



CITY *of* BRISBANE

City Council Special Meeting Agenda

Thursday, June 29, 2023 at 6:00 PM • Hybrid Meeting, 50 Park Place, Brisbane, CA 94005

The public may observe/participate in City Council meetings using remote public comment options or attending in person. Members of the City Council shall attend in person unless remote participation is permitted by law. The City Council may take action on any item listed in the agenda.

TO ADDRESS THE COUNCIL IN PERSON

Location: 50 Park Place, Brisbane, CA 94005, Large Conference Room

Masking is not required, but the California Department of Public Health recommends people at higher risk for severe illness consider masking. Similarly, to help maintain public health and safety, we respectfully request that people not attend public meetings in-person if they are experiencing symptoms associated with COVID-19 or are otherwise ill and likely contagious (e.g., respiratory illnesses).

To address the City Council on any item – whether on the posted agenda or not – please fill out a Request to Speak Form located in the Community Meeting Room Lobby and submit it to the City Clerk. Speakers are not required to submit their name or address.

REMOTE PARTICIPATION

Members of the public may participate in the Special Meeting by logging into the Zoom Meeting listed below.

The agenda materials may be viewed online at [brisbaneca.org](https://www.brisbaneca.org) at least 72 hours prior to a Regular Meeting, and at least 24 hours prior to a Special Meeting.

Remote Public Comments:

Remote meeting participants may address the City Council during public comment. We also encourage you to submit public comments in writing in advance of a meeting. Aside from commenting personally while in the Zoom Meeting, the following email and text line will be also monitored during the meeting and public comments received will be noted for the record during Public Comment.

Email: ipadilla@brisbaneca.org or **Text:** (628) 219-2922

Join Zoom Webinar: [zoom.us](https://zoom.us/j/85031706803) (please use the latest version: zoom.us/download)

<https://us06web.zoom.us/j/85031706803?pwd=Nlc0NVdaREF5Y3hiN2o0bEhNNkNmQT09>

Meeting ID: 850 3170 6803

Call In Number: 1 (669) 900 9128

Note: Callers dial *9 to “raise hand” and dial *6 to mute/unmute.

SPECIAL ASSISTANCE

If you need special assistance to participate in this meeting, please contact the City Clerk at (415) 508- 2113. Notification in advance of the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

6:00 P.M. CALL THE SPECIAL MEETING TO ORDER

- A. Consider any request of a City Councilmember to attend the meeting remotely under the “Emergency Circumstances” of AB 2449
- B. Public Comment
- C. Select Executive Search Firms to be Interviewed

ADJOURNMENT

C.

File Attachments for Item:

C. Select Executive Search Firms to be Interviewed



CITY COUNCIL AGENDA REPORT

Meeting Date: June 29, 2023

From: Abby Partin, Human Resources Administrator

Subject: Adopt Resolution to Review Recommended Proposals Submitted by Executive Recruitment Firms to Interview for the City Manager Recruitment

Community Goal/Result

Safe Community, Community Building, Fiscally Prudent

Purpose

To ensure the community continues to receive excellent service by retaining and attracting exceptional employees in a financially prudent manner.

Recommendation

Staff recommends the City Council review proposals submitted by executive recruitment firms to recruit the for the position of the City Manager and take any action, as City Council deems appropriate, relative to the process for recruitment of a City Manager.

Background/Discussion

On May 23, 2023, City Manager ad hoc subcommittee, Mayor Davis and Mayor Pro Tempore O'Connell, reviewed a Request for Proposals (RFP) for qualified executive search firms concerning the recruitment for a City Manager and directed staff to circulate the RFP. Staff circulated an RFP requesting, among other matters, qualifications, pricing and a timeline for completion of an executive search. On June 2, 2023, the RFP was sent to ten executive recruitment firms throughout the state and country. Responses were due on June 21, 2023. Seven search firms responded to the RFP and those proposals are attached.

The City Manager ad hoc subcommittee reviewed all proposals on June 27, 2023, and has recommended 4 firms for the full Council to interview. A summary of key information from the recommended proposals is set forth below.

Name of Recruitment Firm	Principal/Recruiter	Pricing /Fees	Est. Recruitment Timeline
Avery & Associates	Bill Avery	\$25,900	>17 weeks
Bob Murray & Associates	Gary Philips	\$32,000	13-16 weeks
Peckham & McKenney	Carl Cahill	\$28,000	12-14 weeks
W. Brown Creative Partners	Wendi Brown/Sam Sackman	\$35,900	12 weeks

If the Council is in agreement with the ad hoc subcommittee's recommendations, it should adopt the attached resolution. Staff will proceed to arrange for interviews on July 6, 2023.

Fiscal Impact

Should the City Council retain one of the above firms, the total fiscal impact will be included in the fiscal year 23-24 budget.

Measure of Success

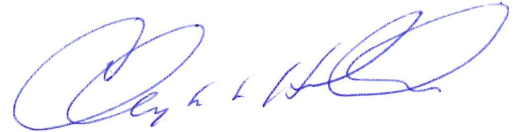
The City is able to maintain a stable and high quality workforce.

Attachments

Resolution 2023-____
RFP proposals received

A black and white signature of Abby Partin, consisting of a series of loops and a long horizontal stroke.

Abby Partin, Human Resources
Administrator

A blue ink signature of Clay Holstine, featuring a large, stylized 'C' and 'H'.

Clay Holstine, City Manager

RESOLUTION NO 2023-XX**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BRISBANE
SELECTING THREE EXECUTIVE RECRUITING FIRMS TO INTERVIEW TO
ASSIST THE CITY COUNCIL IN THE RECRUITMENT OF A CITY MANAGER**

WHEREAS, the City Council of the City of Brisbane recognizes the need to fill the position of the City Manager; and

WHEREAS, the City Council has reviewed proposals from seven professional executive recruitment firms to assist with the recruitment of the City Manager and has considered the recommendations of the City Manager ad hoc subcommittee as to which firms to interview.

NOW, THEREFORE, the City Council of the City of Brisbane resolves as follows:

The professional executive recruitment firms on the attached Exhibit A will be interviewed to assist the City Council in the recruitment of a City Manager.

Madison Davis, Mayor

I hereby certify that the foregoing Resolution No. 2023-XX was duly and regularly adopted at a special meeting of the Brisbane City Council on June 29, 2023, by the following vote:

Ayes:

Noes:

Absent:

Abstain:

Ingrid Padilla, City Clerk



Los Gatos

June 21, 2023

Abby Partin, HR Administrator
City of Brisbane
50 Park Place
Brisbane, CA 94005

Dear Ms. Partin:

Thank you for the opportunity to submit our recruitment proposal for the position of City Manager for the City of Brisbane. We feel well suited to fulfill your executive search requirements based on our track record of successful recruitments, our service approach, and overall recruitment expertise.

We take great pride in providing our clients exceptional service and excellent results. And we feel well suited to support your city on this search. During the past 24 months, we have completed City Manager assignments for the cities of Chico, Pleasanton, Sand City, Cupertino, Yreka, Tulare, Ross, Paso Robles, Sausalito, and Fowler. Overall, in the past five years our firm has completed 29 city manager assignments. These include the cities of Stockton, Simi Valley, Hawthorne, Whittier, Port Hueneme, Pinole, Anaheim, Fremont, Vallejo, Hermosa Beach, Martinez, Half Moon Bay, Visalia, Fullerton, Redding, South El Monte, Monte Sereno, Benicia, and Beaumont. We feel the contacts made from these assignments would be highly beneficial to this search and your overall recruitment needs.

Below is the location and phone numbers of the office which will coordinate this activity along with the contacts and authorized representatives of Avery Associates:

Bill Avery
16 Lyndon Ave., Suite 200
Los Gatos, CA 95030
(office) 408 399-4424
(cell) 408 472-7873
(email) bill@averyassoc.net

Paul Kimura, Principal
16 Lyndon Ave., Suite 200
Los Gatos, CA 95030
(office) 408 399-4424
(cell) 408 472-7936
(email) paulk@averyassoc.net

Our extensive database of executives in municipal and county government provides an excellent foundation for the outreach efforts we describe in our proposal. We've also had extensive interaction with City Councils, City Managers and Assistant City Managers based on our labor relations practice. All these contacts would be an excellent resource in support of this recruitment.

William Avery & Associates, Inc.
Consultants to Management

16 Lyndon Ave., Suite 200
Los Gatos, CA 95030
408.399.4424
Fax: 408.399.4423
www.averyassoc.net

Following review of our proposal, it is our hope that our overall portfolio of successful recruitments, our professionalism, and the positive results we have delivered for our clients will provide the basis for selection of our firm. This proposal of recruitment services contains the following information:

- Company Overview
- Firm Qualifications/Experience
- Recruitment Team
- Recruitment Approach/Methodology
- Timeline
- Consulting Fee
- Guarantees & Ethics
- Principal Profiles

Thank you for the opportunity to be considered for this recruitment. If you have any questions, please do not hesitate to call me at 408-399-4424

Sincerely,



William H. Avery

WHA:jmc



PROPOSAL FOR THE CITY OF BRISBANE RECRUITMENT FOR CITY MANAGER

William Avery & Associates, Inc. – Overview

William Avery & Associates, Inc. (Avery Associates) is a successful and service focused Management Consulting firm based in Los Gatos, California. Incorporated in 1982, the firm specializes in Executive Search, Labor Relations, and Human Resources/Management Consulting.

The firm currently includes two Principals and several key consultants. Bill Avery, the founder of Avery Associates, heads, and manages the firm. He oversees the Labor Relations practice and is heavily involved in the search business including leading key searches. Paul Kimura focuses on and manages the Executive Search and Recruitment practice. Key staff members include Bill Lopez and Kristi Ward, who support the search practice and the firm's administrative staff includes Tomi Ewing and Jackie Collins. Temporary staff as needed augments the team.

Mr. Avery, having served in the past as a City Manager, provides the firm with direct experience and knowledge of city administration. Mr. Kimura's expertise in executive, technical and business recruitment, which he gained during his nineteen years of high technology experience, provides the basis for many of the recruitment strategies and tactics utilized by the firm. (Their profiles are attached.) Collectively and combined, the firms Principals offer exceptional expertise in public sector recruitment and consulting.

Firm Qualifications/Experience – What Differentiates Avery Associates

Exceptional service delivery and a very high-quality work product provide excellent results for our clients. This begins with the initial client meetings, which lead to detailed timelines for deliverables followed by weekly recruitment status updates following initiation of the search. Our candidate outreach efforts are professionally and confidentially conducted. The evaluation materials we provide clients are routinely characterized as accurate, comprehensive and of very high quality. We believe more so than any other public sector recruitment firm. This is largely based on our interview system utilizing behavioral interview techniques, which we describe in our recruitment plan. This leads to a quality product with excellent end results for our clients.

The service element is based on two factors: The first is the collective service philosophy from all our organizational team members. They are each dedicated to providing service and support to clients. The second factor is based on the high level of engagement and participation from the firm Principals in every search assignment. This hands-on involvement includes client interface, identifying and developing the ideal candidate profile and position specification, development of the search strategy, candidate outreach, interviewing and assessment, completion of reference interviews, candidate presentation, final interview facilitation and when desired, negotiation of employment terms with the successful candidate.



Recruitment Team for the City of Brisbane

Bill Avery will serve as the Project Lead for this assignment and will be assisted by Bill Lopez and Kristi Ward. Mr. Avery will be personally involved in the initial client meetings, development of the ideal candidate profile and search strategy, interviewing and assessment of candidates, the presentation of candidates, attendance at final interviews and will be available throughout the search process to provide other related consulting services.

Recruitment Approach/Methodology

I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Avery will individually meet with City Council members, and with other city staff (as deemed appropriate by the policy makers) to discuss the organizational needs and position requirements and to formalize the recruitment job announcement.

We understand that some communities are committed to engaging their residents in determining the ideal profile for the new City Manager. If this is a priority for the City, we can utilize various approaches in reaching out to the community in soliciting their insights/inputs regarding the ideal City Manager. The ideal approach towards reaching the greatest number of residents is through an online community survey linked through your city's website. Alternative options include A town hall meeting (in today's environment, this would be conducted via video conferencing); conducting a "targeted" outreach effort to key community members as identified by the City Council (i.e., Service club/Chamber of Commerce/Downtown Association leaders; educational executives; homeowners association leaders; executives of community-based organizations). Any or all of these community outreach efforts can be incorporated into our recruitment model. We will include the Council's preferred approach as part of our Scope of Services at no additional charge.

Our goals in securing the collective insights from our meetings are to:

- Understand the City priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes and operational style of the ideal candidate.
- Discuss the goals, objectives, deliverables, and challenges related to this position.
- Gain insight of the various organizational dynamics and departmental issues that exist within the organization.
- Identify the compelling aspects to this opportunity.

The formal recruitment announcement that includes the ideal candidate profile would be developed from the above discussions and incorporated into the formal position



announcement. The candidate profile is also utilized in various other means as a marketing tool, for advertising copy, postings, and for other announcements.

II. Development of the Search Strategy

Our search strategy will be developed in conjunction with the organizational assessment. The final approach is based on your input and considerations during the assessment activity. We would incorporate the following elements into this search:

- Original research, which consists of identification and contact of current incumbents or other candidates who meet the profile but are not actively seeking other employment.
- Development of a targeted candidate list based on our extensive database of key executive contacts, referrals and recommendations from key sources, and other current and former City Management personnel who have extensive contacts and networks in this area. We also make extensive use of Linked-In Recruiter and email/phone contact in our proactive outreach efforts to solicit interest from potential candidates.
- Public information sources that include various membership listings such as the League of California Cities, ICMA and the various municipal organizations within the U.S.
- An extensive mailing campaign to current city managers and select assistant managers throughout the U.S.
- Print advertising in ICMA Newsletter, Jobs Available and any other print publications deemed appropriate by the City.
- Internet job postings on national public sector employment bulletin boards, City Management and Municipal association-based web sites, and our company website.

III. Candidate Assessment

Our assessment process involves several “tiers” of evaluation. All candidates responding to this position will initially be evaluated based on their resume and if appropriate, an extensive phone “screening” by a member of the project team. Candidates who pass the initial “qualifying” criteria are then scheduled for a formal interview with Mr. Avery. These extended personal interviews typically take one hour and a thorough discussion of their experience, accomplishments, management philosophy and interpersonal style takes place.

In interviewing candidates, we utilize a methodology based on “behavioral” interview techniques. Fundamentally, this approach explores a candidate’s past accomplishments and experiences that relate to the position being considered. The philosophy here is that the best indicator of future performance is to evaluate past behavior. This methodology allows the firm to “project” how a candidate would approach and address the key challenges in the new position.



Those individuals who best fit the position requirements will have a Candidate Assessment Report developed by the Principal who conducted the interview. Additionally, two initial reference interviews are performed on these candidates. The reference interviews provide our clients with additional insights on the candidate's "behavior" and style.

IV. Candidate Presentation

Upon completion of formal interviews, a selection of candidates for presentation is made. We feel our extensive qualification, interview, and reference interviewing process and the knowledge gained during our initial assessment period; enable our client to proceed with fewer rather than more finalists. However, we will not restrict or limit the number of candidates recommended as this decision is related to the overall strength and depth of the candidate pool.

The final candidates are presented in our extensive candidate presentation "book". Each finalist will have a file consisting of a candidate summary sheet, the submitted cover letter and resume, the Candidate Assessment Report (based on the "behavioral" interview), and two candidate reference interviews. This extensive profile on each recommended candidate continually generates positive feedback from our clients as it provides extensive detail beyond just a resume.

The Candidate book also identifies other candidates who were given secondary consideration, which provides the client insight on others who were interviewed. Candidate summary sheets are created for everyone who submitted a resume would also be included. This provides the client an insight to the level and nature of response for their position.

V. Selection Process

Once the final candidate interview group is identified, we will assist in the structuring of the interview process and coordinate the interview scheduling activity. Our firm will also provide candidates with guidance related to travel planning, hotel accommodations, as well as other interview planning issues. Our firm will also develop potential interview questions and be in attendance during final interviews to help facilitate the process and to lead an end of day debrief and evaluation process.

VI. Position Closure and Follow-Up

Based on the firm's experience in human resource management and executive search, we can assist our clients in formulating appropriate compensation and other employment arrangements. We will be available throughout our retention to assist in this process.

As a matter of policy, Avery Associates monitors the transition and progress of any executive we place with a client. Within the first three to six months following the hired individual



joining the City, we will speak with that individual to ensure the transition has effectively occurred. During the same period, we will also review the individual's status with your office.

Recruitment Timeline

Task	Scheduled Dates
<i>Search Initiation, Marketing & Advertising Development:</i> <ul style="list-style-type: none"> ▪ <i>Initial meetings with city manager and city staff to define the ideal candidate profile.</i> ▪ <i>Develop draft of recruitment brochure for approval by client</i> ▪ <i>Recruitment strategy finalized.</i> ▪ <i>Determination of advertising scope and placement deadlines</i> ▪ <i>Brochure designed and printed</i> 	<i>Weeks 1 - 4</i>
<i>Marketing, Advertisement and Outreach Period:</i> <ul style="list-style-type: none"> ▪ <i>Mailing of brochures</i> ▪ <i>Jobs Available</i> ▪ <i>ICMA newsletter and website</i> <i>Preliminary candidate screening</i>	<i>Weeks 4 - 10</i>
<i>Candidate Review - Screening and Finalists Selection</i>	<i>Weeks 9-12</i>
<i>Development and finalization of Interview process and interview questions</i>	<i>Weeks 13-14</i>
<i>Interviews with City</i>	<i>Week 15</i>
<i>Final interviews and reference checks</i>	<i>Week 16</i>
<i>Appointment Offer/Acceptance</i>	<i>Week >17</i>
<i>Report to Work Date</i>	<i>Week >17</i>

Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$19,400. We would provide our first consulting invoice in the amount of \$8,400 at the outset of the search. A second invoice of \$5,500 would be billed with the presentation of candidate recommendations and the final invoice of \$5,500 for the retainer will be submitted at the completion of the search. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

In addition to the Professional Services Fee, normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would not exceed \$6,500 without the express consent of the City. These expenses include advertising, clerical time, supplies, printing, telephone, postage, background checks and consultant travel for client discussions, meetings, local and out-of-area candidate interviews. All expense items are reimbursed "at cost" and will be detailed and billed monthly.



Guarantees and Ethics

Whenever William Avery & Associates, Inc. is retained; we make several guarantees and commitments to a client. Due to our experience, knowledge, and success within the management-consulting field, we assure a client that we will only present candidates who meet a substantial majority of the ideal qualifications that you have outlined. We are also committed to continue our search efforts until a successful candidate is employed.

During our placement efforts, we openly share any relationships, previous experience, and knowledge for any candidate we present for consideration. Our commitment and responsibility are to our clients and their best interests.

It is also our practice to replace a candidate who may voluntarily resign during the first year of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first year for any reason. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.



Avery Profile

William Avery

William Avery founded his successful management consulting firm in 1981. He has directed William Avery & Associates in service as a Labor Relations and Executive Search consultancy, serving personally as a chief negotiator, trainer, and representative in grievance and disciplinary matters.

A specialist and widely recognized expert in employer-employee relations, he has served as a City Manager (Los Gatos) and Assistant City Manager. While City Manager, he was President of the Santa Clara County City Manager's Association and Chair of the County Employee Relations Service.

Bill has lectured at De Anza College, San Jose State University, and Stanford University, and regularly makes presentations for the League of California Cities, CALPELRA, and other public sector organizations.

Building on his personal track record of success, he expanded the firm's focus to include increased emphasis on public and private sector search. He added proven industry professionals with expertise in these areas. The result has been to create an exceptionally strong management consulting firm, now known as Avery Associates, with the expertise to provide the full range of services required for successful public or private sector executive search.

A key measure of the firm's success has been the many long-term relationships that he and his staff have established with clients.

Bill holds B.A. in Political Science and an MPA from San Jose State University, where he was graduated with highest honors.



Avery Profile

Paul Kimura

Paul Kimura brings a unique combination of recruitment and business experience to Avery clients.

Paul is involved in leading Avery's public sector professional searches. He has been both a corporate recruitment director and HR director for several high technology companies, ranging from Fortune 500 firms such as Novell and National Semiconductor to a Silicon Valley start-up. His proven recruitment and HR generalist skills help him bring forward the best available candidates and properly assess their skills and "fit" with client organizations.

Indeed, many of the recruitment strategies and tactics incorporated into the Avery search process are a direct result of Paul's extensive recruitment experience in the high technology industry.

Paul has been a successful HR consultant, guiding clients through all aspects of Human Resources functions — compensation & benefits, employee and management training, performance management, and termination issues.

He is skilled in areas such as strategic planning, executive coaching, separation negotiation, and organizational assessment and design. It's another service that Avery Associates can offer its clients because of the unique background of its principals — and Paul's extended skill set in Human Resources underscores the fact that Avery professionals "have been there" and understand your needs from a personal perspective.

Paul holds a B.S. degree in Business Administration from San Jose State University. He is active in professional HR organizations and in the community, where he has worked with a number of education, youth service, civic, business, and cultural organizations.

"Just as Avery looks to form long-lasting relationships with its clients, I believe in making the same commitments within my community."



June 21, 2023

Dear Mayor Davis and City Council:

Bob Hall & Associates is pleased to submit this proposal to conduct the recruitment for the position of City Manager for the City of Brisbane.

If selected, Bob Hall will be the point of contact and lead project director for this search. As former City Manager of Laguna Niguel, Stanton, and Fountain Valley, Bob Hall's substantial knowledge and experiences will help the City of Brisbane find a candidate that fits the ideal criteria for the position. No one has a better pulse on the challenges that California cities face than Bob as a former City Manager. Recent recruitments by Bob Hall include the Cities of Manteca, Tracy, Morro Bay, San Bernardino, Laguna Hills, Fountain Valley, American Canyon, Laguna Niguel, San Clemente, Escalon and San Marino.

While not a large firm, Bob Hall & Associates' network encompasses a strong talent pool and will add the personal, individualized attention that each search requires. Attached is a summary of the search process and the services that the Bob Hall & Associates team is willing and able to offer the City of Brisbane.

For more information or clarification, do not hesitate to contact Bob Hall at (714) 309-9104 or by email at bob@bobhallandassociates.com. We appreciate the opportunity to be considered to aid in the search for the City Manager vacancy. Should you select our team, we are prepared to proceed immediately.

