



Your Executive Search Solution

January 8, 2014

Mayor Amy Thomas Howorth
City of Manhattan Beach
1400 Highland Avenue
Manhattan Beach, CA 90266

Dear Mayor Howorth:

Teri Black & Company (TBC) is pleased to present this proposal to assist the City of Manhattan Beach with its efforts to successfully recruit a new City Manager. We are the recruiter of choice for many California communities and would be honored to assist the City Council with a recruitment for a new City Manager.

Founded in 2006, TBC is dedicated to providing the most personalized executive search services to clients and candidates in the industry. The business goals of the firm are centered on producing quality results and establishing long-term relationships with our customers. Personalized service and attentiveness have never been more important in our industry as the competition for outstanding talent continues to intensify. With hard work and dedication, our consultants have developed tremendous credibility based on outstanding results and service. Nearly 85 percent of our business is a result of repeat customers.

TBC is not driven by volume which helps set us apart from our competitors. We are committed to providing customized and flexible service to our clients and will only take on a select number of recruitments at any given time. In addition, TBC is one of only two woman-owned recruiting firms serving local government in the western United States. Detailed information about the firm and our clients is available on our website – www.tbcrecruiting.com.

If retained, you will have my commitment that Manhattan Beach will receive the highest level of attention and will not be delegated to junior level staff. Please do not hesitate to call if you have any questions or need additional information regarding our services or qualifications.

Sincerest regards,

A handwritten signature in black ink, appearing to read "Teri Black-Brann", written in a cursive style.

Teri Black-Brann
President/CEO

PROPOSAL

Executive Search Services
for the
CITY OF MANHATTAN BEACH
to recruit a
CITY MANAGER



January 2014



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I. CREDENTIALS & QUALIFICATIONS

Teri Black & Company (TBC) has a solid reputation for providing exemplary service to its clients and has enjoyed great success in **recruiting impressive professionals** for a number of communities throughout the western United States. TBC has an **excellent track record** in serving **coastal communities** and the firm's **familiarity with the South Bay** is incomparable. As evidence of our **clients' high satisfaction levels**, close to 85% of our projects are generated through repeat business.

Our **Southern California clients** include the Cities of Del Mar, Newport Beach, Laguna Niguel, Aliso Viejo, Tustin, Pasadena, El Cajon, Hermosa Beach, Long Beach, Goleta, Murrieta, and Anaheim among numerous others. In the last three years, we have recruited City Managers for the cities of Hermosa Beach, Aliso Viejo, Del Mar, Hermosa Beach, Pismo Beach, Imperial Beach, El Cajon, Tustin, Laguna Niguel, Anaheim, Lompoc, San Leandro, Los Banos and San Luis Obispo. We are in the early stages of conducting a City Manager recruitment for the City of Poway.

The City has been a client in the past although we have not served Manhattan Beach since 2010. In previous years, we successfully completed recruitments for the positions of Police Chief (2005), Fire Chief (2007), Human Resources Director (2007), Public Works Director (2007), and City Engineer (2008). In 2010, TB&Co. attempted to recruit an Assistant Finance Director for the City, but the results did not meet our expectations or that of the Client's.

Because we are driven by a concern for **quality results rather than volume**, we limit the number of recruitments the firm handles at any given time. In addition, we are careful to only partner with clients that appreciate the value of highly personalized service and the importance of finding qualified candidates who would be a good fit rather than simply attracting individuals who meet minimum qualification criteria. Lastly, our **Placement Guarantee** (Section VI) is typically

double the industry standard and is consistent with the International City/County Managers Association (ICMA) Code of Ethics.

Teri Black would serve as the lead consultant on this project. She maintains a **strong nationwide network** in the city management profession through her involvement and membership with the California League of Cities, Cal-ICMA, ICMA, and the California City Managers Foundation. In addition, she is a founding member of Cal-ICMA's *Preparing the Next Generation* initiative. Profiles on the consultants and staff who will be actively engaged in this assignment can be found in Section V.

Located in the South Bay, the firm carries General and Professional Liability and Auto, and Workers' Compensation insurance that exceeds the City's requirements.

II. RECRUITMENT STRATEGY

The executive search strategy that follows describes four complete phases of a comprehensive recruitment for a Council appointed position.

