

**TO:** City Council  
**FROM:** James L. App, City Manager  
**SUBJECT:** **Executive Search: Director of Public Works**  
**DATE:** May 18, 2004

---

**NEEDS:** For the City Council to consider engaging the services of an Executive Search Firm to conduct a Director of Public Works recruitment.

**FACTS:**

1. The Department Director position in Public Works has been vacant since February.
2. The City initiated recruitment to fill the vacancy immediately, and has completed consideration of the applications received as a result of that recruitment.
3. The applicant pool was not sufficient to facilitate a selection.
4. A second, more exhaustive State-wide search is necessary to attract experienced professionals well-versed in the broad array of services offered by the Department.
5. There are a number of Executive Search firms that specialize in assisting local governments in the recruitment and selection of public executives.
6. The City has received six proposals from Executive Search firms (provided under separate cover).

**ANALYSIS &**

**CONCLUSION:** In February, the City attempted to save money and time by initiating its own effort to recruit a Director of Public Works. Approximately three dozen applications were received. A number of those were interviewed by an expert panel – the applications were not adequate to facilitate a selection.

Public Works is a large and complex Department requiring an accomplished executive with technical engineering expertise, familiarity with diverse operations, broad and detailed experience with, and knowledge of, regulatory requirements, and demonstrated aptitude for communication and public interaction. Individuals with such a complement of skills and abilities are, generally, currently employed with other public agencies. Soliciting their interest can be challenging – as evidenced by the recent unsuccessful City-initiated attempt.

Executive Search firms have established access to, and an accepted means for soliciting, public executives. Additionally, these firms can assist in certain labor intensive and time-consuming elements of the search and selection process. Current Council, earthquake recovery, operational, regulatory, and development priorities fully consume available City resources – thus, outside assistance would facilitate continued progress against established objectives while concurrently pursuing a State-wide search.

The proposals range from \$19,500 – 25,000 (professional fees including expenses). If the City were to attempt recruitment again without outside assistance, the effort would require four to six months plus \$10-15,000 (for State-wide advertising and related expenses).

It is important to note that the outcome of any search process cannot be guaranteed. Success is a function of market availability, marketability, City needs, timing, and numerous other factors. What the City would be assured with a Search firm is professional recruitment and selection assistance, market penetration, and accommodation for attention to other priorities.

**POLICY**

**REFERENCE:** None.

**FISCAL**

**IMPACT:** \$10-25,000 (unbudgeted, but offset by salary savings).

**OPTIONS:**

- 1. Authorize the City Manager to Negotiate & Execute a Contract for Executive Search Services, and Appropriate Funds as Needed.**
- 2. Direct the City Manager to Conduct the Search with City Resources/Efforts.**
- 3. Amend, Modify, or Reject the Options Above.**

**Attachments:** Search Proposals (distributed under separate cover)

EXECUTIVE SEARCH PROPOSALS ARE AVAILABLE  
FOR REVIEW IN THE CITY CLERK'S OFFICE