

**SIGNATURE PAGE**  
**RFP-14-008**  
**EXECUTIVE RECRUITMENT FOR CITY MANAGER**

**PROPOSAL FOR THE CITY OF ENGLEWOOD, COLORADO**

Proposal Due Date: Friday, April 11, 2014 2:00 P.M. MDT

Submission Date: April 10, 2014

Each respondent must sign the proposal with their usual signature and shall give their full business address. Proposals by corporations shall be signed with the name of the corporation followed by the signature and designation of the President, Secretary, or other person authorized to bind it in the matter and shall have the corporate seal affixed thereto. By signing below, Vendor further represents that this proposal is valid for at least 120 calendar days from the date of submission.

Company: <u>The Novak Consulting Group</u>	Signature:
Address: <u>1776 Mentor Ave.</u> <u>Cincinnati, OH 45212</u>	Name: <u>Julia D. Novak</u>
Phone: <u>(513) 221-0500</u>	Title: <u>President</u>
Fax: <u>(513) 221-3100</u>	Date: <u>4/4/14</u>
Email:	F.E.I.N./S.S.N.:

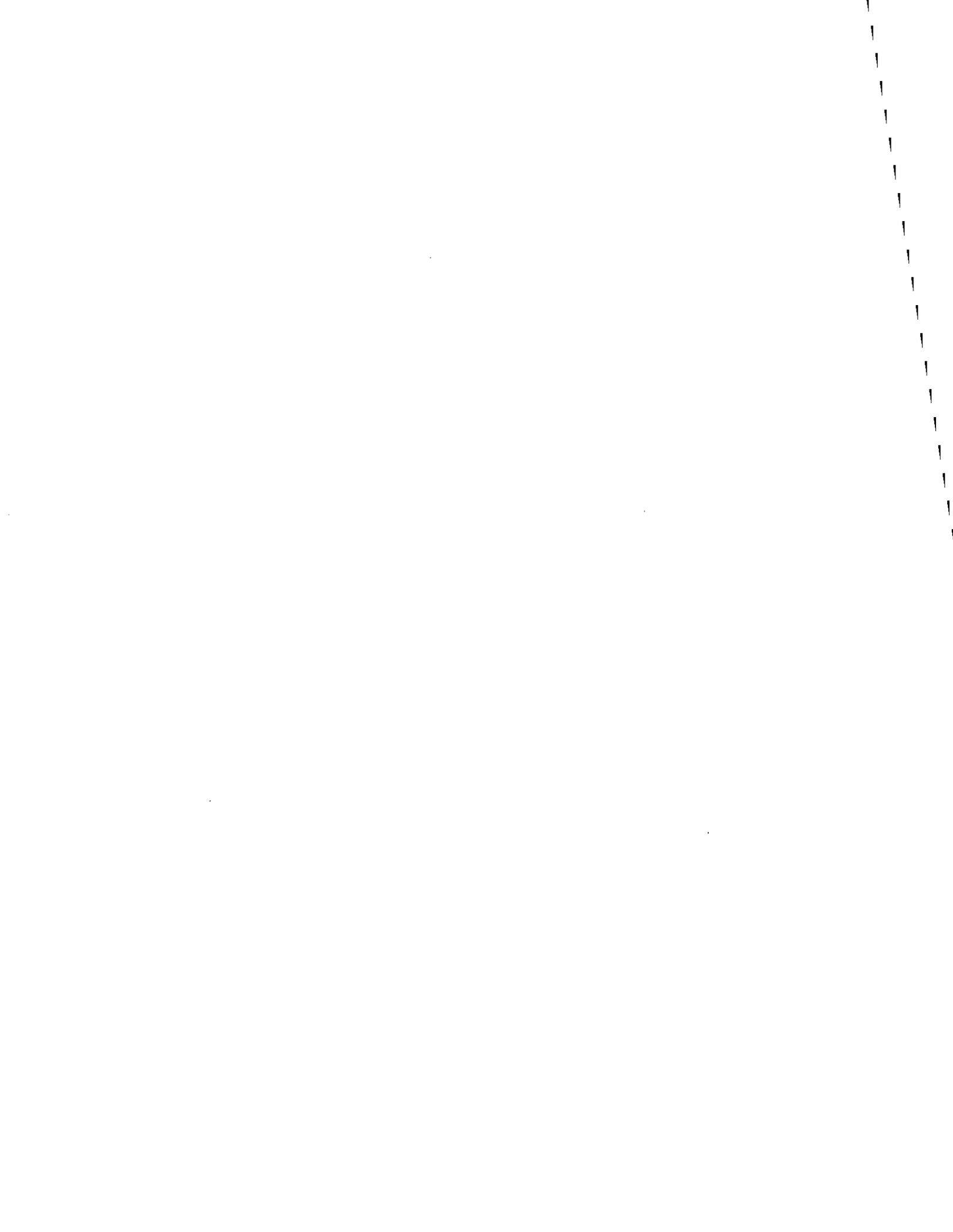


**City of Englewood**

**Executive Search Services  
City Manager**

**April 11, 2014**







April 11, 2014

Ms. Susan Eaton  
Director of Human Resources  
City of Englewood  
1000 Englewood Parkway  
Englewood, CO 80110

Dear Ms. Eaton:

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local government and nonprofit organizations across the country. The firm was originally established as Public Management Partners in 2001, a firm specializing in local government consulting and executive search services in the Midwest. Since then, we have been providing our clients across the country with the very best thinking and execution in executive search and management consulting.

We are pleased to submit this proposal for Executive Search Services for City Manager to the City of Englewood. Catherine Tuck Parrish, our Executive Search Practice Leader, will be the lead consultant for this recruitment. Our project team for Englewood is comprised of skilled professionals, seasoned in local government management with search experience across the country, including direct experience in Colorado. 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 our approach will result in a successful leader for the organization.

Our firm has the necessary staff, expertise, resources, and abilities to conduct this recruitment and provide exceptional service to the City. We are a national, woman-owned firm, with employees who have served as leaders in some of the best local governments across the country. Our clients receive personal service from our consultants. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their communities forward. Please contact me at (513) 309-0444 or should you have any questions.

