



Profile for the Position of

DEPUTY CITY MANAGER

Resumes accepted until the position is filled, addressed to:

Thomas C. Dority
Senior Vice President
The Mercer Group, Inc.
4520 W. 14th Street Drive
Greeley, CO 80634-3147
Telephone 970-378-1781
FAX 970-378-1831
tomdority@comcast.net

EQUAL OPPORTUNITY EMPLOYER

All materials will remain confidential until finalists are named for interviews.

FOREWORD

This is an unusual and excellent opportunity for professional management in a newly incorporated City conceived as a “virtual” city government consisting of service contracts, lean staff and low taxes. As “second in command”, this position exercises management authority under the broad direction of the City Manager over the contract services of public safety, emergency management, public works and other community services provided by the City. In addition, the City Manager seeks a highly skilled manager in this person who is experienced with operational efficiencies and performance standards. The new Deputy City Manager will have a genuine opportunity to contribute to the success of this new and unique community. Centennial is located in the southern Denver Metropolitan Area, a short drive from downtown Denver.

This recruitment profile outlines the experience, education, skills, abilities and personal characteristics identified as either necessary or desirable for candidates for Deputy City Manager in the City of Centennial. The profile was prepared following interviews with the City Manager and key service directors.

Information regarding the City has been included to provide potential candidates an understanding of the community. Also, information about the City government as an institution, the service it provides, contracts, staff and its governmental structure is presented. Major issues facing the new Deputy City Manager are also listed. Much more information specific to the City is available on the City’s website at www.centennialcolorado.com .

The profile will be used as a guide in the recruitment process, providing specific criteria by which applications will be screened and individuals selected for final interview and appointment consideration.

All inquiries relating to the recruitment and selection process for the Deputy City Manager position are to be directed to the attention of the consultant working with the City of Centennial as listed on the cover of this Profile.

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I. The Community of Centennial

“Spirit of the Past - City of the Future”

Centennial is a dynamic new City adjacent to the Denver Metropolitan Area with a current estimated population of over 103,000. The City of Centennial is the largest municipal incorporation in American history, incorporated on September 12, 2000, by a 77% majority of the voters with a record 48% turnout. Centennial is a cutting edge, forward thinking residential and commercial community located on the Front Range of the Rocky Mountains offering a high quality of life. Situated in Arapahoe County, Centennial is among the ten largest Cities in Colorado.

This is an economically upscale, suburban community that extends along the axis of Arapahoe Road from near the Rocky Mountain foothills on the west to the developing high plains on the east, including some 28 square miles. Residential development is predominantly single family homes built mostly in the 1970s-1980s in the West and in the 1980s-1990s in the East. The City has a strong business base focused on the I-25 and Arapahoe Road corridors. It is adjacent to Centennial Airport, the third busiest general aviation airport in the country.

Centennial staff members reside in the greater Denver Metropolitan area. Residential choices include the full range of modern urban, suburban and rural living, from apartments and condominiums to conventional subdivisions to new-urban neighborhoods and rural, large lot ranchettes. Centennial is served by the highly regarded school districts of Littleton, Cherry Creek, Arapahoe County and Douglas County. Healthcare facilities include world-class institutions throughout the Denver Metro area. Parks and recreation services are extensive and well-planned for the Centennial area by the South Metro Park & Recreation and the Arapahoe Park and Recreation Districts.

Colorado and the Rocky Mountains

Centennial residents can take convenient, full advantage of the high quality of life in Colorado and the mountains. Easily accessible to Centennial are the cultural and urban sophistication of Denver and the historic and recreational delights of the mountains. The University of Colorado is nearby in Boulder, with a campus and medical center in Denver. The University of Denver, located in metro Denver, is a private institution of high national reputation. Colorado State University in Fort Collins and the University of Northern Colorado, located in Greeley, are about an hour from Centennial. These universities provide the educational, cultural and athletic attractions of great universities nationwide. The Denver Broncos, Rockies baseball, Nuggets basketball and the Avalanche of the NHL are all actively supported by Centennial residents. The Denver Symphony, Denver Museum of Natural History and the State Capitol are also nearby. The Colorado mountain country provides unparalleled winter sports, golfing, bicycling, kayaking and fishing opportunities, all within easy distance from Centennial. Front range Colorado residents enjoy an active, varied quality of life in all seasons.

