



Strategic Government Resources



City Attorney Search
City of Commerce City, Colorado
May 23, 2016

SGR Background

- SGR exists to help local governments be more successful by Recruiting, Assessing, and Developing Innovative, Collaborative Authentic Leaders.
- Founded in 1999 with the Mission to facilitate innovative leadership in local government. In today's world of limited resources, local governments must innovate to survive, and SGR has been and continues to be a leader in spurring innovation in local government.
- SGR's Core Values are Integrity, Philanthropy, Continuous Improvement, Flexibility, The Golden Rule, Collaboration, and Protecting Relationships.
- We are a full service firm, specializing in executive recruitment, live training, online training, leadership development, assessments, strategic visioning, consulting and other services designed to promote innovation in local governments.



To be Successful – The Final Candidate Must “Click” on 3 Fronts



5 Keys to a Successful Search

1. A comprehensive understanding the unique culture, needs and desires of the organization and community.
2. State-of-the-art talent marketing that reaches a national candidate pool in a way that engages and makes them interested in the opportunity.
3. Candidate vetting that prevents surprises and ensures in-depth understanding.
4. Candidate understanding of the organization and community to prevent withdrawals late in the process to help ensure a successful conclusion.
5. A process that is smooth, seamless and user friendly for both candidates and the client.



Desired Outcomes from Tonight's Meeting

- **Community Background & Position Benefit Information Previously Requested from Staff**
- **Position Profile Comments from Council Members & Stakeholders**
 - ✓ Issues & Challenges, Attributes of Ideal Candidate, Reciprocity, Education & Experience, etc.
- **Selection Process Policy Questions**
 - ✓ Selection of Semifinalists
 - ✓ Selection of Finalists
 - ✓ Composition of Interview Panel
 - ✓ On-Site Interview Process for Finalists
- **Confirm Proposed Timeline for Search**



Search Process Steps & Proposed Timeline

<u>Action Step</u>	<u>Typical</u>	<u>Date</u>	<u>Comments</u>
Position Profile Interview with City Council*		Monday, May 23, 2016	
Position Profile Brochure is finalized	Day 1	Monday, June 13, 2016	Targeted City Council Meeting for approval of Position Profile Brochure
Job Posted/Ads Placed	Day 2	Tuesday, June 14, 2016	
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<i>Semifinalist briefing books include cover letters, resumes, and questionnaires</i>			
Online interviews emailed to City	Day 54	Week of August 8, 2016	
SGR meets with city to review Semifinalists and facilitate selection of finalists*	Day 60	Monday, August 15, 2016	Target 8/15 to accommodate Monday City Council meeting date
Finalist briefing books delivered to City	Day 75	Week of August 29, 2016	
<i>Finalist briefing books include DiSC assessments and comprehensive media reports</i>			
On-Site Interviews*	Day 82	2 Options	Option 1: 2 Back to Back days week of 9/05 (Labor Day - Monday 5 th) Option 2: 2 Back to Back days week of 9/12

* Denotes Project Manager in Commerce City



Position Profile Development



Position Profile Brochure Example



CITY OF GEORGETOWN, TEXAS CITY ATTORNEY POSITION PROFILE

THE COMMUNITY

Conveniently located along Interstate 35 on the northern edge of the Austin Metro area, Georgetown is a beautiful city nestled between the clear waters of the North and South San Gabriel Rivers. Home to "The Most Beautiful Town Square in Texas," Georgetown offers 59,102 residents an enviable quality of life with abundant employment, educational, and leisure opportunities.

Founded on July 4, 1848, Georgetown was originally the agricultural trade center for the county and surrounding area. After the Civil War, reconstruction brought prosperity to Georgetown through cattle, cotton, Southwestern University, and the railroad. As the county seat of Williamson County, one of the fastest growing counties in the nation, Georgetown continues to experience tremendous growth in both residential and commercial sectors. Georgetown is the second-fastest growing city in the U.S., according to data released by the U.S. Census Bureau in May of 2015. For cities of 50,000 residents or greater, Georgetown had the second-highest rate of population growth in the country.

