



THE WATERS CONSULTING GROUP, INC.

INNOVATIVE HUMAN RESOURCE MANAGEMENT SOLUTIONS

Human Resource Management Consulting

Web Based HR Management Tools

Executive Recruitment



Mecklenburg County, North Carolina Proposal for Executive Recruitment Services County Manager

The Waters Consulting Group, Inc.

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June 12, 2013

Ms. Shelly Book
Human Resources Department
Mecklenburg County
700 East Fourth St.
Charlotte, NC 28202

Submitted via email: shellybook@mecklenburgcountync.gov

Re: Proposal for Executive Recruitment for County Manager

Dear Ms. Book:

I appreciate the opportunity to submit our proposal for executive recruitment services for the Mecklenburg County Manager. We are quite familiar with Mecklenburg County as well as the City of Charlotte from the many recruitments we have completed on your behalf. I have assigned Andrea Sims, our Senior Consultant as the lead consultant on this important executive recruitment. She is familiar with the Mecklenburg County organization and community, and is personally, as well professionally, committed to assisting the Board of Commissioners in recruiting a superior candidate pool to serve as their next County Manager.

The Waters Consulting Group, Inc. provides nationwide executive recruitment services and is prepared to bring you a diverse and competent talent pool from which the Board of Commissioners can choose the right candidate. We are also prepared, should you request it, to create and implement a community participation process. This process would include collecting County Manager profile preferences from citizens and employees which could be included in the comprehensive profile developed by the Board of Commissioners.

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 important ways:

- **Our Triple Guarantee™;**
- Finalists identified within 50 days from initiation of recruitment activities;
- Meticulous development of the candidate profile prior to advertising/marketing;
- Rigorous review of candidates' references and background;
- Our highly-accessed web site (www.watersconsulting.com) by prospective candidates;
- Matching each candidates management profile with your developed profile for each position by using "*Career Navigator: Your Profile for Success*" to achieve the "right fit" for the Mecklenburg County Board of Commissioners;
- Our superior nationwide relationships with high-quality candidates for marketing new positions;
- Within 60 days of the reporting date of the selected candidate, our firm will conduct a Team-Building Workshop for your new employee and his/her team. This will be conducted for no additional professional fee, just project-related expenses; and
- Within twelve (12) months following your appointment of the successful candidate, we will administer our 360° Performance Assessment for no additional professional fee, just project-related expenses.

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The Waters Consulting Group, Inc.
Innovative Human Resource Management Solutions

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 817.965.3911 or by email at canderson@watersconsulting.com.

We would consider it a professional privilege to provide these services again to Mecklenburg County.

Sincerely,

Charles (Chuck) S. Anderson
CEO of Executive Recruitment Division



TABLE OF CONTENTS

SECTION 1 PROJECT APPROACH	5
SECTION 2 CLIENT REFERENCES & RELEVANT RECRUITMENTS	10
SECTION 3 OVERVIEW OF CONSULTING TEAM	14
SECTION 4 CORPORATE HISTORY, ORGANIZATION AND GUIDING PRINCIPLES	18
SECTION 5 PROFESSIONAL FEE	23
SECTION 6 SAMPLE BROCHURE	25

SECTION | 1

PROJECT APPROACH

SECTION 1 | PROJECT APPROACH

TASK I

RECRUITMENT BROCHURE DEVELOPMENT AND ADVERTISING

The important first step in the recruitment process involves the development of a comprehensive recruitment brochure with a profile of the ideal candidate, including the required qualifications, professional experience, personal characteristics, and other factors related to success in the position of County Manager. The recruitment brochure will also have a profile of the Mecklenburg County community and organization. To prepare the recruitment brochure, the Lead Consultant will come on site to meet with your Board of Commissioners and leadership team to discuss the required background and experiences and management characteristics for the new County 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.

Additionally, recognizing the vibrant civic engagement in Mecklenburg County, we would offer our services in developing a web based tool to collect from citizens and employees their input on the recruitment profile for the next County Manager. Should you choose to do the County Assessor Profile Survey, we would report the results to the Board of Commissioners prior to their final approval of the profile. The draft recruitment brochure will be presented to you for review and final approval/edits prior to its publication and distribution to prospective candidates.