PHASE I

Client Feedback & Involvement

The lead consultant will work closely with the City Council to design the candidate profile, recruitment strategy and timeline in accordance with the Client's desires and expectations. It is our goal to gain a complete understanding of the experience, knowledge, expertise and strengths the City Council is seeking in a new City Manager, as well as learn more about the City's priorities, current and upcoming challenges, fiscal health, organizational culture, and composition of the management team.

At the City Council's discretion, the consultants can also meet with various stakeholders of the organization including the current Interim City Manager. These supplemental meetings sometimes allow us to obtain additional feedback and gain a broader understanding of the community along with the organization's culture and inner workings. It is also quite common for the lead consultant to solicit input from department heads and the City Manager's key support staff. This additional knowledge can often be helpful to the consultants as they assess the critical factors relating to candidate "fit" later on in the process.

With respect to community input, most of our clients who desire extensive input rely on an online survey that can be posted on the City's website. This has proven to be the most popular, convenient and cost-effective strategy for our clients to obtain input throughout the duration of a recruitment and is the most accessible and user-friendly for constituents. However, depending on the Client's wishes, meetings ranging from small focus groups to larger town hall settings can be facilitated in partnership with the City.

In order for TBC to represent any opportunity with conviction and credibility, we prefer to get as much information and feedback as possible before a recruitment is officially launched. Because our clients know their organizations best, we rely on their guidance to determine the best sources of information upon starting an assignment.

Strategy Refinement

Following the gathering of feedback, TBC will develop a detailed timeline for the project along with proposed methodologies for attracting the best possible candidates. The timeline and specific strategies will be reviewed and approved by the Client prior to execution.

Material Development & Production

Immediately following the Client feedback activities, the lead consultant will draft advertising and recruitment brochure text for the Client's review. This information (description of community, organization, ideal candidate profile, compensation/benefits, etc.) should accurately summarize what was learned from the feedback sources. Sample TBC recruitment brochures are included as separate attachments to this proposal.

PHASE II

Advertising & Marketing

Following the consultants' developing a clear understanding of what the City is seeking, we will create aggressive national advertising and marketing campaigns for the recruitment. Both the traditional and electronic campaigns will be interrelated to ensure the position has a powerful presence in the marketplace.

Once the advertising is executed, TBC will distribute the recruitment brochure with a personalized cover letter to professional contacts in our database, with primary emphasis on California candidates. Both e-mail and traditional mail are utilized in

our marketing efforts. The job will also be promoted through the firm's social media presence via LinkedIn, Facebook and Twitter.



Personalized Outreach

As a follow-up to the advertising and marketing campaigns, the consultants will personally contact the individuals targeted and generate new contacts through referrals made by respected sources. The most impressive candidates are usually found this way and it frequently requires several persuasive conversations to attract them into a recruitment if they are content and successful in their current position. The majority of highly qualified candidates will not respond to an advertisement, so we proactively reach out to them.

Our clients pay for results and that's exactly what we deliver. Unlike many of our competitors, TBC invests whatever time is necessary to generate a number of outstanding candidates from which the Client can make a selection. While many of our competitors charge additional consulting fees beyond a specific threshold, we do not limit the number of consulting hours dedicated to any given project.

PHASE III

Resume Assessment

While the lead consultant will review resumes as they are received throughout the search, a final detailed review of each submission will be conducted immediately following the closing date. Those candidates determined to be the most highly qualified will be selected for screening interviews.

Screening Interviews

TBC does not restrict the number of candidates to be screened. Rather, we interview every candidate who meets our Client's criteria. As a rule, this group

frequently amounts to 8-15 candidates. The number of candidates screened ranges from just a handful of professionals for highly specialized positions to up to 20 for highly coveted opportunities.

To the extent the project budget and timeline allow, TBC will conduct as many in-person meetings as possible with the top candidates prior to making recommendations to the City Council. Alternatively, screening interviews are also conducted via phone and Skype™.

Report to Client

Following the completion of the screening interviews, the consultants will develop a written report for the Council that includes: a master list of all the applicants, resumes and cover letters for each candidate interviewed, a one-page profile summarizing each candidate's professional history, plus an overview of the consultant's initial assessment of each individual based on their experience and the results of their screening interview.

Candidate Communications & Care

Throughout the entire recruitment, TBC will take responsibility for communicating with the candidates throughout every stage of the recruitment. In addition, the City should feel free to refer any inquiries from potential or existing candidates directly to the lead recruiter at any time during the engagement. We handle all administrative aspects of the assignments.