Sincerely,

✓  
Julia D. Novak  
President



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## About The Novak Consulting Group

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, while expanding the company's services. Her company meets a wider range of needs, consulting with governments in 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 they deserve.

- **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 non-profit organizations. They've served in a wide range of positions, from City Manager to Public Works Director to Director of Management Information Systems.
- **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.

The Novak Consulting Group is a woman-owned firm led by President Julia Novak and is incorporated in the State of Ohio. The firm is staffed with local government professionals, including full-time associates and subject matter specialists. The firm is headquartered in Cincinnati, Ohio and our staff is based in Washington, D.C., North Carolina, Chicago, New York, and Wisconsin, in addition to Ohio.

## Recruitment 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 for 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. Six to eight weeks after their placement, we follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that 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 three 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 (NFBPA) and the International Hispanic Network (IHN). We also work to identify qualified veterans and qualified candidates with disabilities.

## Work Plan

The Novak Consulting Group has prepared the following work plan and recruitment schedule.

### Task 1 – Develop Candidate Profile

The Novak Consulting Group will begin this engagement by developing a clear picture of the ideal candidate for 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 governing body 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. We will also discuss the process, if desired, for soliciting input from the community and staff.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Colorado and targeted recruitment focus areas, in addition to a national search. We will also prepare a position profile that is unique to Englewood. 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 also 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; Englewood 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

As part of the recruitment plan, we will identify individuals and jurisdictions to target directly through phone and email contacts. We have found that a combination of email and phone contacts is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like Englewood. 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 Colorado and the rest of the country, including targeted 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 International City/County Management Association (ICMA), Colorado City/County Managers Association, Colorado League of Municipalities, and other state city manager and assistant 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.

Our project team members have led recruitments across the country and worked in municipal governments. Our team will utilize their professional connections, our database, and direct outreach to find qualified candidates. We have extensive experience working with many jurisdictions across the country and have developed a national network which will help us identify a strong field of candidates from which to choose. Our targeted approach will include use of emails, phone calls, and social media. The RFP calls for the City to be the receiver of all applications. It is our strong preference to serve as the single point of contact for the recruitment, including serving as the clearinghouse for all applications. As applications are received, we will acknowledge each application and keep prospective applicants aware of the status of the process. We have found this to be the simplest process for all and helps provide clarity for the candidates. We would be happy to provide the City access to all applications and to have the City make the initial cut on minimum qualifications as outlined in the RFP. If this is not acceptable, we are prepared to follow the process as outlined in the RFP.

### 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 Council. We will conduct in person and/or phone conversations with the semi-finalists to learn more about their interest, qualifications, and experience for this position and then prepare a written summary of these candidates to be shared with the City. We will then meet with the City Council to review the entire list as well as the top candidates that have the requisite skills and qualities needed for success in your position. Based on our conversation, we will finalize a list of approximately five candidates 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 to confirm the strength of their credentials for the position. We will also review published information found in search engines, online publications, and social media. We will prepare an interview book that contains information about each of the candidates to be interviewed. We will also perform background checks on top candidates. 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.

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 during his/her first year on the job. We will talk with the person about his/her progress toward implementation of the goals that were established for this position at the beginning of the process.

## Recruitment Timeline

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

## Proposed Project Team

Catherine Tuck Parrish, our Executive Search Practice Leader, will serve as project manager/lead consultant 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 is also familiar with large organizations, having worked in the County Executive's Office in Fairfax County, Virginia on a variety of projects, including county-wide human resources projects.

In addition to the searches listed in this proposal, 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 elected official and department goal-setting sessions.

Julia Novak, President, will assist Catherine with the search. From 2003 to 2009, Julia served as a Vice President for a national consulting firm. Julia has more than 25 years of experience working with and for local governments. She is a consultant, trainer, and facilitator who has worked with numerous organizations and community groups. During her local government career, she worked in Lexington, Massachusetts; Rockville, Maryland; Fort Collins, Colorado; and was City Manager of Rye, New York. Additionally, she has completed numerous consulting engagements in Connecticut, including for the communities of Manchester, Mansfield, and Groton. In her capacity as a local government manager, Julia managed successful search processes for a variety of executive positions, including:

- Police Chief - Rye, New York and Lexington, Massachusetts
- Fire Chief - Lexington, Massachusetts
- Director of Public Works - Rockville, Maryland and Lexington, Massachusetts
- Director of Planning and Development - Rye, New York and Rockville, Maryland
- Director of Information Technology - Rockville, Maryland
- Director of Finance - Rockville, Maryland
- Golf Club Manager - Rye, New York

Haley Kadish, Analyst, will support Catherine and Julia in the recruitment by gathering salary comparison data, assisting with the recruitment brochure and advertisements, and compiling applicant data.

This engagement will be a high priority for our project team. Complete resumes are included.

## **Catherine Tuck Parrish, Associate**

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 Illinois, 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 and served on an executive recruitment panel at the ICMA Conference. She also spoke with the ICMA Task Force on Women in the Profession about recruitment.

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, serving on state and national committees.

### **Education**

*Master of Public Administration, University of Kansas*

*Bachelor of Arts, University of Kansas*

### **Industry Tenure**

*23 years*

*Consulting, 4 years*

*Local Government, 19 years*

## Julia D. Novak, President

Julia established The Novak Consulting Group in September 2009 when she acquired Public Management Partners. From 2003 to 2009, she served as a Vice President for a local government consulting firm. Julia has more than 20 years of experience working with and for local governments. She is a consultant, trainer and facilitator who has worked with numerous organizations and community groups. During her local government career, she worked in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was City Manager of Rye, New York.

Julia has extensive experience as a facilitator and trainer. She has worked with elected officials and appointed officials across the country to conduct goal setting, develop strategic plans and prioritize service delivery. She has conducted training for elected officials as an individual trainer and through the National League of Cities and a consortium of cities in California. Topics included leadership style and evaluating elected officials.

Julia has also established herself as a thought leader in the area of governance and administration. In April 2002, Julia was one of 20 practitioners who participated in the ICMA-sponsored symposium on the future of local government administration. Her response to Dr. James Svava's paper, "City Council, Roles, Performance, and the Form of Government," is included in the ICMA-published book, "The Future of Local Government Administration." In 2009, she co-authored an article with Dr. John Nalbandian for publication in *Public Management Magazine* called "Preparing Councils for Their Work." In 2010, Julia served as a trainer for a USAID Initiative in Baghdad, Iraq to develop the capacity of local advisors and councils in Iraq to engage in strategic planning, project management, and policy analysis and policy advocacy.

