



Proposal

Village of Orland Park, IL

Proposal to Provide Executive Recruitment Services

July 29, 2016

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Waters & Company
14285 Midway Road, Suite 340
Dallas, TX 75001
Tel: 972-481-1950
Fax: 972-481-1951
www.waters-company.com

LETTER OF TRANSMITTAL

July 29, 2016

Mr. Joseph LaMargo
Assistant Village Manager
Village of Orland Park
14700 South Ravinia Avenue
Orland Park, IL 60462

Re: Request for Proposal to Provide Executive Recruitment Services

Dear Mr. LaMargo,

We appreciate the opportunity to submit our proposal for executive recruitment services for the Village of Orland Park's next Village Manager. 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 Village of Orland Park.

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

- If selected as an option, our web-based survey can be used to determine the key community-wide issues and priorities that are essential considerations for the Village and the selection committee to consider. This survey is completed by the Village's employees, community leaders and citizens and would alter the estimated duration of the project timeline. The results of the survey will provide the Board of Trustees with important feedback for development of the profile for the ideal candidate;
- 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 Village President and Board of Trustees 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 Village such as geographic location and specific experience, expertise and qualifications.

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 either one of us for additional information:

Co-Project Leader Information

Sharon Klumpp, Senior Vice President
651-223-3053
sklumpp@waters-company.com

Miguel Ozuna, Vice President
214-842-6478
mozuna@waters-company.com

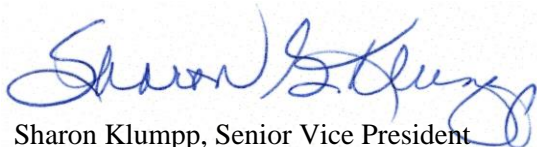
Firm Information

**Waters & Company, a Springsted Company
14285 Midway Road, Suite 340
Addison, Texas 75001**

**Waters & Company, a Springsted Company
380 Jackson Street, Suite 300
St. Paul, Minnesota 55101**

Our Team would consider it a professional privilege to provide these services to the Village of Orland Park.

Respectfully submitted,



Sharon Klumpp, Senior Vice President
Consultant



Miguel Ozuna, Vice President
Consultant

sml

**Village of Orland Park, IL
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 WBE. Three employee-owners lead the firms and their 70-member staff. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; and Denver, Colorado.

W&C has a team of seven recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with villages and the many different disciplines that comprise the Village of Orland Park 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 Village's expectations. Since 2010 our combined consultant team has conducted more than 490 executive recruitments.

The W&C Recruitment Project Team will partner with the Village President, Board of Trustees and designated staff as your technical advisor to ensure that the recruitment process for your next Village Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

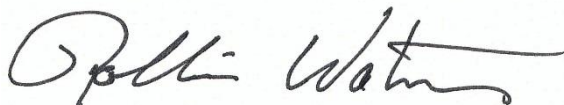
We have structured the W&C Recruitment Project Team to draw upon W&C's and Springsted's 50-plus years of service to the public sector and to leverage W&C's experience and capacity to focus nationwide to find the most qualified candidates.

Physical Address

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

Waters & Company, a Springsted Company
380 Jackson Street, Suite 300
St. Paul, Minnesota 55101
Office: 651-223-3000
Fax: 651-223-3002

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 Village Manager. The recruitment brochure will also have a profile that captures the essence of the Village as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the Recruitment Co-Project Team Leaders will come on site to meet with the Village President, Board of Trustees and designated staff to discuss the required background, professional experience and management and leadership characteristics for your Village Manager position. We meet individually (or collectively depending upon your preference) with the Village President and Board of Trustees to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the Village Manager. [See example of a recruitment brochure in Appendix I.]

The Recruitment Project Team will also work with the Village of Orland Park 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 Village'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 Village Manager position could be placed with:

International City/County Management Association
National Forum of Black Public Administrators
Hispanic Forum
Careers in Government (careersingovernment.com)
Illinois Municipal League

Project Milestone	Deliverables	Estimated Duration
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> Onsite interview with the Village. W&C will receive information regarding the Village's budgets, organizational charts, images, logos, etc. Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline). 	1 Week
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> Brochure sent to the Village for final approval. Commence advertising and distribution of recruitment brochure. 	2 Weeks

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 Village Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the Village Manager 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 Village such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the Village President, Board of Trustees 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	Estimated Duration
Execution of recruitment strategy and candidate outreach.	<ul style="list-style-type: none">• Online data collection and profile development.• Development of interactive searchable applicant database for recruitment of the Village Manager.• W&C performs direct outreach to prospective candidates identified in the recruitment strategy.• Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics.	5 Weeks

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

In Task III the Recruitment Project Team, under the direction of Sharon Klumpp and Miguel Ozuna, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the Village President and Board of Trustees.

