AGREEMENT FOR SERVICES

THIS AGREEMENT FOR SERVICES (Agreement) is made as of the _____ day of __________, 2016, by and between the City of Rapid City, a municipal corporation and political subdivision of the State of South Dakota, located at 300 Sixth Street, Rapid City, South Dakota 57701 (Client), and Springsted Waters Incorporated, d/b/a Waters & Company/A Springsted Company (W&C), with a principal place of business located at 380 Jackson Street #300, St. Paul, Minnesota 55101.

WHEREAS, the Client wishes to retain the executive recruitment services of W&C on the terms and conditions set forth herein, and W&C wishes to provide such services.

NOW THEREFORE, the parties hereto agree as follows:

SCOPE OF PROFESSIONAL SERVICES

W&C will provide professional services in the area of an executive recruitment for the position of Director of Community Planning and Development Services. This Agreement includes W&C’s commitment to provide all elements of the recruitment process, services, and conditions described in our proposal dated March 15, 2016, and attached as Exhibit A.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description of Professional Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase I</td>
<td>Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Project Team Leader).</td>
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<td></td>
<td>Task 2 – Identify Quality Candidates.</td>
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<td>Task 4 – Reference Checks, Background Checks, and Academic Verifications.</td>
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<td>Phase III</td>
<td>Task 5 – Final Process/On-Site Interviews with Finalists (includes a possible two days on site by Project Team Leader).</td>
</tr>
<tr>
<td>Conclusion</td>
<td>Acceptance of offer by candidate.</td>
</tr>
</tbody>
</table>

TERM

This Agreement shall be effective as of the Effective Date and shall remain in effect for the period necessary for successful completion of the project. This Agreement may be terminated upon thirty (30) days prior written notice to W&C. If the Client terminates, W&C is entitled to any portion of its fee so earned.
ALL-INCLUSIVE PROFESSIONAL FEE

1. The all-inclusive professional fee to conduct the recruitment is not to exceed Twenty-Two Thousand Fifty Dollars and Zero Cents ($22,050.00) and includes the cost of professional services by the Project Team Leader 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 by the Project Team Leader. Travel expenses incurred by candidates for on-site interviews with the Client are not the responsibility of W&C and are handled directly by the client organization. The Client will make payments for the project within forty-five (45) days of receipt of an invoice submitted by W&C. All invoices will be forwarded to the Client for processing unless otherwise directed. For reporting purposes, W&C’s tax identification number is 47-1064404.

2. 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.

3. Additional work related to the recruitment process and as specifically requested by the Client which is outside the scope of this project (i.e. additional on-site visits) will include an additional fee. The fixed professional fee for this recruitment anticipates no more than three on-site visits which include four consulting days with one consultant. Additional on-site consulting visits will be billed at W&C’s standard daily rate of $1,760.00 plus expenses. Consistent with the “Optional Services for Consideration” section found on page 8 of Exhibit A, additional search services that do not include an on-site visit will be billed at the rate of $220.00 per hour plus expenses.

ADDITIONAL PLACEMENTS

If candidates from this recruitment process are selected for another position by the Client, within one year of the close of the recruitment, a fee of 50% of the fee under this Agreement, or Eleven Thousand Twenty-Five Dollars and Zero Cents ($11,025.00), will be due to W&C.

TRIPLE GUARANTEE

1. W&C commits to remain with the recruitment assignment until the Client has made an appointment for the fee and tasks quoted in the proposal. If the Client is unable to make a selection from the initial group of finalists, W&C will work to identify a supplemental group until the Client finds a candidate to hire.

2. The Client’s executive recruitment is guaranteed for 24 months against termination or resignation. Within the first two years following the date of hire, the replacement recruitment will be repeated with no
additional professional fee, but only for project-related expenses. Candidates appointed from within the Client’s organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of the Client’s state laws.

3. W&C will not solicit any candidates selected under this contract for any other position while the candidate is employed with the Client’s organization.

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**DEVOTION OF TIME**

W&C shall devote such time to the performance of its duties under this Agreement as is necessary for the completion of all project phases.