Georgetown's diverse and strong economy is fueled by one of the lowest tax rates in central Texas, an expanding transportation system, and true partnerships with City government, the local Chamber of Commerce, and Southwestern University. From 2004 to 2014, Georgetown realized a 119% increase in the City's assessed valuation and a 160% increase in sales tax collections. Some of the 6,000 businesses that call Georgetown home include TASUS Texas, AirBorn, Inc., Citigroup Data Center, Ringdale, Radiation Detection Company, Chatsworth, Manites International, Radix Bio-Solutions, Molecular Templates, and Maxgen Biotech, LLC. Texas Life-Sciences Collaboration Center recently completed construction of a second facility. Two behavioral health hospitals, as well as a seven-story Sheraton Hotel and Conference Center are currently under construction. The business community and Georgetown residents will utilize 100 percent solar and wind energy by 2017. Georgetown Utilities Systems will be one of the largest municipally-owned utilities in the U.S. to supply its customers with 100% renewable energy.

Residents and visitors enjoy shopping in the renowned town square and in larger stores and outdoor malls along Interstate 35. A "Main Street" designated city, Georgetown cherishes its newly revitalized Courthouse and surrounding Victorian era storefronts. Georgetown also offers a variety of cultural festivals and events, hike and bike trails along the San Gabriel River, beautiful parks, challenging golf courses, and the Inner Space Caverns. The City's prime location enables its citizens to enjoy these amenities and the charm of a small community while being in close proximity to the Austin business and entertainment scene.



THE COMMUNITY, continued

Georgetown is a vibrant and active community for families, young professionals, and college students, and is the home to Sun City, Texas, a 5,300 acre first-class retirement community that makes up one-fourth of the population. Georgetown citizens enjoy an excellent quality of life that has been celebrated with a variety of awards and recognitions, including: "Healthiest County in Texas," Fortune Magazine's #2 place in the U.S. to "Live and Launch," Movoto.com's #3 Best Suburban City in the U.S., Texas Trails Network Partnership Award for San Gabriel River Trails, and number one place to retire in the U.S.

Most of Georgetown's educational needs are served by the highly rated Georgetown Independent School District. The public school system, serving 10,500 students on 18 campuses, offers tremendous academic opportunities for students in grades Pre-K through 12. Community pride in the district's accomplishments over the past several years stems from the state-recognized career and technical education programs, athletics, and fine arts programs. The community also supported the passage of two major bonds that will build new facilities and retrofit existing campuses.

Those interested in pursuing higher education have many opportunities nearby including Southwestern University, Austin Community College, University of Texas-Austin, and Texas State University.

The median household income in Georgetown is \$63,381, and the median home price is \$210,184.

GOVERNANCE & ORGANIZATION

The City of Georgetown is a Home Rule City operating under a Council-Manager form of government. The Mayor is elected at large and seven Council Members are elected from single-member districts. Under the administrative direction of the City Council, the City Manager serves as the Chief Administrative Officer in the execution of all services, affairs, and programs of the City and is responsible for the day-to-day operations of the organization. The City Council also appoints the City Attorney, City Secretary, and Municipal Judge.

The City has 579 full-time employees who staff departments providing a full array of municipal services including City-owned Electric and Water Utilities, Police, Fire, Finance, Human Resources, Planning, Economic Development, Parks and Recreation, Library, Airport, and Transportation. The FY 2014-15 general fund budget is \$231 million, and the property tax rate is \$0.4340 per \$100 of valuation.

The Georgetown City Council is focused on creating a high-performing organization capable of responding to the needs of its citizens with the utmost degree of professionalism, effectiveness, and efficiency. A values-centered organization, the City's employees are focused on the values of trust, communication, teamwork, professionalism, and quality of life. Georgetown enjoys a high degree of citizen engagement. Residents serve on a wide variety of boards and commissions and are interested and involved in the decision making process.



Position Profile Brochure Example



ABOUT THE POSITION

As the chief legal advisor and attorney for the City of Georgetown, the City Attorney is appointed by, and reports directly to, the Mayor and City Council, while working closely with the City Manager. The City Attorney advises all offices and departments of the organization in legal matters, and drafts and approves ordinances, resolutions, and contracts. The position handles public information requests and represents the City in all litigation and legal proceedings. The City Attorney's office has an annual operating budget of \$887,000 with an additional \$290,000 budgeted for other legal expenses. The City Attorney directly supervises two Assistant City Attorneys and two Legal Assistants.