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 Village President, Board of Trustees 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 Village.

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

Project Milestone	Deliverables	Estimated Duration
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> • W&C compares applications to the approved candidate profile developed in our searchable applicant database. • W&C develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile. • Top 10-15 candidates identified as semi-finalists. • Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered. • W&C and the Village review and rate video interviews. • W&C sends links to Village to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed. • Recruitment Co-Project Team Leaders meet with Village President and Board of Trustees to review recommended semi-finalists. Village President and Board of Trustees select finalists for on-site interviews. 	2 Weeks

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

When the Village President and Board of Trustees approve 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	Estimated Duration
Finalists complete supplemental work products.	<ul style="list-style-type: none"> • Finalists complete narrative of their two most significant professional achievements and a critical problem analysis. 	1 Week
Design final process with Board of Trustees for on-site interviews with finalists.	<ul style="list-style-type: none"> • W&C confirms interviews with candidates. • Travel logistics are scheduled for the candidates. 	1 – 2 Days
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> • W&C completes background checks, reference checks and academic verifications for finalists. 	2 Weeks

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 Co-Project Team Leaders 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 Village 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	Estimated Duration
Final Report prepared and delivered to Village.	<ul style="list-style-type: none"> • 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. 	1 Day

On-site interviews with finalists.	<ul style="list-style-type: none"> • Interviews are scheduled. • Recruitment Co-Project Team Leaders attend client interviews and is available to participate during deliberations of candidates. 	1 – 2 Days
Offer made / accepted.	<ul style="list-style-type: none"> • If requested, W&C participates in candidate employment agreement negotiations. • W&C notifies candidates of decision. • W&C confirms final process close out items with the Village of Orland Park. 	1 – 2 Days

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 Village of Orland Park’s Village Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

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

Springsted Incorporated, our parent company, is a 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.

VILLAGE OF ORLAND PARK, IL EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of August 1, 2016. Actual target dates will be developed in consultation with and approved by the Village President and Board of Trustees.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> W&C completes on-site interviews to develop candidate profile and recruitment brochure; the Village approves ad placement schedule and timeline. W&C sends draft recruitment brochure to the Village. The Village returns draft recruitment brochure (with edits) to W&C. W&C commences executive recruitment advertising and marketing. Online data collection and profile development. 	August 1 – September 26
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> W&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. W&C completes formal review of applications and sends selected resumes and questionnaire responses to the Village for review. Also candidates' recorded interviews are presented. Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. W&C meets with the Village and recommends semi-finalists; the Village selects finalists for on-site interviews. 	September 27 - October 7
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> W&C completes reference checks/background checks/ academic verification on finalists. 	October 14
On-site Interviews with finalists.	<ul style="list-style-type: none"> W&C sends documentation for finalists to the Village. The Village conducts on-site interviews with finalists. 	Week of October 17
Employment offer made / accepted.	<ul style="list-style-type: none"> The Village extends employment offer to selected candidate. 	Week of October 24

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 Co-Project Team Leaders, 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.

All questions regarding the professional fees and project-related expenses should be directed to Sharon Klumpp at sklumpp@waters-company.com, 651-223-3053 or Miguel Ozuna at mozuna@waters-company.com, 214-842-6478.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Co-Project Team Leaders) 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 Co-Project Team Leaders) 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 Recruitment Co-Project Team Leaders)	
Conclusion	Acceptance of offer by candidate	
	TOTAL ALL-INCLUSIVE PROFESSIONAL FEE	\$24,500

OPTIONAL SERVICES FOR CONSIDERATION	FEES
At the Village's option, W&C will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new Village Manager. This survey is completed by community leaders, citizens, and Village employees and would alter the project timeline.	\$1,650
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 Village. Additional work specifically requested by the Village 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.	\$220 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