Sincerely,



Bob Hall

Executive Summary

We are excited to submit our proposal to the City of Brisbane for the opportunity to assist with the identification and recruitment for the City Manager position. The Bob Hall & Associates team is well connected throughout California with a keen knowledge of talent and is prepared to offer a strong pool of top candidates. At Bob Hall & Associates, we pride ourselves in adding a personal, individualized touch to each recruiting search. In the last 40 months, the Bob Hall & Associates team has conducted more than 80 recruitments across the state of California.

We provide an alternative to the large recruitment firms while providing excellent customer service focused specifically on our clients' needs to ensure we meet or exceed their expectations on every recruitment. Our individualized service helps target candidates who are equipped to specific needs within the region. We do not stray from a challenge and thrive in filling the tough to find positions at all levels throughout the organization. Our work ethic and desire to help our clients succeed is second to none. Given the structure of our firm, we have the ability to adjust our processes to fit the specific needs of our customers, whether it is recruitment timeline, outreach strategies, or even interview structures.

Bob Hall brings over 30 years of experience in municipal government and leadership. Hall has served as City Manager for Fountain Valley, Laguna Niguel, and Stanton. His prior City Manager experience gives him a unique perspective on the recruiting process. He knows first-hand the talent it takes to build a high-performance operation and wants to share that knowledge and experience with candidates and municipalities. His wide variety of experience throughout municipal organizations provides a strong understanding of the diverse needs throughout the City. Before assuming the leadership role in Orange County, he worked in many departments, including General Services Director for the City of Riverside.

Bob Hall holds a Master's degree in Public Administration from California State University, San Bernardino. Hall is a member of ICMA, former Board Member of Cal ICMA and has been an invited guest lecturer at Cal-State Northridge, Cal-State Fullerton and Long Beach State University.

The Team and Recent Placements

Our Recruitment Team

Bob Hall

Founder, Bob Hall & Associates

With Bob's 30 plus years of experience serving in most departments within a municipal organization, he brings a strong knowledge and understanding of city operations. This diverse knowledge has translated into Bob Hall & Associates keen ability to place highly qualified candidates in key positions. Bob's niche is finding that "perfect fit", especially in positions that traditionally are more challenging to fill. Bob Hall provides individualized customer service and responsiveness resulting in successful placements and ultimately, client satisfaction.

Rachel Hall

Recruitment Manager

Rachel has a Bachelor of Arts in Communications from the University of Arizona and brings a background in marketing and writing to the team. Rachel has experience working within municipal government and provides support services for Bob Hall & Associates recruitments. She is proficient in Adobe Creative Cloud, Microsoft Office, Google Workspace, and NeoGov.

Recent Recruitments

City Manager - Stanton

City Manager - Laguna Niguel

City Manager - Manteca

City Manager - San Bernardino

City Manager - Fountain Valley

City Manager - Tracy

City Manager - Laguna Hills

City Manager - San Clemente

Assistant City Manager - Costa Mesa

City Attorney - Manteca

Fire Chief - Morro Bay

Deputy Fire Chief - Placentia

Chief of Police - Signal Hill

Chief of Police - Imperial

Assistant to City Manager - San Luis Obispo

Director of Finance - Paramount

Director of Public Works - Signal Hill

Director of Human Resources - San Marino

Director of Community Development - Stanton

Director of Community Services - Costa Mesa

Director of Parks & Recreation - American Canyon

IT Director - San Bernardino

Recruiting Process

Below, you will find our proposed recruiting process, schedule, and cost breakdown for your consideration. During the recruitment process, we will require the following specific assistance from the City: a draft job description (we will work with the City to craft language), any other legal descriptions or City language and guidelines; City logo, high resolution photography, review of the brochure and other marketing materials and timely feedback; and logistics coordination with any City staff and our team.



Create Position Profile

The Bob Hall & Associates team will meet with the City to discuss the strategy for the search as well as communication preferences and project timeline. It is at this time that the team will collaborate with the City to determine characteristics of the ideal candidate. Communication and customer service is a priority, as the Bob Hall & Associates team will stay in touch with the City throughout the recruitment keeping them up to date. In the meeting, the search criteria will be determined to help aid the Bob Hall & Associates team in narrowing the search to appropriate candidates based on the specific goals and qualities of the organization.

Outreach and Recruiting

Outreach

Outreach begins with the creation of a job announcement and brochure that will be advertised for the public to see on platforms such as *Public CEO*, *California City News*, *Cal-ICMA*, *GovernmentJobs.com* and in *Western City Magazine*. We will also utilize social media engagement on LinkedIn, networking with top industry leaders throughout the nation, and personal outreach.

Candidate Identification

Following the creation of the job announcement and advertisement of the position, the Bob Hall & Associates team will actively seek out qualified candidates by tapping into the network of talented prospects both local to California and across the country. Unlike other firms, Bob Hall & Associates focuses on adding a personal touch to the identification process by tailoring the recruiting process to the needs and desires of the organization. Our active recruiting style has proved to increase the number of applications and resumes from potential candidates leading to a deeper evaluation of each individual.

Candidate Assessment

Screening

Every application is promptly acknowledged and carefully examined. Those that most closely fit the criteria indicated by the organization will be subject to a more thorough evaluation. Such evaluation will focus on aspects such as professional experience, size and complexity of current organization as compared to the advertised position.

Initial Research and Interviews

Research will be conducted on top candidates in the form of Internet searches and other public profiles to ensure prospects' values, experiences, and history match the criteria established by the organization. Following research, preliminary interviews will be conducted via phone, video-conferencing, or face-to-face, depending on candidates' location.

Selection and Presentation of Top Candidates

Bob Hall & Associates will manage the selected finalist candidates. Top candidates will be presented to the City for consideration to determine which candidates will be interviewed. City will be provided with detailed description of work history and other important information about each candidate prior to selection and scheduling of interviews.

Negotiations

The Bob Hall & Associates team is willing and able to support the City in the negotiation process of the selected candidate's compensation package.

Close Out

After the organization has successfully chosen a candidate, the search will be closed out. This includes informing finalist candidates of the status of the search via telephone.

Project Costs

The recruitment for the City Manager position will be a complete and comprehensive search in an effort to present the City of Brisbane with the most capable, talented, candidates available. The fee to perform the search will be a flat fee of \$30,000. This fee will include advertising, printing, five in-person trips to the City, and unlimited virtual meetings with City Council and/or staff. Additional in person visits to the City will be charged at \$900 per trip. Top candidates will be subject to DMV, civil and criminal background, and credit checks, which is also built into the fee. This proposal is good for at least 180 days from June 21, 2023.

Fees will be collected in three installments as follows:

1. Upon Execution of the Agreement: \$11,000
2. Following Presentation of Candidates: \$10,000
3. Upon Acceptance of Offer: \$9,000

*Hourly rate for any services that the City might request outside the scope of the items in the RFP: \$200/hour for principal and \$100/hour for manager.

Project Timeline

A typical search will be conducted in a 90 to 120-day period from start to finish. Following the final selection, negotiations can take up to two weeks. The proposed schedule includes four to five weeks of active recruitment, which reflects our suggested minimum timeline. However, this can be adjusted if the City would prefer a longer or accelerated process. An exact schedule will be provided once a firm start date has been provided by the City. If an expedited process is preferred we can reduce the process to about 60 days however we will need ensure review dates and interviews are scheduled early in the process.



Bob Hall & Associates' Guarantee

The Bob Hall & Associates team guarantees industry-standard services. If within one year following appointment, selected candidate resigns or is terminated for cause, our team will conduct another search free of professional services charges. However, the organization will be expected to pay for incurred costs.

References

Carrie Hanes, Director of Human Resources
carrie.hanes@fountainvalley.org
(714) 593-4506

Bob Hall & Associates provided the recruiting services for the City Manager search for the City of Fountain Valley, CA in early 2022 and worked closely with Ms. Hanes throughout the process. Bob Hall & Associates has also assisted with Finance Director recruitment as well as several staff-level recruitments in the Public Works department.

Janine Heft, Mayor Pro Tem of Laguna Hills
jheft@lagunahillsca.gov
(949) 735-0718

Bob Hall & Associates provided the recruiting services for the City Manager search for the City of Laguna Hills, CA in early 2022 and worked closely with Mayor Pro Tem Heft throughout the process.

Johanne Thordahl, Human Resources Manager of San Clemente
thordahlj@san-clemente.org
(949) 441-8127

Bob Hall & Associates provided the recruiting services for the City Manager search for the City of San Clemente, CA in late 2022/early 2023 and worked closely with Ms. Thordahl throughout the process. Bob Hall & Associates has also conducted recruitments for Director of Public Works, Deputy Public Works, Senior Civil Engineer, Code Compliance Manager, and Senior Planner for the City of San Clemente.

Availability

While Bob Hall & Associates, like other search firms, have several recruitments running concurrently, we affirm that we will have the ability to focus on this project and provide the City of Brisbane with the concierge-type service that is deserved. Should you select our team, we are prepared to proceed immediately.



Brisbane City Manager Recruitment Proposed Schedule

Thursday, July 6, 2023	Bob Hall & Associates Selected as Search Firm
Week of July 10, 2023	Meet with City Council to Develop Candidate Profile
By July 21, 2023	Finalize Brochure
Monday, July 24, 2023	Open Recruitment
Friday, September 1, 2023	Close Recruitment
Week of September 4, 2023	Initial Screening of Candidates
Thursday, September 21, 2023	Present Candidates to Council (Regular Meeting) *Unless desired by City Council to have special meeting week prior
Week of October 2, 2023	Interview Candidates (Special Meeting)
Week of October 9, 2023	2 nd Round of Interviews (optional)
Week of October 16, 2023	Negotiate Contract Terms & Conduct Background Checks
Thursday, October 19, 2023, or Thursday, November 2, 2023	Approval of City Manager Contract at Regular Open Meeting
By Monday, December 4, 2023	Start Date



The City of
LAGUNA HILLS
California



invites applications for the position of

CITY MANAGER

WHERE WE'VE BEEN...

Laguna Hills is built on one of the major land grants developed during the Rancho Era. Following Mexico's independence from Spain in 1821, those who had served in the government or who had friends in authority, were given vast lands for cattle grazing. Rancho Lomas de Santiago, Rancho San Joaquin, and Rancho Niguel covered much of the western portion of the Saddleback Valley. In 1842, Don Juan Avila was granted the 13,000 Rancho Niguel on which Laguna Hills is located.

In 1874, Lewis Moulton travelled from Boston to California and worked the land learning the trade of sheep herding. He began the Moulton Ranch by leasing Rancho Niguel. After purchasing it in 1895, he increased the original grant to 22,000 acres. Moulton and his partner, Jean Pierre Daguerre, used the ranch for dry farming and to raise sheep and cattle. The Moulton Ranch was eventually subdivided in the early 1960's, part of which is recognized as Laguna Hills.

Incorporation efforts began in 1987 and on March 5, 1991, the goal of incorporation was finally achieved with 86% of the residents voting in favor of forming the City of Laguna Hills. On December 20, 1991, Laguna Hills officially became a City.

On November 14, 1995, the City Council approved annexation of the North Laguna Hills area, which became part of the incorporated City on July 1, 1996.

On September 18, 2000, with the overwhelming support from the 1,800 residents, the "Westside" annexation area officially became part of the incorporated City. The annexation added 149 acres of residential land, which includes the Aliso Viejo Community Association's Sheep Hills Park.

WHERE WE'RE GOING...

Laguna Hills is a great community, a great place to live, and an excellent place to start or relocate a business. While residents value this small-town atmosphere they also enjoy the big city amenities the City has to offer.

The City's shopping and employment destinations provide for a strong and sound economy, further strengthening the City's quality of life. The City features streets lined with well-manicured homes, low crime rates, award-winning school districts, and an ethnically diverse population where over 45% of residents hold a Bachelor's degree or higher and households have an average income level of 23% above the state average.

The guiding themes of the City establish the vision and direction Laguna Hills foresees and they include:

- A City prepared for the future
- Focused revitalization in commercial centers
- Efficient transportation system
- Strong community identity
- Healthy and supportive community for families and people of all ages.

THE CITY



The City of Laguna Hills, has approximately 6.6 square miles of land in its corporate boundary and is now home to 31,508 people.

The majority of the area in the City has a distinctive residential character. Yet, the City has a commercial base in its northern part. This commercial area or "urban village," is anchored by the Village at Laguna Hills, the Oakbrook Village Shopping Center, and Saddleback Memorial Hospital. It includes retail, restaurant, professional office, and medical related building space. The Village at Laguna Hills is looking to build 1500 apartments, including retail space, and a hotel, which has been set for Council approval in February 2022.



The City of Laguna Hills is a General Law City that operates under the Council/Manager form of government. The voters elect five fellow citizens to the City Council for overlapping four-year terms. The Council, in turn, selects one of its members to serve as Mayor for a one-year term. In November 2022, there will be four council seats up for election. The City is financially stable with a \$45.5 million biennial budget where ongoing revenues meet ongoing expenses with a small surplus. In addition, the City has a \$90 million seven-year CIP budget. Many City services are delivered through long- and short-term contracts including police and fire.



C. THE POSITION

The City Manager oversees 26 full-time employees, with a five-member executive team including two Deputy City Managers, a Finance Manager, and Assistant City Manager/Public Services Director. Under policy direction, the City Manager plans, organizes, and provides administrative direction and oversight for all City functions and activities; provides policy guidance and program evaluation to the City Council and management staff; encourages and facilitates the provision of services to City residents and businesses; fosters cooperative working relationships with State and local intergovernmental and regulatory agencies and various public and private groups; pursues appropriate avenues of economic and community development, and performs related work as required.

EDUCATION

Equivalent to graduation from an accredited four-year college or university with major coursework in public or business administration, public policy, finance, or a related field. Ten (10) years of management or administrative experience in a public agency setting as a City Manager, Assistant City Manager, or in a related administrative/managerial capacity involving responsibility for planning, organization, and implementation, including six (6) years of management or supervisory experience. An equivalent to a Master's Degree in Public or Business Administration is highly desired.



DUTIES

- Plans, organizes, and administers operations of the City; coordinates and evaluates the work of the City in accordance with applicable laws, codes, regulations and adopted policies and objectives of the City Council.
- Oversees the preparation of the annual budget for the City; authorizes budget transfers, expenditures, and purchases; provides information regarding the financial condition and needs to the City Council.
- Advises the City Council on issues, programs, and financial status; prepares and recommends plans for City service provision, capital improvements, and funding; directs the development of proposals for action regarding City needs.
- Oversees the administration, construction, use, and maintenance of all City facilities and equipment.
- Represents the City and the Council in meetings with governmental agencies, community groups, and various business, professional, educational, regulatory, and legislative organizations.
- Provides for the investigation and resolution of complaints regarding the administration of and services provided by the City government.
- Provides for contract services and franchise agreements; ensures proper performance of obligations to the City; has responsibility for enforcement of all City codes, ordinances, and regulations.
- Oversees the selection, training, professional development, and work performance of City staff; oversees the implementation of effective employee relations programs; provides policy guidance and interpretation to staff; serves as the hearing officer for grievances and discipline hearings.
- Ensures that the Council is kept informed of City functions and activities, as well as legal, social, and economic issues affecting City activities.
- Monitors changes in laws, regulations, and technology that may affect City operations; implements policy and procedural changes as required.
- Responds to the most complex, difficult, and sensitive public inquiries and complaints and assists with resolutions and alternative recommendations.

IDEAL CANDIDATE

The City of Laguna Hills is seeking a strong leader and experienced manager to provide effective leadership while coordinating the activities of a municipal organization. The ideal candidate will be a strategic visionary with an innovative mindset who can take a creative approach to solving problems and managing the long-term goals of the City. Ideally, the right candidate will be an excellent generalist and have a proven track record of delivering results.

The ideal candidate will place an emphasis on communication throughout the organization and community. The ideal candidate will also need to be energetic, self-confident, and have an open, approachable management style. The successful candidate will be a diplomatic yet strong leader. They will be able to collaborate effectively with council and staff, will stand behind their decisions, and be transparent and thorough in their communications.

The City is eager for a City Manager with the ability to propose and implement ideas for increasing city revenues without increasing taxes. The candidate will demonstrate a strong understanding of municipal management in the State of California and an in-depth understanding of the City's financial situation and the path forward. Experience in economic development and community services is a plus.

As Laguna Hills continues its upward trajectory, a passionate leader is needed to help the City realize its full potential. The future City Manager will value all the City has to offer, recognize needs of improvement, and take decisive action to meet the goals of the City Council. A collaborative, experienced, and ethical leader will excel in this role.

APPLICATION AND SELECTION PROCESS

First Review Date | February 25, 2022

To apply for this exciting career opportunity, please send a compelling cover letter and your detailed resume electronically to bob@bobhallandassociates.com.



Please contact Bob Hall at (714) 309-9104 should you have any questions regarding this position or the recruitment process.

Application materials will be screened in relation to the criteria described in this brochure. Candidates deemed to be the most highly qualified will be invited to participate in the selection process. The selection process will include phone interviews with the most qualified candidates and final interviews with the City Council. Appointment is subject to completion of a thorough background and reference checks, and pre-employment medical exam.

BENEFITS

- **Salary** range for the position is \$260,000-\$280,000 depending on qualifications.
- **Insurance** – The City contributes the following towards medical premiums: employee only - \$822.65; employee + one - \$1,637.58; employee + family - \$2,126.94. The City pays 100% of dental and vision insurances for the employee and dependents. The City pays 100% of the premium for group life (100% of employee's salary) and short- and long-term disability insurances.
- **Retirement Benefits** – The City is a member of CalPERS with a 2% @ 60 formula and one-year final compensation, post-retirement survivor allowance, and pre-retirement survivor allowance. This defined benefit plan is supplemented with a 401A defined contribution plan administered by PARS in which the City contributes 7% of the employee's base salary on a bi-weekly basis. After ten years of employment, the City cashes out all unused sick leave in excess of 160 hours and deposits it into a Retiree Health Savings Plan for the employee. Thereafter, the City annually deposits into the employee's Health Savings Plan \$5,000 and the cash value of all accrued sick leave in excess of 160 hours.
- **Leave** – Three weeks of vacation in each of the first three years and four weeks annually thereafter. The City also offers 108 paid holiday hours and 96 hours of sick leave annually.
- **Vehicle and Technology Allowance**





The City of
FOUNTAIN VALLEY
California



invites applications for the position of

CITY MANAGER

C. THE COMMUNITY

Fountain Valley refuses to be defined by outside expectations. It isn't just a city with small-town charm and a close-knit community, it is a city in the midst of growth with exceptional schools; laying the foundation for future jobs and opportunities. It is considered to be Orange County's "hidden gem." We pride ourselves on being a tight knit community both inside City Hall and throughout our town. Our residents love our city and the camaraderie between City staff and the community is second to none.

The City of Fountain Valley, population 56,987, encompasses 9.7 miles of premier Orange County land. We are minutes from points of interest as Disneyland, Knott's Berry Farm, the beach, and world class shopping. Major employers include Fountain Valley Regional Hospital, Orange Coast Memorial Hospital, Kingston Technology, and Hyundai Motor America.

One of the City's greatest amenities is the Mile Square County Regional Park, which totals 640 acres of land. Within the Park's boundaries are three regulation golf courses, two regulation soccer fields, baseball and softball diamonds, an archery range, and a wilderness area. Also, there are two fishing lakes, concession operated bike and paddle boat operations, a wide expanse of picnic areas, as well as numerous picnic shelters.

Thanks to the well-maintained streets and parkways, 20 parks, wide range of recreation programs for all ages, business-friendly practices, and overall quality of life, Fountain Valley truly is a "Nice Place to Live, Play, and Do Business."

CITY GOVERNMENT

The City of Fountain Valley was incorporated in 1957 as the 21st City in Orange County. Fountain Valley is a full-service, general law City with a Council-Manager form of government. The five-member City Council is elected to staggered four-year terms. Annually, the City Council appoints a Mayor and Mayor Pro Tempore from its members to serve a one-year term. The City's FY 21/22 Operating Budget is approximately \$107.6 million. The City employs 223 full-time employees working together to provide high quality customer service to its residents.

The City has a long history of fiscal responsibility, maintaining healthy reserves, and the reputation as a well-managed city. The City is proactive recognizing potential issues early on and addressing them effectively with the cooperation of the employees and the residents. The City has a strong commitment to professionalism, open and responsible customer service, and the well-being of its employees and citizens.

AT A GLANCE



EDUCATED
College
Graduates: 39%



WEALTHY
Average Household
Income: \$112,324



HOMEOWNERS
Homeowners: 72%
Households: 19,364



TC. POSITION

The City Manager, serving at the pleasure of the City Council, is the chief executive officer of the City and directs the development and implementation of the City's goals, objectives, policies, and priorities and is assisted by an administrative team which includes a contract City Attorney and department directors and division managers responsible for Fire, Police, Public Works, Planning/Building, Finance, Human Resources, City Clerk, Community Services, and Information Services.

The City Manager is responsible for the overall coordination of the City's governmental activities as well as communicating organizational goals and values to the public. Managerial competence, maturity of judgment, strong personal leadership, and the ability to communicate effectively and positively with the public and the media are essential.

QUALIFICATIONS

EXPERIENCE: This position requires a minimum of eight (8) years of progressively responsible municipal management experience. California experience is highly desirable although all highly qualified candidates are strongly encouraged to submit career credentials for further consideration.

EDUCATION: A Bachelor's degree in public administration, business administration, or a closely related field is required. A Master's degree is desirable. Completion of other leadership or credentialing programs is also a plus.

