

Proposal

City of Gunnison, CO

Proposal to Provide Consulting Services for the Recruitment of a City Manager

February 4, 2016

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LETTER OF TRANSMITTAL

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LETTER OF TRANSMITTAL

February 4, 2016

Mayor and City Council
City of Gunnison
P.O. Box 239
201 West Virginia Avenue
Gunnison, CO 81230

Re: Request for Proposal to Provide Consulting Services for the Recruitment of a City Manager

Dear Mayor and City Council,

I appreciate the opportunity to submit our proposal for executive recruitment services for the City of Gunnison's next City 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 City of Gunnison.

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:

- We will conduct a web-based survey that can be used to determine the key community-wide issues and priorities that are essential considerations for the City and the selection committee to consider. This survey is completed by the City's employees, community leaders and citizens. The results of the survey will provide the City Council 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 Mayor and City Council 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.

The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact me at 214-608-7477 or by email at crohre@waters-company.com. Our Team would consider it a professional privilege to provide these services to the City of Gunnison.

Respectfully submitted,

Chuck Rohre ^{sml}

Chuck Rohre, Senior Vice President
Consultant

sml

City of Gunnison, CO
Proposal to Provide
Consulting Services for the Recruitment of a City Manager

1. General Information

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

Waters & Company is a corporation registered in the State of Minnesota as of May 2014. The firm was original founded in 1976 under the name of Waters, Trego and Davis and was incorporated in 1988, in Texas, under the name of The Waters Consulting Group, Inc. Our main office were located in Dallas, Texas with additional offices in Cleveland, Ohio; Austin, Texas and Denver, Colorado. In May 2014, Waters Consulting Group merged with Springsted, Incorporated forming Waters & Company, a wholly owned subsidiary of Springsted, Inc.

Springsted Incorporated is a corporation registered in the State of Minnesota as of April 1, 1959.

2 Brief History

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 Gunnison 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 Mayor, City Council and designated staff as your technical advisor to ensure that the recruitment process for your next City Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the 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.

History of the Firm

The firm was original founded in 1976 under the name of Waters, Trego and Davis and was incorporated in 1988, in Texas, under the name of The Waters Consulting Group, Inc. Our main office were located in Dallas, Texas with additional offices in Cleveland, Ohio; Austin, Texas and Denver, Colorado. In May 2014, Waters Consulting Group merged with Springsted, Incorporated forming Waters & Company, a wholly owned subsidiary of Springsted, Inc. W&C is national in scope, with offices across the country, including Saint Paul, Los Angeles, Denver, Dallas, Milwaukee, Kansas City, Richmond, Des Moines and Cleveland.

Since our firm’s beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch, which drive our internal standard for delivering only outstanding services and leading-edge products. In addition, Waters & Company Executive Recruitment is positioned as one of the largest privately-held executive recruitment firms in the nation with a focus on the public sector. Over the past few years, W&C has recruited and placed more than 350 executive-level positions within cities, counties and other public and non-profit organizations.

Philosophy of the Firm

The philosophy of the firm is to pursue an unrelenting commitment to high-quality service for the client and the candidates and to demonstrate at all times the highest standards of integrity, ethical conduct and professionalism.

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

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

3. Qualifications and Experience

List of Relevant Executive Recruitments: 2011 to 2015				
Year	Client	State	Recruitment	Population
2011	Altus	OK	City Administrator	19,591
2011	Ashland	OR	Assistant City Administrator	20,713
2011	Carrboro	NC	Town Manager	20,433
2011	Chesterfield County	VA	Deputy County Administrator	259,903
2011	Chesterfield County	VA	Deputy County Administrator	259,903
2011	Christiansburg	VA	Town Manager	21,041
2011	Decorah	IA	City Administrator	8,172
2011	Dumfries	VA	Town Manager	4,937
2011	Dunedin	FL	City Clerk	35,690
2011	Elk River	MN	City Administrator	23,447
2011	Fredericksburg	TX	City Mgr	10,829
2011	Gardner	KS	City Administrator	20,473
2011	Grain Valley	KS	City Administrator	13,125
2011	Jackson County	MI	County Administrator/Controller	160,248
2011	Lunenburg County	VA	County Administrator	13,146
2011	Madison County	VA	County Administrator	13,200
2011	Manassas	VA	City Manager	41,705
2011	Mesa	AZ	Deputy City Manager	457,587

