
- Variety of uses & styles



## Permanent Public Art Space

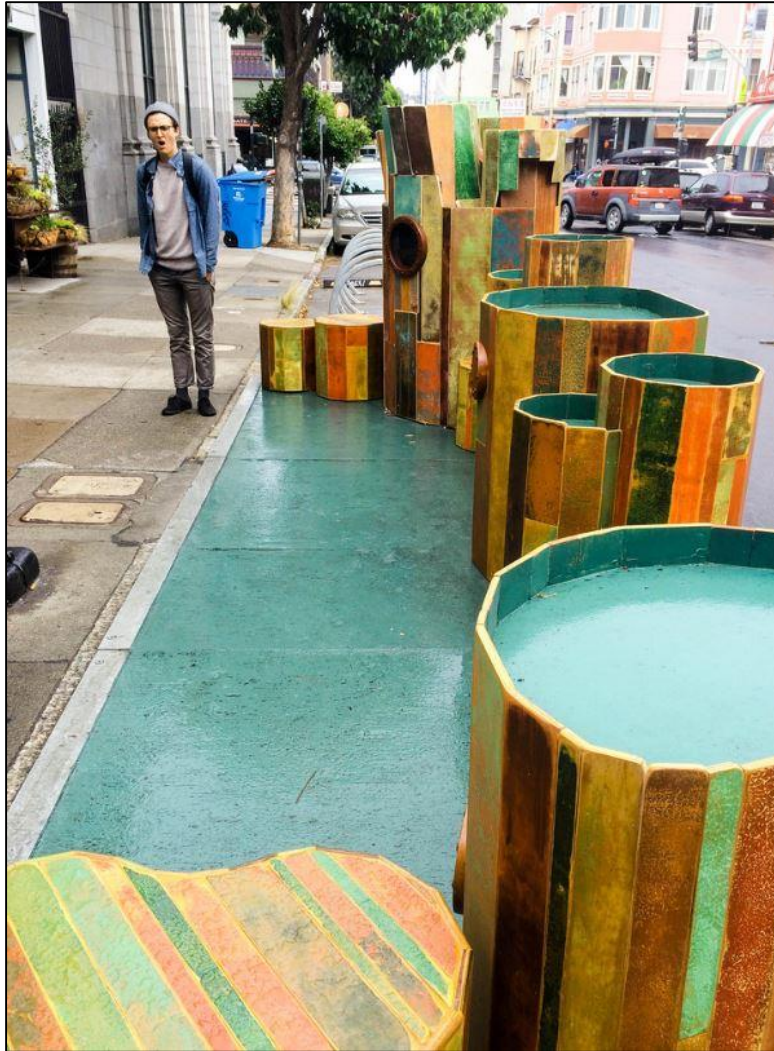


Photo credit: City & County of San Francisco, CA

## Permanent Café Seating





# Portable Seating Space



Photo credit: City & County of San Francisco, CA



# Analysis

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## Benefits:

- Model programs exist
- Creates extension of space for businesses
- Develops unique character
- Encourages transition to pedestrian environment

## Considerations:

- Undetermined community interest
- Will require intensive regulation
  - Construction/design
  - License agreements
  - Insurance
  - Risk mitigation



# Next Steps

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- Business outreach/interest
- Comprehensive analysis:
  - Best practice programs
  - Impacts
  - Resources needed
  - Budget implications

Staff is requesting feedback to determine if Council has interest in exploring a Parklet program.





## Legislation Description

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**File #:** 16-053, **Version:** 1

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### **CITY CLERK EXECUTIVE SEARCH**

Staff Contact: Jim Brown, Director, Human Resources and Risk Management

### **Purpose and Policy Guidance**

This is a request for City Council to review information and provide guidance to city staff regarding the executive search process for the City Clerk position.

### **Background**

The current City Clerk has notified City Council of her intent to retire from the City of Glendale on July 6, 2016. The Glendale City Charter provides for the appointment of the City Clerk. The Charter states:

Art. IV. Administrative Departments, Offices, and Employees, Sec. 2. City clerk

The council shall appoint an officer of the city, who shall have the title of city clerk, and who shall give notice of all council meetings, keep the journal of the council's proceedings, authenticate by his signature and record in full in books kept for the purposes all ordinances and resolutions, and shall perform such other duties as shall be required by this charter or by ordinance. He will serve at the pleasure of the council.

### **Analysis**

The Council may choose to have the search process conducted by an outside executive search firm. The Human Resources Department has received estimates from three executive search firms with the appropriate experience in local government appointed official recruitments. The three search firms are as follows in no particular order:

### **CPS HR Executive Search - Mr. Frank Rojas**

CPS HR has 30 years of experience in providing executive searches for organizations. They have successfully completed searches for executive positions in Chandler, AZ, Coconino County, AZ, Dallas, TX, Gilbert, AZ, and many others. Frank Rojas will be the project manager assigned to the Glendale search. Mr. Rojas has significant experience placing corporate leaders, executive, professional, and technical staff including individual contributors for government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation and private industry. CPS HR is located in Sacramento, California and has previously conducted searches for the City of Glendale.

The cost to utilize CPS HR is \$17,000 for a partial recruitment (profile development and advertising) and



\$23,500 for a full recruitment (profile development, advertising, and selection process). CPS has estimated a time frame to complete the full process at 16 weeks.

#### **The Mercer Group - Mr. Jim Mercer**

Jim Mercer has over 25 years of experience as a recruiter, has conducted over 2,000 searches for executives in the public and private sectors, and has worked with Glendale in the past on the recruitment of an Assistant City Manager. Jim has also worked with other cities such as Goodyear, Arizona and Fountain Hills, Arizona for their City Manager recruitment and is well known in this industry. Mr. Mercer works out of Santa Fe, New Mexico.

The cost to utilize the Mercer Group for this process is \$24,500. Mercer has estimated a time frame to complete the full process at 17 weeks.

#### **Waters & Company - Mr. Art Davis**

Waters & Company (W&C) recently merged with Springsted Incorporated, establishing one of the largest public sector executive recruitment and organizational management firms in the United States. Their principal corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Milwaukee, Wisconsin; Cleveland, Ohio; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

The Recruitment Project Team Leader for this project is Art Davis. He was the owner of a small executive recruitment consulting firm for 10 years when he was hired by Waters & Company on September 2, 2015. Mr. Davis is currently working on five executive recruitments at various stages of completion.

The cost to utilize Waters and Company for this process is \$24,500. Waters has estimated the time frame to complete the full process at 10 weeks.

Details on the pricing and process used by these firms are attached to the Council Report.

The Council may also choose to have the Human Resources Department conduct the City Clerk search process. The cost for would be approximately \$2,000 for advertising, brochures, postage, and other administrative items. Staff time would be approximately 50 hours.

#### **Previous Related Council Action**

In the January 19, 2016 Council workshop, Councilmember Turner requested that the Human Resources Department provide information to Council as to whether the executive search process may be facilitated by the Human Resources staff or through an external executive search firm.

#### **Budget and Financial Impacts**

The costs of an internal or external recruitment for a City Clerk are not a budgeted item and will be funded from a yet-to-be-determined General Fund account. Depending on Council direction, the cost for the City

Clerk executive search will be up to \$24,500.

PROPOSAL

# City of Glendale

## Executive Recruitment for City Clerk

February 1, 2016

SUBMITTED BY:

VICKI QUINTERO BRASHEAR

*Director of Products and Services*

CPS HR Consulting  
241 Lathrop Way  
Sacramento, CA 95815  
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vbrashear@cps hr.us  
Tax ID: 68-0067209

[www.cps hr.us](http://www.cps hr.us)



Your Path to Performance

February 1, 2016

Raymond Tapia, HR Analyst  
City of Glendale  
5850 W. Glendale Avenue  
Glendale, AZ 85303

**Submitted via email to: [RTapia@glendaleaz.com](mailto:RTapia@glendaleaz.com)**

Dear Mr. Tapia:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Glendale (City) with the recruitment of a new City Clerk. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand the City is interested in selecting an executive search firm to provide recruitment services for a new City Clerk. CPS HR is prepared to work with the City to provide full executive search services for this position, from recruitment kickoff to appointment. Should the City opt for a partial recruitment, the end of Phase II will result in a summarized report of the recruitment process and a list of recommended candidates for further consideration by the City. Cost implications for both a full and a partial recruitment are included in the Professional Fees, Expenses, and Guarantee section of this proposal.

We possess a number of important strengths to assist the City in accomplishing the goals for this recruitment, including:

- **Broad recruitment experience for public sector executive and managerial positions.** CPS HR has recruited executives and managers for a variety of positions with cities, counties, special districts, and nonprofit entities. We have extensive experience in the recruitment of all types of local government, executive and professional staff, including council/board appointed executives, department directors, and key professional and management positions. We will apply this expertise to your recruitment project.
- **A proven track record with more than 1,700 recruitments for 600+ clients.** We understand and appreciate the intricacies of managing the executive recruitment for an organization and bring that expertise and knowledge to the recruitment process. For this recruiting engagement, we will custom-tailor a program to fit your needs to provide a strong, competitive pool of candidates.
- **In-depth understanding** of all state and local government operations, programs, and services. This understanding has been gained through consulting engagements with local government agencies throughout the United States.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, please contact **Frank Rojas at [frojas@cpsr.us](mailto:frojas@cpsr.us) or (916) 471-3111.**

Sincerely,



Vicki Quintero Brashear  
Director of Products and Services

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# Methodology

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## Key Stakeholder Involvement

The City Manager must be intimately involved in the search for a new City Clerk. For this reason, our approach assumes his direct participation in key phases of the search process. Additionally, at the discretion of the City Manager, other key stakeholders and representatives from three work shifts will be invited to participate in three round-table meetings to provide input for the development of the candidate profile.

## City's Needs

A critical first step in a successful executive search is for the City Manager to define the professional and personal qualities required of the City Clerk. To be certain this occurs, we have developed a very effective process that will permit the City Manager to clarify the preferred future direction for City; the specific challenges City is likely to face in achieving this future direction; the working style and organizational climate the City Manager wishes to establish with the City Clerk; and ultimately, the professional and personal qualities that will be required of the City Clerk.

## Aggressive, Proactive, and Robust Recruitment

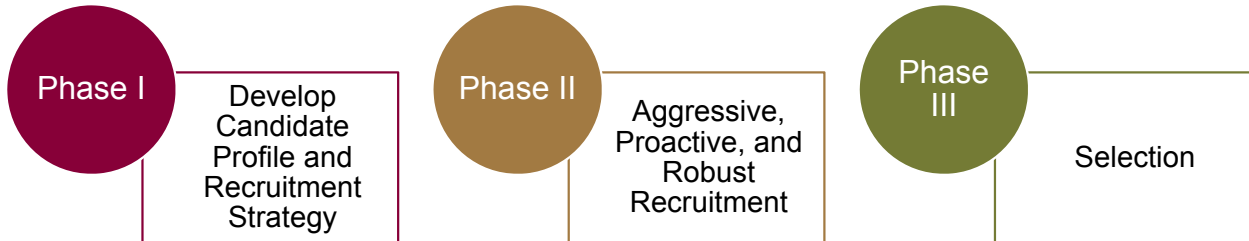
We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

## Selection

The selection of the best available candidate requires the use of tools specifically designed to evaluate each candidate against the personal and professional qualities identified by the City Manager. For this reason, we tailor our selection techniques to the City's specific requirements. In addition, we also assume responsibility for administering the selection process for the City.

## Three-Phase Project Approach for Success

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new City Clerk who is uniquely suited to the City's needs.



**Phase I:** As desired by the City, our consultant will meet with the City Manager and other City stakeholders to ascertain the City's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the City.

**Phase II:** The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

**Phase III:** The selection process is customized for the City. CPS HR will work with the City Manager to determine the process best suited to the City of Glendale.



# Project Tasks

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## *Phase I - Develop Candidate Profile and Recruitment Strategy*

### **Task 1 - Review and Finalize Executive Search Process and Schedule**

The first step in this engagement is a thorough review of the following with the City Manager:

- City's needs, culture, and goals.
- Executive search process.
- Schedule.

This will ensure that the City's needs are met in the most complete manner possible.

### **Task 2 - Additional Key Stakeholder Meetings**

As desired by the City, CPS HR is prepared to meet with any additional key stakeholders including members of three workshifts to obtain input in developing the ideal candidate profile and to assist CPS HR in understanding key issues and challenges that will face a new City Clerk. The specific nature of the involvement process would be developed in consultation with the City. The results of the above activities will be summarized by CPS HR and provided to the City as an additional source of information for developing the candidate profile and selection criteria.



### **Task 3 - Development of Candidate Profile and Recruitment Strategy**

This task will be accomplished during a workshop session involving the City Manager and CPS HR. It will result in the identification of the personal and professional attributes required for the position and will include the following activities:

- The City Manager will identify key priorities for the new City Clerk.
- CPS HR will assist the City Manager in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- The City Manager will describe the type of working relationship he wishes to establish with the City Clerk.
- CPS HR will assist the City in generating lists of specific competencies, experiences, and personal attributes needed by the new City Clerk in light of the analyses conducted above.
- CPS HR will present several recruitment and selection strategies for the City's consideration. The City will choose the recruitment and selection process most likely to produce the intended results.

#### Task 4 – Develop Recruitment Brochure

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review prior to printing. Please refer to **Appendix A** for a sample brochure. Additional examples are available on our website at [www.cpshr.us/search](http://www.cpshr.us/search).

#### Task 5 – Place Advertisements

Advertisements (which will include a direct link to your brochure) will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, social media, and websites to attract candidates on a nationwide, regional, local, or targeted basis, depending on the preference of the City.

CPS HR will also prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the City Clerk brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

*CPS HR is focused on reaching a diverse candidate pool* and would recommend publications/websites that are targeted to minority and female candidates. CPS HR will specifically research other jurisdictions and agencies in which the demographics mirror those of the Maricopa County area, and target outreach to those individuals. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

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***Within the past five years, we have successfully placed more than 170 minority and female candidates in executive level positions.***

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## *Phase II – Aggressive Recruitment*

### **Task 1 - Identify and Contact Potential Candidates**

This very crucial task will include a variety of activities. CPS HR will:

- Contact respected and experienced industry leaders to identify outstanding potential candidates on a referral basis. CPS HR maintains a comprehensive, up-to-date database of such professionals; however, we do not rely solely upon our current database. We also conduct specific research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates. These individuals, as well as other potential candidates, are typically contacted very soon after they have received a recruitment brochure in order to maximize the impact of the multiple contacts.
- Select top quality candidates for consideration from past recruitments.
- Provide each potential candidate with a copy of the recruitment brochure.
- Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume. Oftentimes this component necessitates multiple conversations with the same person to pique his/her interest and to answer his/her questions sufficiently.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of the client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks. The approach utilized by CPS HR employs the following techniques:

- Communicating to candidates, through advertising materials and verbal conversations, a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Providing guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area. We have found that potential candidates sometimes make the decision not to apply based on rumored information, rather than facts and research. It is our job to ensure the candidates we are in communication with have accurate and helpful information.



- Actively seeking individuals who are highly visible in the field – widely published, frequent presenters and/or thought leaders – who are seemingly ready for the challenge. These highly qualified candidates may be attracted by the prospect of collaboration with other City departments, providing exceptional leadership to the City, or continuing to ensure the public confidence in the integrity of the City.

## **Task 2 – Resume Review and Screening Interviews**

All resumes will be submitted directly to CPS HR for initial screening. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include:

- A thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials.
- Interviews with the candidates who appear to best meet the City's needs. CPS HR will spend extensive time ascertaining each candidate's long term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will also gather data on any other unique aspects specific to this recruitment based upon the candidate profile.
- Internet research on each candidate interviewed.

## **Task 3 – City Manager Selects Finalists**

At the conclusion of the previous tasks, CPS HR will prepare a written report that summarizes the results of the recruitment processes and recommends candidates for further consideration by the City. Typically, the report will recommend five to eight highly qualified candidates, and will include resumes and a profile on each interviewee's background. CPS HR will meet with the City Manager to review this report and to assist the City in selecting a group of finalists for further evaluation.

**(NOTE: Phase III would not be included in a partial recruitment)**

### *Phase III – Selection*

#### **Task 1 - Design Selection Process**

Based on the results of the meeting conducted in Phase I, CPS HR will design a draft selection process. CPS HR will meet with the City to review this process and discuss the City's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate, but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

#### **Task 2 - Administer Selection Process**

CPS HR will coordinate all aspects of the selection process for the City. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the City with deliberation of the results; and contacting both the successful and unsuccessful candidates.



#### **Task 3 – Final Preparation for Appointment**

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the City wish to arrange follow-up interviews or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360 evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made contingent upon that reference being successfully completed so as not to jeopardize the candidates' current employment situation.) The candidates are requested to provide a minimum of six reference sources. CPS HR is able to ascertain significant, detailed information from reference sources due to our assurance and commitment to each individual that their comments will remain confidential, which leads to a willingness to have an open and candid discussion, resulting in the best appointment for the City. A written (anonymous) summary of the reference checks is provided to the City.
- **Conduct Background Checks:** We will arrange for a background records check of a candidate's driving record, criminal and civil court, credit history, education verification, newspaper article publishing's, and other sensitive items. Should anything negative or

questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the City for further review.

#### **Task 4 – Contract Negotiation**

Successful negotiations are critically important and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can also represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

### **Commitment to Communication**

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

In addition, during each phase in the process we are corresponding with candidates and advising them of their status. We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process; as a result, we have many long term relationships with clients that have resulted in the opportunity to assist them with multiple recruitments.

CPS HR's communication extends once you have selected the new City Clerk. We will contact both the City Manager and the newly appointed City Clerk within six months of appointment to ensure an effective transition has occurred.

## Project Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities for a **full recruitment** up to and including the selection of a new City Clerk can be completed in 14 to 16 weeks. Should the City opt for a **partial recruitment**, the process would be completed in 10 to 12 weeks. In both instances, the precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/Printed Place Ads			➤													
Aggressive Recruiting							➤									
Final Filing Date							➤									
Preliminary Screening										➤						
Present Leading Candidates to City <i>(End of Phase II)</i>											➤					
City Interviews													➤			
Reference/Background Checks														➤		
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

## Executive Recruitment Team

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CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. For this engagement, Mr. Frank Rojas has been selected to serve as the project manager. Ms. Pam Derby and Mr. Stuart Satow will be available as additional resources throughout the recruitment efforts. Their full resumes follow.