TBC is extremely attentive to internal candidates. Our consultants make sure they understand the process and are kept informed at every juncture as they may have never worked with a recruiter before. We take great care to meet the needs of the entire candidate pool throughout our engagements as it is critical that **all the participants have a positive experience** and leave the process with a **favorable impression of the Manhattan Beach** - regardless of whether or not they are selected.

PHASE IV

Selection Process

TBC will design and administer an appropriate final selection process for the City Manager search. Most City Manager selection processes entail at least one interview with the City Council supplemented by follow-up interviews with the very top ranking candidate(s). Additional assessment activities can be developed such as executive level psychological assessments, writing and presentation exercises, problem solving scenarios, etc. We tailor all of our processes to best meet our clients' needs and will assist the decision makers with deliberation.

Background & Reference Checks

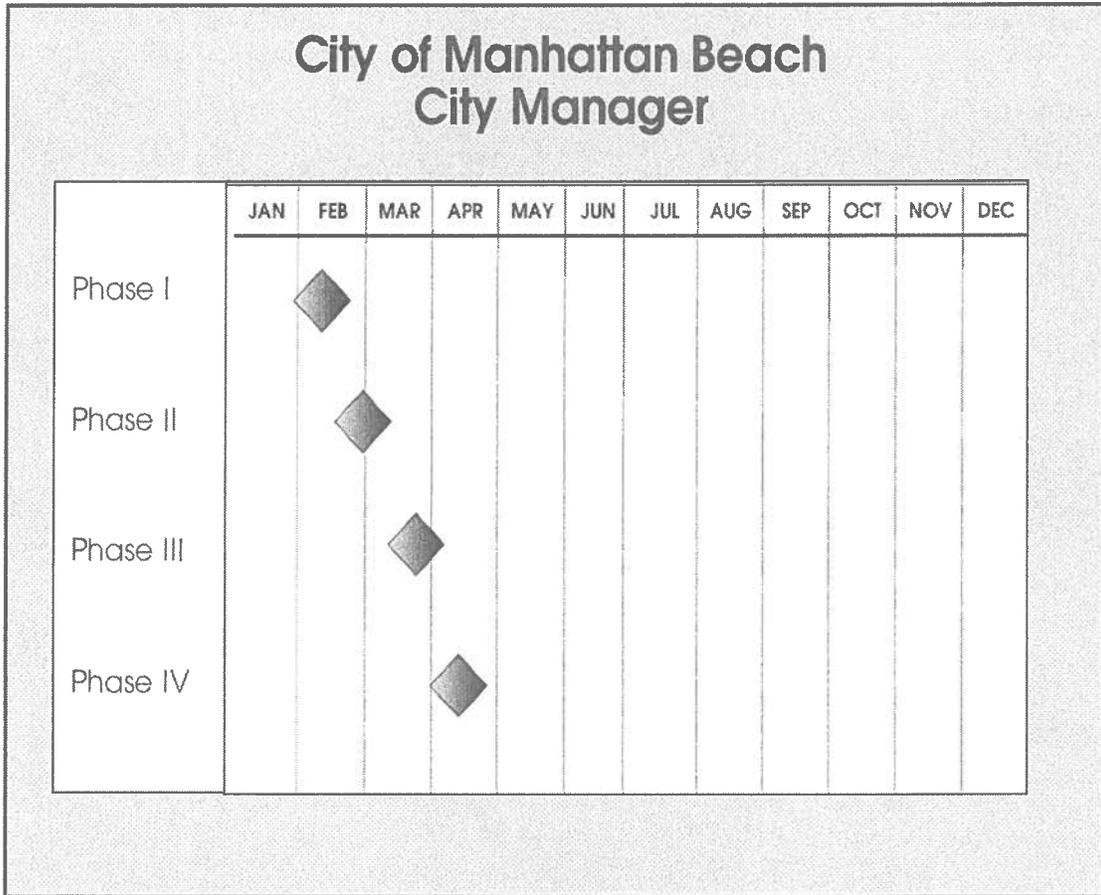
Following the final process and the Client's selection of its top candidate, TBC will conduct **thorough background** and **in-depth reference checks**. Our background checks are performed by a licensed private investigator and entail credit, driving record, civil, criminal and academic credential records checks. Court records checks include county, state and federal systems. Media, internet and social networking checks are also included. The reference checks are conducted by a recruiting consultant and are supplemented by comments generated from contacts that do not appear on the candidate's reference list. Extensive written reports are provided to the Client for review and recordkeeping.

