

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 or call 513-221-0500 today.



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.

1 develop candidate profile



Discuss needed skills
and organizational
culture



Develop recruitment
plan and position
profile



Develop
12-month goals

2 conduct aggressive recruitment



Identify target
individuals and
jurisdictions



Prepare and place
advertisements



Leverage
networks



Identify qualified
candidates for
assessment



3 support selection



Screen each
applicant



Prepare
candidate
summaries



Develop
interview
process

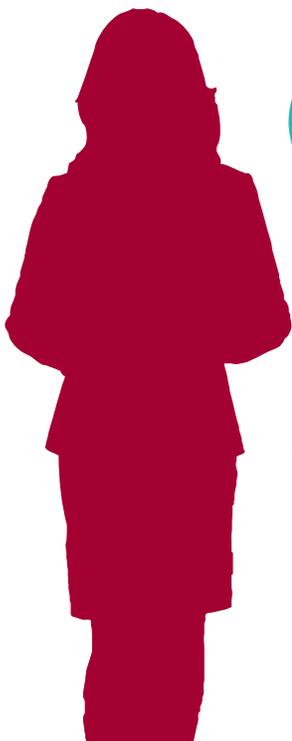


Finalize
candidate
list



Facilitate
interview and
selection

successful candidate



who we work for



Project Type: **Organizational Assessment and Optimization (OA)**

Executive Search (ES)

Strategic Planning and Facilitation (SPF)

Training (T)

State	Jurisdiction	Project Type		
Arizona	Peoria	ES		
	Sierra Vista		SPF	
California	Gilroy	OA		
	Hayward		SPF	
	Palo Alto		SPF	
	San Luis Obispo		SPF	
Colorado	Adams County		SPF	
	Arvada	ES		
	Aurora		SPF	
	Boulder	OA	SPF T	
	Fort Collins	OA	SPF	
	La Plata County	OA		
	Routt County		SPF	
	Westminster		SPF	
	Connecticut	Greenwich	ES	
		Groton	OA	
Manchester		OA	SPF T	
Mansfield		OA		
Windsor		ES		
Delaware	Kent County	ES		
	Milford	ES		
	Rehoboth Beach	ES		
Illinois	Evanston	OA		
	Geneva		SPF	
	Gurnee		SPF	
	Peoria County	ES		
	Warrenville	OA		
Indiana	Woodbridge		SPF	
	Munster	OA		
Kansas	Edgerton	ES		
	Edwardsville		SPF	
	Garden City	OA		
	Roeland Park		SPF	
	Shawnee	OA	SPF	
	Unified Gov't of KCK		SPF	
Louisiana	New Orleans	OA		
Maryland	Aberdeen	OA ES	SPF T	
	Berwyn Heights	ES		
	Cambridge	ES		
	College Park		SPF	
	Gaithersburg	ES		
	Garrett Park	ES		

State	Jurisdiction	Project Type		
Maryland	La Plata	ES		
	Maryland State Judiciary		SPF	
	New Carrollton	ES		
	Rockville	OA	SPF	
	Sykesville	ES		
	Pioneer Valley Planning Commission	OA		
Massachusetts	Franklin County	OA		
Michigan	Ann Arbor		SPF	
	Novi	ES		
Missouri	Clayton		SPF	
	Maryville		SPF	
	Parkville		SPF	
	Platte City	OA		
	Sikeston		SPF	
	St. Louis County		SPF	
Nebraska	University City		SPF	
	Hastings	OA		
Nevada	Reno	OA		
New Jersey	New Jersey Health Initiative	OA		
	Ithaca	OA		
New York	Albemarle		SPF	
	Brevard		SPF	
	Cary		SPF	
	Greensboro	OA		
	Raleigh	OA	SPF	
	Swansboro		SPF	
	Wilmington	OA		
	Ohio	Beavercreek Township	OA	
		Blendon Township		SPF
		Blue Ash		SPF
Cincinnati		OA	SPF	
Clearcreek Township		OA	SPF	
Cleveland Heights		OA ES	SPF	
Delaware		OA		
Delaware County			SPF	
Delaware County EMS			SPF	
Dublin		OA ES	SPF	
Gahanna			SPF	
Hudson		ES		

who we work for



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Training (T)