List of Relevant Executive Recruitments: 2011 to 2015

Year	Client	State	Recruitment	Population
2011	Osceola	WI	Village Administrator	2,421
2011	Petersburg	VA	City Manager	33,740
2011	Pierce County	WI	Administrative Coordinator	36,804
2011	Sachse	TX	City Manager	22,026
2011	Salisbury	NC	City Manager	33,604
2011	Socorro	TX	City Manager	32,517
2011	St. Anthony	MN	City Administrator	8,583
2011	Steele County	MN	County Administrator	36,576
2011	Virginia Beach	VA	Deputy City Manager	448,479
2011	Washington County	MN	County Administrator	246,603
2011	Willmar	MN	City Administrator	19,680
2012	Albertville	MN	City Administrator	7,044
2012	Becker County	MN	County Administrator	32,504
2012	Bedford County	VA	County Administrator	67,154
2012	Beltrami County	MN	County Administrator	44,442
2012	Botetourt County	VA	County Administrator	30,495
2012	Brainerd	MN	City Administrator	13,487
2012	Charlotte	NC	City Manager	792,862
2012	Eau Claire	WI	City Manager	61,704
2012	Exmore	VA	Town Manager	1,458
2012	Fairview	TX	Town Manager	8,148
2012	Guilford County	NC	County Manager	495,279
2012	Hennepin County	MN	County Administrator	1,199,000
2012	Kittson County	MN	County Administrator	4,552
2012	Martinsville	VA	City Manager	15,416
2012	Morehead City	NC	City Manager	9,203
2012	Nobles County	MN	County Administrator	21,397
2012	Ocean City	MD	Town Manager	7,092
2012	Polk County	MN	County Administrator	31,569
2012	Powhatan County	VA	County Administrator	27,964
2012	Rockbridge County	VA	County Administrator	22,307
2012	Rockville	MD	City Manager	47,388
2012	Scandia	MN	City Administrator	3,936
2012	Sibley County	MN	County Administrator	15,072
2012	Sun Prairie	WI	City Administrator	29,364
2012	Swift County	MN	County Administrator	9,594
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	Bath County	VA	County Administrator	4,652
2013	Bayport	MN	City Administrator	3,496
2013	Belle Plaine	MN	City Administrator	6,804
2013	Bellevue	WI	Village Administrator	14,570
2013	Burnsville	MN	City Manager	61,434
2013	Clinton	NC	City Manager	8,676
2013	Cook County	MN	County Administrator	5,200
2013	East Grand Forks	MN	City Administrator	8,602
2013	Escambia County	FL	County Manager	305,817

List of Relevant Executive Recruitments: 2011 to 2015

Year	Client	State	Recruitment	Population
2013	International Falls	MN	City Administrator	6,357
2013	Irving	TX	City Manager	228,653
2013	Jefferson County	WI	County Administrator	83,943
2013	Justin	TX	City Manager	3,333
2013	Manassas	VA	Director of Finance and Admin.	41,705
2013	Montgomery	MN	City Administrator	2,933
2013	Moose Lake	MN	City Administrator	2,753
2013	Muskegon	MI	City Manager	37,213
2013	Newport News	VA	City Manager	179,611
2013	Norwood Young America	MN	City Administrator	3,583
2013	Orange County	VA	County Administrator	34,246
2013	Raleigh	NC	City Manager	423,179
2013	Shenandoah County	VA	County Administrator	42,684
2013	Sherburn	MN	City Administrator	1,128
2013	Washington County	VA	County Administrator	54,827
2013	Watertown	MN	City Administrator	4,239
2013	West Saint Paul	MN	City Manager	19,708
2013	Yellow Medicine County	MN	County Administrator	10,158
2013	York County	SC	County Manager	239,363
2014	Aitkin County	MN	County Administrator	15,927
2014	Atlantic Beach	FL	City Manager	12,864
2014	Belle Plaine	MN	City Administrator	6,804
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Campbell County	VA	County Administrator	55,163
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Frederick County	VA	County Administrator	80,317
2014	George C. Marshall Foundation	VA	Director of Finance and Admin.	
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	Orange County	NC	County Manager	140,352
2014	Roanoke County	VA	County Administrator	93,524
2014	Spotsylvania County	VA	County Administrator	125,684
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Arlington County	VA	County Manager	221,045
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coconino County	AZ	Deputy County Manager	136,539
2015	Cook County	MN	County Administrator	5,200