Role/Project Assignment	Name	Phone	Email
Senior Executive Recruiter/Project Manager	Frank Rojas	916-471-3111	frojas@cpsshr.us
Senior Executive Recruiter	Pam Derby	916-471-3126	pderby@cpsshr.us
Senior Executive Recruiter	Stuart Satow	916-471-3134	ssatow@cpsshr.us

### Frank Rojas

#### Profile

Frank Rojas is a Senior Executive Recruiter with CPS HR Consulting. Frank brings more than 30 years of recruiting experience from the highly competitive direct placement and contract labor industries as well as the corporate environment. Mr. Rojas has significant experience placing corporate leaders, executive, professional, and technical staff including individual contributors for government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation and private industry. In addition to just completing recruitments for Orange County Transportation Authority, City of Moreno Valley, City of Anaheim, City of Garden Grove and the City of San Jose, recent successful efforts include positions of Director of Human Resources and Organizational Development, City Manager, Finance Director, Chief Executive Officer, Corporate and Government Controllers, General In-House Counsel, and Director-level hires for Administrative Services, Community Development, Engineering, Emergency Services, Fleet, Environmental, Regulatory Compliance, Training, and Division/Site General Managers. Mr. Rojas has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.

Mr. Rojas began his career in Contract Labor and over the next 20+ years launched seven start-up offices in several states and locations providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment managing and building talent acquisition support during significant growth periods. Having been a speaker at several networking and career coaching venues, Frank



believes in utilizing traditional recruiting methodology with social media. He was named in the top 1% viewed profiles on LinkedIn.

### **Employment History**

- Senior Executive Recruiter, CPS HR Consulting
- Employment Director and Senior Recruiter, PRIDE Industries
- Corporate Recruiter, EMF Broadcasting
- Branch Manager and Acting Vice President, Fastek Technical Services

### **Professional Experience**

- Managed and led recruiting efforts including client interface to define and write position descriptions, profiles, and goals. Responsible for creating marketing plans, screening and selection strategies, conducting interviews and participating in final hire and post-hire activities including reference and background checks.
- Assisted in salary evaluation and competitive comparisons. This includes candidate negotiations, travel and relocation (if appropriate), benefits, and confirmation and acceptance of any requirements prior to the submittal process and acceptance of offer.
- Managed in-house staff to ensure adherence of company policies and legal compliance. Developed and maintained positive, team-building methodologies that increased productivity, created a positive, productive staff, and maintained cooperativeness and trust.
- Recruited and identified senior-level management for several federal locations including General Managers, Assistant General Managers, HR Directors, Site Controllers, Quality Managers, T-4 Water and Environmental Director and Departmental Leadership at Fort Bliss, El Paso; Fort Polk, Louisiana; Joint Base McGuire-Dix-Lakehurst; New Jersey; Los Angeles Air Force Base; Cape Canaveral, Florida; and the Lawrence Livermore National Laboratory.
- Set up staff procedures and office functions; negotiated service agreements, ensured EEO, safety/OSHA quality, and all local, state, and federal compliance policies. Migrated and implemented several Applicant Tracking Systems including participation as Systems Administrator.
- Initiated effort to define the mission and business plans of expanding organizations. Developed road maps to build client base, relevant labor pools, and resources to sustain growth for the entire enterprise. Started corporate recruiting department and initiated recruiting strategies, hiring processes, retention, and integrated cost-effective marketing tools.
- Hired and motivated in-house talent and created cross-functional business/sales and recruiting process allowing for growth, skills development, and achievement to meet customer needs and provide for an effective team-oriented environment.

### **Education**

- B.A., Political Science, University of California at Berkeley, Berkeley, CA

## **Pamela H. Derby**

### **Profile**

Since joining CPS HR Consulting in 2003, Pam Derby has conducted a wide range of recruitments for county, city, special district and association executives including city attorney, executive director, general manager, city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, public works director, registrar of voters, library director, and director of information technology in addition to specialized support positions.

Prior to joining CPS HR, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local government. She is sensitive to balance the wants of the community with the needs of the client so as to tailor a recruitment process that reaches out to the most appropriate candidates and ensures a diverse group of individuals from which to make a selection. She has successfully employed these techniques in jurisdictions ranging from under 10,000 to 10 million. Moreover, she employs a firmly-held personal philosophy that candidates must be treated with the same respect and careful consideration as her client. Previous to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations where she was responsible for the management of several large consumer groups.

### **Employment History**

- Senior Executive Recruiter, CPS HR Consulting
- Professional Management Consultant, CPS HR Consulting
- Administrative Technician, CPS HR Consulting
- Aide to the Board of Supervisors, Yuba County, CA
- Special Cases Manager, Consumer Relations, The Money Store, CA
- Supervisor, Trailing Documents, The Money Store, CA
- Executive Assistant, Randlett Associates, CA

### **Professional Experience**

- Project manager for local government, special district, and non-profit executive recruitments. Responsible for all facets of process including proposal interviews, all client meetings, creating marketing and advertising materials, conducting candidate screening interviews and developing finalist candidate interview processes.
- Assisted executive recruiting team in the recruitment of local government and public agency executives.

- Managed staff responsible for addressing escalated customer complaints. Negotiated and mediated pre-litigation settlements with attorneys, state regulators, and other state agencies, involving home improvement loans. Served as department fraud coordinator.
- Provided administrative support to SVP, including drafting correspondence, report writing, and special projects as assigned. Supervised department receptionist, responsible for interfacing with vendors and facilities management.
- Provided administrative and research support for private professional lobbying firm. Researched legislative bills, corresponded with professional association members regarding legislative proposals.

### **Education**

- California State University, Chico, major course emphasis – Physical Education/ English

## **Stuart Satow**

### **Profile**

Since joining CPS HR Consulting in 2002, Stuart Satow has conducted over 250 successful recruitments covering all areas of public sector executive search including city, county, state, special district, and regional governments. Mr. Satow has extensive experience in conducting high-level recruitments for council/board appointed positions.

Previously, as a sportscaster for ABC affiliate KXTV Channel 10, Mr. Satow interviewed hundreds of management-level executives, university officials, and professional and amateur athletes. He is a popular public speaker and emcee who has long been involved in community events in the Sacramento region. With a BA degree in Communication Studies from California State University, Sacramento and 27 years of experience in the communications industry, Mr. Satow is an experienced writer and interviewer who has excellent people skills and a positive track record in staff and project management.

### **Employment History**

- Senior Executive Recruiter, CPS HR Consulting
- Sports Director, KXTV-10, Sacramento, CA
- Sports Reporter / Weekend Sports Anchor, KXTV-10, Sacramento, CA
- Sports Reporter / Weekend Sports Anchor, KNTV Channel 11, San Jose, CA
- Sports Reporter / News/Sports Photographer, KTXL, Channel 40, Sacramento, CA

### **Professional Experience**

- Conducting public sector recruitments for executive level positions (includes upper- and mid-management, department directors, and council/board appointed positions).
- Managing entire recruitment process: develop and submit responses to proposals, meet with clients to understand their recruitment needs and develop a project plan, develop marketing brochures for recruitments, place advertisements, and research and identify potential candidates. Proactively contact potential candidates; market the position to them. Conduct screening interviews. Facilitate the entire interview process. Perform thorough reference checks and oversee extensive background checks on candidates. Negotiate employment agreements.
- Coordinating activities of the Sports Department for local television news station
- Reporting on local sports events/teams of interest including high school, college and professional sports (and others)

- Liaison to local and regional sports contacts (including local and bay area professional teams, universities/colleges, high school athletic directors/coaches, and other key sports contacts)

**Education**

- Bachelor of Arts degree, Communication Studies (with honors), California State University, Sacramento

## References

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We provide below a partial list of clients we have recently worked with in providing executive recruitment services. We are confident that these public sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT/POSITION	CONTACT
<b>Garden Grove, City of</b> 11222 Acacia Parkway Garden Grove, CA 92842	Bao Nguyen, Mayor (714) 741-5104 baon@ci.garden-grove.ca.us
City Manager (2015)	Laura Stover, HR Director (714) 741-5010 lauras@ci.garden-grove.ca.us
<b>Anaheim, City of</b> 201 S. Anaheim Blvd., Suite 501 Anaheim, CA 92805	Ed Cruz, Senior HR Analyst (714) 765-5243 ecruz@anaheim.net
Engineering Manager - Design Services (2015)	
<b>Compton, City of</b> 205 S Willowbrook Compton, CA 90220	Kelly Montgomery, Assistant City Manager (310) 605-5500 kmontgomery@comptoncity.org
Director of Community Development (2014)	Mario Beas, Interim HR Director (949) 293-6626  Johnny Ford, Interim City Manager (310) 605-5500
<b>Goodyear, City of</b> 190 N Litchfield Rd Goodyear, AZ 85338	Vicki Lackey, HR Business Partner (623) 882-7752 Vicki.Lackey@goodyearaz.gov
Engineering Director (2014)	Bob Beckley, Deputy City Manager Bob.Beckley@goodyearaz.gov

# Professional Fees, Expenses, & Guarantee

## Professional Fee

Our professional flat fee for a **full recruitment** covers all CPS HR services associated with **Phases I, II, and III** of the recruitment process, including the necessary field visits (up to six\*) to develop the candidate profile and recruitment strategy, assist the City in finalist selection, and facilitate candidate interviews with the City.

\*Field visits typically include three visits, however we are including three additional site visits to accommodate separate meetings with staff for all three shifts.

Should the City desire a **partial recruitment**, CPS HR services will be associated with Phases I and II, as outlined, and would include up to five field visits.

## Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, advertising, marketing, printing/copying, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses and **we will work proactively with the City to ensure that the dollars being spent for expenses are in keeping with the City's expectations**. Travel expenses for candidates who are invited forward in the interview process are not included under our reimbursable range. The listed reimbursable expenses range includes a background check on the selected finalist candidate.

Professional Fee & Reimbursable Expenses*	
Full Recruitment	
Professional Flat Fee	\$17,000
<b>Reimbursable Expenses – Full Recruitment, Not to Exceed</b> <u>Approximate</u> recruitment costs include: <ul style="list-style-type: none"> <li>■ Brochure Design and Printing (\$1,000)</li> <li>■ Advertising (\$2,500)</li> <li>■ Other potential expenses, i.e. supplies, travel, shipping (\$1,100)</li> </ul>	\$5,500 - \$6,500
<b>Full Recruitment: Not-to-Exceed Total</b>	
<b>\$23,500</b>	

**Partial Recruitment Fees are listed on the following page.**

Professional Fee & Reimbursable Expenses* Partial Recruitment	
Professional Flat Fee – Partial Recruitment	\$12,500
<b>Reimbursable Expenses – Partial Recruitment, Not to Exceed</b> <u>Approximate</u> recruitment costs include: <ul style="list-style-type: none"> <li>■ Brochure Design and Printing (\$1,000)</li> <li>■ Advertising (\$2,500)</li> <li>■ Other potential expenses, i.e. supplies, travel, shipping (\$500)</li> </ul>	\$4,000 - \$4,500
<b>Partial Recruitment: Not-to-Exceed Total</b>	<b>\$17,000</b>

*\*Professional fees and reimbursable expenses would be billed and paid monthly.*

## Two Year Guarantee

If the employment of the candidate selected and appointed by the City, as a result of a **full executive recruitment** (Phases I, II, and III), comes to an end before the completion of the first two years of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. the City would be responsible only for reimbursable expenses. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the two-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.



# Qualifications

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CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through *more than 13 years of placing top and mid-level executives in public agencies* throughout the United States.

## ■ Unmatched Recruitment Experience for Government Agencies

CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.

## ■ Seasoned Executive Recruiters

Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.

## ■ Detailed Needs Assessments

We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.

## ■ Vast Pool of Public Agency Contacts

CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.

## ■ Success Recruiting Non-Job Seeking Talent

We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.

## ■ Diversity Sensitivity

CPS HR encourages applicant diversity and incorporates a variety of activities to attract the best available candidates. We have successfully recruited and placed minority and female candidates for a variety of executive-level positions.

■ **Cost Effective**

The combination of CPS HR's seasoned recruitment management and highly qualified staff enable us to reliably deliver successful results on time and on budget.

■ **Satisfied Clients**

*Our client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

■ **Strong Base of Repeat Clients**

We make sure we understand our client's challenges and customize our process to fit their needs. As a result, we have a long and growing list of returning clients who seek our services for multiple engagements.

## About CPS HR Consulting

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CPS HR Consulting has been assisting organizations with their talent management needs for 30 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America.

CPS HR's core competency is its knowledge of and expertise in the public sector. As a public agency, we understand the challenges and issues facing our client base. As a self-supporting public entity, we also understand the need for innovative yet practical results. CPS HR can provide expertise that is unique because we share with our clients a common perspective. There is no competitor in the industry that can make this claim.



CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR is a public agency governed by regulations and public sector concerns. We understand what it is to work with and within government. Unlike other public sector organizations, CPS HR is self-supporting. We employ the strategy, innovation, and flexibility found in the private sector to the client's advantage. CPS HR's unique position in the public arena attracts professionals from both public and private sectors who are driven to help the client reach its organization's vision and mission. We work collaboratively with the client to generate solutions that are creative yet practical, to meet the organization "where it is" while also moving it to the next level.

CPS HR currently has a staff of 80+ full-time employees and more than 1,200 subject matter experts and contract employees who have a wide variety of government, public, and private sector human resources experience. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Rockville, Maryland and Austin, Texas.

CPS HR Consulting offers a comprehensive range of products and services. Our systematic approach to human resource management ensures that the solutions, strategies, and methodologies we implement improve your organization. For more information on our services, please visit our website at [www.cpshr.us](http://www.cpshr.us).

<b>CPS HR CONSULTING SERVICES</b>	
<b>ORGANIZATIONAL STRATEGY</b>	<b>TESTING, RECRUITMENT &amp; SELECTION</b>
<ul style="list-style-type: none"> <li>● Workforce &amp; Succession Planning</li> </ul>	<ul style="list-style-type: none"> <li>● Job Analysis</li> </ul>
<ul style="list-style-type: none"> <li>● Organizational Assessment, Redesign and Re-Engineering</li> </ul>	<ul style="list-style-type: none"> <li>● Develop/Deliver Assessment Center Services</li> </ul>
<ul style="list-style-type: none"> <li>● Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>● Executive Search</li> </ul>
<ul style="list-style-type: none"> <li>● Employee Engagement</li> </ul>	<ul style="list-style-type: none"> <li>● Test Development*</li> </ul>
<ul style="list-style-type: none"> <li>● Change Management</li> </ul>	<ul style="list-style-type: none"> <li>● Test Administration*</li> </ul>
<ul style="list-style-type: none"> <li>● Complaint Investigations &amp; HR Outsourcing</li> </ul>	*(for employment and licensing certification)
<b>CLASSIFICATION AND COMPENSATION</b>	<b>TRAINING AND DEVELOPMENT</b>
<ul style="list-style-type: none"> <li>● Classification</li> </ul>	<ul style="list-style-type: none"> <li>● Training</li> </ul>
<ul style="list-style-type: none"> <li>● Compensation</li> </ul>	<ul style="list-style-type: none"> <li>● Coaching</li> </ul>
	<ul style="list-style-type: none"> <li>● Accelerated Leader 360° Assessment™</li> </ul>
	<ul style="list-style-type: none"> <li>● Leadership Development</li> </ul>



***We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the City of Glendale in this important endeavor.***

# Appendix A – Sample Brochure

**G**  
GARDEN GROVE  
CALIFORNIA

**CITY MANAGER**





## THE COMMUNITY

Garden Grove is a vibrantly progressive, friendly, and spirited city located in one of Southern California's most beautiful and renowned areas. Garden Grove is the fifth largest city in Orange County, with a strong multi-cultural presence, deep hometown spirit, and one of the most recognized school districts in the nation.

Conveniently located less than one mile from the Disneyland Resort and nine miles from Southern California's most scenic beaches, Garden Grove's central location to some of the region's most popular attractions, its family-friendly atmosphere, and sunny weather year-round, make it the best place to be for over 179,000 residents, and more than 42 million visitors to the area each year.

Garden Grove is home to a variety of community events, including its namesake Strawberry Festival, the largest community-based Memorial Day event in the western United States. Also located in Garden Grove is the former, internationally-recognized Crystal Cathedral, recently acquired by the Roman Catholic Diocese of Orange and re-named the Christ Cathedral.

The center of the area's 42 million visitors a year is encompassed by the Grove District – Anaheim Resort. Bordered to the north by the famous Disney parks and attractions, the Grove District offers several first-rate hotels and popular dining places with retail shopping within close proximity. In 2016, the Grove District will welcome the Great Wolf Southern California—the brand's largest water park resort to date, and a first-of-its-kind in Southern California. The City is in an exciting time and continues to focus on the development of major hotels and large mixed-use projects.

Garden Grove neighborhoods are known for their large lots, affordable single-family homes, and strong sense of community pride. A variety of housing options are available, including elegant estate homes, roomy single-family dwellings, and affordable, convenient apartments and condominiums.

Garden Grove is also rich in educational opportunities. GGUSD has the highest Academic Performance Index Score among the State's 25 largest urban school districts. The Garden Grove Higher Education Center, located in the downtown civic center, is home to Coastline Community College, and a satellite campus of California State University, Fullerton.

## THE POSITION

The City Manager is the Chief Executive Officer of the City, responsible for planning, directing, and managing all activities and operations of the City of Garden Grove, ensuring that all public services are delivered in an efficient and effective manner. The City

## Mission Statement

*The mission of the City of Garden Grove is to provide responsible leadership and quality services as we promote safety, cultural harmony, and life enrichment.*

Manager is also responsible for coordinating City activities with other agencies and organizations; facilitating the development and implementation of City goals and objectives; implementing policy decisions made by the City Council; and providing highly complex administrative support to the City Council.

The Office of the City Manager oversees the operations of the City's nine departments, and is responsible for a wide range of activities, including managing and directing budget and operations, facilities and asset management, public safety, economic development initiatives, legislative analysis, intergovernmental relations, employee relations, and strategic planning.

### CURRENT PRIORITIES AND OPPORTUNITIES:

- Promote a culture of learning and communication that ensures the community is well informed while providing a high level of transparency, ethics and confidence in local government
- Provide financial guidance relevant to operational expenditures and closing budget gaps
- Enhance opportunities for private development by working collaboratively with Council and other departments to review planning and zoning regulations, assessing commercial, industrial and housing opportunities as well as other selective investments
- Emphasize government transparency, trust and accountability
- Continue to enhance team building and interdepartmental collaboration
- Develop an understanding of the City's diversity and ways to meet the needs of each unique population, and find commonalities to unify and build a stronger sense of community
- Build a foundation of community involvement through access of information including policy direction, and providing a voice and open communication to and from the general public

## THE IDEAL CANDIDATE

The ideal candidate will be an effective and collaborative leader; possessing confidence, excellent communication and interpersonal skills, and strong technical and business acumen; who understands the need for public service through transparent management and is eager to embrace the opportunities and challenges of a diverse and vibrantly





### Vision Statement

*The vision of Garden Grove is to be a safe, attractive, and economically vibrant city with an informed and involved public.*

*We are a diverse community that promotes our unique attributes and preserves our residential character.*

progressive city. The successful candidate will have demonstrated a solid track record of leading and managing municipal service initiatives in the areas of public safety, business and economic development, and public works. The ideal candidate shall have expertise in financial and budget management, agency administration, and the ability to maintain collaborative relationships with City Council, staff and the community.