DUTIES

- Plans, organizes, and administers operations of the City; coordinates and evaluates the work of the City in accordance with applicable laws, codes, regulations and adopted policies and objectives of the City Council.
- Oversees the preparation of the annual budget for the City; authorizes budget transfers, expenditures, and purchases; provides information regarding the financial condition and needs to the City Council.
- Advises the City Council on issues, programs, and financial status; prepares and recommends plans for City service provision, capital improvements, and funding; directs the development of proposals for action regarding City needs.
- Oversees the administration, construction, use, and maintenance of all City facilities and equipment.
- Represents the City and the Council in meetings with governmental agencies, community groups, and various business, professional, educational, regulatory, and legislative organizations.
- Provides for the investigation and resolution of complaints regarding the administration of and services provided by the City government.
- Provides for contract services and franchise agreements; ensures proper performance of obligations to the City; has responsibility for enforcement of all City codes, ordinances, and regulations.
- Oversees the selection, training, professional development, and work performance of City staff; oversees the implementation of effective employee relations programs; provides policy guidance and interpretation to staff; serves as the hearing officer for grievances and discipline hearings.
- Ensures that the Council is kept informed of City functions and activities, as well as legal, social, and economic issues affecting City activities.
- Monitors changes in laws, regulations, and technology that may affect City operations; implements policy and procedural changes as required.
- Responds to the most complex, difficult, and sensitive public inquiries and complaints and assists with resolutions and alternative recommendations.



IDEAL CANDIDATE

C.

The ideal candidate will have extensive municipal experience from a comparable community with similar opportunities and challenges. Ideally, the right candidate will be an excellent generalist (though experience in economic development would be a bonus) and have a proven track record of delivering results.

The ideal candidate will place an emphasis on communication throughout the organization and community. The ideal candidate will also need to be energetic, self-confident, and have an open, approachable management style. The successful candidate will be a diplomatic yet strong leader. They will be able to collaborate effectively with council and staff, will stand behind their decisions, and be transparent and thorough in their communications.

As Fountain Valley continues its upward trajectory, a passionate leader is needed to help the City realize its full potential. The future City Manager will value all the City has to offer, recognize needs of improvement, and take decisive action to meet the goals of the City Council. A collaborative, experienced, and ethical leader will excel in this role.

Come be a part of the family and see what makes Fountain Valley a nice place to live and work!

APPLICATION AND SELECTION PROCESS

First Review Date | April 1, 2022

To apply for this exciting career opportunity, please send a compelling cover letter and your detailed resume electronically to apply@bobhallandassociates.com.



Please contact Bob Hall at (714) 309-9104 should you have any questions regarding this position or the recruitment process.

Application materials will be screened in relation to the criteria described in this brochure. Candidates deemed to be the most highly qualified will be invited to participate in the selection process. The selection process will include phone interviews with the most qualified candidates and final interviews with the City Council. Appointment is subject to completion of a thorough background and reference checks, and pre-employment medical exam.

BENEFITS

SALARY RANGE: \$245,000 to 275,000 DOQ

RETIREMENT: Retirement: Cal PERS 2% at 60 with three highest years and a 7% employee contribution for classic/legacy members. For members from a reciprocal agency with a six month or more break in service, Cal PERS 2% at 62 with three highest years and a 6.75% employee contribution. The City of Fountain Valley does not participate in Social Security except for the mandated Medicare portion.

HEALTH INSURANCE: The City participates in the PEMHCA program and pays the medical and dental premium for the City Manager and dependents. The City also provides life insurance, long-term disability, and an employee assistance program.

AUTO ALLOWANCE: The City provides a city vehicle.

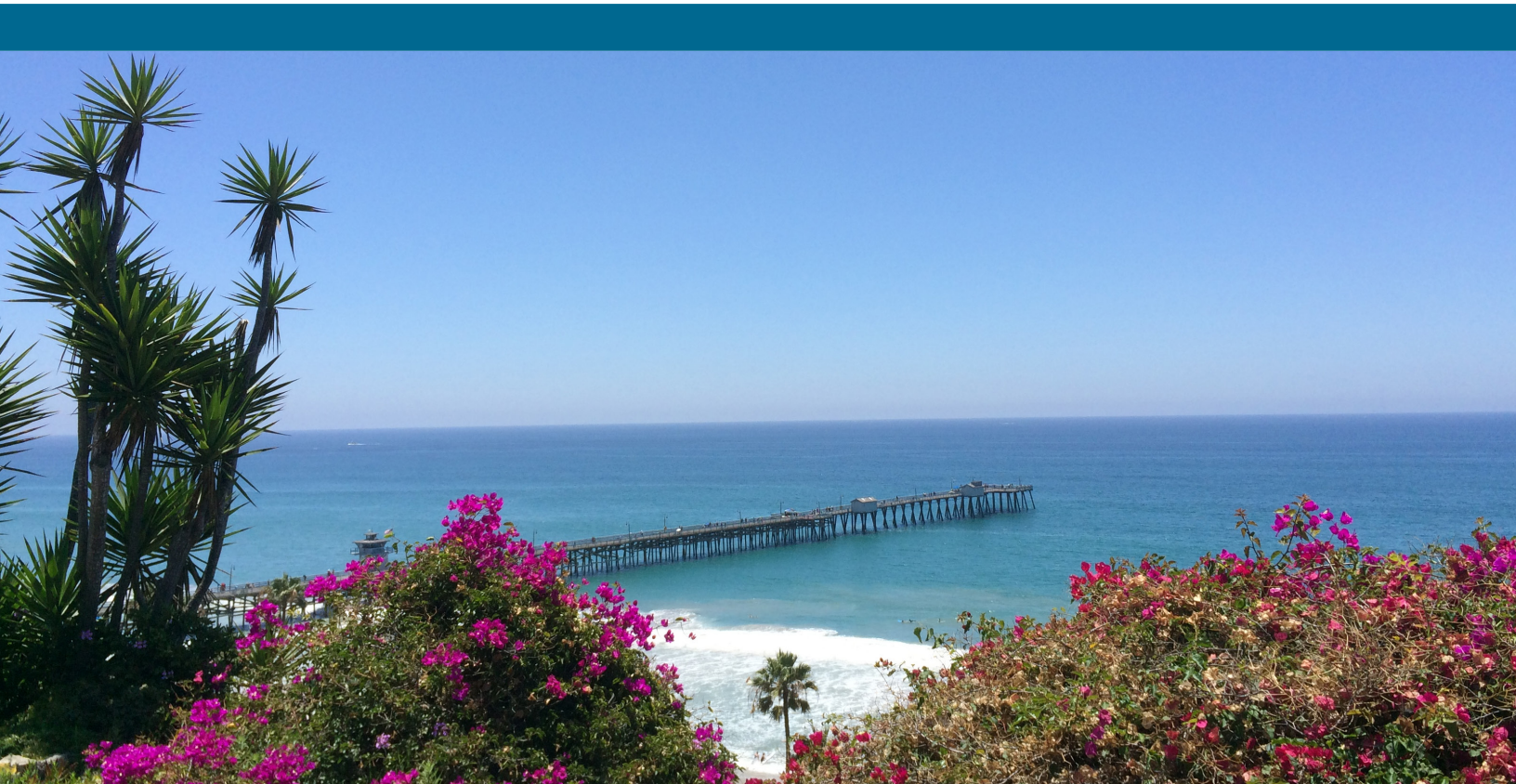
LEAVE PROVISIONS: The City provides 11 paid holidays (with one additional floating holiday), 96 hours of annual administrative leave, 12 days of sick leave annually, and vacation begins accruing at 80 hours increasing to 200 hours after 15 years of service.

WELLNESS BENEFIT: Up to \$500 per fiscal year.





The City of
SAN CLEMENTE
California



invites applications for the position of
CITY MANAGER

THE COMMUNITY

The beautiful southern California community of San Clemente has 4.7 miles of stunning beaches and great surf that draw visitors on a year-round basis. The City is a family-oriented community of more than 65,500 residents and encompasses 18.5 square miles. The most southern city in Orange County, San Clemente is located midway between Los Angeles and San Diego, just north of the undeveloped lands of Camp Pendleton.

As San Clemente has grown in population, it has held steadfast to its heritage as the Spanish Village by the Sea. What was once a small residential village tied to its historical setting as an outpost along El Camino Real, San Clemente has matured into a diverse, full-service suburban community.

With its natural beauty and outstanding amenities, San Clemente maintains an exceptional quality of life for its vibrant and engaged citizenry. The City offers a unique blend of community events, performing arts, recreational activities, award-winning schools, and excellent business opportunities. Listed in the Top 100 Safest Cities, San Clemente enjoys quality public safety as well as parks and recreation services. San Clemente provides its residents and visitors with a variety of retail shopping experiences and services; including the historic, pedestrian-friendly downtown, Avenida Del Mar, along with the Pier Bowl area that is part of a picturesque city-maintained beach trail.

While San Clemente reflects a relaxed beach environment and atmosphere, there is also a culture of strong civic awareness. San Clemente residents are bright and highly involved, which leads to an enhanced sense of community, and a higher standard for development, historic preservation, and urban design.

With its world-renowned surf breaks, San Clemente is also a premier surfing destination. This coastal jewel has family-friendly beaches, a network of pedestrian and bicycle trails, rugged hills and canyons, clean air, and a mild Mediterranean climate that enhances the community's distinctive seaside lifestyle.

CITY GOVERNMENT

The City of San Clemente operates under a City Council/City Manager form of government. The City Council consists of five members, elected at-large, for four year overlapping terms of office. Non-partisan City elections are held in November of even-numbered years for Council Members. The City Council acts as the legislative body, to set policy, approve the budget, pass local laws which are incorporated into the Municipal Code, and to give direction on matters concerning the City.

The City Departments include the City Clerk, Beaches, Parks & Recreation, Community Development, Finance & Administrative Services, Public Works and Utilities. The City contracts police and fire services with the Orange County Sheriff's Department and Orange County Fire Authority.



THE POSITION

C.

To plan, direct, manage and oversee the activities and operations of the City of San Clemente including the Community Development Department, Public Works Department, Utilities Department, Beaches, Parks and Recreation Department, and the Finance & Administrative Services Department including City Clerk; and to provide complex administrative support to the City Council.

QUALIFICATIONS

EXPERIENCE: Seven years of increasingly responsible experience in municipal government, including five years of administrative and supervisory responsibility.

EDUCATION: Equivalent to a Bachelors degree from an accredited college or university with major course work in public administration, business administration or a related field. An advanced degree in public administration or a closely related field is desirable.

DUTIES

Essential responsibilities and duties may include, but are not limited to, the following:

1. Assume full management responsibility for all City operations, including the Community Development Department, Public Works Department, Utilities Department, Beaches, Parks and Recreation Department, and the Finance & Administrative Services Department including City Clerk; recommend and administer policies and procedures.
2. Direct the development and implementation of the City's goals, objectives, policies and priorities.
3. Establish, within City policy, appropriate service and staffing levels; monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures; allocate resources accordingly.
4. Plan, direct and coordinate, through Department heads, the work plan for the City; assign projects and programmatic areas of responsibility; review and evaluate work methods and procedures; meet with management staff to identify and resolve problems.
5. Assess and monitor work load, administrative support systems, and internal reporting relationships; identify opportunities for improvement.
6. Select, motivate and evaluate personnel; resolve personnel concerns and issues; maintain the City's labor relations program.
7. Oversee the development and administration of the City budget; approve the forecast of funds needed for staffing, equipment, materials and supplies; approve expenditures and implement budgetary adjustments as appropriate and necessary.
8. Oversee the City's Economic Development program; establish and implement efforts to retain new investment; maintain an effective work relationship with the business community.
9. Explain, justify and defend City programs, policies and activities; negotiate and resolve sensitive and controversial issues.
10. Represent the City to all departments and outside agencies; coordinate City activities with those of other cities, counties and outside agencies and organizations.
11. Provide staff assistance to the City Council; prepare and present staff reports and other necessary correspondence.
12. Provide staff support to assigned boards and commissions.
13. Attend and participate in professional group meetings; stay abreast of new trends and innovations in the field of City management and administration.
14. Respond to media inquiries, City Council concerns and issues, and community needs.
15. Respond to and resolve difficult and sensitive citizen inquiries and complaints.



C. IDEAL CANDIDATE

The ideal candidate will have extensive municipal experience from a comparable community with similar opportunities and challenges. A candidate with experience working in coastal communities is preferred. Ideally, the right candidate will be an excellent generalist and have a proven track record of delivering results. A strong finance background is a plus.

The ideal candidate will place an emphasis on communication throughout the organization and community. The ideal candidate will also need to be energetic, self-confident, and have an open, approachable management style. The successful candidate will be a diplomatic yet strong leader. They will be able to collaborate effectively with Council and staff, will stand behind their decisions, and be transparent and thorough in their communications. Responsiveness to staff, Council, and community members is key.

The City of San Clemente, like many other cities in California, is facing staffing challenges. The ideal candidate will be a strategic visionary with innovative ideas to solve problems such as these. The City Manager will have the ability to recruit top talent, mentor and develop staff, and retain those employees.

The future City Manager will value all the City has to offer, recognize needs of improvement, and take decisive action to meet the goals of the City Council. A collaborative, experienced, and ethical leader will excel in this role.

APPLICATION AND SELECTION PROCESS

First Review Date | Wednesday, November 23, 2022

To apply for this exciting career opportunity, please send a compelling cover letter and your detailed resume electronically to apply@bobhallandassociates.com.



Please contact Bob Hall at (714) 309-9104 should you have any questions regarding this position or the recruitment process.

Application materials will be screened in relation to the criteria described in this brochure. Candidates deemed to be the most highly qualified will be invited to participate in the selection process. The selection process will include phone interviews with the most qualified candidates, panel interviews, and final interviews with the City Council. Appointment is subject to completion of a thorough background and reference checks, and pre-employment medical exam.

BENEFITS

SALARY RANGE - \$240,219.20 - \$291,990.40
Annually, depending on qualifications.

FLEXIBLE WORK SCHEDULE - This position works a 9/80 schedule.

HOLIDAYS - The City presently recognizes 12 regular holidays, plus two floating holidays.

VACATION - Employees accumulate vacation at the rate of 140 hours per year increasing to a maximum of 180 hours based on years of service.

ADMINISTRATIVE LEAVE - Employees in this position are granted 96 hours per year.

SICK LEAVE - Accrual of 8 hours per month.

INSURANCE - The City provides a comprehensive benefit package including employee medical, dental, vision, short-term, and long-term disability insurance.

LIFE INSURANCE - Value equal to two times annual earnings up to a maximum of \$350,000.

DEFERRED COMPENSATION - The City contributes the IRS maximum.

FLEXIBLE SPENDING ACCOUNT - Employees may participate in either or both of the Health Care or Dependent Care programs.

EMPLOYEE ASSISTANCE PROGRAM - The City offers full-time employees and their dependents an EAP program which provides a variety of professional services.

GYM - Gym available for employee use at City Hall.

AUTO ALLOWANCE - The City provides a \$450 per month auto allowance.

RETIREMENT - The City of San Clemente is a member of the California Public Employees' Retirement System (CalPERS), and is subject to the Public Employees' Pension Reform Act (PEPRA). Classic Member: 2% @ 55 CalPERS Retirement Plan Employee contribution: 7% (of the 7% employee contribution). PEPRA New Member: 2% @ 62 CalPERS Retirement Plan Employee Contribution Amount: 6.75%. The City is also a member of the Social Security system.

RETIREMENT HEALTH SAVINGS PLAN (RHS)
- Enables employees to save for health care expenses in retirement on a tax-free basis. Participation is mandatory and provided through Mission Square Retirement (formerly ICMA-RC).

Reference Check Form

Bob Hall & Associates thanks you for taking the time to fill out this reference check form!

* Indicates required question



1. Your Name: *

2. Today's Date *

Example: January 7, 2019

3. Your Current Job: *

4. How do you know the candidate? (When, where, and how long did you work with the candidate?) *

5. What can you tell us about the candidate's supervision/leadership skills? *

6. What are the candidate's most prominent strengths? *

7. What are the areas that the candidate has room for improvement in? *

C.

8. Given the chance, would you enjoy working with this candidate again? *

9. Is there anything else we should know about this candidate?

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Google Forms



A Proposal to Conduct an Executive Recruitment
for the Position of
CITY MANAGER
on behalf of the
CITY OF



1544 Eureka Road, Suite 280
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

June 15, 2023

CITY COUNCIL
CITY OF BRISBANE
BRISBANE CITY HALL
50 PARK PLACE
BRISBANE, CALIFORNIA 94005

Dear Members of the City Council:

Bob Murray & Associates is pleased to submit a proposal to conduct the City Manager recruitment for the City of Brisbane. The following details our qualifications and describes our systematic—yet flexible—method of identifying, recruiting, and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, and guarantee.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments, non-profit agencies, and private firms by capitalizing on our decades of experience and vast network of contacts. As a minority and woman owned firm, Bob Murray & Associates' places diversity, equity, and inclusion at the forefront of each recruitment. We recognize the importance of meeting each client's unique recruitment needs and building a plan together to establish success. Our expertise ensures that the candidates we present to the City of Brisbane will match the criteria you have established, be a positive addition to your organization, and be outstanding in their field.

Bob Murray & Associates recognizes that we work at the pleasure of the City Council and our job is to facilitate the Council in finding the City of Brisbane's next City Manager. Our best practice is to establish a strong partnership with the Council, to ensure the placement of a City Manager who is ideally suited to its needs. In developing this collaborative approach, we will seek the opportunity to meet with the Council individually to discuss their expectations for the City of Brisbane's new City Manager. The feedback received from Council will be essential in providing guidance when recruiting and screening candidates for the position.

With respect to the City Manager recruitment and the City of Brisbane, Bob Murray & Associates has placed over 200 City Managers since our firm's inception in 2000. We are currently conducting City Manager recruitments on behalf of the California cities of Desert Hot Springs, Merced, San Marino, San Ramon, South Gate, Ventura, and Winters. Our extensive contacts and knowledge of outstanding candidates will ensure you have a quality group of finalists from which to select the City of Brisbane's next City Manager.

Recent City Manager recruitments we have completed similar in size and scope to your upcoming search include the following:

2023

Auburn, CA
Gonzales, CA
Clayton, CA
Downey, CA

Moraga, CA (Town Manager)
Piedmont, CA (City Administrator)
Rio Vista, CA
San Bruno, CA
San Rafael, CA

Santa Clara, CA
Yountville, CA

2022

Calistoga, CA
Monterey County, CA (County Administrative Officer)
Livermore, CA
Placer County, CA (County Executive Officer)
Rohnert Park, CA
St. Helena, CA
Sonoma County, CA (County Administrator)
Yolo County, CA (County Administrator)

2021

Carpinteria, CA (Assistant City Manager)
Cathedral City, CA (Assistant City Manager)
Cudahy, CA

Gridley, CA (City Administrator)
Irvine, CA
Laguna Beach, CA
Los Altos Hills, CA
Los Banos, CA
Marion, IA (Deputy City Manager)
Mt. Shasta, CA
Orinda, CA
San Carlos, CA (Assistant City Manager)
San Clemente, CA
Santa Barbara, CA (Assistant City Administrator)
Scotts Valley, CA
Selma, CA
Sonoma, CA
South Pasadena, CA
Willits, CA

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Gary Phillips, who conducts a majority of our City Manager and Assistant City Manager recruitments. Mr. Phillips is highly experienced in guiding elected bodies through the decision-making process and would not only direct and supervise the project team from beginning to end but also serve as your Recruiter.

To learn first-hand of the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 17 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 with any questions.

Sincerely,

Valerie Gatta Phillips

Gary Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding a positive placement, providing security and fairness to candidates and clients while ensuring the integrity of the search process. We understand that superlative recruiting for the City Manager will lead to superlative results for the City of Brisbane. Outlined below are the steps in our proven recruitment process, refined through our 30+ years of experience in executive search.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the City of Brisbane's needs will be key to a successful search. Gary Phillips will meet with the City Council and key stakeholders to learn as much as possible about the ideal candidate for the City Manager position. We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the City of Brisbane.

Mr. Phillips will review and help define the City's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the City to identify expectations regarding education and experience. The City Council and Mr. Phillips will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

Optional Service: Community and Staff Involvement

We find that many of our clients value a recruitment process that opens the opportunity for community members, business leaders, organization representatives, and employees to provide input regarding the ideal candidate. Our recruiters are skilled in designing and facilitating forums, town hall meetings, and online surveys that allow equitable involvement from a variety of constituencies and in consolidating feedback into a cohesive narrative of common themes.

If the City of Brisbane desires, we will work with the City Council to create a customized community and/or staff input process.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Mr. Phillips and your dedicated Recruitment Coordinator will use the candidate profile developed with the City of Brisbane to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the City of Brisbane that you feel best represent your organization and your community.

Upon your approval, Mr. Phillips will send the brochure by postal mail and email to a targeted audience, personally inviting potential candidates to apply for the City Manager position. We will also place the recruitment brochure on our website, which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Mr. Phillips will also design an effective advertising campaign appropriate for the City Manager recruitment. Our broadest outreach comes through our active social media involvement on Facebook, LinkedIn, and Twitter, where upcoming and current positions are posted. Sources such as *Western City Magazine*, PublicCEO, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the City Manager field.

Suggested City Manager-specific advertising sources for the City of Brisbane's search include:

- ICMA Newsletter
- California City Management Foundation
- League of Women in Government
- California City News

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is proud of its commitment to attracting and placing diverse candidates. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women's Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Mr. Phillips will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the City of Brisbane, to maximize the potential for individuals from a wide variety of backgrounds, cultures, physical abilities, life experiences, and gender to be considered for the City Manager position.

STEP 3 RECRUIT CANDIDATES

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through over 1,400 successful placements, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the City Manager recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Mr. Phillips will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the

field of candidates. Internal candidates receive sensitive consideration, and Mr. Phillips will discuss with the City Council how the City of Brisbane wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Mr. Phillips will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Skype, FaceTime, or other convenient videoconferencing applications.

During these in-depth interviews, Mr. Phillips will explore each candidate's background and experience as it relates to the City Manager position, such as significant accomplishments, size and scope of responsibility, and organizational culture. In addition, Mr. Phillips will discuss with the candidates their motivation for applying for the position and assess his/her knowledge, skills, and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Mr. Phillips, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert Mr. Phillips to any further detailed inquiries we may need to make before our recommendations are finalized.

STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, Mr. Phillips will recommend a limited number of candidates for your further consideration. He will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of those to be considered will be up to you.

We typically recommend 6-8 candidates that we feel will best match your expectations, and we prepare a detailed written report on each candidate. This bound report provided to each member of the decision-making body includes:

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- Summary of experience, education, and salary information for each Recommended Finalist candidate
- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

STEP 8 FACILITATE FINAL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the City of Brisbane to craft and implement an interview approach that fits your needs. This may include individual and panel interviews by the City Council and key stakeholders, community/employee interview panels, writing and presentation samples, meet-and-greets, or another specialized process element Mr. Phillips helps the City of Brisbane to design.