In 2000, the International City/County Management Association (ICMA) awarded Julia its Assistant's Excellence in Leadership Award for work she did building community and increasing organizational capacity as Deputy City Manager of Rockville, Maryland.

Julia has been a speaker at national conferences for the ICMA, National League of Cities and American Society of Public Administrators. She has been a featured speaker/trainer for many state associations, including Ohio, Vermont, New Hampshire, Pennsylvania, North Carolina, the Metropolitan (D.C.) Association of Local Government Administrators and the Illinois Assistant Municipal Managers Association.

Julia earned a bachelor's degree in government and politics from George Mason University and a master's degree in public administration from the University of Kansas. Julia was in the first class of individuals certified by ICMA as Credentialed Local Government Managers, and maintains that designation. She is certified to administer several level-B psychological assessments, including the Myers-Briggs Personality Type Indicator, Apter Motivational Styles Profile and the Strength Deployment Inventory. She also is trained in popular level-A assessments, including the Thomas-Killman Conflict Modes Inventory and the Human Element-B.

### Education

*Master of Public Administration, University of Kansas*

*Bachelor of Arts, George Mason University*

### Professional Certifications

*Certified Professional Manager, International City/County Management Association*

*Master Facilitator, The Myers-Briggs Personality Type Indicator*

### Industry Tenure

*27 years*

*Consulting, 11 years*

*Local Government, 16 years*

## **Haley Kadish, Analyst**

Haley has experience in both the public and private sectors. Prior to joining The Novak Consulting Group, Haley served as an ICMA Local Government Management Fellow in Catawba County, North Carolina. As a fellow, she improved the talent recruitment and selection process, developed departmental performance measures, assisted in the development and implementation of a community food sustainability plan, and improved operations by researching and analyzing options for many special projects.

Haley started her career in the private sector as a virtual solutions subject matter expert for Procter & Gamble. During her tenure, she launched and managed virtual consumer research services in multiple product categories and led a global team.

While in graduate school at Ohio State University, Haley served the Franklin County, Ohio Child Support Enforcement Agency as a program analysis intern and the U.S. State Department in Zambia as a public affairs intern.

Haley is also an accomplished artist and her analytic and technical skills are complemented by her design skills.

Haley earned a bachelor's degree in business administration from the University of Texas at Austin and a master's degree in public administration from The Ohio State University. She is a member of the International City/County Management Association.

### **Education**

*Master of Public Administration, Ohio State University*

*Bachelor of Art, University of Texas, Austin*

### **Industry Tenure**

*Local Government, 3 years*

## Experience and References

Below is a partial list of completed searches, date of hire, and contact information. All of these positions were filled by candidates that The Novak Consulting Group presented.

Jurisdiction	Date of Hire	Contact Information
City of Rehoboth Beach, Delaware: City Manager	January 2014	Patrick Gossett, Commissioner, Personnel Committee Chair 229 Rehoboth Ave., Rehoboth Beach, DE (302) 227-4641
City of Portsmouth, Ohio: City Manager	January 2014	Kevin Johnson, City Council and Chair of City Manager Search Committee 728 Second St., Portsmouth, OH (740) 876-8558
City of Cleveland Heights, Ohio: City Manager	July 2013	Ed Kelley, Mayor 40 Severance Circle, Cleveland Heights, OH (216) 291-4756
City of Sandusky, Ohio: City Manager	December 2011	John Hamilton, Mayor 222 Meigs St., Sandusky, OH (419) 515-8351
Town of Garrett Park, Maryland: Town Manager	June 2013	Peter Benjamin, Mayor 4600 Waverly Avenue, Garrett Park, MD (301) 933-7488
Town of Sykesville, Maryland: Town Manager	November 2012	Mike Miller, Mayor 7547 Main Street, Sykesville, MD (410) 795-8959
City of Shoreline, Washington: City Manager and Administrative Services Director	January 2014 January 2012	Mayor Keith McGlashan, 17500 Midvale Avenue N, Shoreline, WA (206) 801-2203  Julie Thuy Underwood, former City Manager (206) 962-0195
City of Westerville, Ohio: Finance Director and Deputy Director of Planning and Development	March 2011 November 2013	David Collinsworth, City Manager 21 S. State St., Westerville, OH (614) 901-6400
City of Lancaster, Texas: Assistant City Manager Finance Director	May 2013	Opal Mauldin-Robertson, City Manager 211 N. Henry St., Lancaster, TX (972) 218-1304
City of Aberdeen, Maryland: Police Chief and Director of APG Privatization (P.E.)	May 2011 March 2012	Doug Miller, City Manager 60 N. Parke St., Aberdeen, MD (410) 272-1600
City of Novi, Michigan: Assistant City Manager	October 2010	Clay Pearson, City Manager 47175 West 10 Mile Rd., Novi, MI 48375 (248) 347-0420

City of Peoria, Arizona: Human Resources Director	July 2012	Susan Thorpe, former Peoria Assistant City Manager City of Corpus Christi, 1201 Leopard St., Corpus Christi, TX 78401 (361) 826-3232
Town of La Plata, Maryland: Police Chief	November 2013	Michelle Miner, Assistant Town Manager 305 Queen Anne Street La Plata, MD 20646 (301) 934-8421
Loudoun County, Virginia: Economic Development Director	December 2013	Julie Grandfield, Assistant County Manager Harrison St, SE, 5th floor, Leesburg, VA 20175 (703) 777-0502

## Proposed Cost

The total, not-to-exceed fee to complete the City Manager executive search as outlined in this proposal is \$21,800. This total fixed price includes our total cost for professional services and expenses.

We estimate additional costs to the City of approximately \$2,000 for advertising and background checks for the top finalists for this search. This direct cost is billed to the City with no mark up. Travel for finalists' interviews will also be borne by the City.

