

Meeting Date: 4/26/2016

Report Type: Consent

Report ID: 2016-00494

Title: Approval of City Manager Recruitment Brochure Language

Location: Citywide

Recommendation: Pass a Motion approving the City Manager recruitment brochure language.

Contact: Patti Bisharat, Senior Advisor, (916) 808-4752, Office of the Mayor

Presenter: None

Department: Mayor/Council

Division: Mayor

Dept ID: 01001191

Attachments:

1-Description/Analysis

2-Background

3-Attachment A (Brochure Language)

4-Attachment B (Community Input/Survey Results Summary)

City Attorney Review

Approved as to Form

Matthew Ruyak

4/20/2016 5:07:28 PM

Description/Analysis

Issue Detail: As part of the process to recruit for the position of city manager, Ralph Andersen and Associates was selected to conduct a national search to fill the position. The brochure language is being brought to City Council for approval to assure the Recruiter has captured the collective input of the Council. In addition, at the direction of the City Council, a survey was conducted to solicit community input on the attributes, experience and priorities for the position of city manager. The results are included in Attachment B this report.

Policy Considerations: As part of an extensive recruitment process, a comprehensive brochure is necessary to attract the widest selection of top candidates.

Economic Impacts: None

Environmental Considerations: Approval of the recruitment brochure language is considered an administrative activity by a governmental agency and does not constitute a “project” pursuant to Section 15378(b)(2) of the CEQA’s Guidelines and therefore is exempt from CEQA review.

Sustainability: There are no sustainability considerations associated with this report.

Commission/Committee Action: None

Rationale for Recommendation: A comprehensive professional recruitment brochure that provides ideal candidates the most pertinent information concerning the position is necessary to produce a successful recruitment.

Financial Considerations: The cost of the brochure is included in the agreement with Ralph Andersen and Associates to conduct the recruitment.

Local Business Enterprise (LBE): No goods or services are being purchased.

BACKGROUND

In order to develop the city manager recruitment brochure language, the Recruiter met individually with each Council Member to solicit input on the most important characteristics, attributes and experience of the ideal candidate for city manager. Using the Council's input, the recruiter developed a 'candidate profile' which identified the type of career experience and personal attributes the council felt were most critical for the recruitment process.

The consultant presented a recommendation on the candidate profile at a Council Workshop on March 17. Based on the Council discussion and direction, changes were made to the candidate profile. At the workshop Council also directed that a community input process be conducted to solicit feedback on the key career experience and personal attributes of the ideal candidate.

The initial phase of the survey was open from March 22 thru April 18, 2016 and results are included in the information in this report. Additionally, hard copies of the survey were made available in Spanish, Chinese and Vietnamese. The survey will continue to be open to solicit additional input until June 30. We received 757 electronic or hard copy responses of the community input survey. See Attachment B of this report for additional detail. Key themes from the comments received from the survey were: increased diversity (both gender and ethnic) in city executive management including the City Manager; knowledge of Sacramento and its issues; and a focus on neighborhoods.

The results of the community input have been incorporated into the proposed brochure language. For the most part, the priorities identified by the community mirrored the Council's input on the key personal attributes and career experience. The brochure language recommended by this report was reviewed by the recruitment subcommittee.

Upon Council approval of the brochure language, the final city manager recruitment brochure will be completed and the application period open on May 1. Applicants are encouraged to apply by June 30. The Recruiter will work with the Council Subcommittee to review submitted materials and recommend a top slate of candidates to move forward in the process. The full City Council will then be involved in conducting interviews with the most ideally suited individuals. Interviews will be conducted during the months of July and August with final selection and negotiated contract expected during early-to-mid September. It is anticipated that the new City Manager will join the organization in October/November 2016 to ensure a smooth transition with the outgoing City Manager.

City Manager Recruitment Brochure Language

An Incredible Opportunity in a Bold New Era

Sacramento is looking for a strong, visionary, principled leader to guide the City into a bold new era of growth and vitality. There is unprecedented momentum in California's Capital with a surging economy, a revitalized downtown anchored by a brand new arena, and growing reputation around the country as a city on the move. In addition, Sacramento has a City Council, regional partners and a community working collaboratively to transform it into a world class city.

Despite the energy and optimism, Sacramento has not yet reached its tipping point and requires excellent executive leadership, professional guidance, fiscal prudence for long-term sustainability, and organizational well-being to help the city achieve its potential. This unique challenge does not come along often and it is our hope that you explore the rare opportunity to lead a city on the verge of taking a giant leap forward.

City of Sacramento

Sacramento is poised to become one of America's next great cities and the country is taking notice. The New York Times, Forbes Magazine, and the Huffington Post have all recently written about the great things going on in California's Capital. With the grand opening of the world's most high-tech and green arena scheduled in October, being dubbed the "Farm-to-Fork" Capital for our critically acclaimed locally sourced food scene, and a quality of life unmatched in cities across the country, Sacramento has incredible momentum.