List of Relevant Executive Recruitments: 2011 to 2015

Year	Client	State	Recruitment	Population
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Culpeper County	VA	County Administrator	48,506
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Franklin County	VA	County Administrator	56,335
2015	Fulton County	GA	Deputy County Manager	984,293
2015	Gloucester County	VA	County Administrator	36,834
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Madison County	VA	County Administrator	13,200
2015	Manassas	VA	Deputy City Manager	41,705
2015	Mille Lacs County	MN	County Administrator	25,833
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	Sibley County	MN	County Administrator	15,072
2015	Socorro	TX	City Manager	32,517
2015	Tazewell County	VA	County Administrator	44,103
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	Waseca County	MN	County Administrator	19,097
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2015	Wythe County	VA	County Administrator	29,344
In progress	Cary	NC	Town Manager	151,088
In progress	Catawba County	NC	County Manager	154,810
In progress	Christiansburg	VA	Town Manager	21,533
In progress	Fairfield County	SC	County Administrator	68,366
In progress	Fredericksburg	VA	City Manager	28,132
In progress	Goochland County	VA	County Administrator	21,626
In progress	Greensboro	NC	Assistant City Manager	279,639
In progress	Medford	OR	City Manager	77,677
In progress	Wayzata	MN	City Manager	4,217

4. Key Personnel

Mr. Rollie Waters, Executive Vice President

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Recruitment Project Team Leader

Mr. Chuck Rohre, Senior Vice President,

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Mr. Chuck Anderson, Senior Vice President

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Ms. Regan Brown, Project Coordinator

Direct Phone: (214) 466-2445

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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
- 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.

Chuck Rohre

Senior Vice President

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

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

Areas of Expertise

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

Professional Accomplishments and Education

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

Arthur (Art) Davis
Senior Vice President

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

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

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.

5 Recruitment Work Plan

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

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

The Recruitment Project Team will also work with the City of Gunnison 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 Manager position could be placed with:

International City/County Management Association
National Forum of Black Public Administrators
Hispanic Forum
Careers in Government (careersingovernment.com)
Colorado Job Finder
Western City Magazine

Project Milestone	Deliverables	Proposed Date
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> Onsite interview with the City. W&C will receive information regarding the City's budgets, organizational charts, images, logos, etc. Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline). 	February 15 – 16
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> Brochure sent to the City for final approval. Commence advertising and distribution of recruitment brochure. 	February 23

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 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 City 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 City such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the Mayor, City Council 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">• Online data collection and profile development.• Development of interactive searchable applicant database for recruitment of the City 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.	February 24 – March 28

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

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

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your 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 Mayor, City Council 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"> • 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 City review and rate video interviews. • W&C sends links to City to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed. • Recruitment Project Team Leader meets with Mayor and City Council to review recommended semi-finalists. Mayor and City Council select finalists for on-site interviews. 	March 29 – April 13

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

When the Mayor and City Council 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	Proposed Date
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. 	April 20
Design final process with City Council 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. 	April 19 – 20
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. 	April 27

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"> 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. 	April 29
On-site interviews with finalists.	<ul style="list-style-type: none"> Interviews are scheduled. Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates. 	Week of May 2