We also know that Mecklenburg County values its diversity and In order to conduct an open recruitment and to encourage applications from a superior and diverse pool of candidates, WCG will work with you to develop an advertising and marketing strategy to notify potential candidates about the vacancy. WCG will provide you with the advertisements and an advertising schedule to place the ads in appropriate professional publications, websites and local print media as approved by you. WCG has a highly-accessed website, www.watersconsulting.com, and targeted e-mail (search@watersconsulting.com). We will use all available resources to communicate directly with prospective candidates. The aggressive advertising and marketing campaign for top talent will include national, state, regional, and local elements as determined during our initial meetings with your organization. Our presence at appropriate public sector conferences will be used to further promote the position.

An effective advertising strategy will help to ensure that we conduct an open recruitment with appeal to a diverse array of candidates. WCG will take all necessary steps to protect against discrimination in the screening and selection process.

TASK II

EXECUTION OF RECRUITMENT STRATEGY AND IDENTIFICATION OF QUALITY CANDIDATES

Using the information developed in Task I, WCG will identify individuals who would be outstanding candidates for the position of County 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

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manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on our professional contacts and relationships. We have also established networks with minority and female leaders throughout the nation and are proud of our record of placement of minority and female candidates. WCG has adopted a corporate policy of equal employment opportunity and will not participate in any recruitment effort where these principles are not followed. In addition, we are charter members of the National Forum for Black Public Administrators (NFBPA) and its Business Advisory Committee and the Hispanic Network.

We believe that one of the strengths of the WCG recruitment process is our attention to the candidates during the process. Each candidate submitting a résumé is sent a timely acknowledgement by WCG, 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, which is also provides a positive reflection on your organization.

TASK III

SCREENING OF APPLICANTS AND RECOMMENDATION OF SEMI-FINALISTS

Our recruiting efforts in Task II identify a significant number of applicants, depending upon the position and the availability of candidates with the requisite experience and skills in the marketplace. Task III is where our Lead Consultant, Andrea Sims, will screen the candidates against the criteria within the candidate profile and develop a list of semi-finalists for recommendation to your Board of Commissioners. Qualifications and experience are important criteria and so are the management characteristics and style that will help determine the “right fit” for Mecklenburg County. We will have each County Manager candidate complete the “Career Navigator: Profile for Your Success” so that we can match their profile with the County Manager profile.

As the Lead Consultant screens the applications; 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, Andrea Sims, will send selected resumes and questionnaire responses directly to whomever you select on your staff to assist with the screening process. In the consultation with your staff representative, we will narrow the list to a group of 10-15 semifinalists for your Board of Commissioners review and decision. Typically, four to six finalists are selected for the on-site interviews. Throughout the process you will have access to our Master Applicant List (MAL) for this position, which will provide pertinent data about each applicant.

TASK IV

CONDUCTING BACKGROUND CHECKS, REFERENCE CHECKS AND ACADEMIC VERIFICATIONS

Once you approve the group of finalists for on-site interviews, WCG will begin the process to conduct reference checks, background checks and academic verifications. Contact is then made with selected references and sometimes with others who may know of additional



accomplishments and work experiences of the candidates. The purpose of the reference interviews is to allow WCG to complete our understanding of the work experience, professional performance and personal characteristics of the Finalists. For the background checks, WCG will develop information about the candidates in the following areas:

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

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

TASK V FINAL INTERVIEW PROCESS

Upon completion of Task IV, we will work with you to develop the final interview process. We will also 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 rating process for your interview panel(s). Andrea Sims, our Lead Consultant, will participate in final interviews as either an observer or active panel member at your request and will be available to answer questions and assist you in the final evaluation and selection of the successful candidate. In addition, if you request the service, we will assist you with the development of a compensation package and related employment considerations, and assist with the negotiations.

