

**Council-Manager Relations Committee**  
**Monday, October 15, 2012 from 4:00 p.m. to 5:00 p.m.**  
**\*\*Room 278\*\***

Committee Members:      Anthony Foxx, Chair  
                                    Warren Cooksey, Vice Chair  
                                    James Mitchell  
                                    David Howard  
                                    Patsy Kinsey

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**AGENDA**

**I.      City Manager Recruitment Process**

*Staff Resource: Cheryl Brown, HR Director*

The Committee will discuss the process and make recommendations to City Council regarding recruitment of the next City Manager.

Attachments: 1) City of Charlotte City Manager Profile  
                          2) Results of RFI Process to Select an Executive Search Firm  
                          3) Proposed Schedule of Activities and Calendar  
                          4) RCA

**II.     Next Meeting**

TBD

# **CITY OF CHARLOTTE CITY MANAGER PROFILE**

## **POSITION REQUIREMENTS** (Approved by City Council on February 26, 2007)

- A bachelor's degree in Public or Business Administration or related field; or equivalent combination of education and experience.
- A master's degree in Public Administration or related field highly desirable.
- Demonstrated evidence of continued professional development through completion of seminars, workshops and training programs to stay abreast of local government management field. Participation in professional development activities at the state and national level is important.
- Significant, fiscally-responsible, seasoned professional management experience and skills, principally as local government manager or assistant in a similar or larger governmental organization.
- A proven track record of working in a large urban community, managing a large staff, managing a complex multi-functional organization and addressing urban problems.
- A strong background in finance and budgeting and ability to meet community needs and goals.
- Demonstrated understanding of and experience in the role that successful economic development efforts play in allowing a community to maintain reasonable costs.
- Experience managing a dynamic and growing community important.
- Experience working in a diverse community.

**NOTE:** In addition to the basic requirements approved by City Council on February 26, 2007, the following requirements may need to be considered:

- An ICMA Credentialed Manager
- Executive level experience as a CEO/COO in the private sector

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Demonstrated skills in managing well-developed large projects.
- Highly developed interpersonal skills.
- An excellent communicator, both verbally and in writing.

- An effective team leader who operates in a business-like manner.
- A flexible and adaptable individual with well-developed organizational skills.
- Proven technical skills and expertise to manage numerous urban planning issues, development and redevelopment, an airport, public transit, public safety and utilities.
- Must be able to effectively set priorities and marshal resources for their accomplishment.
- A positive mentor to senior staff so as to promulgate consistent methods throughout the organization.
- Strong common sense and intuition.
- Models accountability.
- Technologically proficient and believes in the use of technology and systems to provide effective service delivery processes to citizens.
- Must be able to work effectively in a diverse environment and with many different groups and interests.
- Must be able to deliver high quality customer service.
- Provides continuous communications to Council and staff.
- Effectively deal with disparate viewpoints, yet keep the City moving forward.
- Must be able to strike a balance between the needs of neighborhoods, the central business district, and other needs of the City.
- Ability to:
  - Successfully implement the vision of the City Council with progressive leadership.
  - Successfully manage the expectations of the City Council and staff.
  - Seek out and successfully implement innovative ways to increase efficiency and control costs.
  - Effectively facilitate, negotiated, analyze and problem-solve.
  - Understand and effectively address regional issues.
  - Successfully balance infrastructure needs with operating and service needs.
  - Effectively listen and consider various viewpoints.

- Retain, attract and develop a high-quality staff.
- Instill confidence at all levels and inspire staff.
- Successfully articulate issues/solutions and effectively implement policy decisions.

### **PERSONAL CHARACTERISTICS**

- Trustworthiness
- Patience
- Openness
- Approachable
- Fair
- Honest
- Visible in the community
- High public profile
- High level of ethics and integrity

**CITY OF CHARLOTTE  
HUMAN RESOURCES DEPARTMENT**

**MEMORANDUM**

**To:** Mayor and City Council Members

**From:** Cheryl L. Brown  
Human Resources Director

**Date:** October 5, 2012

**Subject:** Results of the Request for Information (RFI) Process to Select an Executive Search Firm

On Tuesday, October 2, 2012, Human Resources contacted ten Executive Search Firms requesting they submit a proposal to assist the City in conducting an executive search process to fill the vacancy created by the City Manager's retirement.

A Request for Information (RFI) was emailed to each firm. Six of the firms responded. Of those six, three firms submitted a proposal to perform the work.

