

---

**Workshop Dinner Meeting Date: August 28, 2013**

---

**CITY COUNCIL WORKSHOP DINNER MEETING  
AGENDA ITEM**

CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	City Manager Recruitment Discussion
<b>DEPARTMENT:</b>	City Manager's Office
<b>PRESENTED BY:</b>	Julie Underwood, City Manager
<b>ACTION:</b>	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input type="checkbox"/> Motion <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

**PROBLEM/ISSUE STATEMENT:**

On August 5, 2013, City Manager Underwood tendered her resignation effective October 4. Ms. Underwood's husband has accepted a position with Google and their family will be relocating to California. The Council has engaged the services of The Novak Consulting Group to assist Council in the recruitment of a new City Manager. This evening Council will meet with Catherine Tuck Parish to discuss the City Manager candidate profile, the recruitment process and the appointment of an interim City Manager. The Dinner Meeting agenda is included as Attachment A.

**DISCUSSION**

City Manager Recruitment

The scope of work for The Novak Consulting Group, executed on August 19, is included as Attachment B. The Novak Consulting Group has conducted executive recruitments for City Manager and Department Director positions. Their most recent work has included City Manger recruitments for the cities of Sandusky and Cleveland Heights in Ohio. In 2011 The Novak Consulting Group conducted the Administrative Services Director recruitment for Shoreline.

Attachment B includes a proposed recruitment timeline. Tonight the Council will be providing additional input to Ms. Tuck Parish regarding key skills, qualifications, and values desired by the Council in the next City Manager. Ms. Tuck Parish will use this information along with Council's work plan goals to prepare a final draft profile and recruitment materials for Council's review. The recruitment timeline would have Council finalizing these documents so that the formal recruitment can start on September 16.

Council will also be discussing the recruitment process this evening. This will provide direction for the recruitment process in finalizing the recruitment schedule and informing potential candidates of the process. The City Council has requested that public input be incorporated into the process. On Friday, August 23, staff posted a survey on the City's web page that will allow the public to submit responses to the following two questions:

1. What specific qualities will the next Shoreline City Manager need most to be successful?

2. What are the most important challenges facing the City of Shoreline now and in the years ahead?

This survey will stay active through September 18. The information will be provided to the City Council and Novak Consulting as recruitment materials are developed and as the recruitment process is conducted. The Council may consider additional public input opportunities as the recruitment process is finalized.

#### Interim City Manager

Tonight Council will discuss the next steps for appointing an interim City Manager to serve during the period between October 4 and when the new City Manager starts. Council is currently scheduled to take action on this item on September 9, in order to allow staff time to implement a transition plan.

#### **RESOURCE/FINANCIAL IMPACT:**

The contract with Novak Consulting to complete the City Manager recruitment is not to exceed \$20,000. This contract will be paid from anticipated salary savings in 2013.

#### **RECOMMENDATION**

Council should provide guidance to Novak Consulting on the City Manager recruitment profile and process and determine next steps on the appointment of an Interim City Manager.

Approved By:           City Manager **JU**   City Attorney **IS**

#### **ATTACHMENTS**

Attachment A – Dinner Meeting Agenda

Attachment B – City Manager Executive Search Services Scope of Work



ATTACHMENT A

**COUNCIL DINNER MEETING  
CITY MANAGER RECRUITMENT  
AGENDA  
ROOM 303  
August 28, 2013  
6:30 p.m.**

<u>Agenda Item</u>
<b>Confirm Agenda</b>
<b>Introduction of Novak Consulting Group</b> <ul style="list-style-type: none"><li>· Introduction of Catherine Tuck Parish</li></ul>
<b>City Manager Profile Discussion (6:35 – 7:10 p.m.)</b> <ul style="list-style-type: none"><li>· Qualifications, Qualities, Skills, Values &amp; Experience desired in the next City Manager</li></ul>
<b>City Manager Recruitment Process (7:10 – 7:45 p.m.)</b> <ul style="list-style-type: none"><li>· Review timeline</li><li>· Council selection process</li><li>· Public input process</li></ul>
<b>Interim City Manager (7:45 – 8 p.m.)</b> <ul style="list-style-type: none"><li>· Discuss next steps for appointing an Interim City Manager</li></ul>
<b>Adjourn (8 p.m.)</b>