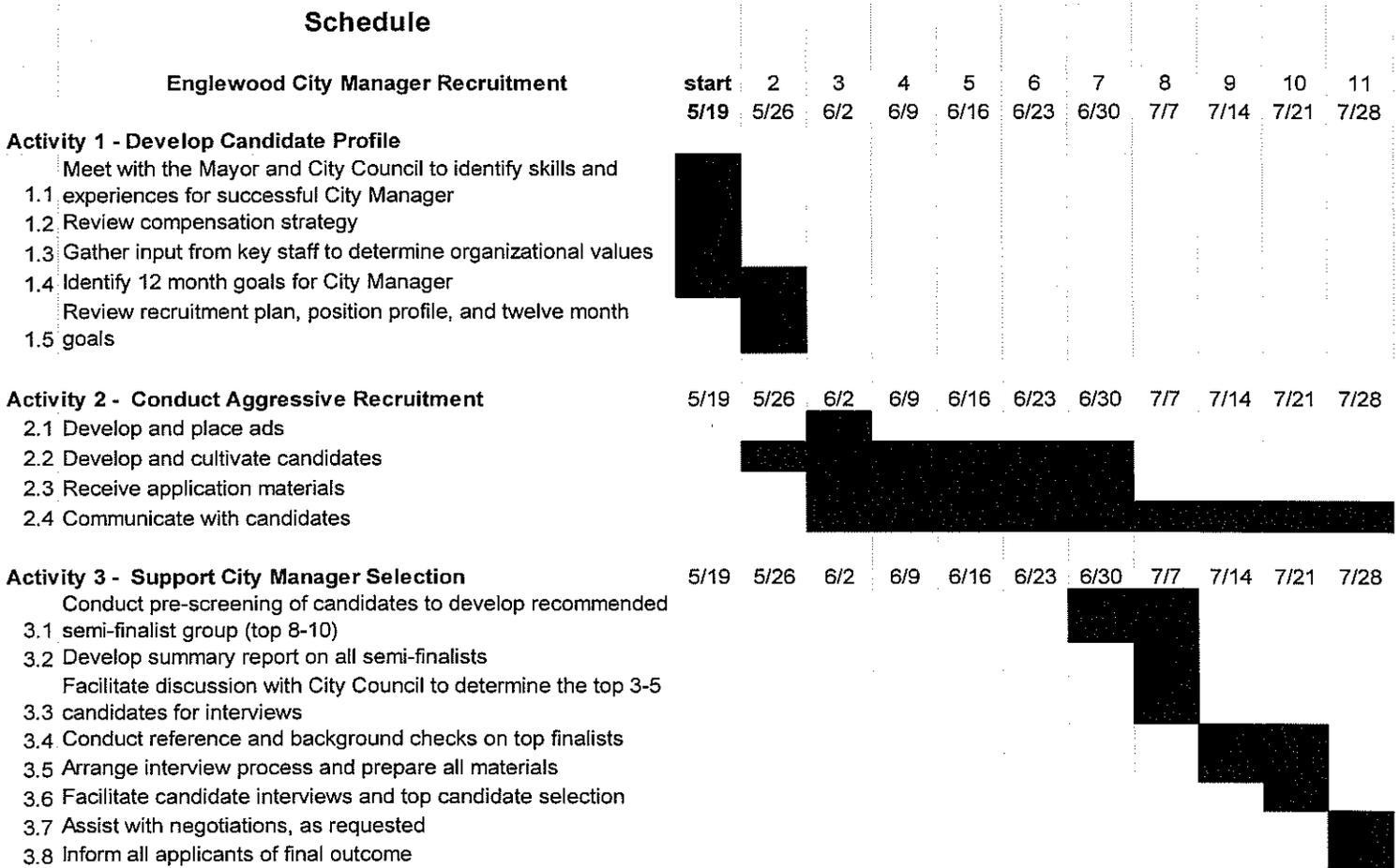


## Attachment A – Recruitment Schedule



## Schedule

### Englewood City Manager Recruitment





STAPLES

**copy&print**

## quality checklist

Any size job, done right and on time.

4/8/2014  
Staples Store #0089  
1400 Reading Road  
Cincinnati, OH 45202  
Phone # 5136515739

Dear \_\_\_\_\_,

Thank you for your continued business. When it comes to 100% quality, every detail counts. That's why we have created this **quality checklist** specifically for your order #2036892254.

- |              |                          |  |
|--------------|--------------------------|--|
| Customized   | <input type="checkbox"/> | Compared sample set to originals and instructions        |
| Portrait     | <input type="checkbox"/> | Graphics are sharp and font is correct and text is crisp |
| Presentation | <input type="checkbox"/> | All images and text are straight and not cut off         |
|              | <input type="checkbox"/> | No spots, streaks or smudges                             |
|              | <input type="checkbox"/> | Correct paper type, color & size                         |
| Color        | <input type="checkbox"/> | Images are crisp and not pixelated                       |
|              | <input type="checkbox"/> | Colors are accurate and consistent                       |

Quality checked by: \_\_\_\_\_



# a better executive search process



## 1 ASSESS NEEDS

gather information from key players to identify specific performance goals for the position

## 2 FIND THE RIGHT CANDIDATES

identify, assess and recruit the best person to accomplish goals

## 3 DEVELOP PLAN FOR SUCCESS

create work model for goals to be met in the first six to twelve months

*In the end, we aren't just looking for a successful professional, we are finding the right employee to be successful in their new position long after they're hired.*

### FILLING KEY POSITIONS, SUCH AS:

- City and County Manager
- General Manager
- Chief Executive Officer
- Chief Administrative Officer
- Executive Director
- Assistant/Deputy Manager
- Department Head
- Key Staff Members
- Technical Staff

### IN AREAS THAT INCLUDE:

- Executive Leadership
- Finance and Administration
- Information Technology
- Human Resources
- Communication and Public Relations
- Human and Social Services
- Public Works
- Police, Fire and Public Safety
- Planning and Community Development
- Program Managers
- and others

*When governing bodies and nonprofit 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.*

## Selection and Retention Process

**1 INQUIRING, UNDERSTANDING & 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'll 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'll build an accurate position profile, thus ensuring we attract the right people to the position.

**2 CANDIDATE SEARCH & 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. Six to eight weeks after their placement, we follow up and conduct a job review to ensure continued progress, productivity and satisfaction for the employee and our client.