EXECUTIVE 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. **However, we commit to you to deliver a group of Finalists for your consideration within 50 days from the date that we commence recruitment activities.**

MECKLENBURG COUNTY, NORTH CAROLINA EXECUTIVE RECRUITMENT COUNTY MANAGER PRELIMINARY TIMELINE	
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of June 24, 2013. Actual target dates will be developed in consultation with and approved by the Board of Commissioners.	
Activity	Target Date
■ The Waters Consulting Group (WCG) Completes On-Site Interviews to Develop Candidate Profile and Recruitment Brochure; Mecklenburg County (County) Approves Ad Placement Schedule and Timeline.	June 25, 2013
■ WCG Sends Draft Recruitment Brochure to County.	July 2, 2013
■ County Returns Draft Recruitment Brochure (with edits) to WCG.	July 9, 2013
■ WCG Commences Executive Recruitment Advertising and Marketing.	July 10, 2013
■ WCG Commences Formal Review of Applications and Sends Most Promising Applicants a Candidate Questionnaire to Provide Additional Information about Background and Experience.	July 24, 2013
■ WCG Completes Formal Review of Applications and Sends Selected Resumes and Questionnaire Responses to the County for Review.	August 9, 2013
■ WCG Meets with County and Recommends Semi-Finalists; County Selects Finalists for On-Site Interviews.	Week of August 12, 2013
■ WCG Completes Reference Checks/Background Checks/Academic Verification for Finalists.	August 30, 2013
■ WCG Sends Documentation for Finalists to County.	September 3, 2013
■ County Conducts On-Site Interviews with Finalists.	Week of September 9 or September 16, 2013
■ County Extends Employment Offer to Finalist.	Week of September 16 or September 23, 2013



SECTION | 2

CLIENT REFERENCES AND RELEVANT RECRUITMENTS

SECTION 2 | CLIENT REFERENCES & RELEVANT RECRUITMENTS

- **Pinellas County, Florida**
(501)377-1357
Mr. Bob LaSala
County Administrator
rlasala1@msn.com
Project: Selection of County Administrator
- **City of Virginia Beach, Virginia**
(757) 385-8381
Ms. Regina Hilliard
Director of Human Resources
rhilliard@VBgov.com
Projects: Selection of Deputy City Manager, Human Resources Director, Chief Financial Officer, Police Chief
- **Union County, North Carolina**
(704) 283-3869
Mr. Mark Watson
Director of Personnel
watson@co.union.nc.us
Project: Selection of County Finance Director, Director of Public Works, and Director of Communications
- **Loudoun County, Virginia**
(703) 777-0307
Mr. Jack Roberts,
County Attorney
attorney@loudoun.gov
Project: Selection of County Administrator
- **Broward County, Florida**
(954) 357-7353
Ms. Bertha Henry
County Administrator
bhenry@broward.org
Projects: Selection of CFO/ Director of Finance & Admin Services, Chief Information Officer, Director of Public Works, Executive Director

SAMPLING OF RELEVANT RECRUITMENTS

ORGANIZATION	POSITION
Alexandria, VA	Assistant City Manager
Arlington, TX	Deputy City Manager
Baytown, TX	City Manager
Bee Cave, TX	City Administrator
Bend, OR	City Manager
Brookings, SD	City Manager
Buda, TX	City Manager
Bullhead, AZ	City Manager
Canton, TX	City Manager
College Station, TX	Assistant City Manager
Commerce, CO	City Manager

ORGANIZATION	POSITION
Corpus Christi, TX	Assistant City Manager of Development Services
Denton, TX	Assistant City Manager
El Paso, TX	Deputy City Manager
Emporia, KS	City Manager
Farmers Branch, TX	City Manager
Fate, TX	City Manager
Fayetteville, NC	Assistant City Manager
Forney, TX	City Manager
Fort Myers, FL	Assistant City Manager
Fort Worth, TX	Assistant City Manager (x3)
Fort Worth, TX	City Manager
Fountain, CO	City Manager
Friendswood, TX	City Manager
Gatesville, TX	City Manager
Granbury, TX	City Manager
Grand Rapids, MI	City Manager
Great Falls, MT	City Manager
Greenwich, CT	Town Administrator
Highland Park, TX	Town Administrator
Hobbs, NM	City Manager
Horseshoe Bay, TX	City Manager
Jefferson County, AL	County Manager
Kerrville, TX	City Manager
Killeen, TX	Assistant City Manager
Kingsville, TX	City Manager
La Grande, OR	City Manager
Lancaster, CA	Assistant City Manager
LaPorte, TX	City Manager
Loudoun, County of (VA)	County Administrator
Maple Valley, WA	City Manager
Marana, AZ	Deputy Town Manager
Maricopa, AZ	City Manager
McKinney, TX	City Manager
Mercer Island, WA	Deputy City Manager
Missouri City, TX	Assistant City Manager
Mount Pleasant, TX	City Manager
Nederland, TX	City Manager
New Braunfels, TX	Assistant City Manager

