

# **CITY OF GLENDALE, ARIZONA**

Proposal for Executive  
Search Services for  
the Position of

## **CITY MANAGER**

February 24, 2015



## **The Mercer Group, Inc.**

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*Consultants To Management*



## **The Mercer Group, Inc.**

***Consultants To Management***

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February 24, 2015

**VIA EMAIL TO: [JWBrown@glendaleaz.com](mailto:JWBrown@glendaleaz.com)**

Mr. Jim Brown, Director of Human Resources and Risk Management

City of Glendale

5850 W Glendale Avenue, Ste B56

Glendale, AZ 85301

Dear Mr. Brown:

The Mercer Group, Inc. is most pleased to submit this proposal to assist the City of Glendale to recruit nationally and to develop exceptionally well-qualified candidates for the position of City Manager. We are most interested in assisting the City of Glendale with this critical project, and if selected to conduct the search, would have no difficulty beginning the project immediately and expediting our work to ensure a smooth process. The Mercer Group, Inc. has extensive experience in conducting city/county manager/administrator searches locally and nationally. Our firm conducts many city/county manager/administrator searches each year throughout the United States. We are especially well qualified to conduct this search for the City of Glendale.

The purpose for engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist the City of Glendale in selecting highly qualified individuals who meet the profile and needs of the City and who might not otherwise apply. We have conducted recent searches for police chiefs for several communities your size. We are quite familiar with the candidate pool.

This proposal from our firm should provide you with the overview information that you need relative to our firm's qualifications to conduct an executive search for a City Manager for the City of Glendale.

### **Our Approach**

After reviewing written materials provided by City and meeting with the Mayor and City Council and others of your choice to determine the key selection criteria relative to the search, we will conduct the following steps:

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1. Analyze the position and draft a Position Profile/Recruitment Brochure.
2. Recruit for the position on a regional and national basis.
3. Invite potential candidates to apply who meet the criteria established by the City.
4. Review and screen applications.
5. Conduct interviews and background checks of selected candidates.
6. Recommend a list of final candidates with reference and background reports, an Interview Guide, suggested questions and candidate evaluation forms.
7. Coordinate final interviews, conduct final background checks, negotiate an agreement with the selected candidate and follow-up.

1. Position Analysis

We will have extensive consultation with the Mayor and City Council, other key City staff and others selected by them, as well as other individuals or groups (if you wish) to determine the City's vision/mission, goals and objectives, the needs and issues, requirements of the job, and to obtain information about the environment within which the position functions. In addition, we will spend a considerable amount of time at the beginning of the process with the appropriate City personnel in order to determine the level of experience and training needed.

During this process, we will initiate individual interviews with the Mayor and City Council, department heads and key staff, and others of your choice to identify expectations, perceptions, and concerns regarding the position.

Based on those meetings, we will prepare a draft position profile/recruitment brochure and review it with the Mayor and City Council in order to arrive at a general agreement regarding the specifications for the position. The final position profile/recruitment brochure will include information about the City government, the community, major issues to be faced, the position, and the selection criteria established the City.

2. Recruitment Process

Because we have recently completed similar searches, we will first review our database to determine those candidates whom we may already know and/or already have on file who may meet the City's specifications.

Although this process is valuable, we will rely most heavily on our own contacts in the city management field and on our own experience. In other words, through "networking", we will conduct a nationwide professional search for the best qualified candidates and invite them to apply for the position.

We will provide the Mayor and City Council with several advertising alternatives with varying degrees of cost and their associated benefits. Based on our discussions with the Mayor and City Council, we will place ads in professional journals, online at appropriate websites for the public safety field, and in various minority and women's publications to encourage applicants to apply.

3. Resume Review

We will review and analyze each applicant's background and experience against the position description criteria. We will acknowledge all resumes received and keep candidates informed of their status.

4. Candidate Screening

Criteria for the preliminary screening will be contained in the approved "Position Profile/Recruitment Brochure". They may include such items as education, technical knowledge, experience, certifications, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the Position Profile/Recruitment Brochure.