## The Novak Consulting Group Difference

Our consultants not only have experience in Executive Search, they've 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 aren't just looking for a successful professional, we are finding the right employee to be successful in their new position long after they're hired.

# *executive search solutions*



*When you peel away the processes, products and services, what makes an institution last? Meaningful goals built off strong ideals — supported by **the right people**.*

*But goals and ideals are easily derailed if new employees aren't properly prepared for success. Because in the end, finding great employees is one thing, but making the most of their abilities is another entirely.*

*At The Novak Consulting Group, we apply a holistic approach to Executive Search that focuses on long-term performance rather than short-term placement. **Not only will we support your organization by finding the right people when you need them most — our diligent work and ongoing guidance will ensure their contributions are significant from day one.***

*Learn how your organization can benefit from a focused, forward-thinking Executive Search. Visit [TheNovakConsultingGroup.com](http://TheNovakConsultingGroup.com) or call 513-221-0500 today.*



leadership expertise. exceptional service.



We offer our clients innovative thinking that strengthens organizations by bringing solutions into focus. Our management consulting services combine the personal attention and flexibility of a small firm with the sophistication and senior-level expertise of a large firm.

- **FACILITATION & STRATEGIC PLANNING: Leading planning sessions for successful outcomes.**  
Managing group processes is equal parts art and skill. We've facilitated countless group exercises including staff retreats and goal setting conversations with governing bodies. We excel at navigating complex interpersonal dynamics within an organization to ensure its employees are aligned to carry out its vision.
- **COMMUNITY ENGAGEMENT: Gathering information and creating community consensus.**  
Within any organization or community, people have vastly different ideas, values and sensitivities. Our community outreach and engagement gathers input across multiple groups of people with a variety of perspectives and making them all feel invested in a project. We use techniques from simple to highly innovative to mine information that leads to finding common goals.
- **TRAINING: Engaging employees to increase investment and productivity.**  
It's never been more important to invest in your workforce than today, when employees are increasingly asked to take on new responsibilities. We give them the tools to succeed with workshops that address concerns, improve communication and customer service and help them better handle conflict.
- **EXECUTIVE SEARCH & EXECUTIVE COACHING: Finding and developing strong leaders.**  
The quality of an organization's leaders is critical to its health and long-term success. Executive search can be an invaluable service for both elected bodies hiring executive staff and CEOs filling high-level positions. Executive coaching develops leaders within an organization, not only enhancing their performance, but helping it retain talent throughout its ranks.
- **ORGANIZATIONAL ASSESSMENT & OPTIMIZATION: Maximizing efficiency and productivity.**  
Assessing and optimizing organizational performance is one of our core services. We evaluate operations at every level, from a single department to the organization as a whole.
- **FINANCIAL PLANNING: Long-term financial planning for long-term success.**  
Effective financial planning takes more than simply budgeting. It requires taking a multi-year look at revenues and expenses to ensure an organization's financial sustainability. Our multi-year financial plans provide a critical operational and capital perspective.
- **ORGANIZATIONAL DEVELOPMENT: A top-to-bottom approach to enhance organizations.**  
What does it take for an organization to function more efficiently and more effectively? It takes vision, direction, values, goals and commitment from every employee at every level. Our consultants have enabled the success of many local governments and non profits by evaluating their operations, creating priorities, proposing a plan, and guiding them through its implementation.

513-221-0500  
TheNovakConsultingGroup.com  
210 Glenmary Ave.  
Cincinnati, OH 45220

*How do you increase efficiency? Where do you find additional savings after you've already tightened your belt? What's the best way to communicate with your constituents? Who do you call when you need an outside expert to corroborate your action plan? **At The Novak Consulting Group, we help government and nonprofit organizations answer tough questions so they operate more effectively.***

*bringing solutions into focus.*



*See how we can help you solve your organization's challenges.  
Visit [TheNovakConsultingGroup.com](http://TheNovakConsultingGroup.com) or call 513-221-0500 today.*



# who we work for



## LOCAL GOVERNMENTS

Organization	Project Type
Aberdeen, Maryland	Executive Search, Customer Service Training
Allen, Texas	Council & Staff Facilitation & Strategic Planning
Ann Arbor, Michigan	Council Goal Setting
Ann Arbor Transportation Authority	Board Retreat
Aurora, Colorado	Facilitation & Strategic Planning
Blue Ash, Ohio	Council Goal Setting
Boulder, Colorado	Financial Operations Review, HR Dept. Review, Strategic Planning & Facilitation, Executive Coaching
Brevard, North Carolina	Training
Cary, North Carolina	Facilitation & Strategic Planning
Cedar Hill, Texas	Council Goal Setting
Cincinnati, Ohio	Priority Based Budgeting & Community Engagement, Strategic Planning & Facilitation
Clayton, Missouri	Council & Staff Facilitation & Strategic Planning, Community Based Strategic Planning
Cleveland Heights, Ohio	Executive Search, Council Goal Setting
Delaware County, Ohio	Government Body Retreat
Delaware County, Ohio, E911 Authority	Board of Directors Retreat
Dublin, Ohio	Council Goal Setting, Program Definition/Performance, Management, Executive Search, Facilitation & Strategic Planning, Employee Climate Assessment
Evanston, Illinois	Organizational Assessment
Fort Collins, Colorado	Financial Operations Review, Council Goal Setting, City Manager Evaluation Facilitation
Fredericksburg, Virginia	Organizational Assessment
Gahanna, Ohio	Council Goal Setting
Gaithersburg, Maryland	Executive Search
Garden City, Kansas	Financial Model, Municipal Court Operation Review
Garrett Park, Maryland	Executive Search
Gilroy, California	Police Dept. Staffing Assessment
Groton, Connecticut	Performance Management
Hillsboro, Oregon	Council Goal Setting