The new City Manager shall maintain and build solid relationships with regional and national business partners, surrounding cities, governmental agencies and the community through open and respectful dialogue. It is important to engage and embrace in the cultural diversity of the City. Fluency in Spanish and/or Vietnamese is highly desirable.

### SPECIFIC SKILLS / EXPERIENCE

#### THE NEW CITY MANAGER SHOULD BE:

- A well-rounded executive with depth of experience to include a broad skill set in areas of administration and policy development
- An outstanding fiscal manager, able to develop and implement plans to expand the tax base, obtain grants and manage costs
- A professional who can lead the organization with a commitment to uphold the values of Garden Grove, including valuing positive employee working relations and respecting the richness of cultures and diversity
- A competent manager of both issues and staff; someone who can mentor and develop staff; retain and attract top talent

#### THE NEW CITY MANAGER SHOULD HAVE:

- A demonstrated track record in community relations, strategic planning, and supporting an elected governing City Council
- A proven understanding of budget/structural deficits and the willingness and the ability to bring teams together to find solutions to challenging issues
- Experience in development and execution of policy and procedures with strong ethics, transparency and accountability

### City of Garden Grove Guiding Principles

*We commit ourselves to the betterment of the individual, the organization, and the community, by fostering a spirit of trust, creativity, cooperation, integrity, empathy, respect, and quality service to all.*

- Experience with identifying, engaging and collaborating with diverse stakeholders on economic development within the technology industry
- A proven record of success in developing and maintaining new streams of revenue
- Demonstrated leadership, critical thinking, innovation, and creativity in bringing ideas to fruition, including the application of existing and new policies
- Bachelor degree is required, Master degree desired

### MANAGEMENT STYLE AND CHARACTERISTICS

#### THE SUCCESSFUL CANDIDATE WILL BE:

- A strong, seasoned leader with the highest integrity, character, and ethics
- Honest, with the ability to maintain and build trust and actively listen
- A friendly approachable leader who is visible and actively engaged in the community to ensure quality customer service, one that understands the needs of the community to ensure the concerns of the community are heard and respected
- Successful at building collaborative business and community-oriented working relationships
- An enthusiastic, inspiring and engaged communicator
- A forward thinker with the willingness to make difficult decisions based on what is right and enforce not only the letter of the law, but the spirit of the law
- A strong leader who shares the vision of the council and community, and can advocate, articulate and implement that vision. A manager who is able to blend innovation and creativity, someone who can think outside the box, can creatively move the city in a new direction or next step, while acknowledging the challenges of a city that is perceived as a bedroom community







- Diplomatic, being known as a people person with an engaging style that is comfortable interacting with a wide spectrum of individuals and one who welcomes dialogue and discussion
- A manager who recognizes and appreciates the value of a community's diversity
- A change agent, not someone who is interested in maintaining the status quo
- Technologically astute; who recognizes the value of harnessing and integrating the benefits of cutting edge technology for city government and for residents
- Passionate and experienced in working collaboratively with local schools and universities

### COMPENSATION AND BENEFITS

The salary for the City Manager is negotiable, depending on qualifications and experience.

The City also offers a generous benefits package that includes:

**Retirement:**

CalPERS 2.5%@55 for classic members, 2.0%@62 for new members.

**Cafeteria Plan Contribution:**

The City provides each eligible employee a fringe benefit allocation to purchase benefits for themselves and their dependents.

**Holidays:**

11 paid holidays.

**Life Insurance:**

The City carries a plan for all employees that covers employee for one times annual base salary rounded up to the nearest \$1,000. Additional life insurance of up to five times annual salary (\$500,000 maximum) is available for a fee to the employee. Dependent coverage is also available.

**Vision:**

Employee may elect to participate at their expense in an eye care plan. Plan provides for vision services at reduced rates.

**Vacation:**

Employees earn 80 hours upon completion of one year of service.

Years two – nine, employees earn 120 hours.

After nine years, employees earn 144 hours.

After 14 years, employees earn 168 hours.

After 19 years, employees can earn 207 hours.

After 24 years, employees can earn 246 hours.

Employees may cash out vacation hours at any time during the year, as long as 80 hours remain in the vacation bank.

**Sick Leave:**

Employees accrue sick leave at the rate of eight hours with pay for each calendar month of service. After accumulating 240 hours, employees can sell back 50% of annual unused sick leave.

**Administrative Leave:**

Management employees receive 40 hours of administrative leave for use each calendar year beginning January 1st. New employees hired after July 1st shall be allowed to use up to 20 hours during that year.

**Additional Benefits:**

Auto Allowance \$835/mo., Flexible Reimbursement Plans (Health Care or Dependent Care), Deferred Compensation Plan, Tuition Reimbursement, Long Term Disability Insurance.

### APPLICATION PROCESS AND RECRUITMENT SCHEDULE

The final filing date for this position is Monday, March 23, 2015. To be considered for this exceptional career opportunity, please submit your cover letter, resume, current salary and 10 work-related references (who will not be contacted in the early stages of the recruitment.) Resumes should reflect years and months of employment, and positions held. Forward your resume to Frank Rojas:



CPS HR Consulting  
241 Lathrop Way • Sacramento, CA 95815  
Tel: 916- 471-3111  
Email: [resumes@cpshr.us](mailto:resumes@cpshr.us)  
Website: [www.cpshr.us/search](http://www.cpshr.us/search)

Resumes will be screened on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. The City of Garden Grove will then select finalists to be interviewed. Candidates deemed most qualified will be invited to participate in a final interview process that includes comprehensive reference and background checks. For additional information about this opportunity please contact Frank Rojas.





**CITY OF GLENDALE,  
ARIZONA**

Proposal for Executive  
Search Services for  
the Position of

**CITY CLERK**

January 31, 2016



**The Mercer Group, Inc.**

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*Consultants To Management*



# The Mercer Group, Inc.

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## *Consultants To Management*

*1000 Cordova Place, #726  
Santa Fe, New Mexico 87505  
505-466-9500  
FAX 505-466-1274  
E-mail: [jmercer@mercergroupinc.com](mailto:jmercer@mercergroupinc.com)*

January 31, 2016

**VIA E-MAIL: [RTapia@glendaleaz.com](mailto:RTapia@glendaleaz.com)**

Mr. Raymond Tapia  
Human Resources Analyst  
City of Glendale  
5850 W Glendale Avenue, Suite B56  
Glendale, AZ 85301

Dear Mr. Tapia:

The Mercer Group, Inc. is most pleased to submit this proposal to assist the City of Glendale to recruit nationally and to develop exceptionally well-qualified candidates for the position of City Clerk. We are most interested in assisting the City of Glendale with this critical project, and if selected to conduct the search, would have no difficulty beginning the project immediately and expediting our work to ensure a smooth process. The Mercer Group, Inc. has much experience in conducting city clerk searches locally and nationally. Our firm conducts several similar searches each year. We are especially well qualified to conduct this search for the City of Glendale.

The purpose for engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist the City of Glendale in selecting highly qualified individuals who meet the profile and needs of the City and who might not otherwise apply. We have conducted recent searches for city clerks for several communities your size. We are quite familiar with the candidate pool and the local needs.

We are the largest nationwide public sector search firm and we have more experience than any other public sector executive search firm. Mr. Mercer is a Certified Management Consultant (CMC) which is the preeminent designation earned in the management consulting profession. It is an indication that the individual possessing it has met and continues to meet strict certification requirements of the Institute of Management Consultants. The CMC designation represents that the individual has met world-class standards of competence, ethics and independence in the management consulting field. Mr. Mercer is the only management consultant with this designation operating in the public sector. (Please see [www.mercergroupinc.com](http://www.mercergroupinc.com) for more information about our firm and about current searches that we are conducting.)

**PINPOINTING WORKABLE SOLUTIONS FROM OUR OFFICES NATIONWIDE**  
**[www.mercergroupinc.com](http://www.mercergroupinc.com)**

Mr. Raymond Tapia  
The City of Glendale  
Page Two  
January 31, 2016

The mission of The Mercer Group, Inc. is to make our clients proud that they engaged us to provide management consulting services for them. The Mercer Group, Inc. also makes extensive use of the Internet both with our own web page which can be located at [www.mercergroupinc.com](http://www.mercergroupinc.com) and through e-mail. We post positions with other Internet providers and make information available to a wide number of people who are Internet users. We also make extensive use of the Internet to review newspaper articles on top candidates, etc., from the community in which they are currently employed or were employed in the past.

Our corporate headquarters is in Atlanta and we have branch offices in Arizona, California, Colorado, Florida, Georgia, Illinois, Louisiana, Michigan, Minnesota, New Mexico, North Carolina Texas, Virginia and Washington. We will work on the assignment from our Santa Fe office.

Lead consultant on this search will be James L. Mercer. Other consultants to be used on this search will be Clark Wurzberger, Mike Letcher and Karolyn Prince-Mercer.

Thank you for the opportunity to respond to this important assignment. This proposal is valid for ninety (90) days from receipt by the City of Glendale. We are looking forward to discussing this proposal with you personally, and urge you to allow us to come to Glendale at our expense to do that. We can move very quickly to do so. Please call me at 505-466-9500 if you have any questions.

Sincerely yours,

**THE MERCER GROUP, INC.**

James L. Mercer, President/CEO  
Certified Management Consultant (CMC)

Enclosure

**CITY OF GLENDALE,  
ARIZONA**

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**Proposal for  
Executive Search Services**

**for the Position of**

**CITY CLERK**

**January 31, 2016**

**JAMES L. MERCER, PRESIDENT/CEO  
THE MERCER GROUP, INC.**

**1000 Cordova Place #726  
Santa Fe, New Mexico 87505  
505-466-9500**

**505-466-1274 FAX  
jmercer@mercergroupinc.com  
www.mercergroupinc.com**

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## **I. INTRODUCTION, BACKGROUND, OBJECTIVES AND SCOPE**

This section presents our understanding of the City of Glendale's requirements for this search, as well as the objectives and scope of the project.

### **A. Introduction and Background**

It is our understanding that:

- The City of Glendale is seeking "turn-key" executive search services and support in connection with the recruitment of a new City Clerk.
- The City of Glendale is interested in identifying outstanding candidates and filling the position of City Clerk.
- Services required include position analysis and preparation of position profiles, recruitment for the position; inviting potential candidates to apply; reviewing and screening applications; conducting interviews, reference checks and background checks of selected candidates; recommending a list of final candidates; coordinating final interviews; negotiating; and following up.
- The City of Glendale wishes to conduct a comprehensive national recruitment process, to ensure the best qualified candidates are found and that the best qualified individuals who are acceptable can be hired.
- The annual salary and benefits package for the position will be discussed with the City Council.

### **B. Objectives**

The objectives that we will meet in order to help find the best qualified candidates for the position are as follows:

- To conduct on-site needs assessment for the new City Clerk.
- To develop a comprehensive position profile.
- To reconcile any differences in points of view with regard to specifications for the position.
- To encourage top level people to apply who would otherwise be reluctant to respond to an advertisement.
- To save a considerable amount of the City Council's and staff's time in establishing a position profile and reviewing applicants.
- To comply with appropriate personnel regulations and state laws (i.e., EEO, Affirmative Action and ADA).

- To independently and objectively assess the qualifications and suitability of candidates for the positions.
- To recommend a pool of finalist candidates to the City Council.
- To coordinate finalist candidate interviews with the City Council.
- To mail an information packet supplied by the City Council to all qualified applicants.
- To respond to all candidate inquiries and produce all correspondence throughout the search.
- To preserve the confidentiality of inquiries to the degree possible under South Carolina law.
- To assist the City Council in reaching a final decision.
- To assist in negotiating a compensation package with the successful candidate on behalf of the City Council.
- To assist the City Council in establishing criteria for evaluating the new City Clerk's performance.
- To follow-up with the City Council and the new City Clerk during the first year to determine if adjustments need to be made.
- To keep the City Council closely involved in key decisions and informed of our progress.

#### C. Scope

The scope of the project will be sufficiently broad and in-depth so as to meet the requirements of the City of Glendale. However, for the fees proposed it will not address recruitment of additional candidates for positions other than the one specified.

## II. OUR APPROACH, WORK PLAN AND SCHEDULE

This section presents our approach, work plan and schedule for the search project.

### A. Approach

Our approach and style are interactive. That is, we form a partnership with our client to conduct a project. The City of Glendale will benefit through ease of implementation and by gaining more in-depth knowledge of executive search and management consulting techniques and expertise.

### B. Work Plan

We recommend a seven (7)-step search process as follows:

- **Position Analysis** — We will define work relationships, job qualifications and requirements for the position — the "Position Profile".
- **Recruitment Process** — We will recruit regionally and nationally for the position and network to locate qualified candidates.
- **Resume Review** — We will identify qualified candidates.
- **Candidate Screening** — We will thoroughly screen prospective candidates.
- **Background Investigation** — We will thoroughly evaluate prospective candidates.
- **Interview Process** — We will make recommendations and assist in selection.
- **Negotiation and Follow-up** — We will facilitate employment and follow-up to ensure complete integrity of the process.

#### 1. Position Analysis

We will have extensive consultation with the City Council, other City staff and local leaders selected by them, as well as other individuals or groups (if you wish) to determine the City's vision/mission, goals and objectives, the needs and issues, requirements of the job, and to obtain information about the environment within which the position functions. In addition, we will spend a considerable amount of time at the beginning of the process in the City of Glendale in order to determine the level of experience and training needed.

During this process, we will initiate individual interviews with the City Council, citizen organizations, department heads and key staff, and others of your choice to identify expectations, perceptions, and concerns regarding the position.

Based on those meetings, we will prepare a draft position profile and review it with the City Council in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about the City of Glendale, the community, major issues to



be faced, the position, and the selection criteria established.

## **2. Recruitment Process**

Because we have recently completed similar searches, we will first review our database to determine those candidates whom we may already know and/or already have on file who may meet the City's specifications.

Although this process is valuable, we will rely most heavily on our own contacts in the city clerk field and on our own experience. In other words, through "networking", we will conduct a nation-wide professional search for the best qualified candidates and invite them to apply for the position.

We will provide the City Council with several advertising alternatives with varying degrees of cost and their associated benefits. Based on our discussions with the City Council, we will place ads in professional journals, in national, online at appropriate websites, and in various minority and women's publications to encourage applicants to apply.

## **3. Resume Review**

We will review and analyze each applicant's background and experience against the position description criteria. We will acknowledge all resumes received and keep candidates informed of their status.

## **4. Candidate Screening**

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile". They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the Recruitment Profile.

We will be responsible for screening the applications received. This initial screening will be conducted by telephone and/or interactive video with the prospective candidate. We will conduct interviews with references who may know the candidate's background and expertise by telephone. Where feasible, we will also conduct personal interviews with top candidates.

Once the initial screening is completed, we will select the prospective candidates who most closely match the criteria established by the City Council. The output of this step in the process will be a matrix display of the top candidates showing how each rates against the selection criteria established by the City Council. This matrix will be reviewed with the City Council in one-on-one meetings and guidance obtained prior to proceeding. One contingency here is that the City Council may not approve of any of the candidates. If that should occur, we would, of course, keep searching until the City of Glendale's needs are clearly met.

After review by the City Council, we will personally interview each using various interview techniques. We will closely examine their experience, qualifications and achievements in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications and

achievements.

We also request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information will be verified and, at the City Council's option, may be further tested by having the finalists complete management and leadership style inventories. We interpret these instruments for the City Council, as well.

## **5. Background Investigations**

As part of our process in evaluating top candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidates' job performance.

We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. We have talked to as many as 23 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including reasonable due diligence on any legal action filed against current or former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, and, as an additional option, can arrange for psychological (or similar) testing of the candidates that may be desired. As a part of this project we can provide the results of a Teleometrics Management Style Inventory on the finalist candidates. We can also conduct a Myers-Briggs analysis of the team with the new team member for team building purposes. (These may be extra cost items.) We will recommend background investigation criteria to the City Council which will make the final decision on the specifics of the background check.

## **6. Interview Process**

Based on the preceding steps, a recommended list of finalists for the position of City Clerk will be compiled. We will prepare a written summary on each finalist. The information will cover, but not be limited to, 1) present position, 2) total years experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.

This information will be presented to the City Council in a detailed written format (Interview Guide) combined with the results of the background investigation and candidate screening. We will make a recommendation on a group of five (5) to seven (7) finalists. The City Council shall make the final decision on which and how many candidates will be interviewed.

Our report will be presented in a meeting with the City Council in which we will discuss our recommendations and provide background information, sample questions and a rating form for the interviews. We can also assist the City Council at no extra charge in conducting targeted selection and/or simulation processes with finalists, if desired. In particular, we will explain which, if any, of the applicants specifically meet the total criteria established by the City Council or whether the final group simply represents the best available talent.

We will also provide the City Council with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate role for spouses, receptions, etc. We will arrange schedules for top candidate interviews with the City Council and will coordinate the process.

## **7. Negotiation and Follow-up**

We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because we have proposed a fixed fee rather than one based on a percentage of salary. One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with the City Council to select an alternate candidate.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City Council and that any public statement should come directly from the City Council. We will maintain confidentiality of candidate information, to the degree possible, under Arizona law.

Finally, we will notify by letter all unsuccessful candidates who were not recommended for interview with the City Council of the final decision reached. We suggest, however, that it is more proper for the City Council to directly notify all unsuccessful candidates whom they interviewed of the final result.

Once the new City Clerk has been on board for 30 days or so, we will conduct a session with the City Council and with the new City Clerk in order to establish mutual performance criteria and goals for the position. In this regard, we will work with the City Council to define the role of the new City Clerk within the City of Glendale.

We will follow-up periodically with the City Council and the new City Clerk during the first year in order to make any adjustments that may be necessary.

We will keep the City Council closely informed and involved in decisions concerning the search process at all times. We will prepare and send to the City Council weekly e-mail updates and a formal progress report at the mid-point of the search. These reports will contain a progress report on the recruitment and specific steps to be taken to meet the City Council's deadlines and an itemization of expenses incurred-to-date and expected to be incurred during each succeeding project step.

Support from the City Council will be needed, as follows:

- Arranging interviews with the City Council and key City staff
- Providing budget, organization charts and other documents
- Place of contact for the search
- Processing invoices for payment

## **C. Schedule**

Our search process normally takes about 90 to 120 days from date of approval of the Position Profile

by the client. The more time we have, within reason, of course, the more effectively we can conduct thorough evaluation and background checks on finalist candidates. Timeline on next page.

**D. Equal Employment Opportunity Statement**

It is the policy of The Mercer Group, Inc., to assure equal opportunity based on ability and fitness for all employees or applicants considered for our client organizations regardless of race, color, religion, sex, age, marital or veteran's status, national origin, or the presence of any sensory, mental or physical disability. Such policy shall apply, but not be limited to, hiring, placement, job classification, transfer or promotion, demotion, recruitment, advertising or solicitation for employment, rates of pay or other forms of compensation, selection for training, career development, layoff or termination.