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**NOTICE**

All notices hereunder shall be in writing and deemed to have been given when delivered, transmitted by first class, registered or certified mail, postage prepaid and addressed as follows:

If to Client:

City of Rapid City
Attn: Finance Officer
300 Sixth Street
Rapid City, SD 57701

If to W&C:

Waters & Company/A Springsted Company
380 Jackson Street, Suite 300
Saint Paul, MN 55101

Attention: Managing Principal

---

**ENTIRE AGREEMENT**

This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this Agreement that is not contained herein shall be valid or binding.

---

**AMENDMENT**

This Agreement may be amended only by the mutual written agreement of the parties and such written amendment shall become incorporated into this Agreement once executed by the City and W&C.

---

**LEGAL CONSTRUCTION**

In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other
provisions thereof and this Agreement shall be constructed as if such invalid, illegal, or unenforceable provision had never been contained herein.

**WAIVER**

The failure by one party to require performance of any provision herein shall not affect that party's right to require performance at any time thereafter, nor shall a waiver of any breach or default of this Agreement constitute a waiver of any subsequent breach or default or a waiver of the provision itself.

**ASSIGNMENT**

W&C shall not delegate or assign either in whole in or part any of its rights and obligations under this Agreement without first obtaining the written authority of the Client.

**COUNTERPARTS**

This Agreement may be executed in counterparts; each such counterpart shall be deemed an original and when taken together with other signed counterparts, shall constitute one Agreement.

**CONTROLLING LAW AND VENUE**

All disputes regarding the construction, interpretation and the parties’ rights and obligations under this Agreement will be governed by the laws of the State of South Dakota, without regard to any conflicts of law provisions. The parties agree to submit to the exclusive venue and jurisdiction of the State of South Dakota, in Circuit Court, Rapid City, Pennington County, South Dakota.

**HEADINGS**

The headings of the different paragraphs of this Agreement are inserted for convenience only and are not to control or affect the meaning, construction or effect of each provision.
Executed on the day and the year first written in this Agreement.

RAPID CITY, SOUTH DAKOTA

By: ________________________________
Name: Steve Allender
Title: Mayor

ATTEST:

_________________________________
Finance Officer
(SEAL)
Executed on the day and the year first written in this Agreement.

WATERS & COMPANY/A SPRINGSTED COMPANY

By: ________________________________
Name: Art Davis
Title: Senior Vice President
Proposal

City of Rapid City, SD

Proposal to Provide Executive Search Services

March 15, 2016
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LETTER OF TRANSMITTAL

March 15, 2016

Ms. Nancy Rohlik Hamak, PHR, SHRM-CP
City of Rapid City
300 Sixth Street
Rapid City, SD 57001

Re: Request for Proposal to Provide Executive Search Services

Dear Ms. Rohlik Hamak

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

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

- Waters & Company will be aggressive and responsive to you – the client – and with prospective applicants using an approach of “doing whatever it takes to get the job done right!” Please notice our “Triple Guarantee” in Section III of the Proposal;
- Management/Leadership Style Assessment Analysis completed by the candidates can be used to determine if a candidate’s management style matches the approved management/leadership style profile established for the ideal candidate;
- Video candidate interviews through a proprietary system will be made available to the Human Resources Manager to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Waters & Company, a Springsted Company (W&C) to facilitate talent management. The system has been designed by W&C to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location and specific experience, expertise and qualifications.
Finding candidates with the desired levels of experience and specific knowledge of up to date planning and development trends can sometimes be challenging. Because of my unique background as city administrator for one of the fastest growing communities in the Midwest, I understand the nuances related to recruiting for a position like this. My 10-plus years of experience in recruiting senior level city executives, including planning professionals, will provide you invaluable insight into finding and selecting the best candidate.

This proposal will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact me at 816-868-7042 or by email at adavis@waters-company.com. Our Team would consider it a professional privilege to provide these services to the City of Rapid City.

Respectfully submitted,

[Signature]

Art Davis, Senior Vice President
Consultant

sml
I. General Information

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

W&C has a team of seven primary recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the City of Rapid City organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the City’s expectations. Since 2010 our combined consultant team has conducted more than 475 executive recruitments.

