

TO: City Council
FROM: James L. App, City Manager *JL*
SUBJECT: Professional Services Contract - Executive Search
DATE: November 16, 1999

NEEDS: For the City Council to consider authorizing a professional service contract for executive search services to fill the vacant Director of Public Works position.

- FACTS:**
1. The position of Director of Public Works is currently vacant.
 2. Recruitment to fill the vacancy would benefit from a concentrated, Statewide search.
 3. William Avery & Associates, a California based management consulting firm which has maintained a continuing relationship with the City of Paso Robles since 1981, proposes to conduct the search over the next 4-5 months at a fee of \$12,900, and, expenses not-to-exceed an additional \$4,500.

ANALYSIS & CONCLUSION: William Avery & Associates has assisted the City with labor relations since 1981. Mr. Avery's involvement has, of necessity, over the years placed him in a position to gain a unique understanding of our community, organization and priorities. His historical knowledge adds value to his assistance with the Director of Public Works search.

POLICY REFERENCE: None.

FISCAL IMPACT: \$17,400 from operating savings in the Public Works Department.

- OPTIONS:**
- A. Authorize the City Manager to Execute an Agreement with William Avery & Associates to Undertake a Search for a Director of Public Works.
 - B. Amend, Modify or Reject the Option Above.

Attachments: W. Avery & Associates Proposal
W. Avery & Associates Agreement



October 25, 1999

Jim App
City Manager
City of Paso Robles
1000 Spring Street
Second Floor
Paso Robles, CA 93446

Dear Jim:

Thank you for the opportunity to submit our proposal for the position of Director of Public Works for the City of Paso Robles. We take great pride in our ability to provide recruitment service and results that positively differentiate us from other search firms. We do so by incorporating private sector search methodology into our public recruitment process and by combining "best" practices from both the public and private sectors. Our fresh and aggressive approach to executive search results in outstanding candidate flow, exceptional candidate quality, and represents excellent value for our clients.

Following review of this proposal, it's our hope that you'll find that our knowledge of the City, our approach, our recruitment expertise and, commitment to quality and service, will provide the basis for your positive consideration of our firm.

The enclosed proposal contains the following information:

- recruitment team assigned
- recruitment plan
- consulting fee and billing assignment
- guarantees and ethics
- time line of events and activities
- resumes for Principals of the firm
- client listing and references

Once again, thank you for the opportunity to submit a proposal to assist with your recruitment. If you have any questions, please do not hesitate to call me.

Sincerely,

William Avery
William H. Avery

WHA:ksd

William Avery & Associates
Management Consultants

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

Recruitment Team for the Director of Public Works

Bill Avery and Paul Kimura will serve as the Principals in charge of this project and will be assisted by other principals and members of the staff of William Avery & Associates, Inc. Mr. Avery and Mr. Kimura will be personally involved in the interview and assessment of candidates, reference investigation and will be available throughout the search process to provide other, related consulting services. Mary Fewel will assist in the recruitment and, Kim Duran will provide administrative support.

Recruitment Plan and Services Provided

I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Our firm will meet with the key decision makers to discuss the organizational needs and position requirements. Our goal for this aspect of the recruitment process is to:

- understand the City and departmental 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.

We would supplement this session with other discussions with various key staff members (as determined by the client). The 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

Contacting current Public Works Directors in comparable agencies who may be interested or aware of potential candidates. Our networking will include Southern and Northern California agencies. This effort will mainly be geared toward identifying individuals who meet the profile of the ideal candidate but are not actively seeking other employment.

- Sending out mailings to professional organizations, as well as talking to the organizations membership to market the many positives of working in the City of Paso Robles.
- Identifying private sector contacts who would be sources or referrals for this assignment.

Advertising in WESTERN CITY magazine, JOBS AVAILABLE magazine, and other trade publications or periodicals deemed appropriate for this search.



- Posting the position on the Internet in the Public Sector employment bulletin board and on our corporate website (www.averyassoc.net).
- Utilizing our corporate database.
- Developing and distributing a comprehensive job announcement to various City, County and State level agencies and departments throughout the State.

