



**WATERS
EXECUTIVE
RECRUITMENT**
FORMERLY THE WATERS CONSULTING
GROUP EXECUTIVE RECRUITMENT



City of Novi, Michigan Executive Recruitment Services City Manager February 26, 2014

Waters Executive Recruitment

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Serving

LOCAL GOVERNMENT





February 26, 2014

Ms. Tia Gronlund-Fox
Director of Human Resources
City of Novi
45175 Ten Mile
Novi, MI 48375

Re: Proposal for Executive Recruitment Services for City Manager

Dear Ms. Gronlund-Fox:

I appreciate the opportunity to submit our proposal for executive recruitment services for City of Novi's next City Manager. Our extensive experience in providing executive recruitment services to cities and counties nationwide, including Michigan, will be beneficial for this recruitment and allow us to find the ideal candidate for the City of Novi and the community.

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

- Our web-based survey to determine the key attributes essential of the candidate completed by the organization's employees and community members. The results of the survey provide the Mayor/Council with important feedback from these key stakeholders for development of the profile for the ideal candidate.
- CareerNavigator™ which matches essential competencies of the candidate that are important to the City of Novi's organization to achieve the "right fit" for the community. (Proprietary to Waters Executive Recruitment);
- Management Style Analysis completed by the candidate that determines if the candidate's management style matches the needs of your organization;
- Video interviews that can be scored by the client and Consultant to augment the selection process;
- Utilization of a proprietary online application system (exclusively licensed to Waters Executive Recruitment by PeopleAdmin) to facilitate talent management, customized applicant flow and tracking, ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the organization such as geographic location, particular experience, and credentials, to name a few.

The proposal document will provide you the details about our approach, expertise, client references, and pricing for this executive recruitment. If you have any questions, please contact me directly at 214.466.2424 or by email at rwaters@watersconsulting.com. We would consider it a professional privilege to provide these services to the City of Novi.

Sincerely,

Rollie Waters
President/Founder



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SECTION 1 | CORPORATE INFORMATION

Contact Person (authorized to make representation for and to bind the firm):

Mr. Rollie O. Waters, President
The Waters Consulting Group, Inc.
5050 Quorum Drive, Suite 625
Dallas, Texas 75254
Main Phone: (972) 481-1950 Fax: (972) 481-1951

Email: rwaters@watersconsulting.com
Website: www.watersconsulting.com

The firm was 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. (WCG) In January 2014 WCG divested itself of its compensation practice to concentrate on executive recruitment, emerging as Waters Executive Recruitment (WER). Our main office is located in Dallas, Texas, with additional offices in Cleveland, Ohio, and Denver, Colorado.

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 that drive our internal standard for delivering only outstanding services and leading-edge products. In addition, Waters is positioned as one of the largest privately-held executive recruitment firm in the nation with a focus on the public sector. Over the past few years, WER has recruited and placed more than 500 executive-level positions within cities, counties, and other public and non-profit organizations.

Throughout the assignment, the WER team will serve as technical advisors to your organization to ensure that the recruitment process is conducted in a professional manner. The objective of WER 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, WER is positioned to confidently promote your Deputy County Manager position to prospective candidates as a positive career opportunity.

With any consulting assignment, but particularly with an executive recruitment, reliable and timely communication is fundamental to the project's success. At key points during the assignment, the Lead Consultant 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.

Physical Address

Waters Executive Recruitment.
5050 Quorum Drive, Suite 625
Dallas, Texas 75254

SECTION 2 | RECRUITMENT APPROACH

TASK I RECRUITMENT BROCHURE DEVELOPMENT AND ADVERTISING

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required qualifications, professional experience, personal characteristics, and other factors related to the success of the candidate in the position of your City Manager.

The recruitment brochure will also have a profile that captures the essence of the City of Novi's community as a highly attractive venue for the successful candidate to live and work. To prepare the recruitment brochure, the Lead Consultant will come on site to meet with your City Council and leadership team to discuss the required background, experiences, and management and leadership characteristics for the new City Manager. We will also request organizational charts, budgetary information, operational reports, and other documentation describing the community, organization, current issues, and responsibilities of the position.

Prior to the Lead Consultant coming onsite, WER will send a request for the key decision makers to select the competencies most desirable within the CareerNavigator™ inventory (see Section 4, Exhibit 3). Additionally, the decision makers will be asked to complete a brief questionnaire that will identify the desired management style and behavioral traits of the successful candidate. These actions will be accomplished online with the results being confirmed with during the onsite visit.

Additionally, we offer our services in developing a web-based tool to collect input from your citizens and employees regarding their feedback on the recruitment profile for the next City Manager. Should you choose to use the City Manager Profile Survey, we would report the results to the City Council prior to their final approval of the profile. WER will provide the draft text for the recruitment brochure for final approval/edits prior to its publication and distribution to prospective candidates. See Exhibit 1 below.

EXHIBIT 1

Web-Based Community Survey: Example City of Charlotte City Manager Search



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WER will also work with you to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a superior and diverse pool of candidates. Our team will place ads in appropriate professional publications, websites and local print media, approved by the selection committee. Additional, WER 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 City of Novi. Our customized mailing list collected at appropriate public sector conferences will be used to further promote the position as well as our personal contacts.