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ORGANIZATION	POSITION
North Richland Hills, TX	Assistant City Manager
Pflugerville, TX	City Manager
Pinellas County, FL	County Administrator
Pittsburg, TX	City Manager
Ramsey, MN	City Administrator
Richardson, TX	Assistant City Manager
Roanoke, VA	Assistant City Manager
Sachse, TX	City Manager
Sanford, FL	City Manager
Sanger, TX	City Manager
Sealy, TX	City Manager
Soldotna, AK	City Manager
The Colony, TX	City Manager
Tomball, TX	City Manager
Troy, MI	City Manager
Vestavia Hills, AL	City Manager
Virginia Beach, VA	Assistant City Manager/Chief Development Officer
Watauga, TX	City Manager



SECTION | 3

OVERVIEW OF CONSULTING TEAM

SECTION 3 | OVERVIEW OF CONSULTING TEAM

WCG places a high priority on meeting the needs of our clients. Therefore, at the outset of the recruitment process, we will tailor our approach to address the issues unique to your organization's working environment. For each recruitment project, we assign a Lead Consultant and a team of support professionals to carry out assignments in an effective and efficient manner. The consulting team for this project is:

Mr. Chuck Anderson, Chief Executive Officer

Direct Phone: (817) 965-3911

Email: canderson@watersconsulting.com

Percent of time on project: 15%

Mr. Chuck Rohre, Senior Consultant

Direct Phone: (214) 466-2436

Email: crohre@watersconsulting.com

Percent of time on project: 5%

Ms. Andrea Sims, Senior Consultant

Direct Phone: (216) 695-4776

Email: asims@watersconsulting.com

Percent of time on project: 65%

Ms. Soni Powell, Project Support Manager

Direct Phone: (214) 466-2427

Email: spowell@watersconsulting.com

Percent of time on project: 10%

CHARLES (CHUCK) S. ANDERSON | Chief Executive Officer

Charles (Chuck) S. Anderson is the Chief Executive Officer for the Recruitment Division within the Waters Consulting Group (WCG). In this role he also is a senior consultant within the HR Consulting Division for projects related to organizational design and development, strategic planning, and leadership/management development.

Prior to joining the WCG, 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. (WCG). 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/Proposed Lead Consultant

Andrea Battle Sims has been working in executive recruitment for over nine years, managing all phases of the recruitment process for public sector executives, including: County/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. She has worked with high-performing counties across the country including Mecklenburg County, Broward County, Pinellas County as a consultant with tremendous success.

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 | 4

CORPORATE HISTORY, ORGANIZATION AND GUIDING PRINCIPLES

SECTION 4 | CORPORATE HISTORY, ORGANIZATION AND GUIDING

PRINCIPLES

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. Since our firm's beginning, we have emerged as a leader in executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch that drives 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, WCG has recruited and placed more than 200 executive-level positions within cities and counties.

Throughout the assignment, the WCG team will serve as technical advisors to your organization to ensure that the recruitment process is conducted in a professional manner. The objective of WCG 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, WCG 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 project success. At key points during the assignment, WCG consultants 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.

We pride ourselves in the fact that we bring a high level of personal commitment to everything that we do. We get to know our client, their concerns for success, their strategic goals and their organizational culture. But our intense professional commitment does not stop with our clients. We have candidates who were not selected for positions call to extend compliments and thanks for how they were treated during our recruitments. Many have stated that we provided the best recruitment experience in which they have ever participated.

Client satisfaction is important to all organizations, but to our firm, it is our chief focus. In our business, referrals and recommendations are the keys to success.

