

MEETING DATE: 10/13/08

AGENDA ITEM: 1) Approval of a Contract with William Avery and Associates to Secure Executive Recruitment Services for City Manager

ATTACHMENTS

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October 1, 2008

Serena Wright
City of Culver City
9770 Culver Blvd.
Culver City, CA 90232

Dear Serena,

We are pleased to submit our proposal for the recruitment of a new City Manager for the City of Culver City. We feel well suited to fulfill your executive search requirements based on our track record of successful recruitments, our service approach and overall recruitment expertise. We welcome the opportunity to work with Culver City once again.

We feel exceptionally suited to perform this recruitment on your behalf. During the last 12 months, we have successfully completed City Manager recruitments for the cities of San Mateo, CA; Sunnyvale, CA; Morro Bay, CA; Colorado Springs, CO; Lake Oswego, OR; Los Altos, CA; and the Town Managers for the towns of Los Gatos and Atherton. These recruitments and our extensive database of executives in municipal government provide an excellent foundation for the outreach efforts we describe in our proposal. We have also attached a partial listing of completed recruitments that reflects city manager assignments over the past five years. Over the years we've also had extensive interaction with City Councils, City Managers and Assistant City Managers based on our labor relations practice.

Following your review of this proposal, we hope our credentials will provide the basis for your positive consideration of our firm. Enclosed you will find the following information:

- Company Profile and Firm Qualifications
- Recruitment Team Assigned and Recruitment Plan
- Guarantees and Ethics
- Recruitment Timeline

Thank you again for the opportunity to be considered for this recruitment. If you have any questions, please do not hesitate to call me at 408-399-4424.

Sincerely,

Paul Kimura

William Avery & Associates, Inc.
Labor Relations/Executive Search

3-1/2 N. Santa Cruz Ave., Suite A
Los Gatos, CA 95030
408.399.4424
Fax: 408.399.4423
www.averyassoc.net

PROPOSAL FOR THE CITY OF CULVER CITY RECRUITMENT FOR THE NEW CITY MANAGER

Avery Associates - Profile

Avery Associates is a Los Gatos, California based Management Consulting firm incorporated in 1982. We specialize in Executive Search and Human Resources/Management Consulting. Our firm currently has two Principals and several key Consultants. Bill Avery heads the Firm and the Management/Labor Relations practice in addition to participating in key searches. Paul Kimura is the Principal who oversees the Search and Recruitment practice. Ann Slate, Cris Piasecki and Gary Rogers form the core recruitment team for the firm. Jackie Collins and Jessica Towner handle administrative support.

We offer a unique recruitment service as the background and capabilities of our firm Consultants gives us the ability to provide recruitment services that positively differentiates us from other strictly public sector search firms. We do so by incorporating private sector search methodologies into our public sector recruitment process, and combining "best" practices from each of the sectors in which we operate.

Firm Qualifications

The majority of the recruitment activity is completed by our firm Principals. This hands-on involvement includes client interface, development of position profile and announcement, candidate identification, interviewing and assessment, candidate presentation, facilitation of the final interview process, and if desired, assistance in negotiating the offer of employment with the selected candidate. Among the city management recruitments we've completed in the past two years include: Town Manager for the Towns of Atherton and Los Gatos; City Manager for the cities of Colorado Springs, Lake Oswego, Los Altos, Emeryville, Rancho Palos Verdes, Belmont, Vallejo, Half Moon Bay, Culver City, Redding, Hanford, Pittsburg, Sanger, Avalon, Greenfield, Reedley, Los Altos Hills and Suisun City; CEO for the Community Redevelopment Agency for the City of Los Angeles; General Manager for the City of Los Angeles Community Development Department; Assistant City Managers for the cities of Riverside, Thousand Oaks, San Leandro, Vacaville and Lodi; and Assistant CAO for Culver City. Enclosed you will find our client references and a partial list of completed recruitments.

Mr. Kimura's expertise in executive, technical and business recruitment, which he gained during his nineteen years of advanced technology experience, provides the basis for many of the recruitment strategies and tactics utilized by the firm. Mr. Avery, having served in the past as a City Manager, provides the direct experience and knowledge of city administration. Collectively, the firms Principals offer exceptional expertise in the area of executive recruitment.



We're pleased that each of our recruitments has resulted in a successful closure within the projected timeframe. More importantly, our clients have expressed a high degree of satisfaction in the quality and depth of our service.

Recruitment Team for the City of Culver City

Paul Kimura will serve as the Project Lead and will be assisted by Gary Rogers in this assignment. Mr. Kimura will be personally involved in the initial client discussions, strategy development, outreach, interview and assessment of candidates, presentation of final candidates and will be available throughout the search process to provide other related consulting services.

Recruitment Plan and Services Provided

I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Kimura will meet with the key decision makers to discuss the organizational needs and position requirements and to formalize the job description. In this assignment we would anticipate individual meetings with you and the City Council, as well as various department heads as designated by the City to solicit their view on the ideal candidate. If desired, we would meet with community groups identified by you. Our goal for this aspect of the recruitment process is to:

- Understand the City priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes and operational style of the ideal candidate.
- Discuss the goals, objectives, deliverables, and challenges related to this position.
- Gain insight of the various organizational dynamics and departmental issues that exist within the organization.
- Identify the compelling aspects to this opportunity.

The formal position description and a subsequent ideal candidate profile would be developed from the above discussions and incorporated into the formal position announcement. The candidate profile is also utilized in various other means as a marketing tool, for advertising copy, postings, and for other announcements.



