

**TO:** City Council  
**FROM:** James L. App, City Manager  
**SUBJECT:** Police Chief Selection – Participative Process  
**DATE:** October 2, 2012

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**NEEDS:** For the City Council to appoint citizens to participate in Police Chief candidate interview panels.

- FACTS:**
1. The application filing period for Police Chief has closed. Over 60 resumes have been received.
  2. Avery & Associates is conducting preliminary screening interviews. It is estimated that a final group of candidates will be presented for consideration in 4-6 weeks.
  3. The next stage of candidate assessment is planned to include citizens. Six citizens would be divided into groups of two to be assigned to one of three interview panels.
  4. Each interview panel will include 2 citizens, a sitting Police Chief (or equivalent) from another agency, a Police Officer's Association representative, and a member of City Management.
  5. City Council is requested to appoint six (6) citizens to serve – their service will require the commitment of one full day (schedule to be determined).
  6. The process of appointment is at the Council's discretion – each Council Member could appoint a person and the Mayor could appoint a second. Alternatively, a more traditional process of recruitment, interview and Council majority appointment could be used – such a process will delay interview and selection.

**ANALYSIS & CONCLUSION:** Following preliminary applicant screening by Avery & Associates, a trio of interview panels will screen a final group of candidates. The interview panels are an opportunity to benefit from citizen, expert and employee involvement in the screening process.

Each panel interview participant will have to be available for one full day of interviews – schedule to be determined. The panels will collectively be oriented and debriefed by Avery & Associates.

**POLICY REFERENCE:** Avery & Associates scope of Police Chief Search Services (attached).

**FISCAL  
IMPACT:**

Minor expenses (\$200) for participant lunch and refreshments on the day of the panel interviews.

**OPTIONS:**

- A. Each Council Member appoint a citizen, and the Mayor appoint two, to serve on a Police Chief Interview Panel.**
- B. Council request recruitment and Council interview of interested citizens; appointment by Council majority.**
- C. Amend, modify or reject the options above.**

**Attachment:**

Avery & Associates scope of Police Chief search services

March 30, 2012

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

Dear Jim:

Thank you for the opportunity to submit our proposal to assist you with the recruitment of a new Police Chief for the City of Paso Robles. We value our ongoing working relationship with the City and would look forward to supporting your needs in this assignment.

We feel well qualified to support you in this search based on our extensive public sector experience and specifically our expertise in Public Safety recruitments. In the past year and a half we completed Police Chief searches for the cities of Fowler (pop. 6,000), Galt (pop. 25,000), San Leandro (pop. 83,000), Seaside (pop. 34,000) and Port Hueneme (pop. 23,000). In the past two years, we've also completed Police Chief recruitments for the cities of Fairfield (pop. 106,000) and Stockton (pop. 290,000). Based on these assignments, we have an extensive, active and current database of Police personnel and the contacts we've developed for all of these assignments would be of great benefit to your City in this recruitment.

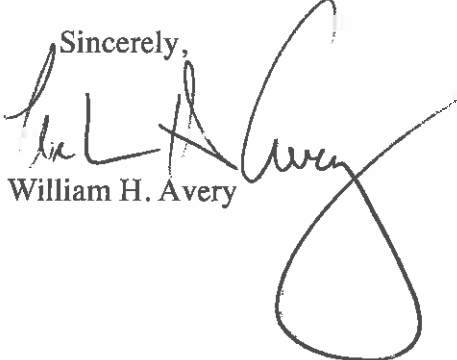
Following your review of this information, it is our hope that our long-term relationship with your City, our history of successful recruitments for Paso Robles, our professionalism, and positive results we have delivered for our clients will provide the basis for selection of our firm. The enclosed proposal contains the following information:

- Profile
- Firm Qualifications
- Project Team
- Project Approach
- Consulting Fee
- Guarantees & Ethics
- Timeline

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

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[www.averyassoc.net](http://www.averyassoc.net)

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 at 408-399-4424.

Sincerely,  
  
William H. Avery

WHA:jmc



## PROPOSAL FOR THE CITY OF PASO ROBLES RECRUITMENT FOR THE NEW POLICE CHIEF

### William Avery & Associates, Inc. – Our Profile

William Avery & Associates, Inc. (Avery Associates) is a successful and service focused Management Consulting firm based in Los Gatos, California. Incorporated in 1982, the firm specializes in Executive Search, Labor Relations and Human Resources/Management Consulting.

The firm currently includes two Principals and several key consultants. Bill Avery, the founder of Avery Associates, heads the firm. He oversees the Labor Relations practice and also leads key searches. Paul Kimura is the Principal who oversees the Executive Search and Recruitment practice. Les White leads the Human Resources/Management Consulting practice. This division is comprised of seasoned local government professionals who have served as city managers, department heads and non-profit executives. In addition to conducting management and organizational evaluations, they are able to assist a new executive in the transition to a new position and environment.

Among the key staff members that support the search practice are Ann Slate and Cris Piasecki. Darrell Dearborn, John Guthrie and Dan McFadden support the management consulting practice. The firm's administrative staff includes Anne Matteini, the Finance/Contracts Administrator, and Jackie Collins and Jessica Towner. Temporary staff as needed augments the team.

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

### Firm Qualifications – What Differentiates Avery Associates

Exceptional service delivery and a very high quality work product provide excellent results for our clients. This begins with the initial client meetings, which lead to detailed timelines for deliverables followed by weekly recruitment status updates following initiation of the search. Our candidate outreach efforts are professionally and confidentially conducted. The evaluation materials we provide clients are routinely characterized as accurate, comprehensive and of very high quality. We believe more so than any other public sector recruitment firm. This is largely based on our interview system utilizing behavioral interview techniques. This leads to a quality product with excellent end results for our clients.