The W&C Recruitment Project Team will partner with the Human Resources Manager and designated staff as your technical advisor to ensure that the recruitment process for your next Director of Community Planning and Development Services is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

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

Physical Address
Waters & Company, a Springsted Company
9229 Ward Parkway, Suite 104
Kansas City, MO 64114
Office: 816-333-7200
Fax: 816-333-7299

Respectfully submitted,

Rollie Waters, Executive Vice President
Consultant
II. Response to Scope of Work

Task I: Recruitment Brochure Development and Advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of Director of Community Planning and Development Services. The recruitment brochure will also have a profile that captures the essence of the City as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the Human Resources Manager and designated staff to discuss the required background, professional experience and management and leadership characteristics for your Director of Community Planning and Development Services position. We meet with the Human Resources Manager to broaden our understanding of the position’s leadership and management requirements, current issues, strategic priorities and to identify expectations for the Director of Community Planning and Development Services. [See example of a recruitment brochure in Appendix I.]

Information obtained from these meetings, coupled with our review of the job description and other City documents, is used to prepare a position and candidate profile. The completed profiles will be approved by the Human Resources Manager before recruitment begins. The position and candidate profiles will be central to our recruitment strategy and outreach to candidates.

The Recruitment Project Team will also work with the City of Rapid City to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, W&C has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the City’s representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to further promote the position.

Advertisements for Director of Community Planning and Development Services could be placed with:

| International City/County Management Association |
| National Forum of Black Public Administrators and Hispanic Forum |
| Careers in Government (careersingovernment.com) |
| American Planning Association (APA) |
| South Dakota League of Cities website; both in-state and neighboring states’ professional associations, e.g. the APA and other state professional associations; various city manager association websites (some at no cost) |
| Waters & Company has access to numerous websites and listservs specific to universities and their alumni, regional councils of government, and contact lists throughout the Midwest & Nationwide that are focused on professional local government managers. |

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<tr>
<th>Project Milestone</th>
<th>Deliverables</th>
<th>Proposed Date</th>
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</table>
| Position profile and recruitment brochure development. | • Onsite interview with the City.  
• W&C will receive information regarding the City's budgets, organizational charts, images, logos, etc. | April 6 - 22 |
• Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline).

Approve brochure, commence advertising and distribute marketing letter.

• Brochure sent to the City for final approval.
• Commence advertising and distribution of recruitment brochure.

April 22

**Task II: Execution of Recruitment Strategy and Identification of Quality Candidates**

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

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

During this part of the process the Recruitment Project Team will work with the Human Resources Manager and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute.

Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

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<tr>
<th>Project Milestone</th>
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| Execution of recruitment strategy and candidate outreach. | • Online data collection and profile development.  
• Development of interactive searchable applicant database for recruitment of the Director of Community Planning and Development Services.  
• W&C performs direct outreach to prospective candidates identified in the recruitment strategy.  
• Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics. | April 25 – June 1 |
**Task III: Screening of Applicants and Recommendation of Semi-Finalists**

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

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates’ background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate’s ability to think “on their feet” as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the Human Resources Manager and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of your City.

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

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</table>
| Applicant screening and recommendation of semi-finalists. | • W&C compares applications to the approved candidate profile developed in our searchable applicant database.  
  • W&C develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile.  
  • Top 10-15 candidates identified as semi-finalists.  
  • Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered.  
  • W&C and the City review and rate video interviews.  
  • W&C sends links to City to review the aggregate responses and ratings.  
  • Semi-finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed.  
  • Recruitment Project Team Leader meets with Human Resources Manager a to review recommended semi-finalists. Human Resources Manager a select finalists for on-site interviews. | June 1 – 13 |
Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

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

For the background checks, W&C will develop information on the candidates in the following areas:

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

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

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<tr>
<th>Project Milestone</th>
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<th>Proposed Date</th>
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<tbody>
<tr>
<td>Finalists complete supplemental work products.</td>
<td>• Finalists complete narrative of their two most significant professional achievements and a critical problem analysis.</td>
<td>June 14 – 22</td>
</tr>
<tr>
<td>Design final process with City for on-site interviews with finalists.</td>
<td>• W&amp;C confirms interviews with candidates.</td>
<td>June 14 – 22</td>
</tr>
<tr>
<td></td>
<td>• Travel logistics are scheduled for the candidates.</td>
<td></td>
</tr>
<tr>
<td>Background checks, reference checks and academic verification.</td>
<td>• W&amp;C completes background checks, reference checks and academic verifications for finalists.</td>
<td>June 27</td>
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Task V: Final Interview Process