Negotiations

Once the Client reviews and is comfortable with the findings in the report, TBC is available to assist with negotiations on compensation, benefits, start date and other transition details to bring the assignment to successful completion.

III. PROJECT TIMELINE

TBC is prepared to begin work in February. An executive level recruitment can typically be completed within approximately 100 - 120 days. A visual of a projected timeline is portrayed below.



IV. REFERENCES

Client: City of Hermosa Beach **Tel:** 310.318.0239
Contact: Peter Tucker, Mayor Pro Tempore (member of subcommittee for search)
Searches: City Manager (2012), Fire Chief, Community Development Director, Police Chief (2006)

Client: City of Del Mar **Tel:** 858.755.9313
Contact: Mayor Lee Haydu (served as Council Member during search)
Searches: City Manager (2011)

Client: City of Pismo Beach **Tel:** 805.773.4657
Contact: Mayor Shelly Higginbotham (served as Mayor during search)
Searches: City Manager (2012), Community Development Director, Administrative Services Director, Public Works Director

Client: City of Aliso Viejo **Tel:** 949.425.2513 (John Whitman)
949.425.2500 (Mayor Cave)
Contact: John Whitman, Interim City Manager
Carmen Cave, Council Member (served as Mayor during search)
Searches: City Manager (2013)

Client: City of Laguna Niguel **Tel:** 949.362.4300
Contact: Mayor Linda Lindholm (served as Council Member during search)
Searches: City Manager (2012)

Client: City of Newport Beach **Tel:** 949.633.3000 (Mayor Pro Tem)
949.644.3303 (Terri Cassidy)
Contact: Edward Selich, Mayor Pro Tem (served as Mayor during search)
Terri Cassidy, Deputy City Manager/Director of Human Resources
Searches: City Manager (2009), Assistant City Manager, Director of Administrative Services, Director of Human Resources, Director of Community Development, Fire Chief, Director of Library Services (current)

V. CONSULTANT & STAFF PROFILES

Teri Black, President/CEO

Following a distinguished career in local and federal government, Teri has been dedicated to public sector executive search since 1999. Serving communities with populations in the millions to as small as 1,500 over the last 14 years, she has built a substantial base of clients across the Western United States that continually rely on her personalized service and recruitment expertise. In addition to cities and counties, Teri's clients also include special districts, utility agencies and non-profit organizations. She has managed a multitude of high profile and sensitive recruitments over the years. Prior to starting her own firm in 2006, Teri was affiliated with Shannon Executive Search/CPS Human Resource Services and The Oldani Group.

Before entering the executive search profession, Teri served as a Chief of Staff in the U.S. Department of Justice/COPS Office. Her local government experience includes management positions in the Cities of Santa Ana, Lakewood and Oakland, California. As a consultant, clients find her prior government experience to be of tremendous value as they often comment, "She has walked in our shoes and understands our business."

A South Bay native, Teri earned her Master's degree in Public Administration from the University of Southern California and holds a Bachelor's degree from California State University, Fullerton. She is a graduate of the UCLA Anderson School of Management's invitational certificate program for entrepreneurs and a founding member of Cal-ICMA's *Preparing the Next Generation* (PNG) committee which has served as a model for the national association. Teri currently serves on ICMA's *Task Force on Women in the Profession*.

*Teri will serve as the **lead consultant** on the Manhattan Beach assignment.*

Carolyn Seeley, Senior Consultant

Carolyn has over 20 years of human resource experience and has personally assisted Teri with over 200 local government recruitments. She provides invaluable support to our engagements by conducting extensive research and generating referrals from non-traditional sources. Carolyn has supported all of Teri's Council appointed and department head level recruitments over the past eight years. Her dedication and professionalism have been instrumental in bringing hundreds of our projects to successful conclusions.

Although she has focused exclusively on recruiting the past several years, Carolyn also possesses extensive experience in employee relations, employee benefits, compensation, training, and human resource information systems. She earned her MBA degree from Pepperdine University and holds a Bachelor's degree in Health Administration from California State University, Northridge. She is based in Orange County, CA.