The service element is based on two factors: The first is the collective service philosophy from all of our organizational team members. They are each dedicated to providing service and support to clients. The second factor is based on the high level of engagement and participation from the firm Principals in every search assignment. This hands-on involvement includes client interface, identifying and developing the ideal candidate profile and position specification, development of the search strategy, candidate outreach, interviewing and assessment, completion of reference interviews, candidate presentation, final interview facilitation and when desired, negotiation of employment terms with the successful candidate.

## Recruitment Team for the City of Paso Robles

Bill Avery will serve as the Project Lead and will be supported by Ann Slate. Mr. Avery 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.

## Project Approach

### I. Position Profile and Organizational Assessment

Mr. Avery will meet with the City Manager to discuss the organizational needs and position requirements and to formalize the job description. For Police Chief recruitments we also find it valuable to meet with the POA and command staff personnel to identify key attributes for the new Chief. Additionally, if the City desires, we can meet with community members to solicit their inputs on the key attributes of the ideal candidate by way of a community town hall meeting or by contacting selected community individuals. Should the City be desirous of a town hall meeting, we would request city assistance to document the various inputs of the community.

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 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. Search Strategy and Outreach Efforts

The search strategy is developed in conjunction with the organizational assessment. 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:

- Development of an initial targeted candidate list based on our extensive database of candidates and contacts. This list will expand through the course of outreach as we secure referrals and recommendations from key sources and other current and former Police Management personnel who have extensive contacts and networks in these areas. 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 will supplement these efforts.
- Public information sources that include various discipline specific membership listings such as the League of California Cities, National League of Cities and Police Chief Associations both statewide and nationally.
- An extensive, personalized mailing campaign to individuals identified through the means identified above and/or those affiliated with police management and fire management throughout the state and country.
- Marketing and listing the position with various agencies, counties and cities within the state, region and county.
- Website and/or print advertising in Western City (if timing allows), Jobs Available, CPCA, POST, PORAC, IACP, IAWP and other websites/publications related to the public safety profession. A number of these posting sites are organizations focused on ethnic or gender related membership and would assist in our outreach to a diverse applicant pool.

## III. Candidate Assessment

Our assessment process involves several “tiers” of evaluation. Candidates responding to this position will be initially evaluated based on their resume and if appropriate, a 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.

In interviewing candidates, we utilize a methodology based on “behavioral” interview techniques. Fundamentally, this approach explores a candidate’s past accomplishments and experiences. The philosophy here is that the best indicator of future performance is assessing past behavior. This methodology allows the firm to “project” how a candidate would approach and address challenges in the new position.

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. The reference interviews provide our clients with additional insights on the candidate’s “behavior” and style.

#### IV. Candidate Presentation

Upon completion of formal interviews and initial reference interviews, a selection of candidates for presentation is made. We feel our extensive screening, interview, and reference process combined with the candidate insights provided by our detailed Candidate Assessment Report gives our clients an in-depth and detailed background on each recommended finalist. Our clients frequently comment on the value this background provides.

The final candidates are presented in our candidate presentation “book.” Each recommended finalist will have a candidate profile consisting of a candidate summary sheet, a cover letter, resume, the Candidate Assessment Report (based on the formal interview), and two initial candidate reference interviews. Others who have interviewed or given secondary consideration will also be included in the book.

#### V. Secondary Screening and 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. We would anticipate working closely with City staff in the process logistics.

As requested in the RFP, we are recommending a comprehensive and participative city interview process that meets the needs of the City. Our recommendation is to designate three interview panels for the process. Each panel will consist of five members (for a total of 15 panelists). Seven of the panelists would be community members (with each Council person and the Mayor designating one person). Two or three panelists would be police chiefs/police executives from neighboring jurisdictions and five or six would be





city staff and city management. Those would include the POA president, police command/ management staff and three or four department heads and the assistant city manager.

The interview panels would be integrated and all of the panelists would participate in a collective group orientation and debrief facilitated by Mr. Avery.

From the collective process, the City would select a short list of two or three to meet with the city manager and others deemed appropriate by the City. Upon final selection and appointment of a new Chief, a welcome reception hosted by the City could allow the broader community to "meet" the new Chief.

#### VI. Position Closure and Follow-Up

The selected candidate will require a full POST background to be appointed as Police Chief. The cost for this comprehensive background is not included in this proposal. We can assist in identifying an approved background investigator to support the City.

Based on the firm's experience in human resource management and executive search, we are able to assist our clients in the formulation of 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 after the City has hired the individual, we will speak with that individual to ensure that an effective transition has 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 recruitment will be \$13,900. (Please note this is a 20% discount from our standard, single search fee.) We would provide our first consulting invoice in the amount of \$4,900 at the outset of the search. A second invoice of \$4,500 would be billed with the presentation of candidate recommendations and the final invoice of \$4,500 for the retainer will be submitted at the completion of the search. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

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 not exceed \$5,500 without the express consent of the City. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, and consultant travel for client discussions, meetings, local and out-of-area candidate interviews. All expense items are reimbursed "at cost"



and will be detailed and billed on a monthly basis. As noted in Section VI, the cost for the required POST background is not included in the recruitment expenses.

### 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 two years 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 two years 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  
POLICE CHIEF - 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>				