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

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the City requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.
<table>
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<tr>
<th>Project Milestone</th>
<th>Deliverables</th>
<th>Proposed Date</th>
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<tbody>
<tr>
<td>Final Report prepared and delivered to City.</td>
<td>• Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions.</td>
<td>June 28</td>
</tr>
</tbody>
</table>
| On-site interviews with finalists.                    | • Interviews are scheduled.  
• Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates.                                                                            | June 28 – July 2 |
| Offer made / accepted.                                | • If requested, W&C participates in candidate employment agreement negotiations.  
• W&C notifies candidates of decision.  
• W&C confirms final process close out items with the City of Rapid City.                                                                                      | Week of July 5 |

**Strategy for Recruitment of Diverse Candidates**

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity, and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of Rapid City’s Director of Community Planning and Development Services position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

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

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

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

<table>
<thead>
<tr>
<th>Project Milestone</th>
<th>Deliverables</th>
<th>Target Date</th>
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| Profile development, advertising and candidate outreach.| • W&C completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline.  
• W&C sends draft recruitment brochure to the City.  
• The City returns draft recruitment brochure (with edits) to W&C.  
• W&C commences executive recruitment advertising and marketing.  
• Online data collection and profile development.                                                                                                                                                                                                                                                                                                                                 | April 6 – 22      |
| Applicant screening and assessment and recommendation of semi-finalists. | • W&C commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online.  
• W&C completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also candidates’ recorded interviews are presented.  
• Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed.  
• W&C meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews.                                                                                                                                                                                                                                                                                  | April 25 – June 13 |
| Comprehensive background check, academic verifications, and reference checks completed for finalists. | • W&C completes reference checks/background checks/ academic verification on finalists.                                                                                                                                                                                                                                                                                                                                                                                      | June 14 – 27      |
| On-site Interviews with finalists.                      | • W&C sends documentation for finalists to the City.  
• The City conducts on-site interviews with finalists.                                                                                                                                                                                                                                                                                                                                                                                                            | June 28 – July 2   |
| Employment offer made / accepted.                       | • The City extends employment offer to selected candidate.                                                                                                                                                                                                                                                                                                                                                                                                           | Week of July 5    |
III. Proposed Costs

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of W&C and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.

If candidates from this recruitment process are selected for another position within your organization within one year of the close of the recruitment, a fee of 50% of the following proposal amount will be due to Waters & Company, *a Springsted Company*.

All questions regarding the professional fees and project-related expenses should be directed to Art Davis, Senior Vice President at adavis@waters-company.com or via phone at 816-868-7042.

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<th>PHASE</th>
<th>DESCRIPTION OF PROFESSIONAL SERVICES</th>
<th>FEES</th>
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| Phase I  | Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader)  
Task 2 – Identify Quality Candidates                                                                  |         |
| Phase II | Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader)  
Task 4 – Reference Checks, Background Checks and Academic Verifications                                |         |
| Phase III| Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Project Team Leader)                                             |         |
| Conclusion| Acceptance of offer by candidate                                                                    |         |
|          | **TOTAL ALL-INCLUSIVE PROFESSIONAL FEE**                                                           | **$24,500** |

**OPTIONAL SERVICES FOR CONSIDERATION**

On rare occasions, W&C is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the City. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of $220 plus expenses. W&C will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.  

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<th>FEES</th>
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<tr>
<td><strong>$220 per hour plus expenses</strong></td>
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</table>
Triple Guarantee

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

IV. Firm Experience

References

The Recruitment Project Team Leader for this project is Art Davis. He was the owner of a small executive recruitment consulting firm for 10 years when he was hired by Waters & Company on September 1, 2015. Mr. Davis is currently working on five executive recruitments for Waters & Company at various stages of completion and three (3) of the clients listed are nearing completion or are complete. Mr. Davis also listed three (3) communities as references where he successfully conducted executive recruitments in recent years prior to starting with Waters & Company, and will provide additional references if requested.