At the conclusion of Task I the following goals have been accomplished:	
✓	WER project team will have information regarding the City of Novi's budget, organizational charts, images, logos, etc.
✓	City of Novi will have links to the essential on-line surveys for the development of the profile
✓	WER will conduct an onsite interview with client (Town Hall forum when applicable)
✓	WER develops draft documents (Recruitment Brochure, Advertisement, Advertising Table and Timeline)
✓	Draft documents are sent to the City of Novi for review and discussion
✓	Draft proofs from our design artist are sent to the City of Novi for final approval.
✓	WER develops mailing list
✓	Email marketing letter is distributed.

TASK II
EXECUTION OF RECRUITMENT STRATEGY
AND IDENTIFICATION OF QUALITY CANDIDATES

Utilizing the information developed in Task I, WER will identify individuals who will be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained throughout the years.

During Task II, our team will develop the appropriate database utilizing our extensive interactive applicant database for the City of Novi's City Manager. This will provides the team with the ability to customize applicant flow and tracking, communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the organization such as geographic location, particular experience, and credentials. Even if a candidate is unsuccessful within the current recruitment, we encourage the candidate to maintain updated information within our database for consideration in future recruitment engagements. WER's commitment to customer service extends to the candidate as well as the client.

Each candidate submitting a resume is sent a timely acknowledgement by our team, giving an approximate schedule for the recruitment. Further communications are maintained with each candidate regarding information about the recruitment progress and their status in the process.



We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

At the conclusion of Task II the following goals have been accomplished:	
✓	Development of the interactive searchable applicant database for recruitment of City Manger
✓	Candidates requiring hard copy mailings are identified & hard copies are mailed
✓	WER performs "outreach" to potential candidates who have not responded to traditional advertising
✓	Utilizing the extensive applicant database to identify applications & review applicant pool for competencies/demographics

TASK III
SCREENING OF APPLICANTS AND RECOMMENDATION OF SEMI-FINALISTS

Our recruiting efforts in Task II are directed towards the quality of the candidates we contact, not the quantity. The minimum qualifications for the candidate will include the requisite experience and skills needed to successfully perform the position's duties. Task III is where our team under the direction of the Lead Consultant, will screen the candidates against the criteria within the candidate profile and develop a list of semi-finalists for recommendation to your Mayor/Council. Our team will have each candidate complete the Career Navigator™ and Management Style Questionnaire so that we can match the candidate's competencies and management style to those determined as a priority by the Selection Committee.

This process offers the unparalleled ability to match a candidate's leadership characteristics and management styles with your organization's unique needs resulting in a better long-term fit between candidate and organization.

The most promising applicants will receive a candidate questionnaire to complete that will provide additional information about the candidates' background and experience. After reviewing the responses to the questionnaire, the Lead Consultant will send selected resumes and questionnaire responses directly to whomever you select on your staff to assist with the screening process. We will then narrow the list to a group of 10-15 semifinalists for your Mayor/ Council's review and to select finalists. Typically, three to five finalists are selected for the on-site interviews. You will have access to our Master Applicant List (MAL) for this position, which will provide pertinent data about each applicant.

At the conclusion of Task III the following goals have been accomplished:	
✓	WER compares applications to the recruitment template developed in our searchable applicant database
✓	WER develops customized Candidate Questionnaire & Due Diligence Questionnaire

- | | |
|---|--|
| ✓ | Top 10-15 Semi-Finalists are selected and sent links to online assessments with CareerNavigator™ and Style Management questionnaire |
| ✓ | Semi-Finalist binders are developed including the following - Brochure, Master Applicant List, Cover Letter, Resume, Candidate Questionnaire |

TASK IV
**CONDUCTING BACKGROUND CHECKS, REFERENCE CHECKS
AND ACADEMIC VERIFICATIONS**

When the organization approves of a group of three to five finalists for on-site interviews, WER will begin the process to conduct reference checks, background checks and academic verifications. Contact is then made with direct and indirect references to verify accomplishments and work experiences of the candidates. The purpose of the reference interviews is to allow WER to complete our understanding of the work experience, professional performance and personal characteristics of the finalists.

For the background checks, WER will develop information on the candidates in the following areas:

- | | |
|--------------------------------|--|
| ■ Consumer Credit | ■ Bankruptcy |
| ■ City/County Criminal | ■ State District Superior Court Criminal |
| ■ City/County Civil Litigation | ■ State District Superior Court Civil Litigation |
| ■ Judgment/Tax Lien | ■ Federal District Criminal |
| ■ Motor Vehicle | ■ Federal District Civil Litigation |

To ensure that our quality standards are maintained, we do require a minimum of ten business days between the time that you select the Finalists for on-site interviews and when we send you candidate documentation for your final interview process.

Another unique aspect of our recruitment process is our use of real-time, live recorded interviews for the final screening process. Responses are timed and questions are not submitted in advance. This tool allows our team to develop a more comprehensive understanding of the candidate’s ability to think on their feet as well as their personality, abilities, and cultural fit.