We will be responsible for screening the applications received. This initial screening will be conducted by telephone and/or interactive video with the prospective candidate. We will conduct interviews with references who may know the candidate's background and expertise by telephone. Where feasible, we will also conduct personal interviews with top candidates.

Once the initial screening is completed, we will select the prospective candidates who most closely match the criteria established by the Mayor and City Council. The output of this step in the process will be a matrix display of the top candidates showing how each rates against the selection criteria established by the Mayor and City Council. This matrix will be reviewed with the Mayor and City Council in a one-on-one meeting and their guidance obtained prior to proceeding. One contingency here is that the Mayor and City Council may not approve of any of the candidates.

If that should occur, we would, of course, keep searching until the City's needs are clearly met.

After review by the Mayor and City Council, we will personally interview each selected candidate utilizing various interview techniques. We will closely examine their experience, qualifications and achievements in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications and achievements.

We also request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information will be verified and, at the Mayor's and City Council's option, may be further tested by having the finalists complete management and leadership style inventories. We interpret these instruments for the Mayor and City Council as well.

5. Background Investigations

As part of our process in evaluating top candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidates' job performance.

We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. We have talked to as many as 23 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including reasonable due diligence on any legal action filed against current or former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, and, as an additional option, can arrange for psychological (or similar) testing of the candidates that may be desired. As a part of this project we can provide the results of a Teleometrics Management Style Inventory on the finalist candidates. We can also conduct a Myers-Briggs analysis of the team with the new team member for team building purposes. We will recommend background investigation criteria to the Mayor and City Council who will make the final decision on the specifics of the background check.

6. Interview Process

Based on the preceding steps, a recommended list of finalists for the position of City Manager will be compiled. We will prepare a written summary on each finalist. The information will cover, but not be limited to, 1) present position, 2) total years experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.

This information will be presented to the Mayor and City Council in a detailed written format combined with the results of the background investigation and candidate screening. We will make a recommendation on a group of five (5) to seven (7) finalists. The Mayor and City Council shall make the final decision on which and how many candidates will be interviewed.

Our report will be presented in a meeting with the Mayor and City Council in which we will discuss our recommendations and provide background information, sample questions and a rating form for the interviews. We can also assist the Mayor and City Council at no extra charge in conducting targeted selection and/or simulation processes with finalists, if desired.

In particular, we will explain which, if any, of the applicants specifically meet the total criteria established by the Mayor and City Council or whether the final group simply represents the best available talent.

We will also provide the Mayor and City Council with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate role for spouses, receptions, etc. We will arrange schedules for top candidate interviews with the Mayor and City Council and others of their choice and will coordinate the process.

7. Negotiation and Follow-up

We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because we have proposed a fixed fee rather than one based on a percentage of salary. One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with the Mayor and City Council to select an alternate candidate.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Mayor and City Council and that any public statement should come directly from the Mayor and City Council. We will maintain confidentiality of candidate information, to the degree possible, under Arizona law.

Finally, we will notify by letter all unsuccessful candidates who were not recommended for interview with the Mayor and City Council of the final decision reached. We suggest, however, that it is more proper for the Mayor and City Council to directly notify all unsuccessful candidates whom they interviewed of the final result.

Once the new City Manager has been on Mayor and City Council for 30 days or so, we will conduct a session with the Mayor and City Council and with the new City Manager in

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order to establish mutual performance criteria and goals for the position. In this regard, we will work with the Mayor and City Council to define the role of the new City Manager within the City of Glendale.

We will follow-up periodically with the Mayor and City Council and the new City Manager during the first year in order to make any adjustments that may be necessary.

We will keep the Mayor and City Council closely informed and involved in decisions concerning the search process at all times. We will prepare and send to the Mayor and City Council bi-weekly e-mail updates and a formal progress report at the mid-point of the search. These reports will contain a progress report on the recruitment and specific steps to be taken to meet the Mayor and City Council's deadlines and an itemization of expenses incurred-to-date and expected to be incurred during each succeeding project step.