References for Art Davis, Recruitment Project Team Leader

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

- Project: Recruitment for Human Resources Director
- Contact: Mr. Mike Armstrong, General Manager / CEO
- Phone: 913-895-5517
- Email: marmstrong@waterone.org

City of Fayetteville, NC (210,000) 2015-2016

- Project: Recruitment for Director of Economic and Business Development
- Contact: Ms. Rochelle Small-Toney, Deputy City Manager
- Phone: 910-433-1459
- Email: RSmall-Toney@ci.fay.nc.us

Pinellas County, FL (Serving a Population of 929,048) 2015-2016

- Project: Recruitment for Human Resources Director (Currently Underway)
- Contact: Mr. Mark Woodard, County Administrator
- Phone: (727) 464-348
- Email: mwoodard@co.pinellas.fl.us

References for Art Davis, Recruitment Project Team Leader - Prior to September 2015:

City of Lansing, Kansas (11,642) 2015

- Project: Recruitment for City Administrator
- Contact: Mayor Gene Kirby
- Phone: 913-240-9873
- Email: mayor@lansing.ks.us
City of Blue Springs, Missouri (50,000) 2014

Project: Recruitment for City Attorney (Prior Recruitments: Director of Parks & Recreation)

Contact: Mayor Carson Ross

Phone: 816-655-0499

Email: cross@bluespringsgov.com

City of Independence, Missouri (118,000) 2014

Project: Recruitment For Finance Director (Prior Recruitments: Police Chief, Community Dev. & Planning Dir.; Assistant Planning Director, and others)

Contact: Ms. Debra Craig, Director of Human Resources

Phone: 816-325-7385

Email: d craig@indepmo.org

Experience

The following is a partial list of previous Executive Recruitments:

<table>
<thead>
<tr>
<th>Year</th>
<th>Client</th>
<th>State</th>
<th>Recruitment</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Addison</td>
<td>TX</td>
<td>Director of Economic Development</td>
<td>15,407</td>
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<tr>
<td>2010</td>
<td>Alexandria</td>
<td>VA</td>
<td>Real Estate Assessor</td>
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<td>Dakota County</td>
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<td>Community Services Director</td>
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<td>2010</td>
<td>East Baton Rouge Rec &amp; Park Comm</td>
<td>LA</td>
<td>Director of Planning &amp; Engineering</td>
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<td>2010</td>
<td>Union County</td>
<td>NC</td>
<td>Director of Emergency Communications</td>
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<td>Addison</td>
<td>TX</td>
<td>Director of Communications and Marketing</td>
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<tr>
<td>2011</td>
<td>Boston Fire Department</td>
<td>MA</td>
<td>Deputy Commissioner- Planning &amp; Org Dev</td>
<td>645,966</td>
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<td>2011</td>
<td>Northampton County</td>
<td>VA</td>
<td>Building Official</td>
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<tr>
<td>2011</td>
<td>Richardson</td>
<td>TX</td>
<td>Director of Developmental Services</td>
<td>104,475</td>
</tr>
<tr>
<td>2011</td>
<td>Stafford County</td>
<td>VA</td>
<td>Zoning Administrator</td>
<td>136,788</td>
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<td>Economic Development Director</td>
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<td>Economic Development Director</td>
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<td>2012</td>
<td>Leander</td>
<td>TX</td>
<td>Planning Director</td>
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<td>2012</td>
<td>Northampton County</td>
<td>VA</td>
<td>Director of Development</td>
<td>12,125</td>
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<tr>
<td>2012</td>
<td>Stafford County</td>
<td>VA</td>
<td>Deputy Director of Economic Development</td>
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<td>2012</td>
<td>Winchester</td>
<td>VA</td>
<td>Downtown Development Manager</td>
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<td>2013</td>
<td>Brooklyn Center</td>
<td>MN</td>
<td>Assistant City Engineer</td>
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<td>2013</td>
<td>Craven County</td>
<td>NC</td>
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<td>2013</td>
<td>Denton</td>
<td>TX</td>
<td>Director of Engineering Services</td>
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<td>2013</td>
<td>Edina</td>
<td>MN</td>
<td>City Engineer</td>
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<td>2013</td>
<td>Fredericksburg</td>
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<td>2013</td>
<td>Ramsey</td>
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<td>2013</td>
<td>Woodbury</td>
<td>MN</td>
<td>Deputy Engineering and Public Works Director</td>
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<td>2014</td>
<td>Allen EDC</td>
<td>TX</td>
<td>President</td>
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<td>2014</td>
<td>Fairmont</td>
<td>MN</td>
<td>Economic Development Director</td>
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<td>2014</td>
<td>Jefferson County</td>
<td>AL</td>
<td>Deputy Co. Manager-Infrastructure</td>
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<td>Orange County</td>
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<td>Saint Paul</td>
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<td>2014</td>
<td>Sugar Land</td>
<td>TX</td>
<td>Director of Planning</td>
<td>83,860</td>
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<td>2015</td>
<td>Alameda-Contra Costa Transit District</td>
<td>CA</td>
<td>Chief Planning, Engineering, Construction Officer</td>
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<tr>
<td>2015</td>
<td>Aurora</td>
<td>CO</td>
<td>Director of Planning and Development</td>
<td>345,803</td>
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List of Relevant Executive Recruitments: 2010 to Present

