



Memorandum

TO: City Council

FROM: Ron Gonzales, Mayor

SUBJECT: Executive Search Plan and
Timeline for Recruitment of a
New City Manager

DATE: September 15, 2006

Approved

Date

9/15/06

RECOMMENDATION

1. Accept this executive search plan and timeline for the recruitment of a new city manager.
2. Direct the City Manager to oversee the implementation of the plan by the Human Resources Department beginning in October 2006.
3. Direct the Administration to recommend a funding source for the anticipated cost of this recruitment, and if necessary return to the City Council with a budget appropriation for the current fiscal year.

BACKGROUND

At its meeting on February 7, 2006, the City Council approved a series of steps to initiate the recruitment process for our next city manager this fall. In addition, Council directed that:

- At least two executive search firms be brought forward for Council consideration;
- The interim City Manager participate in the interview process; and
- Staff collect Council input for the candidate profile and seek a broadly diverse pool of qualified candidates.

This memo responds to these directives and recommends a more detailed executive search plan and timeline for the city manager recruitment. This memo was developed in coordination with the City Manager's Office, City Attorney's Office, and Human Resources Department.

DISCUSSION

The entire executive recruitment process is estimated to require twenty weeks to complete, with an additional four weeks potentially needed to allow the selected candidate to provide sufficient professional notice of resignation from a current employer. Given this time estimate and the swearing in of a new mayor and councilmembers in January 2007, we should begin our steps to recruit our next city manager in October 2006. This would allow public outreach to begin, a draft candidate profile to be prepared, and a completion plan to be presented to the mayor-elect as part of the transition in December. With preliminary recruitment efforts completed this year, it could be possible for candidate interviews to be held beginning in February 2007, and an appointment made in spring.

The attached executive search plan for the city manager details a timeline and milestones for the executive recruitment. A summary of each major phase of the work plan is set forth below, with Phases I and II beginning once the plan is approved, and Phases III, IV and V conducted under the guidance of the new mayor and Council next year:

Phase I – Consultant Selection: At least two executive search firms from the City's vendor list¹ will be presented to Council for selection in October. Human Resources and the selected consultant will serve as staff support for carrying out the remainder of the recruitment process.

Phase II – Stakeholder Input and Profile Development: Extensive stakeholder input will be solicited this fall from the City Council, community leaders and organizations, employee labor representatives, City employees, and the public at large.

The profile development process will include at least five public meetings throughout San José. Data gathered through this outreach will help guide the preparation of the draft profile for the "ideal candidate" for San José City Manager, listing the skills, character, and experience that our community desires in its next city manager. The draft profile would be considered by the Mayor-elect and subsequently sent to the City Council for its approval in January.

Phase III – Outreach and Marketing: Using the approved candidate profile, the search consultant will conduct extensive national outreach and marketing to identify suitable candidates for the position as soon as the profile is approved. This outreach should at least include advertising, targeted direct contacts, and professional networking, with a special emphasis on diverse professional recruitment outlets in order to maximize the pool of qualified candidates reflecting the character of our community.

¹ On January 30, 2006, Human Resources, after consultation with Finance procurement and the City Attorney's office, issued an RFQ for the purpose of establishing a roster of highly skilled consultants to respond to requests for executive recruiting services in a timely manner on an as needed basis. This will result in the City being able to expedite a contract for specialized recruitment services from a list of pre-qualified vendors. The RFQ required consultants to detail their experience with various searches, including City Manager searches, over the last three years on a nationwide search basis.

Phase IV – Screening and Selection Process: The search consultant will perform an initial screening and interviews of candidates to identify those who appear to best meet the profile, and summaries of their qualifications will be prepared by the consultant and presented to the new Mayor. From this group a decision would be made regarding which finalists to invite for further interviews. After preliminary reference and background checks are performed, candidate interviews will be scheduled. It is anticipated that the interviews would involve panels that include community stakeholders, the interim City Manager, and other City staff.

Phase V - Facilitate Hire: Once a final candidate or candidates have been identified, site visits to the candidates' current communities might be conducted by the search consultant or City staff, final reference and background checks conducted, and a tentative offer negotiated. At this point, a final candidate or candidates would be presented by the new Mayor to the City Council for consideration.

COORDINATION

This memo was coordinated with the City Manager, City Attorney, and Human Resources Department.

COST IMPLICATIONS

It is anticipated that the recruitment will cost approximately \$45,500.