III. Candidate Assessment

All candidates responding to this position will initially, be evaluated based on their resume and if appropriate, an extensive phone "screening" by a firm Principal. Candidates who pass the initial "qualifying" criteria are then scheduled for a formal interview with one of our firms' Principals. These extended personal interviews typically take 1 - 2 hours 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 an extensive Candidate Assessment Report developed by the Principal who conducted the interview.

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 5 to 7. We feel our extensive qualification, interview, and reference checking 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 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), a supplemental questionnaire and candidate reference reports.

Candidates who are interviewed but not selected for presentation, are identified and will have a candidate summary sheet included in the book. 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

We will assist in the structuring of the interview process and coordinate the interview scheduling activity. Our firm will also provide candidates with guidance and direction relative to travel planning, hotel accommodations as well as other interview planning issues.



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 3-6 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 consulting fee for this recruitment will be \$12,900.00. We will provide our first consulting invoice for one third of the amount at the outset of the search. The final invoice for the retainer will be submitted at the completion of the search. In addition, we will charge an amount not to exceed \$4,500.00 for out-of-pocket expenses. These expenses include advertising, production, telephone, mailing, postage, consultant travel for client discussions, meetings and local candidate interviews. These expense items will be detailed and billed on a monthly basis.

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 PASO ROBLES - DIRECTOR OF PUBLIC WORKS 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</u>																	
- Recruitment strategy finalized			<u>3</u>																	
- Approve and print job announcements				<u>4</u>	<u>5</u>															
Recruitment period				<u>3 - 9</u>																
- Candidate screening							<u>7</u>	<u>9</u>												
Candidate Interviews										<u>10</u>	<u>11</u>									
- Complete references												<u>11</u>	<u>13</u>							
- Preparation of candidate book													<u>13</u>							
Presentation of candidate book														<u>14</u>						
Final interviews																<u>15</u>	<u>16</u>			
Selection and hire																				<u>17</u>

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Avery Profile

William Avery

William Avery founded the successful management consulting firm of William Avery & Associates in 1981. Since the firm's inception, he has represented public agencies throughout California and the West, serving as a search consultant, chief negotiator, trainer, and representative in grievance and disciplinary matters. A key measure of the firm's success has been the many long-term relationships that have been established with the firm's clients.

Building on this track record of success, he expanded the firm's focus to include increased emphasis on public and private sector search, adding proven industry professionals with considerable expertise and a successful track record in these areas. The result has been to create an exceptionally strong management consulting firm with the expertise to provide the full range of services from executive search to a wide range of Human Resources programs.

A specialist and widely recognized expert in employer-employee relations, he has previously served as a City Manager (Los Gatos) and Assistant City Manager. While City Manager, he was President of the Santa Clara County City Manager's Association and Chair of the County Employee Relations Service. He has lectured at De Anza College, San Jose State University, and Stanford University, and regularly makes presentations for the League of California Cities, CÁLPELRA, and other public sector organizations.

Bill holds Bachelor of Arts and Master of Public Administration degrees from San Jose State University, where he graduated with highest honors.



William Avery & Associates
Management Consultants

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Avery Profile

Paul Kimura

Paul Kimura is a principal of William Avery & Associates, where he is responsible for private/public sector professional search services. He brings a unique combination of recruitment expertise and business experience to these responsibilities.

Previously, Paul has been both a corporate recruitment and HR director for a number of high technology companies, ranging from Novell and National Semiconductor to a start-up. He has also been a successful HR consultant. This wide industry experience has provided invaluable insights to and understanding of the business and organizational needs of client firms ... greatly strengthening our executive search services ... and his proven recruitment skills help bring forward the best available candidates.

His wide experience as a human resources professional adds additional dimensions to Mr. Kimura's professional search work, and his business background is particularly valuable in bringing private sector recruitment perspectives to public sector openings. He also provides consulting services in areas such as strategic planning, executive coaching, separation negotiation, and organizational assessment and design.

Mr. Kimura holds a B.S. degree in Business Administration from San Jose State University. He is active in professional HR organizations, and in the community, where he has worked with a number of school and youth service, civic, business, and cultural organizations.



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Avery Profile

Mary Fewel

Mary Fewel is a consultant with William Avery & Associates, where she is responsible for assisting clients in both the public and private sector search practices.

