

# Proposal

City of San Luis, Arizona

Proposal to Provide Executive Recruitment Services

June 19, 2015

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## LETTER OF TRANSMITTAL

June 19, 2015

Mr. Omar Heredia, M.Ed.  
City of San Luis  
P.O. Box 1170  
San Luis, Arizona 85349

Re: **Request for Proposal to Provide Executive Recruitment Services**

Dear Mr. Heredia,

I appreciate the opportunity to submit our proposal for executive recruitment services for the City of San Luis' next Chief of Police. 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 San Luis.

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

- We will conduct a web-based survey that can be used to determine the key community-wide issues and priorities that are essential considerations for the City and the selection committee to consider. This survey is completed by the City's employees, community leaders and citizens. The results of the survey will provide the City Council with important feedback for development of the profile for the ideal candidate as well as the onboarding business plan;
- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate;
- Video candidate interviews through a proprietary system will be made available to the Mayor and City Council to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Waters & Company Executive Recruitment, a *Springsted Company* (WCER) to facilitate talent management. The system has been designed by WCER 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.

City of San Luis, Arizona  
June 19, 2015  
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The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact me at 214-608-7477 or by email at [crohre@waters-company.com](mailto:crohre@waters-company.com). Our Team would consider it a professional privilege to provide these services to the City of San Luis.

Respectfully submitted,



Chuck Rohre, Senior Vice President  
*Consultant*

sml

City of San Luis, Arizona  
Proposal to Provide  
Executive Recruitment Services

I. General Information

Waters & Company Executive Recruitment (WCER) 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.

WCER 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 San Luis 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 350 executive recruitments.

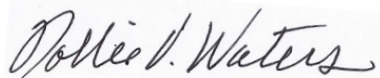
The WCER Recruitment Project Team will partner with the Mayor, City Council and designated staff as your technical advisor to ensure that the recruitment process for your next Chief of Police is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

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

**Physical Address**

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

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

To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the Mayor, City Council and designated staff to discuss the required background, experiences and management and leadership characteristics for your Chief of Police position. We meet individually (or collectively depending upon your preference) with the Mayor and City Council to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the Chief of Police. [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 Mayor and City Council 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 San Luis 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. Additionally, WCER 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.

Project Milestone	Deliverables	Proposed Date
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> <li>Onsite interview with the City.</li> <li>WCER will receive information regarding the City's budgets, organizational charts, images, logos, etc.</li> <li>Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline).</li> </ul>	June 29 – 30
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> <li>Brochure sent to the City for final approval.</li> <li>Commence advertising and distribution of recruitment brochure.</li> </ul>	July 7

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

Utilizing the information developed in Task I, WCER will identify and reach out to individuals who will be outstanding candidates for the position of Chief of Police. 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.

In consultation with the Mayor, City Council and staff, we will develop a customized recruitment strategy for the Chief of Police position to include placing job ads in all appropriate national and state associations and websites. These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the Chief of Police position. This will provide the WCER Team with the ability to customize applicant flow and tracking, communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the Mayor, City Council and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute. Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Proposed Date
Execution of recruitment strategy and candidate outreach.	<ul style="list-style-type: none"> <li>• Online data collection and profile development.</li> <li>• Development of interactive searchable applicant database for recruitment of the Chief of Police.</li> <li>• WCER performs direct outreach to prospective candidates identified in the recruitment strategy.</li> <li>• Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics.</li> </ul>	July 8 – August 10

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

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

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

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

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

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

Project Milestone	Deliverables	Proposed Date
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> <li>• WCER compares applications to the approved candidate profile developed in our searchable applicant database.</li> <li>• WCER develops customized candidate questionnaire &amp; due diligence questionnaire to provide to applicants who most closely meet the candidate profile.</li> <li>• Top 10-15 candidates identified as semi-finalists.</li> <li>• Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered.</li> <li>• WCER and the City review and rate video interviews.</li> <li>• WCER sends links to City to review the aggregate responses and ratings.</li> <li>• Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed.</li> <li>• Recruitment Project Team Leader meets with Mayor and City Council to review recommended semi-finalists. Mayor and City Council select finalists for on-site interviews.</li> </ul>	August 11 – 24

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

When the Mayor and City Council approve of a group of finalists for on-site interviews, WCER 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, WCER will develop information on the candidates in the following areas:

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

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

Project Milestone	Deliverables	Proposed Date
Finalists complete supplemental work products.	<ul style="list-style-type: none"> <li>• Finalists complete narrative of their two most significant professional achievements and a critical problem analysis.</li> </ul>	August 26
Design final process with City Council for on-site interviews with finalists.	<ul style="list-style-type: none"> <li>• WCER confirms interviews with candidates.</li> <li>• Travel logistics are scheduled for the candidates.</li> </ul>	August 25 – 26
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> <li>• WCER completes background checks, reference checks and academic verifications for finalists.</li> </ul>	September 2

## Task V: Final Interview Process

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

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the City requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Proposed Date
Final Report prepared and delivered to the City.	<ul style="list-style-type: none"> <li>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.</li> </ul>	September 3
On-site interviews with finalists.	<ul style="list-style-type: none"> <li>Interviews are scheduled.</li> <li>Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates.</li> </ul>	Week of September 7
Offer made / accepted.	<ul style="list-style-type: none"> <li>If requested, WCER participates in candidate employment agreement negotiations.</li> <li>WCER notifies candidates of decision.</li> <li>WCER confirms final process close out items with the City of San Luis.</li> </ul>	Week of September 14

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

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

## 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.

<b>CITY OF SAN LUIS, ARIZONA EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE</b>		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of June 28, 2015. Actual target dates will be developed in consultation with and approved by the Mayor and City Council.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> <li>WCER completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline.</li> <li>WCER sends draft recruitment brochure to the City.</li> <li>The City returns draft recruitment brochure (with edits) to WCER.</li> <li>WCER commences executive recruitment advertising and marketing.</li> <li>Online data collection and profile development.</li> </ul>	June 28 – August 10
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> <li>WCER 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.</li> <li>WCER completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also candidates' recorded interviews are presented.</li> <li>Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed.</li> <li>WCER meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews.</li> </ul>	August 11 – 25
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> <li>WCER completes reference checks/background checks/ academic verification on finalists.</li> </ul>	September 3
On-site Interviews with finalists.	<ul style="list-style-type: none"> <li>WCER sends documentation for finalists to the City.</li> <li>The City conducts on-site interviews with finalists.</li> </ul>	Week of September 7
Employment offer made / accepted.	<ul style="list-style-type: none"> <li>The City extends employment offer to selected candidate.</li> </ul>	Week of September 14

### 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 WCER 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 Executive Recruitment, a Springsted Company.

All questions regarding the professional fees and project-related expenses should be directed to Chuck Rohre, Senior Vice President at [crohre@waters-company.com](mailto:crohre@waters-company.com) or via phone at 214-608-7477.

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

OPTIONAL SERVICES FOR CONSIDERATION	FEES
Additional work related to the search process and as specifically requested by the City 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 \$1,760 plus expenses.	<b>\$1,760</b> per day plus expenses

## Triple Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, WCER 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) WCER will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

## IV. Firm Experience

### References

#### City of Somerville, Massachusetts

**Mr. Bill Roche**, *Personnel Director*

wroche@somervillema.gov

617-625-6600 ext. 3310

*Project: Selection of Police Chief*

#### City of Sanford, Florida

**Mr. Fred Fosson**, *Human Resources Director*

fred.fosson@sanfordfl.gov

407-688-5130

*Project: Selection of Police Chief, City Manager, Human Resource Director, Director of Finance*

#### City of Lakeville, Minnesota

**Ms. Cindi Joosten**, *Human Resources Manager*

hrinfo@lakevillemn.gov

952-985-4901

*Project: Selection of Police Chief, Parks & Rec Director*

#### Town of Marana, Arizona

**Ms. Suzanne Machain**, *Human Resources Director*

520-382-1920

snmachain@marana.com

*Project: Deputy Town Manager and Police Chief*

#### City of Charlotte, North Carolina

**Ms. Cheryl Brown**, *Director of Human Resources*

clbrown@ci.charlotte.nc.us

704-336-5703

*Project: Selection of Police Chief, City Manager and Utilities Director*

#### City of Denton, Texas

**Mr. George Campbell**, *City Manager*

george.campbell@cityofdenton.com

940-349-8307 or

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

carla.romine@cityofdenton.com

940-349-8344

*Project: Selection of Police Chief, Director of Engineering Services, Assistant City Manager and various Department Directors*