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 City of Gunnison. 	Week of May 9
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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 Gunnison’s City Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

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

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

6 Time-frame

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

CITY OF GUNNISON, CO EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of February 15, 2016. Actual target dates will be developed in consultation with and approved by the Mayor and City Council.		
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 City approves ad placement schedule and timeline. W&C sends draft recruitment brochure to the City. The City returns draft recruitment brochure (with edits) to W&C. W&C commences executive recruitment advertising and marketing. Online data collection and profile development. 	February 15 – March 28
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 City 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 City and recommends semi-finalists; the City selects finalists for on-site interviews. 	March 29 – April 13
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. 	April 27
On-site Interviews with finalists.	<ul style="list-style-type: none"> W&C sends documentation for finalists to the City. The City conducts on-site interviews with finalists. 	Week of May 2
Employment offer made / accepted.	<ul style="list-style-type: none"> The City extends employment offer to selected candidate. 	Week of May 9

7. References

Town of Castle Rock, Colorado

Ms. Kristin Zagurski, *Management Analyst*
303-660-1015
kzagurski@crgov.com
Project: Selection of Town Manager

City of Westminster, Colorado

Ms. Debbie Mitchell, *Administrative Services Director*
303-658-2155
dmitchell@cityofwestminster.us
Project: Selection of City Manager

Town of Monument, Colorado

Ms. Pamela Smith, *Town Treasurer*
psmith@tomgov.org
Ms. Cynthia Sirochman, *Town Clerk/HR Director*
719-884-8014
csirochman@tomgov.org
Project: Selection of Town Manager

City of West Jordan, Utah

Mr. Jonathan Gardner, PHR, *HR Manager*
801-569-5165
jong@wjordan.com
Project: Selection of City Manager

City of Grand Junction, Colorado

Ms. Claudia Hazlehurst, *HR Director*
970-244-1552
claudiah@gjcity.org
Project: Selection of City Manager

8 Fee Structure

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 Chuck Rohre, Senior Vice President at crohre@waters-company.com or via phone at 214-608-7477.

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	
	TOTAL ALL-INCLUSIVE PROFESSIONAL FEE	\$24,500

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.

9 Hourly Rate

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.	\$220 per hour plus expenses

APPENDIX I
Sample Brochure



EXCELLENCE - DEDICATION - SERVICE

THE TOWN OF CASTLE ROCK, COLORADO IS SEEKING A HIGHLY EXPERIENCED, ETHICAL AND VISIONARY LEADER TO SERVE AS ITS NEXT...

THE COMMUNITY

The picturesque Town of Castle Rock, Colorado, is a freestanding, full-service municipality located midway between Denver and Colorado Springs. The Town encompasses 34 square miles, at 6,200 feet of elevation, and is traversed by Interstate 25 and U.S. Highway 85. It is the seat of Douglas County, the ninth-wealthiest and the 16th-fastest-growing county in the nation, per the 2010 Census. Castle Rock has slightly more than 56,000 residents, a 16 percent increase since 2010, and is projected to build out to 100,000 in population. In 2014, Castle Rock was recognized as No. 4 on Money magazine's "50 Best Places to Live in America" list, and the Town was previously recognized as one of Family Circle magazine's 10 "Best Towns for Families."

The Town's location (30 miles south of Downtown Denver and 47 miles southwest of Denver International Airport); views of mountains and mesas; and "small-town feel" make Castle Rock a desirable location for residential and business development and an ideal environment in which to live and raise a family. Educational needs are served by the highly regarded Douglas County Schools, the third largest district in Colorado. Residents enjoy ready access to the amenities of the larger Denver and Colorado Springs areas,

(Cont. Page 2)

TOWN MANAGER

CANIDATE PROFILE

The top five most important areas of professional experience and expertise the new Town Manager should have, according to an online survey of Castle Rock residents and Town employees, are:

1. Organizational leadership
2. Economic development
3. Financial planning and management
4. Vision/strategic plan implementation
5. Community planning and development/ high-growth community experience