Mary's experience as a director of technical support, in management information systems / information technology, and as a career consultant adds great depth to the Avery Associates team. Mary has been a consultant since 1990, and prior to joining Avery, owned and marketed her own consulting business with clients ranging from software start-ups to Fortune 500 firms. She has directed management teams, engineers, and sales and staff specialists in projects such as business growth, department design, software releases, documentation publishing, and cross-platform application development, as well as in organizational strategies. Mary has had extensive experience in recruiting and evaluating personnel in her various roles.

Mary's broad business experience, technical expertise, and her keen eye for talent make efficient use of every client's second most valuable resource; its time. As an Avery Associates consultant, Mary brings her considerable personnel marketing expertise to each and every client.



AVERY
a s s o c i a t e s

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Management Consultants

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Avery Profile

Kim Duran

Kim Duran is the Office Administrator for William Avery & Associates, where she provides a wide range of administrative and client support services. She is responsible for assuring that the firm's clients receive all of the assistance they need for efficient, effective, and successful executive search and management consulting services. Her duties include: coordinating meetings; working with clients to develop, produce, and place advertising and marketing materials for executive searches; managing correspondence; assisting candidates with the application process; scheduling interviews; coordinating and facilitating assessment centers and other testing procedures; and a myriad of other support functions.



As Office Administrator, she supervises support staff, and is responsible for accounting, billing, and general administration. She provides contracts support, from drafts through signature and sign-off, for our employer-employee relations management consulting services.

Kim has wide experience with a number of Silicon Valley high-technology firms, including ZyMOS, AMD, Novell, and Silicon Graphics, and has assisted in establishing a private sector executive search firm.

Avery Client List

Public Sector clients currently or recently served by William Avery & Associates include:

City of Bakersfield	Alameda County/Waste Mgmt District
City of Capitola	Butte County
City of Fremont	Calaveras County
City of Gilroy	San Benito County
City of LaHabra	Santa Cruz County
City of Morgan Hill	Solano County
City of Newport Beach	Aptos/LaSelva Fire District
City of Palo Alto	Moraga/Orinda Fire Protection District
City of Paso Robles	San Benito County Water District
City of San Leandro	Santa Clara Valley Water District
City of San Luis Obispo	Santa Clara County Social Svcs Agency
City of San Mateo	Santa Cruz County Emergency Communications Center
City of Santa Clara	Soquel Creek Water District
City of Santa Clarita	Monterey County
City of Santa Cruz	
City of Seal Beach	
City of Visalia	
City of Watsonville	
City of Woodland	



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Private Sector clients currently or recently served by William Avery & Associates include:

Adaptec, Inc.
Enplas Tesco, Inc.
Ernst & Young, LLP
Expressworks International
Harmonic Lightwaves
KLA Tencor
National Semiconductor
NEC Electronics, Inc.
Santa Cruz Operation
Tektronix - Grass Valley Group

Avery Client References

from Recent Searches

Public Sector searches recently completed include:

City of San Leandro, Economic Development Manager and
Deputy Finance Director

Mr. Steve Harman, Personnel Director . . . 510.577.3399

Monterey County, Public Works Director

Ms. Kathy Tice, Senior Personnel Analyst . 831.796.3392

Santa Clara County, Social Services Agency, Director of
Information Services

Mr. Cliff O'Connor, Deputy Director. . . . 408.441-5666

Alameda County Waste Management Authority, Admin Services
Director and Organizational Effectiveness Leader

Ms. Karen Smith, Executive Director. 510.614.1699

Santa Clara County, Social Services Agency, Director of
Employment and Benefit Services

Ms. Yolanda Rinaldo, Agency Director . . 408.441.5777

Private Sector searches recently completed include:

Adaptec, Vice President of Human Resources

Mr. Tim Harris, VP of Corporate Admin . . 408.957.5611

NEC Electronics, Director of Logistics

Mr. Chuck Sloan, VP Operations 408.588.5732

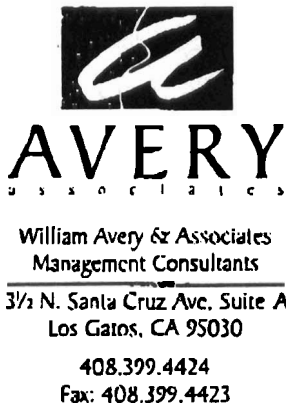
NEC Electronics, Corporate VP of Operations and Director
Human Resources - Roseville Facility