ROLE OF YOUR ORGANIZATION'S STAFF

We have a seasoned staff of professionals who will work with your Lead Consultant, Andrea Sims, to deliver quality services with minimal effort required from you. However, to assist with the project, we ask that your organization designate a Project Manager to serve as WCG's primary contact for the recruitment assignment. Your Project Manager will facilitate such functions as coordinating meeting dates, times, and locations and the review of the draft recruitment brochure and related advertising copy.

CAREER NAVIGATOR: YOUR PROFILE FOR SUCCESS



CareerNavigator™; Your Profile for Success 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 Consulting Group's more than 35 years experience and research, working with candidates and organizations in the public and private sectors, **CareerNavigator** helps assess management styles, personal character traits and competencies, that are critical for a candidate's success as a manager in your organization.

HOW IT WORKS:

CANDIDATE SIDE:

The **CareerNavigator™** competency model measures candidate's soft-skills across seventeen distinct management characteristics - such as Visioning, Problem Solving, Decisive Judgment, Championing Change, Planning and Organizing, etc. The resulting clear and concise measurements offer an easy way to understand and compare candidates' unique personality profile and leadership styles.

CLIENT SIDE:

Your Selection Committee, with our support, **identifies, selects and ranks critical personality traits and leadership styles, arriving at a set of key criteria you believe are essential for the success of a candidate in your organization.** These criteria then become part of our recruitment brief, against which we search for your candidates

BRINGING IT TOGETHER

CareerNavigator™ provides clear and concise, data-driven intelligence to support hiring decisions, employee development and utilization, change management, and organizational effectiveness. We provide strategic solutions for matching people with organizational roles.

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

TEAM-BUILDING WORKSHOP

Within 60 days after your new County Manager reports to work, WCG will develop a customized workshop based on the individual behavioral styles of the management team to strengthen the new leader and his/her team's performance. Your new employee and each member of his/her management team will be asked to complete a questionnaire, utilizing a secure website. Following a review of the responses to the questionnaire, one of our professional consultants will facilitate a three-hour workshop with the objective of assisting the team members to become a high-performance team. If you elect to use this service, there will be no professional fee charged to you, only project-related expenses.

360 DEGREE PERFORMANCE REVIEW

Additional services include a performance appraisal and review of the new County Manager after 12 months, with no professional fee charged to you. If you elect to use this service, the only cost you would incur would be the reimbursement for any project-related expenses.

SECTION | 5

PROFESSIONAL FEE

SECTION 5 | PROFESSIONAL FEE

The **all-inclusive** professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Lead Consultant 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 WCG 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 WCG Executive Recruitment.

All questions regarding the professional fees and project-related expenses should be directed to Chuck Anderson, CEO of Executive Recruitment Division at canderson@watersconsulting.com or via phone at 817.965.3911.

<i>PHASE</i>	<i>DESCRIPTION OF PROFESSIONAL SERVICES</i>
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Co- 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 Consultant)
Conclusion	Acceptance of offer by candidate
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE	
\$23,500.00	

<i>OPTIONAL SERVICES FOR CONSIDERATION</i>	<i>FEES</i>
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

SECTION | 6

SAMPLE BROCHURE

SECTION 6 | SAMPLE BROCHURE



THE COMMUNITY

Charlotte was incorporated in 1768, and it has developed from an initial 360 acres to its present area of 303 square miles of the 527 square miles of land in Mecklenburg County. Named for Queen Charlotte, wife of England's King George III and her birthplace of Mecklenburg-Strelitz in Germany, this dynamic City has grown rapidly during the last few decades with a current estimated population of 731,424 and is the core of its metropolitan statistical area (MSA) of more than 2.4 million people within 6 counties.

Charlotte places a high priority on a business-friendly environment by creating successful public/private development partnerships, and regulatory and taxing conditions that encourage business development and expansion. As a result, a vibrant and balanced economy has developed that encompasses the second largest financial center in headquartered banking assets, together with a major presence for mortgage banking, commercial banking and insurance. Charlotte ranks 6th nationally in the number of Fortune 500 company headquarters. The City also plays a major role in the energy industry, and the

CITY MANAGER

CANDIDATE PROFILE

The ideal candidate will have a proven record as a successful senior executive within an urban city or county organization with the complexity, diversity, opportunities, and challenges similar to the City of Charlotte. Experience as a CEO/COO in the private sector is not required, but is considered positive.