Attachments:

Executive Search Timeline

Mayor's Memo to Council approved February 7, 2006

EXECUTIVE SEARCH FOR THE CITY MANAGER¹

PHASE I – Consultant selection

WEEK #	1	2	3	4	5	6
Task 1 Recommend search consultant from preferred vendor list ²						
Task 2 Council selects a search consultant						

PHASE II – Stakeholder input and draft candidate profile development

WEEK #	3	4	5	6	7	8
Task 1 Conduct Mayor and Council member interviews						
Task 2 Conduct open forum community meetings						
Task 3 Meet with select community organizations ³						
Task 4 Meet with the Council Labor Alliance						
Task 5 Conduct open employee forum						
Task 6 Facilitate senior staff discussion						
Task 7 Draft candidate profile is developed						

¹ Black shaded boxes in Phases I & II represent tasks that are recommended to proceed. Grey shaded boxes in Phases III, IV & V signify recommended next steps subject to the guidance of the new mayor and council.

² On January 30, 2006, Human Resources, after consultation with Finance procurement and the City Attorney's office, issued an RFQ for the purpose of establishing a roster of highly skilled consultants to respond to requests for executive recruiting services in a timely manner on an as needed basis. This will result in the City being able to expedite a contract for specialized recruitment services from a list of pre-qualified vendors. The RFQ required consultants to detail their experience with various searches, including city manager searches, over the last three years on a nationwide search basis.

³ List of community outreach targets for developing ideal candidate profile may include, but would not necessarily be limited to: NAC, Team San Jose, SVLG, Chamber of Commerce, Downtown Association, La Raza Roundtable, NAACP and SJSU.

These concluding search phases would be subject to the guidance of the new mayor and council:

PHASE III – Outreach and marketing

WEEK #	8	9	10	11	12	13
Task 1	Candidate profile is approved by new mayor and council					
Task 2	Finalize outreach efforts					
Task 3	Place advertising					
Task 4	Targeted mailings					
Task 5	Professional networking					

PHASE IV – Administration of selection

WEEK #	12	13	14	15	16	17
Task 1	Initial screening of candidates by consultant					
Task 2	Interview candidates					
Task 3	Prepare summaries					
Task 4	Present finalist recommendation to City for interview consideration					
Task 5	Preliminary reference and background check of finalists					
Task 6	Final interview (s) ⁴					

PHASE V – Facilitate hire

WEEK #	18	19	20		
Task 1	Site visits				
Task 2	Finalize reference and background checks of the finalist				
Task 3	Negotiate tentative offer				
Task 4	Present finalist to council for final consideration				

⁴ Candidates invited to interview would meet with multiple panels comprised of community stakeholders, the current city manager and city staff.



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Peter Jensen

SUBJECT: REPORT ON CITYWIDE WINDOW WASHING **DATE:** October 11, 2006

Approved

Ray Wines

Date

10/18/06

RECOMMENDATION

- (a) Accept this staff report regarding various departmental approaches to window washing services.
- (b) Approve the deployment plan to rotate the use of the Reachmaster high reach maintenance lift.

OUTCOME

Approval of these recommendations will allow staff to proceed with current window washing methods used by City departments and with the deployment plan to rotate the use of the Reachmaster high reach maintenance lift.

BACKGROUND

In June 2006, the City Council approved Resolution No. 73291 authorizing the Director of Finance to negotiate and execute a contract for window cleaning at City Hall. Along with the approval, the City Council directed the Administration to do the following:

- Review the current methods for window washing at all City facilities to determine if the work could be bundled and if the newly acquired specialized equipment could be used more effectively.
- Examine the current contracting-in process.

This staff report summarizes findings from a study of Citywide window washing operations, including use of the Reachmaster high reach maintenance lift (Reachmaster). An Information Memorandum discussing the contracting-in process was distributed during the week of October 16.

ANALYSIS

General Services conducted a study of Citywide window washing and maintenance operations across several City departments. Included in that study was a review of how each City

department might benefit from the use of the Reachmaster. The study focused on discussions with those City departments that actually provide facility management services for City facilities; including, the Environmental Services Department – Water Pollution Control Plant, the Airport, Team San Jose for the Convention Center and related facilities, HP Pavilion, and General Services for City Hall and the remaining Citywide facilities. Generally, the study revealed that the current methods are similar throughout the City, with departments balancing resource constraints by utilizing in-house cleaning and supplementing with contract window cleaning for workload balancing. The following is a summary of those findings.

Environmental Services Department, Water Pollution Control Plant – The Water Pollution Control Plant places less emphasis on window washing as it is not a publicly accessible facility and the often-dusty nature of the work in the surrounding areas results in an unpredictable cleaning cycle. In general, the plant consists of low-lying buildings that are cleaned in the course of normal in-house custodial duties on an as-needed basis. The one exception is Building 40, which has high reach window areas. The custodial services contractor assigned to this facility to supplement current in-house staff efforts cleans these windows on a routine basis. This work is completed within the contract scope of services utilizing a scissors type access lift.