**City of Shoreline**

**City Manager  
Executive Search Services**

**August 19, 2013**





August 19, 2013

Julie Underwood  
City Manager  
City of Shoreline  
17500 Midvale Ave. N  
Shoreline, WA 98133

Dear Julie:

We are pleased to submit this proposal for Executive Search Services for City Manager to the City of Shoreline. Our project team for Shoreline is comprised of skilled professionals, seasoned in local government management. Our team has had significant success working with similar organizations to identify and retain ideal candidates who meet each organization's unique set of needs and expectations. We are confident that our experience and our approach, as outlined in this proposal, will result in a successful leader for the organization.

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We provide management consulting services to local government and non-profit organizations across the country. Executive search is a core business for The Novak Consulting Group because we recognize that hiring top talent is essential to an organization's success.

We look forward to the opportunity to serve the City of Shoreline. Please contact Catherine Tuck Parrish, our Executive Search Practice Leader at (240) 832-1778 or [ctuckparrish@thenovakconsultinggroup.com](mailto:ctuckparrish@thenovakconsultinggroup.com) should you have any questions.

Sincerely,

Julia D. Novak  
President

## Qualifications

For nearly a decade, a highly respected management consulting firm named Public Management Partners helped a variety of organizations function more effectively. Through the years the firm's founding partners built a sizeable client base of local governments and nonprofit organizations. In 2009, Julia D. Novak acquired Public Management Partners and founded The Novak Consulting Group, staffed by consultants with decades of collective experience. With The Novak Consulting Group, Julia built on Public Management Partners' reputation for innovation and results and expanded the company's services to include the areas of executive search, financial planning, organizational assessments, strategic planning, executive coaching, and more.

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local government and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice, with the personal attention of a boutique consultancy.

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a very specific group of clients.
- **Flexibility to serve you better.** We employ a small core staff of four senior-level consultants and draw from our pool of subject matter experts when their expertise can help us serve you better. The result? A highly nimble, more efficient approach to giving you the services you need, when you need them.
- **Decades of collective experience.** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to police chief.
- **Personal service from senior-level consultants.** You appreciate it when deadlines are met, phone calls are returned and your challenges are given in-depth, out-of-the-box thinking. While a large firm may assign your business to junior-level people, we're small enough to offer very personal service from senior-level consultants.

Our consultants not only have experience in executive search, they have also had prior careers in many of the fields where we search for candidates. This combined expertise allows our team to deliver the best and brightest prospects through a goals-based approach. By looking beyond the hiring process, we take a holistic view that ensures each candidate will fit the role, as well as the organization. In the end, we are not just looking for a successful professional, we are finding the right employee to be successful in their new position long after they are hired.

Our executive recruitment and management consulting experiences have afforded us the opportunity to work with cities and counties across the country and provided us with a wide national network. Through our connections, we are able to identify a broad diversity of qualified candidates, in terms of race and ethnicity, gender, jurisdiction size, complexity of organization, and region of the country. We tailor our recruitment to each client. In two recent city/village manager recruitments, African-American females were selected. We have also been successful in other organizations at identifying a candidate pool that is racially, ethnically, and

gender diverse. We advertise in national publications that target minorities and women, including the National Forum of Black Public Administrators and the International Hispanic Network. We also work to identify qualified veterans and qualified candidates with disabilities. We find that direct outreach is especially effective in finding qualified candidates in underrepresented populations.

The following is a list of some of our recent executive recruitments:

- City of Sandusky, Ohio – City Manager
- City of Cleveland Heights, Ohio – City Manager
- Town of Sykesville, Maryland - Town Manager
- Town of Garrett Park, Maryland - Town Manager
- Village of Chevy Chase, Maryland - Village Manager
- City of New Carrollton, Maryland - City Administrative Officer
- City of Shoreline, Washington – Administrative Services Director
- City of Lancaster, Texas – Assistant City Manager
- City of Aberdeen, Maryland - Police Chief and Director of APG Privatization (P.E.)
- City of Peoria, Arizona – Human Resources Director
- City of Novi, Michigan - Assistant City Manager and Finance Director
- City of Westerville, Ohio - Finance Director and Deputy Director of Planning and Development
- City of Hyattsville, Maryland - Treasurer

## Approach

When organizations need to fill key positions, they turn to The Novak Consulting Group and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. The Novak Consulting Group's approach to our executive search services is comprised of three key phases:

### **1. Inquiring, Understanding, and Defining**

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements, as well as map out the new hire's six to twelve month goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people to the position.

