



Denver Board of Water Commissioners

Penfield W. Tate, III, President
John R. Lucero, 1st Vice President
Thomas A. Gougeon
Paula Herzmark
H. Gregory Austin

Hamlet J. Barry, Manager

1600 W 12th Avenue
Denver, CO 80204-3412
Phone: 303-628-6000
Fax: 303-628-6509
chips.barry@denverwater.org
www.denverwater.org

TO: All Employees, Denver Water
FROM: Board of Water Commissioners
DATE: January 11, 2010

SUBJECT: *Search Process for Manager-CEO for Denver Water*

As you know, Chips Barry has announced his intention to retire as Manager of Denver Water later this year.

Last September, we wrote you to explain that Chips had been discussing his decision with the Board for many months, and that we were beginning a systematic process to identify his successor and ensure a smooth transition.

Chips' contributions to Denver Water and our broader community are too numerous to list. All of us have learned and benefited from his leadership, his integrity, his humor, and his focused dedication to the mission of Denver Water. It is an honor to have worked with him and to now undertake the important effort to find an equally talented and capable successor.

Since September, with the help of our search consultant Carolyn McCormick of Peak HR Consulting, LLC, we have been identifying the primary components of the Manager position as well as the critical characteristics we need in a new leader for Denver Water. One result of this analysis is the determination that it is important that the Manager position be defined more clearly as a chief executive officer – so you will see us begin to use that term.

Finding the right person to lead Denver Water is a critically important undertaking. We intend to go about it responsibly, strategically, and thoughtfully. We will proactively identify highly talented leaders who are interested in this unique opportunity over the next 6-8 weeks, leading to a hiring decision in April. We expect to evaluate both internal and external candidates, and details of the specific components of the interview and assessment process will be determined in the coming weeks.

Our timetable is aggressive though achievable. With Chips' offer to stay on as Manager until his successor takes over, we want to assure you that we will manage the selection process carefully and thoroughly. We will not make a hiring decision until we are fully satisfied that we have found the best possible new leader for Denver Water.

To be clear, we do not intend to make any other organization changes at this time. We have an outstanding team of senior leaders whom we hope will remain in their current positions (unless promoted) and who have full authority to continue executing their responsibilities.

CONSERVE

To: *All Employees*
Re: **Search Process for Manager-CEO for Denver Water**
Date: *January 11, 2010*

Likewise, Chips has our continued full confidence to lead our organization as capably and as effectively as he has for the last 20 years until the CEO transition is complete.

Detailed information about the Manager-CEO position will be posted on the Denver Water website and will be distributed broadly. If you have candidate suggestions for the Commissioners to consider, please forward those to Carolyn McCormick at Carolyn.McCormick@Peakhrconsulting.com. We welcome your ideas of people you know who might be effective leaders for Denver Water.

Thank you for your support of this important work, and we look forward to giving you updates as the search progresses.

Sincerely,

Denver's Board of Water Commissioners
Penfield Tate, President
John Lucero, 1st Vice President
Paula Herzmark
Tom Gougeon
Greg Austin