This policy shall be disseminated to clients, subcontractors, suppliers and prospective applicants. The intent of this policy will apply to internal operations, recruitment and consulting activities conducted by our firm.

**CITY OF GLENDALE, ARIZONA  
CITY CLERK SEARCH  
TENTATIVE TIMELINE**

<b>RECRUITMENT PROCESS</b>	
Proposal Due Date	February 1, 2016
Kickoff meeting and interviews with City Council and others Council wishes to be interviewed	February 10-11, 2016
Draft Recruitment Brochure to City Council for Review and Approval	February 16, 2016
Color Recruitment Brochure to City Council for Review and Review	February 19, 2016
Access Data Base, Place Ads and Kick Off Search Process	February 19-23, 2016
Send Recruitment Brochure/Invitation Letter	February 19-24, 2016
Follow-up Telephone Calls	February 19-April 1, 2016
Cutoff Date for Receipt of Applications	April 1, 2016
Meet with City Council to Review Short List of Candidates	April 5, 2016
Conduct Reference and Background Checks	April 6-20, 2016
Send Interview Guide to City Council on Top 5 Candidates	April 25, 2016
City Council to Conduct Interviews on Top 5 Candidates	April 29, 2016
Make Selection	April 29, 2016
Negotiate Agreement	May 2-5, 2016
Selected Candidate On-Board	30/60 days later
Close off Search Process	Week of May 9, 2016

This schedule could be condensed or expanded somewhat, depending on the needs of the City of Glendale.

### III. COST PROPOSAL

Our fee for the services outlined is \$16,500 plus not-to-exceed expenses of \$8,000. Because the City of Glendale is a repeat client we will discount the \$16,500 fee by \$1,500 and the expenses by \$2,500 so that the fee to conduct this search will be \$15,000 plus \$5,500 in not-to-exceed expenses. *Therefore, the total cost to the City of Glendale for this search will be \$20,500.* Items typical of a similar search with their typical costs are broken down as follows:

Position Analysis	\$ 2,000
Outreach Campaign	2,000
Resume Review	1,750
Candidate Screening	4,500
Background Investigation	4,750
Interview Process	1,000
Negotiation and Follow-up	500

<b>TOTAL FEE</b>	<b>\$16,500</b>
<b>DISCOUNT ON SEARCH</b>	<b>\$1,500</b>
<b>TOTAL FEE FOR SEARCH</b>	<b>\$15,000</b>

Expenses, not-to-exceed out-of-pocket in the amount of \$5,500.00, are for consultant travel (3 trips to client), lodging and per diem, telephone, correspondence, advertising, research, sourcing, reference and background investigation, data assemblage and distribution, and report preparation.

Because of our other ongoing consulting and search work and our experience, expenses should be kept to a minimum. The cost for final candidates to travel to interview with the City Council is not included. Such costs are typically paid by the client on a reimbursement basis, directly to the candidates. These costs are extremely difficult to estimate because they depend on where the candidates are located. Typically, out-of-state costs run about \$750 to \$1,000 per person.

The City of Glendale's liability to The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the City Council in writing.

We will submit regular invoices for fees and expenses. It is our practice to bill one-third at the start of the search, one-third upon delivery of the semi-finalist application materials, and one-third upon delivery of the Final Report (Interview Guide with candidate information). Each invoice is due and payable upon receipt for professional services. Expenses will be billed monthly in addition and shown as a separate figure.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities.

Our ability to carry out the work required will be heavily dependent upon our past experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagement. The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Arizona.

#### IV. FIRM QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

##### A. Firm Qualifications

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work.

This important engagement will be conducted by Mr. James L. Mercer. Mr. Mercer has conducted or assisted in the conduct of more than 2000 successful executive searches in recent years. The spectrum of our search experience is illustrated below. Mr. Mercer's resume is included below.

Mr. Mercer is the Chief Executive Officer of our firm and can be located at our corporate headquarters as follows:

**James L. Mercer, President  
The Mercer Group, Inc.  
1000 Cordova Place #726  
Santa Fe, New Mexico 87505  
Telephone: 505-466-9500; FAX: 505-466-1274  
Federal Tax ID No.: 58-1877068**

#### **THE MERCER GROUP, INC. RECRUITMENT TEAM SKILLS MATRIX**

##### CATEGORIES OF SKILLS AND EXPERIENCE

##### RECRUITMENT TEAM

J. Mercer C. Wurzberger M. Letcher K. Prince-Mercer

Special District/Non-Profit	●	●	●	●
Small Municipality	●	●	●	●
Large Municipality	●	●	●	●
Urban County	●	●	●	●
Rural County	●	●	●	●
Suburban Government	●	●	●	●



Search Committee	●	●	●	●
Citizen Committee	●	●	●	●
Minority Placements	●	●	●	●
Internal Candidate Placement	●	●	●	●
Women Placement	●	●	●	●
Candidate Videotaping	●	●	●	●
Local Government Work Experience	●	●	●	●
Council/Manager Goal Setting	●	●	●	●
Sunshine and Open Records Act Experience	●	●	●	●
National Experience and Contacts	●	●	●	●
Other Public/Private Experience	●	●	●	●
CEO & Department Head Placements	●	●	●	●
Unbundled Search Process	●	●	●	●

**B. Resumes of Our Key Staff**

**1. James L. Mercer, President - Atlanta and Santa Fe Offices**

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has more than 25 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 250 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; as Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina. He has also been President of James Mercer & Associates, Inc., and has served as Director of Government Consulting Services for Coopers & Lybrand in both the Southeast and Southwest, as well as Director of the Industrial Extension Division for Georgia Tech.

**2. Clark Wurzberger, Senior Vice President - California Office**

Mr. Wurzberger manages our California office and has over twenty-six years of public sector experience. He has served as District Representative for a California State Assemblyman and later became a Legislative Management Officer in two different federal agencies, the U.S. Agency for International Development and Department of State. Subsequently, Mr. Wurzberger was appointed a senior level personnel manager in the State Department. He later moved to the Department of

Defense, where he was selected as a member of the U.S. Senior Executive Service and oversaw civilian personnel matters in the Pentagon on behalf of the Secretary of Defense. Most recently, Mr. Wurzberger served for seven years as Senior Associate with Hughes, Perry & Associates (formerly Hughes, Heiss & Associates), a highly regarded California-based public sector management consulting firm providing executive search and other consulting services to local government clients in California and other states since 1974.

Mr. Wurzberger specializes in public sector executive search and holds a Bachelor's Degree in English from San Diego State University. He served for five years on the Board of Directors of the Cow Palace in San Francisco, a multi-purpose agricultural and entertainment facility that hosts national and regional events on behalf of the State of California. He has served as a local Board Member for the U.S. Selective Service System since 1996 and is a recipient of the Department of Defense Medal for Distinguished Public Service.

### **3. Mike Letcher - Senior Vice President - Arizona Office**

Mike Letcher is a recognized leader in strategic planning, performance measurement systems and developing innovative sustainable solutions to improving human resources, budget, finance and internal operating processes for governments with positive bottom line results. He is a dynamic speaker and trainer with national and state conference experience. Mike was an instructor in the Executive Leadership Program for 10 years at the National Fire Academy in Emmitsburg, Maryland. He has worked with Graduate programs in Public Administration at the University of Kansas, University of Vermont and is currently an instructor at the University of Arizona.

He has worked in municipal governments as a City Manager, Deputy City Manager, Budget Director, Finance Director and Human Resources Director for over 30 years, with cities ranging in size from 6,000 to 500,000 in population. He has experience consulting with State, Federal and Municipal clients.

Mike is a certified quality improvement facilitator and the recipient of innovation awards for programs he has developed in Human Resources, Finance and Customer Service. The International City/County Management Association and the University of Arizona also recognize him as a Certified Public Manager.

He has a Masters Degree in Public Administration from the University of Kansas and has published national articles on improving customer service and redefining the relationship between the Mayor, Council and the City Manager.

### **4. Karolyn Prince-Mercer, Senior Vice President - Santa Fe Office**

Ms. Prince-Mercer received her Bachelor of Arts degree in History with minors in Art, Political Science and Education from the University of Nevada. She received her Doctor of Jurisprudence degree from Woodrow Wilson College of Law. She is licensed to practice law in New Mexico and in Georgia. Ms. Prince-Mercer has taught in public schools in Nevada, Mississippi, and North Carolina. She has practiced law for over 20 years beginning in Georgia. Ms. Prince-Mercer is qualified to administer and interpret the Myers-Briggs Type Indicator (MBTI) instruments.

Ms. Prince-Mercer also specializes in public sector executive search. She has been in management consulting for over nineteen years. She has experience working in executive search and has conducted several searches over the past years. She has worked on several other executive director searches with Mr. Mercer over the past 19+ years. She has experience with compensation and classification, and with organization and management studies. Ms. Prince-Mercer is active in recruitment for other fields in the public sector. Ms. Prince-Mercer will serve as back-up consultant to Mr. Mercer.

## **5. Time Commitments**

Our firm and Mr. Mercer have the quality time to devote to this search so as to meet the City of Glendale's needs.

## V. WHY YOU SHOULD SELECT THE MERCER GROUP, INC.

We believe some advantages to using The Mercer Group, Inc. which you may wish to consider are:

- **Critical Path Method** — The Mercer Group, Inc. uses a "critical path" search process which is designed to allow our clients to focus their attention on the selection process rather than on recruiting and screening candidates. We have learned that each client's need for key executives is different and that there is no one "best" person for all situations. The best prospects are most frequently happily employed and are not responding to advertisements. These people typically need to be sought out and encouraged to become candidates. They are understandably reluctant to apply for positions if their interest could become a matter of public information prior to being assured that they will be finalist candidates. Our approach to this assignment will reflect the unique qualities of the City of Glendale. It will honor the interests of candidates to the extent possible under Arizona law.
- **Reasonable Fees** — Our practice was formed to provide exceptional quality recruitment services to our clients. Our system is designed to allow us to extend reasonable fees to our non-profit and governmental clients and still be well within our profit margins on each assignment.
- **Experience** — Our search specialists are among the most experienced recruiters in the United States. We are also conducting similar consulting assignments currently. Further, we have much experience in recruiting city clerks for city governments the size of the City of Glendale.
- **Repeat Engagements** — We have received a considerable amount of repeat business from our clients during the recent past.
- **Unique Skills and Services** — We offer a valuable combination of skills and services which is unique in our industry. Our firm is nationally respected in the areas of organization analysis and development, teambuilding, strategic planning, goal setting, and productivity analysis. Should you wish, we would facilitate a goal and objectives setting workshop with the selected candidate and the City Council soon after the new City Clerk begins. This service is offered at no additional professional fee. It would be necessary for us to charge actual expenses, however.
- **Strategic Location** — We are a national firm and serve the United States from our home office in Atlanta, which is strategically located near one of the world's busiest airports. We are close by when you need us. We have opened offices in Lansing, Santa Fe, Greeley, Dallas, New Orleans; Phoenix/Scottsdale, Raleigh, Weimar, Chesapeake, Renton and Mendota Heights. We will work out of the Santa Fe office on this project to better conserve spending.
- **Specialists in Search** — We are specialists in public sector and related executive search and will devote our most experienced consultants to this project. We will not delegate any important aspect of the work to less experienced staff. Mr. Mercer will conduct this search.

He will be assisted by Mr. Wurzberger and Ms. Prince-Mercer.

- **Positive Track Record** — We have a positive track record of placements on all of our search assignments and have satisfied clients as references.
- **Objectivity and Custom Tailored Services** — We do not use the same cadre of candidates again and again. And, we have no allegiances which preclude our total objectivity respective of any candidate.
- **Thorough Work Product** — We check references, we verify education and our work product is most thorough and of the highest quality.
- **Contemporary Organization Analysis Insight** — We have contemporary organization analysis experience with similar organizations and will share our insights about your organization as we proceed with the search.
- **Proven Satisfaction** — Over 90 percent of our placements during the past five years are still in their same positions.
- **Ethical Standards** — We have participated in the establishment of ethical standards for public sector executive search firms, and we abide by those standards. We also abide by the Ethical Standards of the Institute of Management Consultants, USA, and the International City/County Management Association.
- **Objective Evaluation** — We are experienced in objectively evaluating internal and local candidates.
- **Contacts** — We have the local, state-wide and national contacts to expedite the search process.
- **Database** — We have a large database of well-qualified candidates which can be searched.
- **Minority/Women Placements** — We have a number of minority and women placements.
- **Diagnostic Techniques** — We use diagnostic techniques to determine the needs of our clients and to determine how candidates match up with those needs.
- **Position Dimensions Analysis** — We use a technique which allows for the determination of dimensions that are important in a city clerk's position and then, through a computer program, determine specific questions that we should ask prospective candidates that will allow us to systematically determine whether or not those individuals have those characteristics. (For example, one dimension might be negotiating skills; leadership skills might be another, etc.)
- **Dimensions Matrix** — We also use a matrix approach to display the candidates along a number of dimensions and then review the top 12 or so of those individually with the City Council to get its involvement and feedback prior to us spending City resources to interview

a large number of candidates. This helps better target the search and produces a much more effective result.

- **Videos** — We also use videos of the top 5-7 or so candidates to allow the City Council to get a sense of the candidates prior to spending City resources to interview them.
- **Group Process Techniques** — In addition, we use a number of group process techniques to assist the City Council and the new City Clerk to better settle in and focus on a set of mutual performance criteria once the new person has been selected and comes on board.
- **Automated Approaches** — We use more modern automated approaches to developing, analyzing and displaying data about our prospective candidates than does any other firm.
- **Never Say "No"** — We almost never say "no" to our clients.
- **Keep You Involved** — We will keep the City Council actively involved in the search process at all times.
- **Ready to Go** — We are ready to begin work immediately and proceed rapidly to complete this assignment. We can meet your schedule.

## VI. THE MERCER GROUP, INC. GUARANTEES

The ten (10) guarantees of our search work are explained below:

1. **Client Organization:** The client is defined as the entire entity, including all departments, divisions, sections and groups. This assures that all of our guarantees apply to the entire client organization.
2. **Two-Year Off Limits:** We will not recruit candidates from a client organization for two years after completion of a search assignment without the full agreement of the client.
3. **Placement Off Limits Forever:** We will never recruit a candidate whom we have placed in a client organization as long as he/she is employed by that organization without the full agreement of the client.
4. **Continue the Search:** If, for any reason, the client does not feel comfortable selecting a candidate from our original recommended group of candidates, we will continue the search until the client can make a selection. The only caveat is that we may need to charge additional out-of-pocket expenses only for this additional work.
5. **Replacement of Successful Candidate:** If the candidate we place with the client leaves the client organization for any reason during the 24 month period following the date of placement with the client, we will replace the candidate for the out-of-pocket expenses only that it costs us to make the new placement.
6. **Parallel Candidate Presentation:** We will not present a candidate simultaneously to more than one client. This permits our firm to represent one client organization without any conflicts of interest.
7. **Client Conflicts:** If asked, we will disclose to our clients the names of the organizations which are "Off Limits" that logically would be target organizations on the new search assignment.
8. **Deceptive/Misleading Search Techniques:** We commit to our clients and to our prospective candidates that we will not use any search techniques which may be considered as deceptive or misleading.
9. **Resume Floating:** We will not float resumes to organizations in the hopes that we can collect a fee if that individual is hired.
10. **Not Represent Individuals:** We assure our clients and individuals who may become candidates that we will not collect a fee from candidates whom we may recommend for a position.

**VII. ACCEPTANCE**

This proposal is accepted for the City of Glendale, Arizona, by:

SIGNATURE: \_\_\_\_\_

NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

\* \* \* \* \*



Sample Contract

**AGREEMENT**

This AGREEMENT, made as of this \_\_\_\_ day of \_\_\_\_\_, 2016, by and between THE MERCER GROUP, INC. and the CITY OF GLENDALE, ARIZONA, a governmental corporation.

**WITNESSETH:**

WHEREAS, The City of Glendale, Arizona, (hereinafter referred to as the "City") has made a request for proposals dated January 26, 2016, to hire an executive recruiter to conduct a search for a City Clerk for the City; and

WHEREAS, The Mercer Group, Inc. (hereinafter referred to as "Mercer") has submitted a proposal in response to the City's request; and

WHEREAS, the City has selected Mercer's proposal as the proposal which best meets its needs and the City desires to hire Mercer to conduct the City's search for a new City Clerk, and

WHEREAS, Mercer desires to assist the City in conducting the City's search for a City Clerk.

NOW THEREFORE, in consideration of the following mutual covenants and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged by all parties hereto, Mercer and the City hereby agree as follows:

1. Mercer agrees to provide services and support to the City in the conduct of the City's search for a City Clerk. Mercer agrees to conduct the City's project in accordance with scope of services outlined in its Proposal to the City dated January 31, 2016, in response to the City's request for proposal.

Mercer's proposal is incorporated by reference and thus made a part of this Agreement.

2. The City agrees to compensate Mercer for its services in the amount of \$15,000 for professional services and not-to-exceed \$5,500 in expenses to conduct the search. Payments to Mercer are to be made as outlined on pages 9-10 of Mercer's proposal to the City.
3. The City and Mercer both agree that this Agreement shall be governed by the laws of the State of Arizona.
4. The City and Mercer both agree that in the event that any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. Each party shall respond to the other party in writing within ten (10) working days of receipt of such notice.

**Agreement, Continued:**

5. The City and Mercer both agree that any amendments to this Agreement shall be made in writing, and executed by both parties. No proposed amendment which is not in writing and executed by both parties shall effect the terms of this Agreement.
6. The parties shall have the right at either party's convenience to terminate this Agreement following ten (10) days written notice to the affected party. Should either party terminate this Agreement the City shall only be obligated to pay Mercer for those services already provided.

CITY OF GLENDALE, ARIZONA

BY: \_\_\_\_\_

ATTEST:

\_\_\_\_\_

THE MERCER GROUP, INC.

BY: \_\_\_\_\_

James L. Mercer, President/CEO  
Certified Management Consultant

# **APPENDICES**

## APPENDIX A: PREVIOUS SEARCHES

Examples of our executive search experience follow:

\* Executive search work performed by a current staff member while working for another firm.