### **2. Candidate Search and Evaluation**

To reach the right candidates, The Novak Consulting Group customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

### **3. Supporting Success**

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. After the search is concluded, we will follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

## Scope of Services

The following describes our plan of work for the recruitment of Shoreline's next City Manager.

### Task 1 – Begin Recruitment

The Novak Consulting Group will begin this engagement by developing a clear picture of the ideal candidate for Shoreline's City Manager. We will begin by speaking with each member of the City Council individually prior to meeting with the governing body as a whole. It is important to recognize the individual expectations of each elected official, in addition to learning the shared goals for a new City Manager. We will meet with the City Council together to learn about the expectations and desires for the position. We will discuss not just the technical skills needed to do the job, but also what makes for the right organizational fit, in terms of traits and experiences, in the ideal candidate. Additionally, we will also discuss the process for soliciting input from the public and City staff.

Based on the information learned from our meeting and input gathered, we will develop a recruitment plan that includes Washington State, the Pacific Northwest, and targeted recruitment focus areas in addition to a national search. We will also prepare a unique position profile. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

We will develop twelve month organizational goals for the successful candidate after consultation with the City Council. These goals will ensure that: the applicants know what will be expected of them should they be hired; Shoreline has thought about what they want the person to accomplish in the first year; and the successful candidate can hit the ground running with a work plan as soon as he/she starts. Once drafted, we will review the recruitment plan, position profile, and twelve month goals with the City Council. Modifications will be made as necessary before recruitment begins.

#### Task 2 - Conduct Aggressive Recruitment

Once the City Council has reviewed the recruitment plan and the position profile, The Novak Consulting Group will prepare and place advertisements. These will be placed in state and national publications and online sites to attract candidates from Washington State and the rest of the country, including targeted metropolitan areas. This will be a national search, but targeted at those key areas identified in the recruitment plan.

As soon as the profile and advertisements have been completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. The process will identify target networks and organizations, such as ICMA, NFBPA, IHN, and state and regional manager groups, as well as communication techniques for reaching those who would be outstanding candidates and those who could recommend candidates to contact for the position. We will also ask you for names of individuals or organizations that might employ individuals whom you think would make outstanding candidates for the position.

Catherine Tuck Parrish, our Executive Search Practice Leader, has led recruitments across the country, including for the City of Shoreline, and has served as a staff member and committee member for ICMA. She has a broad network of diverse individuals from across the U.S. She will utilize her professional connections, our database of professionals, and direct outreach to find qualified candidates. Our targeted approach will include use of emails, phone calls, and social media.

The Novak Consulting Group will serve as the clearinghouse for all applications. As they are received, we will acknowledge each application and keep prospective applicants aware of the status of the process.

#### Task 3 – Support City Manager Selection

We will screen each application against the position statement and first year goals and select a grouping of preliminary candidates to review with the City. We will conduct in-person or phone conversations with the semi-finalists to learn more about their interest, qualifications, and experience for this position and prepare a written summary of these candidates to be shared with the City. We will then meet with the City to review the top 8-10 candidates that have the

requisite skills and qualities needed for success in your position. Based on our conversation, we will finalize a list of three to five finalists to invite for in person interviews.

Each person you wish to interview will then be contacted again by The Novak Consulting Group. We will speak with candidates' references and conduct background checks to confirm the strength of their credentials for the position. We will also review published information found in search engines, media, and social media. We will prepare an interview book that contains information about each of the candidates to be interviewed. We will facilitate the interview process and will provide materials for the City, including interview questions. Expenses for transportation and lodging of candidates will be borne by the City of Shoreline.