## Experience

The following is a partial list of previous Executive Recruitments:

List of Relevant Executive Recruitments 2010 – Present				
Year	Client	State	Recruitment	Population
2010	Marana	AZ	Police Chief	38,290
2010	Sanford	FL	Chief of Police	56,002
2010	Somerville	MA	Police Chief	78,804
2010	Virginia Beach	VA	Police Chief	448,479
2011	Denton	TX	Chief of Police	123,099
2011	Dyersville	IA	Police Chief	4,035
2011	Hopewell	VA	Police Chief	22,354
2011	Racine	WI	Chief of Police	81,855
2012	Accomack County	VA	Director of Public Safety	33,148
2012	Cedar Park	TX	Police Chief	61,238
2012	Kauffman	TX	Police Chief	6,922
2012	Roanoke County	VA	Police Chief	93,524
2012	Sanford	FL	Police Chief	56,002
2013	Jasper	TX	Police Chief	7,656
2013	Lakeville	MN	Police Chief	58,562
2013	Socorro	TX	Police Chief	32,517
2014	Buffalo	MN	Police Chief	15,724
2014	Cloquet	MN	Police Chief	12,036
2014	Richmond	TX	Police Chief	11,863
2014	Somerville	MA	Chief of Police	77,104
2014	Thief River Falls	MN	Police Chief	8,661
2015	University of Minnesota	MN	Police Chief	52,000

## V. Recruitment Project Team

### Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: [rwaters@waters-company.com](mailto:rwaters@waters-company.com)

### Recruitment Project Team Leader

### Mr. Chuck Rohre, Senior Vice President,

Direct Phone: (214) 466-2436

Email: [crohre@waters-company.com](mailto:crohre@waters-company.com)

### Mr. Chuck Anderson, Senior Vice President

Direct Phone: (817) 965-3911

Email: [canderson@waters-company.com](mailto:canderson@waters-company.com)

### Ms. Regan Brown, Project Coordinator

Direct Phone: (214) 466-2445

Email: [rbrown@waters-company.com](mailto:rbrown@waters-company.com)

## **Rollie Waters**

### *Executive Vice President*

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

## **Chuck Rohre**

### *Senior Vice President*

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

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

### **Areas of Expertise**

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

### **Professional Accomplishments and Education**

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

## **Charles (Chuck) Anderson**

### *Senior Vice President*

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

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

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

### **Areas of Expertise**

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

### **Professional Accomplishments and Education**

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

## **Regan Brown**

### *Project Coordinator*

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

In this role, Regan coordinates communications with candidates, the handling of resumes and the distribution of candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistic issues. She assists the consultants in scheduling the semifinalist interviews, submitting profiles for background checks and education verifications and notifying the finalists. Her responsibilities extend to editing presentations and proposals, advertisement placements and general office administration.

### ***Professional Accomplishments and Education***

Previously, Regan worked in Residential Real Estate and as the Operations Manager for a publically held subprime financial services company. Coordinating between board members, executive staff and operations employees, she implemented executive initiatives at all levels of the company. Regan also served as ISO 9001 Management Representative for Halo Financial Services, LLC.; her attention to detail and her passion for efficiency allowed for a perfect audit record three years in a row. Her service leadership attitude ensures an exceptional customer service experience.

**APPENDIX I**  
**Sample Brochure**



## THE CITY OF SACHSE (TEXAS) SEEKS AN EXPERIENCED, HIGHLY MOTIVATED AND VISIONARY LAW ENFORCEMENT PROFESSIONAL TO SERVE AS THE NEXT...

### COMMUNITY OVERVIEW

Sachse, “Hard to Say, Easy to Love,” is a rapidly developing community within the greater Dallas area, adjacent to Garland and Wylie and is growing into a more urbanized setting. The growth has accelerated as Highway 190, the President George Bush Turnpike, extends through the southern part of the city. Sachse is mostly residential in character; however, retail and commercial businesses are beginning to rapidly develop along Highway 78. City officials and the Sachse Economic Development Corporation are confident that quality restaurants and retail establishments will develop along Highway 190.