Charlotte's economy is balanced and vibrant including companies that range in size from multi-national to micro-businesses. An exciting entrepreneurial spirit prevails and is the key to Charlotte's continued prosperity. The next City Manager must not only understand the importance of this dynamic, but be determined to continue to enhance the City's reputation of being "business-friendly" by nurturing its tradition of productive public-private partnerships, and creating conditions where businesses can expand or choose to relocate to the City.

Continued growth, development, and redevelopment in the public and private sectors will continue to be key factors in Charlotte's future. The City Manager is a key player in this process and must have

the skills and integrity to blend together the economics and politics of development projects that provide benefits for the public and private sectors.

Charlotte is a national leader in environmental and energy sustainability, preserving its natural resources, and balancing growth with sound fiscal policy. The next City Manager must view this stewardship of a sustainable community as central to his/her role and responsibility.

Given the changing demographics of Charlotte with increasing diversity in ethnicity, race, religion, and income, the next City Manager must be skillful in addressing policies and services that value differences and recognize that social and economic equity improves the quality of life for all citizens.

The international dimension of Charlotte's culture is expanding rapidly. The number of foreign-born residents has increased from approximately 15,000 in 1990 to an estimated 100,000 today. About 630 foreign-owned firms representing 45 nations are now located in the Charlotte region.

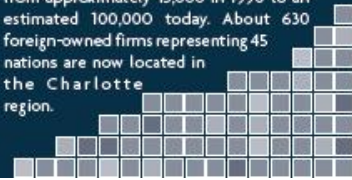




Photo by James Martin

THE COMMUNITY (Continued)

manufacturing, transportation and distribution of goods throughout the nation and worldwide. *Foreign Direct Investment magazine* affirmed Charlotte's economic strength by ranking the City 5th out of 405 large cities in "economic vitality."

Charlotte's highly successful Charlotte-Douglas International Airport has played a major role in stimulating the economy, creating jobs, and attracting foreign investment. Charlotte was ranked number one by *Site Selection magazine's* list of top U.S. cities for foreign investment.

Charlotte is home to two major league sports franchises, the Carolina Panthers of the NFL and the Charlotte Bobcats of the NBA. College sports fans can attend the Belk Bowl at Bank of America Stadium and the CIAA Basketball Tournament, which is held in the Time Warner Cable Arena. Golf enthusiasts can attend one of the top events on the PGA tour, the Wells Fargo Championship. The U.S. National Whitewater Center is located on the Catawba River and is the world's largest artificial whitewater river and U.S. Olympic Training site. The Charlotte Motor Speedway is the largest sports facility in the Southeast and is recognized as one of the finest NASCAR facilities in the U.S. The City is also home to the NASCAR Hall of Fame. Extensive and diverse facilities for culture, the arts, nature, and science include the Bechtler

CANDIDATE PROFILE (Continued)

A principal reason for this is the success of the Charlotte-Douglas International Airport, considered to be Charlotte's "gateway to the world." The successful candidate must have an understanding of the importance of this growing international role for the Charlotte region and also the essential role of a well-managed Airport where its expansion and development are fully supported by the City.

Charlotte has a rich fabric of diverse neighborhoods. However, private development and investment have been uneven in several neighborhoods. Accordingly, the next City Manager must bring an appreciation of the importance of strong neighborhoods and seek ways to improve equity and stability among them. Understanding the historic roots of the neighborhood culture and how and why they are changing will be essential for success in this important area.

In addition to being the Chief Executive Officer for the municipal corporation, the next City Manager will be expected to establish open and supportive relationships with the Mayor and City Council where he/she understands and respects their governing role and will provide them with thoughtful recommendations backed by thorough research and credible evidence. The City Manager should be able to assist the Mayor/Council from time to time to

bridge their policy differences and achieve consensus. This will require the City Manager to have the courage to provide them with the "unvarnished" truth about the implications and impacts of policy issues and actions.

Having an astute understanding of politics without being political will be important for the next City Manager. Charlotte's partisan composition is predominately Democratic while substantial portions of the State outside of Charlotte are Republican. Therefore, the City Manager must be able to work effectively within these differing political views and seek non-partisan regional and state support that is beneficial to the City.