Mr. John Chenette, VP of HR 408.588.6265

Harmonic Lightwaves, Director of Purchasing

Mr. Bob Higginbotham, Director of HR . . 408.542.2620

NOTE: The names listed are the individuals for whom the searches were performed.
These clients may be contacted as references. (9/99)



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AGREEMENT BETWEEN

DRAFT

CITY OF PASO ROBLES

AND

WILLIAM AVERY & ASSOCIATES

This agreement, effective immediately, is entered into by and between WILLIAM AVERY & ASSOCIATES, INC. (hereinafter referred to as CONSULTANT) at 3 1/2 N. Santa Cruz Avenue, Suite A, Los Gatos, California 95030 and the CITY OF PASO ROBLES (hereinafter referred to as CITY).

WITNESSETH:

WHEREAS, CITY has need for specialized consultant services; and

WHEREAS, CONSULTANT has the training, experience and competence to perform the specialized service required by the CITY; and

WHEREAS, CITY has the authority under state law to employ CONSULTANT;

NOW THEREFORE, the parties to this agreement do hereby mutually agree as follows:

I.

DUTIES OF CONSULTANT

1. CONSULTANT will perform any and all necessary work in order to assist CITY in recruiting and hiring a qualified Public Works Director. Work to be performed includes:

- o CONSULTANT will develop recruitment materials (including the candidate profile, job announcement, employment ads, and supplemental questionnaire) for the Public Works Director.
- o CONSULTANT will conduct outreach to seek out and recruit qualified candidates for the position.
- o CONSULTANT will conduct preliminary screening to eliminate candidates who do not possess minimum required qualifications.

CONSULTANT will work with the CITY to provide a recommended list of finalists. In performing the screening, CONSULTANT will utilize a combination of the following techniques:

1. reference checks
2. supplemental questionnaires
3. interviews
4. background investigations
5. review of work samples, etc.

- o CONSULTANT will present the CITY with the recommended list of finalists accompanied by detailed written reports. CONSULTANT will work with the CITY to arrange for interviews, suggest interview questions, and if requested, attend interview sessions.
- o CONSULTANT will notify all unsuccessful candidates.
- o CONSULTANT will, if requested, assist with final reference checks, compensation negotiations, etc.
- o All work on this assignment will be performed by Bill Avery, Paul Kimura and Mary Fewel of William Avery & Associates. They will be assisted by Kim Duran.

II.

DUTIES OF CITY

1. CITY shall cooperate with CONSULTANT in the performance of this agreement as follows:
 - a) Providing all information reasonably accessible to the CITY which may be helpful to CONSULTANT in the performance of services, and
 - b) Make staff available for interviews/consultation, etc.
 - c) Providing clerical and stenographic assistance as CONSULTANT may reasonably require on-site, and
 - d) Providing a suitable location where interview sessions may be conducted.

III.

CONSIDERATION

1. For the services described above, the CITY shall pay CONSULTANT the sum of Twelve Thousand Nine Hundred Dollars (\$12,900.00). Six Thousand (\$4,500) Dollars to be due and payable upon commencement of work. The balance will be due upon completion of work.
2. CONSULTANT shall bill CITY for direct expenses for advertisement, clerical time, long distance telephone, travel, etc. Total billings for expenses shall not exceed Four Thousand Five Hundred Dollars (\$4,500.00). Expenses will be detailed and billed monthly.

IV.

INDEMNITY

CONSULTANT shall indemnify, defend, and hold harmless the City of Paso Robles, its officers, agents and employees against any and all liability, claims, actions, causes of actions or demands whatsoever against them, or any of them, for injury to or death of persons or damage to property arising out of, connected with, or caused by CONSULTANT, CONSULTANT'S employees,

agents or independent contractors or companies in the performance of (or in any way arising from) the terms and provisions of this Agreement.

WILLIAM AVERY & ASSOCIATES

CITY OF PASO ROBLES

William H. Avery

Jim App

Dated: _____

Dated: _____