With the adoption of the updated Comprehensive Plan, the city is poised for future growth within the realm of its ideal “country living” atmosphere. Sachse, at the crossroads of development within northern Dallas County and southern Collin County, is poised for success and offers an outstanding environment for the next Police Chief to make a difference. Sachse is located approximately 20 miles northeast of downtown Dallas on Highway 78 and Highway 190, which provides quick and easy access to Plano, Richardson, Garland, North Dallas, Central Expressway, and eastward to Rockwall County and beyond. The most recent estimated

### POLICE CHIEF

#### ORGANIZATION AND GOVERNANCE

The City of Sachse is an incorporated municipality within Collin and Dallas Counties with a Home Rule Charter. According to the Charter, the City operates under the Council-Manager form of government, with policy-making and legislative authority vested in a governing body, the City Council, consisting of the Mayor and six at-large members, all elected on a non-partisan basis.

Under direction of the appointed City Manager, the City of Sachse offers a full range of services including: public safety (police, fire protection, and EMS), streets, sanitation, water and sanitary sewer utilities, environmental services, library, parks and recreation, engineering, planning and zoning, building inspection and code enforcement, and general administrative services. For Fiscal Year 2014-15, the City has a full-time staff of 133 full time and 42 part time employees, with a General Fund Budget of \$12.82 million, and an all-funds budget of \$25.89 million.



In January 2015 the City Council adopted an updated Strategic Plan and Vision for the community. Sachse holds a AA rating from Standard and Poor's. The City has a half-cent sales tax dedicated to economic development (Type B Corporation) and the City Council appoints the seven members of the Sachse Economic Development Corporation (SEDC) for staggered, two-year terms. To learn more about the municipal organization visit <http://www.cityofsachse.com>.



# SACHSE POLICE DEPARTMENT

## Mission Statement:

To safeguard the lives and property of the citizens we serve. While doing so, officers and employees will respect and protect the rights and dignity of all citizens and promote strong personal values. The Department will be proactive by continually fostering partnerships with the community that create a safe environment that is free of fear. It is our pledge that the Department will uphold the Public Trust by performing these duties with Compassion, Respect, Honor and Integrity.

The Sachse Police Department (SPD) is comprised of 32 sworn officers and 15 non-sworn members, three animal control officers, and two part-time school crossing guards. SPD is not subject to the provisions of Local Government Code 143, "State Civil Service." The Department is housed on Sachse Road, adjacent to City Hall. The Public Safety facility which houses both Police and Fire was completed in 2010 and includes a new Communications Dispatch Center and an Emergency Operations Center. The public safety facility administrative offices are on the first floor.

The annual operating budget for FY 2014-2015 is \$3,800,000. The Department is organized into two Divisions: Operations Division (Patrol [includes two motorcycle Officers]; School Resource Officers; School Crossing Guards, and a Warrant Officer) and Support Services Division (Criminal Investigations, Communications, and Records). A Lieutenant commands each Division.

In addition to law enforcement and crime prevention activities, the Police Department is responsible for the Animal Control function for the City. The City operates an Animal Shelter and picks up stray and abandoned animals to insure community safety, animal welfare and hygiene.

SPD is committed to Community Oriented Policing and Problem Solving; aggressively seeking partnerships with neighborhoods, businesses, churches, civic organizations, and individuals to reduce crime and address traffic and quality of life issues. The Department is dedicated to the values statement of the City of Sachse staff: Safety Conscious, Integrity, Quality Customer Service, Dependability, Positive Attitude, Teamwork, Effective Communication, Innovation, and Efficiency.

The Department works closely with neighboring police agencies and with the Garland Independent School District, with three School Resource Officers stationed at the local GISD secondary campuses. To enhance connection with the community, SPD offers a Citizen Police Academy and Neighborhood Crime Watch. A variety of crime prevention and safety programs are offered for adults, youth and senior citizens.

## CURRENT ISSUES AND CHALLENGES

The following are some of the issues and concerns the new Chief will address during the first twelve to twenty-four months on the job. It is not intended to be all-encompassing but rather to represent primary initial challenges and opportunities of the position.

Chief has done a very credible job of filling the role, the Police Department staff is aware he is not a candidate for the position. The new Chief will be required to demonstrate and provide a high standard of leadership and stability for the department.