As the site of the 1849 gold rush that drew the country west, Sacramento is truly where California begins. Currently, Sacramento is home to over 480,000 residents in the city proper, along with 1.9 million in the surrounding cities and counties, making our region one of the 27th largest metropolitan areas in the nation. The City has grown to become the 6th largest city in California. The City rates high in quality of living, is richly diverse, and is strategically located between the Pacific Ocean (San Francisco) to the west and the Sierra Nevada Mountains (Lake Tahoe) to the east. Sacramento's location provides both exciting city expeditions and natural scenic journeys within a short driving distance.

Additionally, the region offers features that are attractive to those with an active lifestyle. Located at the confluence of the Sacramento and American Rivers, recreational opportunities are abundant including hiking, biking, water-skiing, boating, fishing, golfing, and exceptional winter activities, such as snow-skiing, are located within an easy commute. Educational opportunities are plentiful with many community college and four-year university programs.

The Sacramento region boasts over 30 theaters, museums, and more. Sports fans will also enjoy the local teams including the NBA's Sacramento Kings, the USL's Sacramento Republic FC, and Triple-A Sacramento River Cats.

Sacramento is an exceptional place to live, work, and play.

City Government

Sacramento is a charter city operating under the council/manager form of government. The City Council consists of nine members, eight elected by district and a directly-elected Mayor, who

serve overlapping four-year terms. The City Council is the legislative body responsible for the overall policies and direction of the City. The Council appoints the Charter Officers: City Manager, City Attorney, City Clerk, and City Treasurer. The Council also appoints the City Auditor and the Independent Budget Analyst.

Sacramento provides a full array of municipal services including public safety (police, fire, and emergency medical response), community development, economic development, public works, utilities, convention and cultural services, parks and recreation, and the traditional internal management support functions (finance, human resources/labor relations, information technology, and legislative affairs). Total budget for 2015/16 is \$951.6 million with 4,300 full time equivalent positions.

Responsibilities of the Position

Appointed by and serving under the direction of the City Council, the City Manager operates within broad general policy guidelines and in alignment with the City Council. Additionally, the City Manager exercises substantial latitude and discretion to achieve effective and efficient utilization of resources to manage a dynamic and robust organization.

Working under the policy direction of the City Council, a high-level summary of the City Manager's responsibilities include the following:

- Provide **executive leadership** to the organization;

- Ensure **alignment and on-going focus on the City Council's goals**;

- Maintain **fiscal accountability and prudent financial management**;

- Promote **stewardship, transparency, and public trust** throughout the organization;

- Manage, guide, and promote **a diverse work force** for both gender and ethnic diversity;

- Work regionally to **build a stronger economic base for employers and diversification of jobs**;

- Continue the commitment to **value positive employee and labor relations**; and

- Provide **safe, healthy, and customer-centric services to the public**.

Desired Characteristics

The ideal candidate will be a well-rounded executive manager committed to providing day-to-day oversight of this significant organization in support of the City Council's policy direction and stated goals. As a strong manager of both people and resources, the ideal City Manager will oversee this large and complex organization with a dynamic and transformational leadership style focused on promoting best practices in local government. This top individual will also be eager to seek the highest level of quality, responsiveness and customer services from all employees across the full spectrum of the organization.

Additionally, the new City Manager will have personal attributes and skills to;

- Act as the **catalyst for organizational change** and efficiencies;

- Be known as a **visionary** that will inspire **urgent action toward** a shared vision;

- Demonstrate **broad-based financial understanding and business acumen**;

- Possess **exceptional communication skills** with an **engaging personal style**;

Continually ***evaluate and refine the organization*** to better serve the public;
Vigorously ***support transparency and public access*** and availability for everyone;
Enhance ***business attraction, expansion, and retention***; and
Focus on ***collaboration with local, regional business, and community partners*** on a much broader scale.

In addition to having ***passion and a drive toward results***, successful candidates will also secure further consideration by demonstrating a career history that supports:

Being ***entrepreneurial and creative***;

Track record of ***sound decision-making skills***;

Ability to spark new ideas and work collaboratively with City Council;

An inspirational leader to ***inspire and mentor staff***;

Strong emphasis on ***customer service and community relations***;

Commitment and ***ability to drive accountability*** with performance management systems;

Being a ***relationship builder*** on a local, regional and statewide basis;

In summary, the ideal candidate for City Manager for the City of Sacramento will be an uncommon leader known as a person of integrity and strong ethics combined with incredible energy and overall commitment to success. This talented individual will be a highly competent professional that is well equipped to move the City of Sacramento forward into a new era. This top individual will also strive to achieve the best-of-the-best in organizational management, overall positive community relations, fiscal accountability, and stewardship of public funds and trust.

Education and Experience

The City Council will select a City Manager who has a unique and compelling combination of skills, experiences, and successes. The broad guidelines for consideration include:

Education – Bachelor's degree is required. Master's in Public or Business Administration or a related field is strongly desired combined with relative career experience.

Experience – Ten years of progressively responsible management experience including a minimum of four years at the executive level preferably in local government, non-profit or other organizational structure of similar or relative size, scope and complexity. Candidates with a combination of public sector (local, regional, and/or state) and private sector experience are also strongly encouraged to apply. Professional experience dealing with a diverse urban community and/or stakeholders will also be another important consideration by the City Council.