Mr. Phillips will be present on-site during the interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided to each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Mr. Phillips and your Recruitment Coordinator will conduct detailed reference checks for up to three (3) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Mr. Phillips knows what other organizations have done to put deals together with great candidates and what the current market is like for City Manager positions in organizations like the City of Brisbane's. He will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate.

With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the City of Brisbane, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from Mr. Phillips on behalf of the City of Brisbane.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Mr. Phillips will be available to the City of Brisbane by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The fixed, flat professional services fee for conducting the City Manager recruitment on behalf of the City of Brisbane is \$25,000. Services provided for in this fee consist of all steps outlined in this proposal, including three (3) meetings on site. The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the City of Brisbane. Therefore, Mr. Phillips will contact the City at the first anniversary of the placement to confirm an effective transition has occurred.

The City of Brisbane will also be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$7,000. Reimbursable expenses include (but are not limited to) such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate. *In no instance will expenses exceed this estimate without prior approval from the City of Brisbane.*

Expense reimbursement for candidate travel related to on-site interviews will be the responsibility of the City of Brisbane.

Professional Fees and Reimbursable Expenses	
Professional Services (Fixed Flat Fee)	\$25,000
Reimbursable Expenses <i>Example costs and approximate amounts include:</i>	
Brochure Design and Printing (\$1,275)	
Advertising (\$3,000)	
Background Checks – 3 candidates (\$550)	
Consultant Travel (\$1,600)	
Other expenses – supplies, shipping, clerical (\$575)	
Not-to-Exceed Total	\$7,000
	\$32,000

Optional Services

- Community/Staff Input Forum: \$1,500/day, plus travel expenses
- Online survey: \$250
- Additional on-site meeting days: \$1,500/day, plus travel expenses
- Additional background checks: \$250/candidate
- Additional reference checks: \$500/candidate
- Other services: \$250/hour or \$1,500/day

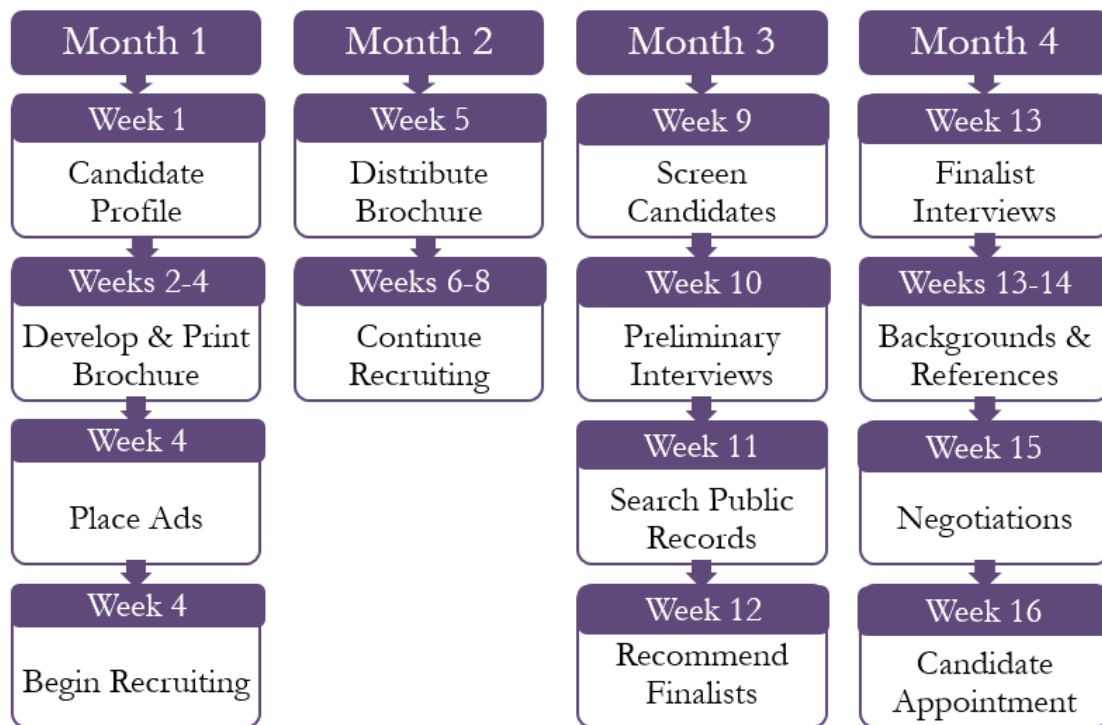
GUARANTEE

Should a candidate recommended by our firm position resign or be terminated within the first 12 months of employment, we will provide the City of Brisbane with professional services to secure a replacement. Services will be provided at no cost, aside from expenses incurred on the City of Brisbane's behalf during the new search. We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision of our proposal.

RECRUITMENT SCHEDULE

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with City of Brisbane. A typical timeline of tasks and events is included here for reference.



FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of fifteen (15):

- Bob Murray, *Founder*
- Valerie Gaeta Phillips, *President*
- Gary Phillips, *Executive Vice President*
- Joel Bryden, *Vice President*
- Yasmin Beers, *Senior Executive Recruiter*
- Carmen Valdez, *Senior Executive Recruiter*
- Adele Fresé, *Senior Executive Recruiter*
- Bryan Hill, *Senior Executive Recruiter*
- Stacey Stevenson, *Senior Executive Recruiter*
- Deanna Cantrell, *Executive Recruiter*
- Jon Lewis, *Executive Recruiter*
- Alexandria Kopack, *Recruitment and Operations Manager*
- Kathy Lolas, *Senior Recruitment Coordinator*
- Stephanie Marshall, *Recruitment Coordinator*
- Gini Herndon, *Contracts Administrator/Bookkeeper*

BOB MURRAY, FOUNDER

Mr. Murray—known simply as “Bob” to his clients and candidates throughout the western U.S.—brings over 40 years’ experience as a recruiter and is recognized as one of the top local government recruiters in the nation. He conducted hundreds of searches for cities, counties, and special districts and was called on to conduct searches for some of the largest, most complex organizations in the country—and some of the smallest. Bob conducted searches for chief executives, department heads, professional and technical positions, taking the lead on many of the firm’s most difficult assignments with great success. His clients retained him again and again, given the quality of his work and success in finding candidates for difficult to fill positions.

As our Founder, Bob currently takes on few searches personally but continues to be an active presence at Bob Murray & Associates, providing valued insight and experience to our team members regarding all aspects of the recruitment process.

Mr. Murray received his Bachelor of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

VALERIE GAETA PHILLIPS, PRESIDENT AND RECRUITER

Ms. Gaeta Phillips has over 18 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Since joining Bob Murray & Associates, Valerie has completed over 160 searches in a diverse range of

fields, including city and general management, planning, finance, human resources, transportation, communication and public relations, community and economic development, information technology, parks and recreation, and operations. She has recruited at all levels of municipal and non-profit organizations, from technicians and engineers to Executive Directors and Chief Executive Officers.

Valerie is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success; she is also active in a variety of industry organizations and in diversity-focused associations. Valerie is called upon often to serve as an expert speaker on topics such as managing one's online reputation, diversity issues in municipal and non-profit leadership, and how to identify a positive placement for the organizational culture.

Ms. Gaeta Phillips, along with Executive Vice President Gary Phillips, has a passion for helping people, evidenced by fundraising, sponsorship, and involvement in raising awareness for organizations such as Autism Speaks, the UC Davis M.I.N.D. Institute, and the Northern California Special Olympics.

GARY PHILLIPS, EXECUTIVE VICE PRESIDENT AND RECRUITER

Since joining Bob Murray & Associates, Mr. Phillips has completed over 125 searches for executives and professionals in a wide variety of fields including animal services, city and general management, planning, legal counsel, cyber security, and human resources. Gary's clients have ranged from municipal government to non-profit and private sector organizations, and he has sourced outstanding candidates for positions from the level of division managers up to City Managers, Executive Directors, and General Managers.

Gary started his career with a New York-based Fortune 100 company and quickly became a Senior Manager, building and running a large customer service organization that eventually expanded to 13 countries in Europe. He proceeded to hold senior leadership positions in several Fortune 500 companies, with noted successes such as building an organization from two to 250 employees worldwide and growing a company from 800 to 1200 employees.

As part of an executive acquisition and recruiting team, Gary helped build a start-up enterprise software company in San Francisco, recruiting top-notch talent and building a world-class organization. He has maintained customer relationships in the public sector and the private sector, including medical and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips, along with Ms. Gaeta-Phillips, is involved in his community as a soccer coach, as an organizer of fundraisers for Autism Speaks and the UC Davis M.I.N.D. Institute, and as a sponsor of the Northern California Special Olympics. Mr. Phillips received his Associate of Science degree and completed additional coursework at Rochester Institute of Technology, NY.

JOEL BRYDEN, VICE PRESIDENT AND RECRUITER

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having retired as Chief of Police in Walnut Creek, CA prior to joining Bob Murray & Associates in 2013.

Throughout his career, Joel has been involved in public sector consulting, with vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

Joel has a solid reputation as a leader in the public sector and his ability to find and evaluate outstanding applicants for our clients is invaluable in the search process. Since joining Bob Murray & Associates, Joel has conducted over 100 recruitments in a broad range of sectors including police, fire, building, planning, city management, and general management. He is often called upon to recruit specialized or difficult-to-fill positions, such as Independent Police Auditor.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts Degree in Communication from San Diego State University. He is currently based in Walnut Creek, CA.

YASMIN BEERS, SENIOR EXECUTIVE RECRUITER

Yasmin Beers brings over 33 years of municipal government experience to Bob Murray and Associates. Yasmin retired as the City Manager for Glendale with a population of over 200,000. She served as Chief Executive Officer overseeing close to 2,000 employees serving in Police, Fire, Public Works, Parks, Community Development, Library Arts & Culture, Innovation Performance & Audit, and Water & Power to name a few.

Yasmin's three decades of experience in public service brings extensive background in public sector finance, human resources management, contract negotiations, strategic planning & organizational leadership, policy development, emergency response & planning, team building and performance improvement. Throughout her career, Yasmin has had a great deal of experience in recruiting, selecting and hiring employees for executive and management level positions with a focus on the organizational needs and culture.

Yasmin currently serves on the Glendale Adventist Medical Center's Civic Advisory Board and the Advisory Board for Village Christian School. Yasmin is a past member of Soroptimist International of Glendale where she served as President in 1999/2000. She is a past board member of Glendale Healthy Kids, Salvation Army and the American Red Cross. In 2011 the Glendale Chamber of Commerce recognized Yasmin as Woman of the Year; in 2013 she was the recipient of The Armenian American Woman of Excellence Award; in 2014 Yasmin was recognized by the Glendale Educational Foundation for her distinguished service and philanthropic efforts; in 2015, YWCA awarded Yasmin with the Heart & Excellence Award; in 2017, she was recognized by Business Life Magazine as a Women Achiever; and in 2018 the California State Senate recognized Yasmin as one of the Woman of the Year, each a tribute to her core values that represent her civic responsibilities, volunteerism and community service.

Yasmin has a Bachelor of Arts degree in Political Science from California State University, Northridge and a Master's degree in Organizational Leadership from Woodbury University.

CARMEN VALDEZ, SENIOR EXECUTIVE RECRUITER

Carmen Valdez provides executive recruitment and human resource services to municipal government agencies and non-profits. She has more than 25 years' experience in team-building, executive search, general human resources, classification and compensation, testing, policy

development, performance management, organizational development, discipline, and other employee relations activities.

Carmen has most recently been consulting with Municipal Resource Group, prior to which she spent over 30 years with the City of Milpitas, a Silicon Valley city of 70,000 residents. In this capacity, she was responsible for collective bargaining, PEPR and Affordable Care Act implementation, modernizing Human Resource services to improve efficiencies and reduce costs, revamping the Workers Compensation service delivery and completing a City-wide strategic plan. Carmen also spent almost 2 years as the Director of Recreation Services.

In addition to her significant experience in the public sector, Carmen earned a Bachelor of Arts degree in Business from University of Phoenix. She is also a member of Local Government Hispanic Network and League of Women in Government. She is an avid runner and enjoys giving back to her community.

ADELE FRESÉ, SENIOR EXECUTIVE RECRUITER

Adele Fresé brings 27 years of local government experience to Bob Murray & Associates, having retired as Chief of Police in Salinas, CA prior to joining the firm in 2021. Adele began her public service career in 1985 as an active-duty member of the United States Marine Corps before serving the City of Corpus Christi for 20 years.

Adele has extensive experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

During her 7 years as a Chief of Police, Adele exercised strong leadership and implemented monumental changes leading to the diversification of her agency's sworn staff. Adele's commitment to collaboration with the public and law enforcement agencies earned her the Partner of the Year Award from Homeland Security Investigations, and her Department the Community Policing Award from the Community Policing Institute of California.

Adele received her Bachelor of Science degree in Criminal Justice Administration from California State University at Hayward, and a minor degree in Sociology. She earned a Master of Science in Public Safety, completed the Senior Executives in State and Local Government program at the Harvard Kennedy School, and PERF's Senior Management Institute for Police. She is a Texas Certified Public Manager.

BRYAN HILL, SENIOR EXECUTIVE RECRUITER

Chief Bryan Hill (ret.) spent over 30 years serving as a public safety leader in the San Francisco Bay Area. During his career, he worked for three appreciably different East Bay cities and developed and led several regional programs providing him a broad perspective of local government. Much of Bryan's career was spent working in a wide variety of leadership and executive level roles. As a police chief and city department head he was known for a progressive and principled leadership approach.

Throughout his career, Bryan emphasized community engagement. As a municipal government executive, he was dedicated to establishing lasting community partnerships, building strong teams, and continues to participate in leadership development.

Bryan received the California Police Officer's Association Award of Distinction for his efforts in developing regional partnerships that increased efficiencies, professionalism and service to the community. Bryan received his Bachelor of Arts degree in Social Science from California State University, Sacramento and he earned a Master of Science in Organizational Leadership. He is a graduate of the FBI National Academy and holds a California POST Executive Certificate.

STACEY STEVENSON, SENIOR EXECUTIVE RECRUITER

In Ms. Stevenson's 32 years of service in municipal government, she worked for the California cities of San Diego, National City, and Murrieta. Ms. Stevenson began her professional career in City of San Diego as a Personnel Analyst and went on to work in the Personnel, Metropolitan Wastewater, Engineering, and Contracting departments; as well as the City Manager's office, progressing from Analyst to Deputy Director. She also assumed special projects such as the creation and opening of the City's neighborhood service centers and Liaison to the City Council.

From San Diego she joined the City of National City where she served as the Director of Human Resources, the Director of Administrative Services, and Deputy City Manager. She oversaw Community Services, Finance, Human Resources, and Information Technology; and managed special projects such as the balloting and passage of the City's local sales tax and the implementation of a new payroll module.

In the City of Murrieta, Ms. Stevenson served as Administrative Services Director and Deputy City Manager, again overseeing Community Services, Finance, Human Resources and Information Technology and managing special projects. Ms. Stevenson has also served as a commissioner on both the Child Care and Civil Service Commissions for the City of Chula Vista.

Ms. Stevenson holds a Bachelor's degree in Industrial Organizational Psychology as well as a Master of Business Administration degree with an emphasis in Human Resource Management.

DEANNA CANTRELL, EXECUTIVE RECRUITER

Deanna Cantrell brings 28 years of municipal government passion and experience to Bob Murray & Associates as an executive recruiter. Deanna is recognized as a prominent driver of public safety leadership, innovative and evidence-based problem solving, advancing trust and community building, and developing leaders. She has a proven record for exceptional communication, talented public speaking, forward thinking policing, strategic planning, staff development, mentoring, and coaching.

Deanna was the Chief of Police for the City of Fairfield, California for over two years. Prior to that, Deanna served almost five years as the Chief of Police in San Luis Obispo (SLO) California, and over 21 years with the Mesa, Arizona Police Department where she moved through the ranks from Officer to Assistant Chief.

Deanna has built a deep-rooted history of building trust with the community, improving employee health and wellness, and advancing meaningful police transformation. Deanna has developed numerous testing processes, has assisted in over 20 executive recruitments, and is gifted in mentoring, coaching and recognizing and developing talent. She served for four years as the Co-Chair for the California Women Leaders in Law Enforcement (WLLE) and is the WLLE Foundation Board President, also chairing the mentoring committee. Deanna served for six years on the California Police Chiefs Association Board. She is currently an Executive Fellow for the National Policing Institute and is on the Board for Police2Peace. In 2018 Deanna was selected as the 24th District, California Congressional Woman of the year, and in 2022, Women Leaders in Law Enforcement established the Deanna Cantrell Exceptional Leadership award.

Deanna holds a Bachelor of Science in Education and a Master of Administration from Northern Arizona University. She has an Executive Development Certificate from CA POST, teaches Advancing Ethical Leadership for CA POST through Cal State Long Beach, and is a graduate of Northwestern University Police Staff and Command School where she is also an adjunct faculty member, teaching policy, executive image, strategic planning, internal conflict.

Deanna enjoys the arts, playing the guitar, golfing, and growing future leaders.

JON LEWIS, EXECUTIVE RECRUITER

Jon Lewis brings over 30 years of municipal government experience to Bob Murray and Associates. Jon began his career in public service in 1991 with the City of Newport Beach, an iconic coastal community of 53 square miles in Southern California. After successfully working his way through the ranks of the Police Department, he honorably retired in December of 2022 after serving as the Chief of Police for nearly seven years. Jon is known for his commitment to selfless service, ethical leadership and maintaining longstanding community partnerships. During his tenure as Chief of Police, the Newport Beach Police Department achieved reduction in crime to historic lows through effective, data-driven community policing strategies as well as excellence in emergency response and 911 call answer times.

Jon graduated with honors from California State University Long Beach with a Bachelor of Science degree in Criminal Justice and Speech Communication, and holds a Master of Arts degree in Criminal Justice from Chapman University. He is a graduate of several advanced law enforcement training courses including the California Commission on Peace Officer Standards and Training Command College. Jon has authored two university-level textbooks in criminal justice and is an instructor with the Center for Criminal Justice Research and Training at California State University Long Beach.

He and his wife, Darcy, have two children and reside in Orange County.

ALEXANDRIA KOPACK, RECRUITMENT AND OPERATIONS MANAGER

Alex is the Recruitment & Operations Manager with Bob Murray & Associates, and partners closely with each executive recruiter to support both clients and candidates through the entire recruitment process. Alex offers support to the recruitment coordinators by ensuring each employee has the tools necessary for success within the firm. She also posts available positions to

job boards, schedules interviews, conducts background checks on candidates, and creates marketing materials for each search.

Alex graduated with a bachelor's degree in Business Administration from Boise State University. She has several years of experience in many different office settings and is eager to assist in the hiring process.

In her spare time, Alex enjoys spending time with her husband, family, and poodle (Theo), as well as playing tennis whenever weather allows.

KATHY LOLAS, SENIOR RECRUITMENT COORDINATOR

Kathy recently joined the Bob Murray & Associates team after eight years of retirement. She is serving as a Recruitment Coordinator and brings over 30 years of experience from the residential real estate, state government, and life coaching industries. As a Recruitment Coordinator, Kathy partners closely with executive recruiters to provide support to candidates and clients throughout the recruitment process. She assists with scheduling, conducting background checks, creating marketing materials, and posting advertisements for open recruitments.

Kathy returned to graduate school in 2015, earned her Master's degree and launched a private life-coaching practice. She is known for her outgoing personality, attention to detail and collaborative approach to successfully completing executive recruitments. In her free time, Kathy enjoys playing jazz piano, travel, boating, and playing with her poodle, "Rocky".

STEPHANIE MARSHALL, RECRUITMENT COORDINATOR

Stephanie serves as a Recruitment Coordinator with Bob Murray & Associates, partnering closely with executive recruiters to support clients and candidates through the recruitment process. She assists with scheduling interviews, creating marketing materials, posting advertisements, and conducting background checks, as well as many other administrative tasks that contribute to the success of each recruitment.

Stephanie graduated with a Bachelor's degree in Anthropology and earned a Paralegal certification from the University of California, Davis. She's worked in various offices before her time at Bob Murray & Associates and is excited to assist in the hiring process.

During her free time, Stephanie enjoys spending time with family, reading high fantasy novels, and being out on the water.

GINI HERNDON, CONTRACTS ADMINISTRATOR/BOOKKEEPER

Ms. Gini Herndon is the Contracts Administrator/Bookkeeper at Bob Murray & Associates. Ms. Herndon is the first point of contact at Bob Murray & Associates and has an extensive administrative background in business law.

Ms. Herndon is known for her collaborative approach as she works closely with our internal team and clients to ensure a successful search. As a first point of contact, Ms. Herndon is highly professional and maintains a high level of confidentiality and sensitivity.

CORPORATION

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 280
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

PROFESSIONAL ASSOCIATIONS

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like City of Brisbane:

- California Special Districts Association – *Member*
- California City Management Foundation (CCMF) – *Member*
- International City/County Management Association (ICMA) – *Member*
- League of California Cities – *League Partner*
- League of Women in Government – *Sponsor/Member*
- Municipal Management Association of Northern California (MMANC) – *Sponsor/Member*
- Municipal Management Association of Southern California (MMASC) – *Sponsor/Member*
- National Forum for Black Public Administrators (NFBPA) – *Committee member for Marketing and Branding*

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues.

Recent and upcoming speaking engagements and trainings provided by our staff include:

- “Role of the Chief” class, presented by Joel Bryden on behalf of the California Police Chiefs Association
- Organization of Latino Affairs invited speaker, Valerie Phillips for Hispanic Heritage Month; and
- “The Next Step on Your Career Ladder: A Rung Up or a Missed Step? What City Managers are Seeking to Create a Dream Team,” Bob Murray & Associates is a leading participant on the MMANC 2019 Conference Panel

REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted similar searches are listed below:

CLIENT:	City of Auburn, CA
POSITION:	City Manager
REFERENCE:	Ms. Joan Phillipe, Interim City Manager (916) 616-9615
CLIENT:	City of Livermore, CA
POSITION:	City Manager
REFERENCE:	Ms. Nancy Dias, Human Resources Manager (925) 960-4115
CLIENT:	City of Rohnert Park, CA
POSITION:	City Manager
REFERENCE:	Ms. Michelle Kenyon, City Attorney (510) 388-4669

We appreciate the City of Brisbane's consideration of our proposal and look forward to working with you.