City of Denton, Texas, staff of 1,500

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

Ms. Carla Romine-Hagmark, *Human Resources Director*

carla.romine@cityofdenton.com
940-349-8344

Project: Selection of Director of Engineering Services, Assistant City Manager, City Attorney and various department directors; 2007-2015

City of Westminster, Colorado, staff of 918

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

Project: Selection of City Manager in 2015

City of West Jordan, Utah, staff of 520

Mr. Jonathan Gardner, *Human Resources Manager*
801-569-5038
jonathang@wjordan.com

Project: Selection of City Manager in 2015

City of Sachse, Texas, staff of 175

Ms. Gina Nash, *City Manager*
972-495-1212
gnash@ciyofsachse.com

Project: Selection of City Manager in 2015

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	Carrboro	NC	Town Manager	20,433
2011	Christiansburg	VA	Town Manager	21,041
2011	City of Altus	OK	City Administrator	19,591
2011	City of Ashland	OR	Assistant City Administrator	20,713
2011	City of Fredericksburg	TX	City Manager	10,829
2011	City of Mesa	AZ	Deputy City Manager	457,587
2011	City of Sachse	TX	City Manager	22,026
2011	City of Socorro	TX	City Manager	32,517

List of Relevant Executive Recruitments: 2011 to Present

Year	Client	State	Recruitment	Population
2011	City of Virginia Beach	VA	Deputy City Manager	448,479
2011	Decorah	IA	City Administrator	8,172
2011	Dumfries	VA	Town Manager	4,937
2011	Elk River	MN	City Administrator	23,447
2011	Gardner	KS	City Administrator	20,473
2011	Grain Valley	KS	City Administrator	13,125
2011	Manassas	VA	City Manager	41,705
2011	Osceola	WI	Village Administrator	2,421
2011	Petersburg	VA	City Manager	33,740
2011	Salisbury	NC	City Manager	33,604
2011	St. Anthony	MN	City Administrator	8,583
2011	Willmar	MN	City Administrator	19,680
2012	Albertville	MN	City Administrator	7,230
2012	Brainerd	MN	City Administrator	13,487
2012	City of Charlotte	NC	City Manager	792,862
2012	City of Fairview	TX	Town Manager	8,148
2012	Eau Claire	WI	City Manager	61,704
2012	Exmore	VA	Town Manager	1,458
2012	Martinsville	VA	City Manager	15,416
2012	Morehead City	NC	City Manager	9,203
2012	Ocean City	MD	Town Manager	7,092
2012	Rockville	MD	City Manager	47,388
2012	Scandia	MN	City Administrator	3,936
2012	Sun Prairie	WI	City Administrator	29,364
2012	Thief River Falls	MN	City Administrator	8,661
2012	Winchester	VA	City Manager	27,216
2012	Windsor Heights	IA	City Administrator	4,860
2013	Alexandria	MN	City Administrator	11,580
2013	Bayport	MN	City Administrator	3,496
2013	Belle Plaine	MN	City Administrator	6,838
2013	Bellevue	WI	Village Administrator	14,570
2013	Burnsville	MN	City Manager	61,434
2013	City of Irving	TX	City Manager	228,653
2013	City of Justin	TX	City Manager	3,333
2013	City of Muskegon	MI	City Manager	37,213
2013	Clinton	NC	City Manager	8,676
2013	East Grand Forks	MN	City Administrator	8,602
2013	International Falls	MN	City Administrator	6,357
2013	Manassas	VA	Director of Finance and Admin	41,705
2013	Montgomery	MN	City Administrator	2,933
2013	Moose Lake	MN	City Administrator	2,787
2013	Newport News	VA	City Manager	179,611
2013	Norwood Young America	MN	City Administrator	3,583
2013	Raleigh	NC	City Manager	423,179
2013	Sherburn	MN	City Administrator	1,128
2013	Watertown	MN	City Administrator	4,239
2013	West Saint Paul	MN	City Manager	19,708
2014	Atlantic Beach	FL	City Manager	12,864
2014	Belle Plaine	MN	City Administrator	6,838