The attached matrix provides further detail of the firms contacted as well as information related to experience, ability to meet our proposed time line, and price. Of those firms who responded, but declined to participate, the reason is noted. Four firms were non-responsive.

I will be prepared Monday evening to review with you the proposed schedule of activities and calendar, and to answer any questions you might have. Please feel free to call me at 704-336-5703 if you have questions or need additional information.

Attachment

## City Manager Recruitment and Selection

Results of Request for Information to Executive Search Firms

Firm	Response	Comparable Search Experience	Ability to Meet Timeline	Pricing
<b>Coleman Lew &amp; Assoc. Charlotte, NC</b>	Yes - Submitted Proposal	Limited public sector experience: Hartsville, SC; Washington, NC; Gaston County; CMS	Yes	\$70,000-\$80,000 (30% of 1 <sup>st</sup> year total comp) + expenses not to exceed \$4,000
<b>Waters Consulting Group, Inc. Dallas, TX</b>	Yes - Submitted Proposal	Extensive public sector experience: Ft. Worth & El Paso, TX; Va. Beach & Alexandria, VA	Yes	\$23,500 + expenses anticipated at less than \$5,000
<b>Springsted, Inc St. Paul, MN</b>	Yes - Submitted Proposal	Extensive public sector experience: Charlottesville, VA; Greenville & Greensboro, NC	Yes	\$18,000 + expenses anticipated not to exceed \$2,800
<b>CPS Executive Search Sacramento, CA</b>	Declined - No experienced public sector recruiter currently on staff			
<b>Sockwell Partners Charlotte, NC</b>	Declined - No reason given			
<b>Spencer Stuart New York, NY</b>	Declined - No expertise in these types of searches			
<b>Gerald Plock &amp; Assoc. Plano, TX</b>	Non-responsive			
<b>Korn Ferry Los Angeles, CA</b>	Non-responsive			
<b>Russell Reynolds Washington, DC</b>	Non-responsive			
<b>Voorhees Assoc. Deerfield, IL</b>	Non-responsive			

## Proposed Schedule of Activities and Calendar 2012 City Manager Recruitment Process

<u>Action</u>	<u>Completion Date</u>
A. Mayor & City Council approve the Recruitment and Selection Process for City Manager	October 8 (Business Meeting)
B. Human Resources negotiates and executes contract with an Executive Search Firm	October 9
C. Search Firm and Human Resources begin advertisement and recruitment	October 10
D. Search Firm identifies important Candidate Characteristics and Qualities <ul style="list-style-type: none"> <li>• Receive input from Mayor and City Council through discussions</li> <li>• Receive input from public through two community meetings and through electronic communications</li> <li>• Receive input from employees through electronic communications</li> </ul>	October 15 – November 2
E. Application period closes	November 2
F. Search firm provides report to Mayor and City Council on candidate characteristics and qualities based upon Mayor and City Council, community and employee input	November 9 (Council Packet)
G. Search firm makes recommendation to Mayor and City Council on finalists (Executive Session)	November 12 (Zoning/Business Meeting)
H. Search firm conducts background investigation on finalists	November 13 – November 23
I. Mayor and City Council conduct interviews with finalists	Wk of December 3
J. Human Resources coordinate public “Meet and Greet” the finalists	Wk of December 10
K. Mayor and City Council make final hiring decision (Executive Session)	December 17 (Zoning Meeting)
L. Job offer extended to the Selected Candidate	December 18
M. Announcement of New City Manager	December 19 – January 7

## 18. Recruitment and Selection Process for City Manager

- Action:**
1. Authorize the Human Resources Director to negotiate and execute a contract with an executive search firm to assist in the recruitment and selection of a new City Manager,
  2. Approve the proposed schedule of activities and calendar for the recruitment and selection of a new City Manager, and
  3. Approve the position profile to be used in the recruitment and selection of a new of City Manager

**Staff Resource:** Cheryl Brown, Human Resources

### **Explanation**

- On Friday, September 28, 2012, City Manager Curt Walton announced his retirement, effective December 21, 2012.
- On Friday, September 28, 2012, Mayor Foxx requested members of City Council support allowing the Human Resources Department to begin the process of researching search firms and obtaining cost estimates to assist in the recruitment and selection of a new City Manager.
- The Human Resources Director will provide information on potential search firms and cost estimates.
- The proposed time line ensures selection of a new City Manager between late December and mid-January. This schedule will ensure the new City Manager's appointment prior to the Mayor and Council Annual Retreat the first week of February.

### **Attachment 6**

- Proposed Recruitment Schedule of Activities and Calendar
- Position Profile for City Manager