Our team will provide a link to the City of Novi to review and score the responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of the City of Novi.



To summarize, this recorded interview process will be demonstrated during one of our initial onsite visits and will include conducting online video conferences with candidates utilizing “digital interview guides, real-time questions and probes, real-time rating and evaluation tools, and multi-user panel interview that increase the value of live interviews.”

At the conclusion of Task IV the following goals have been accomplished:	
✓	Finalist complete their Professional Accomplishments, Critical Analysis, & Reference List
✓	WER confirms interviews with candidates
✓	Traveling logistics are scheduled for the candidates
✓	WER sends “Special Regrets” to candidates

TASK V
FINAL INTERVIEW PROCESS

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

Our Lead Consultant will be available during the final interview process to answer questions and, if requested, assist with the final evaluation and selection of the successful candidate. In addition, if the City of Novi requests the service, we will assist you with the development of a compensation package and related employment considerations, and assist with the negotiations.

At the conclusion of Task V the following goals have been accomplished:	
✓	WER reviews & scores the real-time, automated interviews
✓	WER sends links to client to review the responses
✓	Finalist Books are developed including Brochure, Interview Schedule, Cover Letter, Resume, Candidate Questionnaire, Candidate Descriptive Profile, Accomplishments, Suggested Interview Questions, Candidate Assessment Form, and CareerNavigator™ Report
✓	Interviews are scheduled
✓	Consultant attends client interviews and facilitates discussions of candidates
✓	If Requested: WER participates in candidate negotiations
✓	WER notifies candidates of decision
✓	WER conducts final closeout with client



SECTION 3 | STRATEGY FOR RECRUITMENT OF DIVERSE CANDIDATES

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. To that end, we take responsibility for diversity in our organization, our recruitment strategy, and our candidate pools.

Our strategy must begin with the composition of our Project Team for this recruitment - our team will include a minimum of 30% female/minority. We also have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network. On a regular basis, we participate in their membership events.

Our strategy will use these networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the Novi City Manager position. Because of our performance record, these prospective candidates know they will be fairly considered in the process.

Waters Executive Recruitment 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.



SECTION 4 | TIMELINE

RECRUITMENT PROJECT TIMELINE

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

CITY OF NOVI, MI EXECUTIVE RECRUITMENT CITY MANAGER PRELIMINARY TIMELINE	
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of February 24, 2014. Actual target dates will be developed in consultation with and approved by the City of Novi.	
Activity	Target Date
■ Waters Executive Recruitment (WER) Completes On-Site Interviews to Develop Candidate Profile and Recruitment Brochure; the City of Novi Approves Ad Placement Schedule and Timeline	February 28, 2014
■ WER Sends Draft Recruitment Brochure to the City.	March 4, 2014
■ The City Returns Draft Recruitment Brochure (with edits) to WER.	March 11, 2014
■ WER Commences Executive Recruitment Advertising and Marketing.	March 13, 2014
■ WER Commences Formal Review of Applications and Sends Most Promising Applicants a Candidate Questionnaire to Provide Additional Information about Background and Experience.	March 28, 2014
■ WER Completes Formal Review of Applications and Sends Selected Resumes and Questionnaire Responses to the City for Review.	April 11, 2014
■ WER Meets with the City of Novi and Recommends Semi-Finalists; City Selects Finalists for On-Site Interviews.	Week of April 14, 2014
■ WER Completes Reference Checks/Background Checks/Academic Verification for Finalists.	April 24, 2014
■ WER Sends Documentation for Finalists to the City.	April 25, 2014
■ The City Conducts On-Site Interviews with Finalists.	Week of April 28, 2014
■ The City of Novi Extends Employment Offer to Finalist.	Week of May 5, 2014