II. CITY GOVERNMENT

The City of Centennial operates under general statutes of the State of Colorado. The City Council is composed of a Mayor and eight Council members, who are elected two from each of four districts for four-year staggered terms. The Mayor is elected at large. Since incorporation, property and sales tax rates have been overwhelmingly approved by the voters to finance City operations and gain relief from State revenue limitations.

In addition to the Mayor and City Council, the voters also elect a City Treasurer and a City Clerk.

The City Council is the legislative body of the City and adopts City ordinances and amends them as needed. Council also determines what taxes shall be levied, subject to voter approval, and how funds are spent. The City's philosophy includes being an efficient, low-cost service provider with comparatively modest tax rates. The following principles were used in organizing City government:

- Operate with a minimum of laws and government involvement/intervention in private affairs.
- Be highly responsive to citizens and businesses.
- Provide as many services as possible through contracts with private companies or other public agencies.
- Minimize taxes and charge fees to cover costs wherever possible.
- Run the City organization as lean as possible, relying on a highly competent, motivated staff.
- Operate with a minimum of overhead cost.

Organization Structure

Council appoints the City Manager, who acts as the Chief Administrative Officer of the City and carries out the policies fixed by City Council. The City Manager also oversees the City's employees. City Manager John Pazour has a distinguished career of 35 years as chief administrator including Aurora, Colorado, and Chesapeake, Virginia, and various other public and private sector organizations.

The City provides its primary services via contracts with private and other public contractors. The key services are as follows:

- Police and Emergency Management -- Arapahoe County Sheriff's Office
- Public Works and Traffic -- Arapahoe County Department of Public Works
- Animal Control -- Arapahoe County Department of Public Works
- Land Use Services
 - Planning and Development Review -- URS Planning & Design Services
 - Plan Review, Permits & Inspections -- Colorado Inspection Agency
- City Attorney -- Widner & Michow LLP
- Contractor Permits -- PreMA
- Information systems -- CH2M Hill
- Selected Management Functions -- R.S. Wells LLC

A dedicated core of City staff professionals has proven to be crucial to managing the affairs, contracts, records, elections, judiciary and community relations:

- General Management, including City Manager, Deputy City Manager and Director of Administrative Services.
- Finance Director
- Human resource services and facilities management
- Municipal Court
- Public Information and media relations
- City Clerk