- Leadership and Organizational Climate - The Department has been without an appointed Chief for almost four months since the retirement of the previous Chief. The Interim Police Chief, Todd Renshaw, a former Police Chief and Public Safety Director for the City of Frisco, has provided a wealth of leadership for the department. While the Interim Police
- Staffing and Employee Turnover - Like many smaller police departments, Sachse has high turnover as officers tend to move to federal agencies or larger police departments as they gain experience. Training and Development of newly recruited officers and entry level supervisors creates an ongoing challenge for the Chief and the command staff.

## COMMUNITY OVERVIEW (Continued)

census lists the population as 23,000 (2014 Est.). Sachse's land area is approximately 9.8 square miles.

Sachse offers a variety of activities and cultural opportunities both in and around the community. Sachse Fallfest, an annual event that draws over 10,000 people from surrounding areas, is an annual arts and crafts country fair and the City hosts an outstanding fireworks show on Independence Day. The Sachse Public Library contains over 20,000 volumes. Because of its close proximity, Sachse has ready access to all of the cultural amenities in the Dallas/Fort Worth Metroplex, including museums, professional and intercollegiate athletics, professional and local amateur theater, and historical attractions. The educational needs of the community are served by two award-winning public school systems, the Garland Independent School District and the Wylie Independent School District. Continuing education is served by a wide variety of universities and community colleges in both Dallas and Collin counties, several within a short commute.

Sachse's retail trade area (within a 12 minute drive) consists of 180,500 residents in 60,000 households, with an average household income of \$89,079. Assessed value of property within the city totals \$1.41 billion.

## STRATEGIC OBJECTIVES AND GOALS

In September of 2014, the City Council began a process of establishing strategic objectives. The final Strategic Plan was adopted in January 2015 and includes 6 goals and 30 strategies covering every facet of the City to complement the City of Sachse's vision statement of: "Being a friendly, vibrant community offering a safe and enjoyable quality of life to all who call Sachse home". The goals and strategies impacting the Police Department are as follows:

### Goal/Strategy:

- Invest in the city's existing and future infrastructure - evaluate the future needs of the animal shelter;
- Meet the public safety needs of a growing citizen, student and business population - advance E-Watch, Video Partnerships, and Lockbox programs to the benefit of the community; implement rapid communication system(s); maintain Texas Police Chiefs Association Best Practices Program; enhance and grow Sachse's National Night Out program;
- Facilitate greater interaction among residents in the community and within neighborhoods - enhance and grow Sachse's National Night Out program; and
- Retain a high-quality workforce.

## CURRENT ISSUES AND CHALLENGES (Continued)

- Traffic and Traffic Control - Several road projects are currently underway: Ranch Road, Maxwell Creek and Sachse Road. The city has applied to the Federal Railroad Administration for approval of a Quiet Zone plan. Once approved, the City will begin constructing required improvements at the railroad crossings.
- Equipment and Technology - The Department's vehicles and equipment are current and functional although there are needs for standardization and fleet upgrades. Patrol vehicles have mobile computers and the City Council has been very supportive in budget allocations for basic police equipment and technology. The City is currently working toward an Equipment and Vehicle Replacement Policy initiative. In addition to fleet replacement, SPD is working on replacing and upgrading its radio equipment to the new federal standards. The public safety radio and dispatch system currently operates from of the City of Garland radio frequency and truck system.
- External Relationships - To meet crime, traffic, and homeland security-related challenges with limited resources, the Chief will need to continually strive to develop and maintain mutually beneficial partnerships with other local, county, state and federal law enforcement agencies.

## MANAGEMENT STYLE/PERSONAL CHARACTERISTICS

The Police Chief is a member of the City's senior management team and a recognized community leader. The vacancy for the position was created by the retirement of the previous Chief, who served the City for seven years. The City recently hired a new City Manager who will be on the job on June 1. The new City Manager will direct and recommend the appointment of the next Chief of Police. The new Chief will take command of a police agency that is charged with providing services to a community with an increasing commercial and retail customer base, creating high customer service expectations. The development of an effective police management approach is needed to address potential increases in crime rates resulting from growth and the proximity to crime and narcotics-related issues associated with nearby major urban centers. The Chief must have a strong commitment to customer service, and dedication to policing that involves the community, with an understanding of the importance of crime management and perceptions of public safety.