SECTION 5 | CAREERNAVIGATOR™

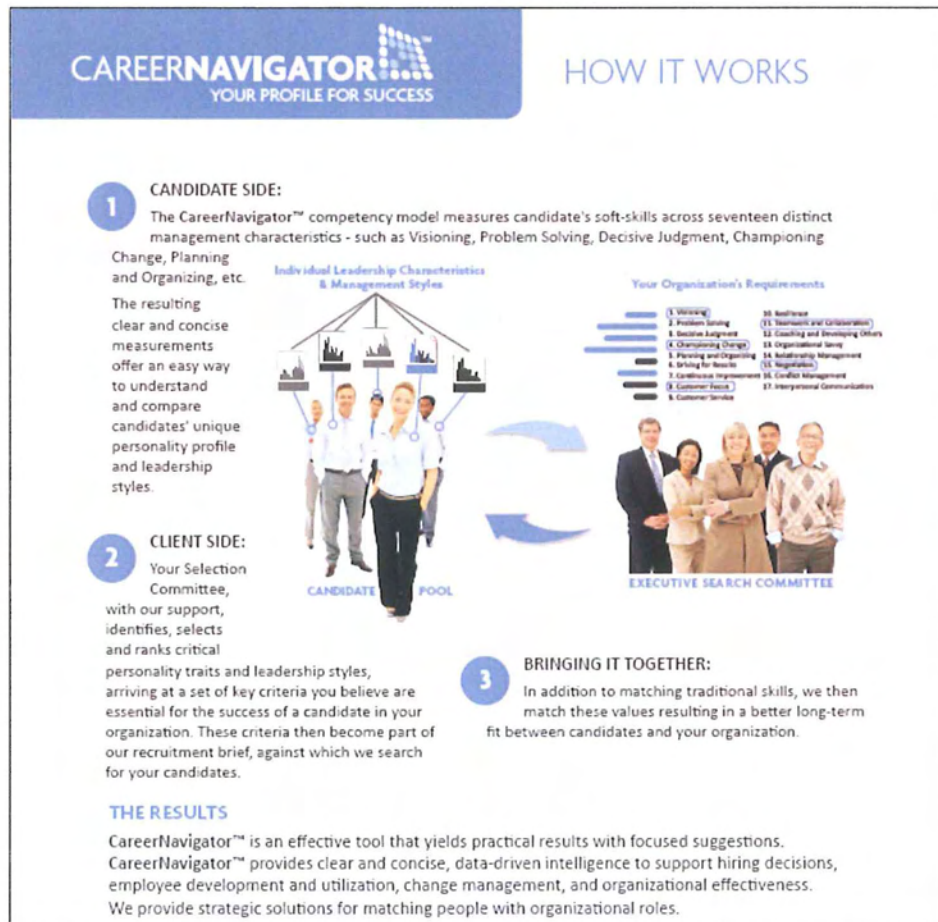
CareerNavigator™ provides clear and concise, data-driven intelligence to support hiring decision, employee development and utilization, change management, and succession planning!

Developed by a team of industrial psychologist, based on The Waters Group's more than 35 years' experience and research working with candidates and organizations in the public and private sectors, CareerNavigator™ helps assess key competencies that are critical for a candidate's success as a manager in City of Novi, MI.

Your Role:

The Mayor/Council and Selection Committee are asked to login to our survey site and select five competencies, which they find most desirable in a candidate, out of seventeen critical categories of management characteristics and traits. Once all team members have completed this task, the results are compiled and a new list of 6-8 factors is presented online. Next, members are asked to rank the factors in order of importance. This process allows the consultant to quickly and effectively determine which factors are viewed as most valuable for a particular recruitment engagement. These results will be confirmed during Task 1. See Exhibit 3.

Exhibit 3





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SECTION 6 | RECRUITMENT PROJECT TEAM

Mr. Rollie Waters, President/Founder

Direct Phone: (214) 466-2424

Email: rwaters@watersconsulting.com

Mr. Chuck Anderson, Senior Consultant

Direct Phone: (817) 965-3911

Email: canderson@watersconsulting.com

Mr. Chuck Rohre, Senior Consultant

Direct Phone: (214) 466-2436

Email: crohre@watersconsulting.com

Ms. Andrea Sims, Lead Consultant

Direct Phone: (216) 695-4776

Email: asims@watersconsulting.com

Ms. Kendra Bradley, Project Support Manager

Direct Phone: (214) 466-2445

Email: kbradley@watersconsulting.com

Mr. Shawn Wachtel, Director of E-Solutions

Direct Phone: (214) 466-2429

Email: swachtel@watersconsulting.com



ROLLIE O. WATERS | President and Founder

Rollie O. Waters is the President and Founder of The Waters Executive Recruitment (WER), formerly known as The Waters Consulting Group, Inc. 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 compensation system design and strategic management and 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 compensation and performance management system design for the public sector. He has spoken before such organizations as the American Management Association, Southern Methodist University, the University of Maryland, California Institute of Technology, the Texas Municipal League (TML), the International Personnel Management Association (IPMA-HR), several international companies based in Great Britain, and various U.S. public sector agencies and organizations.

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 WER, Rollie held an executive position with Dun & Bradstreet Co., Inc., and a management position with Owens Corning Fiberglass.

Areas of Expertise

- Wage and Salary Administration
- Compensation System Design
- Management Development
- Job Evaluation System Design
- Organizational Strategy
- Mentoring Programs
- Performance Management
- Organizational Design
- Skill-based Pay Design
- Competency-based Systems
- Expert Witness Services
- Succession Planning

PROFESSIONAL ACCOMPLISHMENTS AND EDUCATION

Rollie is a member of Mensa, WorldatWork (formerly the American Compensation Association), International Management Consultants, and several other professional groups. He also has appeared in several professional directories such as Who’s Who in the World, Who’s Who in Finance and History, and many others. Rollie has an extensive background in the behavioral sciences, strategic planning and compensation design. He received his MBA at Pepperdine University and his bachelor’s 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.



CHARLES (CHUCK) S. ANDERSON | Senior Consultant

Charles (Chuck) S. Anderson is Senior Consultant for Waters Executive Recruitment. Prior to joining the WER, Chuck worked for local governments and public education, 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 rebuilding local governments in Bosnia following agreement on the Dayton Accords.