List of Relevant Executive Recruitments: 2011 to Present

Year	Client	State	Recruitment	Population
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Hutchinson	MN	City Administrator	13,871
2014	Irving	TX	City Manager	225,427
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	123,099
2014	Oakdale	MN	City Administrator	27,780
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Fairfield County	SC	County Administrator	23,109
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Manassas	VA	Deputy City Manager	41,705
2015	Monument	CO	Town Manager	5,817
2015	Provincetown	MA	Town Manager	2,994
2015	Sachse	TX	City Manager	22,026
2015	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Socorro	TX	City Manager	32,517
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2016	Cary	NC	Town Manager	151,088
2016	Christiansburg	VA	Town Manager	21,533
2016	Circle Pines	MN	City Administrator	4,953
2016	Fredericksburg	VA	City Manager	28,132
2016	Greensboro	NC	Assistant City Manager	279,639
2016	Hayden	CO	Town Manager	1,801
2016	Medford	OR	City Manager	77,677
2016	Moose Lake	MN	City Administrator	2,787
2016	Virginia	MN	City Administrator	8,661
2016	Wayzata	MN	City Manager	4,217
In Progress	Charter Township of Kalamazoo	MI	Township Manager	20,918

List of Relevant Executive Recruitments: 2011 to Present				
Year	Client	State	Recruitment	Population
In Progress	Crested Butte	CO	Town Manager	1,519
In Progress	Commerce	TX	City Manager	8,276
In Progress	Deerfield Beach	FL	Assistant City Manager	78,041
In Progress	Mankato	MN	Deputy City Manager	40,641
In Progress	Norwalk	IA	City Manager	9,639
In Progress	Roswell	NM	City Manager	48,611
In Progress	Shakopee	MN	Assistant City Administrator	39,167
In Progress	Warsaw	VA	Town Manager	1,498
In Progress	Williamsburg	VA	Assistant City Manager	15,206

V. Recruitment Project Team

Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: rwaters@waters-company.com

Recruitment Co-Project Team Leader

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Recruitment Co-Project Team Leader

Mr. Miguel Ozuna, Vice President

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Ms. Jada Kent, Project Manager

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Rollie Waters

Executive Vice President

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

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

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

Areas of Expertise

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

Professional Accomplishments and Education

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

Sharon G. Klumpp

Senior Vice President and Consultant

Sharon Klumpp is a Senior Vice President with Waters & Company, a Springsted Company. Sharon has extensive experience specializing in organizational and departmental studies, human resource management, and executive search for public agencies. She also assists governing bodies and senior-level managers in the development, execution and evaluation of strategic plans.

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

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

Professional Accomplishments and Education

Education

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

Affiliations

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

Miguel Ozuna

Vice President and Consultant

Miguel Ozuna is a Vice President with Waters & Company, A *Springsted Company*. Prior to joining Waters & Company, Mr. Ozuna served as Director of Human Resources for the City of Cedar Park (Central Texas) and the City of Weslaco (Rio Grande Valley). His extensive experience of over 15 years in municipal human resources has given Mr. Ozuna broad familiarity and knowledge of municipal government operations making him ideal to provide executive recruitment and organizational management services. His expertise encompass all aspects of the municipal human resources function to include recruiting, benefits administration, compensation, employee relations, training and organizational management.

Miguel's work in municipal human resources has propelled him to leadership positions in statewide municipal organizations to include the Texas Municipal Human Resources Association and the Texas Public Employers Labor Relations Association.

Areas of Expertise

- Recruitment
- Labor Relations (Civil Service, Collective Bargaining & Meet and Confer)
- Organizational Management
- Employee Relations

Education and Professional Affiliations

Education

Sam Houston State University, Huntsville, Texas; Bachelor of Arts in History

Affiliations

Texas Municipal Human Resources Association
Texas Public Employer Labor Relations Association
National Public Employer Labor Relations Association
International Public Management Association for Human Resources

Charles (Chuck) Anderson

Senior Vice President

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

Jada Kent

Project Manager

Jada Kent is a Project Manager with Waters & Company, a *Springsted Company*. Jada is responsible for managing the recruitment process by organizing and coordinating administrative support for each project. She is also responsible for backing up the lead consultant throughout the entire scope of a recruitment, to include communication with the client and vetting of candidates.

Areas of Expertise

- Human Resources Management (HRM)
- Public Policy Analysis
- Public Administrative Best Practice
- Comparative Studies

Professional Accomplishments and Education

Jada received a bachelor's degree in United States History, with a minor in Political Science from the University of North Texas. While at UNT, she was the recipient of multiple oral litigation awards and even competed nationally in the Texas Undergraduate Moot Court Association. Jada has also completed a Master's in Public Administration from the University of Texas – at Dallas. As a Public Affairs Specialist in both the Army (active duty) and the Air National Guard, respectively, Ms. Kent presented the Air Force story to a global audience as a journalist for the 136th Airlift Wing's Public Affairs Staff.