II. Development of the Search Strategy

We anticipate this assignment to be a nationwide search. Our search strategy will reflect that approach and will be developed in conjunction with the organizational assessment. The final approach is based on your input and considerations during the assessment activity. For this assignment, we feel it is critical to develop a high level of visibility with a comprehensive outreach program supplemented by a focused targeted recruitment approach. We would incorporate the following elements into this search:

- Original research, which consists of identification and contact of current incumbents or other candidates who meet the profile, but are not actively seeking other employment.
- Development of a targeted candidate list based on our extensive database of key executive contacts, referrals and recommendations from key sources, and other current and former City Management personnel who have extensive contacts and networks in this area.
- Public information sources that include various membership listings such as the California League of Cities, ICMA and the various municipal organizations within the State.
- An extensive mailing campaign to current city managers and select assistant managers throughout the State.
- Print advertising in Western City and Jobs Available magazines and the ICMA newsletter.
- Internet job postings on national public sector employment bulletin boards, City Management and Municipal Assistant association-based web sites, and our company website.

III. Candidate Assessment

Our assessment process involves several "tiers" of evaluation. All candidates responding to this position will initially, be evaluated based on their resume and if appropriate, an extensive phone "screening" by a firm Consultant. Candidates who pass the initial "qualifying" criteria are then scheduled for a formal interview with the Principal in charge of the project. These extended personal interviews typically take one hour and a thorough discussion of their experience, accomplishments, management philosophy and interpersonal style takes place. Those individuals who best fit the position requirements will have a Candidate Assessment Report developed by the Principal who conducted the interview. Additionally, two initial reference interviews are performed on these candidates.



IV. Candidate Presentation

Upon completion of formal interviews, a selection of candidates for presentation is made. Typically, the number of final candidates requested by our clients range from four to seven. We feel our extensive qualification, interview, and reference interviewing process and the knowledge gained during our initial assessment period, enable our client to proceed with fewer rather than more finalists.

The final candidates are presented in our in depth candidate presentation "book". Each finalist will have a file consisting of a candidate summary sheet, a resume, the Candidate Assessment Report (based on the formal interview), and two candidate reference interviews.

Candidate summary sheets for everyone else who submitted a resume will also be included. This provides the client an insight to the level and nature of response for their position.

V. Selection Process

Once the final candidate interview group is identified, we will assist in the structuring of the interview process and coordinate the interview scheduling activity. Our firm will also provide candidates with guidance related to travel planning, hotel accommodations, as well as other interview planning issues.

Upon request, our firm will also arrange a summary background evaluation on the City's final one or two candidates. A copy of these confidential reports can be provided to you.

VI. Position Closure and Follow-Up

Based on the firm's experience in human resource management and executive search, we are able to assist our clients in formulating appropriate compensation and other employment arrangements. We will be available throughout our retention to assist in this process.

As a matter of policy, Avery Associates monitors the transition and progress of any executive we place with a client. Within the first three to six months following the hired individual joining the City, we will speak with that individual to ensure the transition has effectively occurred. During the same period we will also review the individual's status with your office.



Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this national recruitment will be \$17,500. If awarded the search, we would request an initial retainer of \$7,500 at the outset of the search. The final balance of \$10,000 would be invoiced only upon acceptance of a job offer constituting completion of the search.

In addition to the Professional Services Fee, normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would be a not-to-exceed amount of \$8,000 without the express consent of the City. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, summary background evaluations, and consultant travel for client discussions, meetings and local and out-of-area candidate interviews. All expense items will be detailed and billed on a monthly basis. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

Guarantees and Ethics

Whenever William Avery & Associates, Inc. is retained, we make several guarantees and commitments to a client. Due to our experience, knowledge and success within the management consulting field, we assure a client that we will only present candidates who meet a substantial majority of the ideal qualifications that you have outlined. We are also committed to continue our search efforts until a successful candidate is employed.

It is also our practice to replace a candidate who may voluntarily resign during the first year of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first year for reasons which would have precluded his/her employment had they been known at the time employment started. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.



CITY OF CULVER CITY
CITY MANAGER - RECRUITMENT SCHEDULE

Description (Weeks)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Initial meeting(s)	<u>1</u>																			
- Job announcement draft		<u>3</u>																		
- Advertising and marketing in place.		<u>3 - 4</u>																		
- Recruitment strategy finalized		<u>3 - 4</u>																		
- Approve and print job announcements		<u>4 - 5</u>																		
Recruitment period						<u>4 - 10</u>														
- Candidate screening						<u>6 - 10</u>														
Candidate Interviews											<u>11 - 12</u>									
- Complete references													<u>13</u>							
- Preparation of candidate book													<u>13</u>							
Presentation of candidates														<u>14</u>						
Final interviews																<u>16</u>				

City Manager Recruitment Search – Comparison Info

CPS EXECUTIVE SEARCH

Time Line:	3½ to 4 months
Professional Service Fee:	\$17,750
Expenses:	\$7,000 to \$8,500
Total Cost:	Up to \$26,250
Recent City Manager searches:	Cities of Elk Grove, Hillsburg, Modesto, Sebastopol, and Surprise, AZ

BOB MURRAY & ASSOCIATES

Time Line:	Typically completed in 16 weeks
Professional Service Fee:	\$16,500
Expenses:	\$4,500 to \$6,500
Total Cost:	Up to \$23,000
Recent City Manager searches:	Cities of Apple Valley, Barstow, Concord, Dixon, Dublin, Manteca, Merced, Millbrae, Palo Alto, Pasadena and Salinas

MATHIS & ASSOCIATES

Time Line:	45 days to 5 months
Professional Service Fee:	\$16,000
Expenses:	\$5,500 to \$8,500
Total Cost:	Up to \$24,500 (plus extra for additional advertising)
Recent City Manager searches:	Beverly Hills, Covina, Rancho Cucamonga