During his service with the Michigan Education Association, Chuck also served as Senior Consultant for Urban Planning and Management for Michigan State University's Institute for Public Policy and Social Research.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Organizational Design
- Organizational Development

Professional Accomplishments and Education

Chuck received a Bachelor of Arts degree in political science and human resources management and a Masters of Public Administration degree from the University of Kansas. He received the prestigious L.P. Cookingham Award for Development of Young Professionals from the International City/County Management Association (ICMA) and the Minority and Women Advancement Award from the American Public Transit Association (APTA). He was also recognized as Public Administrator of the Year by the American Society of Public Administration (ASPA) and Outstanding Management Innovator (Honorable Mention) by ICMA. Chuck was recognized in 2007 with the Lifetime Achievement Award from his Public Administration Alumni Association at the University of Kansas.



CHUCK ROHRE | Senior Consultant

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

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

Areas of Expertise

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

Professional Accomplishments and Education

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



ANDREA BATTLE SIMS | Senior Consultant

Andrea Battle Sims has been working in executive recruitment for over twelve years, managing all phases of the recruitment process for public sector executives, including: City and Assistant City Managers, Human Resources Directors, Police Chiefs, Chief Information Officers, Library Directors, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Workforce Development Executive Directors.

Andrea is an experienced professional with over twenty years of prior experience in Information Technology, IT Audit and Management experience in both the public and private sector. Her local government leadership roles include serving as the IT Director at Cleveland Public Schools with a staff of 50; Deputy Director of IT at Cuyahoga County with a staff of 70. In addition, her county experience includes creating a start-up venture to sell public computer access to the legal community. Ms. Sims has held management positions at AT&T, Progressive Insurance, and National City Bank managing IT projects as well as IT professionals, along with serving as an internal consultant/auditor.

Areas of Expertise

- Executive Recruitment
- Recruitment and Retention Training
- Diversity-based Recruitment and Retention
- Information Technology Leadership
- Organizational Assessment
- Strategic Planning and Implementation
- Project Management
- Process Improvement
- Change Management

Professional Accomplishments and Education

Andrea's educational background includes a Bachelor of Arts in Mathematics from Spelman College, Atlanta Georgia and a Master of Science in Operations Research from The Wharton School at the University of Pennsylvania, Philadelphia, Pennsylvania. In addition, her post-graduate education includes numerous executive development seminars and certification from the Leadership Academy at Cleveland State University, the Anderson School at UCLA and the Gartner Group. Andrea's current and past civic involvement includes the Board of Trustees at the Gathering Place; American Cancer Society, Cuyahoga Unit; Junior League of Cleveland, along with leadership positions with the Links, Inc., the Spelman Alumnae Association, and Delta Sigma Theta, Inc.

SECTION 7 | RELEVANT RECRUITMENT EXPERIENCE & REFERENCES

Relevant Recruitments

Client	Position
• Alexandria, Virginia	Assistant City Manager
• Ann Arbor, Michigan	City Manager
• Arlington, Texas	Deputy City Manager
• Boulder, Colorado	City Manager
• Carrollton, Texas	City Manager
• College Station, Texas	Assistant City Manager
• Corpus Christi, Texas	City Manager
• Denton, Texas	City Manager
• El Paso, Texas	Deputy City Manager
• Fairview, Texas	Town Manager
• Farmers Branch, Texas	City Manager
• Fate, Texas	City Manager
• Fort Collins, Colorado	City Manager
• Fort Worth, Texas	City Manager , Assistant City Manager (3)
• Fredericksburg, Texas	City Manager
• Fresno, California	Assistant City Manager
• Grand Rapids, Michigan	City Manager
• Great Falls, Montana	City Manager
• Greenville, South Carolina	Assistant City Manager
• Highland Park, Texas	Town Administrator
• Iowa City, Iowa	City Manager
• Irving, Texas	City Manager (2)
• Jefferson County, Alabama	County Manager
• Juneau, Alaska	City Manager
• Justin, Texas	City Manager
• Kerrville, Texas	City Manager
• Little Rock, Arkansas	City Manager
• Loudoun County, Virginia	County Administrator
• Loveland, Colorado	City Manager (2)
• Lubbock, Texas	City Manager
• Midland, Texas	City Manager
• Norfolk, Virginia	Assistant City Manager
• Norman, Oklahoma	City Manager
• Pflugerville, Texas	City Manager
• Pinellas County, Florida	County Administrator
• Plano, Texas	Assistant City Manager (3)
• Richardson, Texas	Assistant City Manager
• Sachse, Texas	City Manager



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Client	Position
• San Diego, California	Deputy City Manager
• San Jose, California	Assistant City Manager
• Spokane, Washington	Chief Administrative Officer
• Virginia Beach, Virginia	Assistant City Manager/CFO, Deputy City Manager, Chief Operating Officer
• Waco, Texas	City Manager
• West Des Moines, Iowa	City Manager