Tracey Hill, Executive Assistant & Engagement Manager

Tracey is responsible for managing the numerous administrative activities associated with TBC recruitments and special projects. From overseeing our massive database, ensuring contractual requirements are met and interacting with candidates to coordinating background checks, she is involved with all aspects of the search process.

Tracey brings over a decade of project management experience to TB&Co. Prior to joining the firm, she held a variety of finance, IT and project management related positions with Northrop Grumman and Toyota Motor Sales, USA. Tracey serves as Teri's invaluable "right hand" in ensuring that all client and candidate needs are met.

VI. PRICING, GUARANTEE & CONTACT INFORMATION

The **professional fee** for this City Manager assignment is \$19,000. This includes all work outlined in Phases I – IV in the proposal’s scope of work. The professional fee covers the entire scope of work and does not cap the number of visits or the amount of time invested in bringing the project to a successful conclusion.

Reimbursable expenses for this project will not exceed \$7,500. Reimbursable expenses include advertising, brochure design and reproduction, administrative support, printing/copying, postage and delivery charges, as well as consultant travel (mileage only). Consultant travel entails traveling from Palos Verdes to Manhattan Beach for client meetings and interviews, as well as meeting with the top candidates’ in-person at locations TBD to the extent possible. Professional fees and expenses are billed on a monthly basis.

Placement Guarantee

Because we have a high degree of confidence in our work, TBC’s placement guarantee for Council appointed positions is **double the industry standard**. Consistent with the ICMA Code of Ethics, if a candidate selected and appointed as City Manager by the Manhattan Beach City Council as a result of a TBC recruitment terminates employment for any reason before the completion of the first **two years** of service, TBC will provide the City with the necessary consulting services required to secure a replacement. Professional consulting services are provided at no cost to the Client; expenses are covered by the City.

Contact Information

Business address: 4232 Pascal Place
Palos Verdes Peninsula, CA 90274

Telephone: 310.377.2612
Fax: 310.377.1362
Web site: www.tbcrecruiting.com

Skype Address: tbc.recruiting

Twitter: @teriblack
Federal Tax ID: 13-4346458

Primary Contact: Teri Black-Brann
teri@tbcrecruiting.com
Office: 310.377.2612 Mobile: 310.781.0878

VII. COMPREHENSIVE LIST OF CLIENTS

Cities

Aliso Viejo

Anaheim

Arlington, TX

Ashland, OR

Belmont

Beverly Hills

Buena Park

Cannon Beach, OR

Carlsbad

Carmel-by-the-Sea

Carpinteria

Chandler, AZ

Colorado Springs, CO

Concord

Costa Mesa

Davis

Del Mar

Denver, CO

Dublin

East Palo Alto

El Cajon

Eugene, OR

Fort Worth, TX

Fremont

Fresno

Goleta

Hayward

Hermiston, OR

Hermosa Beach

Hillsborough

Imperial Beach

Laguna Niguel

La Habra

La Palma

Livermore

Lompoc

Long Beach

Los Banos

Lynwood

Manhattan Beach

Menlo Park

Modesto

Moreno Valley

Murrieta

Napa

National City

Newport Beach

Oakland

Palo Alto
Pasadena
Pismo Beach
Pittsburg
Pleasanton
Prescott Valley, AZ
Pomona
Poway
Redlands
Redwood City
Riverside
Roseville
San Diego
San José
San Leandro
San Luis Obispo
Santa Barbara
Santa Clara
Santa Clarita
Santa Cruz
Santa Monica
Sunnyvale
Surprise, AZ
Torrance
Tracy
Turlock
Tustin
Vista
West Sacramento
Yucca Valley, Town of

*Cities appearing in **Bold** type, reflect City Manager/Assistant City Manager related recruitments.*

Counties

Alameda
Denver, CO (City/County)
Lane, OR
Los Angeles
Merced
Monterey
Napa
San Diego
Santa Barbara

Special Districts/Authorities

Ashland, OR Parks Commission
Beach Cities Health District
Calleguas Municipal Water District
Castaic Lake Water Agency
Goleta Water District

Hi-Desert Water District
Mesa Consolidated Water District
Municipal Water District of Orange County
San Ramon Valley Fire Protection District
Southern California Association of Governments
West Basin Municipal Water District