

City of Gunnison

**Professional Recruitment Services -
City Manager**

February 4, 2016





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The Honorable Richard Hagan
City of Gunnison
P.O. Box 239
201 W. Virginia Ave.
Gunnison, CO 81230

Dear Mayor Hagan,

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. Since 2001, 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 to the City of Gunnison to recruit its next City Manager. Our project team for the City comprises skilled professionals, with 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 candidate for City Manager.

Our firm has the necessary staff, expertise, resources, and abilities to conduct this recruitment and provide exceptional service to the City of Gunnison. We are a national, women-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 organizations forward.

Please contact Catherine Tuck Parrish, our Executive Search Practice Leader, at (240) 832-1778 or ctuckparrish@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
President

Table of Contents

Profile of The Novak Consulting Group	1
Recruitment Plan	2
Recruitment Schedule	4
Key Personnel.....	5
References	8
Cost Proposal	9
Additional Services	9
Guarantee.....	9
Attachment A – Recruitment Schedule	10

Profile of 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.

- **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 Director of Management Information Systems 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.

The Novak Consulting Group is staffed with local government professionals, including seven full-time associates and six subject matter specialists. The firm is a corporation headquartered in Cincinnati, Ohio, with staff also in Washington, D.C., North Carolina, Missouri, New Hampshire, and Wisconsin. We are a women-owned firm incorporated as an S-Corp in the State of Ohio led by President Julia Novak.

Recruitment Plan

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 comprises 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. We have been successful in 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. Females have been hired in 40 percent of our searches and minorities have been hired in 22 percent of our searches. 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. 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 public and nonprofit organizations 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.

Our scope of services is more fully described as follows.

Task 1 – Develop Candidate Profile

The Novak Consulting Group will begin this engagement by developing a clear picture of the ideal candidate for the City Manager. We will begin by speaking by phone with the Mayor and each member of City Council. 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 then meet in person with the Mayor and City Council, key staff, and select community stakeholders. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit, in terms of traits and experiences. We will also identify appropriate communication mechanisms to keep the City updated regarding the recruitment process.

Based on the information learned from our meetings, we will develop a recruitment plan that outlines key milestones in the recruitment process and highlights recruitment areas, including Colorado, the region, and the nation. We will prepare a position profile that is unique to Gunnison. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidates. The profile 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 first-year goals for the successful candidate. These goals will ensure that: the applicants know what will be expected of them should they be hired; the City 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 plans, position profiles, and first-year goals with the City. 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 Gunnison. 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 throughout the United States. While this will be a national search, we will target our efforts to 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. The process will identify appropriate networks and organizations, the International City/County Management Association, the Colorado Municipal League, the Colorado City and County Management Association and other manager and assistant groups in Colorado and elsewhere.

As applications are received, we will acknowledge each application and keep prospective applicants aware of the status of the process.

Task 3 – Support Interviews and Selection

The Novak Consulting Group will screen each applicant against the position profile and first-year goals. We will conduct in-person and/or phone conversations with those that most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the City. We will then meet with the Mayor and City Council to review the entire list as well as the top seven to 10 candidates that have the requisite skills and qualities needed for success in the 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. An interview book that contains information about each of the candidates invited to interview will be provided to those involved in the interview process.

We will develop a comprehensive interview process. We will work with the City to arrange travel logistics for each candidate. Expenses for the candidates will be borne by the City.

The selection of the top candidates is for the Mayor and City Council, and The Novak Consulting Group can help the City make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates including but not limited to education, criminal, financial, media, and civil litigation checks.

The Novak Consulting Group also can assist in negotiating the employment offer. We will provide information about best practices in compensation, and we will have obtained information on the candidates' salary history. 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 their first year on the job to discuss their progress toward implementation of the goals that were established for this position at the beginning of the process.

Recruitment Schedule

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

Key Personnel

Catherine Tuck Parrish, our Executive Search Practice Leader, has more than 20 years of experience 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. Catherine has lead our search practice for five year and has conducted searches for city manager/administrator, police chief, public works, finance, human resources, and many other key positions in local governments across the country. Catherine will be the project manager for this search.

Associate Patty Gentrup served in Liberty, Missouri as city administrator and assistant city administrator. In her capacity as a local government manager, Patty managed successful search processes for a variety of executive positions, including finance director, human resources director, police chief, and fire chief. She has worked with elected officials in many jurisdictions as a consultant, including council and staff goal-setting, training, and numerous facilitations. Patty also brings a national network of contacts.

Complete resumes are included.

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.

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

Patty Gentrup, Associate

Patty has 25 years of experience working for and advising local, regional, and state governments. Her work as a consultant includes extensive experience facilitating strategic planning workshops and processes for governing bodies, organizations, and communities.

Patty is an expert in community engagement. She knows how to involve stakeholders in assessing issues and developing solutions, using traditional as well as innovative tools and techniques and ensuring all voices are heard in community decision making. Patty also has conducted departmental analyses, process improvements, and performance measurement with a broad range of local governments.