Support from the City will be needed, as follows:

- Arranging interviews with the Mayor and City Council and key City staff
- Providing overall and departmental budget, organization charts and other documents
- Place of contact for the search
- Processing invoices for payment

Our approach is highly interactive and significantly involves the client in all important steps of the process.

#### Schedule

Our search process normally takes about 90 to 120 days from date of approval of the Position Profile/Recruitment Brochure by the client. The more time we have, within reason, of course, the more effectively we can conduct thorough evaluation and background checks on finalist candidates.

#### Firm Qualifications and Staffing

Our firm is headquartered in the Atlanta Metropolitan area and has 20 branch offices throughout the United States. We will work from the Santa Fe office.

The principal consultant to be utilized for this engagement would be Mr. James L. Mercer, President/CEO of our firm. In total, Mr. Mercer has completed over 2000 searches for executives in the public sector and private sectors. The quality of our work is evidenced by the amount of repeat business which we receive from our clients.



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Mr. Mercer possesses Bachelor of Science and Master of Business Administration degrees from the University of Nevada and is a former Assistant City Manager of Raleigh, North Carolina. He is a Certified Management Consultant (CMC), and previously served as VP/Partner with Korn/Ferry International (the world's largest executive search firm) and as Director of Management Consulting Services for Coopers & Lybrand. Mr. Mercer is President/CEO of The Mercer Group, Inc., a firm which he founded.

Mr. Mercer will serve as lead consultant on the project. Mr. Clark Wurzberger will serve as backup consultant to Mr. Mercer on the project. Mr. Wurzberger has over twenty-six years of public sector experience. Mr. Wurzberger holds a Bachelor's Degree in English from San Diego State University. Mr. Wurzberger served for seven years as Senior Associate with Hughes, Perry & Associates (formerly Hughes, Heiss & Associates), a highly regarded California-based public sector management consulting firm providing executive search and other consulting services to local government clients in California and other states since 1974. Mr. Wurzberger specializes in public sector executive search.

Mr. Mike Letcher will also serve as backup consultant to Mr. Mercer on this project. Mr. Letcher is a recognized leader in strategic planning, performance measurement systems and developing innovative sustainable solutions to improving human resources, budget, finance and internal operating processes for governments with positive bottom line results. He is a dynamic speaker and trainer with national and state conference experience. Mike was an instructor in the Executive Leadership Program for 10 years at the National Fire Academy in Emmitsburg, Maryland. He has worked with Graduate programs in Public Administration at the University of Kansas, University of Vermont and is currently an instructor at the University of Arizona.

He has worked in municipal governments as a City Manager, Deputy City Manager, Budget Director, Finance Director and Human Resources Director for over 30 years, with cities ranging in size from 6,000 to 500,000 in population. He has experience consulting with State, Federal and Municipal clients. Mr. Letcher is a certified quality improvement facilitator and the recipient of innovation awards for programs he has developed in Human Resources, Finance and Customer Service. The International City/County Management Association and the University of Arizona also recognize him as a Certified Public Manager.

He has a Masters Degree in Public Administration from the University of Kansas and has published national articles on improving customer service and redefining the relationship between the Mayor, Council and the City Manager.

Ms. Karolyn Prince-Mercer will also serve as backup consultant to Mr. Mercer on the project. Ms. Prince-Mercer received her Bachelor of Arts degree in History with minors in Art, Political Science and Education from the University of Nevada. She received her Doctor of Jurisprudence degree from Woodrow Wilson College of Law. She is licensed to practice law in New Mexico and in Georgia. Ms. Prince-Mercer is qualified to administer and evaluate Myers-Briggs Type Indicator materials. Ms. Prince-Mercer has been in management consulting for 19 years. She has experience working in executive search, compensation and classification, and organization and management studies.



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We have a number of minority and women placements in key executive positions and are proud of that record.

#### Code of Ethics

Mr. Mercer is a Member and subscribes to the Code of Ethics of the International City/County Management Association and to the Institute of Management Consultants, USA.

#### Guarantees

We offer several guarantees of our work. The four most important are:

1. We will keep working until the placement is made.
2. We will not recruit the placement for other positions without your permission.
3. We will not recruit any of your staff for two years from the date of the placement, without your permission.
4. If the selected candidate leaves your employ within the first two years, we will redo the search for expenses only.