The selection of the top candidate for City Manager is for the City Council. We can help you make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We can also help you with the employment agreement, particularly in discussing compensation requirements with the preferred candidates. We will provide you with information about best practices in employment agreements and compensation. We will have obtained information on the candidate's salary history and can provide information about compensation packages for similar positions in the market area. We will assist the City, as desired, in the negotiation process. At the close of the search, all applicants will be notified of the results. Those who helped you in the process will be thanked for their contribution to a successful effort.

Additionally, The Novak Consulting Group will contact the successful candidate at various intervals during his/her first year on the job. We will talk with them about their progress toward implementation of the goals that were established for this position at the beginning of the process, and update the City Council as necessary.

### Recruitment Timeline

A draft recruitment schedule is included as Attachment A. We anticipate reviewing this schedule with the City Council during the initial project meeting.

## Consulting Staff

Catherine Tuck Parrish, Executive Search Practice Leader, will be the main point of contact for this search. Catherine has more than 20 years of experience in serving local governments, in direct service or as a consultant. Most recently, she oversaw all Human Resources functions in the City of Rockville, Maryland and was involved in the recruitment and hiring of many of Rockville's 500+ employees. She also worked in the County Executive's Office in Fairfax County, Virginia, on multiple county-wide human resources projects.

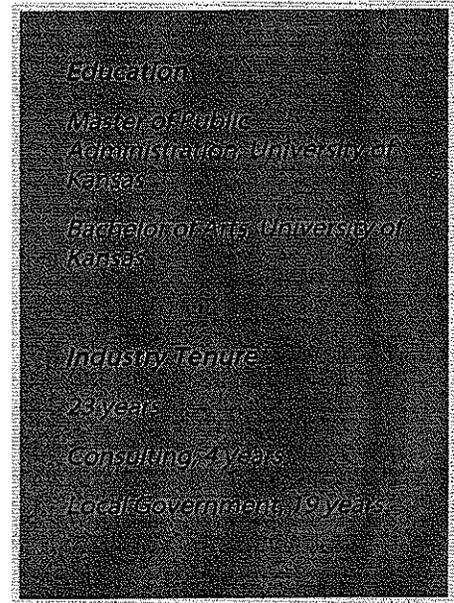
In addition to the searched listed previously, Catherine has assisted in search services for two cabinet-level positions in the City of Harrisburg, Pennsylvania: Chief of Fire and Business Administrator. Additionally, she has conducted searches for a CEO and multiple department-head level positions in the non-profit sector. She has also facilitated council goal-setting sessions.

Gus Carvalho will support Catherine in the recruitment in by gathering salary comparison data, assisting with the recruitment brochure and advertisements, and compiling applicant data. Gus has provided support for multiple executive searches for the firm. Their resumes follow.

## Catherine Tuck Parrish, Executive Search Practice Leader

Catherine has over 20 years of management experience working with local governments, nonprofit organizations, and associations. She currently leads The Novak Consulting Group's executive search practice.

Her work as a consultant includes executive recruitment, project management, and contributions to numerous projects, including process improvement studies, strategic planning, departmental assessments, development review, and policy development. She has conducted successful executive searches for the positions of chief executive, assistant manager, department director, and other key staff. She has analyzed human resources, inspections, planning and development, communications, public works, recreation, and park functions for multiple organizations. She has also facilitated numerous governing body workshops and strategic planning sessions.



Catherine's most recent local government experience was as Deputy City Manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, communications, customer service, and intergovernmental functions. She also served as Assistant City Manager and Acting City Manager of Rockville for 11 months. Prior to joining the City of Rockville, Catherine served as Assistant to the County Executive of Fairfax County, Virginia, working on change management issues including a new pay system, employee surveys and implementation plans, and internal communication improvements. Catherine also served as Ethics Advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she served in the City Manager's Offices in Denton and University Park, Texas. Her experiences in these cities included securing initial state and federal transit grants, initiating a citizen newsletter, and acting as City liaison with neighborhood, civic, and university groups.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She served as Secretary, Vice President, and President of the Metropolitan Association of Local Government Assistants (MALGA) in the Washington, DC metro area. She also led the Maryland City/County Management Association (MCCMA) as Vice President and President. Catherine has spoken at national and state conferences and recently spoke at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO.

She has a bachelor's degree in personnel administration and communication studies from the University of Kansas and a master's degree in public administration from the University of Kansas. She is an active member of ICMA and MCCMA.