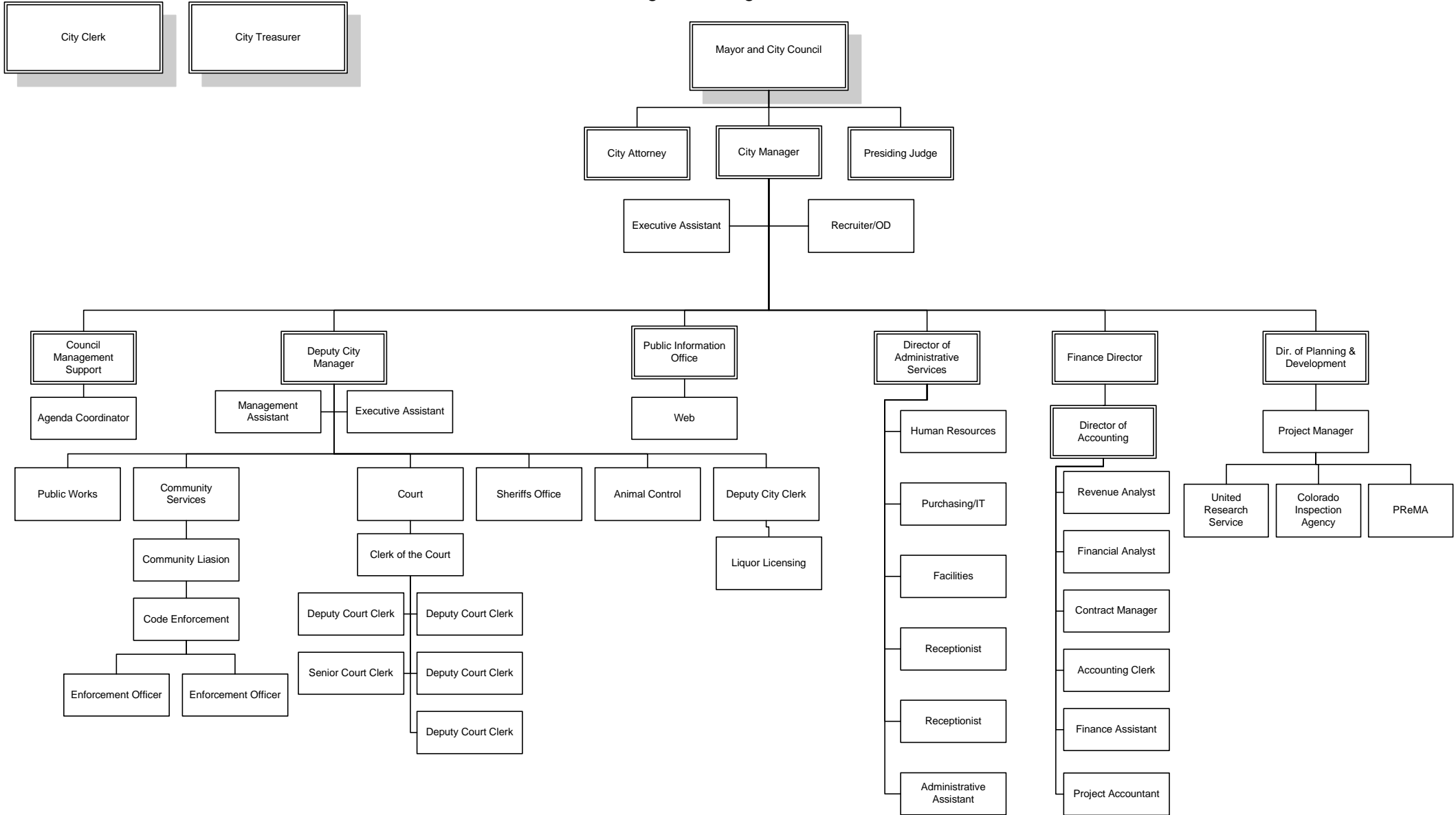
Other Community Services are also provided by full-time staff members:

- Citizen contact
- Code enforcement
- Liquor licensing

Special Districts provide traditional City services, including those which, under Colorado law, have been used historically to build public infrastructure and manage key services important to developing unincorporated areas:

- Fire Districts, including four (4) separate districts in and around Centennial
- Parks & Recreation Districts (3)
- Arapahoe County Library District
- Water & Sanitation Districts
- General Improvement Districts
- Other Metropolitan Districts (quasi-municipal political subdivisions under Title 32, CRS)
- School Districts: Littleton Public Schools and Cherry Creek Schools

City of Centennial Management Organizational Structure



III. ISSUES FACING THIS POSITION

New Role of Deputy City Manager

The Deputy City Manager position has been recently created to play an important role in directly managing the operating services, contracts and projects on behalf of the City Manager. This is a new position in the Centennial organization that will provide focused planning, performance standards and accountability for the core services of Police, Public Works and Community Services. The position is intended to provide the management focus for the City as well as the management responsiveness needed by staff and contractors. This will require effective project- and contract-management skills as well as the personal skills to strengthen the many collaborations and partnerships central to Centennial government. The new Deputy City Manager will be expected immediately to become familiar with the Intergovernmental Agreement with Arapahoe County and to become knowledgeable about the Sheriff's and Public Works' services provided.

Project Management

Key project management assigned by the City Manager may reach beyond the direct service areas, contractors and employees mentioned above. Examples of such projects include these:

- Develop a realistic plan for the widening of Arapahoe Road east of Parker Road (two to four lanes over a segment about two miles in length).
- Create and implement the policies and procedures for allocating State and County park and open space funds (\$2 million per year).
- Develop and implement a priority-setting process for which City streets and roads need to be resurfaced or reconstructed and in what order.
- Select and implement citizen complaint, work assignment and tracking software.
- Oversee systematic performance reviews of all City operations and contracts to significantly improve their efficiency and effectiveness.

New Stormwater Utility

The City and Arapahoe County have established the Southeast Metro Stormwater Authority to serve as the regional stormwater utility and management agency. The Authority is under the direction of a Stormwater Management Board of Directors including three Councilmembers, two County Commissioners and one non-voting member from another special district. This will require start-up responsibilities on the part of the Deputy City Manager to assist the City Manager and Board of Directors with implementation and setting the directions and expectations.