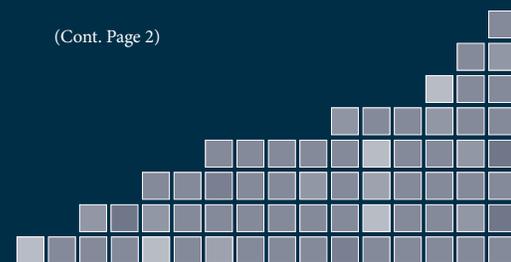
The top five most important management and leadership characteristics the new Town Manager should have, according to an online survey of Castle Rock residents and Town employees, are:

1. Clear, direct, honest communication
2. Ethics
3. Teamwork and collaboration
4. Accountability
5. Planning and organizing

The following listing – prepared in consultation with Town Council, key Town staff and community representatives – reflects the leadership and management style and personal characteristics of the ideal candidate:

- A strong and clear communicator who can simply explain complex issues
- An ethical and transparent manager who keeps the Town's best interests in the forefront
- Displays genuine humility
- Data-driven and strategic in approach and execution
- Fiscally conservative
- A strong and visible leader with evident passion and commitment, who leads by example
- Engaged in the residential and buisness communities

(Cont. Page 2)





In 2014, Castle Rock was recognized as No. 4 on Money magazine's "50 Best Places to Live in America" list. The Town was previously recognized as one of Family Circle magazine's 10 "Best Towns for Families."

THE COMMUNITY (Continued)

with the advantage of separation from their related urban issues.

In addition to being home to the Outlets at Castle Rock, which has 4.6 million visitors annually, ground was recently broken on the 900,000-square-foot Promenade at Castle Rock development, a destination neighborhood center with upscale residential, dining and multifamily residential components. Adjacent to the development, the Town will soon open a new interchange at I-25, to accommodate growth and alleviate traffic congestion. (An additional southern Castle Rock interchange on I-25 in the planning stage.)

The median single-family home price is \$300,000, and average household income in the trade area is \$131,798. This aggregate buying power attracts premium retail and dining establishments. The Town's quality of life is enhanced by its historic downtown and numerous annual events and festivals, including the annual "Starlighting" of the star above the namesake Castle Rock, a butte just north of the Town center. Also visible from Castle Rock are Dawson Butte, Devils Head, Mount Evans and Pikes Peak.

Castle Rock is an active recreational community. The Town's Parks and Recreation Department manages 20 parks, with 364 developed acres, 82 miles of trails, 5,587 acres of open space and a municipal golf course, Red Hawk Ridge. The 230-acre Philip S. Miller Park and Miller Activity Complex opened in 2014; additional expansion at the park is planned in 2015.

CANIDATE PROFILE (CONTINUED)

- Appreciates and embraces technology
- Values department heads and staff and their expertise, with a collaborative approach
- A mentor and team builder who develops staff and embraces succession planning
- Keenly developed organizational and managerial skills
- One who embraces the Town values and upholds them
- Committed to a long-term relationship with the Town
- A visionary approach to Castle Rock's future

MUNICIPAL ORGANIZATION

VISION

The Town of Castle Rock is a world-class community with a small-town character. As we grow to approximately 100,000 residents, together we will work to sustain and enhance our livable community by pursuing and achieving our primary goals:

- Buffer the Town from the overall urban area in order to be physically freestanding.
- Preserve and enhance our history and heritage.
- Protect and enhance our natural environment.
- Ensure high-quality new development.
- Achieve a diversity and balance of housing, services and employment.
- Provide outstanding cultural, entertainment and educational opportunities.
- Remain the county seat and the center for governmental services.
- Achieve the financial capability necessary to accomplish this Vision.
- Sustain a high quality of life as a safe, family-friendly community.
- Provide outstanding community services including police, fire, emergency medical, parks, recreation, water and transportation.

MUNICIPAL ORGANIZATION(CONTINUED)

- Maintain a vibrant downtown.
- Maintain a strong sense of community and small-town community character.
- Ensure a town government accountable for its vision, mission and values.