The successful candidate should have broad experience in all areas of a municipal police department including patrol, criminal investigation and administration, with an established, successful record of effectively managing the activities and functions of a police department comparable or larger in size and complexity to the Sachse Police Department. Additional areas of characteristics, knowledge and experience include:

- A commitment to regular and clear lines of communication and interaction with departmental staff, other departments, the City Manager's Office, elected officials, and the public. The Chief should be comfortable and experienced in media relations and interactions with print and electronic media.
- Ability to define clear goals, vision and direction for departmental personnel and the ability to maintain distinct levels of accountability.
  - Demonstrated leadership of a department, or within a department, which has emphasized proactive and preventive activities, a customer service and community based philosophy, and stringent performance standards.
  - Experience with regional cooperation and developing/maintaining positive working relationships with other local, state, and federal law enforcement agencies.
  - Insight and experience in working within an increasingly diverse and growing community.



## MANAGEMENT STYLE/PERSONAL CHARACTERISTICS (Continued)

- Passion and commitment to the development and enhancement of a community-oriented policing philosophy and with the development of effective relationships between the police department and neighborhood organizations, schools, and civic/business groups.
- A commitment to involving departmental personnel and community leaders in making Sachse a safe place.
- The ability to build consensus from differing points of view and arrive at effective decisions and a decisive leader who exercises sound judgment and is open to the ideas of others.
- A polished and comfortable communicator who can effectively convey his/her ideas orally, written, or in presentation environments.
- A proven record of absolute integrity, consistency and fairness in the application of policies and discipline and in the treatment of Department personnel and a person who sets high personal standards for him/herself and others in the Department.
- An effective delegator with the ability to assign responsibilities to subordinate personnel and hold them accountable for results.
- An innovative, proactive, flexible and creative person who is not afraid to consider new technology, equipment, training, and police practices.
- The ability to effectively communicate the Department's vision and goals to Departmental personnel and the community.
- The ability to say "no" when necessary without generating hostility or ill will.
- Committed to high levels of staff training and development, and capable of identifying external resources to supplement general fund support of training.
- While aware of politics, the Chief must scrupulously avoid personal involvement in political issues.
- An individual with a strong sense of self who demonstrates the highest levels of personal and professional ethics and behavior and leads by commitment, example and ethical standards, both on and off the job.

## QUALIFICATIONS AND EXPERIENCE

Required education will include a Bachelor's degree from an accredited college or university with major coursework in police science, criminal justice, public administration, or a closely related field. Six years of experience in municipal law enforcement or equivalent is required, with a minimum of four years of experience in a command level position. Other requirements include possession of a valid Texas driver's license or the ability to obtain within 30 days and possession of, or ability to obtain, Peace Officer certification from the Texas Commission on Law Enforcement. Completion of related advanced training such as LEMIT, ILEA, FBI National Academy or similar advanced programs is preferred but not required. While the City of Sachse has established minimum qualifications and credentials as described, each candidate's background and employment history will be reviewed for an outstanding level of professional accomplishment, community interaction and ethical conduct.

## COMPENSATION AND BENEFITS

The City of Sachse has established a very competitive salary range dependent upon the background and qualifications of the successful candidate. Sachse offers a competitive benefits package including participation in Texas Municipal Retirement System at the maximum contribution rate. The Chief will have use of an unmarked City vehicle. The City will negotiate relocation assistance with the successful candidate. Residence within the corporate limits of Sachse is preferred.

## APPLICATION & SELECTION PROCESS

Qualified candidates please submit your resume online by visiting our website at [waters-company.recruitmenthome.com](http://waters-company.recruitmenthome.com). This position is open until filled; however, the first review of applications will take place on **June 19, 2015**. Following the first review date, applications will be screened against criteria provided in this brochure and the City Manager will consider offering interviews to selected candidates. Interviews in Sachse will be offered by the City to those candidates named as Finalists, with reference checks, background checks, and academic verifications conducted after receiving candidates' permission. For more information, please contact:

Chuck Rohre  
(214) 466-2436 (direct)  
(214) 608-7477 (mobile)  
Email: [crohre@waters-company.com](mailto:crohre@waters-company.com)

**Under the provisions of Texas statutes, information from your resume may be subject to release to the public at any time during the process; however, Waters & Company Executive Recruitment will endeavor to maintain confidentiality as long as possible.**

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



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