Organization	Project Type
Ithaca, New York	Performance Management, Organizational Assessment, Strategic Planning & Facilitation
Lancaster, Texas	Council & Staff Facilitation & Strategic Planning, Executive Search
Lancaster County, Pennsylvania	Facilities Review
La Plata County, Colorado	Organizational Assessment & Optimization
La Plata, Maryland	Executive Search
Manchester, Connecticut	Performance Management, Council & Staff Facilitation & Strategic Planning
Mansfield, Connecticut	Performance Management Training
Maryland State Judiciary	Strategic Planning
Maryville, Missouri	Council Goal Setting
Murray, Utah	Council & Staff Facilitation & Strategic Planning, Organizational Assessment & Optimization
Nanitoke, Pennsylvania	Solid Waste Privatization
New Carrollton, Maryland	Executive Search
New Jersey Public Health	Customer Service & Performance Measures Training
New Orleans, Louisiana	Development Review Process Improvement
Norman, Oklahoma	Organizational Restructuring, Police Shift Scheduling Analysis
Novi, Michigan	Executive Search, Compensation Study
Oberlin, Ohio	Council Goal Setting
Palo Alto, California	Strategic Planning
Pennsylvania Department of Community & Economic Development	Act 47 Coordinator for Harrisburg, PA, Receivers Plan Development & Implementation, Act 47 Coordinator for Farrell & Duquesne
Pennsylvania Department of Community & Economic Development	Act 47 Plan Development & Implementation Team for Reading, PA – led by Public Financial Management
Peoria, Arizona	Executive Search
Portsmouth, Ohio	Executive Search
Rehoboth Beach, Delaware	Executive Search

who we work for



## LOCAL GOVERNMENTS

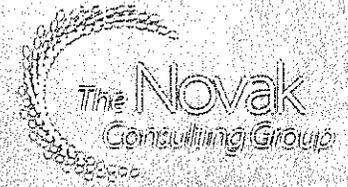
Organization	Project Type
Rockville, Maryland	Development Review Process Mapping, Council Goal Setting
Sandusky, Ohio	Executive Search
San Luis Obispo, California	Council Goal Setting
Sequim, Washington	Staff Leadership Training Council Goal Setting, Employee Climate Assessment
Shawnee, Kansas	Public Works Strategic & Organizational Plan
Shoreline, Washington	Staff Leadership Training, Executive Search
South Jordan, Utah	Council Goal Setting

Organization	Project Type
Swansboro, North Carolina	Council Goal Setting
Sykesville, Maryland	Executive Search
University City, Missouri	Council Goal Setting
Upper Arlington, Ohio	Council Goal Setting
Vienna, Virginia	Council Goal Setting, Executive Management Retreat
Washington Township, Ohio	Organizational Assessment, Executive Search
Westerville, Ohio	Executive Search
Wilmington, North Carolina	Development Review
Worthington, Ohio	Strategic Planning, Council Goal Setting
The Woodlands, Texas	Police Dept. Assessment

## NON-PROFIT ORGANIZATIONS

Organization	Project Type
California-Nevada Annual Conference	Governance Model Restructuring
Baltimore-Washington Conference, United Methodist Church	Organizational Assessment
General Board of Global Ministries	Executive Search, Implementation Support Communications Manual, Governance Structure Evaluation, Strategic Planning, Department Integration, Succession Planning, Performance Management
General Board of Discipleship	Executive Search
General Board of Higher Education & Ministry	Organizational Audit, Executive Search

Organization	Project Type
Justice For Our Neighbors	Facilitation & Strategic Planning
Louisiana Annual Conference	Strategic Planning
Minnesota Municipal League	Training
National Legion of Cities	Training
Ohio City Management Association	Facilitation & Strategic Planning
United Methodist Committee on Relief (UMCOR)	Staff Leadership Training, Strategic Planning
Western Pennsylvania Annual Conference	Executive Search



*recruitment announcement*



*City Manager*

## **position description:**

# *City Manager – Shoreline, Washington*

### **2013-2015 CITY COUNCIL GOALS**

*Every year the City Council holds a strategic planning and goal setting retreat to monitor progress and determine priorities and action steps for the coming year. The result is the establishment of the Council's goals and workplan. For more information on the City's vision for 2029 and council goals and workplan go to [www.shorelinewa.gov](http://www.shorelinewa.gov)*

**GOAL 1: Strengthen Shoreline's economic base**

**GOAL 2: Improve Shoreline's utility, transportation and environmental infrastructure**

**GOAL 3: Prepare for two Shoreline light rail stations**

**GOAL 4: Enhance openness and opportunities for community engagement**

**GOAL 5: Promote and enhance the City's safe community and neighborhood initiatives and programs**

## **The Position**

The City Manager serves as the Chief Executive Officer of the City and is responsible for implementing the policies and work plan goals of the City Council and providing leadership, coordination, and development for the City departments. The City Manager is the only employee that reports to the City Council. The City Manager oversees all City operations and staff, which are organized in the following departments: City Manager's Office, Public Works, Planning and Community Development, Administrative Services, Human Resources, City Attorney and Parks, and Recreation and Cultural Services.

The City contracts with King County for police services, though Shoreline officers wear city uniforms, drive vehicles marked as Shoreline Police, and the Police Chief serves on the City Manager's Leadership Team with other department heads. Currently, water is provided by Seattle Public Utilities and Shoreline Water District; wastewater is provided by Ronald Wastewater District. However, the City is scheduled to assume wastewater as a city service in 2017. Shoreline will also be acquiring the water service from Seattle Public Utilities and providing water service to residents in 2021. There are significant milestones to be achieved now and in the years leading up to these dates when the City will begin providing water and wastewater utility services directly to residents. Fire services are provided by the Shoreline Fire District. The City employs 139 FTE and has a 2013 General Fund budget of \$34,193,842, with total expenditures across all funds of \$67,049,762. The City has an experienced, talented Leadership Team and a dedicated, motivated, hardworking employee group.

The City of Shoreline operates as a code city under the laws of the State of Washington with a council-manager form of government. The City has a seven member City Council elected at large for four-year staggered terms with a Mayor selected by the Council for a two-year term. Three of the four incumbents are running unopposed in the November elections.



## **Requirements and Preferred Qualifications**

Requirements for the position of City Manager include a Bachelor's degree in public administration or related field and a minimum of 10 years of senior management experience in local government, including operational management experience. Preferred qualifications include a Master's degree in public or business administration, an ICMA Credentialed Manager (ICMA-CM) certification, and demonstrated experience in attracting and retaining a leadership team, sound budget and financial management, economic development and redevelopment in a growth management regulatory environment, and oversight of utilities.