C.



LIVERMORE
CALIFORNIA

CITY MANAGER



THE COMMUNITY

Located in the heart of the northern California megaregion, Livermore is a thriving city with a collaborative and community-centered spirit. It is one of California's oldest wine regions, home to two national research labs, and even has its own element: Livermorium. There are fountains where children play, superb libraries, tech maker spaces, farmers' markets, a dynamic performing arts community, and even an annual rodeo.

The City was founded in 1869 and encompasses 26.44 square miles, with a population of approximately 90,000 residents. There are a wide range of amenities and cultural opportunities: over fifty wineries, year-round diverse cultural and civic events, an outstanding downtown and arts district with fine restaurants, local retail, and a 500-seat performing arts theatre. The City and its partner agency, Livermore Area Parks and Recreation District (LAPRD), maintain forty parks and forty-one miles of bicycle trails and paths. Nearby, there are several larger regional recreation areas. In addition, Livermore has a premium outlet center, Las Positas Community College, and the Livermore Municipal Airport.

Livermore is best defined by its strong community spirit. City culture fosters this with a willingness to listen, collaborate, and work together to accomplish goals. In 2021, that spirit was rewarded as Livermore received the All-America City Award, one of ten cities nationwide and the only California city to earn this award. The City, together with the school, community college, and park districts, collaborated to accomplish goals that improved youth mental health, restricted youth vaping, addressed housing inequity and homelessness, and built a foundation to address equity and inclusion across the City.

Continuing to nurture our unique and diverse culture is an essential part of Livermore's character.

THE ORGANIZATION

Livermore is a General Law city, operating under the Council-Manager form of government. The City Council provides policy direction to the City Manager and the City Attorney. The City Attorney's office provides legal counsel for the City Council, volunteer advisory groups, and City staff. The City Manager and City Attorney work with each other and their respective staffs to inform and implement Council directions and policies.

The City Council consists of four districted Council Members, each serving no



more than two four-year terms, and an at-large Mayor, serving no more than four two-year terms. As the City's legislative body, Council sets policy and goals, enacts ordinances and resolutions, adopts the City budget, represents the City on County and regional governmental agencies, and carries out other municipal responsibilities.

The City Manager's Office has several areas of responsibility. It translates the Council's community vision into reality by enacting City policies and procedures adopted by Council. It is responsible for ensuring that all City Departments operate competently and effectively. It works with local and regional intergovernmental groups to advocate for and represent the City's interests. Finally, it nurtures Livermore's strong community spirit and encourages civic engagement through ongoing communication and dialog.

The City of Livermore employs around 415 people organized as follows.

- Administrative Services provides finance, technology, human resources, and other support services, and is where the City Clerk's Office resides.
- Community Development manages land use, building construction, infrastructure development, and housing and human services.
- Office of Innovation & Economic Development develops and implements programs that develop our vibrant, innovation-driven business and arts communities.
- Livermore Public Library connects everyone with information, education, and inspiring experiences to support individual interests and build community.



- Public Works operates and manages Livermore's infrastructure and assets including the City's airport, water and sewer services, and waste collection.
- Police Department protects the City's residents with a problem-solving, service-oriented philosophy.
- Livermore-Pleasanton Fire Department is a joint powers authority that is administered by the City Managers for Livermore and Pleasanton to manage the risk of fire, work to limit injury and property damage from disasters, and to prepare City staff and the community as a whole for disaster response.

In addition, the City's sister agency, LARPD, provides most recreation and leisure services, albeit in close conversation with public works.

THE POSITION

As one of only two employees hired by the City Council, the City Manager has great responsibility that extends from implementing long-range visions to managing individual resident's concerns. The City Manager must model the qualities the city strives to embody: integrity, competence, accountability, vision, and a collaborative spirit. The City Manager's specific responsibilities include:

- Working with and supervising the executive team to execute the City Council's policies and, in conjunction with the City Attorney's office, recommending adoption of ordinances and resolutions as directed by Council.
- Maintaining a healthy and vibrant work environment, informed by deep knowledge of trends in municipal government issues. As the final authority over City employees, the City Manager is responsible for recommending and implementing appropriate personnel policies, and effectively addressing any personnel issues.
- Ensuring a fiscally sound yearly budget that enables forward progress and ensuring good management of the City's infrastructure and assets.
- Interacting with community members to address issues, questions, or complaints about the administration of the City government or services maintained by public utilities in the City.
- Performing the duties as the Director of Emergency Services.



- Co-administering the Livermore-Pleasanton Fire Department joint powers authority.
- Representing the City with other governmental agencies locally and regionally.

THE IDEAL CANDIDATE

As Livermore develops its vision for the coming decades, the ideal City Manager will be someone who can transition from past to future while purposefully nurturing the City's communal spirit.

The ideal candidate will be intellectually curious and creative. They will be able to imagine and implement the City's long-range vision in a collegial and professional way, working collaboratively with Council, community members, regional partners, and staff. They will be personable and professional, able to develop and earn the respect of colleagues, community, and Council.

The ideal candidate will inspire and empower staff by modeling respect and collegiality and will embrace diversity, equity, and inclusion. They will foster an open and transparent environment, encourage, and model continuous improvement and best practices through respectful and clear goals and appropriate evaluation.

Qualifications: The ideal candidate will hold a Master's degree in public or business administration or related field, with a robust financial background. They will have experience as City Manager, Assistant City Manager, or Department Director, along with many years of increasingly responsible management experience in a local public or private agency.



COMPENSATION

The City Manager's salary will depend on experience and qualifications. The City of Livermore offers a highly competitive compensation and benefits package including:

Cafeteria Plan (Medical, Dental Vision) – Employer maximum of \$1950/month toward medical, dental, and vision insurance. The unused portion of the City's contribution will be added as taxable income to the employee's earnings.

Life Insurance – \$175,000 employee coverage and \$1,000 dependent coverage.

PERS –

- 1st Tier - 2.7% at 55 (Employees hired prior to 12/30/12); Member Rate - 8% employee paid.
- 2nd Tier - 2% at 60 (Classic PERS Misc Member); Member Rate - 7% employee paid.
- PEPR Tier - 2% at 62 (New PERS Misc Member); Member Rate - 6.25% employee paid.

Retirement Health Savings (RHS) – City contribution of 4% of base pay into RHS account. Medicare – Employee paid 1.45%; Employer paid 1.45%. The City does not participate in Social Security except for Federal Medicare.

Vacation – Years of Service Accrual per Year 1 80.6 hrs 2-5 120.12 hrs 6-10 135.98 hrs 11-15 160.94 hrs 16-19 180.18 hrs 20+ 192.4 hrs

Holidays – 12 observed holidays.

Sick Leave – 96.2 hours per year. (PERS benefit for unused sick leave).

Other benefits may include: Tuition Reimbursement, Cell Phone Allowance, Bereavement/Funeral Leave, Health Club Reimbursement.

TO APPLY

This is a confidential process. To be considered for this career opportunity candidates should submit a cover letter and resume and apply online at:

www.bobmurrayassoc.com

**Filing Deadline:
February 6, 2022**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray and Associates. Candidates will be advised of the status of the recruitment following finalist selection. Finalist interviews will be held with Livermore City Councilmembers. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. The select group of candidates may also be asked to complete a supplemental questionnaire to provide additional information about their experience. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Gary Phillips at:

(916) 784-9080





CITY
MANAGER



THE COMMUNITY

Building on recent progress, the City of San Bruno is ready for even more success. Just ten miles south of San Francisco and adjacent to the San Francisco International Airport, San Bruno sits at the center of three major freeways, the historic El Camino Real, two regional commuter rail lines (BART and Caltrain) and regional bus and express bus service - creating many exciting opportunities for transit-oriented mixed-use and residential redevelopment along transit corridors.

San Bruno, known as the "City with a Heart," is primarily a residential community, rich in ethnic diversity. With a population of 43,000, San Bruno is home to the world headquarters of YouTube and Walmart.com and boasts a diverse and up-and-coming downtown retail core. Located directly adjacent to the City of South San Francisco and its world-renowned Life Science industry, San Bruno is now attracting Life Science lab and research development along with interest from top residential developers for all types of housing at all affordability levels. San Bruno is a very diverse community which maintains a small-town charm while embracing the future and the need for economic growth and smart development, which is needed in order to strengthen city finances and create new revenue for city services, infrastructure, and community benefits.

San Bruno's mission is to provide exemplary services for the community that enhance and protect the quality of life. The City's values include integrity; protecting, guarding, and shepherding public resources and interests; teamwork; exemplary service to the community; competent, well-trained employees; friendliness; and commitment to the community.

THE ORGANIZATION

The City of San Bruno was incorporated on December 23, 1914, as a General Law City. San Bruno is governed by the City Council and operates under a Council-Manager form of government. As the policy-making body, it has the ultimate responsibility to the people of San Bruno and the implementation of all programs and City services. It approves all ordinances, resolutions, and major contracts, modifies and approves the budget, and has the responsibility of employing a City Manager and City Attorney. The City Council appoints residents to advisory boards, commissions and committees.

All major changes in direction or emphasis and organizational changes must be approved by the City Council. The City Council sets the policy and adopts the City budget. The City Manager and staff enforce the laws and implement the programs and policies which are established by the City Council.

San Bruno has an elected five-member City Council. The Mayor, one of the members of the City Council, is directly elected for a two-year term. The Mayor chairs the City Council meetings, issues proclamations of recognition, represents the City in certain intergovernmental affairs and is the ceremonial head



of the City. Although the Mayor is expected to provide political leadership on City issues, the Mayor has no greater authority than any other City Council member. The Mayor and City Council as a collective body is the power of authority.

On March 22, 2022, the San Bruno City Council completed its sixth and final public hearing on the district formation process. By adopting Ordinance 1907, the City Council established the City's first district map for City Council elections. The Ordinance implements by-district elections of four City Council Members beginning in November 2022. The City of San Bruno's first by-district election began with representatives for Districts 1 and 4 during the November 2022 election. In November 2024, the remaining two districts (2 and 3) will be up for election. Each district Council Member will serve a four-year term and must live in their respective district. The remaining Council Member, the Mayor, will continue to be elected every two years. In the 2022 election, voters also enacted term limits, limiting Council members and the Mayor to twelve consecutive years of service.

The City is a full-service municipal organization including police, fire, and a cable television/internet service enterprise (CityNet). Furthermore, the City operates a water supply system and produces water through five production wells. In addition to the City Manager's Office, the City has ten departments including: City Attorney's Office, City Clerk, Community & Economic Development, Community Services, Finance, Fire, Human Resources, Police, Public Works, and CityNet Services. There are six organized employee bargaining units, five of which are represented by Teamsters Union Locals 856 and 350.

THE POSITION

The City Manager is the Chief Executive Officer of the City and reports directly to the five-member City Council, providing policy and program support. The City Manager's office is comprised of the City Manager, the Assistant City Manager, the Assistant to the City Manager, an Executive Assistant, and a Management Analyst. In accordance with



the provisions of the Municipal Code, the City Manager is responsible for preparing and managing the implementation of the City Council's Adopted Annual Operating and Capital Improvement Program budgets which outline the City's annual work program and the five-year capital improvement program. The work program balances the cost of providing City services within the available financial resources.

The City Manager serves as the Chief Executive Officer of San Bruno. As such, the City Manager is responsible for the appointment and supervision of all City department heads other than the Public Works Director and Community Economic Development Director who report to the Assistant City Manager. The City Manager is also responsible for oversight of approximately 260 full-time employees and all City operations to ensure delivery of high-quality City services. In addition, the City Manager supports the City Council by guiding the formulation, development and implementation of Council directed policies, programs and projects.

The City Manager is the administrative head of city government operations including: Police, Fire, Public Works, Community & Economic Development, Parks, Recreation, & Community Services, CityNet Services, Finance, and Human Resources. This position also plays a key role in intergovernmental relations and legislative monitoring. Essential functions include participating in and directing the preparation and administration of the City budget; addressing City Council on behalf of City staff; representing City Council to employees, community groups, the public, and other agencies; and providing a variety of other complex administrative support to the City Council. The City Manager must be focused on best practices in municipal government in order to further enhance the delivery of services to residents and increase access of information to the public.

OPPORTUNITIES & PRIORITIES

Capital Projects – San Bruno has a 5-year Capital Improvement Program (CIP) totaling \$216 million. The City's major projects include completing and dedicating a new Recreation and Aquatic Center, constructing two new neighborhood parks, replacing aging water, wastewater, and stormwater infrastructure, installing cable fiber optic for high speed internet services, and more. The new City Manager will continue to ensure that these projects move forward toward development and completion.

Council Priorities – The new City Manager will be expected to quickly develop a strong partnership with the Mayor and City Council and will address Council's current priorities.

Growth & Economic Development – As the Bay Area continues its economic boom, San Bruno continues to develop and grow along with other peninsula cities. The new City Manager must be able to manage a healthy economic



development program while also maintaining quality of life for the existing community. Developing and revitalizing the downtown and Transit Corridors Area is a top priority.

Fiscal Management – San Bruno has continued to maintain financial stability and success despite downturn cycles in the economy. The new City Manager will continue this work with renewed focus on funding and executing on much-needed long-term infrastructure projects.

Organizational Development – San Bruno, similar to other local agencies, is experiencing the continued wave of retiring baby boomers. The new City Manager will ensure ongoing staff development through mentoring and training while providing appropriate oversight and accountability.

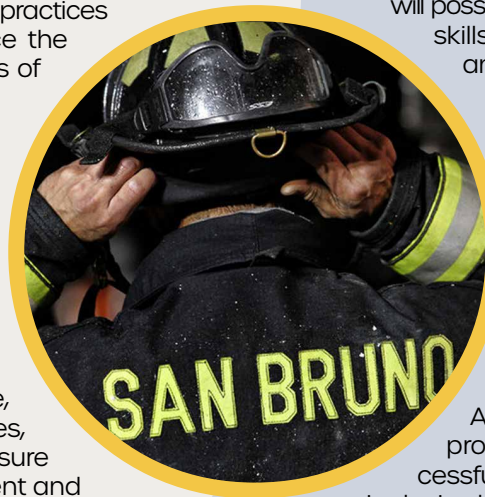
THE IDEAL CANDIDATE

The City of San Bruno is seeking a solution oriented, strategic, and proactive candidate to serve as the next City Manager. The ideal candidate must be committed to quality services and programs, and must be responsive to the diverse community while encouraging greater community partnerships and engagement. The successful candidate

will possess excellent interpersonal skills, emotional intelligence, and the political astuteness necessary to build and maintain relationships with Council, external partners, and the community. A collaborative, innovative, and adaptable candidate will be successful. The incoming City Manager must be a good listener with strong negotiation skills.

A forward thinker with a proven track record of successful employee management is desired.

The incoming City Manager must be a strong leader with a proven track record of mentoring and building teams while empowering staff. A team oriented and transparent candidate will do well. The successful candidate should have a history of working effectively with elected



and appointed officials, as well as labor unions. Resiliency, persistence, and patience are essential. The new City Manager must be capable of handling economic and commercial development while ensuring the long-term financial stability of the organization. Candidates must have the ability to strategically present all viable options and alternatives for the City Council's consideration with full disclosure of pros/cons without a bias.

The City is seeking an honest, trustworthy, and approachable candidate with effective communication skills, both orally and in writing. Candidates with knowledge and experience in development and planning are encouraged to apply. Other essential characteristics of the incoming City Manager include excellent problem-solving abilities; the ability to build and maintain a cohesive, talented, and engaged staff; and the ability to address regional issues. A result driven candidate with excellent follow through and a customer service mindset is desired.

Qualified candidates possess a Bachelor's degree and significant experience in local government, with a minimum of five (5) years of senior level executive management experience. Prior or current experience as a City Manager, Assistant/Deputy City Manager, Department Director, or similar capacity is desired. A Master's degree in a related field is preferred.

COMPENSATION

The annual salary range for the City Manager is \$275,141 to \$385,000. Placement is dependent on experience and qualifications. The City also offers an excellent benefits package including:

CalPERS Retirement

Classic Member (2.7% @ 55 with Employee Share 8%)

New Member (2% @ 62 with Employee Share 6.25%)

Vacation – based on years of service; up to 23 days annually

Sick Leave – 12 days annually

Holidays – 14.5 days annually

Management Leave – 100 hours

Medical/Dental/Vision/Prescription Insurance – Choice of two generous plans (\$10/\$20 Prescription Co-Pay Plan or 100% Prescription Coverage Plan) available with significant amount paid by City for Employee or Employee + Family; Opt-Out Benefit

Employee Home Loan Assistance Program – Lower of up to \$140,000 or 20% of home's purchase price

Life Insurance, ADD, and Long-Term Disability

*The City does not participate in Social Security except for the Medicare portion of 1.45%.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

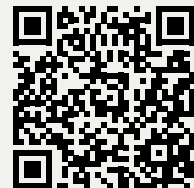
www.bobmurrayassoc.com

Filing Deadline:
May 1, 2023

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of San Bruno. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Ms. Valerie Phillips at:

(916) 784-9080





June 16, 2023

Mayor Davis, Mayor Pro Tempore O'Connell, and Council Members Cunningham, Lentz and Mackin,
City of Brisbane
c/o Abby Partin, Human Resources Administrator
50 Park Place
Brisbane, CA 94005

Via PDF/Email to: apartin@brisbaneca.org

Dear Mayor Davis and Members of the City Council,

Thank you for considering Peckham & McKenney for the City of Brisbane recruitment for City Manager. Peckham & McKenney would be honored to represent you and the City in this important search and specifically *finding* excellent candidates for working with you, serving City residents, achieving your goals and continuing the strong, long and impressive legacy and leadership of Clay Holstine.

As a mid-size, long-standing, and boutique firm, Peckham & McKenney is known for achieving successful and long-term placements. Among *many* of our strong attributes, these are four key reasons cities choose us:

- We actively and personally search for and find candidates. We don't rely on ads and posts to attract applicants. We have an extensive network, use the telephone and LinkedIn, and sell the opportunity.
- We limit the number of concurrent searches to directly focus on serving our client.
- We prioritize communicating with our clients and applicants to keep everyone informed.
- Your recruiter is personally and directly responsible for all aspects of the search and your one point of contact.

The Peckham & McKenney team's values and priorities are to assist public agencies in furtherance of good government; place quality above quantity; and build long lasting relationships with those in the public service.

Our recruiting team is comprised of retired City executives who are passionate about the public sector. For example, I am a 27-year veteran of local government and a retired City Manager, having served first as Town Planner and then Town Manager of Los Altos Hills from 1999 to 2021. For this proposal, I will serve as your recruiter. I am very familiar with the responsibilities of the City Manager and expectations of the position. I also resided in northern San Mateo County for over 20 years, and I am familiar with the lay of the land. I understand what is necessary to find good candidates and have a strong, excellent network for attracting candidates.

Attached is an example of a Candidate Profile that illustrates the information we collect, detail and utilize to attract applicants. Also attached is our proposal for conducting the search that includes information about our firm, process, timeline, resources, references, experience and fee. We charge a fixed, all-inclusive fee and for this search, we are proposing \$28,000 that we would be pleased to discuss. I am also pleased to participate in a Zoom interview to personally present and discuss this proposal.

Peckham & McKenney is excited for the opportunity to implement the process leading to the successful placement of a candidate that “fits” the City’s interests. Please feel free to call me at 650.504.3515 if there are any questions.

Sincerely,

Carl Cahill

Carl Cahill, Executive Recruiter
Carl@PeckhamAndMcKenney.com

Enclosure:

City of Brisbane Search Proposal
Candidate Profile Example (City of Pleasant Hill, CA)

City of Brisbane

RECRUITMENT PROPOSAL

for

City Manager

June 16, 2023



Peckham & McKenney
EXECUTIVE SEARCH

Serving local governments (cities, counties, districts) by conducting recruitments and placing management and executive leaders that fit the personnel needs and interests of agencies.

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WHY CHOOSE US?

Peckham & McKenney focuses on *quality* searches and placements (over quantity) in recognition that each placement is “All about fit”. Serving local government since 2004, we are one of the most trusted and respected executive recruitment firms in the country. We have successfully placed hundreds of local government professionals including City Managers, County Executive Officers, General Managers, Police and Fire Chiefs, Department Heads, Assistant Managers, and mid-level Managers. Time and again, we receive unsolicited compliments from clients and candidates

in reference to our integrity and high ethics, commitment, follow-through, communication, and service. We take pride in treating both our clients and candidates with utmost respect.



For more information, please visit our website at www.PeckhamAndMcKenney.com.



OUR COMMITMENT TO YOU

Peckham & McKenney, by maintaining the quality, style, values and culture established by Bobbi Peckham and Phil McKenney, performs on the premise that an executive search firm must be dedicated to providing its clients and candidates with professional and responsive service, and a personal, hands-on approach. Our business philosophy is founded on the understanding that we are in a “people” related industry and that attention to others’ needs is the key to providing effective customer service.

- **We believe in honesty.** No client should ever appoint an individual without being fully knowledgeable of the candidate’s complete background and history. Additionally, no candidate should ever enter into a new career opportunity without full disclosure of any organizational “issues.”
- **We keep everyone involved in the recruitment process informed.** Not only do we provide regular updates to our clients, we also have a reputation for keeping our candidates up to date.
- **We do not recruit staff from our client agencies** for another recruitment during an active engagement, nor do we “parallel process” a candidate, thereby pitting one client against another for the same candidate.
- **We do not recruit our placements — ever.** Should a placement of ours have an interest in a position for which we are recruiting, they may choose to apply. If they become a finalist, we ask that they speak to their supervisor to alert them of their intent.
- **We are retained only by cities, counties and special districts.** We are not retained by applicants or non-governmental agencies.
- **We do not over commit ourselves to too many searches.** Your recruiter maintains a small, limited number of concurrent searches at all times in order to focus specifically and diligently on recruiting qualified candidates for your vacancy.
- **We commit to diversity in its broadest possible definition in every aspect of each executive recruitment.** Peckham & McKenney has a well established reputation of placing women and people with diverse backgrounds.