<table>
<thead>
<tr>
<th>Year</th>
<th>Client</th>
<th>State</th>
<th>Recruitment</th>
<th>Population</th>
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</thead>
<tbody>
<tr>
<td>2015</td>
<td>Charlotte</td>
<td>NC</td>
<td>Planning Director</td>
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<td>2015</td>
<td>Delaware County</td>
<td>OH</td>
<td>Director of Economic Development</td>
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<td>2015</td>
<td>Denton</td>
<td>TX</td>
<td>Development Review Administrator</td>
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<td>Fayetteville</td>
<td>NC</td>
<td>Economic Development Director</td>
<td>204,408</td>
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<td>2015</td>
<td>Fulton County</td>
<td>GA</td>
<td>Director of Housing &amp; Community Development</td>
<td>984,293</td>
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<td>2015</td>
<td>Mecklenburg County</td>
<td>NC</td>
<td>Economic Development Director</td>
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<td>2015</td>
<td>Minnetonka</td>
<td>MN</td>
<td>City Engineer</td>
<td>51,638</td>
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<td>2015</td>
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<td>VA</td>
<td>Director of Development</td>
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<td>2015</td>
<td>Racine</td>
<td>WI</td>
<td>Director of City Development</td>
<td>81,855</td>
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<td>In Progress</td>
<td>Shakopee</td>
<td>MN</td>
<td>Director of Planning and Economic Development</td>
<td>39,167</td>
</tr>
</tbody>
</table>

V. Recruitment Project Team

Mr. Rollie Waters, Executive Vice President
Direct Phone: (214) 466-2424
Email: rwaters@waters-company.com

Mr. Chuck Anderson, Senior Vice President
Direct Phone: (817) 965-3911
Email: canderson@waters-company.com

Recruitment Project Team Leader
Mr. Art Davis, Senior Vice President
Direct Phone: (816) 868-7042
Email: adavis@waters-company.com

Ms. Jenelle Stapleton, Project Coordinator
Direct Phone: (214) 466-2445
Email: jstapleton@waters-company.com
Rollie Waters
Executive Vice President

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

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

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

Areas of Expertise

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

Professional Accomplishments and Education

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

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

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

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

Areas of Expertise

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

Professional Accomplishments and Education

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

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

Charles (Chuck) S. Anderson is a Senior Vice President of Waters & Company, a Springsted Company. Prior to joining the Waters & Co., Chuck worked for local governments and non-profit organizations, including City Manager for Dallas, Texas; Executive Director for the Dallas Area Rapid Transit (DART) and Executive Director for the Michigan Education Association.

Chuck also served as Director for Local Government Reform for the International City/County Association (ICMA), managing a U.S. government contract for the planning and delivery of technical assistance to local governments in Central and Eastern Europe. His last assignment in this role with ICMA was to recruit and supervise a team of technical consultants to assist in re-building local governments in Bosnia following agreement on the Dayton Accords.

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

Areas of Expertise

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

Professional Accomplishments and Education

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

Project Coordinator

Jenelle Stapleton is the Project Coordinator at Waters & Company, a Springsted Company. She is responsible for supporting the lead consultants throughout the entire scope of the recruiting process, as well as providing administrative support to the Executive Vice President, Rollie Waters.