### **City Managers/Administrators**

Akron, Ohio - Assistant to the Mayor (Technology Agent) - 1973  
Alachua, Florida - City Manager - 2001  
Alamogordo, New Mexico - City Manager - 2009  
Albany, Georgia - Assistant City Manager (Limited Scope Search) - 2000  
Angel Fire, New Mexico - Village Manager - 2011  
Angel Fire, New Mexico - Town Administrator (Limited Scope Search) - 2000  
Andrews, Texas - City Manager - 2000  
Ann Arbor, Michigan - City Administrator - 2001  
Ann Arbor, Michigan - City Administrator - 1995  
Ann Arbor, Michigan - City Administrator - 1988  
Arkansas City, Kansas - City Manager - 2006  
Arlington, Texas - City Manager - 2011  
Arlington, Texas - Assistant City Manager (Technology Agent) - 1973  
Aspen, Colorado - City Manager - 1989  
Athens/Clarke County Unified Government, Georgia - Manager - 2000  
Athens/Clarke County Unified Government, Georgia - Manager - 1995  
Augusta, Georgia - Administrator - 2014  
Aurora, Colorado - City Manager - 1989  
Austin, Texas - City Manager - 1988  
Avondale, Arizona - City Manager - 2000  
Aztec, New Mexico - City Manager - 2009  
Bangor, Maine - City Manager - 2010  
Barrington, Illinois - Village Manager - 1998  
Bay City, Michigan - City Manager - 2003  
Beavercreek, Ohio - City Manager - 2003  
Beavercreek, Ohio - City Manager - 1985  
Beacon, New York - City Administrator - 2015  
Belding, Michigan - City Manager - 1999  
Bellaire, Texas - City Manager - 1996  
Billings, Montana - City Administrator - 2006  
Billings, Montana - City Administrator - 2003  
Billings, Montana - City Administrator - 1999  
Billings, Montana - Assistant City Administrator - 2003  
Billings, Montana - Deputy City Administrator - 2003  
Birmingham, Michigan - City Manager - 2010  
Bloomfield, New Mexico - City Manager - 2010  
Bloomfield Hills, Michigan - City Manager - 2006  
Bloomfield Hills, Michigan - City Manager - 2001  
Boca Raton, Florida - Assistant City Manager - 1989  
Boulder, Colorado - City Manager - 2008  
Boulder, Colorado - City Manager - 2002

Boynton Beach, Florida - City Manager - 1999  
Bridgeport, Texas - City Administrator - 2010  
Bristol, Tennessee - City Manager - 2013  
Bryan, Texas - City Manager - 2006  
Cairo, Georgia - City Manager - 1995  
Canadian, Texas - City Manager - 2010  
Cape Coral, Florida - City Manager - 1996  
Carpentersville, Illinois - Village Manager - 2001  
Carrboro, North Carolina - Town Manager - 2003  
Casa Grande, Arizona - City Manager - 2003  
Casselberry, Florida - City Manager (Limited Scope Search) - 2003  
Centennial, Colorado - City Manager - 2007  
Centennial, Colorado - City Manager - 2001  
Centennial, Colorado - Assistant City Manager - 2006  
Champaign, Illinois - Assistant City Manager - 2007  
Charlotte, North Carolina - City Manager - 2008  
Charlotte, North Carolina - City Manager - 1996  
Charlotte, North Carolina - City Manager - 1981  
Charlotte, North Carolina - Deputy City Manager (Limited Scope Search) - 2000  
Chesapeake, Virginia - City Manager - 2012  
Chesapeake, Virginia - City Manager - 1996  
\*Chesapeake, Virginia - City Manager - 2009  
\*Chesapeake, Virginia - City Manager - 2006  
Chesapeake Beach, Maryland - Town Administrator - 2014  
Clayton, Missouri - City Manager - 2003  
Cleburne, Texas - City Manager - 2011  
\*Clifton Forge, Virginia - City Manager - 2006  
\*Cloverdale, California - City Manager - 2001  
College Park, Georgia - City Manager - 2013  
College Park, Georgia - City Manager - 2008  
College Park, Georgia - City Manager - 2002  
College Park, Maryland - City Manager - 2015  
College Park, Maryland - City Manager - 2004  
College Park, Maryland - City Manager - 2002  
College Station, Texas - City Manager - 2006  
College Station, Texas - Assistant City Manager (2) - 2006  
\*Colma, California - City Manager - 1998  
Columbia, South Carolina - City Manager - 2009  
Columbia, South Carolina - City Manager - 1997  
Columbus, Georgia - City Manager - 1995  
Concord, North Carolina - City Manager - 1999  
Coral Springs, Florida - Assistant City Manager - 2000  
\*Cotati, California - City Manager - 1997  
Coventry, Rhode Island - Town Manager - 2015  
Covington, Georgia - City Manager - 2013  
Covington, Washington - City Manager - 2006  
Creedmoor, North Carolina - City Manager - 2015  
Culpeper, Virginia - Town Manager - 2000

\*Daly City, California - Assistant City Manager - 1995  
Danville, Kentucky - City Manager - 2011  
Danville, Virginia - City Manager - 1999  
\*Danville, Virginia - City Manager - 2008  
Davie, Florida - Town Administrator - 1999  
Dayton, Ohio - City Manager - 2006  
Dayton, Ohio - Assistant City Manager/Operations - 2007  
Dayton, Ohio - Assistant City Manager/Economic Development - 2007  
Daytona Beach, Florida - City Manager - 2002  
Decatur, Illinois - City Manager - 2008  
Decatur, Illinois - City Manager - 1987  
Deerfield Beach, Florida - City Manager - 1989  
DeKalb, Illinois - City Manager - 1998  
Delaware, Ohio - City Manager - 1998  
Delray Beach, Florida - City Manager - 1986  
Deltona, Florida - City Manager - 2015  
Del Rio, Texas - City Manager (Limited Scope Search) - 1995  
Derby, Kansas - City Manager - 2001  
Des Moines, Iowa - City Manager - 2014  
Dothan, Alabama - City Manager - 2002  
Downer=s Grove, Illinois - Village Manager - 2005  
Dublin, Ohio - City Manager - 2008  
Durham, North Carolina - City Manager - 2008  
Durham, North Carolina - City Manager - 2004  
East Point, Georgia - City Manager - 2014  
East Point, Georgia - City Manager - 2012  
East Point, Georgia - City Manager - 1999  
East Point, Georgia - City Manager - 1996  
Eau Claire, Wisconsin - City Manager - 2006  
Elkhart, Kansas - City Administrator (Limited Scope Search) - 2000  
Eloy, Arizona - City Manager - 2000  
El Paso, Texas - City Manager 2004  
El Reno, Oklahoma - City Manager - 2006  
Enid, Oklahoma - City Manager - 1997  
\*Encinitas, California - City Manager - 1999  
Erie, Colorado - Town Administrator - 2011  
Española, New Mexico - City Manager - 2008  
Estes Park, Colorado - Town Administrator - 2011  
Eugene, Oregon - Assistant City Manager (Technology Agent) - 1973  
Eustis, Florida - City Manager - 2007  
Evanston, Illinois - City Manager - 1996  
Evanston, Illinois - Assistant City Manager (Technology Agent) - 1973  
Fairfield, Iowa - City Administrator - 2010  
Fairmont, Minnesota - City Administrator - 1988  
\*Fayetteville, North Carolina - City Manager - 2008  
Federal Heights, Colorado - City Manager - 2007  
Federal Heights, Colorado - City Manager - 2004  
Federal Way, Washington - City Manager - 1999

Flint, Michigan - City Administrator - 2001  
Florence, South Carolina - City Manager - 1996  
Florence, South Carolina - City Manager - 2011  
Fort Lauderdale, Florida - City Manager - 1998  
Fort Smith, Arkansas - City Administrator - 2008  
Fort Smith, Arkansas - City Administrator - 2006  
Fountain Hills, Arizona - Town Manager - 2011  
Fountain Hills, Arizona - Town Manager - 2002  
Frankfort, Kentucky - City Manager - 2003  
Franklin Village, Michigan - Village Administrator - 1998  
Gainesville, Florida - City Manager - 2005  
Gainesville, Florida - City Manager - 1995  
Galesburg, Illinois - City Manager - 2006  
Gastonia, North Carolina - City Manager - 2007  
Glen Ellyn, Illinois - Village Manager - 2008  
Glen Ellyn, Illinois - Village Manager - 2006  
Glencoe, Illinois - Village Manager - 2000  
Glendale, Arizona - Assistant City Manager - 2010  
Glenview, Illinois - Village Manager - 2004  
Glenwood, Illinois - Village Administrator - 2008  
Glenn Heights, Texas - City Manager - 2006  
Goldsboro, North Carolina - City Manager - 2011  
Goldsboro, North Carolina - City Manager - 2004  
Goodyear, Arizona - City Manager - 2007  
Grand Island, Nebraska - City Administrator - 2007  
Grand Ledge, Michigan - City Administrator - 1999  
Granville, Ohio - Village Manager - 2005  
Greeley, Colorado - Deputy City Manager - 2006  
Green Cove Springs, Florida - City Manager (Limited Scope Search) - 1997  
\*Greenfield, California - City Manager - 1998  
Greensboro, North Carolina - Assistant City Manager (Limited Scope Search) - 1996  
\*Greenville, North Carolina - City Manager - 2007  
Gulfport, Florida - City Manager - 2003  
Gulfport, Florida - City Manager - 1989  
GVR Metropolitan District, Green Valley Ranch, Denver, Colorado - District Manager - 2008  
Hampton, Virginia - City Manager - 2009  
Hampton, Virginia - City Manager - 1984  
Hampton, Virginia - Assistant City Manager (Technology Agent) - 1973  
\*Healdsburg, California - City Manager - 1995  
Highland Park, Michigan - Interim City Manager - 2002-2003  
High Point, North Carolina - Assistant City Manager (Technology Agent) - 1973  
Hobbs, New Mexico - City Manager - 2002  
Holland, Michigan - City Manager - 2011  
Howell, Michigan - Deputy City Manager for Financial Services - 2004  
Huber Heights, Ohio - City Manager - 2000  
Hudson, Ohio - City Manager - 1997  
Hyattsville, Maryland - City Administrator - 2010  
Independence, Missouri - Assistant City Manager (Technology Agent) - 1973

Indian Rocks Beach, Florida - City Manager (Limited Scope Search) - 1997  
Indian Rocks Beach, Florida - Interim City Manager (Assist) - 2005  
Indian Trail, North Carolina - Town Manager - 2009  
Jackson, Michigan - City Manager - 2004  
Jackson, Michigan - City Manager - 1996  
Jacksonville, North Carolina - City Manager - 2010  
Jacksonville, North Carolina - City Manager - 2005  
Jacksonville, North Carolina - City Manager - 1998  
Jacksonville, North Carolina - Assistant City Manager - 2007  
Jersey City, New Jersey - Assistant Business Manager (Technology Agent) - 1973  
Johns Creek, Georgia - City Manager - 2006  
Johnson City, Tennessee - City Manager - 2005  
Joplin, Missouri - City Manager - 2014  
Joplin, Missouri - City Manager - 2004  
Kent, Ohio - City Manager - 2005  
Kent, Ohio - City Manager - 1997  
Kettering, Ohio - Assistant City Manager (Technology Agent) - 1973  
Kiawah Island, South Carolina - Town Administrator - 2015  
Kingsport, Tennessee - City Manager - 1999  
Lakeland, Florida - City Manager - 2003  
Lakeland, Florida - Assistant to the City Manager - 2004  
\*Lakeport, California - City Manager - 2001  
Lake Worth, Florida - City Manager - 2009  
Las Vegas, New Mexico - City Manager - 2009  
Laurinburg, North Carolina - City Manager - 1999  
Lapeer, Michigan - City Manager - 2002  
League City, Texas - City Manager - 2012  
League City, Texas - City Administrator - 2009  
League City, Texas - Assistant City Manager for Public Works - 2009  
League City, Texas - City Administrator - 2004  
Lebanon, New Hampshire - City Manager - 2015  
Lee's Summit, Missouri - City Manager - 2008  
Liberty, Texas - City Manager - 2007  
Littleton, Colorado - City Manager - 2011  
\*Livermore, California - City Manager - 2000  
\*Livermore, California - Assistant City Manager - 2001  
Longboat Key, Florida - Town Manager - 1997  
Longboat Key, Florida - Town Manager - 1993  
Longboat Key, Florida - Assistant Town Manager - 1996  
\*Los Altos, California - City Manager - 1998  
Los Angeles, California - Chief Legislative Analyst - 2005  
Louisville, Ohio - City Manager - 2001  
Lower Merion Township, Pennsylvania - Assistant Township Manager (Technology Agent) - 1973  
Macon, Georgia - Chief Administrative Officer - 2008  
Manistee, Michigan - City Manager - 2001  
Marco Island, Florida - City Manager - 2004  
Martinsville, Virginia - City Manager - 2004



Mason, Ohio - City Manager - 2006  
Matthews, North Carolina - Town Manager - 2002  
McAlester, Oklahoma - City Manager (Limited Scope Search) - 2006  
McKinney, Texas - Assistant City Manager - 2006  
Melbourne, Florida - City Manager - 2002  
Middletown, Ohio - City Manager - 1984  
Middletown, Pennsylvania - Borough Manager - 2001  
Midland, Texas - City Manager - 2008  
\*Mill Valley, California - City Manager - 1999  
Milliken, Colorado - Town Administrator - 2014  
Minneapolis, Minnesota - Assistant City Coordinator (Technology Agent) - 1973  
Minnetonka, Minnesota - City Manager - 2000  
Minster, Ohio - Village Administrator - 1986  
Monroe, Michigan - City Manager - 1992  
Monmouth, Illinois - City Administrator - 2007  
Montgomery, Illinois - Village Manager - 2000  
Mooresville, North Carolina - Town Manager - 2008  
\*Morgan Hill, California - City Manager - 1996  
Mound, Minnesota - City Manager - 2000  
Mount Holly, North Carolina - City Manager - 2007  
Muscatine, Iowa - City Administrator - 2009  
Naples, Florida - City Manager - 2007  
Naples, Florida - City Manager - 2003  
Negaunee, Michigan - City Manager - 2004  
Newburgh, New York - City Manager - 2010  
Newport News, Virginia - City Manager - 2005  
Norfolk, Virginia - City Manager - 1999  
North Miami, Florida - City Manager - 2002  
Northglenn, Colorado - City Manager - 2001  
Northville Township, Michigan - Township Administrator - 1999  
North Myrtle Beach, South Carolina - City Manager - 2010  
North Myrtle Beach, South Carolina - City Manager - 2003  
North Myrtle Beach, South Carolina - City Manager - 1997  
North Myrtle Beach, South Carolina - Assistant City Manager - 2008  
North Port, Florida - Assistant City Manager (Limited Scope Search) - 2003  
North Port, Florida - Assistant City Manager (Limited Scope Search) - 2002  
\*Novato, California - Assistant City Manager - 2002  
Oak Ridge, Tennessee - City Manager - 2010  
Oak Ridge, Tennessee - City Manager - 2003  
\*Oakland Park, Florida - Assistant City Manager - 2004  
\*Oakland Park, Florida - Assistant City Manager - 2002  
Oklahoma City, Oklahoma - City Manager - 1986  
Oklahoma City, Oklahoma - Assistant City Manager (Technology Agent) - 1973  
Oneonta, New York - City Manager - 2012  
Orlando, Florida - Chief Administrative Officer - 2005  
Overland Park, Kansas - City Manager - 2010  
Oxford, Ohio - City Manager - 2007  
\*Oxnard, California - City Manager - 1997

Paducah, Kentucky - City Manager - 2010  
Pagosa Springs, Colorado - Town Manager - 2008  
Parker, Colorado - Town Administrator - 2005  
Pasadena, California - Assistant City Manager (Technology Agent) - 1973  
Peoria, Illinois - City Manager - 2008  
Payson, Arizona - Town Manager - 2002  
\*Petaluma, California - City Manager - 1996  
Petoskey, Michigan - City Manager - 2014  
Phoenix, Arizona - City Manager - 1989  
Piqua, Ohio - City Manager - 2005  
Pittsburg, Kansas - City Manager - 2012  
Plainview, Texas - City Manager - 2003  
Plant City, Florida - City Manager - 2014  
Pocomoke City, Maryland - City Manager - 2015  
Pompano Beach, Florida - City Manager - 2009  
Ponce Inlet, Florida - Town Manager - 2001  
Port Arthur, Texas - City Manager - 2011  
Port Huron, Michigan - City Manager - 1997  
Port Orange, Florida - City Manager - 2015  
Portsmouth, Virginia - City Manager - 2015  
Portsmouth, Virginia - City Manager - 2000  
\*Portsmouth, Virginia - City Manager 2009  
Powder Springs, Georgia - City Manager - 2006  
Prairie Village, Kansas - City Administrator - 2007  
Pueblo, Colorado - Assistant City Manager (Technology Agent) - 1973  
Punta Gorda, Florida - City Manager - 2004  
Punta Gorda, Florida - City Manager - 1998  
Punta Gorda, Florida - City Manager - 1995  
Questa, New Mexico - Village Administrator - 2011  
Raleigh, North Carolina - Assistant to the City Manager - 1971  
Raleigh, North Carolina - City Manager - 2000  
Raton, New Mexico - City Manager - 2011  
Reading, Pennsylvania - Managing Director - 2003  
\*Reno, Nevada - City Manager - 1995  
Richland, Washington - City Manager - 2007  
Richland, Washington - City Manager - 1998  
Richland, Washington - City Manager (Limited Scope Search) - 2000  
Richmond, Michigan - City Manager - 1998  
Richmond, Virginia - Chief Administrative Officer - 2009  
Rio Rancho, New Mexico - City Administrator - 2003  
Roanoke, Virginia - City Manager - 1999  
Rock Hill, South Carolina - City Manager - 2001  
Rock Hill, South Carolina - City Manager - 1993  
Rocky Hill, Connecticut - Town Manager - 2014  
Rockport, Texas - City Manager - 2011  
Rockville, Maryland - City Manager - 1998  
Safety Harbor, Florida - City Manager - 2006  
Saint Clair Shores, Michigan - City Manager - 2013

Sandy Springs, Georgia - City Manager - 2005  
San Diego, California - Deputy City Manager - 1988  
\*San Diego, California - Assistant City Manager - 2000  
San Jose, California - Assistant City Manager (Technology Agent) - 1973  
\*San Rafael, California - City Manager - 1996  
\*Santa Rosa, California - City Manager - 2000  
Sarasota, Florida - City Manager - 2007  
Sarasota, Florida - City Manager - 1986  
Saratoga, California - City Manager - 2000  
\*Saratoga, California - City Manager - 1997  
Savannah, Georgia - City Manager - 1994  
Sheridan, Colorado - City Manager - 2011  
Sioux City, Iowa - Assistant City Manager (Technology Agent) - 1973  
Snellville, Georgia - City Manager - 2008  
\*Solana Beach, California - City Manager - 2002  
South Brunswick Township, New Jersey - Township Administrator - 1987  
South Haven, Michigan - City Manager - 1999  
Southlake, Texas - Assistant City Manager - 2005  
South Miami, Florida - City Manager - 2010  
South Miami, Florida - City Manager - 2003  
Southfield, Michigan - City Administrator - 1999  
Sparks, Nevada - City Manager - 1989  
Spartanburg, South Carolina - City Manager - 2001  
Spartanburg, South Carolina - City Manager - 1995  
Spartanburg, South Carolina - City Manager - 1984  
St. Pete Beach, Florida - City Manager - 2001  
St. Petersburg, Florida - Assistant City Manager (Technology Agent) - 1973  
St. Petersburg, Florida - Deputy City Manager Public Works - 1988  
Suffolk, Virginia - City Manager - 2002  
Sun'n Lake Sebring Improvement District, Florida - General Manager - 2006  
Sun'n Lake Sebring Improvement District, Florida - General Manager - 2004  
Sun'n Lake Sebring Improvement District, Florida - General Manager - 2002  
Sunrise, Florida - City Manager - 1989  
Sun Valley, Idaho - City Administrator - 2012  
Superior, Colorado - Town Manager - 2006  
Swartz Creek, Michigan - City Manager - 2000  
Taos, New Mexico - City Manager (Limited Scope) - 2012  
Takoma Park, Maryland - City Manager - 2015  
Takoma Park, Maryland - City Manager - 2013  
Takoma Park, Maryland - City Manager - 2004  
Talladega, Alabama - City Manager - 2008  
Talladega, Alabama - City Manager - 2003  
Tallahassee, Florida - City Manager - 1994  
Temple, Texas, City Manager - 2004  
\*The Sea Ranch - Community Manager - 2002  
\*Tiburon, California - City Manager - 2000  
Tifton, Georgia - City Manager - 2007  
Tifton, Georgia - City Manager - 1996