#### Reasonable Fees

Our fees to conduct a search of this type are competitive and are \$16,500 plus out-of-pocket expenses not-to-exceed \$8,000. Because the City of Glendale has been a prior client we will discount the fees by \$1,500 so that the total fee is \$15,000 plus out-of-pocket expenses not-to-exceed \$8,000. Items typical of a similar search with their typical costs are broken down below. Since we are conducting other consulting work around the country, expenses can be kept to a minimum.

Position Analysis .....	\$ 2,000
Advertising Campaign.....	3,000
Resume Review .....	1,750
Candidate Screening.....	4,000
Background Investigation.....	4,250
Interview Process.....	1,000
Negotiation and Follow-up.....	500
<b>TOTAL FEE.....</b>	<b>\$16,500</b>
<b>DISCOUNT.....</b>	<b>\$1,500</b>
<b>TOTAL DISCOUNTED FEE.....</b>	<b>\$15,000</b>

Expenses, not-to-exceed out-of-pocket in the amount of \$8,000.00, are for consultant travel, lodging and per diem, telephone, correspondence, advertising, research, sourcing, reference and background investigation, data assemblage and distribution, and report preparation. Because

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newspaper advertising is often expensive we would like to discuss with the Mayor and City Council the benefits of placing an ad before a decision is made to do so.

Because of our other ongoing consulting and search work and our experience, expenses should be kept to a minimum. The cost for final candidates to travel to interview with the Mayor and City Council is not included. Such costs are typically paid by the client on a reimbursement basis, directly to the candidates. These costs are extremely difficult to estimate because they depend on where the candidates are located. Typically, out-of-state costs run about \$750 to \$1,000 per person.

The City of Glendale's liability to The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the Mayor and City Council in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill one-third at the start of the search, one-third upon delivery of the semi-finalist candidate materials, and one-third upon delivery of the Final Report (Interview Guide with candidate information/materials). Each invoice is due and payable upon receipt. Expenses will be billed in addition and shown as a separate figure.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities.

Our ability to carry out the work required will be heavily dependent upon our past experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagement. The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Arizona.

#### References

We are pleased to provide the following local and national references of our work. We can also provide a comprehensive client list of the firm if desired by the Board.

Mr. Ken Buchanan, Town Administrator  
Town of Fountain Hills; population: 22,275  
16705 E Avenue of the Fountains  
Fountain Hills, AZ 85268

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480-816-5107  
[kbuchanan@fh.az.gov](mailto:kbuchanan@fh.az.gov)

Mr. Brian Dalke, City Manager  
City of Goodyear; population: 65,275  
190 Litchfield Road  
Goodyear, AZ 85338  
623-882-7068  
[Brian.Dalke@goodyearaz.gov](mailto:Brian.Dalke@goodyearaz.gov)

Mr. Jay Schlum, Former Mayor of Fountain Hills  
Town of Fountain Hills; population: 22,275  
4150 N Drinkwater Blvd  
Scottsdale, AZ 85258  
480-289-7433  
[jschlum@telesphere.com](mailto:jschlum@telesphere.com)

Ms. Karen Smith, Human Resources Director  
Town of Prescott Valley; population: 38,822  
7501 E Civic Circle  
Prescott Valley, AZ 86332  
928-759-3004  
[ksmith@pvaz.net](mailto:ksmith@pvaz.net)

Mr. Steve Miller, Member of the Board of Supervisors  
Pinal County; population: 375,770  
31 N Pinal Street  
Florence, AZ 85132  
520-509-3555  
[Steve.Miller@pinalcountyaz.gov](mailto:Steve.Miller@pinalcountyaz.gov)

Please contact me at 505-466-9500 if you have questions.

Thank you for the opportunity to present our qualifications. I will look forward to hearing from you.

Sincerely yours,

**THE MERCER GROUP, INC.**

James L. Mercer, President/CEO  
Certified Management Consultant (CMC)