Jada is in the process of acquiring her certification with Society for Human Resource Management (SHRM-CP).

Jenelle Stapleton
Project Coordinator

Jenelle Stapleton 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, Jenelle coordinates communications with candidates, the processes resumes and distributes 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 verification, as well as notifying the finalists of project status. Her responsibilities extend to editing presentations, advertisement placements and general office administration.

Professional Accomplishments and Education

Jenelle is a very task oriented professional with over 13 years of experience in Office Administration – at least 6 of those years have been spent in executive level support and two have been spent in Human Resources Administration. She also has over eight years of experience in sales and marketing including over seven years overseeing employees. The majority of this experience began in branch banking as a Financial Sales Supervisor where, in addition to managing day to day branch operations, she also took on the role in coordinating the branch’s business development. She went on to Merchant Services as the Client Relations Executive where she also filled the role of the Commissions Analyst with the Human Resource Department. This dual-position entailed managing client escalations, analyzing and adjusting pricing structures, contract negotiation, monitoring non-compete agreements and the paying and reversal of commissions. Prior to joining Waters & Company, Ms. Stapleton was involved in Real Estate Investment as the Operations Manager. In this position, she managed the renovation and budgets of over 200 single family homes and provided administrative support once the properties were tenant occupied.

Jenelle has her Associates of Applied Sciences in Financial Operations and an Associates in Business Administration. She is currently pursuing her bachelor’s degree in HR Management at Texas Women’s University. Her major outside interest involves volunteering with Dogs on Deployment (“DoD”), a non-profit dedicated to helping military members keep their pets while overseas. DoD arranges pet fosters and thus alleviates the need for pet relinquishment from military members due to the hardships of deployment.

Sara Haselbauer, J.D.

HR Analyst

Sara Haselbauer is a Human Resources Analyst at Waters & Company, a *Springsted Company*. Sara started as an Administrative Assistant to the Project Management team in 2007. In August 2009, Sara left Springsted to attend law school before returning in November 2014 as an independent contractor.

Sara rejoined Springsted in January 2015 as a Human Resources Analyst with the Organizational Management and Human Resources Team, providing support and assistance for executive search and organizational management projects. Her duties include conducting research and working with clients and candidates throughout all phases of a project and/or executive search and recruitment.

Education

University of North Dakota School of Law, Grand Forks, North Dakota
Juris Doctor
Certificate in Indian Law

University of St. Thomas, St. Paul, Minnesota
Bachelor of Arts in Sociology and Art History

APPENDIX I
Sample Brochure



THE CITY OF COMMERCE, TEXAS IS SEEKING A PROFESSIONAL WHO IS AN OUTSTANDING LEADER AND MANAGER TO SERVE AS THE NEXT...

THE COMMUNITY

Nestled in northeast Texas, the City of Commerce offers a friendly and welcoming community, beautiful scenery and an abundance of opportunity. Its history is traced back to when Commerce was originally known as Cow Hill due to herds of cattle that ranged along the ridge between the Middle and South Sulphur Rivers. Beginning from a small store on a ridge between two rivers, Commerce grew and prospered, emerging as a community that owes its beginnings to the railroad, education and local shops.

Incorporated on September 25, 1885, Commerce had a population of approximately 145 and was governed by a Mayor and four Aldermen. In 1887, the St. Louis Southwestern Railroad spurred a period of continuous growth with the completion of rail lines into Commerce. This provided connections with Texarkana, Sherman and Fort Worth. In 1894, due to a fire, Professor W. L. Mayo moved East Texas Normal College to Commerce as a result of an offer by the city of a \$10,000 building and 10 acres of land.

