

**City of San Luis**

**Executive Search Services -  
Police Chief**

**June 22, 2015**





June 22, 2015

Mr. Omar Heredia  
Human Resources, Training and Programs Coordinator  
City of San Luis  
P.O. Box 1170  
San Luis, AZ 85349

Dear Mr. Heredia:

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 recruitment services for Police Chief to the City of San Luis. Catherine Tuck Parrish, our Executive Search Practice Leader, will be the lead consultant for this recruitment. Our project team for the City comprises skilled professionals, seasoned in local government management with search experience across the country. 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 San Luis. 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 organizations forward.

Please contact me at (513) 309-0444 or [jnovak@thenovakconsultinggroup.com](mailto:jnovak@thenovakconsultinggroup.com) 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.

- **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 subject matter specialists. The firm is headquartered in Cincinnati, Ohio, with staff also in Washington, D.C., North Carolina, Missouri, New York, and Wisconsin. We are a woman-owned firm led by President Julia Novak.

## Approach and Methodology

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. 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 detailed approach 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 Police Chief. We will begin by speaking with the City Administrator, elected officials (if desired), department employees and other key staff. 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.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Arizona, the region and the nation. We will also prepare a position profile that is unique to San Luis. 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. 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 plan, position profile, and twelve-month goals with the City Administrator. 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 the City of San Luis. 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 for assessment. The process will identify networks and organizations, such as the International City/County Management Association, the International Association of Chiefs of Police, and the Arizona Association of Chiefs of Police. We will also target minority candidates through direct outreach and organizations. We will also ask the City for names of individuals who might make outstanding candidates for the position.

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

### Task 3 – Support Police Chief 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 City to review the entire list as well as the top candidates that have the requisite skills and qualities needed for success in the position. Based on our conversation, we will finalize the list of 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. Written exercises will be prepared by each candidate. We will also review published information found in search engines, online publications, and social media. Reference and background checks will be performed on top candidates including but not limited to education, criminal, financial, media, and civil litigation checks.

We will work with the City Administrator to develop an interview process that includes input from a variety of stakeholders, if desired, and also assessments appropriate for the Police Chief candidates. An interview book that contains information about each of the candidates invited to interview will be provided.

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

The selection of the top candidate for the Police Chief is for the City Administrator, and The Novak Consulting Group can help the City Administrator make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements.

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 candidate's 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 his/her 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 Timeline**

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

## Proposed Personnel

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 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. She 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.

In addition, Associate Patty Gentrup will support the search. Patty served in Liberty, Missouri as city administrator and assistant city administrator. She has worked with elected officials in many jurisdictions as a consultant, including council and staff goal-setting, training, and numerous facilitations.

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. 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*

## **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 the following executive searches.

- Town of Windsor, Connecticut – Police Chief
- City of Oberlin, Ohio – Police Chief
- City of Oberlin, Ohio – Fire Chief
- Loudoun County, Virginia – Animal Services Director
- Peoria County, Illinois – Animal Protection Services Director

The table below lists references for some similar searches completed by The Novak Consulting Group under the direction of Catherine Tuck Parrish. We encourage the City to contact any of our past clients to learn about our commitment to timely and responsive service.

Jurisdiction	Contact Information
Aberdeen, Maryland <ul style="list-style-type: none"> <li>• Police Chief</li> <li>• Public Works Director</li> </ul>	Doug Miller, City Manager (410) 297-4218 <a href="mailto:dmiller@aberdeen-md.org">dmiller@aberdeen-md.org</a>
La Plata, Maryland <ul style="list-style-type: none"> <li>• Police Chief</li> <li>• Planning Director</li> </ul>	Daniel Mears, Town Administrator 301) 934-8421 <a href="mailto:dmears@townofaplata.org">dmears@townofaplata.org</a>
Gaithersburg, Maryland <ul style="list-style-type: none"> <li>• Public Works Director</li> <li>• Finance Director</li> </ul>	Tony Tomasello, City Manager (301) 258-6310 <a href="mailto:ttomasello@gaitersburgmd.gov">ttomasello@gaitersburgmd.gov</a>
Peoria, Arizona <ul style="list-style-type: none"> <li>• Human Resources Director</li> </ul>	Susan Thorpe, Assistant City Manager, City of Corpus Christi, TX (former Assistant City Manager, City of Peoria, AZ) (361)826-3898 <a href="mailto:sthorpe@cctexas.com">sthorpe@cctexas.com</a>
Loudoun County, Virginia <ul style="list-style-type: none"> <li>• County Attorney</li> <li>• Director of Economic Development</li> <li>• Director of Parks, Recreation and Community Services</li> </ul>	Scott K. York, Chairman At large (703) 777- 0204 <a href="mailto:Scott.York@loudoun.gov">Scott.York@loudoun.gov</a>  Julie Grandfield, Assistant County Administrator (703) 777-0502 <a href="mailto:julie.grandfield@loudoun.gov">julie.grandfield@loudoun.gov</a>
Kent County, Delaware <ul style="list-style-type: none"> <li>• Public Works Director</li> </ul>	Michael Petit de Mange, County Administrator (302) 736-2279 <a href="mailto:michael.petitdemange@co.kent.de.us">michael.petitdemange@co.kent.de.us</a>
Westerville, Ohio <ul style="list-style-type: none"> <li>• Finance Director</li> <li>• Deputy Planning and Development Director</li> </ul>	David Collinsworth, City Manager (614) 901-6400 <a href="mailto:David.collinsworth@westerville.org">David.collinsworth@westerville.org</a>

## Fee

The total, not-to-exceed fee to complete the Police Chief recruitment is \$22,300. We estimate the following additional costs to the City, which would be direct billed at cost with no markup.

- 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.

## **Attachment A – Preliminary Timeline**

**City of San Luis  
Police Chief Recruitment  
Schedule**

	start	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24	8/31	9/7	9/14	9/21	9/28	10/5	10/12	10/19
<b>Activity 1 - Begin Engagement</b>																
1.1 Meet with the City Administrator to identify skills and experiences for successful Police Chief	█															
1.2 Obtain input from City Council, police department staff, and community leaders about police chief	█	█														
1.3 Identify 12-month goals for Police Chief	█	█	█													
1.4 Develop position profile and targeted recruitment plan		█	█	█												
1.5 Finalize recruitment plan, position profile and first year goals			█	█												
<b>Activity 2 - Conduct Aggressive Recruitment</b>	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24	8/31	9/7	9/14	9/21	9/28	10/5	10/12	10/19
2.1 Develop and place ads				█												
2.2 Develop and cultivate candidates					█	█	█	█	█	█	█	█	█			
2.3 Receive application materials					█	█	█	█	█	█	█	█	█	█	█	█
2.4 Communicate with candidates					█	█	█	█	█	█	█	█	█	█	█	█
<b>Activity 3 - Support Police Chief Selection</b>	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24	8/31	9/7	9/14	9/21	9/28	10/5	10/12	10/19
3.1 Conduct pre-screening of candidates to develop report on recommended preliminary candidates											█	█	█			
3.2 Meet with City Administrator to review and select top candidates for interviews													█	█		
3.3 Conduct background and reference checks on top candidates													█	█	█	
3.4 Facilitate interviews with top candidates															█	
3.5 Assist City in offer and negotiation process with top candidate																█
3.6 Inform all applicants of final outcome																█