MISSION

“Achieving the Community Vision through Excellence, Dedication and Service.”

VALUES

Clear, direct, honest communication is the essential vehicle by which the following values are demonstrated:

- We are accountable for behaviors, work products, successes and failures.
- We are committed to integrity, honesty and the highest standard of conduct and professionalism.
- We are adaptable and open to change.
- We work as a team toward common goals with a spirit of cooperation.
- We respect others. We listen to ideas and are considerate of time and priorities.
- We encourage creativity and innovation.
- We recognize and celebrate accomplishments.
- We support balance between our professional and personal lives.
- We practice responsible care for our resources, assets, and environment.
- We provide exceptional public service to internal and external customers.

THE TOWN

The Town operates under the Council-Manager form of government. The Town was incorporated in 1881 and adopted its Home Rule Charter in 1987. Policy-making and legislative authority are vested with the Town Council, which consists of seven members elected by district on a nonpartisan basis. The Council selects the Mayor and Mayor Pro Tem every two years. Town Councilmembers serve four-year terms and are limited to two consecutive terms of office. The next Town election will be in 2016. In addition to serving on Council, individual members also represent the Town on various local and regional boards

The Council is responsible for passing ordinances, adopting the budget, appointing boards and commissions, and hiring the Town Manager, Town Attorney and Municipal Judge. The

Town Manager is responsible for carrying out the policies and ordinances Council approves; appointing the heads of the Town's departments (subject to Council ratification); and overseeing the Town's operations.

The Town provides a full range of services including police and fire protection; courts; emergency medical services; municipal water, water resources, stormwater and wastewater; construction and maintenance of streets; parks and open spaces; golf course; recreation center; special events; community engagement; planning, development and code enforcement; and general governmental services. For 2015, the Town expects about 420 full-time employees and an annual budget of at least \$189 million.

The Town is proud to be a values-based, continuous improvement, best-practices organization. Respondents to the Town's statistically valid 2013 community survey rated 97 percent of all elements evaluated as above average. Of the items that could be directly compared to the previous survey in 2011, 81 percent showed an improvement. It's not just the community that recognizes the Town's top-rate service delivery. In addition to the national honors already mentioned, the Town has one of the few fire departments nationally to be accredited by the Commission on Fire Accreditation International, and its Parks and Recreation Department won the national Gold Medal Award in 2012. The Town has garnered numerous other national and state recognitions for programs as varied as fleet services, economic development, public communications and water conservation. The current Town Manager will be retiring in April 2015, after 14 years of service to the organization.

Castle Rock is a growing community, on both the residential and business fronts. The Town issued 827 permits for new single-family-detached residential units in 2013, and is consistently in the top five fastest-growing communities within the Denver metro area. Development occurs on a growth-pays-for-growth system, with impact fees assessed to pay for growth-related improvements to parks and recreation, fire, police, transportation and general municipal facilities. The Town is unique within Colorado's Front Range in attempting to operate its entire development function as a self-supporting enterprise, relying on fees to pay for all associated Town costs.

The Town's General Fund is supported primarily by sales taxes, which provide approximately 67 percent of that fund's revenues. Sales taxes are used to support ongoing services such as police, fire, parks, open space, municipal court and general governmental services. The major sources of sales taxes include the outlet mall, department stores, home improvement stores and grocery stores. Property taxes are expected to make up only about \$1 million, or less than sixth-tenths of 1 percent, of the Town's total 2015 revenues.

In addition to being the county seat, the Town is the site of the Douglas County School District and Douglas County Libraries offices. Castle Rock is also home to a diversity of private employers, with a growing technology, healthcare and small business base. The Town has partnered with the Castle Rock

THE TOWN (CONTINUED)

Economic Development Council and private industry to create over 350 new primary jobs in Castle Rock over the past two years. This contributed to Castle Rock recently ranking the No. 1 place in Colorado to find a job, in a study by Nerdwallet.

To learn more about the Town of Castle Rock, visit www.CRgov.com.