EXPERIENCE



With our recruitment team that solely consists of retired City Managers, Police Chiefs, Assistant City Managers and Department Heads, and our expert support team, Peckham & McKenney brings more experience and knowledge of local government and executive search than any other California recruiter. Just a few of our most recent recruitments within the last year related to City Manager include:

- City Manager, City of Pleasant Hill, CA
- City Manager, City of Corcoran, CA
- City of Big Bear Lake, CA
- City of Fort Bragg, CA
- City Manager, City of Manteca, CA
- City Manager, City of Pleasant Hill, CA (current search)
- City Manager, City of Seaside, CA
- City Manager, City of Watsonville, CA
- County Executive Officer, Napa County, CA
- County Administrator, Solano County, CA
- County Administrative Officer, Mono County, CA
- Assistant County Administrative Officer/Human Resources Director, Mariposa County, CA

Please don't hesitate to contact these agencies as well as our large list of current and former clients on our website ([here](#)); they will attest to our quality of service, on-going communication throughout the process, personal and direct outreach and sourcing of candidates, quality applicant pool, written materials and interview facilitation.

As an ambassador of our clients, Peckham & McKenney is also known for maintaining ongoing communications with our applicants throughout the search process, treating every applicant with respect, and appropriately informing candidates to support their best effort. The numerous compliments we have received from applicants fairly illustrate this reputation as follows:

Comfortable and Professional Experience

“I’d like to thank you again for your support and guidance throughout the recruitment and selection process. It was a comfortable and professional experience, and I attribute a great deal of that to you. It’s my hope that our professional paths may cross again in the future.” **Candidate**

It really has been, “All about fit!”

“From the construction of the colorful candidate profile, to being responsive to phone calls, texts and my questions, I have been thoroughly impressed with the professionalism and approach of Peckham & McKenney. Maria Hurtado and Joyce Johnson have been the team that have shepherded my application through the municipal hiring processes, and I can speak highly for both of them. Should I need a recruiter to help fill a critical position in my new city, I will be calling on Maria Hurtado and Peckham & McKenney. And, by the way, it really has been, “All about fit!” **Candidate**

Straightforward, Friendly, and Humane Recruitment Process

“I wanted to let you know what a terrific job I thought you and Peckham & McKenney did on the recruitment. It was absolutely the most straightforward, friendly, and humane recruitment process I’ve ever participated in. And I would feel the same way even if the outcome was not successful for me.” **Candidate**

You Made Me Feel So Comfortable

“This is my first time working with a recruiting company, and I’m so happy for having the opportunity to work with your company, wow! I truly enjoyed the process! Your interview skills are amazing! You made me feel so comfortable and I felt like I was just talking shop with a longtime friend. Thanks for the personal touch that you include in your job, I believe that this is what makes your firm so desirable and successful.” **Candidate**

Testimonials from clients and candidates are at <https://www.peckhamandmckenney.com/testimonials>.

As references, please feel free to contact any of the following current and recent clients to inquire about their experience with Peckham & McKenney. In addition, we would be pleased to furnish the client contact and phone numbers for any past clients listed in this proposal.

Mali LaGoe, City Manager / **Amanda Armstrong**, Human Resources Manager

City of Scotts Valley, CA

(831) 440-5606 Mlagoe@scottsvalley.gov / 831-440-5613 aarmstrong@scottsvalley.gov

Dallin Kimble, County Administrative Officer / **Angela Nicholson**, Interim Human Resources Director

Mariposa County, CA

(209) 966-3222 dkimble@mariposacounty.org / (415) 305-4104 anicholson@mariposacounty.org

Sarah Monastes, Human Resources Director

City of Dublin, CA

(925) 833-6614 sarah.monastes@dublin.ca.gov

YOUR RECRUITMENT TEAM

Our Approach

With every Peckham & McKenney recruitment, your Recruiter has the entire Peckham & McKenney team of Recruiters and administrative personnel for backup, support, collaboration, and sourcing. *However*, when you retain Peckham & McKenney, *your Recruiter* serves as your single point of contact throughout the entire search process and is fully responsible for its success. Moreover, in order to fully focus on your search and finding applicants that fit with the ideal candidate you are seeking, your Recruiter also maintains no more than 6 active searches.

The Executive Recruiter for you in this search is Carl Cahill.



Peckham & McKenney Team

Carl Cahill, Executive Recruiter, Peckham & McKenney Executive Search

Carl has over 27 years of local government service. Carl worked for the Town of Los Altos Hills, California from 1999 until late 2021. He served as the Town's Planning Director from 2000 until February 2006 and was then appointed City Manager. Carl has a Bachelor's degree in Urban Studies from Montclair State University in New Jersey and a Master's degree in Public Administration from Cal State University, East Bay. He is a member of the American Institute of Certified Planners and the International City/County Management Association.



Carl is supported by the following [team](#).

Joyce Johnson, Operations Manager

Joyce Johnson joined Peckham & McKenney in 2005 and serves as the firm's Operations Manager. She has over 30 years' experience in the field of administrative and executive support for all aspects of the executive recruitment process. She oversees the internal administration of the firm as well as directing contract administrative support in the areas of advertising and design, web posting, and duplication and mailing services. Prior to joining Peckham & McKenney, Ms. Johnson oversaw internal administration in the Western Region headquarters of two national management consulting and executive recruitment firms. Ms. Johnson is complimented regularly on her strong customer orientation working with both clients and candidates alike. Ms. Johnson holds an Associate of Arts degree from American River College.

Taylor Bergstrom, Research Assistant

Taylor Bergstrom joined Peckham & McKenney in 2022 and currently serves as a Research Associate. Taylor is currently pursuing a PhD at UCLA where she worked previously as a lab manager overseeing various research projects. Prior to that, Taylor graduated from UC San Diego with a Bachelor of Science degree in Psychology.

Linda Pucilowski, Graphic Designer

With nearly 30 years of experience, Linda Pucilowski provides her expert design and marketing skills to Peckham & McKenney. She is the firm's "go-to" professional for all advertising and brochure design and creation. Ms. Pucilowski holds a Bachelor's degree from California State University, Sacramento.

Rachel Moran, Website & Social Media Assistant

Rachel Moran has been in the graphic design field since 2007 and prides herself on creating eye-catching visual art. She supports the Peckham & McKenney team by handling all website visual and technical design as well as social media. Ms. Moran graduated from the Art Institute of Houston obtaining her Bachelor's degree in Fine Arts with a concentration in Graphic Design.

Peckham & McKenney

"All about fit"

THE SEARCH PROCESS AND SCHEDULE

Peckham & McKenney is committed to finding the best fit for your position. Our process is 12 to 14 weeks and generally involves the following phases:

PROJECT ORGANIZATION (PRE-RECRUITMENT) – We will meet to discuss the search timeline, process and logistics for conducting a successful search.

DEVELOPMENT OF THE CANDIDATE PROFILE (2 WEEKS) – We will meet with agency members to listen to specific expectations of the position; learn the background and experiences desired in the ideal candidate; and understand the organizational culture and interests to create an attractive Candidate Profile marketing brochure.

RECRUITMENT (4 TO 6 WEEKS) – Our main focus in outreach will be direct, personal contact with quality potential candidates. Additionally, ads will be placed in industry publications and social media to broadly market the opportunity. Our client agency is continuously updated on our progress.

SUPPLEMENTARY REVIEW (2 WEEKS) – Upon our review of the resumes received, supplemental questionnaires will be sent to candidates who appear in most alignment with the Candidate Profile. Following a thorough review of the supplemental questionnaires, we will conduct preliminary telephone interviews. Internet research will also be conducted so that we may probe the candidate regarding any areas of concern.

RECOMMENDATION OF CANDIDATES/SELECTION OF FINALISTS (1 WEEK) – A report will be provided to the agency that includes, among a variety of documents, a full listing of all candidates for review and the materials submitted by candidates recommended for an interview.

INTERVIEW PROCESS (2 WEEKS) – Your recruiter will facilitate the interview process, inclusive of an orientation session at the beginning, and a discussion of candidates at the end.

QUALIFICATION (1 WEEK) – Once a finalist is selected, a reference check and thorough background check will be conducted. Assistance with negotiating compensation will also be provided.

COST OF SERVICES

The proposed fee to conduct the search process for your next City Manager is \$28,000. As our intent is to be competitive, we can discuss this further. This is an all-inclusive fee as described below to achieve success and retain us to personally and directly reach out and find candidates.

Peckham & McKenney is unique among recruiting firms for several reasons including having a fixed all-inclusive fee. We have found that an all-inclusive fee for the search process is simpler, cost-effective, and efficient.

The all-inclusive fee above includes professional fees and expenses (out-of-pocket costs associated with advertising, Recruiter travel, administrative support / printing / copying / postage / materials, telephone / technology, internet research checks on recommended candidates, and full background check on selected finalist only). For services not specified herein, we will discuss your interests and an appropriate fee.

PROCESS OF PAYMENT

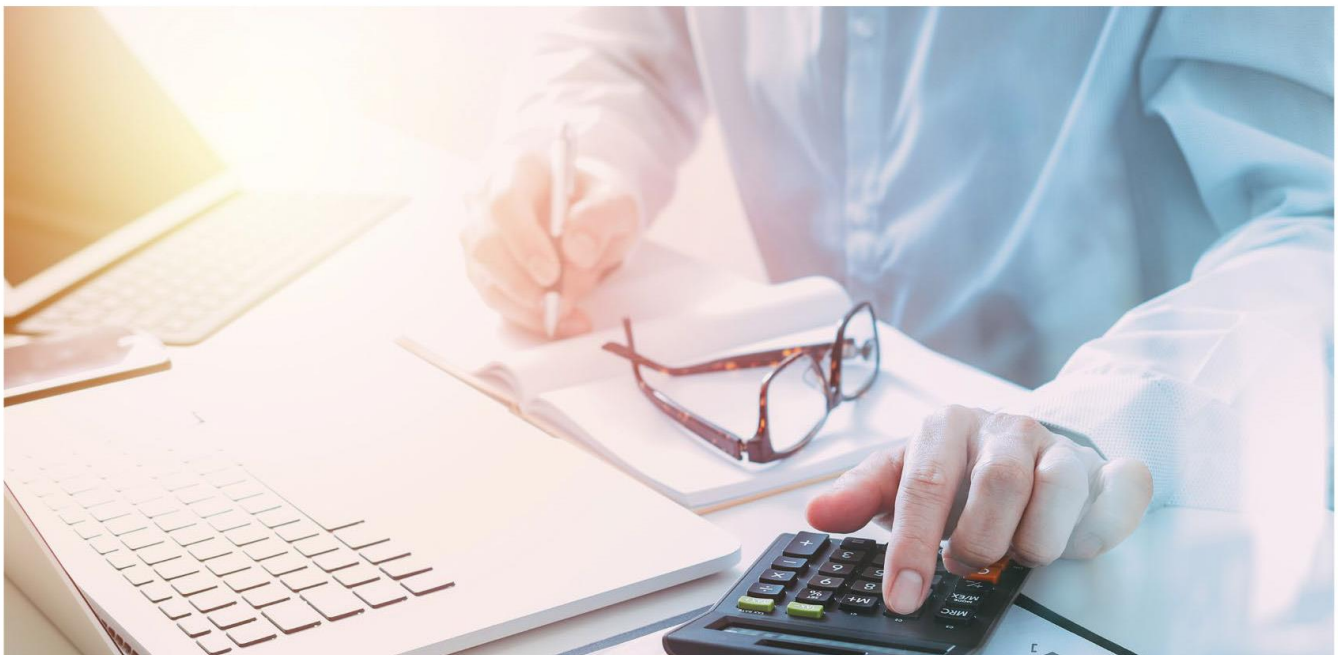
One-third of the all-inclusive fee is due as a retainer upon execution of the agreement. This retainer covers upfront and necessary expenses incurred by Peckham & McKenney on the City's behalf for the preparatory work and advertising. If the retainer is not received by Peckham & McKenney within 30 days of execution of the agreement, we will suspend the recruitment process until payment is received. The second one-third of the full payment will be invoiced 1 month from contract execution, and it is due within 30 days following the invoice date. The final one-third of the full payment will be invoiced 2 months from contract execution, and it is due within 30 days following the invoice date.

AGREEMENT

Peckham & McKenney is the operating name of City Management Advisors LLC, Anton Dahlerbruch, Managing Member.

INSURANCE

Peckham & McKenney carries Professional Liability Insurance (\$1,000,000 limit), Commercial General Liability Insurance (\$2,000,000 General Liability, and \$4,000,000 Products) and Automobile Liability Insurance (\$1,000,000). Our Insurance Broker is B&B Premier Insurance Solutions, Agoura Hills, CA.



GUARANTEE

We are pleased to share that the Peckham & McKenney success and placement record are particularly strong. We are confident that our recruitment process will result in a quality candidate that will stay in your employment.



OUR GUARANTEE:

- We will connect with you and our placement in 6 months and 1 year after the appointment to check-in.
- We will conduct a second search within 6 months of our search process if a candidate is not placed.
- If the placement vacates the position within 1 year from the date of accepting the offer (external candidates only and except in the event of budgetary cutbacks, promotion, position elimination, or illness/death, etc.), we agree to conduct a second search within 6 months of the vacancy.

The fee for a second search will be the cost of expenses (approximately \$8,000).

DIVERSITY STATEMENT



Peckham & McKenney is committed to diversity in its broadest possible definition in every aspect of each executive recruitment our firm provides. We take pride in the placement of women and applicants of diversity, and are known for long, successful tenures of candidates selected by the agency.

Peckham & McKenney does not discriminate on the basis of race, color, religion, creed, sex/gender, national origin/ancestry, disability, pregnancy, sexual orientation (including transgender status), marriage or family status, military status, or age. We are fully compliant with all applicable federal and state employment laws and regulations in all of our recruitments.

For over 30 years, founder Bobbi Peckham has been a champion of women seeking executive leadership positions within local government.

With our diverse team of Recruiters, Peckham & McKenney supports, promotes and advocates for diversity in the recruitment and hiring processes. In addition to our outreach methods, Peckham & McKenney routinely advertises with the National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network (LGHN) and CivicPRIDE as well as the National Diversity Network to ensure placement of your opportunity with the following online venues:

- African American Job Network
- Asian Job Network
- Disability Job Network
- Latino Job Network
- LGBT Job Network
- Retirement Job Network
- Veteran Job Network
- Women's Job Network



Peckham & McKenney
"All about fit"

THE COMMUNITY

Set amid rolling hills and woodlands in the East Bay area of San Francisco, Pleasant Hill is a modern, vibrant city offering the perfect balance of suburban amenities and small-town charm.

Located approximately 20 miles east of Oakland in Contra Costa County, the city is bordered to the south by Walnut Creek, the north by Martinez and Pacheco, the east by Concord, and the west by Lafayette.

Pleasant Hill's roots can be traced to a growing farming community in the 1880s and the opening of the Central Pacific Railroad through Diablo Valley in 1891. Population growth accelerated after World War II and the community gradually took shape as part of the suburban East Bay Area with residents firmly committed to creating a unique identity for Pleasant Hill. In 1961, Pleasant Hill was incorporated as a City. In 1964, Interstate 680 opened between Monument Boulevard and Willow Pass Road, completing the freeway from Oakland to Sacramento and bringing new opportunity for development. Today the city encompasses 8.1 square miles, is home to 34,613 residents, and still retains its strong sense of community.

Residents of Pleasant Hill enjoy an enviable quality of life with safe, quiet residential neighborhoods and an array of amenities. Its appealing downtown boasts more than 350,000 square feet of retail space, movie theaters, entertainment venues, restaurants, and a central plaza area for community gatherings and events. Its Mediterranean climate with warm, dry summers and mild winters makes the area ideal for visitors and residents seeking active outdoor activities. Numerous parks and trails are available for jogging, hiking, bicycling, skating, and horseback riding along with a variety of other recreational programs and sports facilities.

Numerous distinguished educational institutions serve Pleasant Hill. The **Mount Diablo Unified School District** operates the local K-12 public school system while several private schools also serve the community. Higher education institutions include **Diablo Valley College**.

Pleasant Hill is easily accessible with Interstate 680 running north/south, connecting the city with Highway 24 to Oakland, the Bay Bridge, and San Francisco. Bay Area Rapid Transit (BART) high-speed trains and local bus services, and nearby international

airports provide transportation options for residents, commuters and visitors.

To learn more about the City of Pleasant Hill, please visit www.pleasanthillca.org.

THE ORGANIZATION

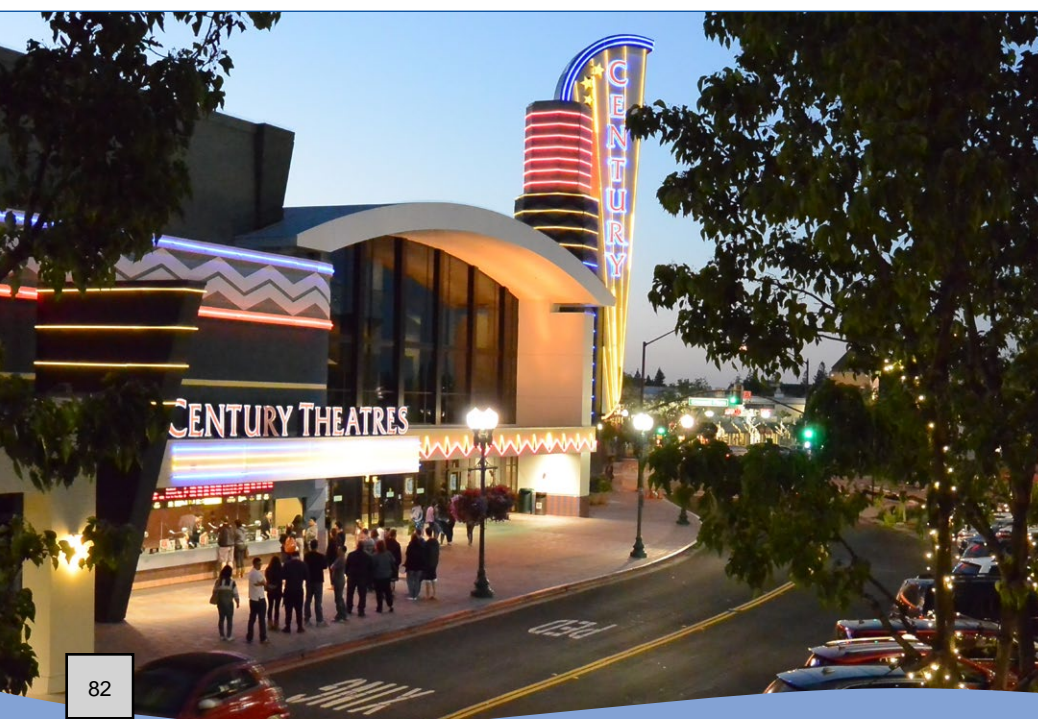
Pleasant Hill is a General Law City operating under the Council-Manager form of government. The City Council consists of five members who are currently elected at-large for staggered four-year terms. The Mayor and Vice-Mayor are elected by the Council from its own ranks and serve for one-year terms. The Council is the governing board of the City. It establishes the City goals and adopts policies to ensure the long-term health of the community. It provides responsible and representative local government to the residents, businesses, and organizations in Pleasant Hill and oversees the efficient and effective delivery of public services.

With a staff of 108 full time employees, the City delivers a range of municipal services including police, finance, building inspection, planning and code enforcement, engineering, economic development, street construction and maintenance, and storm drainage services. Fire protection, recreation and parks, sewage collection and treatment, water, and school services are provided through special districts not subject to City control.

Organizationally, the City is divided into five departments: City Manager's Office, City Attorney's Office, Police Department, and Community Development/Public Works.

The City Council goals for FY 2022/23 – 2023/24 are the following:

- A City that is safe;
- A City that is financially sound;
- A City that is attractive, well-planned, and well-maintained;
- A City that provides a high quality of life and a small-town atmosphere for its residents; and



- A City that provides efficient and effective public services.

The City operates on a two-year budget and is expecting that General Fund revenues will total \$29 million in FY 2022/23 and increase to \$29.9 million in FY 2023/24. General Fund expenditures are slightly higher than revenue.



MISSION STATEMENT

The City of Pleasant Hill is dedicated to maintaining a safe, pleasant environment within the community by providing effective governance and the efficient and professional delivery of public services

In the process of providing representative local government, the City identifies and anticipates concerns, problems and opportunities and takes actions to address them.

The City government is a catalyst for the involvement of residents, business, and organizations in the development and maintenance of a well-integrated community.

THE POSITION

The City of Pleasant Hill is seeking an experienced servant-leader who will continue the community focused service delivery provided by the talented staff who enjoy working in a stable and supportive organizational culture. This culture, as evidenced in part by a low staff turn-over rate, has been fostered and promoted through the effective

and caring leadership of June Catalano who is retiring after sixteen-years of service as City Manager for the City of Pleasant Hill.

The City Manager is responsible for ensuring implementation of the City Council's priorities and for providing sound and effective management of the City through the day-to-day management of all City operations, prioritizing, and organizing goals, developing, and monitoring work plans, communicating, engaging in the community, and appropriately allocating available resources.

THE IDEAL CANDIDATE

The City is seeking, in their next City Manager, a results-oriented decisive leader with solid ethics and integrity who has the ability through excellent communication and collaboration skills to educate, facilitate and help bring people and their interests together. The ideal candidate will have a strong knowledge base of California land use and planning principles, State housing law, and a general understanding of local economic development strategies, and prudent fiscal planning and management. Experience in working in a smaller city front line organizational environment is preferred. The ideal candidate also keeps an eye on the big picture and is adept at monitoring and interpreting pending legislative policy and its potential impact on the City.

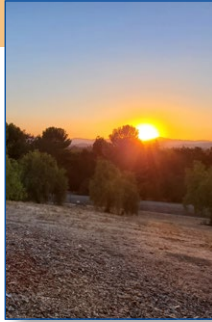
The new City Manager will be someone who can effectively utilize the skills of an experienced and high performing staff, encourages teamwork within the organization, and invites the staff to join in on creative problem-solving. The

ideal candidate for City Manager sets the foremost example for dedicated customer service and is a seasoned professional who maintains a poised and calm demeanor under pressure and proactively engages in a collegial fashion with staff, the Mayor and City Council, media, regional, State, and federal agencies, along with the Special Districts that serve Pleasant Hill and the community at-large.