IDEAL CANDIDATE

The Mayor and City Council seek a City Attorney who is an exceptional communicator with proven local government experience and an excellent understanding of the council-manager form of government. The ideal candidate will professionally manage the duties and responsibilities of the office, provide clarity to staff, and promptly provide accurate information to the Mayor, City Council, and City Staff. The selected individual will be assertive yet respectful in providing concise and sound recommendations to City Council, while also helping to accomplish the goals of the governing body in an innovative and creative way.

The chosen candidate will possess exceptional interpersonal skills, composure, a team-oriented work philosophy, and a keen ability to work with a variety of diverse groups and issues. The next City Attorney should be skilled at building and maintaining positive working relationships with internal and external stakeholders and have the ability to be politically savvy while remaining politically neutral. A strong character and sense of humor are desired characteristics for the next City Attorney.

The new City Attorney will have the skills and experience necessary to handle most municipal government legal matters, but also know when it is necessary to seek the assistance of outside counsel.

EDUCATION & EXPERIENCE

The chosen candidate will hold a Juris Doctor from a school of law accredited by the American Bar Association and be licensed to practice law in the State of Texas. A minimum of five years of increasingly responsible Texas local government experience is required. The City of Georgetown Charter stipulates that the City Attorney will have practiced law in Texas for at least two years immediately preceding appointment.

Demonstrated experience and expertise in economic development projects and agreements of all types and sizes is essential. A solid understanding of laws pertaining to open record requests and open meetings and an excellent understanding of Robert's Rules of Order are critically important. A background in legislative issues is highly desired.

The new City Attorney should have experience and knowledge of municipal law, contract law, constitutional law, labor law, land use and environmental law, property law, and tort law. The chosen candidate should have experience and familiarity with civil procedure and misdemeanor prosecution, municipal utilities, and Texas Local Government Code Chapter 143 (Civil Service).

The City is currently addressing issues related to transportation, the Georgetown Municipal Airport, and Meet and Confer with the Police and Fire Departments, and it will be important for the new City Attorney to be well versed in these areas.



COMPENSATION & BENEFITS

The City of Georgetown offers a competitive salary commensurate with qualifications and experience. The City participates in the Texas Municipal Retirement System (TMRS) at a 7% mandatory employee deposit rate with a municipal matching ratio of 2:1 with vesting at five years and full retirement eligibility at 20 years. A full range of leave and benefits are also provided.

APPLICATION PROCESS

Please apply online at: <http://bit.ly/SGRCurrentSearches>

For more information on this position contact:

Ron Holifield, CEO
Strategic Government Resources
Ron@GovernmentResource.com
214-676-1691

The position is open until filled. To view the status of this position, please visit: <http://bit.ly/SGRCurrentSearches>

The City of Georgetown is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

RESOURCES

City of Georgetown
www.georgetown.org

Visit Georgetown
www.visit.georgetown.org

Georgetown Chamber of Commerce
www.georgetownchamber.org

Georgetown Economic Development
invest.georgetown.org

City of Georgetown 2030 Plan
www.2030.georgetown.org



Previously Requested Community Background Information

- Community information: population, square mileage, median income, average home value, tax rate, etc.
- Location of City landmarks, amenities, interests, highways, airports, etc.
- Greatest selling points about living, working and raising a family in City
- Growth trends, future annexations, etc.
- Culture arts, entertainment, recreation and leisure amenities, both within City and nearby area
- Annual community celebrations and festivals
- Major businesses and employers
- Major economic development projects recently completed and/or underway in City and/or area
- Medical facilities in City and/or immediate area
- Schools: public, private, parochial and higher education options
- Form of Government, election terms, term limits, upcoming elections
- City awards, accreditations, annual budget, number of employees, unions, etc.
- Website links and pictures