In this role, Jenelle coordinates communications with candidates, the processes resumes and distributes candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistic issues. She assists the consultants in scheduling the semifinalist interviews, submitting profiles for background checks and education verification, as well as notifying the finalists of project status. Her responsibilities extend to editing presentations, advertisement placements and general office administration.

Professional Accomplishments and Education

Previously, Jenelle worked in Real Estate Investment as the Operations Manager for a boutique firm in Grapevine, TX. Coordinating between private lenders, executive staff and the operations employees, she provided support and implemented resourcefulness at all levels of the company. For four years prior to this, Jenelle served as the Client Relations Executive for a financial sales company in Fort Worth, TX. Jenelle holds an Associate’s Degree in Financial Operations and is currently pursuing her Bachelor’s Degree in HR Management.
APPENDIX I
Sample Brochure
THE CITY OF CHARLOTTE, NORTH CAROLINA IS SEEKING A PROVEN VISIONARY AND DYNAMIC LEADER TO SERVE AS THE NEXT ....

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 in Mecklenburg County. This dynamic City has grown rapidly during the last few decades with a current estimated population of 792,862 and is the core of its metropolitan statistical area (MSA) of more than 2.4 million people within six counties. According to bizjournals.com, it is number 16 among the biggest U.S. cities.

The City 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 sixth nationally in the number of Fortune 500 company headquarters. Charlotte's highly successful Charlotte-Douglas International Airport has played a major role in stimulating the economy, creating jobs, and attracting foreign investment.

Charlotte is home to two major league sports franchises, the Carolina Panthers and cultivating relationships, with the ability to work in a team-oriented environment.

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. Employee development and leadership is a key ingredient for success of this Director.

The ideal candidate will have a proven track record as a successful executive within a public or private organization addressing complex and diverse community issues, opportunities, and challenges similar to those in the City of Charlotte. A diversity of planning experience would be highly desirable. The ideal candidate must have a strong sense of what it takes to create and sustain a large global city with a wide diversity of land uses across 375 square miles when all land within Charlotte's sphere of influence is fully annexed. The candidate will maintain a keen awareness of private sector priorities and its impact on future growth and development.

DIRECTOR OF PLANNING

CANDIDATE PROFILE

Candidates for this position should be exceptional leaders and strategic thinkers, capable of planning and directing the services of this Department and coordinating efforts with other departments, governments, and non-profits within a high performing municipality and county. Candidates should be genuinely committed to a strong customer service ethic, responsive to organizational needs, and open and honest in all internal and external relationships.

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 Director must have both an understanding of and appreciation for the importance of regional cooperation with the County and other municipalities in the surrounding area. This is particularly important as it relates to transportation and transit planning.

The next Director is expected to possess exceptional oral/public speaking skills. He/she will be called upon to make presentations in a clear, credible and convincing manner before local groups, committees, councils, media and city and county staff at all levels. This person must have a record of building and leadership is a key ingredient for success of this Director.

The ideal candidate will have a proven track record as a successful executive within a public or private organization addressing complex and diverse community issues, opportunities, and challenges similar to those in the City of Charlotte. A diversity of planning experience would be highly desirable. The ideal candidate must have a strong sense of what it takes to create and sustain a large global city with a wide diversity of land uses across 375 square miles when all land within Charlotte's sphere of influence is fully annexed. The candidate will maintain a keen awareness of private sector priorities and its impact on future growth and development.
Charlotte adopted the Council-Manager form of government in 1929. The governing body consists of the Mayor and 11 members of the City Council. The City Council has legislative authority to enact ordinances and resolutions; approve the annual budget; set the tax rate; and authorize contracts. 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 enforcement 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 urban planning services along with GIS and CharMeck 311 customer service, while the County is responsible for services and maintenance and operations of the park system.

**POSITION & ORGANIZATIONAL PROFILE**

The City of Charlotte is recruiting nationwide for a Director of the Charlotte-Mecklenburg Planning Department. The Planning Department is a public planning agency established in 1954 as a joint City-County Department to provide integrated planning services to the City of Charlotte and unincorporated areas of Mecklenburg County. In 2003, the City and County amended their Inter-local Cooperative Agreement to make the Planning Department a City Department, while still providing planning services to both jurisdictions. As a City department, the Planning Director reports to the Charlotte City Manager.

