

**CITY OF MCKINNEY,  
TEXAS**

Proposal for Executive  
Search Services for  
the Positions of

**CHIEF OF POLICE/  
ASSISTANT CITY  
MANAGER**

July 31, 2014



# The Mercer Group, Inc.

*Consultants To Management*

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July 31, 2014

**VIA E-MAIL: [kusrey@mckinneytexas.org](mailto:kusrey@mckinneytexas.org)**

Ms. Kathryn Usrey

Interim Director of Human Resources

City of McKinney

222 N. Tennessee Street

McKinney, TX 75069

Dear Ms. Usrey:

The Mercer Group, Inc. is most pleased to submit this proposal to assist the City of McKinney to recruit nationally and to develop exceptionally well-qualified candidates for the position of Chief of Police and to assist in a partial search for an Assistant City Manager over Development Services. We are most interested in assisting the City of McKinney with these critical projects, and if selected to conduct the searches, 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 police chief and Assistant City Manager searches nationally. For example, we placed the current Chief of Police in Clayton, MO; and Chiefs of Police in West Des Moines and Cedar Rapids, IA to name a few. We have also placed Assistant City Managers in several cities around the country. We are especially well qualified to conduct these searches for the City of McKinney.

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 McKinney in selecting highly qualified individuals who meet the profile and needs of the City and who might not otherwise apply.

This proposal from our firm should provide you with the overview information that you need relative to our firm's qualifications to conduct executive searches for these two key positions for the City of McKinney.

## **Our Approach**

After reviewing written materials provided by City and meeting with Interim City Manager Tom Muehlenbeck, you and others of your choice to determine the key

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Ms. Kathryn Usrey  
Page Two  
July 31, 2014

selection criteria relative to the searches, we will conduct the following steps:

1. Analyze the positions and draft Position Profiles/Recruitment Brochures.
2. Recruit for the positions 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 agreements with selected candidates and follow-up.

1. **Position Analysis**

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

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

Based on those meetings, we will prepare draft position profiles/recruitment brochures and review them with you and the City Manager in order to arrive at a general agreement regarding the specifications for the positions. The final position profiles/recruitment brochures will include information about the appropriate organizational components, the community, major issues to be faced, the positions, 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 appropriate organizational fields 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 positions.

We will provide you with several advertising alternatives with varying degrees of cost and their associated benefits. Based on our discussions with you, 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 City. 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 City. This matrix will be reviewed with you and the City Manager in a closed meeting and guidance will be obtained prior to proceeding. One contingency here is that the City Manager may not approve of any of the candidates.

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

After this review meeting, 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 City's option, may be further tested by having the finalists complete management and leadership style inventories. We interpret these instruments for the City 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 City which 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 positions 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 City 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 for each position. The City shall make the final decision on which and how many candidates will be interviewed.

Our report will be presented in a meeting with you and the City Manager 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 City 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 City or whether the final group simply represents the best available talent.

We will also provide the City 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 City and others of your 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 City 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 City of McKinney and that any public statement should come directly from the responsible City Official. We will maintain confidentiality of candidate information, to the degree possible, under Texas law.

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

Once the new hire has been on board for 30 days or so, we will conduct a session with the City Manager and with the placement in order to establish mutual performance criteria and goals for the position. In this regard, we will work with you and the City Manager to define the role of the placement within the City of McKinney.

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

We will keep the City closely informed and involved in decisions concerning the search process at all times. We will prepare and send to you 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 City's deadlines and an itemization of expenses incurred-to-date and expected to be incurred during each succeeding project step.

Ms. Kathryn Usrey  
Page Seven  
July 31, 2014

Support from the City will be needed, as follows:

- Arranging interviews with the City Manager 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, New Mexico 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.

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 eighteen years of public sector experience. Mr. Wurzberger holds a Bachelor's Degree in English



Ms. Kathryn Usrey  
Page Eight  
July 31, 2014

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.

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.

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 one search (The Police Chief Search) are competitive and are \$16,500, plus out-of-pocket expenses not-to-exceed \$8,000 for a total cost for a full search of not-to-exceed \$24,500. Tasks of a similar search with their typical fees 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
Recruitment 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>

Shown below is a breakdown of fees and expenses so that the City may choose certain tasks and their associated costs for the Assistant City Manager search process:

<b>TASK</b>	<b>FEE</b>	<b>EXPENSES</b>	<b>TOTAL</b>
Position Analysis	\$ 2,000	\$1250	\$3250
Recruitment Campaign	3,000	2000	5000
Resume Review	1,750	250	2000
Candidate Screening	4,000	1500	5500
Background Investigation	4,250	1500	5750
Interview Process	1,000	1500	2500
Negotiation and Follow-up	500		500
<b>TOTAL FEE AND EXPENSES.....</b>			<b>\$24,500</b>

Expenses, not-to-exceed out-of-pocket in the amount of \$8,000.00 for one search are for consultant travel, lodging and per diem, telephone, correspondence, advertising, research, sourcing, reference and background investigation, and report preparation. Because newspaper advertising is often expensive we would like to discuss with the City 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. Also, if our firm is selected to conduct a partial search for

Ms. Kathryn Usrey  
Page Ten  
July 31, 2014

the Assistant City Manager and the full search for Chief of Police, it may be possible to combine some trips and reduce total expenses.

The cost for final candidates to travel to interview with the City 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 McKinney'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 City Manager 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 the City of McKinney 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 Texas.

Ms. Kathryn Usrey  
Page Eleven  
July 31, 2014

**References**

We will be pleased to provide local and national references of our work and a comprehensive client list of the firm if desired by the City.

Please contact me at 505-660-7725 cell 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)