Present day Commerce is strategically located in Hunt County, 60 miles northeast of the Dallas/Fort Worth

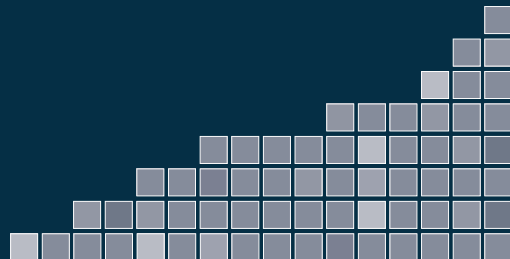
CITY MANAGER

MUNICIPAL ORGANIZATION

The City of Commerce is a Home Rule municipality with a council-manager form of government. The City Council is made up of a Mayor and four Council Members, with one member designated as Mayor Pro Tem. All members of the Council are elected at-large and serve three-year staggered terms. The Mayor and Council is the City's governing body tasked with enacting local legislation through ordinances and resolutions providing vision, policy, fiscal oversight and public safety.

The City Manager is appointed by the City Council and is responsible for the day-to-day operations of the City. By City Charter, the City Manager is responsible for developing and presenting an annual budget to the City Council and upon approval, adhering to the fiscal policies, initiatives and programs established by the budget. The position is tasked with administering the City's administrative policies and ensuring enforcement of ordinances and resolutions approved by the City Council. The City Council has engaged an Interim City Manager who is not a candidate of the position.

The City is a full-service community, offering the following services: police, fire, airport, parks and recreation, community development, public works and utilities. The City's total annual operating budget is \$13.7 million, with \$8.8 million in the general fund, and its staff includes 95 employees.





THE COMMUNITY (Continued)

Metroplex on State Highway 24 and minutes north of Interstate 30. It now serves 8,276 residents and approximately 13,000 university students across the campuses of Texas A&M-Commerce. Points of interest include the following:

- TEXAS A&M UNIVERSITY - COMMERCE** - The University offers more than 100 major fields of study through 26 academic departments. Other features include the 6-story Gee Library with more than 1.2 million volumes; a Performing Arts Center with two theaters and a revolving stage; a state of the art Science Building with a Planetarium and astronomical observatory; the Jerry D. Morris Recreation Center with a rock wall, racquetball courts, weight room facilities, outdoor pool, etc. All facilities are available to the public.
- Hunt Regional Emergency Medical Center at Commerce** - A newly opened fully staffed emergency medical center including a 64 slice CT Scanner. Facility is currently averaging 600-900 patients per month. In patient services and cancer center are available 15 minutes away at Hunt Regional Medical Center.
- COOPER LAKE** - It opened to the public in 1996 and encompasses 19,000 acres at conservation level. The lake itself covers over 3,000 acres and is stocked with largemouth bass, white bass, blue catfish, channel catfish, bluegill, crappie and flathead catfish.
- COMMERCE PUBLIC LIBRARY** - The Library, opened in 1918 as the

HIGH-PRIORITY ISSUES

- Financial Management** - Fiscal management will be the highest priority for the new City Manager. The City's revenue is challenged by the high volume of tax-exempt property within its jurisdiction, in excess of 50 percent. Past budgeting practices have led the City to a "BBB" bond rating. The new City Manager is expected to provide a strategic plan encompassing immediate revenue forecasts, corrective measures and long-term sustainable solutions to improve the City's financial status.
- Organizational Management** - Perceptions exist relating to poor employee relations and high employee turnover. It is a City Council expectation that the new City Manager fully evaluate its workforce, organizational structure, processes and procedures to ensure exceptional customer service delivery and to recruit and retain a high caliber workforce.
- Intergovernmental and Interagency Cooperation** - Texas A&M University - Commerce is an integral component of the community. The City Manager must engage and partner with the University to explore common interests in improving the community and campus. The City Manager will establish strong working relationships with Hunt County and other surrounding agencies.
- Economic Development** - Economic Development opportunities must be leveraged and the new City Manager must work with the City's Economic Development Corporation to facilitate expansion of the City's tax base, creating job opportunities and ultimately, generating new sustainable revenue. Economic Development can also be the catalyst to attract and retain residents with increased primary job opportunities and community amenities.

CANDIDATE PROFILE

The following listing - prepared in consultation with City Council, reflects the leadership and management style and personal characteristics of the ideal candidate:

- The new City Manager must have strong leadership principles with the ability and confidence to work professionally with the City Council, City staff and citizens.
- Commitment to providing exceptional customer service.
- The City Council expects the new City Manager to create a workplace environment conducive to employee engagement and collaboration.
- A willingness to maintain a high degree of visibility in the community, both on and off the job.
- An approachable, outgoing, open and participatory management style.
- High personal energy and a positive approach.