The successful candidate will be a strong and visible leader of city staff. In addition to being a role model of impeccable integrity and ethical conduct, he/she will set high standards for citizen service delivery and customer service. The City Manager will establish clear objectives tied to the City's Strategic Goals (Focus Areas) and then hold staff accountable for achieving positive results. The ideal candidate will be a strategic thinker, but also decisive, wise, and judicious; able to make the "tough calls" when required on personnel and financial matters.

The City of Charlotte has a long-standing reputation for sound financial management of its operating budget and





THE COMMUNITY (Continued)

Museum of Modern Art and the Knight Theater, which is part of the Blumenthal Performing Arts Center. Charlotte is also the new home for the North Carolina Dance Theatre and Opera, Symphony and Choral Music. The Harvey B. Gantt Center for African-American Arts and Culture showcases music, dance, theater, visual art, film, and arts education programs.

The Charlotte-Mecklenburg Schools (CMS) is a consolidated City-County public school system with current enrollment of more than 141,000 students representing one 160 countries and various ethnic and cultural backgrounds. CMS has recently received the Broad Prize as the country's top urban school district. Within the Greater-Charlotte area there are 18 public and private secondary institutions offering baccalaureate degrees and twelve schools offering graduate degree opportunities. There are also 15 community college campuses, part of the State system of community colleges. UNC Charlotte is the largest of the 16 institutions comprising the University of North Carolina system.

The City and County are served by several superior health care facilities and providers. There are nine major hospitals located in the Charlotte-Mecklenburg area representing two health care systems; Carolinas HealthCare System and Presbyterian HealthCare. Charlotte's largest hospital, Carolinas Medical Center (CMC) is a state-designated Academic Medical Center Teaching Hospital and for the 13th year has been recognized as Charlotte's most preferred hospital by the National Research Corporation.

The Vision of the City is to be a model of excellence that puts citizens first and makes this a community of choice for living, working and leisure activities. The Mission of the City is to ensure the delivery of quality public services that promote safety, health, and the quality of life for its citizens. The evidence is clear that the Vision and Mission are being realized.

CANDIDATE PROFILE (Continued)

capital projects. Therefore, to continue this tradition of excellence, the next City Manager must possess deep knowledge of and demonstrated success with financial and budget management.

Charlotte is the principal City within Mecklenburg County and has developed a productive partnership with some shared services. There are also several other vibrant municipalities within the County. The City Manager must have both an understanding of and appreciation for the importance of regional cooperation with the County and other municipalities in the surrounding area.

The City Manager will be expected to engage with community groups, neighborhood associations, and in regional, state, and national venues and be able to communicate in an articulate and compelling manner the City's vision, policies, and plans approved by the Mayor and City Council.

EDUCATION & EXPERIENCE

The successful candidate will hold an undergraduate degree in public administration, business administration, or a related field. A graduate degree is preferred with at least ten years of progressively responsible work experience as a senior executive in an urban city or county organization. Experience as a CEO/COO in the private sector is not required, but considered to be positive. Equal consideration will be given to internal and external candidates.

COMPENSATION & BENEFITS

The starting salary and benefits are highly competitive and negotiable depending upon the experience and qualifications of the successful candidate. Relocation assistance will be provided.



CITY GOVERNANCE AND ORGANIZATION

Charlotte adopted the Council-Manager form of government in 1929. The governing body consists of the Mayor and eleven members of the City Council. Four members, together with the Mayor, are elected at-large by a citywide vote and seven members are elected from districts by voters who reside in each district. The Mayor and each member of Council are elected on a partisan basis every two years with no term limits. The Mayor is ex-officio Chairman of the City Council and only votes in case of a tie and also has the power to veto actions passed by the Council. A veto can be overridden by a two-thirds majority of Council.

The City Council is responsible for appointing the City Manager, City Attorney, City Clerk, and members of various boards and commissions. The City Council has legislative authority to enact ordinances and resolutions; approve the annual budget; set the tax rate; and authorize contracts.



CHARLOTTE.