Prior to consulting, Patty was City Administrator of Liberty, Missouri, a community of 30,000 in the Kansas City metropolitan area. With a staff of nearly 200 and a budget of more than \$50 million, Patty worked with the governing body to secure new revenue sources; implement an award winning comprehensive land use plan to foster new development and redevelop key areas of the community; guide capital improvements to support a growing community while reinvesting in aging infrastructure; and to create a high performing organization.

Patty just finished a term serving on the board of the Kansas University City Managers and Trainees (KUCIMAT) organization. She has previously served the KUCIMATs as their president and has been on the Missouri Association of City/County Managers' board.

Patty has a bachelor's degree in journalism and a master's degree in public administration, both from the University of Kansas.

Education

Master of Public Administration, University of Kansas

Bachelor of Art, University of Kansas

Industry Tenure

25 years

Consulting, 8 years

Local Government, 17 years

References

The Novak Consulting Group is currently conducting five searches, including two in Colorado, as follows.

- Loveland, Colorado – Budget Manager
- Louisville, Colorado – Planning and Building Safety Director
- Knoxville, Iowa – City Manager
- Mount Rainier, Maryland – City Manager
- Worthington, Ohio – Assistant Fire Chief

Included with this proposal are the recruitment brochure and first-year goals for the Shoreline, Washington City Manager. Also included is a complete listing of our clients. The following table includes references for similar searches completed by The Novak Consulting Group in the last three years. We encourage the City to contact any of our past clients to learn about our commitment to timely and responsive service.

Jurisdiction	Contact Information
Shoreline, Washington (141.6 FTE) <ul style="list-style-type: none"> • Administrative Services Director • City Manager 	Keith McGlashan, Mayor 17500 Midvale Avenue N Shoreline, WA 98133 (206) 801-2203 kmcglashan@shorelinewa.gov
City of Hudson, Ohio (149 FTE) <ul style="list-style-type: none"> • City Manager 	Hal deSaussure, Council President 115 Executive Parkway, Suite 400 Hudson, OH 44236 (330) 697-5190 hdesaussure@hudson.oh.us
Sykesville, Maryland (21 FTE) <ul style="list-style-type: none"> • Town Manager 	Mike Miller, Mayor 7547 Main Street, Sykesville, MD (410) 795-8959 mmiller@sykesville.net
Rehoboth Beach, Delaware (87 FTE) <ul style="list-style-type: none"> • City Manager 	Patrick Gossett, Commissioner, Personnel Committee Chair 229 Rehoboth Ave. Rehoboth Beach, DE 19971 (302) 227-4641 pgossett@cityofrehoboth.com
Oberlin, Ohio (107 FTE) <ul style="list-style-type: none"> • Police Chief • Fire Chief 	Eric Norenberg, former Oberlin City Manager and now Milford, Delaware City Manager (302) 424-3712, ext.304 enorenberg@milforde-de.gov

Cost Proposal

The total, not-to-exceed fee to complete the City Manager recruitment as outlined in this proposal is \$21,300. Of this amount, \$17,390 is for professional fees and \$3,910 is for expenses for The Novak Consulting Group. Below is the detailed fee structure.

Task	Total
1. Develop Candidate Profile	\$6,050
2. Conduct Aggressive Recruitment	\$8,807
3. Support City Manager Selection	\$6,443
TOTAL	\$21,300

We estimate the following additional costs to the City, which would be direct billed at cost.

- Approximately \$1,000-\$1,500 for advertising
- Background checks for the top finalists estimated at \$175-\$250/finalist

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.

The hourly rate for services performed outside this normal scope of services would be \$175 per hour.

Additional Services

Should the new City Manager want to begin his/her tenure with a team-building session with department directors, The Novak Consulting Group would be available to facilitate a one-day session for an additional \$4,500.

Guarantee

The duration of the service guarantee for this position is two years. Should the selected candidate leave within two years of being hired, The Novak Consulting Group will conduct a new search for no professional fee. The City would only be billed direct expenses.

Attachment A – Recruitment Schedule

City of Gunnison City Manager Recruitment Schedule																	
	start	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
	2/22	2/29	3/7	3/14	3/21	3/28	4/4	4/11	4/18	4/25	5/2	5/9	5/16	5/23	5/30	6/6	
Activity 1 - Develop Candidate Profile																	
Meet with the Mayor and City Council to identify skills and experiences																	
1.1 for the City Manager																	
1.2 Gather input from key staff and community members																	
1.3 Develop recruitment materials and recruitment strategy																	
1.4 Identify first-year goals for the position																	
1.5 Present recruitment plan, position profile, and first-year goals																	
Activity 2 - Conduct Active Recruitment and Screening																	
2.1 Develop and place ads																	
2.2 Develop and cultivate candidates																	
2.3 Receive application materials																	
2.4 Communicate with candidates																	
2.5 Conduct pre-screening of candidates to develop semi-finalists																	
2.6 Review applicant pool and most qualified with Mayor and City Council																	
Activity 3 - Support Interviews and Selection																	
3.1 Conduct reference and background checks																	
3.2 Facilitate interviews and community forum																	
3.3 Assist with negotiations, as desired																	
3.4 Inform all applicants of final outcome																	