## **The Ideal Candidate**

The Ideal City Manager will be an experienced, hard-working local government professional who has a collaborative management style that engages with staff and the community, brings fresh and innovative ideas, considers the community-wide implications, and

*Applications accepted online only at [thenovakconsultinggroup.com/jobs](http://thenovakconsultinggroup.com/jobs) with a cover letter, resume, 5 year salary history, and a list of 3-5 professional references.*



makes informed recommendations to the City Council. The next City Manager will be politically astute, think strategically, work with partners in the region, negotiate well on the City's behalf, and adapt readily to changing needs and circumstances. He/she will bring energy and passion for public service yet remain calm under pressure. The City Manager will be a good listener, forthright and open in communication regardless of the audience. The ideal candidate will have a track record of developing and bringing out the best work of staff, attracting and retaining a talented leadership team, delegating appropriately, and keeping focused on achieving results on top priorities for the City. The City Manager will exhibit the highest ethical standards and be committed to fostering an organizational culture of service, integrity, and professional development.

### ***The Community***

The City of Shoreline is located just north of the City of Seattle, in King County, Washington. Shoreline's western border is directly on the Puget Sound, providing residents with breathtaking views of the water and Olympic Mountains. Shoreline offers classic Pacific Northwest beauty and the convenience of suburban living with the attractions of nearby urban opportunities.

The City of Shoreline, a first-tier suburb, was an unincorporated island of King County surrounded by the older cities of Seattle, Edmonds, Woodway, and Lake Forest Park until the city formally incorporated in 1995. Covering 11.7 square miles, Shoreline has a diverse population of over 53,000 residents and is primarily residential with a limited commercial tax base. Median household income was \$66,774 in 2011 and 29% of residents reported income of \$100,000 a year or more.

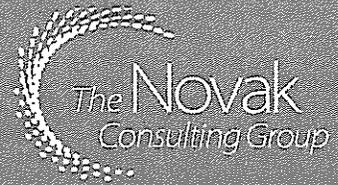
*The hiring salary range is expected to be \$150,000 to \$170,000 DOQ with an excellent benefit package.*

*Deadline:  
Open until filled. Apply by October 24 for first review of applications.*

(over, please)

***Apply online at [www.thenovakconsultinggroup.com/jobs](http://www.thenovakconsultinggroup.com/jobs)***

*bringing solutions into focus.*



### ***The Community*** *(continued)*

Shoreline has developed a reputation of strong neighborhoods, excellent schools and abundant parks. It values community engagement and its high quality of life. In the 2012 edition of the biannual Shoreline Community Survey, 92% of residents rated Shoreline as an excellent or good place to live and 89% rated the city as a good or excellent place to raise children. Local media, such as Seattle Magazine and Seattle Met, have named Shoreline one of the "best places to live" in the Puget Sound area several times. In 2010, Money Magazine recognized Shoreline as one of America's best small cities on their annual list, "America's Best Places to Live."

The City has maintained a strong, healthy fiscal condition. Shoreline has a perfect record of 17 years of unqualified (clean) audit opinions, 14 consecutive years receiving the GFOA's

Distinguished Budget Presentation Award, an AA+ bond rating, a Standard & Poor's Financial Management Assessment Rating of "Strong," and healthy reserves for operating, cash flow and equipment replacement. In the fall of 2010, the citizens of Shoreline passed a City property tax proposition with 56% in favor, and prior to that, in 2006, citizens passed a parks bond measure with 70% affirmative vote.

The City is focused on expanding the tax base through redevelopment along the Aurora Avenue corridor, around two future Sound Transit light rail stations, and through growth of existing businesses. The City's land use processes operate within the state's growth management regulations. It is committed to environmental stewardship and values its rich diversity.

*Questions should be directed to Catherine Tuck Parrish at 240-832-1778 or at*



*recruitment announcement*



*Director of  
Human Resources*

**position description:**

# Director of Human Resources – City of Peoria, AZ

## The Position

### CITY OF PEORIA

#### VISION STATEMENT:

*City of Peoria team members provide unmatched quality of life and excellent customer service for our community.*

#### MISSION STATEMENT:

*The City of Peoria provides excellent municipal services by anticipating community needs, creating partnerships, promoting sustainability and embracing diversity.*

#### VALUES STATEMENT:

*We serve with integrity, embrace diversity, and are responsible stewards of taxpayer dollars and the natural environment.*

*We are:*

- Professional*
- Ethical*
- Open*
- Responsive*
- Innovative*
- Accountable*

The Director of Human Resources leads a department of 18 employees that provide recruitment, classification and compensation administration, benefits administration, employee relations and labor relations, PeopleSoft Human Resource Information System (HRIS) support, safety, training and organizational development services to the City's over 1,100 full-time equivalent (FTE) employees. The department administers Memoranda of Understanding (MOUs) with the City's four unions: The Peoria Police Officers Association (PPOA) and City of Peoria Police Sergeants (COPPS) cover sworn officers and sergeants in the Police Department; firefighters are covered by a Peoria unit of the Professional Phoenix Firefighters Association (PPFA); and maintenance and administrative employees are represented by the American Federation of State, County and Municipal Employees (AFSCME). In Fiscal Year 2012, the Human Resources Department included a \$2.3 million budget for staffing and operations, plus over \$13 million in health and workers compensation self-insurance funds.