As the Chief Executive Officer for the municipal corporation, the City Manager recommends policy actions, prepares and submits the Council agenda, and presents the annual budget. The City Manager carries out policies and executes contracts approved by the Mayor and City Council and directs the daily operations of the City through the Deputy/Assistant City Managers and Department Directors.

City services include public safety; solid waste collection; water and sewer; storm water; construction and maintenance of streets and other infrastructure; airport; and public transit. The City and the County provide law enforcements services through the Charlotte-Mecklenburg Police Department (CMPD); and emergency medical services are provided by MEDIC, the Mecklenburg EMS Agency. The City and County provide joint library and urban planning services along with GIS and CharMeck 311 customer service, while the County is responsible for development and maintenance of the park system.

The City develops a two-year annual budget and five-year capital budget with both updated on an annual basis. The process begins early each year when the City Council establishes the program areas where it wants to focus the City's resources. The approved Focus Areas provide the foundation for the operating and capital budget recommendations and Council priorities. The Focus Areas for FY 2013 are Community Safety, Housing and Neighborhood Development,



Environment, Transportation and Economic Development. Requests from the City Manager are submitted early in the year followed by several half-day retreats with the Mayor and City Council beginning in February. The retreats are held to discuss the requests that form the basis for the preliminary budget that is presented to the Mayor and Council in May. Following workshops and public hearings, the City Council adopts a final Budget and Capital Investment Plan in June. For the twenty sixth year in a row the Government Finance Officers Association has presented the City with the Certificate of Conformance for Excellence in Financial Reporting. The City also has a AAA bond rating from all three bond rating agencies.



The FY 2013 Strategic Operating Budget is \$1.12 billion with full time equivalent (FTE) staffing of 6,809. The FY 2013 Capital Investment Plan is \$577.5 million. Details of both plans can be reviewed at

www.charmeck.org/city/charlotte/Budget/Documents/FY2013.

APPLICATION & SELECTION PROCESS

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

The position is open until filled; however interested applicants are strongly encouraged to apply no later than **January 18, 2013**

For more information, please contact:

Jim Holgersson | Senior Consultant
Phone: (817) 559-2025
Email: jholgersson@watersconsulting.com

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

CITY GOVERNMENT ORGANIZATION CHART



Revised: December 2011



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Education & Experience

A Bachelor's degree in business, finance, accounting, or a related field of study is required. A graduate degree in public or business administration and/or CPA certification are preferred, but not required. Experience of at least five years with municipal or government finance is required, including at minimum of two years in a supervisory/management position. Also required is a valid Texas Driver's License. Achievement as a Certified Government Finance Officer (CGFO) is preferred.

While the Town of Addison has established minimum qualifications and experience, each candidate's employment history will be reviewed to ensure there is a superior level of professional and ethical performance as a manager and leader.



Compensation & Benefits

The starting salary will be up to \$100,000, depending upon the qualifications and experience of the successful candidate. A vehicle allowance of \$450 per month is included. The Town has a highly competitive benefits program including the Texas Municipal Retirement System, a contributory 457 plan (with a Town match up to 4%), health and life insurance, paid vacation and sick leave. Working conditions within the Town are outstanding. As a key employee of the Town, the Chief Financial Officer must establish residency within a 15 air-mile radius of the Town's boundaries within the first year of employment.



Application & Selection Process

Qualified candidates please submit your resumé online by visiting our website at www.watersconsulting.com/recruitment

This position is open until filled; however, interested applicants are strongly encouraged to apply no later than **November 25, 2011**. Resumes will be screened against criteria outlined in this brochure. Final interviews in Addison will be offered by the City Manager to those candidates named as finalists with reference checks, background checks, and academic verifications conducted after receiving the candidates' permission. For more information please contact **Chuck Anderson** at 817 965 3911 or canderson@watersconsulting.com. Candidates may also call our toll free number 877-356-2924 and visit our website at www.watersconsulting.com.

The Town of Addison is an Equal Opportunity Employer and values diversity at all levels of its workforce!

Applicants selected as finalists for this position will be subject to a criminal history/credit/driver's license check prior to the interview. Under state legislation regarding access to public records, if selected as a finalist, information from your resume may be subject to public disclosure.



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