THE COMMUNITY (Continued)

Post Office, is now home to many historical archives, including two volumes of news columns by pioneer journalist C.W. Goff. The library was awarded a Texas Historical marker in 1991. Also located on the grounds is a marker for the Jernigin's Store, the first business in Commerce, and one for the Bruce B. Williams American Legion Post, the very first post organized in Texas.

- **MAX** - MAX is the second largest bois d'arc tree in Texas, and has the unique distinction (bestowed by the National Forests Famous and Historic Trees) as the only one honored by an annual celebration, The Bois d'Arc Bash, during the weekend closest to September 25th, celebrating the day Commerce was incorporated as a city.
- **NORTHEAST TEXAS CHILDREN'S MUSEUM** - The Museum opened to the public in 2002 and provides a creative and enriching learning experience for children.

The City of Commerce is also a great place for retirees. Its location offers convenient and fun opportunities at an affordable cost. The City earned the designation as a "Go Texan Certified Retirement Community," offering a wide variety of activities keeping life interesting for everyone, regardless of age.

Commerce public schools offers an extensive, high-quality, K-12 curriculum with high expectations for student achievement. The Commerce Independent School District is committed to creating opportunities for all students to do their best, setting high expectations for both students and staff, and using tax dollars efficiently to meet the educational needs of students. Teachers, administrators and support staff work together to ensure that educational success is possible for every child.

The Commerce Economic Development Corporation (CEDC) is a nonprofit corporation whose primary function is to promote economic development through recruitment of new industry and expansion and retention of existing industry in Commerce. The one-half (1/2) cent sales tax generates approximately \$356,000 annually for economic development. Packaging these funds with incentives from the state and other local entities, the CEDC has been aggressive in its pursuit of growth for Commerce.

- A strong background and/or knowledge in financial management and budget development.
- The ability to effectively communicate with the organization and members of the public.
- Confidence in his/her ability and the tenacity to address entrenched issues within the organization and throughout the City.
- The ability to establish strong relationships with key community stakeholders.
- The ability to effectively delegate authority and responsibility while maintaining appropriate levels of accountability and operational control.

Other required personal characteristics include:

- A visionary approach to Commerce's future.
- Politically astute without personal involvement in political issues.
- Initiative, resourcefulness, creativity and problem-solving ability.
- Outstanding interpersonal and "people" skills.
- Outstanding written, oral and presentation communication skills.
- Personal and professional integrity of the highest order, demonstrated in both the candidate's public and private life.



EDUCATION AND EXPERIENCE

The successful candidate will hold a bachelor's degree in business or public administration, political science, finance, or a related field, with a graduate degree desirable but not required. A minimum of five years' managerial service in a municipality, county, or similar, or a combination of these managerial experiences, is required. The ideal candidate will have served as a city manager/city administrator or deputy/assistant city manager/administrator in a comparable or larger community. The City Council is open to candidates from any region of the country with the requisite skills and qualifications.

The ideal candidate will have a strong and proven financial management and administrative background. The City Council is seeking applicants with resilient interpersonal skills with the ability to confidently support and defend opposing views and diplomatically deal with differing viewpoints.

COMPENSATION AND BENEFITS

A competitive starting salary in the low \$100,000 range, depending on the successful candidate's qualifications and experience, will be offered. A competitive benefits package is offered, including an employment agreement; relocation assistance; a contributory retirement plan; medical, dental, and vision insurance at highly favorable rates; as well as life and disability insurance; and other highly competitive benefits. The City Manager is strongly encouraged to reside within the corporate limits of Commerce.



APPLICATION & SELECTION PROCESS

Qualified candidates please submit your resume online by visiting our website at <https://waters-company.recruitmenthome.com>. This position is open until filled; however, interested applicants are strongly encouraged to apply no later than July 12, 2016. Following this date, applications will be screened against criteria outlined in this brochure. On-site interviews in Commerce will be offered by the City Council 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)
Email: crohre@waters-company.com

Miguel Ozuna
(214) 842-6478 (direct)
Email: mozuna@waters-company.com

The City of Commerce is an Equal Opportunity Employer and values diversity at all levels of its workforce.



W&C | Waters & Company

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Fax: 651.223.3002

waters-company.com

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