Timnath, Colorado - Town Manager - 2011  
Tipp City, Ohio - City Manager - 2008  
Topeka, Kansas - Assistant to the Mayor (Technology Agent) - 1973  
Topeka, Kansas - Chief Administrative Officer - 2002  
\*Tracy, California - Deputy City Manager - 1999  
Traverse City, Michigan - City Manager - 1987  
Treasure Island, Florida - City Manager - 2004  
Treasure Island, Florida - City Manager - 1996  
Trophy Club, Texas - Town Manager - 2010  
Troy, Michigan - City Manager - 2012  
Tucson, Arizona - City Manager - 2004  
Tucson, Arizona - Assistant City Manager (Technology Agent) - 1973  
\*Union City, California - City Manager - 1995  
Union City, Georgia - City Administrator - 2007  
University City, Missouri - City Manager - 2005  
Vero Beach, Florida - City Manager - 2004  
Villa Park, Illinois - Village Manager - 2011  
Virginia Beach, Virginia - City Manager - 1991  
Virginia Beach, Virginia - Deputy City Manager - 1987  
Wentzville, Missouri - City Administrator - 2013  
Wentzville, Missouri - City Administrator - 2012  
West Hartford, Connecticut - Assistant City Manager (Technology Agent) - 1973  
Westminster, Colorado - City Manager - 2000  
Westminster, Maryland - City Administrator - 2006  
West Palm Beach, Florida - City Manager - 1988  
Westerville, Ohio - City Manager - 2007  
White House, Tennessee - City Administrator - 2012  
White House, Tennessee - City Administrator - 2005  
Wichita, Kansas - City Manager (Limited Scope Search) - 2008  
Wichita Falls, Texas - City Manager - 2005  
Wilmington, North Carolina - City Manager - 2002  
Wilmington, North Carolina - Deputy City Manager - 2003  
Wilson, North Carolina - City Manager - 2004  
Winchester, Virginia - City Manager - 2011  
Winter Haven, Florida - City Manager - 2001  
Winter Haven, Florida - City Manager - 1986  
Woodstock, Georgia - City Manager - 2008  
Worcester, Massachusetts - City Manager - 1993  
Worcester, Massachusetts - Assistant City Manager (Technology Agent) - 1973  
Worthington, Minnesota - City Manager - 1988  
Worthington, Ohio - City Manager - 2007  
Wylie, Texas - City Manager - 2004  
Yankton, South Dakota - City Manager - 2012  
York, Pennsylvania - Business Administrator & Assistant Solicitor - 2000

#### **County Managers/Administrators**

Alachua County, Florida - County Manager - 1999  
Alachua County, Florida - County Manager - 1984

Arapahoe County, Colorado - County Administrator - 1999  
Archuleta County, Colorado - County Administrator - 2013  
Athens/Clarke County Unified Government, Georgia - Manager - 1995  
Athens/Clarke County Unified Government, Georgia - Manager - 2001  
Beaufort County, South Carolina - County Administrator - 1992  
Bernalillo County, New Mexico - County Manager - 2011  
Broward County, Florida - Assistant to the County Administrator for Affordable Housing - 2004  
Charleston County, South Carolina - County Administrator - 2008  
Charleston County, South Carolina - County Administrator - 1998  
Charlotte County, Florida - County Administrator - 2002  
Charlotte County, Florida - County Administrator - 1995  
Chesterfield County, Virginia - County Administrator - 1983  
Citrus County, Florida - County Administrator - 2014  
Clarke County, Georgia - County Administrator - 1984  
Collier County, Florida - County Administrator (Limited Scope Search) - 2000  
Cumberland County, North Carolina - County Manager - 2014  
DeSoto County, Florida - County Administrator - 2005  
Fairfax County, Virginia - County Executive - 1980  
Gaston County, North Carolina - County Manager - 2013  
Grady County, Georgia - County Administrator (Limited Scope Search) - 1999  
Gwinnett County, Georgia - County Manager - 1987  
Gwinnett County, Georgia - Executive Assistant to the Board - 1985  
Hamilton County, Ohio - County Administrator - 2005  
Henrico County, Virginia - Assistant County Manager (Technology Agent) - 1973  
Henry County, Georgia - County Administrator - 1984  
Hernando County, Florida - County Administrator - 2000  
Hillsborough County, Florida - County Administrator - 1986  
Hillsborough County, Florida - Deputy County Administrator - 2004  
Hillsborough County, Florida - Assistant County Administrator for Human Services - 2004  
Hillsborough County, Florida - Assistant County Administrator for Development and Infrastructure - 2006  
Horry County, South Carolina - County Administrator - 2009  
Indian River County, Florida - County Administrator - 1987  
Jackson County, Missouri - Chief Administrative Officer - 2007  
Jackson County, Missouri - Deputy Chief Administrative Officer - 2007  
Jefferson Parish, Louisiana - Assistant to the Parish President (Technology Agent) - 1973  
Johnson County, Kansas - County Administrator - 1998  
Lee County, Virginia - County Administrator - 1991  
Leon County, Florida - County Administrator - 1989  
Leon County, Florida - Assistant County Administrator - 1989  
Long County, Georgia - County Administrator - 2008  
Los Alamos County, New Mexico - County Administrator - 2003  
Los Alamos County, New Mexico - County Administrator - 1998  
Lowndes County, Georgia - County Manager - 2001  
Manatee County, Florida - County Administrator - 1993  
Manatee County, Florida - County Administrator - 1984  
Martin County, Florida - Assistant County Administrator - 2006  
Mesa County, Colorado - County Administrator - 2011

Nashville/Davidson County, Tennessee - Assistant to the Mayor (Technology Agent) - 1973  
Northampton County, Virginia - County Administrator - 1999  
\*Nye County, Nevada - County Manager - 1998  
Oconee County, South Carolina - County Administrator - 2010  
Orange County, North Carolina - County Manager - 2009  
Orange County, North Carolina - County Manager - 2006  
Orange County, North Carolina - County Manager - 1987  
Osceola County, Florida - County Administrator - 2003  
Palm Beach County, Florida - County Administrator - 1985  
Park County, Colorado - County Administrator - 2011  
Pinal County, Arizona - County Manager - 2013  
Polk County, Florida - County Administrator - 1989  
Prince William County, Virginia - County Executive - 1990  
Ramsey County, Minnesota - County Manager - 1999  
Richland County, South Carolina - County Administrator - 2006  
St. Louis County, Minnesota - County Administrator - 1987  
Santa Rosa County, Florida - County Administrator - 1988  
Sarasota County, Florida - County Administrator - 2011  
Spartanburg County, South Carolina - County Administrator - 1999  
Stafford County, Virginia - County Administrator - 2002  
Summit County, Colorado - County Manager - 2007  
Summit County, Colorado - County Manager - 2001  
Sumter County, Florida - County Administrator - 2011  
Sumter County, Florida - County Administrator - 2005  
Sumter County, Florida - Interim Assistant County Administrator/Administrative Services Director - 2006  
Sumter County, Georgia - County Administrator - 2011  
Union County, North Carolina - County Manager - 2008  
Union County, North Carolina - County Manager - 2001  
Union County, North Carolina - Assistant County Manager - 2007  
Volusia County, Florida - County Manager - 1995

### **City Clerk**

Bellaire, Texas - City Clerk (Limited Scope Search) - 1997  
Bloomfield Hills, Michigan - City Clerk - 2001  
Raleigh, North Carolina - City Clerk - 1972

### **Protected Classes**

Alachua County, Florida - County Administrator - 1984  
Alexandria, Virginia - Director of Real Estate Appraisals - 1993  
Angel Fire, New Mexico - Villager Administrator - 2011  
Ann Arbor, Michigan - City Attorney (Limited Scope Search) - 1995  
Asheville, North Carolina - City Attorney - 2014  
Arlington County, Virginia - Director of Management & Finance - 1999  
Aspen, Colorado - City Manager - 1989  
Atlanta/Fulton Community Action Authority, Georgia - Executive Director - 1991  
Atlanta Regional Commission, Georgia - Executive Director - 2011  
Augusta, Georgia - City Administrator - 2013

Austin, Texas - City Manager - 1988  
Avondale, Arizona - Utilities Director - 2002  
Baltimore, Maryland - Finance Director - 2004  
Bangor, Maine - City Manager - 2012  
Bangor, Maine - Airport Director - 2001  
Bellaire, Texas - City Clerk (Limited Scope Search) - 1997  
Bexar County, Texas - Executive Director, Information Services - 2000  
Bexar County, Texas - Director of Infrastructure - 1998  
Billings, Montana - City Administrator - 2006  
Billings, Montana - Assistant City Administrator - 2003  
\*Bonnet House & Gardens, Inc., Fort Lauderdale, Florida - Executive Director - 2002  
Boulder, Colorado - City Manager - 2008  
Bowie, Maryland - Chief of Police - 2011  
Bowie, Maryland - Chief of Police - 2006  
Brazos River Authority, Texas - Director of Human Resources - 2000  
\*Broward County Sheriff's Office, Florida - Human Resources Director - 1997  
Capital Area Transportation Authority, Lansing, Michigan - Executive Director - 1985  
Champaign, Illinois - Assistant City Manager - 2007  
Charleston County, South Carolina - Human Resources Director - 2010  
Charlotte, North Carolina - City Manager - 1996  
Charlotte, North Carolina - Director of Neighborhood Development (Limited Scope Search) - 1996  
Charlottesville Redevelopment and Housing Authority (Virginia) - Executive Director - (Limited Scope Search) - 1999  
Chesapeake Redevelopment & Housing Authority - Executive Director - 1998  
\*Chesapeake, Virginia - City Manager - 2008  
\*Chesapeake, Virginia - City Manager - 2006  
Children's Services Council of Palm Beach County, Florida - Executive Director - 1987  
Cincinnati Board of Health, Ohio - Health Commissioner - 2005  
College Park, Georgia - City Manager - 2013  
College Station, Texas - Assistant City Managers (two positions) - 2006  
\*Colma, California - City Manager - 1998  
Colorado Municipal League - Legislative & Policy Advocate - 2012  
Coliseum Central Business Improvement District, Hampton, Virginia - Executive Director - 2006  
Community Redevelopment Agency of Delray Beach, Florida - Executive Director - 2000  
Coral Springs, Florida - Assistant City Manager - 2000  
Covington, Georgia - City Manager - 2013  
Cumberland County, North Carolina - County Manager - 2014  
Cuyahoga Metropolitan Housing Authority, Ohio - Director of Communications (Limited Scope Search) - 1998  
Cuyahoga Metropolitan Housing Authority, Ohio - General Counsel (Limited Scope Search) - 1998  
Cuyahoga Metropolitan Housing Authority, Ohio - Labor/Management Attorney (Limited Scope Search) - 1998  
Cuyahoga Metropolitan Housing Authority, Ohio - Vice President, Administrative Services - 1998  
Cuyahoga Metropolitan Housing Authority, Ohio - Vice President, Customer Service Administration - 1998

Cuyahoga Metropolitan Housing Authority, Ohio - Vice President of Neighborhood and Housing Development - 1998  
Cuyahoga Metropolitan Housing Authority, Ohio - Director of Section 8 - 1998  
Dallas, Texas - Director of Housing - 1994  
Danville, Kentucky - Chief of Police - 2012  
Dayton, Ohio - Aviation Director - 2006  
Dayton, Ohio - City Manager - 2006  
Dayton, Ohio - Assistant City Manager/Economic Development - 2007  
Daytona Beach, Florida - Development Services Director - 2005  
Daytona Beach, Florida - Fire Chief - 2006  
Decatur, Georgia - Personnel Administrator - 2002  
Des Moines, Iowa - Chief of Police - 2007  
District of Columbia Government - Chief Financial Officer - 1999  
District of Columbia Government - Inspector General - 1999  
Downers Grove, Illinois - Village Manager - 2006  
Downers Grove, Illinois - Director of Finance - 2007  
Durham, North Carolina - City Manager - 2005  
East Lansing, Michigan - Chief of Police - 1991  
East Point, Georgia - City Manager - 2012  
Edmond, Oklahoma - Director of Electric Utilities (Limited Scope) - 2010  
Eloy, Arizona - City Engineer - 2001  
El Paso, Texas - City Manager - 2004  
El Paso, Texas - Human Resources Director - 2005  
El Reno, Oklahoma - City Manager - 2006  
Fort Lauderdale, Florida - City Manager - 1998  
\*Foster City, California - Human Resource Director - 2001  
Franklin Village, Michigan - Village Administrator - 1998  
Glen Ellyn, Illinois - Village Manager - 2006  
Glendale, Arizona - Deputy City Manager (2) - 2004  
Glendale, Arizona - Human Resources Director - 2004  
Goodyear, Arizona - Human Resources Director - 2011  
Greensboro, North Carolina - City Attorney - 2011  
Greensboro, North Carolina - Assistant City Manager (Limited Scope Search) - 1996  
Greensboro, North Carolina - Chief of Police - 1998  
Hampton, Virginia - City Manager - 2009  
Hampton Roads Transit Authority, Virginia - Executive Director (Limited Scope Search) - 1998  
Hampton Roads Transit Authority, Virginia - Director of Planning - 2000  
Harrisburg, North Carolina - Finance Director - 2008  
\*Henderson, Nevada - Human Resource Director - 1997  
Highland Park, Michigan - Interim City Manager - 2002-2003  
Hillsborough County, Florida - Director, Division of Cultural Services - 1988  
Homebuilders Association of Greater Spartanburg, South Carolina - Executive Director - 1998  
Hyattsville, Maryland - City Manager - 2010  
Indian Rocks Beach, Florida - Treasurer (Limited Scope Search) - 1995  
Ithaca Housing Authority, New York - Executive Director - 1993  
Jackson, Michigan - Fire Chief - 1997  
Jackson County, Missouri - Director of Parks & Recreation - 2007  
Jackson County, Missouri - Deputy Chief Administrative Officer - 2007



Jacksonville, Florida - Chief, Information Technology - 1999  
Johnson County, Kansas - County Administrator - 1998  
Kiawah Island, South Carolina - Town Administrator - 2015  
\*Lake Arrowhead Community Services District - F.D., California - Finance Director/District Engineer - 2000  
Lakeland, Florida - Assistant City Manager - 2003  
Lakeland, Florida - Assistant City Manager - 2000  
Lake Worth, Florida - City Manager - 2010  
Laredo, Texas - Chief of Police - 2008  
Largo, Florida - Assistant Director of Community Development - 2004  
\*Lauderdale Lakes, Florida - Human Resources Director - 2008  
Lee's Summit, Missouri - City Attorney - 2008  
Leon County, Florida - County Administrator - 1989  
\*Livermore, California - City Manager - 2000  
\*Livermore, California - Deputy City Attorney - 2000  
\*Livermore, California - Assistant City Attorney - 2001  
Los Alamos County, New Mexico - County Administrator - 2003  
Los Alamos County, New Mexico - Utilities Manager - 2003  
Los Alamos County, New Mexico - Human Resources Manager - 2003  
Macon, Georgia - Chief Administrative Officer - 2008  
Martin County, Florida - Assistant County Administrator - 2006  
\*Mendocino County, California - Personnel Director - 1998  
Mesa County, Colorado - County Administrator - 2011  
Michigan Theatre, Jackson, Michigan - Executive Director - 1998  
Montgomery County, Ohio - Director of Job and Family Services - 2007  
Montgomery County, Maryland - Director of Office of Management & Budget - 2003  
Montgomery Village, Illinois - Village Manager - 2000  
Mound, Minnesota - City Manager - 2000  
Norfolk Redevelopment and Housing Authority, Virginia - Executive Director - 2001  
Norfolk Redevelopment and Housing Authority, Virginia - Deputy Executive Director - 2000  
Norfolk, Virginia - Director of Human Resources - 1988  
Norfolk, Virginia - Assistant Director of Human Resources - 1999  
Norfolk, Virginia - Chief of Police - 1993  
Norfolk, Virginia - City Manager - 1999  
Norfolk, Virginia - Director of Human Resources - 1998  
Norfolk, Virginia - Finance Director - 1995  
Norfolk, Virginia - Solid Waste Superintendent - 2000  
Norfolk, Virginia - Assistant City Manager - 1998  
Norman, Oklahoma - Director of Planning and Community Development - 2008  
North Miami Beach, Florida - City Manager - 2002  
North Myrtle Beach, South Carolina - Public Safety Director - 2010  
Northern Kentucky Independent District Health Department - Director of Health - 2010  
\*Oakland Park, Florida - Assistant City Manager - 2004  
\*Oakland Park, Florida - Human Resources Director - 2004  
\*Oakland Park, Florida - Assistant City Manager - 2002  
Oak Ridge, Tennessee - Chief of Police - 2011  
Oklahoma City, Oklahoma - City Manager - 1986  
Orange Beach, Alabama - Director of Community Development - 2002