Other Position Benefit Information Requested of Staff

- **Candidate/Spouse Travel:** Expenses typically covered by City
- **Residency:** Will the City require the final candidate to reside in Commerce City? If not, is there any mileage and/or commuting time requirements?
- **Salary Range:** What is the salary range for the City Attorney position? Is there a desired starting salary range target?
- **Benefits:** What is the mix of benefits the City will likely be offering to the final candidate, e.g. health, pension, vacation, sick leave, life insurance, communications stipend, vehicle allowance, etc.
- **Other Benefit Considerations:**
 - ✓ Employment Agreement
 - ✓ Supplemental retirement or deferred compensation
 - ✓ Relocation costs
 - ✓ Temporary Housing allowance
 - ✓ House Hunting trip
 - ✓ Severance
 - ✓ Professional Development (National & State trade membership/conferences)

Other Position Benefit Information Requested of Staff

- **Other Issues or Concerns:** Is there any other information that is important to highlight in the Position Profile Brochure?
 - ✓ Any specific or unique characteristics of the organizational make-up?
 - ✓ Any unique special taxing or utility districts pertinent to the position?
 - ✓ Non-traditional services provided?
 - ✓ Intergovernmental partnerships?
 - ✓ Position vacancy occurred as a result of retirement following long-tenure of incumbent
 - ✓ Other points?

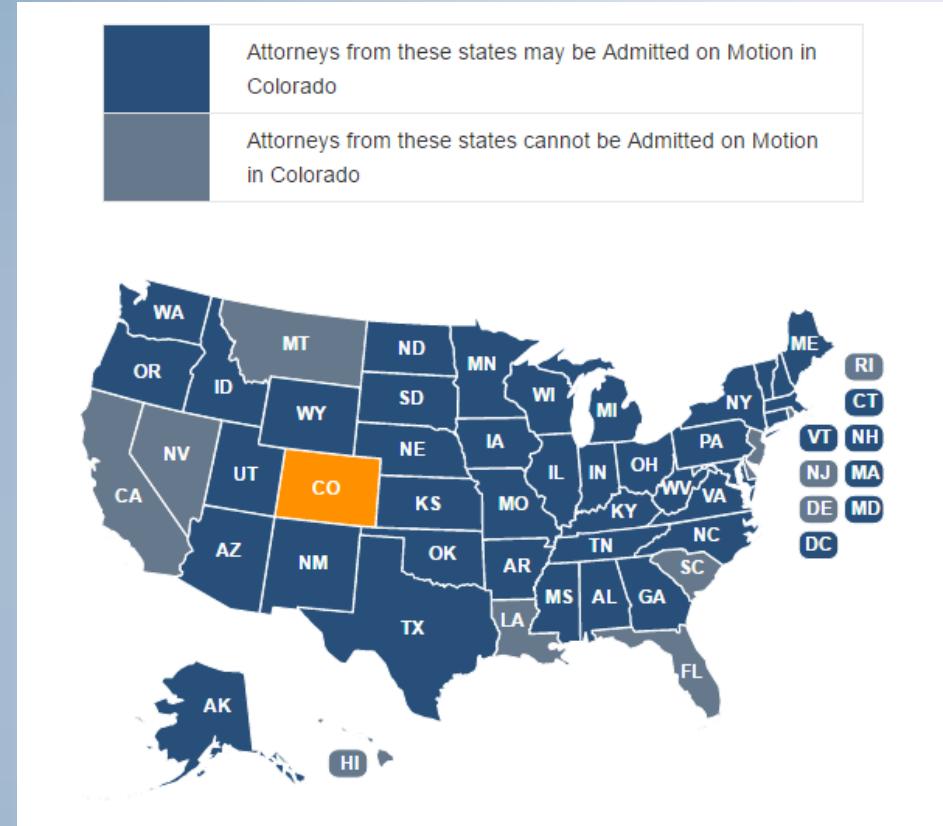


Position Profile Background Questions for City Council

- **Issues & Challenges:** What are the current and potential 3 to 5 issues and challenges that will be important for the successful candidate to know about and address?
- **Ideal Candidate:** What are the primary characteristics that the City is looking for in their successor City Attorney? Are there any special expertise, skills and/or anything else that is unique to the City's needs?
- **Education & Experience:** What are the degree requirements, minimum years of experience, if experience is required in any special field or area, and/or other certifications that are required or preferred. Please distinguish between required and preferred. Will candidates with little to no municipal experience be considered?
- **Reciprocity:** Will the City consider candidates who are licensed practicing attorneys in other states for which the Bar of the State of Colorado accepts reciprocity through its Admission on Motion process? Generally speaking, attorneys must be able to demonstrate that they have actively and substantially practiced law for five of the past seven years in a jurisdiction(s) that accepts Colorado attorneys for admission without examination.
 - ✓ If yes, which states should the position be marketed/targeted?