State	Jurisdiction	Project Type	
Ohio	Miami Township		ES
	Oberlin	OA	SPF
	Portsmouth		ES
	Powell		SPF
	Sandusky		ES
	Sharonville		SPF
	Troy	OA	
	Upper Arlington		ES SPF
	Washington Township	OA	ES
	Westerville		ES
Oklahoma	Norman	OA	
	Hillsboro		SPF
Oregon	Wilsonville	OA	SPF
	Duquesne	OA	
Pennsylvania	Exeter Township	OA	
	Farrell	OA	
	Harrisburg	OA	
	Hazleton	OA	
	Lancaster County	OA	
	Nanitoke	OA	
	Reading	OA	
	St. Marys	OA	
Texas	Allen		SPF
	Cedar Hill		SPF
	Lancaster		ES SPF
	University Park		SPF
	The Woodlands	OA	SPF
Utah	Murray		SPF
	South Jordan		SPF
Virginia	Fredericksburg	OA	
	Loudoun County		ES
Washington	Vienna		SPF
	Sequim	OA	SPF T
Wisconsin	Shoreline		ES T
	Mequon		ES
	Washington County		SPF

State	Organizations & Associations	Project Type		
California/ Nevada	UMC California-Nevada Annual Conference	OA		
Florida	Florida United Methodist Foundation	OA	ES	SPF
	UMC Florida Annual Conference	OA		
Louisiana	UMC Louisiana Annual Conference Wesley Center			SPF
Maryland	Maryland Municipal League			T
	UMC Baltimore Washington Annual Conference	OA		
	Ann Arbor Transportation Authority			SPF
Michigan	Midland Community Foundation			SPF
	Minnesota Municipal League			T
Ohio	Miami University of Ohio			T
	Miami Valley Risk Management Authority			SPF
	Ohio City/County Management Association			SPF T
Pennsylvania	UMC Western PA Annual Conference		ES	
Misc.	Chemonics - Moldova - USAID			T
	CT-ICMA			T
	Dakotas Annual Conference	OA		
	International City/County Management Association			SPF T
	National League of Cities			T
	UMC Connectonal Table	OA		
	UMC General Board of Discipleship		ES	SPF
	UMC General Board of Higher Education and Ministry	OA	ES	
	UMC Global Ministries	OA	ES	SPF T
	UMC Justice For Our Neighbors			SPF
	UMC St. John's			SPF
	UMC UMCOR	OA	ES	SPF



First Year Goals for Shoreline City Manager

1. Meet regularly with the Mayor and City Council individually and as a group to develop relationships and build trust; continue updates to keep the elected officials informed
2. Build rapport and trust within the organization; work with Leadership Team, management, and front line employees to learn about operations, professional development needs, and issues impacting employees
3. Build relationships in the community with residents, businesses, and in the region (residents and business owners, neighborhood associations, state representatives, Snohomish County, King County, other cities in metro area)
4. Continue to lead the organization in delivery of high quality services by working with the Leadership Team, staff, and residents
5. Develop balanced FY 2015 Annual Budget and work with Administrative Services Director on 10-year sustainability model
6. Enhance communication with stakeholders, including neighborhood associations on major projects and external developments, with particular emphasis on Point Wells development and its impact on Shoreline
7. Monitor and report progress on City Council goals for 2013-2015, and focus attention on:
 - Water system acquisition – proceed with next steps in acquisition of Seattle Public Utilities and transition plan to set up City utility
 - Station area plans – finalize station area plans for two future light rail stations in Shoreline and develop implementation plans
 - Ronald Sewer District – develop a strategy for wastewater district litigation by working with the Council and legal staff
8. Develop a succession plan to prepare for future retirements of the Leadership Team members; attract and retain high quality executives



recruitment announcement



City Manager

position description:

City Manager – Shoreline, Washington

Applications accepted online only at thenovakconsultinggroup.com/jobs with a cover letter, resume, 5 year salary history, and a list of 3–5 professional references.



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

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

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.

(over, please)

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.



Apply online at 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 apply@thenovakconsultinggroup.com