REFERENCES

- **City of Fort Worth, Texas**
 Former Mayor Moncrief
mike@moncriefinvestments.com
 817 338 1225
Project: Selection of City Manager and Assistant City Manager
- **City of Virginia Beach, Virginia**
 Ms. Regina Hilliard
 Director of Human Resources
rhilliar@VBgov.com
 (757) 385-8381
Project: Selection of Deputy City Manager, Human Resources Director, Chief Financial Officer, Police Chief
- **City of Winston-Salem, North Carolina**
 Mr. Derwick Paige
 Assistant City Manager
DERWICKP@cityofws.org
 (336) 747-7473
Project: Selection of Police Chief with Assessment Center and Public Forum
- **Broward County, Florida**
 Ms. Ms. Bertha Henry
 County Administrator
BHENRY@broward.org
 (954)357-7353
Project: Selection of CFO/ Director of Fin & Admin Services, Chief Information Officer, Director of Public Works, Executive Director
- **City of Maricopa, Arizona**
 Mr. Vanessa Bueras
 City Clerk
Venessa.bueras@maricopa-az.gov
 (520) 316-6841
Project: Selection of City Manager
- **Jefferson County, Alabama**
 Mr. David Carrington
 President/County Commission
carringtond@jccal.org
 (205) 325-5503
Project: Selection of County Manager
- **City of Charlotte, North Carolina**
 Ms. Cheryl Brown
 Director of Human Resources
clbrown@ci.charlotte.nc.us
 (704) 336-5703
Project: Selection of City Manager
- **City of Grand Rapids, Michigan**
 Mr. George Heartwell
 Mayor
mayor@grcity.us
 (616) 456-3168
Project: Selection of City Manager
- **City of Muskegon, Michigan**
 Mr. Byron Mazade
 City Manager
bryon.mazade@shorelinecity.com
 (231-724-6724)
Project: Selection of City Manger



SECTION 8 | PROFESSIONAL FEE & GUARANTEE

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Lead Consultants and the project support staff, and all project-related expenses such as advertising, printing, candidate background and reference checks, and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of WER and are handled directly by the client organization. If there is a preference for separate billings for the professional services and project-related expenses, please advise us and the agreement can reflect such an arrangement.

The all-inclusive professional fee will be billed in four installments; 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and the final 10% upon acceptance of offer by the candidate.

If candidates from this recruitment process are selected for another position within your organization within one year of the close of the recruitment, a fee of 50% of the above mentioned proposal amount will be due to WER Executive Recruitment.

All questions regarding the professional fees and project-related expenses should be directed to Rollie Waters, President of Waters Executive Recruitment at rwaters@watersconsulting.com or via phone at 214.466.2424.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Lead Consultant) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Finalists to Client. Task 4 – Reference Checks, Background Checks, and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Co-Lead Consultants)	
Conclusion	Acceptance of offer by candidate	
	TOTAL ALL-INCLUSIVE PROFESSIONAL FEE	\$24,500.00

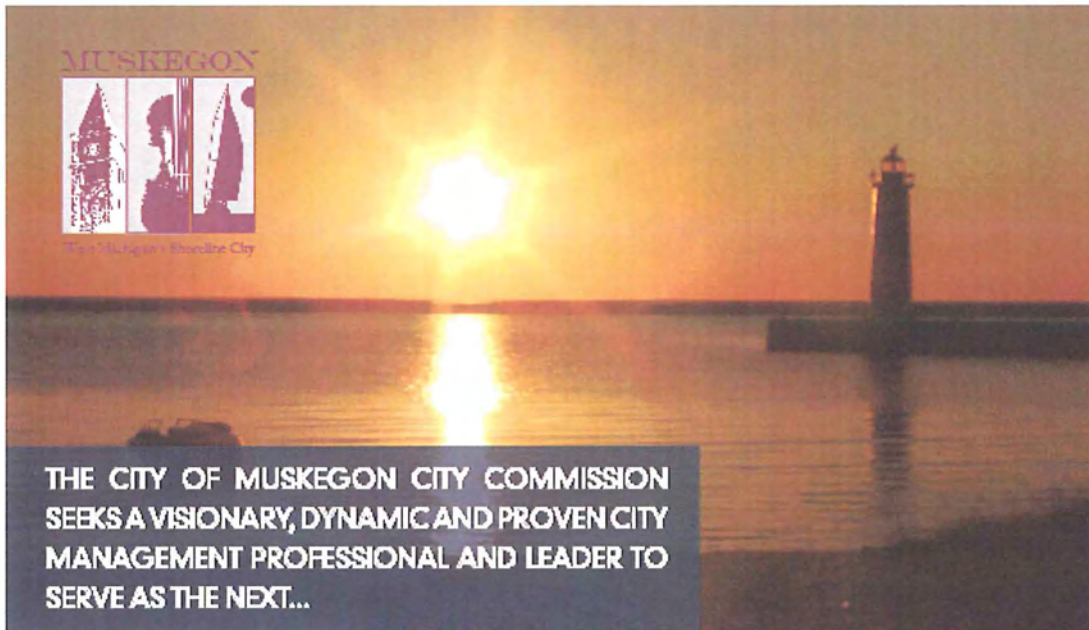
OPTIONAL SERVICES FOR CONSIDERATION	FEES
Additional work related to the search process and as specifically requested by the client that is outside of the scope of this project (i.e. additional onsite meetings) is additional. The fixed professional fee for this recruitment anticipates no more than three onsite consulting days with one consultant. However, we would be pleased to provide additional onsite consulting visits for our standard daily rate of \$1,500 plus expenses.	\$1,500.00 per day plus expenses