Arapahoe Road Corridor Study

This is a key study being conducted on behalf of the City, Arapahoe County, the City of Greenwood Village and CDOT in order to determine the style, traffic flow, commercial access and available alternative routes for Arapahoe Road. This road is the backbone of the Centennial community and defines the commercial core of the City. The City's interest is not in high volumes of traffic movement so much as in providing convenient access to commercial and residential properties.

Southglenn Mall

The Southglenn Mall was established in unincorporated Arapahoe County in the 1970s at the intersection of Arapahoe Road and University Boulevard. It is currently undergoing a major redevelopment. This project will require active management and coordination by the Deputy City Manager, City Engineer and Public Works Director for impact on City services, rights of way and traffic.

IV. THE POSITION

Under the direction of the City Manager, this is a highly responsible management position. The Deputy City Manager exercises independent judgment as the person responsible for the performance of contractors and employees providing the services of Public Safety, Emergency Management, Public Works and Community Services. The Deputy City Manager is responsible for those essential duties noted below as well as for management of special projects and for promoting efficient, collaborative and responsive public service among these core groups of contractors and employees. The Deputy is appointed directly by and serves at the will of the City Manager.

Supervisory Responsibilities

The Deputy's responsibilities include oversight of services, contracts and collaboration as well as the supervisory functions of operational planning, assigning and directing work of contractors and employees; establishing performance standards and measures and appraising performance; resolving problems; rewarding and disciplining employees; and addressing public complaints.

Essential Duties and Responsibilities

- Analyze performance, strategic indicators and anticipate trends for short and long term changes in anticipation of demands upon public services.
- Convey to the City Manager the needs, issues and successes of each department for which he or she is responsible.
- Convey to each department the priorities of the City Manager and City Council, align department work objectives and hold departments accountable for advancing the priorities.
- Establish budgets, master plans and performance measures that overlay and coordinate the service delivery, capital improvements and problem solving of the departments.
- Resolve community and neighborhood problems, often involving one or more Councilmembers.
- Negotiate or renegotiate contracts for key City services.
- Develop, implement and monitor key performance measures for individual City services.

- Serve as the primary City representative in working with the City's HOAs, neighborhoods and citizen groups.
- Serve as Acting City Manager in the absence or incapacity of the City Manager.
- Build productive and supportive working relationships with the Mayor and members of City Council, key community leaders and homeowner association representatives, business leaders and key businesses and key City staff as needed to be able to effectively manage his or her areas of responsibility.
- Work as an integral and constructive part of the Centennial City management team.
- Attend conferences and meetings to keep abreast of current trends in public services, utilities, community development, parks and recreation and cultural affairs; represent the City in a variety of local, state and federal meetings.
- Perform such other functions and duties as may be prescribed by the City Manager.

The Deputy will be expected to establish credible working relationships early with the City Manager, department heads and staff, City Council and members of the public.

Compensation: Salary is negotiable depending upon qualifications and experience, within a hiring range of \$110,000 to \$135,000, DOQ, plus an attractive and competitive fringe benefits plan. The Deputy City Manager will participate in a defined contribution pension program.

Residency: The Deputy will not be required by the City Manager to reside in Centennial, but is expected to become an active and dedicated member of the Centennial community

Employment at Will: The Deputy City Manager is employed at the will of the City Manager.

Performance Expectations and Appraisal: The new Deputy Manager can anticipate the establishment of mutually agreed upon performance standards with the City Manager at the time of hiring.

Interview Process and Confidentiality: After screening and qualification by The Mercer Group, Inc., final candidates will be invited to Centennial for interviews with the City Manager, staff members and/or community members. Intensive background investigations will be conducted, which may include visits to the home city of the final candidate(s) as part of the selection process. Other tests of fitness and merit may be required of the final candidates, including supplemental interviews and opportunities to dialogue with department heads and City staff.

The resumes and all application materials of applicants will be kept confidential but only until finalists are invited for interviews and background investigations are begun (after Thanksgiving).