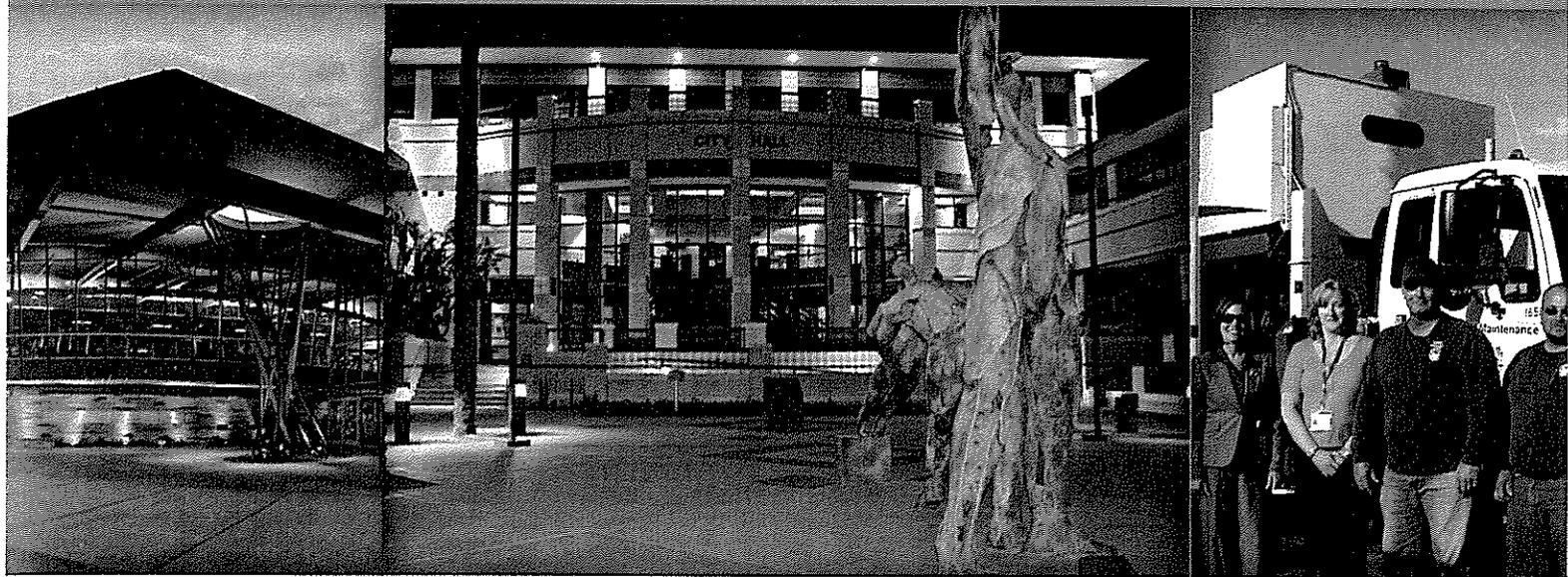


The most recent employee survey indicated that over 80% of employees rate Peoria's Human Resources as good or excellent in providing responsive, professional services that allow the City to attract and retain the highest quality of employee. The department has been integral in recent downsizing and reorganizations that have resulted in fewer positions City-wide without layoffs or furloughs.

Minimum requirements are 7-10 years experience in human resources, including at least five years of management experience, a BA/BS degree (Master's degree preferred), labor relations, and municipal government experience. Preferred qualifications include experience leading a division or department in a complex municipal organization with significant labor relations, HRIS, and "hands on" experience in all aspects of human resources management.

The hiring salary range for the position is expected to be \$125,000 - \$140,000 and is dependent upon qualifications. The City offers an excellent benefits package, including a mandatory employer and employee 401(a) contribution program and a voluntary ICMA 457 deferred compensation program plus participation in the Arizona State Retirement System (ASRS) defined benefit pension and long-term disability plan. The City pays a substantial portion of premiums for a choice of medical plans, vision, dental, short-term disability protection and life insurance. City administrative employees, including the Human Resources Department, work four ten-hour days, Monday through Thursday from 7 am to 6 pm.

*Applications accepted electronically by The Novak Consulting Group. To apply email cover letter, resume, five-year salary history, and three to five professional references to [apply@thenovakconsultinggroup.com](mailto:apply@thenovakconsultinggroup.com) by March 9, 2012.*



### ***The Ideal Candidate***

Peoria's ideal candidate is approachable, instills trust, and works collaboratively in a team environment. The Director must be politically astute, creative, and an effective communicator. The Director must be a persuasive, confident leader, with an ability to say no when needed and to articulate complex issues in a way that can be understood. This person must be able to manage multiple projects, prioritize and remain focused to achieve results. The Director will value fairness, consistent application of policies, and be able to discern and advocate what is best for the organization. The person must be technically competent in all areas of human resources management, be knowledgeable with HRIS and able to leverage technology to help streamline processes. The ideal candidate has proven his/her ability to manage as a director or assistant director in a complex local government organization. The person will have working knowledge of all areas of human resources and have a strong background working effectively in a union environment.

### ***The Community***

Peoria, Arizona is a dynamic desert community northwest of Phoenix serving more than 154,000 residents. Peoria is currently the sixth largest city in Arizona for land area, and the ninth largest for population. Officially incorporated in 1954, the City has grown from the original one square mile in Old Town Peoria to more than 178 square miles of beautiful Sonoran desert in both Maricopa and Yavapai counties.

*The hiring salary range is \$125,000-\$140,000 DOQ with an excellent benefit package.*

*Application deadline:*

*March 9, 2012*

*(over, please)*

*bringing solutions into focus*



*Questions should be directed to Catherine Tuck Parrish at 240-832-1778 or the email address at the bottom of the page.*

While Peoria has maintained the friendly family character that it developed as a small rural community, it now stands as one of the Valley's most dynamic cities. The combination of safe, well-planned neighborhoods and unlimited recreational and cultural opportunities makes Peoria a prosperous community in which to live, work and play. The Peoria Unified School District and the Deer Valley Unified School District, two of the finest school districts in the state, have contributed to the City's strong educational reputation. The median price of a new home is \$210,000. Peoria has one of the lowest unemployment rates in the Phoenix metropolitan area and is a diverse, affluent, young working community that enjoys the high quality of life they find here. There are ample outdoor activities in the City including golf and trails. The average year-round temperature is in the low 70's.

### ***Peoria Government***

The City of Peoria operates under Council-Manager government, with an at-large Mayor and six district council members elected for four year staggered terms. The Mayor and Council appoint the City Manager who is responsible for policy implementation, service delivery and the overall operations of the City. The Human Resources Director reports to the Deputy City Manager for Operations and Administrative Service and has significant interaction with the City Manager. The City Council confirms all department head positions.

***Applications will be accepted electronically by The Novak Consulting Group. To apply, email cover letter, resume, five-year salary history, and three to five professional references to***

THE CITY OF PEORIA IS AN EQUAL OPPORTUNITY EMPLOYER.