The ideal candidate should be well practiced in personal accountability and transparency. The City Manager takes direct responsibility for when organizational goals and project timetables are not met and promptly advises the Council on administrative actions being taken to get back on course.

EXPERIENCE AND TRAINING GUIDELINES

Any combination of experience, education and training that would likely provide the required knowledge and



C.

abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

EXPERIENCE: Eight years of progressively responsible experience in an administrative, managerial, or staff capacity in a municipal organization, involving responsibility for the planning, organization, implementation, and supervision of varied work programs. California experience preferred.

EDUCATION: Equivalent to a master's degree from an accredited college or university with major course work in public or business administration or closely related field.

LICENSE AND CERTIFICATES

Possession of, or ability to obtain, an appropriate California driver's license.

THE COMPENSATION

The annual maximum salary for the City Manager position is \$300,000 and appointment will be made depending on the qualifications and experience of the selected candidate. The City also offers an attractive benefits package including:



SEARCH SCHEDULE

Filing Deadline..... April 28, 2023
Preliminary Screening of candidates May 1–12, 2023
Recommendation of top candidates to City..... Week of May 15, 2023
Finalist Interview Process with City Council..... Week of June 5, 2023

These dates have been confirmed, and it is recommended that you plan your calendar accordingly.

RETIREMENT: CalPERS retirement plan for Classic members 2% @ 60. PEPR members, 2% @ 62. The City does not participate in Social Security.

MEDICAL PLANS: City pays 75% of Kaiser premium at each level. Blue Shield also offered. Medical in-lieu payment of \$400 per month or as a 457 Plan contribution. City paid Delta Dental and VSP Vision Plan.

FSA DEPENDENT CARE AND FSA HEALTH CARE: programs available

HEALTH SAVINGS RETIREMENT ACCOUNT: City contributes \$225 per month.

457 DEFERRED COMPENSATION PLAN

401(A): City contributes 3% of salary to ICMA account, employee may contribute up to 3%

LONG-TERM DISABILITY: City provided.

LIFE INSURANCE: City provided policy of up to \$300K.

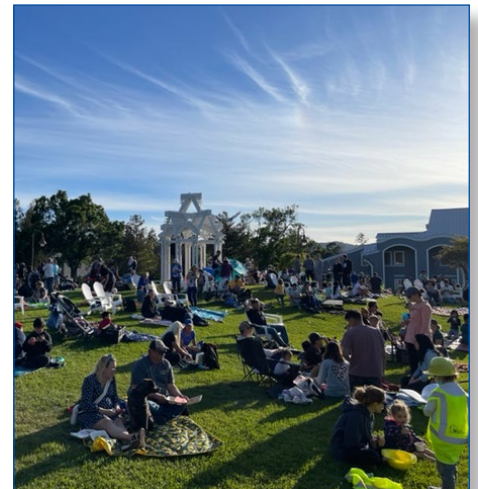
HOLIDAYS: 14 annual holidays

VACATION LEAVE: 12 to 25 days annually depending on length of service.

SICK LEAVE: 96 hours accrued annually, no cap.

ADMINISTRATIVE LEAVE: up to 16 hours a month, generally no carryover.

OTHER BENEFITS : annual education reimbursement of up to \$2,000, EAP.



THE RECRUITMENT PROCESS

To apply for this exciting career opportunity, please submit your cover letter and resume (including month/year of employment) via our website:

Peckham & McKenney
www.peckhamandmckenney.com

Please do not hesitate to contact Carl Cahill at 650-504-3515 or carl@peckhamandmckenney.com for questions regarding this position or the recruitment process.

PECKHAM & MCKENNEY
EXECUTIVE SEARCH

www.peckhamandmckenney.com



Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

June 21, 2023

Mayor Madison Davis
and Members of the City Council
City of Brisbane
50 Park Place
Brisbane, California 94005

Via Email: apartin@brisbaneca.org

Dear Mayor Davis and Members of the City Council:

Ralph Andersen & Associates is pleased to submit this proposal to conduct an executive search for the position of City Manager for the City of Brisbane.

The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than half of a century. With the reputation of Ralph Andersen & Associates you will have the opportunity to consider candidates located throughout California.

If selected to conduct this search, I will be the Project Director. Ralph Andersen & Associates conducted the City Manager search in 1998 when Mr. Clayton Holstine was selected. Although I was not the Project Director for that search directly, I was intimately involved in the search process internally, providing oversight and quality control allowing me to interact with Mr. Holstine at that time.

Our proposal outlines the firm's experience in conducting City Manager recruitments, the methodology/work plan and timeline to accomplish the search tasks, as well as the cost to conduct a comprehensive search.

We are proud of how we market and represent our clients; all of the design and graphics of our marketing material is done in-house so we can control the quality and production timing. Sample recruitment brochures for the communities of Colma (current search), Fairfax, and Mill Valley have been included for further reference. To see additional samples of our recruitment brochures, as well as the way in which we market our clients digitally, please visit the Career Opportunities page of our website at www.ralphandersen.com.

As a principal in the firm, I am legally able to bind the firm and enter into a contractual agreement to provide these services.

Should you need any clarification, please feel free to contact me directly at (916) 630-4900 or more directly on my cell (916) 804-2885. Thank you very much for your consideration of this proposal.

Respectfully Submitted,

Heather Renschler
President/CEO



Background and Qualifications

Executive Summary

Attracting top talent has never been more complex and Ralph Andersen & Associates is highly qualified to assist the City of Brisbane with recruiting its new City Manager. *We have conducted more successful executive recruitments than any other recruitment firm in California since 1972.* From helping the City Council to create a competency-based interviewing framework for the new City Manager to assessing candidates and attracting top human capital, our search professionals offer an unparalleled depth of experience, national reach, and knowledge.

The City Council has requested our proposal to assist in the identification and recruitment of a highly qualified group of candidates for the new City Manager. In particular, the City of Brisbane is seeking a firm with a strong national presence and the professional experience to clearly assess the City's needs and formulate a strategy to **deliver results**.

At Ralph Andersen & Associates, we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

We begin each search by working closely with the City's leadership, stakeholders, staff, and, if desired, the community to ensure a complete picture of the desired candidate pool is developed. Our team-oriented approach, matched with this 360-degree perspective, means we ensure that a complete understanding of the organization's mission and culture translates into those specific traits and characteristics necessary to ensure the selected candidate is successful in the position.

We understand that the City Council expects aggressive, personalized outreach to identify a diverse and highly qualified applicant pool and a selection process that includes comprehensive candidate reports based on thorough reference and background checks. We will begin with the desired characteristics and build a recruitment strategy that is tailored to meet the City of Brisbane's specific needs. The resulting outreach and advertising campaign will incorporate the extensive use of personal outreach to recruit a highly qualified group of candidates.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in the Sacramento area. The Corporate Office is located at 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765; phone number (916) 630-4900. The firm currently has 17 employees.

Our national staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, all senior staff have personal, hands-on executive experience in the operation of public agencies and private businesses.

The principals of the firm are Heather Renschler, President/CEO, and Robert Burg, Executive Vice President. Both Ms. Renschler and Mr. Burg are legally able to bind the firm.

Why Choose Ralph Andersen & Associates?

Ralph Andersen & Associates, a California Corporation, has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 51 years.

With Ralph Andersen & Associates, there is an entire team behind every recruitment. Our firm takes a multi-disciplined, team approach to executive search. Successful outreach relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. By drawing on the combined expertise of our associates and our network of professional contacts, we address outreach from a wide variety of perspectives and find unique ways to identify and recruit the best and brightest.

Relevant Search Experience

Ralph Andersen & Associates conducts a wide array of searches in the public sector specializing in the top executive in local government – the City Manager. Our experience spans populations of all sizes, from the largest in the country to small and mid-size municipalities.

Ralph Andersen & Associates' significant experience in city management searches is supported by a successful track record of highly regarded managers. The firm conducted the City Manager search in 1998 when Mr. Clayton Holstine was selected as City Manager.

Expansive network of City Manager Searches (In-State and Nationally) – We have one of the strongest track records of conducting City Manager searches. Searches conducted by Ms. Renschler have been noted with (“*”). The first listing included here is for recruitments conducted in California since 2020, followed by our out-of-state engagements:

California Recruitments:

- Artesia, CA – City Manager (2022)
- Barstow, CA – City Administrator (2021)
- Bishop, CA – City Administrator (2020)
- Calabasas, CA – City Manager (2021)*
- California City, CA – City Manager (2022)
- Citrus Heights, CA – City Manager (2022)
- Colma, CA – City Manager (Current Search)* – **Sample Brochure Provided**
- Compton, CA – City Manager (2022)
- Coronado, CA
 - Assistant City Manager (2022)
 - City Manager (2021)
- Eastvale, CA – City Manager (2022)
- El Segundo, CA – City Manager (2022)*
- Emeryville, CA – City Manager (2022)

- Encinitas, CA – City Manager (2020)
- Fairfax, CA – Town Manager (2021)* – **Sample Brochure Provided**
- Foster City, CA – City Manager (2022)
- Goleta, CA – City Manager (2022)*
- Grand Terrace, CA – City Manager (2021)
- Gustine, CA – City Manager (2022)
- Huntington Beach, CA – City Manager (2022)
- Indio, CA – City Manager (2021)
- La Palma, CA – City Manager (2020)
- La Verne, CA – City Manager (2022)
- Lincoln, CA – City Manager (2022)
- Los Altos, CA – City Manager (2021)
- Mill Valley, CA – City Manager (2020 & 2022)* – **Sample Brochure Provided**
- Modesto, CA – Deputy City Manager (2022 & Current Search)
- Montebello, CA – City Manager (Newly Awarded)
- Nevada City, CA – City Manager (2022)*
- Norco, CA – City Manager (2022)
- Oakland, CA – City Administrator (2020 & 2023)
- Orange, CA – City Manager (2022)
- Palm Desert, CA – City Manager (2021)
- Palm Springs, CA – Assistant City Manager (2021)*
- Palos Verdes Estates, CA – City Manager (2023)*
- Pismo Beach, CA – City Manager (Current Search)
- Riverside, CA – City Manager (2022)
- Rossmoor, CA (Golden Rain Foundation) – General Manager (2022)*
- Santa Monica, CA – City Manager (2021)
- Sierra Madre, CA – City Manager (2021)
- Solvang, CA – City Manager (2023)
- Stockton, CA – Deputy City Manager II (Two Placements) (2020)
- Upland, CA – City Manager (2021)

National Recruitments:

- Alexandria, VA – Deputy City Manager (2022)
- Avondale, AZ – City Manager (2022)*

- Charlotte, NC – Assistant City Manager (2022)
- Cottonwood, AZ – City Manager (2023)*
- Goodyear, AZ – Deputy City Manager (2022)*
- Green Valley Recreation, Inc. – Chief Executive Officer (2020)*
- Miami Beach, FL – City Manager (2021)
- Naples, FL – City Manager (2022)
- Oro Valley, AZ – Town Manager (2023)*
- Powell, OH – City Manager (2020)*
- Queen Creek, AZ – Assistant Town Manager (2023)*
- Vancouver, WA
 - Deputy City Manager – Community and Economic Development (2021)
 - Deputy City Manager for Enterprise Services (2021)

References

At Ralph Andersen & Associates, we feel strongly that our past client relationships will attest to the professionalism of our services. We would be pleased to provide additional references upon the City's request.

- **City of Mill Valley**
Jim Wickham, Mayor
(414) 388-4033 (City Hall)
jwickham@cityofmillvalley.org
Recruitment: Recruitment of City Manager
- **Town of Fairfax**
Adam Politzer, Interim City Manager (during search process) and Former City Manager
(Now Retired and Placement as City Manager for City of Sausalito in 2007)
Phone Number Not Provided (Mr. Politzer prefers contact through email)
awpolitzer@gmail.com
Recruitment: Recruitment of Town Manager
- **Town of Colma**
Joanne del Rosario, Mayor
(650) 997-8300 (City Hall)
idelrosario@colma.ca.gov
Recruitment: Recruitment of City Manager (Current Search – Closes June 26)

Project Staffing

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in the areas of local government management, executive search, and related disciplines. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf.

The City of Brisbane will have Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates, as the Project Director on this engagement. Ms. Renschler will have all the resources and full support of our firm fully dedicated to ensuring the highest quality outcome during this important recruitment process.

Ms. Heather Renschler, Project Director

Ms. Renschler has been with Ralph Andersen & Associates for more than 38 years and is the firm's President/CEO. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 26 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working with boards, city councils, staff members, and selection committees in the recruitment and selection process.



Ms. Renschler has extensive experience in conducting public sector recruitments and, as a result, has developed a network of contacts and potential candidates on a national basis. Ms. Renschler has had significant involvement in city manager related searches over an extended period of time, and as a result, has an extensive network from which to attract potential candidates.

Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and public accounting. Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism and obtained a Bachelor's degree in Public Administration from the University of San Francisco.

Ms. Renschler may be reached at (916) 630-4900 or directly on her cell at (916) 804-2885 or via email at heather@ralphandersen.com.

Paraprofessional and Support Staff

Paraprofessional, graphics, and support staff will provide administrative support to the consultant team on recruitment assignments. These may include Ms. Diana Haussmann, Ms. Christen Sanchez, Ms. Hannah Jones, Ms. Karen AllGood, Ms. Tina Keller, and Ms. Teresa Heple.



Search Outline and Timeline

Summary of Our Search Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 51 years.

We feel that the key elements of the search process, which can be tailored to fit the specific needs of the City of Brisbane, should include:

- Developing a comprehensive position profile based upon information obtained in video meetings with the City Council, key staff members, and others as directed (i.e., key stakeholder groups).
- Extensive personal outreach, via telephone and through internet technology, to qualified candidates throughout California. Out-of-state candidates may apply although the focus will be on in-state experience.
- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, uses the Internet and social media, and also uses our already established professional contacts in the field of city management.
- A screening and assessment process that narrows the field of candidates to those that most closely match the needs of the City and is based on extensive reference checks and telephone interviews with the top candidates.
- Delivering a product in the form of a search report that recommends the top group of candidates and provides the decision-makers with detailed information about their backgrounds and experience.
- Assistance during the interview and selection process and in the negotiation of a compensation package.

Search Work Plan

This section describes the usual steps in the search for a new City Manager for the City of Brisbane. This recruitment will be under the direction of Ms. Heather Renschler, Project Director/Search Consultant.

Task 1 – Review Project Management Approach

The Project Director, Ms. Renschler, will begin work on this project within 10 days (or sooner) after the City provides a contract or, alternatively, an official notice to proceed. The first task will include established individual and/or group meetings with the City Council and others, as appropriate, to finalize the recruiting and selection process (preference to be done using Zoom Video Technologies application). This will include discussion of the project management for this search, review of the work plan, confirmation of timing, and communication methods. Working collaboratively with the City Council and key City staff, this task will result in a more definitive timetable.

As part of our overall approach to this project, the Project Director will deliver regular updates (typically done orally) throughout each stage of the search. In addition, Ms. Renschler will be highly accessible and responsive to client requests and inquiries.

Task 2 – Develop Position Profile

The position profile for the City Manager is the guide for the entire search process. The development of the profile includes the collection of technical information and recruitment criteria.

Technical Information

Ms. Renschler will conduct video meetings with the City Council, key staff members, and others as directed by the City to gain an understanding of the experience and professional background requirements desired in the City Manager. These meetings will also help the Project Director gain an understanding of the work environment and the issues facing the City of Brisbane. In-person meetings can be arranged with sufficient advance notice.

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the City Manager. The criteria should reflect the goals and priorities of the City of Brisbane.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an information brochure prepared by Ralph Andersen & Associates. The brochure will be reviewed by the City in draft format, revised as appropriate, and published for use throughout the search.

Optional Service (Community Survey) – The City Council may desire obtaining input from the Community on the qualities they would like to see in the new City Manager. To facilitate Community input, the Project Director can conduct an on-line survey. Additionally, our process can allow for email comments to Ralph Andersen & Associates relative to the desired qualities in the next City Manager. See Cost Section for more details on pricing.

Task 3 – Outreach and Recruiting

This task is among the most important of the entire search. It is the focus of the activities of the Project Director and includes specific outreach and recruiting activities briefly described below.

Outreach

An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as *Western City Magazine*, *International City/County Management Association (ICMA)*, and other professional publications. Specific Internet sites related to government will be used as a method of extending the specific outreach in a short period of time.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' website, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key level executives on an on-going basis.

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Project Director will target those individuals who meet the criteria set by the City. Each of the candidates identified through the recruiting efforts will

be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

Task 4 – Candidate Evaluation

This task will be conducted following the application closing date. It includes the following specific activities:

Screening

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience, and size and complexity of the candidate's current organization as compared to the candidate profile.

Preliminary Research and Internet Review

The research staff of Ralph Andersen & Associates, under the direction of the Project Director, will conduct preliminary research and internet review for those candidates identified as the most qualified as a result of the screening process. This level of research will be done on a limited number of candidates to learn more about each candidate's public profile and related information that is available on the internet.

Preliminary Interviews via Video Technology

The Project Director will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research and Internet review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using video technology.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately four (4) to six (6) individuals. Those individuals will be reviewed with the City Council prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, all documentation will be supplied to the City electronically. No hard copies will be supplied to the City for any phase of this search engagement. Ms. Renschler will prepare detailed information for review including resumes uploaded to a file sharing system (i.e., DropBox or ShareFile). Ms. Renschler will conduct a video conference call or in-person meeting with the City Council Search or other designated representative to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed via video by the City Council; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include candidate resumes and cover letters. The results of preliminary media research will be included. This meeting will result in a confirmed group of top candidates for the City to further consider.

Important to note, we typically do not conduct references on all of the finalist candidates. The more standard process is to do a partial background on the top 2-3 candidates with various verifications, internet search, and limited references (outside of current employer). References for current employers are often not released by candidates until the final stage of the search process when they are assured of being the candidate of choice. Verifications such as credit check, DMV Report, and

civil/criminal are typically conducted once a contingent offer is made to the selected candidate unless the finalist candidate(s) give explicit approval and sign a release to proceed. Education checks are conducted before the slate of candidates interviews with the City Council.

The results of the Search Report will be a confirmed group of finalist candidates that the City Council will interview.

Task 6 – Selection

The final selection process will vary depending upon the desires of the City Council. The typical services provided by Ralph Andersen & Associates in the selection process are described briefly below:

- Ms. Renschler will coordinate the selection process for the finalist group of candidates. This includes handling the logistical matters with candidates and with the City.
- Ralph Andersen & Associates will prepare an electronic interview booklet (uploaded to a file sharing program such as DropBox or ShareFile) that includes the resume, cover letter, and preliminary media research for each candidate. In addition, this electronic information will contain suggested questions and areas for discussion based upon the recruitment criteria. Electronic copies of the interview booklet will be provided in advance of the candidate interviews. No hard copies of material will be provided. Should the City desire hard copies, that will be the responsibility of the City to produce and distribute.
- Ms. Renschler will facilitate the Interviews to assist the City through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.
- Additionally, verifications will be made on the top 2-3 candidates and will include education verifications, Department of Motor Vehicle check, and credit check. Due to legislation, criminal checks (“Ban the Box”) are only permissible when a contingent offer of employment is made. The results of these verifications will be discussed with the City at the appropriate time.
- Informal (limited) reference checks will be conducted on the top 2-3 candidates. A more detailed reference report will be done on the top candidate. The results of these reference checks will be discussed with the City Council at the appropriate time during a closed session.
- As needed, the Project Director is available to provide assistance to the City Council in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

Task 7 – Negotiation

The Project Director is available to assist the City Council in negotiating a compensation package with the selected candidate. This includes recommendations on setting compensation levels.

Additionally, if desired by the City Council, Ralph Andersen & Associates will coordinate with the City Attorney to prepare a draft employment agreement and work with the City Council on the finalization of this document. As required by the Brown Act, the employment agreement for the new City Manager will be required to be approved and voted on in a public meeting at a regularly scheduled City Council meeting.

Task 8 – Close Out

After the City has reached agreement with the individual selected for the position, the Project Director will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone.

Schedule

We anticipate approximately a 90-120-day time frame for this entire recruitment process. Importantly, there is the ability to begin this process effectively with the use of video technology and file sharing methods that support a very strategic approach under Ms. Renschler's direction, although most if not all meetings will be done in person, if possible.

A sample timeline is provided below.

Task	Estimated Week of Completion
Task 1 – Review Project Management Approach	Week One
Task 2 – Develop Position Profile and Recruitment Brochure	Week One – Week Two
Task 3 – Outreach and Recruiting	Week Two – Seven
Task 4 – Candidate Evaluation	Ongoing Throughout Process (typically more focused during Week Six and Week Seven)
Task 5 – Search Report	Week Eight – Week Nine
Task 6 – Selection	Week Nine - Week Ten
Task 7 – Negotiation	Week Ten – Week Eleven
Task 8 – Close Out	Week Twelve

Work Samples

Sample Brochures

Sample recruitment brochures for the Town of Colma, Town of Fairfax, and City of Mill Valley are attached for further reference. To see additional samples of our recruitment brochures please visit the Career Opportunities page of our website at www.ralphandersen.com.

Sample Candidate Presentation Packet

The candidate assessment tools prepared by Ralph Andersen & Associates are customized for each recruitment. Important to note, no hard copies will be provided; all material will be electronically provided through a file-sharing application. The City should expect to receive the following:

- Digital Resume Review Binder that includes a listing of:
 - All Applicants showing name and current position
 - Matrix of Experience for those candidates that are in the Highly Qualified group for an “at a glance” comparison of the top candidate’s experience and qualifications
 - Applicants in the Highly Qualified group along with their cover letter and resume
 - Applicants in the Meets Minimum Qualifications group along with their cover letter and resume
 - Applicants in the Lacks Minimum Qualifications group – no cover letters or resumes typically provided
- Digital Interview Binder
 - Interview Schedule
 - Suggested Interview Questions
 - Matrix of Experience
 - Cover Letter / Resume
 - Optional – Responses to Supplemental Questions/Writing Sample

Fee Proposal

The recruitment effort for a new City Manager for the City of Brisbane will be a national search process with a focus on California and the Western Region. The review of resumes and qualifications will be conducted on all candidates that submit giving the City the ability to select from a broad field of qualified candidates. The professional services fee to perform this search will be a **fixed fee of \$31,750*** for recruitment services and all related expenses.