National Scope of Search Effort: This is a national search effort and as such the *City Council will consider all applicants* that meet and/or exceed the above guidelines. Although California knowledge and experience are highly valued by the City Council, all qualified individuals on a nationwide basis are strongly encouraged to submit resume, accomplishments and career history for consideration.

Compensation and Benefits

The compensation for this position is open and highly competitive. The City Council specifically wishes to attract a broad and talented pool of professionals for consideration, and as a result will review salary history and expectations on a case-by-case basis for top contenders. In addition to moving and relocation expense reimbursement, the City of Sacramento also offers an excellent benefit package including CalPERS (2%@55-Classic Members; 2%@62-New Members), auto allowance and deferred compensation. Additional information about the supplemental benefits offered can be found on Ralph Andersen & Associates' website at www.ralphandersen.com.

To Apply

Candidates are encouraged to **apply by Thursday, June 30, 2016. Electronic submittals are required.** Interested candidates should submit a resume, compelling cover letter of interest, and current salary to apply@ralphandersen.com. Candidates should be aware that references will not be requested or contacted until later in the process until mutual interest has been established.

Ralph Andersen & Associates will work with a sub-set of the City Council ("Recruitment Subcommittee") to review submitted materials and recommend a top slate of candidates to move forward in the process. The full City Council will then be involved in conducting interviews with the most ideally suited individuals. Interviews will be conducted during the months of July and August with final selection and negotiated contract expected during early-to-mid September. It is anticipated that the new City Manager will join the organization in October /November 2016 to ensure a smooth transition with the outgoing City Manager.

Direct confidential inquiries to Ms. Heather Renschler, Ralph Andersen & Associates at (916) 630-4900.

The City of Sacramento is an equal opportunity employer and values diversity at all levels of its workforce.

SUMMARY OF COMMUNITY INPUT EFFORTS AND
SURVEY RESULTS TO DATE
City Manager Recruitment Brochure

Community Outreach Efforts

The community input survey opened on March 22 and the results in this report are as of April 18. The survey will remain open following the distribution of the City Manager Recruitment Brochure to allow continued community input during the recruitment and selection process.

In order to encourage the greatest level of participation in the survey regarding the desirable attributes and experience of the position of city manager, the Council has or will outreach as follows:

- Mayor: Business roundtable, e-blast, and social media
- D1: E-blast, social media, and use of comment cards at existing meetings
- D2: E-blast, social media, and use of comment cards at existing meetings
- D3: E-blast, social media, and use of comment cards at existing meetings
- D4: E-blast, social media, and use of comment cards at existing meetings
- D5: E-blast, social media, and use of comment cards at existing meetings
- D6: District meeting on April 12 at the Coloma Community Center, e-blast, and social media
- D7: District meeting in the Pocket (Date TBD), e-blast, and social media
- D8: E-blast, social media, and use of comment cards at existing meetings

In addition, 900 comment cards encouraging participation in the survey were distributed by Council Offices, at public counters at city hall and other city facilities, and at community meetings/events by Neighborhood Services staff.

Survey Results

Received 757 electronic or hard copy responses

Demographics

Number of Responses by Zip code

94207	1	95628	2
95206	1	95630	3
95368	1	95632	1
95603	1	95661	2
95605	2	95662	1
95608	7	95670	3
95610	3	95678	1
95618	3	95691	4
95621	1	95747	3

95758	2	95828	3
95762	1	95829	4
95765	1	95831	125
95811	15	95832	5
95812	1	95833	33
95814	27	95834	12
95815	15	95835	26
95816	49	95838	9
95817	41	95843	3
95818	46	95864	4
95819	77	95833	2
95820	73		
95821	6	**Incomplete or out-of-state	
95822	52	9519	1
95823	8	9581	1
95824	8	52227	1
95825	11	65814	1
95826	27		

Over 50% of respondents have lived in Sacramento for 21 years or longer
Almost 50% of respondents were 56 years of age or older
Over 80% of respondents were not a business owner in Sacramento
90% of the respondents were not a city employee

Survey Question Results

Top five ranked priorities for new City Manager

1. Public Safety/Police/Fire Services
2. Education/Schools
3. Homelessness/Hunger/the Poor
4. Economy/Business Climate
5. Jobs

Top five ranked most important type of career experience

1. Experience as City Manager or Top Administrative Executive
2. History of creating and managing strong accountability/performance
3. Public Sector/Local Government Experience
4. Proven ability to create/maintain momentum and effectively lead
5. Track record of positive community relations

Top ten ranked most important personal attributes

1. Strong manager of people and resources

2. Broad-based financial understanding
3. Dynamic leadership
4. People person and relationship builder

5. Value, appreciate and prioritize gender equity and diversity in both the workplace and the community
6. Strong work ethic, integrity and discipline
7. Collaborative style, both inside City Hall and with the public, business community and regionally
8. Exceptional business acumen
9. Drive accountability with performance management systems

Key themes from the comments received from the survey were: increased diversity (both gender and ethnic) in city executive management including the City Manager; knowledge of Sacramento and its issues; and a focus on neighborhoods.