Colorado Bar Reciprocity



Colorado's reciprocity requirements include:

- **Law Degree & Passed Bar Exam:** A first professional law degree from an ABA accredited law school at the time of graduation. Attorneys must have also passed a bar exam.
- **Character and Fitness:** Attorneys must meet the applicable character and fitness standards.
- **Good Standing:** Attorneys must be admitted in good standing to the bar of another state, territory, or district of the United States that allows admission for Colorado attorneys without taking the bar exam.
- **Practice of Law:** Attorneys must have actively and substantially practiced law for five of the past seven years in a reciprocal state immediately preceding the filing of the application. Part-time legal activities do not apply (at least 40 hours per week). "Practice of Law" includes:
 - Private Practice (sole practitioner or as a lawyer employee of or partner or shareholding a law firm, professional corporation, legal clinic, legal services office, or similar entity)
 - Judges, Magistrates, Hearing Examiners, ALJs, law clerks, or similar local, state, or federal official (duties of hearing and deciding cases and controversies in judicial administrative proceedings, provided such employment is available only to an attorney)
 - Government Attorneys (executive, legislative, or judicial) (local, state, and federal) (with primary duties of furnishing legal counsel, drafting documents and pleadings, interpreting and giving advice with respect to the law) (preparing, trying, or presenting cases before courts, executive departments, administrative bureaus or agencies)
 - Judicial Law Clerks
 - Law Professors teaching throughout their employment at ABA approved law schools
 - Corporate Counsel, Partnership, Trust, Individual or Other Entity (with primary duties of furnishing legal counsel, drafting documents and pleadings, interpreting and giving advice with respect to the law) (preparing, trying, or presenting cases before courts, executive departments, administrative bureaus or agencies)
 - Not specifically enumerated: Military Attorneys

Selection Process Policy Questions

Council Decision Points:

1. How does the City Council want to select Semifinalists? This will involve a meeting with SGR to receive a triage of Applicants and selection of up to 8 Semifinalists (Public vs. Executive Session considerations)
 - Options:
 - ✓ Full Council does the entire process
 - ✓ Sub-Committee of Council to select Semifinalists
 - ✓ Hybrid Council/Staff Search Committee to select Semifinalists
 - ✓ Council directs staff to select Semifinalists
 - ✓ Council directs staff to identify smaller pool of Applicants with recommendations of “X” Semifinalists
2. How does City Council want to identify up to 4 Finalists? This will involve a meeting with SGR following the review of Briefing Book with information on each Semifinalist including cover letter & resume, and responses to questionnaire; viewing video interviews, and receiving briefing on Stage 1 media searches
 - Options:
 - ✓ All Council Members participate as a panel (Can require public, open meetings depending on State/Local laws)
 - ✓ Designate Council Sub-Committee
 - ✓ Hybrid Council/Staff Search Committee



Selection Process Policy Questions

3. Finalists Interview Panel to consist of:
 - City Council or a Council Subcommittee
 - Type of input & involvement of the following in conjunction with Finalists interview process:
 - ✓ Leadership – City Manager, Deputy City Managers, & Department Heads
 - ✓ Community – External Stakeholders e.g. Water Board, School Board, Fire District, etc.
4. On-Site Interview Process – Typically 2 days
 - ✓ 1st Day – Welcoming breakfast, community tours, meetings with Department Heads
 - ✓ Interest/desire to hold Community “Meet & Greet” for Finalists
 - ✓ How to secure feedback from Internal & External Stakeholders
 - ✓ 2nd Day – Interviews with Selection Committee, recommendation on Final candidate





Confirm Search Process Proposed Timeline

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Questions & Comments?