IMPORTANT ISSUES

The following matters of key importance to Town Council and the community is not intended to be all-inclusive.

Securing Long-term Water Supply – Obtaining a long-term, sustainable water supply is important for the community. The Town had historically been 100 percent reliant upon nonrenewable groundwater. Council set a goal of transitioning that to only 25 percent groundwater and 75 percent renewable water by the time the Town is built out. An effective plan is in place for meeting that goal, and it will require continued funding and implementation. Currently, about 15 percent of the Town's water supply is renewable.

Economic Development – The Town takes a multifaceted approach to economic development, which will continue to be important in ensuring the community's long-term fiscal health and sustainability. Emphasis is placed on expanding the tax base, creating primary jobs and maintaining a high-quality business climate.

Preserving Community Identity – As Castle Rock continues to grow, it is an imperative to the community that the Town's small-town character and "feel" be maintained. These efforts include maintaining a vibrant downtown, providing outstanding community services/events and protecting and enhancing the Town's natural environment.

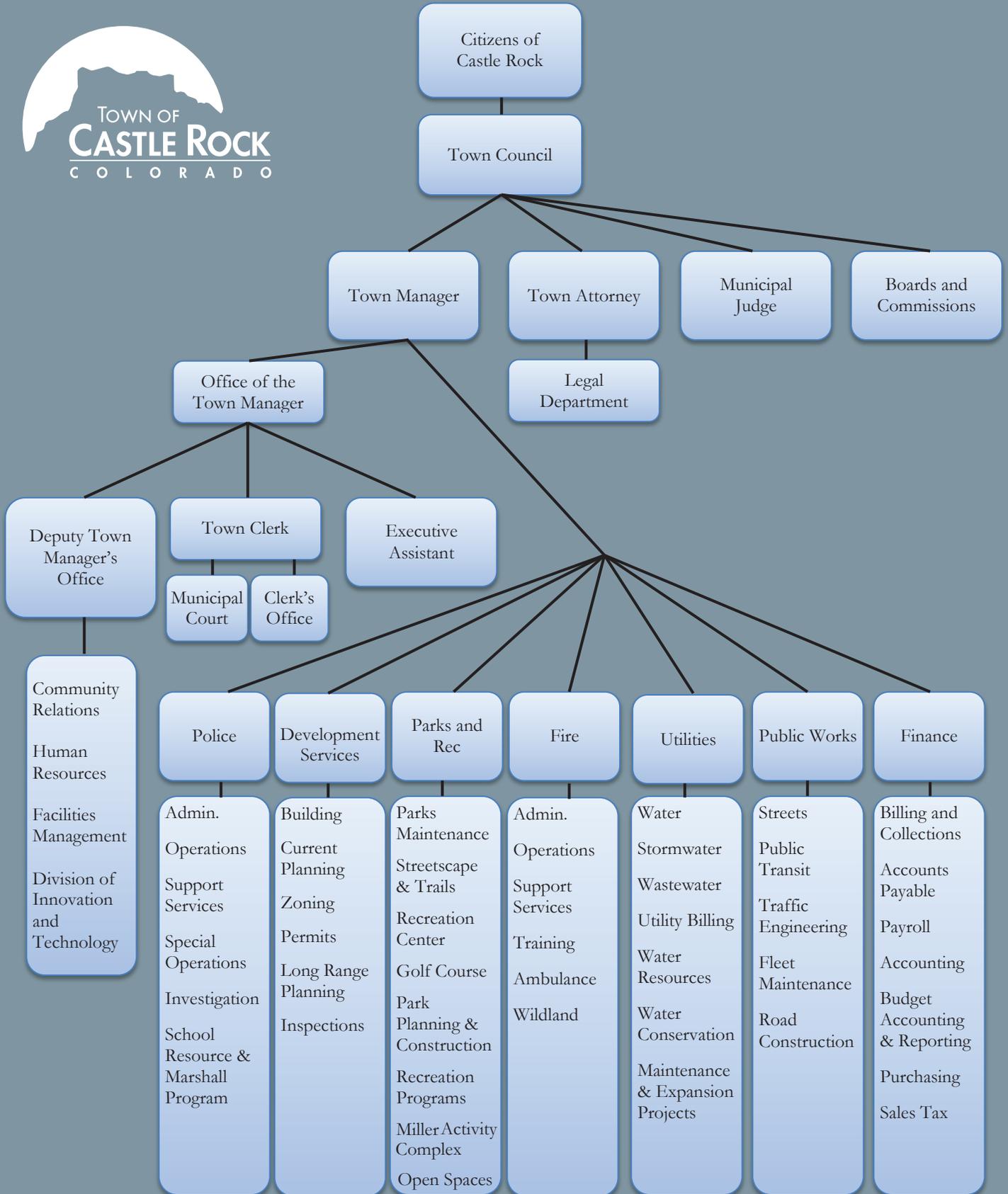
Conservative/Sustainable Town Finances – The Town is in strong financial condition, as demonstrated by its balanced budget, strong credit ratings and healthy reserves. This has been achieved through Town Council's direction of a conservative and disciplined financial approach, with an emphasis on multiyear planning, which the community values and supports.