TRIPLE GUARANTEE

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of Finalists, WER will work to identify a supplemental group until you find a candidate to hire; (2) your executive recruitment is guaranteed for 24 months against termination for cause. Within the first year, the replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. During the second year, the replacement recruitment is reduced to 50% of the professional fee plus project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. (3) WER will not solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

SECTION 9 | SAMPLE BROCHURE



**THE CITY OF MUSKEGON CITY COMMISSION
SEEKS A VISIONARY, DYNAMIC AND PROVEN CITY
MANAGEMENT PROFESSIONAL AND LEADER TO
SERVE AS THE NEXT...**

THE COMMUNITY

The City of Muskegon (population 38,400+) is located in Western Michigan on the shore of Lake Michigan. It is the county seat of Muskegon County (population 170,000) and the largest city on the eastern shore of the Lake. As the cultural hub for Western Michigan, the City offers the Muskegon Museum of Art with one of the best art collections in the Midwest as well as the Muskegon County Museum providing insight into the area's rich history. The West Michigan Symphony, Muskegon Civic Theatre, and the annual Miss Michigan Scholarship Pageant bring the stage of the Frauenthal Center for the Performing Arts to audiences throughout Western Michigan. The City is home to Pere Marquette Beach, nationally recognized as one of the best beaches in the nation; Muskegon Lake; breathtaking sunsets drawing residents and visitors alike; and many successful summertime festivals attracting thousands of visitors, including Muskegon Bike Time, the Unity Christian Music Festival and Michigan Irish Music Festival. Muskegon County is home to many outstanding sports and recreation activities including Michigan's Adventure, the largest amusement park complex in the state; and the Winter Sports Complex which features one of only four luge tracks

CITY MANAGER

ORGANIZATION / POSITION PROFILE

Muskegon operates under a Council-Manager form of government providing a full range of traditional municipal services. The City was incorporated as a municipal corporation in 1919 and has a seven-member City Commission that includes an elected Mayor and six Commissioners. The City employs 225 full-time staff in 11 departments including police and fire protection, parks and recreation, public works operations, water and sewer services, solid waste collection, community development and general administrative support services. The City has an operating budget of \$24 million and an overall budget of \$54 million. The credit bonds are rated A+ by Standard & Poor's (S & P) and the City's Water

System revenue bonds carry the AA- S & P rating. City operations depend on five major sources of revenue: local income taxes, local property taxes, state-shared revenues, state street funds, and water and sewer utility fees. Muskegon and the State of Michigan were affected significantly by the recession, but improvements in the economy are now beginning to happen.

The City Manager is appointed by the City Commission. This position functions as the Chief Executive Officer of the municipality and is expected to work and communicate with the staff, citizens, business and community interests, local, state and federal entities, elected officials and others regarding the City and its priorities.

HIGH-PRIORITY ISSUES

Leadership Transition

The current City Manager has been with the City nearly 25 years and has provided both stability and leadership as an engaged and involved leader of the Muskegon community. The next City Manager will be expected to build on his achievements

while learning the organization and community in order to offer fresh ideas that will lead the organization to new levels of quality service and fiscal stability. In



THE COMMUNITY (Continued)

existing in the United States. Muskegon connects with Milwaukee, Wisconsin through a high speed cross-lake ferry that transports 100,000+ passengers seasonally.

Muskegon is a diverse community with a diverse local economy. The manufacturing sector is strong in the areas of aerospace, chemicals, plastics, defense, metals and castings, office furniture and automotive parts. The City is home to large governmental, corrections, healthcare, and educational employers. Residents, businesses and visitors recognize a high quality of life with a low cost-of-living with housing stock ranging from modest housing to condominiums with lakefront properties for the boaters and beach visitors to enjoy. Higher education has a strong presence with Grand Valley State University's Annis Water Resources Institute and the Michigan Alternative and Renewable Energy Center. Muskegon Community College and Baker College offer life-changing educational programs, including the world-class Culinary Institute of Michigan.

HIGH-PRIORITY ISSUES (Continued)

In addition, he/she should strive to work with the City's leadership and staff in marketing and promoting Muskegon in the region and state for new and existing businesses as well as more tourism-related opportunities. The Commissioners and staff welcome ways of building the reputation and opportunities for all members of the Greater Muskegon community.

Future Projects

There are a number of major projects, including downtown redevelopment; the proposed Muskegon Farmer's Market relocation; the redevelopment of the former Sappi Paper Mill property; the development and marketing of the Muskegon Lake waterfront as a critical Lake Michigan

commercial port. The next City Manager will be expected to work with the existing staff, Commissioners and other governmental leaders to ensure that these are successful undertakings.

Economic Challenges

The City faces challenges with the closing of the local electric producing facility, currently the largest contributor of property taxes. Through prudent financial management, the City still has a strong fund balance that must be managed well. As the City explores economic and community development opportunities, the City's fiscal health and the economic realities must be considered into the long-term financial and strategic plan.