Airport – Prior to the events of September 11, 2001, the Airport contracted for exterior surface (i.e. granite and glass) cleaning of Terminal A. The window washing of all other facilities was completed in-house with custodial staff. As a result of decreased revenues, the Airport cancelled this contract and contracted-in some of this work and deferred the remainder. Because contracting-in was done without the addition of staff, the limited resources have had the net effect of reduced cleaning frequencies.

Convention Center – Team San Jose currently cleans the building exteriors and high reach windows of the Convention Center and their other facilities with internal staff on a non-scheduled basis. Housekeeping staff provides routine cleaning of building storefront glass and all other glass that can be reached with conventional lifts. Team San Jose, on occasion, has contracted to provide complete window washing services at each of their facilities. However, this has only been required when staff could not address the needs.

General Services, Citywide Facilities (Libraries, Community Centers, Police Administration and Service Yards) – Generally these City facilities receive window washing up to eight feet in height through contracted custodial services on an infrequent, but routine basis. These services are generally focused on the building storefront glass. Facilities that are cleaned by in-house custodians, such as the old Martin Luther King Library and the Police Administration Buildings, receive cleaning at the request of the occupying departments, which is generally on an extremely infrequent basis.

General Services, City Hall – City Hall will receive routine interior and exterior window and metal surface washing based on need, with the exterior being cleaned at least three times a year and the interior being cleaned at least twice a year. This service is provided through a service contract that will utilize maintenance platforms for the upper portions of the Tower as well as the Reachmaster. The Reachmaster will also be used for maintenance throughout the facility,

including maintenance required in the Customer Service Center where the high ceilings require special high reach equipment to access building lighting and atrium glass.

The recently purchased Reachmaster has been made available to all of the above mentioned departments. Operational training for the Reachmaster was conducted by the manufacturer during the month of August and was made available to all City departments that might benefit from its use. In addition to Team San Jose and the Airport, staff from the Children's Discovery Museum and the HP Pavilion underwent training on the lift. This was extremely beneficial as those organizations are now prepared to use the lift at their respective facilities for multiple maintenance activities including painting, electrical maintenance, and window cleaning. Through the training and discussions with staff, several specific opportunities for use were also identified including Team San Jose's desire to use the lift to perform window cleaning at the Convention Center, exterior cleaning of the South Hall structure and electrical maintenance at the Center for Performing Arts. The Airport has also identified several activities where the lift may be used to provide access to building infrastructure so that staff can perform needed maintenance without disrupting facility operations. General Services can utilize the Reachmaster to access ball field lighting for maintenance and repair as well as to address painting and other maintenance issues Citywide.

Based on these discussions, General Services is creating a deployment plan which involves rotating the use of the Reachmaster to City departments needing its services on a scheduled basis for a fixed period of time. City departments will be encouraged to program work and stage it such that they can maximize their use of the Reachmaster. As the rotations continue, General Services will be analyzing other usage opportunities to further increase utilization of the lift throughout City facilities to maximize its value.

Bundling Contracts

Typically, the City has bundled window washing services into custodial contracts to take advantage of the size and scope of those contracts. Generally this work is at low heights and falls into the scope of service that a custodial contractor would provide. Occasionally, separate contractors who specialize in the service have performed window washing. This only becomes necessary when the services require accessing high areas or using specialized equipment. This is most evident at City Hall but also occurs infrequently at the Police Administration and Communications buildings. Due to this relatively infrequent use of a specialized service, bundling does not lend additional value.

Much of the window washing in City facilities is performed using current resources, including a combination of in-house staff and contract services. Utilizing best practices and enhancing productivity through the use of equipment such as the Reachmaster, staff believes that City facility maintenance personnel will continue to provide the current level if not a slightly improved level of service. As a result, and because of the irregular frequency of window washing services at City facilities, staff recommends maintaining the current methods for providing these services.

PUBLIC OUTREACH ITEMS

Although this action does not meet any of the criteria below, this memorandum is posted on the City's Council Agenda Website. General Services staff discussed maintenance strategies with the groups addressed in this memo in order to ensure that a representative idea of current services was presented. In addition, the results of the analysis and the staff recommendations were discussed with affected bargaining units, and this report reflects their input.

- Criteria 1:** Requires Council action on the use of public funds equal to \$1 million or greater. **(Required: Website Posting)**
- Criteria 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. **(Required: E-mail and Website Posting)**
- Criteria 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council or a Community group that requires special outreach. **(Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)**

COORDINATION

This report has been coordinated with the Office of the City Manager, the City Attorney's Office, Team San Jose, Environmental Services Department, and the Airport Department.

CEQA

Not a project.


PETER JENSEN
Director of General Services

For questions please contact Peter Jensen, Director of General Services, 938-2025.