V. THE IDEAL CANDIDATE

Education and Professional Development

- Requires bachelor's degree in engineering, business or public administration or closely related field.
- A master's degree in one of these fields is strongly preferred.
- Demonstrated continuing professional development as evidenced by active membership and training with AMA, continuing professional education, ICMA, senior executive leadership institutes or similar professional affiliation.

Experience

- Minimum 10 years responsibility as manager or deputy responsible for the services and programs of one or more operating departments in a business or municipal organization of comparable size and complexity to the City of Centennial, or an equivalent combination of education, training and experience.
- Extensive working knowledge of service delivery and customer relations; the functions and interrelationships of public safety and service departments; modern supervisory and management skills.
- Experience with the culture and practice of team-oriented management concepts, customer relations, problem-solving and collaboration with other service providers.
- Experience with responsive, non-bureaucratic organizations, with programs of excellence and quality assurance.
- Experience with strategic planning, performance standards and accountability, continuous improvement concepts and process review techniques.

Working Style, Skills, Knowledge and Abilities

- Accustomed to an organizational role as a leader and supporter of managers, contractors and staff, with respect for individual members and the work they perform, and setting a style of open communications.
- Ability to work with the City Manager to develop the directions and functions for this position, implementing those independently and keeping the Manager informed of issues and necessary changes.
- A record of effectiveness in delegation and empowerment of managers and staff, performance planning, development and holding all members accountable for performance and accomplishments.
- Knowledge and experience with GIS systems and applications.
- Skilled with master planning and implementation of plans and organizational changes. *Bona fide* background with multi-service and public safety operations.

- Analytical abilities and creativity in advising the City Manager, staff and contractors about trends, policies and practices that anticipate community needs.
- Accustomed to asserting new ideas, options and changes on an equal footing with key department heads and contractors.
- An orientation to the policies, goals and objectives of the entire service organization, fostering teamwork and consultation with all managers and contractors. Enthusiasm for the culture of collaboration and the holistic organizational approach to public services delivery and management planning.
- An understanding of the importance of positive public relations, including developing constructive communications with City Council, the news media and the public.
- Familiarity with the modern management techniques of information technology that benefit the community and improve the efficiency and effectiveness of City operations.

Personal Characteristics

- A person of unquestionable integrity, ethics and honesty; one who can earn the trust and credibility with department heads.
- Sensitivity to political and community issues and the ability to seek guidance where such situations arise.
- Background of front-line, public service "seasoning" for judgment in decision-making and balancing competing interests.
- Achievement oriented individual who holds others to high standards.
- A person who cultivates a network of professional advisors inside and outside of municipal government, and one who keeps up to date with professional literature and modern practice.
- Desire to become a genuine member of the Centennial community.
- A person who understands the need to listen and learn before introducing changes into departments or programs for the community. A person who is nevertheless comfortable with strong leadership, organizational change and development.
- A results-oriented person; patient and firm in management style and in service delivery to the public; decisive and prompt in resolving community and service issues.
- Skilled at written and oral presentation and willing to offer constructive, critical advice to the City Manager on any and all management issues.
- Reliable with follow-through details and implementation.

VI. POSITION ADVERTISEMENT

Deputy City Manager **Centennial, Colorado**

High plains community in southern Denver Metro area, incorporated in 2001, pop. 103,000, 28 square miles, the largest incorporation in U.S. history, seeks a Deputy City Manager for high-level management of public safety, emergency management and public works services provided by Arapahoe County, and other community services provided directly by the City. “Virtual” city government model of lean staff and low taxes, 40 FTE, highly professional management team, key service contracts plus special districts for fire, parks & recreation, library, water & sewer, and improvement districts. Appointed by City Manager, salary very competitive, DOQ, plus excellent benefits. Degree in engineering, business or public administration or related field, graduate degree desirable, plus substantial management of services and projects, or equivalent combination of education and experience in public or private sectors. Responsible for administering contracts and maintaining positive collaboration with operating services and partner districts. Positive leadership, communications and relational skills, problem solver, experience with project management and intergovernmental collaboration in a growth environment. Skilled in strategic planning and alignment of performance management, reporting and accountability standards. Send resume, cover letter and salary history to Tom Dority, The Mercer Group, Inc., 4520 W. 14th Street Drive, Greeley, CO 80634-3147, tomdority@comcast.net , by November 3, 2006. EOE