Orange County, North Carolina - County Manager - 2008  
Orlando, Florida - Chief Administrative Officer - 2005  
Orlando, Florida - Chief Financial Officer - 2005  
Osceola County, Florida - Human Resources Director - 2006  
Osceola County, Florida - Building Department Director - 2005  
Owosso, Michigan - Chief of Police - 2002  
Palm Beach County, Florida - Director of Planning, Building and Zoning - 1988  
Palm Beach County, Florida - Assistant Director of Financial Management and Budget - 1986  
Palm Beach County Health Care District, Florida - Administrator - 1988  
Peoria, Arizona - Financial Services Manager - 2007  
Peoria, Arizona - Revenue Manager - 2007  
Peoria, Illinois - City Manager - 2009  
Pinellas County Juvenile Welfare Board, Florida - Executive Director - 2006  
Pinetop-Lakeside, Arizona - Town Attorney - 2007  
\*Pleasanton, California - Library Director - 2002  
\*Pleasanton, California - Library Services Manager – 1999  
\*Pleasanton, California - Library Services Manager – 1999  
\*Pleasanton, California Library Services Manager 1999  
\*Pleasanton, California Library Services Manager 1999  
\*Pleasanton, California Library Services Manager 1999  
\*Pleasanton, California Library Services Manager 1999  
\*Pleasanton, California Library Services Manager 1999  
Polk County Conservation Board - Executive Director - 2004  
Port Arthur, Texas - City Manager - 2012  
Port of Los Angeles, California - Director of Construction and Maintenance - 2008  
Portsmouth, Virginia - City Attorney - 2015  
\*Portsmouth, Virginia - City Manager - 2008  
\*Portsmouth, Virginia - Chief Financial Officer - 2008  
Portsmouth, Virginia - Director of Human Resources - 1999  
Portsmouth, Virginia - Chief of Police - 1998  
Portsmouth, Virginia - Director of Risk Management - 1998  
Portsmouth, Virginia School System - Director of Risk Management - 1998  
Public Technology, Inc - Executive Assistants (2) - 1973  
Questa, New Mexico - Village Administrator - 2011  
Raleigh, North Carolina - City Clerk - 1972  
Raleigh, North Carolina - Community Relations Director - 1971  
Raleigh, North Carolina - Assistant to the City Manager - 1971  
Ramsey County Public Library, Minnesota - Director (Limited Scope Search) - 2  
Reading, Pennsylvania - Managing Director - 2004  
\*Redwood City, California - Library Director - 1997  
\*Reno, Nevada - City Manager - 1995  
\*Reno, Nevada - Redevelopment Administrator - 1998  
Richland, Washington - City Manager - 2007  
Richland County, South Carolina - County Administrator - 2006  
Richmond, Virginia - Chief Administrative Officer - 2009  
Richmond Redevelopment and Housing Authority, Virginia - Director of Housing Operations - 2000  
Roanoke, Virginia - City Manager - 1999

San Antonio, Texas - Human Resources Director - 2009  
San Antonio Water System, Texas - President/CEO - 2008  
San Antonio Water System, San Antonio, Texas - Vice President of Communications and  
Community Relations - 2005  
San Diego, California - Deputy City Manager - 1988  
\*San Diego, California - Parks and Recreation Director - 2000  
\*San Diego, California - Assistant City Manager - 2000  
San Diego, California - General Manager, San Diego Wastewater Management District - 1988  
\*San Mateo, California - Chief of Police - 2000  
Sandy Springs, Georgia - Finance Director - 2010  
Sarasota, Florida - Director of Human Resources - 1986  
Sarasota County, Florida - Director of Internal Audit - 2012  
South Florida Workforce - Executive Director - 2005  
Southeastern Public Service Authority, Virginia - 1998  
Spartanburg, South Carolina Housing Authority - Executive Director - 2008  
Spartanburg, South Carolina Housing Authority - Executive Director - 1992  
Spartanburg, South Carolina Housing Authority - Deputy Executive Director - 1994  
Spartanburg, South Carolina Housing Authority - Director of Maintenance - 1994  
State of Delaware - Director, Division for the Visually Impaired - 1996  
Sun'n Lake of Sebring, Florida - General Manager - 2002  
Sun Valley, Idaho - City Administrator - 2012  
Takoma Park, Maryland - City Manager - 2004  
Taos County, New Mexico - Director of Community and Economic Development - 2007  
Taos, New Mexico - City Manager - 2011  
Taos, New Mexico - Town Police Sergeant - 2003  
Thornton, Colorado - Public Information Officer - 1989  
Tracy, California - Chief of Police - 2008  
Tucson, Arizona - Chief Information Officer - 2005  
Tucson, Arizona - Human Resources Director - 2005  
University City, Missouri - City Manager - 2005  
Vallejo, California - Deputy Fire Chief - 2014  
Village of Questa, New Mexico - Village Administrator - 2011  
Virginia Beach, Virginia - Director of Human Resources - 1987  
Wasco, Washington - Community Development Director - 2012  
Wayne County Economic Development Commission, North Carolina - President/Chief  
Operating Officer - 2000  
West Des Moines, Iowa - Director of Development Services - 2013  
West Des Moines, Iowa - Manager, Westcom - 2003  
West Palm Beach, Florida - Housing and Community Development Director - 2007  
Westminster, Maryland - City Administrator - 2006  
White House, Tennessee - City Administrator - 2005  
Wilmington, North Carolina - City Manager - 2002  
Yankton, South Dakota - City Manager - 2012

## APPENDIX B: REFERENCES

You may contact any of the following clients and placements for references on the executive search work of Mr. Mercer:

Mr. Brian Dalke, City Manager  
City of Goodyear; population: 65,275  
190 Litchfield Road  
Goodyear, AZ 85338  
623-882-7051  
[Brian.dalke@goodyearaz.gov](mailto:Brian.dalke@goodyearaz.gov)

Ms. Wynette Reed, Deputy City Manager  
City of Goodyear; population: 65,275  
190 Litchfield Road  
Goodyear, AZ 85338  
623-882-7058  
[Wynette.reed@goodyearaz.gov](mailto:Wynette.reed@goodyearaz.gov)

Mr. Jay Schlum, Former Mayor  
Town of Fountain Hills; population: 22,275  
4150 N Drinkwater Blvd  
Scottsdale, AZ 85258  
480-289-7433  
[jschlum@telesphere.com](mailto:jschlum@telesphere.com)

Mr. Ken Buchanan, Town Manager  
Town of Fountain Hills; population: 22,275  
16725 E Avenue of the Fountains  
Fountain Hills, AZ 85268  
480-816-5107  
[kbuchanan@fh.az.gov](mailto:kbuchanan@fh.az.gov)

Ms. Karen Smith, Human Resources Director  
Town of Prescott Valley; population: 38,822  
7501 E Civic Circle  
Prescott Valley, AZ 86332  
928-759-3004  
[ksmith@pvaz.net](mailto:ksmith@pvaz.net)

Mr. Andrew Quigley, Director of Environmental Services Department  
City of Tucson; population: 520,585  
4004 S Park Avenue, Bldg 1  
Tucson, AZ 85074  
520-791-4204  
[Andrew.Quigley@tucsonaz.gov](mailto:Andrew.Quigley@tucsonaz.gov)

Mr. Ed Zuercher, City Manager  
City of Phoenix; population: 1,400,000  
200 W Washington Street, 12<sup>th</sup> Floor  
Phoenix, AZ 85003  
602-262-6941  
[Ed.zuercher@phoenix.gov](mailto:Ed.zuercher@phoenix.gov)

## **APPENDIX C: QUESTIONS AND ANSWERS ABOUT EXECUTIVE SEARCH**

### **1. Why should a public sector organization utilize an executive recruiter?**

We have the experience, time and a vast array of national contacts in public agencies. This will save your organization time and money in filling key positions with candidates of exceptional quality.

The trend is that more and more public agencies, both large and small, are turning to executive search firms to recruit key executives and managers who may be happy and successful elsewhere. This trend has developed because of the complexity and time consuming nature of locating and selecting high quality persons for public sector organizations and by the tremendous success of specialty firms such as ours in meeting client needs quickly and efficiently.

### **2. How is an executive search conducted?**

Our methods have been successfully tested over a number of years. We normally meet with the key clients and appointed officials who engage us in order to determine the selection criteria for the position. These criteria usually include education and professional development, related experience, management style and abilities, and personal characteristics. We then seek out exceptionally well-qualified individuals and invite them to become candidates. We screen candidates against the selection criteria and thoroughly evaluate the background of the most promising candidates. We submit to you a detailed report on the top five or so candidates who best meet the criteria.

We arrange interviews of the candidates with you, attend the interviews ourselves, negotiate with selected finalists if you wish, and notify remaining applicants of your decision. Throughout the process, we acknowledge all applicants and keep you informed of progress. We will also conduct a goal and objective-setting session with you and the key executive to fully establish him/her within the organization. Where possible, we maintain confidentiality of all information in accordance with our professional standards.

### **3. When can results be expected?**

A national search process normally takes 60 days from agreement to submission of the final report. Interviews can be conducted immediately after the report is submitted and negotiations with the selected candidate can be concluded shortly thereafter. More limited searches can usually be completed more quickly.

### **4. What are the chances of success?**

We have an outstanding success rate on all of our executive search assignments and will be pleased to offer numerous references as tributes to our work.

5. What will the electorate think?

They are concerned with excellent quality and timeliness of service and with cost efficiency. Our process assures you that these constituent objectives are being met most effectively.

6. What is the role of the client?

The client is the key decision-maker. We will not usurp the client's authority relative to the process and the key decisions. We work closely with our client to assure that final results are highly acceptable.

7. What does it cost?

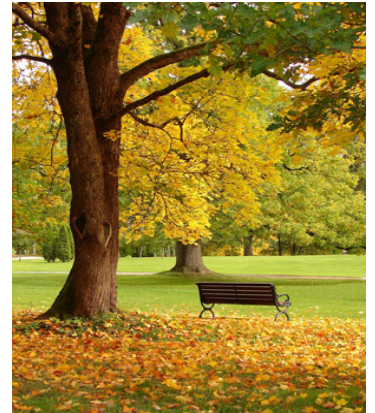
We charge a fixed professional service fee that does not depend upon salary paid. Our consulting expenses are in addition to the professional service fee. Our fees vary according to local circumstances.

8. What other services are provided?

If, for some reasons, the selected candidate leaves within the first two years, we guarantee that we will conduct a replacement search for expenses only. In addition, we guarantee that we will not attempt to recruit any of the client's key people for other positions for a period of two years from the completion of the search.

9. What about EEO requirements?

The Mercer Group, Inc. is an equal opportunity recruiter. We will not discriminate against any person on the basis of race, religion, creed, color, sex, handicap, or national origin. We have had numerous women and minority candidates and placements.



# Proposal

City of Glendale, AZ

Proposal to Provide Executive Recruitment Services

February 1, 2016



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Waters & Company  
9229 Ward Parkway, Suite 104  
Kansas City, MO 64114

Tel: 816.333.7200  
FAX: 816.333.7299

[www.waters-company.com](http://www.waters-company.com)

## LETTER OF TRANSMITTAL

February 1, 2016

Mr. Raymond Tapia, HR Analyst  
City of Glendale  
5850 West Glendale Avenue  
Glendale, AZ 85301

Re: **Request for Proposal to Provide Executive Recruitment Services**

Dear Mr. Tapia,

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

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:

- Waters & Company will be aggressive and responsive to you – the client - and with prospective applicants using an approach of “doing whatever it takes to get the job done right!” Please notice our “Triple Guarantee” in Section III of the Proposal;
- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate;
- Video candidate interviews through a proprietary system will be made available to the City to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Waters & Company, *a Springsted Company* (W&C) to facilitate talent management. The system has been designed by W&C 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 and specific experience, expertise and qualifications.

City of Glendale, AZ  
February 1, 2016  
Page 2

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 816-868-7042 or by email at [adavis@waters-company.com](mailto:adavis@waters-company.com). Our Team would consider it a professional privilege to provide these services to the City of Glendale.

Respectfully submitted,

A handwritten signature in blue ink that reads "Art Davis" followed by the initials "sml" in a smaller, cursive script.

Art Davis, Senior Vice President  
*Consultant*

sml

City of Glendale, AZ  
Proposal to Provide  
Executive Recruitment Services

**I. General Information**

Waters & Company (W&C) recently merged with Springsted Incorporated, establishing one of the largest public sector executive recruitment and organizational management firms in the United States. Springsted Incorporated, the parent corporation, is a certified WBE. Three employee-owners lead the firms and their 70-member staff. Our principal corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Milwaukee, Wisconsin; Cleveland, Ohio; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

W&C has a team of seven primary recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the City of Glendale organization. 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. Since 2010 our combined consultant team has conducted more than 475 executive recruitments.

The W&C Recruitment Project Team will partner with the City and designated staff as your technical advisor to ensure that the recruitment process for your next City Clerk 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 W&C Recruitment Project Team to draw upon W&C's and Springsted's 50-plus years of service to the public sector and to leverage W&C's experience and capacity to focus nationwide to find the most qualified candidates.

**Physical Address**

Waters & Company, a Springsted Company

9229 Ward Parkway, Suite 104

Kansas City, MO 64114

Office: 816-333-7200

Fax: 816-333-7299

Respectfully submitted,



Rollie Waters, Executive Vice President  
*Consultant*

## II. 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 academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of City Clerk. 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 Recruitment Project Team Leader will come on site to meet with the City and designated staff to discuss the required background, professional experience and management and leadership characteristics for your City Clerk position. We meet 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 Clerk. [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 and candidate profile. The completed profiles will be approved by the City before recruitment begins. The position and candidate profiles will be central to our recruitment strategy and outreach to candidates.

The Recruitment Project Team will also work with the City of Glendale 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, if required. Additionally, W&C 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.

#### Advertisements for the City Clerk position could be placed with:

International City/County Management Association
National Forum of Black Public Administrators
Hispanic Forum
Careers in Government (careersingovernment.com)
Arizona Municipal Clerks' Association
League of Arizona Cities & Towns

Project Milestone	Deliverables	Proposed Date
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> <li>Onsite discussion with City officials (City Council and Staff) about the position.</li> <li>W&amp;C will receive information regarding the City's budgets, organizational charts, images, logos, etc.</li> <li>Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline).</li> </ul>	February 16 – March 4

Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> <li>• Brochure sent to the City for final approval.</li> <li>• Commence advertising and distribution of recruitment brochure.</li> </ul>	March 4
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## **Task II: Execution of Recruitment Strategy and Identification of Quality Candidates**

Utilizing the information developed in Task I, W&C will identify and reach out to individuals who will be outstanding candidates for the position of City Clerk. 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 over many years.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the City Clerk position. This will provide the W&C Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the City and designated staff 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. Throughout the recruitment process, 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.	<ul style="list-style-type: none"> <li>• Online data collection and profile development.</li> <li>• Development of interactive searchable applicant database for recruitment of the City Clerk.</li> <li>• W&amp;C performs direct outreach to prospective candidates identified in the recruitment strategy.</li> <li>• Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics.</li> </ul>	March 7 – April 8

### Task III: Screening of Applicants and Recommendation of Semi-Finalists

In Task III the Recruitment Project Team, under the direction of Art Davis, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the City.

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 provided 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 personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the City 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), which will provide pertinent data for each applicant.

Project Milestone	Deliverables	Proposed Date
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> <li>• W&amp;C compares applications to the approved candidate profile developed in our searchable applicant database.</li> <li>• W&amp;C develops customized candidate questionnaire &amp; due diligence questionnaire to provide to applicants who most closely meet the candidate profile.</li> <li>• Top 10-15 candidates identified as semi-finalists.</li> <li>• Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered.</li> <li>• W&amp;C and the City reviews and rate video interviews.</li> <li>• W&amp;C sends links to City to review the aggregate responses and ratings.</li> <li>• Semi-finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed.</li> <li>• Recruitment Project Team Leader meets with the City to review recommended semi-finalists. City selects finalists for on-site interviews.</li> </ul>	April 11 – 27

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

When the City approves of a group of finalists for on-site interviews, W&C will begin the process of conducting reference checks, background checks, and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, W&C 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 require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.***

Project Milestone	Deliverables	Proposed Date
Finalists complete supplemental work products.	<ul style="list-style-type: none"><li>• Finalists complete narrative of their two most significant professional achievements and a critical problem analysis.</li></ul>	Week of May 2
Design final process with City for on-site interviews with finalists.	<ul style="list-style-type: none"><li>• W&amp;C confirms interviews with candidates.</li><li>• Travel logistics are scheduled for the candidates.</li></ul>	Week of May 2
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"><li>• W&amp;C completes background checks, reference checks and academic verifications for finalists.</li></ul>	May 11

## Task V: Final Interview Process

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

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. 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.



Project Milestone	Deliverables	Proposed Date
Final Report prepared and delivered to City.	<ul style="list-style-type: none"> <li>Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions.</li> </ul>	May 12
On-site interviews with finalists.	<ul style="list-style-type: none"> <li>Interviews are scheduled.</li> <li>Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates.</li> </ul>	Week of May 16
Offer made / accepted.	<ul style="list-style-type: none"> <li>If requested, W&amp;C participates in candidate employment agreement negotiations.</li> <li>W&amp;C notifies candidates of decision.</li> <li>W&amp;C confirms final process close out items with the City of Glendale.</li> </ul>	Week of May 23

**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 Glendale’s City Clerk 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, gender, 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 Incorporated, 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.

<b>CITY OF GLENDALE, AZ EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE</b>		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of <b>February 16</b> . Actual target dates will be developed in consultation with and approved by the City.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> <li>W&amp;C completes on-site interviews with City officials to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline.</li> <li>W&amp;C sends draft recruitment brochure to the City.</li> <li>The City returns draft recruitment brochure (with edits) to W&amp;C.</li> <li>W&amp;C commences executive recruitment advertising and marketing.</li> <li>Online data collection and profile development.</li> </ul>	February 16 – March 4
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> <li>W&amp;C 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> <li>W&amp;C completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also candidates' recorded interviews are presented.</li> <li>Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed.</li> <li>W&amp;C meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews.</li> </ul>	March 7 – April 25
Comprehensive background check, academic verifications, and reference checks completed for finalists.	<ul style="list-style-type: none"> <li>W&amp;C completes reference checks/background checks/ academic verification on finalists.</li> </ul>	April 26 – May 12
On-site Interviews with finalists.	<ul style="list-style-type: none"> <li>W&amp;C sends documentation for finalists to the City.</li> <li>The City conducts on-site interviews with finalists.</li> </ul>	Week of May 16
Employment offer made / accepted.	<ul style="list-style-type: none"> <li>The City extends employment offer to selected candidate.</li> </ul>	Week of May 23

### III. Proposed Costs

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification 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 W&C and are handled directly by the client organization.

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 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.

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 following 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 Art Davis, Senior Vice President at [adavis@waters-company.com](mailto:adavis@waters-company.com) or via phone at 816-868-7042.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) 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	
	<b>TOTAL ALL-INCLUSIVE PROFESSIONAL FEE</b>	<b>\$24,500</b>

OPTIONAL SERVICES FOR CONSIDERATION	FEES
On rare occasions, W&C is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the City. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. W&C will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	<b>\$220</b> per hour 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, W&C 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 for any reason. 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) W&C will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

## IV. Firm Experience

### References

The Recruitment Project Team Leader for this project is Art Davis. He was the owner of a small executive recruitment consulting firm for 10 years when he was hired by Waters & Company on September 2, 2015. Mr. Davis is currently working on five executive recruitments at various stages of completion. Mr. Davis has listed two (2) communities as references for his work with Waters & Company (most recent), and three (3) communities as references where he successfully conducted executive recruitments prior to starting with Waters & Company. Additional references can be provided if requested.