CANDIDATE PROFILE

The proactive, inclusive and proven professional who will serve as the next City Manager will be someone who has credibility and experience in the field of public administration, particularly in municipal government. He/she must possess a strong intellect, be politically astute and fiscally prudent, with a proven record as an effective leader in an organization with a Commission/Manager or Council/Manager form of government. The successful candidate must have a reputation of being highly respected, both professionally and personally, by peers, colleagues, organizational leadership, staff, elected officials and the citizenry. This position requires a person with a strong

customer service ethic who is willing to meet with community leaders, residents, interest groups and employees in an honest, constructive and forthright manner. He/she will be creative in problem-solving, bringing fresh ideas and new energy to the City, while recognizing and respecting Midwestern values.

The City Manager is the critical link between the City Commission as policy makers, and the professional staff. The desired candidate must be capable of providing sound technical recommendations to the Commission, based on a thorough analysis of policy issues, and also building staff



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CANDIDATE PROFILE (Continued)

acceptance of policy directives from the Commission. He/she will take a leadership role in assisting the City Commission with the creation and implementation of the City's Strategic Plan and related issues, while ensuring that other plans, resources, systems and processes are in place and functioning.

The strongest candidates will have an impressive record of results in communities that successfully addressed financial challenges, and they will have a record of success in economic development, building relationships, and addressing environmental and neighborhood concerns. The successful candidate will be a consensus builder who reaches out to create mutually beneficial public and private sector partnerships. Subordinates and community members will find the City Manager to be open and accessible and committed to strong internal and

external two-way communications. He/she must be experienced working closely with neighborhood groups, neighboring communities, as well as boards and commissioners in addressing the needs of the City of Muskegon.

The new City Manager will be expected to exercise an open, positive and enthusiastic management style in order to reinforce an environment of high morale where excellent customer service and creative and proactive problem-solving are an expectation. The City Manager is a key steward of the public process and must ensure that citizens, the business community, and other constituents have an opportunity to be heard on City issues and that their concerns are studied and, where appropriate, acted upon. The City Manager must possess excellent communication skills, clearly articulating all sides of an issue and be able to present the pros and cons of policy alternatives.

VISION STATEMENT

Muskegon, The Premier Shoreline City Offering a Vibrant, Affordable and Ethnically Diverse City Where Citizens Feel Safe, Enjoy Their Neighborhoods and Have Access to Their City Government.

VALUE STATEMENT

Provide All Services in a Professional, Ethical, Courteous and Cost-Effective Manner.

MISSION STATEMENT

To Improve the Quality of Life for the Citizens of Muskegon Through Good Stewardship of Resources, Excellent Service and Leadership for the Greater Community.

- * Take Leadership Responsibility for Improving Race Relations and Diversity.
- * Foster Opportunities for City Youth.
- * Promote Economic Stability, Diverse Economic Growth, and Redevelopment.
- * Sustain the Natural, Cultural, and Recreational Resources of the Community.
- * Foster Strong Ties Among Governments & Community Agencies.
- * Develop and Maintain City Infrastructure and Facilities.
- * Maintain and Enhance the Neighborhoods of the City.



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EDUCATION & EXPERIENCE

The successful candidate must possess a minimum of a Bachelor's degree in Public or Business Administration, Finance, Management, Government or a related field. The candidate will have a minimum of seven to ten years' executive management experience, preferably in a municipal government of similar size or larger than Muskegon. An advanced degree and/or graduate training in economic development, intergovernmental affairs, strategic planning and community coalition building are desired. The candidate should be familiar with all aspects of community relations and the management of diverse urban and/or suburban environments. Experience managing in a City Manager/Commission/Council form of government is required. The ideal candidate should also possess considerable knowledge of municipal government operations, complex financial mechanisms and cooperative labor relations techniques.



COMPENSATION AND BENEFITS

The City of Muskegon has a highly competitive salary (depending on experience) with excellent benefits, including comprehensive medical and dental, vacation and sick time, retirement program and relocation assistance. **The selected Candidate will be encouraged to relocate to the City of Muskegon to become an engaged and involved member of the community.**

APPLICATION & SELECTION PROCESS

Qualified candidates please submit your cover letter and resume online by visiting our website at: www.watersconsulting.com/recruitment.

This position is open until filled; however, **interested applicants are strongly encouraged to apply not later than June 15, 2013.**

Following this date, applications will be screened against criteria outlined in this brochure. On-site interviews in Muskegon will be offered by the City Commission to those candidates named as finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission. The current City Manager will be retiring on October 1, 2013; the City Commission will consider having an overlapping transition period of 1 or 2 months to facilitate a smooth transition.



City of Muskegon is an Equal Opportunity Employer and values diversity at all levels of its workforce!

For more information on the City of Muskegon, check out their website at: <http://www.ahorelinecity.com>.

For more information, please contact:

Andrea Battle Sims | Senior Consultant
Phone: (214) 695-4776 (mobile)
Toll free: (877) 356-2924
Email: asims@watersconsulting.com

Under Michigan statutes, information from your resume may be subject to public disclosure at any point in the recruitment process. Applicants selected as finalists for this position will be subject to criminal history/credit/driver's license checks prior to interview.



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