The Town is affected by Colorado's Taxpayer Bill of Rights, which limits the amount of revenue public entities can collect and spend and requires voter approval for tax increases and issuance of general obligation bonds. The ability to manage within this context will be important.

High-Quality Public Safety – Castle Rock is a safe, family-friendly community, with low crime rates and top-quality emergency services. Residents value and appreciate their highly trained and well-managed police, fire and emergency medical first responders. This continued high level of protection and service to the community is a priority to Town Council and residents.



Town of Castle Rock, Colorado Organization Chart



QUALIFICATIONS AND EXPERIENCE

The successful candidate will hold a bachelor's degree in business or public administration, political science or a related field. A graduate degree in business or public administration or a related field is preferred, but not required. A minimum of ten years senior managerial service in a municipality, county, or an equivalent complex organization is sought. Candidates with private sector experience in complex organizations with challenges similar to those of Castle Rock may be considered on a case-by-case basis. The candidate's background and experience should include a diverse exposure to all aspects of managing a full-service municipality or county, preferably in a freestanding environment, and in a community undergoing substantial growth and development. The Town Council is open to candidates from any region.

The ideal candidate will offer full-service community management experience, with highly developed expertise in financial management, economic development and planning/ community development. The Council is seeking applicants with balanced technical and interpersonal skills, a genuine desire to be part of the community, and an individual who displays both humor and humility.



COMPENSATION

A highly competitive starting salary, based on the successful candidate's qualifications and experience, will be offered. A competitive benefits package is offered, including an employment agreement; relocation assistance; a defined contribution 401(a) retirement plan; vehicle allowance; medical, dental, vision, as well as life, survivor, and disability insurance; leave bank program; a wellness program; recreation center use; and other highly competitive benefits. The quality of life offered in Castle Rock is outstanding, and the Town Manager, per Town Charter, must reside within the corporate limits of Castle Rock while employed by the Town.

APPLICATION & SELECTION PROCESS

Qualified candidates should submit their resumes online by visiting our website at www.waters-company.com/recruitment. This position closes **January 2, 2015**. Following this date, applications will be screened against criteria provided in this brochure. The most promising applicants will be asked to complete a questionnaire to provide additional information about their background and experience, and will also be asked to submit video-recorded answers to questions. The Town Council will offer interviews in Castle Rock to those candidates named as finalists, with reference checks, background checks, and academic verifications conducted after receiving candidates' permission.

For more information, please contact:

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

Applicants for this position selected as finalists will be subject to a criminal history/credit/driver's license check prior to interview. While the consultant and Town of Castle Rock will endeavor to maintain confidentiality, your candidate status as a finalist will be subject to release to the public at the final stage of the recruitment process.

The Town of Castle Rock is an equal opportunity employer and values diversity at all levels of its workforce.



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