#### City of Fayetteville, North Carolina (210,000) 2015-2016

**Ms. Rochelle Small-Toney, Deputy City Manager**

910-433-1459

RSmall-Toney@ci.fay.nc.us

**Project:** *Selection of Director of Economic and Business Development*

#### WaterOne, Kansas (Johnson Co. Water District No. 1 –Serving a Population of 400,000) 2015-2016

**Mr. Mike Armstrong, General Manager/CEO**

913-895-5517

marmstrong@waterone.org

**Project:** *Selection of Human Resources Director (Prior Recruitments: Human Resources Director 8 years prior)*

#### City of Lansing, Kansas (11,642) 2015

**The Honorable Gene Kirby, Mayor**

913-240-9873

mayor@lansing.ks.us

**Project:** *Selection of City Administrator*

#### City of Blue Springs, Missouri (50,000) 2014

**The Honorable Carson Ross, Mayor**

816-655-0496

cross@bluespringsgov.com

or

**Mr. Eric Johnson, City Administrator**

816-655-0499

ejohnson@bluespringsgov.com

**Project:** *Selection of City Attorney (Prior Recruitments: Director of Parks & Recreation)*

#### City of Independence, Missouri (118,000) 2014

**Ms. Debra Craig, Director of Human Resources**

816-325-7385

dcraig@indepmo.org

**Project:** *Selection of Finance Director (Prior Recruitments: Police Chief, Community Dev. Dir., Mgt. Analyst, Asst. Community Dev. Dir.)*

## Experience

The following is a partial list of previous Executive Recruitments:

List of Relevant Executive Recruitments: 2011 to Present				
Year	Client	State	Recruitment	Population
2011	City of Dunedin	FL	City Clerk	35,690
2010	City of Maricopa	AZ	City Manager	45,508
2010	Town of Marana	AZ	Assistant Town Manager	38,290
2010	Town of Marana	AZ	Police Chief	38,290
2011	City of Mesa	AZ	Deputy City Manager	457,587
2015	Coconino County	AZ	Deputy County Manager	136,539
2015	Coconino County	AZ	Human Resources Director	136,539
2015	San Luis	AZ	Chief of Police	31,180
2011	City of Dunedin	FL	City Clerk	35,690
2010	City of Maricopa	AZ	City Manager	45,508
2010	Town of Marana	AZ	Assistant Town Manager	38,290
2010	Town of Marana	AZ	Police Chief	38,290
2011	City of Mesa	AZ	Deputy City Manager	457,587
2015	Coconino County	AZ	Deputy County Manager	136,539
2015	Coconino County	AZ	Human Resources Director	136,539
2015	San Luis	AZ	Chief of Police	31,180

## V. Recruitment Project Team

### Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: [rwaters@waters-company.com](mailto:rwaters@waters-company.com)

### Recruitment Project Team Leader

### Mr. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042

Email: [adavis@waters-company.com](mailto:adavis@waters-company.com)

### Mr. Chuck Anderson, Senior Vice President

Direct Phone: (817) 965-3911

Email: [canderson@waters-company.com](mailto:canderson@waters-company.com)

### Ms. Regan Brown, Project Coordinator

Direct Phone: (214) 466-2445

Email: [rbrown@waters-company.com](mailto:rbrown@waters-company.com)

## **Rollie Waters**

### *Executive Vice President*

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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, 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 Institute of Management Consultants USA and represents evidence of the highest standards in consulting and adherence to the ethical canons of the profession.

**Arthur (Art) Davis**  
*Senior Vice President*

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Arthur (Art) Davis is a Senior Vice President of Waters & Company, a *Springsted Company*. Prior to joining Waters & Co., Art successfully started and expanded his own company for 10 years providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

Prior to consulting, Art was Associate Director for the Civic Council of Greater Kansas City, a nonprofit 501c4 membership organization of CEOs representing some of the largest companies in the region. One of his responsibilities was to organize efforts to revitalize Downtown Kansas City, Missouri by coordinating a strategic and master planning process involving hundreds of stakeholders, resulting in development of strategies, solicitation of start-up funding and implementation of action plans – all contributing toward the successful revitalization of Downtown Kansas City.

For nearly six years Art served as City Administrator of Lee’s Summit, a city recognized as the “fastest growing” city in Missouri and the Greater Kansas City region at the time. Earlier positions of responsibility include working for the cities of Lenexa, Kansas and Dallas, Texas, at one point serving as Assistant to the Mayor of Dallas.

**Areas of Expertise**

- Executive Recruitment
- Leadership/Management Development
- Strategic Goal Setting & Strategic Planning
- Organizational Assessment, Design & Development
- Organization & Community Facilitation

**Professional Accomplishments and Education**

Art received his Bachelor of Arts degree in political science and public administration from William Jewell College and his Masters of Public Administration from the University of Kansas.

Art has led and participated in a wide variety of community initiatives and on nonprofit boards throughout his career. He was presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration.



## **Charles (Chuck) Anderson**

*Senior Vice President*

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Charles (Chuck) S. Anderson is a Senior Vice President of 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.



## **Regan Brown**

### *Project Coordinator*

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Regan Brown is the Project Coordinator at Waters & Company, 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, Rollie 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.

**APPENDIX I**  
**Sample Brochure**



# COCONINO COUNTY, ARIZONA, SEEKS A HIGHLY SKILLED HUMAN RESOURCES EXECUTIVE AND LEADER TO PROVIDE EXPERT GUIDANCE AS THE NEXT...

## THE COMMUNITY

Coconino County, Arizona, is geographically the second largest county in the nation (after San Bernardino County, California), and at 18,661 square miles, comprises 16% of the entire state of Arizona. Of its total land area, 12% is privately held, with the remainder state, federal or tribal land. The current population is 136,011, a 16% increase over the 2000 census. Coconino County was formally established in 1891, with Flagstaff designated as the County seat. Located at an elevation of 7,000 feet, Flagstaff is the largest city in the County, with a population of 66,000. Other incorporated cities within the County include Page, Williams and a part of Sedona, and the Towns of Fredonia and Tusayan.

Coconino County has more land area than the country of Switzerland.

In 2013 AARP awarded Coconino County a "Best Employers for Workers over 50" and the American Heart Association designated the County as a Platinum Achievement Fit-Friendly Worksite, among other distinctions, for its employee-centered employment practices.

## DIRECTOR OF HUMAN RESOURCES

### CANDIDATE PROFILE

The candidate's background and experience should include a diverse exposure to all aspects of human resources management, with experience and competency in recruitment and staffing, workforce diversity strategies, personnel policy/procedure development and implementation, personnel evaluation, employee development, compensation and benefits administration, training, organizational development, change management, employee relations and human resources information systems.

Current knowledge and expertise are essential in the areas of personnel and disciplinary investigations, equal opportunity issues, and relevant local, state and federal employment laws as they apply or potentially apply to Coconino County and its workforce. The Director will be required to provide services to departments led by both appointed and elected officials and will exercise tact, diplomacy and appropriate control to ensure the best interests of the County. The successful candidate will have a demonstrated track record in the development and maintenance of a strong teamwork and customer service focus in the delivery of human resources services.

Coconino County is also seeking a Director of Human Resources with:

- Demonstrated leadership, administrative and management skills, and an extensive level of expertise in contemporary human resources practices.
- A commitment to communicating with all levels of the organization consistently, accurately and in a timely manner.
- A commitment to teamwork, collaboration and the highest level of customer service to user departments and other customers.
- A positive commitment to embracing diversity and personnel practices that ensure Coconino County is an environment that encourages individual opportunity and excellence, regardless of race, sex, individual or cultural differences.
- A willingness to appropriately confront issues and make tough recommendations and decisions.
- An active level of involvement in professional personnel-related organizations and professional networking.





## THE COMMUNITY (Continued)

Coconino County has a diverse and educated citizenry, with 32% having earned a college degree, and 27% of Native American descent, including the Havasupai, Hopi, Hualapai, Kaibab-Paiute, and San Juan Southern Paiute Tribes, as well as a large part of the Navajo Nation. Additionally, 14% of the population is Hispanic. The residents of the County value their local institutions of higher education, Northern Arizona University (NAU) and Coconino Community College, with campuses in Flagstaff and Page. The County is also home to the United States Naval Observatory (Flagstaff Station), the United States Geological Survey's Flagstaff Campus, the Museum of Northern Arizona and the Arboretum at Flagstaff. Flagstaff was the first community designated as an International Dark Sky Community.

Within the County borders are many scenic sites. The most renowned and impressive is Grand Canyon National Park. Other attractions are Oak Creek Canyon, Sunset Crater National Monument, prehistoric Indian ruins at Wupatki, Walnut Canyon, the Navajo National Monument, the San Francisco Peaks – Arizona's highest point at 12,633 feet – and Lake Powell, with 1,960 miles of shoreline.

The northern Arizona region is rich in history, natural beauty, culture and diversity, and proud of its tradition of multi-jurisdictional and regional collaboration and cooperation. The County has worked to initiate and nurture successful economic development initiatives, to include leveraging the intellectual property and expertise from NAU to incubate start-up businesses and industries and to create new centers for high-technology and green enterprises.

Coconino County offers a contrast between rural and urban areas, with distinct perspectives and lifestyles. The vast land area of the County provides a base for agricultural production, habitat for abundant wildlife, watersheds for the recharge of aquifers and sources for renewable energy. The County has been working on the Four Forest Restoration Initiative, a collaborative, landscape-scale effort designed to restore fire-adapted ecosystems.

Coconino County offers an excellent environment to live, work and raise a family.



## CANDIDATE PROFILE (Continued)

- An approachable, friendly, open and participatory management style open to and respecting input from others.
- Outstanding interpersonal and people skills, with expertise in consensus building, conflict resolution, mediation and working with issues for positive resolution.
- High personal energy, a positive approach, self-confidence and a sense of humor.
- The ability to effectively articulate personnel issues, goals and objectives to the Board of Supervisors, the County Manager, key management staff, department directors and other County staff, with the concurrent ability to translate policy decisions into operational action.
- The ability to maintain confidentiality and build a high level of trust with management, supervisory and line employees.
- Personal and professional integrity of the highest order, demonstrated in both the candidate's public and private life.

## THE POSITION

The position of Director of Human Resources for Coconino County, reporting directly to the County Manager, presents a unique and rewarding professional challenge and opportunity. The chosen candidate will succeed a Director who is retiring after seven years of service. The County Manager is seeking an experienced, talented and creative human resources professional to perform the daily operations of an award-winning Human Resources Department and to manage continued efforts to develop, enhance and implement cutting edge human resources services and policies. Coconino County has an authorized staff of 1063 FTE, comprised of a variety of professional, support, administrative, and operational positions within 32 County departments.

The Director of Human Resources will have a singular opportunity to put his/her talents to work in maintaining and

upgrading the operating practices and levels of service provided in the human resources arena for the County's internal and external customers. The Director will be an integral part of the Coconino County executive management team and provide effective leadership, partnering with other key staff in the implementation and administration of personnel policies and procedures, organizational development strategies to take the organization to a higher level of expertise, effectiveness and service, while reflecting best practices in personnel management.

The Director supervises a staff of 11, to include an Assistant Director, Risk Manager, and Human Resources professionals assigned to the areas of recruitment and retention; classification and compensation; employee and organizational development; personnel administration; benefits; safety and wellness; and employee relations.

## CURRENT ISSUES & CHALLENGES

This statement of current issues and challenges is based upon interviews with the County Manager and other key staff members of Coconino County. It is not intended to be all-encompassing, but generally identifies some of the key issues and challenges the new Director of Human Resources will face during the first six to twelve months on the job.

- The Director will need to gain familiarity with key issues and human resources-related problems to develop and lead appropriate programs and strategies.
- Organizational development and strategic planning will be a continued focus for the position. The new Director will be key in analyzing the current state of organizational performance and in the recommendation of strategic plans for growing and developing the organization to address the current and future challenges for the County.
- The new Director will be expected to recruit, develop and retain a high quality staff with the competencies to meet the needs of all departments. The relatively high cost of housing and rental housing shortages in a college town are ongoing challenges. The diversity of the staff, particularly reflecting the Native American population, is an ongoing concern and objective.
- The new Director will be expected to refine succession plans in order to develop internal talent to prepare for retirements and other vacancies while maintaining an effective working environment.

- Maintenance and updating of the compensation plan, to ensure it remains both externally competitive and internally equitable and to manage some compression issues currently in place.
- Continued review and implementation of supervisory training and coaching efforts. The new Director will also continue the supervisory training process, effective evaluation of personnel, and in the establishment of fair and equitable merit increases.
- Review and updating of comprehensive human resources policies and procedures and partner with departmental directors to orient and train staff in those procedures.
- Coordination of strategies and plans to provide quality employment benefits to employees in a cost effective and competitive manner. The County participates in the Northern Arizona Public Employees Benefits Trust to manage benefits purchases and costs, along with the City of Flagstaff, Coconino Community College, Flagstaff Public Schools, and the Transit District.
- Addressing potential challenges of the Affordable Care Act as they apply to the health care benefits offered by the County.
- Prioritize departmental workload and initiatives to maintain a high level of service and responsiveness with a lean staff and increasing workload.
- Develop a strategic plan around the County's aging workforce with many tenured staff in leadership roles nearing retirement.



## MISSION STATEMENT

*Coconino County is a land of vast and endless beauty, home to many cultures. With energy and enthusiasm, we commit to:*

- *Conscientiously serve our community and provide our citizens with accessible local government;*
- *Provide the most effective and efficient delivery of services;*
- *Challenge, recognize and support our employees because they are the backbone of the County;*
- *Protect, preserve and care for our environment.*

*In our second century of public service, we envision our citizens and staff proud of their government and its accomplishments. We look forward to the future – confident that working together in an atmosphere of cooperation and trust, we will meet each new challenge with creativity and integrity.*



## COUNTY GOVERNANCE & MANAGEMENT

Coconino County is governed by a five-member Board of Supervisors, each elected from one of five supervisorial districts. The Board of Supervisors has legislative authority to establish the County budget, manage its General Fund, and approve contracts, procurements and expenditures. The Board is advised and assisted in its administrative responsibilities by the County Manager, who is delegated broad responsibilities in the areas of budget development and administration. The Board appoints the County Manager, Public Fiduciary, County Engineer, Public Health Officer, and Clerk of the Board, and confirms the appointment of other department directors.

Other County officials elected on a County-wide basis are the Assessor, Clerk of the Superior Court, Constable, County Attorney, Recorder, Sheriff, Superintendent of Schools, and Treasurer.

With a FY 14-15 budget of approximately \$201 million, and a staff of 1063 full-time and 350 temporary employees, the County provides a broad array of services to include general/ administration, law and justice, community development, health and social services, public works, community services, and parks and recreation. The County's primary sources of revenue include Intergovernmental (state/federal grants and state-shared taxes) – 43%; Other Taxes (County sales taxes and vehicle license tags) – 23%; Property Tax – 15%; and Charges for Services – 12%. Coconino County has the second-lowest tax rate among Arizona counties.

To learn more about Coconino County, visit [www.coconino.az.gov](http://www.coconino.az.gov).

## COMPENSATION

The starting salary is competitive up to the low \$100K range, depending upon the background and qualifications of the successful candidate. Coconino County has an exceptional benefits package, including medical, dental, life insurance, long-term disability, flexible spending account, Arizona State Retirement System, vacation, sick leave, wellness program and other highly competitive benefits. The working conditions are outstanding and the locale is ideal. Relocation assistance will be negotiable.



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Suite 200  
Saint Paul, MN 55101

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[waters-company.com](http://waters-company.com)

## EDUCATION & EXPERIENCE

Requirements include a Bachelor's Degree in Public Administration, Business Administration, Human Resources Administration, or related field, and five years progressively responsible administrative or supervisory experience in Human Resources administration; or any combination of education, training and experience which demonstrates the ability to perform the duties of the position. A graduate degree in business administration, public administration or a related field is preferred. Personnel-related credentials such as one or more of SPHR, PHR, CCP, CEBS, IPMA-CP or equivalent certifications are preferred, but not required.

Professional experience in a comparable or larger organization is preferred. Candidates with service as a Director of Human Resources or Assistant Director in corporate environments, non-profit agencies, or public sector organizations will be considered. Although the venue of candidate's experience will be considered, key criteria for selection will be a demonstrated track record of excellence in dealing with complex human resources programs and issues, a customer service focus, and a collaborative approach.

## APPLICATION & SELECTION PROCESS

Qualified candidates please submit your resume online by visiting our website at <https://waters-company.recruitmenthome.com>. **Interested applicants are strongly encouraged to apply by March 6, 2015.** Following this date, applications will be screened against criteria provided in this brochure and Coconino County will consider offering interviews to selected candidates. Interviews in Flagstaff will be offered by the County Manager 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  
(214) 466-2436 (direct)  
(214) 608-7477 (mobile)  
Email: [crohre@waters-company.com](mailto:crohre@waters-company.com)

**Coconino County is an Equal Opportunity Employer and values diversity at all levels of its workforce!**

Applicants selected as finalists for this position will be subject to a criminal history/credit/driver's license check prior to interview. Information from your resume may be disclosable based on open records requests.

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



# City Clerk Executive Search Process

Human Resources

February 16, 2015

# Purpose

Discussion and direction on the selection of an executive search firm for the recruitment of the City Clerk.



# Scope of Work

This can vary depending on the firm selected however in general, most executive recruitments include:

- Development of a candidate profile
- An advertising campaign and recruitment brochure
- Recruitment of candidates
- Candidate interviews and evaluation
- Referencing top candidates
- Recommendation
- Final interviews and background checks
- Negotiations

# Time Frame

Depending on the firm selected and process implemented, time frames may vary. In general, a successful process may take 70 to 120 days.

# Search Firm Responses

Search Firm	Diversity Process?	Placement of Diverse Candidates?	Advertisement vs. Established Pool Placement?	Retention
The Mercer Group, Inc.	Yes	Approximately 200 placements of candidates from protected groups since 1985	10% Advertisements 90% Established Pool	8 years
Waters & Company	Yes	40% of placements are from protected groups	60% Advertisements 40% Established Pool	3+ years
CPS	Yes	32% of placements are from protected groups	64% Advertisements 36% Established Pool	5+ years

# Comparison Chart

<b>Firm</b>	<b>The Mercer Group</b>	<b>Waters &amp; Company</b>	<b>CPS Executive Search</b>
<b>Experience</b>	Over 25 years	Over 25 years	Over 25 years
<b>Arizona Representative</b>	Yes	No	Yes (resides in CA)
<b>Glendale Recruitments</b>	Yes	No	Yes
<b>Other AZ Cities</b>	Goodyear, Fountain Hills	Maricopa, Mesa, Coconino County	Chandler, Gilbert, Surprise, Paradise Valley
<b>*Cost</b>	\$24,500	\$24,500	\$23,500

\*Does not include candidate expenses

# Human Resources Process

The city's Human Resources Department (HR) is also equipped to handle this process. HR's process would be similar and include:

- Profile development
- Creation of recruitment brochure and advertising campaign (includes strategy to draw minority candidates)
- Candidate screening, interviews and evaluation
- Referencing of top candidates
- Recommendation to council
- Final interviews/background checks
- Negotiations

Cost = approximately \$2,000 plus candidate expenses

# Cost

Approximate cost for City Manager recruitment:

- Outside recruitment firm = \$24,500
- Process through the Human Resources Department = \$2,000
- Candidate travel and other City expenses will not exceed \$5,000

Questions?