Today, the Planning Department consists of 65 positions with a total budget of 5.7 million dollars. The department provides a comprehensive array of long-range planning, land development, and strategic planning services to improve the quality of life in Charlotte-Mecklenburg. These services address land use, regulatory requirements and special service areas. This role is responsible for development services including the rezoning, historic district designation, zoning administration and interpretations and subdivision processes; long range and strategic planning services which include providing transit station, business corridor and neighborhood planning; annexation and community investment planning and support for long range transportation planning. The Department...
also works with a 14-member appointed Planning Commission that advises on planning and zoning issues. Additionally, staff works with the City Council, Mecklenburg Board of County Commissioners, stakeholder groups, residents, business leaders, and other advisory boards, which includes the Zoning Board of Adjustment (ZBA), Historic District Commission (HDC) and Charlotte Regional Transportation Planning Organization (CRTPO), to ensure that the community plans and prepares for the future.

CURRENT ISSUES

The following issues were identified through an in-depth community/civic engagement process.

Over 60+ individuals and organizations representing City and County elected officials, the Planning Commission, Neighborhood Associations, Business and Civic organizations, were interviewed as part of focus groups or participated in an online survey:

Neighborhood Planning

While the City of Charlotte has a rich fabric of diverse neighborhoods, private development and investment have been uneven in several neighborhoods. Accordingly, the next Director is expected to have a record of success in neighborhood revitalization and engagement. He/she must bring an appreciation of the importance of strong neighborhoods, the impact of gentrification, 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 position. He/she is expected to engage with community groups, neighborhood associations, and in regional, state, and national venues to develop a viable plan that will continue to advance Charlotte as an economically vibrant and livable community.

Changing Demographics

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 forty-five nations are now located in the Charlotte region. 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.

Given the changing demographics of Charlotte with increasing diversity in ethnicity, race, religion, and income, the next Director of Planning 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.

Growth Management

The desired candidate will be known for the use of innovative, forward thinking and creative methods in planning for the City’s and region’s future. He/she must be capable of managing highly complex issues among a number of intergovernmental agencies and non-profits. The successful candidate is expected to be open to change and innovation, a motivating factor in building consensus for new ideas in others.
EDUCATION & EXPERIENCE

The successful candidate will hold a minimum of a Bachelor’s degree in Urban Planning, Public Administration or a related field. A graduate degree in Regional Planning, Public Administration, or a closely related field is highly desirable. The selected candidate is expected to have 10 years or more of progressively more responsible planning experience in a municipal or equivalent environment, with at least six years leadership experience. Candidates who have worked in high growth and fast-paced urban environments will have the most likelihood of success in this role. Planning supervision experience in an urban city or county organization is highly desirable. Equal consideration will be given to internal and external candidates. AICP certification is desired but not required.

COMPENSATION AND 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.

APPLICATION AND SELECTION PROCESS

This is an accelerated recruitment process. Qualified candidates please submit your cover letter and resume online by visiting our website at www.waters-company.recruitmenthome.com. This position is open until filled; however, interested applicants are strongly encouraged to apply no later than March 28, 2015. Applications will be screened against criteria outlined in this brochure. An invitation to participate in an Assessment Center as well as on-site interviews the week of April 27, 2015 in Charlotte will be offered by the City’s Leadership Team to those candidates named as finalists, with reference checks, background checks and academic verifications conducted after receiving candidates’ permission. Invited Candidates will be reimbursed for their travel for the interviews.

For more information please contact:

Andrea Battle Sims
Phone: (216) 695-4776
Toll free: (877) 356-2924
Email: asims@waters-company.com

Or by visiting our website at www.waters-company.recruitmenthome.com.

APPOINTMENT PROCESS

Final selection of the candidate will be made by the City Manager pursuant to the City Charter with input from the interview team to include, in addition to the City Manager and his designee, the County Manager, Chair of the Charlotte Mecklenburg Planning Commission, Chair of the Charlotte Chamber, and a Neighborhood representative.

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