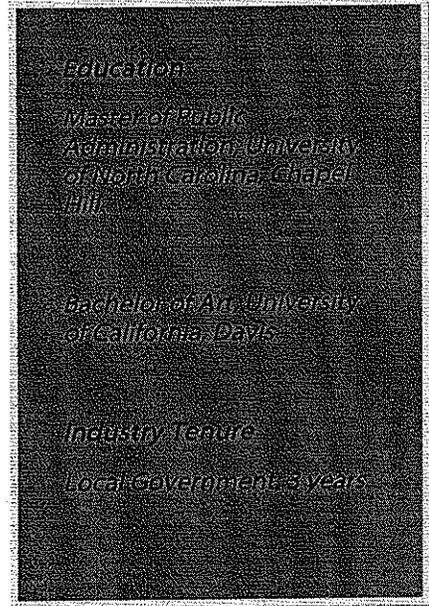
## August (Gus) Carvalho, Analyst

Prior to joining The Novak Consulting Group in 2012, Gus served several communities on both the east and west coasts. From 2008 to 2010, Gus worked as a management assistant in the City Manager's Office in the City of Buena Park, California. In this capacity, he managed the preparation of the bi-weekly City Council agenda, administered claims against the City, and completed many special projects, including work with the City's Convention and Visitor's Bureau and a local government branding consultant. His responsibilities with the City Council agenda allowed him to work closely with all City departments on a wide variety of issues and projects.

Gus' additional local government experience includes work with the California cities of Davis and Huntington Beach. He also served in the Budget and Evaluation Office for the City of Charlotte, North Carolina. While in graduate school at the University of North Carolina, Gus worked as a research assistant for professor and author David Ammons, producing the third edition of the comprehensive local government performance measurement text *Municipal Benchmarks*.

Most recently, Gus served as budget manager for the Town of Chapel Hill, North Carolina Public Works Department. In this role, he was intimately involved in the production of the department's FY 2013 budget. As a consultant, Gus has assisted with multiple executive searches as well as provided analytical support on strategic planning and organizational reviews.

Gus earned a bachelor's degree in English and political science from the University of California, Davis and a master's degree in public administration from the University of North Carolina, Chapel Hill. He is a member of the International City/County Management Association.



## Executive Search References

The Novak Consulting Group is currently in the process of recruiting for the City Manager of Rehoboth, Delaware; the City Manager of Portsmouth, Ohio; the Finance Director of Arvada, Colorado; the Public Services Director of Dublin, Ohio; the Deputy Planning and Development Director of Westerville, Ohio; and the Police Chief of La Plata, Maryland. The information below represents the firm's most recent similar searches.

**Cleveland Heights, Ohio** engaged The Novak Consulting Group to recruit for City Manager. Catherine Tuck Parrish completed this successful search.

Ed Kelley, Mayor  
40 Severance Circle, Cleveland Heights, OH 44118  
(216) 291-4756 mayorkelley@clvhts.com

**Sandusky, Ohio** hired The Novak Consulting Group to recruit for its City Manager. This successful search was conducted by Catherine Tuck Parrish.

John Hamilton, Mayor  
222 Meigs St., Sandusky, OH 44870  
(419) 515-8351 jhamilton@ci.sandusky.oh.us

**Peoria, Arizona** engaged The Novak Consulting Group to recruit for a Director of Human Resources. Catherine Tuck Parrish completed this successful search.

Claudia Lujan, Assistant to the City Manager  
8401 W. Monroe St., Peoria, AZ 85345  
(623) 773-7739 claudia.lujan@peoriaaz.gov

## Cost

The total, not-to-exceed fee to complete the City Manager recruitment as outlined in this proposal is \$20,000. This total fixed price includes our cost for professional services as well as all related expenses for The Novak Consulting Group, such as travel, food, lodging, mileage, and other miscellaneous expenses.

Included in the fixed fee is all expenses for the recruitment brochure and background checks for up to five finalists. All advertising and additional background checks will be direct billed to the City for the actual costs (with no markup). Travel for finalists' interviews will also be borne by the City.

It is our practice to invoice clients monthly based on completion of tasks in the scope of work.

## Attachment A – Recruitment Timeline