***Note** – Expenses included in this fixed fee include such items as advertising, consultant interaction (anticipated to be done primarily through videoconferencing except for finalist interviews), clerical, graphic design, research, and long-distance telephone charges. On top candidates, Internet and Lexis/Nexis searches will be conducted. Additionally, education verifications, DMV check, wants and warrants, civil and criminal litigation search, and credit check will be conducted on the top two candidates. Detailed reference checks will be conducted on the top candidate. Should the City desire to conduct detailed reference calls on more than one candidate, a background fee of \$1,800 per candidate will be billed in addition to the above stated fees. Limited references (outside of current employer) are included in this quote.

Invoicing for Services – Ralph Andersen & Associates will bill the City in four installments as follows:

- Following kick-off and finalization of recruitment brochure – \$9,525
- After the closing date – \$9,525
- After finalist interviews – \$9,525
- Upon placement – \$3,175

Progress payments will be due upon receipt.

Brochure – A full color electronic brochure will be developed for the City Manager recruitment. All pictures will be the responsibility of the City. The City will also be responsible for ensuring that there are no copyright restrictions on the photographs supplied to Ralph Andersen & Associates and that the City will agree to pay any and all related charges or fines if a copyright violation is incurred either during the search itself or subsequently.

Optional Service (Community Survey) – Should the City choose to conduct a Community Survey with summarized results, this would be conducted for an additional \$3,500.

Exception – Any candidate travel is the full responsibility of the City.

Standard Hourly Billing Rates

Ralph Andersen & Associates' standard hourly billing rates are as follows:

- | | |
|----------------------------------|-----------|
| • Project Director | \$195/hr. |
| • Senior Consultant | \$175/hr. |
| • Recruitment Manager | \$80/hr. |
| • Senior Recruitment Coordinator | \$80/hr. |
| • Graphics Designer | \$75/hr. |
| • Researcher | \$60/hr. |
| • Support Services | \$50/hr. |

Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our full search services. If within a one-year period after appointment, the City Manager resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The City of Brisbane would be expected to pay for the reimbursement of all incurred expenses.

If a placement is not made in the first outreach effort, the Consultant will conduct a second outreach effort with no charge for Professional Services. The City would be expected to pay for all incurred expenses.

The Town of Colma



*invites your interest
in the position of*

City Manager

c. Career Opportunity

Nestled at the northern end of the Peninsula in the San Francisco Bay Area is the small community of Colma. The City Council is seeking candidates for the City Manager position who recognize the history and unique character of the Town and will guide the policymakers in maintaining the quality of life that residents value and cherish. The ideal candidate will be an outgoing and engaging individual who enjoys people and public service combined with being comfortable with the high level of citizen participation inherent in this “small town” community. This is a community where residents value a common sense of civic purpose and support a positive, open relationship with each other and their Town government. This is an attractive career opportunity in local government for someone who understands the benefits of having a thriving commercial and retail environment as a means to deliver community services and public safety to residents. While the City Council highly values California experience, the Council welcomes interest from a broad pool of candidates (department heads, assistant/deputy city managers and others) with the ability to provide strategic and ethical leadership.

In 2024, the Town of Colma will celebrate its 100th anniversary since incorporating.

The History of Colma

The community of Colma was formed in the 1800s as a collection of homes and small businesses along El Camino Real and the adjacent railroad line. Several churches, including Holy Angels Catholic Church, were founded in these early years. The community created its own fire district, which serves the unincorporated area of Colma north of the Town limits, as well as the area that became a Town in 1924. Colma became the location of a large number of cemeteries when San Francisco, its powerful neighbor to the north, passed an ordinance in 1900 outlawing the construction of any more cemeteries in the city (mainly because of increased property values making the cost of using land for cemeteries prohibitive), and then passed another ordinance in 1912 evicting most existing cemeteries from city limits.

Colma Today

The population in Colma is 1,492. The Town covers only 2.2 square miles. The overall activity and traffic levels resemble a much larger community in terms of visitors, shoppers, and commuters. Daily visitors often exceed 20,000.

The community has excellent freeway access and is also served by the BART System. The Colma Station is served by the Pittsburg/Bay Point-SFO/Millbrae and Richmond-Millbrae lines. Residents are proud of having their own police department. The Police Chief is supported by an active department (19 sworn staff; 7.5 non-sworn) providing three shifts that serve the community and also offer mutual aid to its neighbors. Other services provided by the Town include recreation, public works, maintenance, planning and economic development. Staffing is comprised of both in-house and various service providers/contractors. Total combined staff is 48.5 FTEs. For Fiscal Year 2022-2023, total expenditures for all funds are at \$38.57 million, comprised of \$24.54 million in Operating Expenditures and \$14.04 million in Capital Improvement Projects. The Town has a surplus of revenue over operating expenditures of about \$848,000 this year. The General Fund Reserve balance is \$28.01 million.



“It’s great to be alive in Colma”

Colma Today continued

Today and since the 1980s, Colma has expanded its economic base and become more diversified, with a variety of retail businesses and automobile dealerships, which have brought more sales tax revenue to the Town government. There are 17 cemeteries; 10 auto dealerships, representing 15 automobile brands; and a vibrant and active cardroom (Lucky Chances) that employs more than 600 individuals. Major retail and key employers include: Target (Serra Center), Kohls, Office Depot, Ashley's Furniture, Beverages and More (BevMo!), Boot Barn, CarMax, Good Feet, Pet Club, Home Depot and a Home Depot Pro as well as the 280 Metro Center. All electric car makers Tesla and VinFast have chosen the Town of Colma as one of their primary sales and service centers. The fiscal stability and outlook for the future is strong. Current reserves demonstrate the overall health of the organization with continued emphasis on sales tax and conservative fiscal practices of the Town's leadership. Continuing this strong sales tax base is important to both the City Council and the residents.

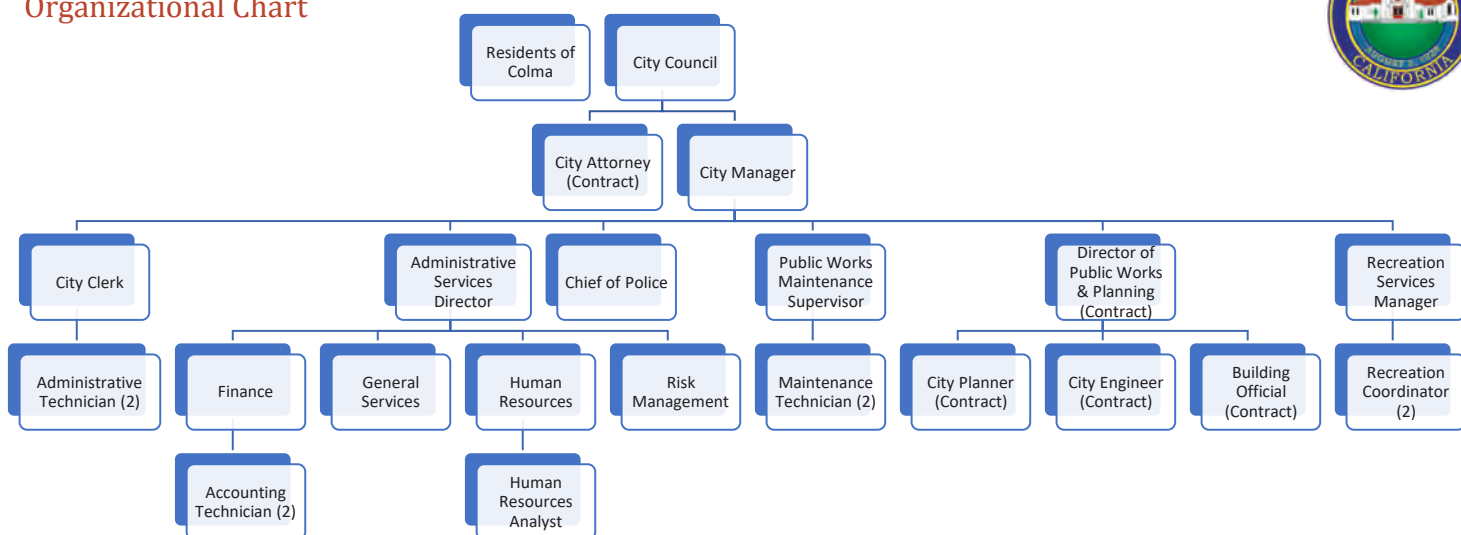
Residents continue to celebrate many community events throughout the year that are extremely well attended. Events include Family Field Day & BBQ, Town Picnic and Colma Game Night as well as many other activities supporting youth and the active senior population. Town-sponsored events reflect a close-knit community and the type of interaction, visibility, and civic engagement that residents and the City Council will expect from the new City Manager.

Candidates should be aware that housing and rental stock in Town are scarce and infrequently available. As a result, the majority of the Town's staff commute to work and do not live in Town. The City Council has publicly stated and understands that the City Manager will not be expected to live in Colma.

Government Structure

Colma is a general law city, and the City Council is the governing body of the Town. The focus of the City Council has consistently been to preserve and enhance the character unique to the Town of Colma and promote the community as "business friendly." Municipal Elections are held in November of even-numbered years. The Mayor and Vice Mayor are appointed by the Council for one-year terms each December. Council Meetings are held the second and fourth Wednesday of each month at 7:00 p.m. in the Town Hall in the Council Chamber.

The Town of Colma Organizational Chart



The Ideal Candidate

The City Council seeks a professional who enjoys public service and embraces the high level of citizen participation inherent in this “small town” community. This position is very hands-on with a strong emphasis on relationship building. Additionally, the ideal candidate will have a strong service orientation combined with a desire to lead an organization dedicated to providing residents with the highest level of assistance and customer service. It goes without saying, that communication is key with the City Council as the governing body.

The top candidate will be an effective, honest, and forthright communicator skilled at facilitating open discussions, supporting debate on important issues, and addressing, through the City Council, the best common interests of the community. Additionally, the top candidate will have the ability to assess and evaluate the use of periodic contractual and outsourced staffing arrangements or other alternatives for potential cost savings.

The ideal candidate will also have personal attributes and qualities that include:

- ◆ An individual with integrity and a great attitude combined with a warm and approachable personal style grounded in humility and respect for others;
- ◆ Servant leadership that embodies a genuine interest and passion for serving the community with an enthusiasm for public service and the importance of community relations (public, business community and media);
- ◆ Strong understanding of municipal budget and finance combined with a business approach to sustain and enhance economic development opportunities;
- ◆ Commitment to inspire and mentor staff;
- ◆ Engaging leadership style with the ability to focus on establishing achievable goals and objectives on an organization-wide basis and at the same time, be able to motivate others to contribute effectively to their timely achievement and successful performance;
- ◆ Ability to anticipate and deal with an array of operational needs as well as administrative and contractual issues including negotiating agreements that represent the best interests of the public;
- ◆ Commitment to promoting good government, best practices, and transparency in all dealings with staff, elected officials, and the general public;
- ◆ Flexible, creative, and able to find common ground to develop solutions;
- ◆ Strategic thinker and skilled in presenting all viable options and alternatives for the City Council’s consideration with full disclosure of pros/cons without bias;
- ◆ Strong project management skills, ability to effectively delegate and manage outcome through to successful completion with both internal staff and consultants;
- ◆ An interest in dealing with intergovernmental agencies and neighboring communities on local, regional, and state-wide issues that impact the Town; and
- ◆ Experience with policy implementation as set by the City Council.

WWW.COLMA.CA.GOV

Challenges & Opportunities

The City Manager will undertake a leadership role in advising the City Council on a wide variety of projects including the following:

- ◆ Coordination of the 100-Year Anniversary program and numerous community events including leading, staffing, and guiding the Town’s Centennial Committee;
- ◆ Management and oversight of Grant Related CIP Projects totaling over \$10 million;
- ◆ Hillside Boulevard beautification and renovation;
- ◆ On-going economic development initiatives and actively pursuing viable opportunities that generate potential revenue;
- ◆ Active involvement with business community and civic organizations;
- ◆ Involvement and oversight of various public works related issues;
- ◆ Maintenance of healthy fiscal reserves and enhance financial reporting;
- ◆ Evaluation of staffing and other areas for cost saving; and
- ◆ Continued enhancement of intergovernmental relationships with local agencies and boards.



Qualifying Experience & Education

Experience – This position requires experience in a management capacity preferably in a small-to-medium municipal organization as Administrative Services Director, Assistant City Manager or Deputy City Manager, City/Town Manager, **or** as a Department Director with a medium or larger agency. Skills as a local government generalist would be well utilized in this position. Alternatively, candidates with a combination of public and private sector experience with transferable skills may also be a viable option for Council consideration. ***All qualified candidates with experience are strongly encouraged to submit career credentials for consideration.*** Qualified local government professionals within a commutable distance are highly encouraged to consider this opportunity. The City Council will also seriously consider all individuals if leadership, personal attributes, and career history are a match with the Town's. All resumes will be reviewed by a Sub-Committee of the City Council and the short-list of applicants will be interviewed with the full Council.

Education – A Bachelor's degree is required. A Master's degree may be considered a plus.

Compensation & Benefits

The competitive salary range (\$240,000 to \$275,000) will be dependent upon qualifications, experience, and overall fit with the Town of Colma. An at-will employment agreement will be negotiated with the selected candidate.

The Town offers a comprehensive executive benefit package including:

- ◆ **Retirement**
 - » Classic Members: CalPERS; 2% at 60 benefit formula. Employees contribute 7% of the employee-share.
 - » New Members: CalPERS; 2% at 62 benefit formula. Employees contribute 6.25% of the employee-share.
 - » The Town **does** participate in Social Security.
- ◆ **457 Plan** – Up to \$100 per month in matching.
- ◆ **Automobile** – Up to \$300 per month allowance.
- ◆ **Medical** – Town offers 100% family medical insurance (CalPERS) and contributes 1.5% of base salary into a Retirement Health Savings plan for retiree medical costs.
- ◆ **Dental** – The Town pays for a family plan through Delta Premier.
- ◆ **Vacation / Sick Time / Holidays / Administrative Leave**
- ◆ **Vision Insurance** – Vision Service Plan.
- ◆ **Life Insurance – \$50,000 (City Paid); additional purchase by Employee available.**
- ◆ **Other Benefits include** Flexible spending account/ dependent care, EAP (Aetna), Commuter benefits (Navia Solutions), tuition reimbursement (up to \$1,000 per year), professional development (annual amount of \$3,000), and town paid cell phone and laptop.

Further details on the benefit package are available through Ralph Andersen & Associates.

To Be Considered

This is a **confidential recruitment** and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references **will not** be contacted until mutual interest has been established. Candidates are encouraged to **apply prior to Monday, June 26, 2023**. This recruitment is considered open until filled. **Electronic submittals are strongly preferred. Interested candidates should apply to Ralph Andersen & Associates via email at apply@ralphandersen.com**, and should include the following:

- ◆ Compelling cover letter;
- ◆ Comprehensive resume; and
- ◆ Professional references.

Ralph Andersen & Associates will work directly with a Sub-Committee of the City Council to conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. Interviews with the Sub-Committee (via video) will be conducted on Thursday, June 29th for a select group of highly qualified applicants. **Only the top tier of candidates will be invited to an in-person interview with the full City Council on the afternoon and evening of Tuesday, July 11th.** Contract approval by the City Council will be scheduled for July 26th or as needed. Ideally, the newly selected City Manager will join the Town of Colma in early August 2023 (or at a mutually agreed upon date) in order to have a smooth transition of leadership and overlap with the retiring City Manager (last date of employment is August 18, 2023). Every effort will be made by the City Council to accommodate timing constraints by interested candidates.

Confidential inquiries are welcomed to Heather Renschler, Ralph Andersen & Associates, at (916) 630-4900.



*The Town of Colma is an
Equal Opportunity Employer*





Town of Fairfax, California

invites your interest in the position of

Town Manager

A Unique Opportunity

The Town Council of Fairfax, California is seeking an engaging leader with exceptional interpersonal and communication skills and a strong passion for public service. Importantly, this top candidate will be very skilled at multi-tasking and handling a variety of tasks more typical in a smaller organization.

The ideal candidate will thrive in an environment that embraces an entrepreneurial spirit and approach to local government and foster a high level of customer service and responsiveness. The selected Town Manager will also bring an inclusive management style combined with a true appreciation for diversity, equity, and inclusion, with a commitment to social justice and environmental quality along with an emphasis on climate resilience. Additionally, this top candidate will continue to build on the extremely positive culture in the organization.

Collaboration skills and a passion for best practices in managing municipal services are key characteristics the Town Council will be looking for in the next Town Manager. Additionally, a thorough understanding of municipal finance, budgeting, community planning, and contracting for a wide range of services is of high importance to the Town Council. Although the Town is largely built-out, opportunities and challenges will be centered around providing new housing opportunities, including meeting affordable housing requirements, and addressing short- and long-term capital improvement program priorities and projects.

The new Town Manager will be focused on excellent customer service and responsiveness to support a progressive, engaged, and forward-thinking Town Council.

The Community

The Town of Fairfax is an environmentally conscious community situated in the heart of central/west Marin County. Incorporated in 1931, Fairfax has a population of approximately 7,500 nestled on 2.2 sq. miles with vast open space, trees, and hillsides. Historic development patterns in Fairfax created a town with a distinct center, giving it a village-like feel, and providing public transit within walking and bicycling distance of most of the town's inhabitants.

The Town is very well known as a mountain/road biking and hiking mecca surrounded by open space, watershed lands and a nature preserve. As the Country's birthplace of mt. biking, it also houses The Marin Museum of Bicycling. The Town's setting and Mediterranean climate encourages outdoor activities all year-round. The location is ideally suited with many amenities, such as San Francisco a short distance away and Pt. Reyes National Seashore and the Coastal Range to the west. The Mt. Tamalpais watershed, state, and county parks are within and/or nearby.

The current town center creates a lively mixture of businesses and residences. The movie theater is the centerpiece of a vibrant nightlife with quality restaurants and many types of nightly live music. The blend of the Town's small businesses, quaint neighborhoods, and busy sidewalks, all contribute to the sense of uniqueness about Fairfax.

Fairfax is a special place, loved by residents as well as visitors.





Governing Structure

The Fairfax Town Council consists of five members, who are elected at large by Fairfax residents for four-year terms. Elections are held every two years, with three Council Members elected in one cycle and two in the alternate cycle. Annually, the five Council Members select a Mayor and Vice Mayor from their ranks.

The Town operates under a Town Council-Town Manager form of government. Under this form of government, the Town Council is the legislative body responsible for setting Town policy, including the adoption of ordinances and land use regulations, the adoption of the annual Town operating and capital budget. The Council appoints the Town Manager and the Town Attorney (contract with an outside firm), as well as members of Town commissions, boards, and advisory committees.

Town Council meetings are held on the first and third Wednesday of each month.

Current members of the Town Council and their elected term are as follows:

- Mayor Bruce Ackerman (Nov 2020-Nov 2024)
- Vice Mayor Stephanie Hellman (Nov 2019-Nov 2022)
- Barbara Coler (Nov 2020-Nov 2024)
- Chance Cutrano (Nov 2020-Nov 2024)
- Renee Goddard (Nov 2019-Nov 2022)

Key Council Goals for FY 2021/2022

(not in priority order)

- Adopted updated Climate Action Plan (8/2021) and consider implementation of the top priorities
- Continue to support racial equity and social justice throughout the Town and continue work toward making the Town more inclusive
- Update the Housing Element and related General Plan elements with a robust public outreach and education process to inform the community of the policy challenges the Town will be facing (e.g., regional housing needs allocation)
- Determine allocation of Federal Rescue and potential Federal Infrastructure funds
- Begin the process and hire a Department of Public Works (DPW) Director
- Begin construction of Pavilion seismic retrofit project
- Continue to repair sidewalks downtown
- Establish Community Emergency Preparedness Committee
- Explore uses for outdoor public spaces downtown, including connecting the East and West sides of downtown
- Finalize and implement a Tree Maintenance Plan
- Continue pedestrian trail improvements
- Adopt a short-term rental ordinance

Financial Overview

The Town of Fairfax is financially stable and has been well managed over the years. The recently approved budget for FY2021-2022 shows an Operating and Capital Budget of \$18.2 million which includes:

- \$11,600,000 for General Fund operations
- \$1,200,000 for debt service and other special funds
- \$5,400,000 for CIP projects

The Town of Fairfax has a longstanding position of financial stability and effective fiscal management. It has taken early steps to minimize pension liabilities by re-financing debt obligations, saving millions of dollars over several years. Also, adding to the overall fiscal health of the organization and internal policies, financial audits conducted by an outside CPA firm continue to demonstrate a well-run municipal organization and all audits to date have been deemed “clean” with no material events or notations. Reserves are strong and projected to be approximately 32% of operating expenses at the end of this fiscal year, a testament to the skills and commitment of The Town’s small but mighty staff in partnership with the Town Council.

Importantly, the Town has its own Police Department that operates seven days per week, twenty-four hours per day which is the only municipality in Marin County to operate in this fashion. Interested candidates will also want to be aware that fire services are provided through a JPA, the Ross Valley Fire Department. Marin Municipal Water District provides water to the local community. The Town participates in several JPAs, notably the newly created Marin Wildfire Prevention Authority (the first agency of its kind in California).



The Town Manager's Office

The Town Manager is appointed by the Town Council and serves at its pleasure. The Town Manager directs, coordinates, and manages the overall administrative activities and operation of the Town and advises and assists the Town Council while exercising significant independent judgment and initiative.

The Town Manager is responsible for 33.4 FTEs (28 F/T and 5.4 P/T employees) supported by Memoranda of Understanding (MOUs) with three employee groups (SEIU, Fairfax POA, and the Management Group).

Importantly, candidates should be aware that the previous Town Manager was with the organization for more than eight years demonstrating a very stable work environment.



The Ideal Candidate

The Town Council is seeking a creative and innovative individual to employ a team approach in proactively addressing issues that impact the Town Council and the community. The new Town Manager will also embrace the culture of the organization and continue to promote the values held by the community for highly ethical, responsive, and efficient delivery of services. The Town of Fairfax has a very engaged and active community. Approachability, attention to detail, patience, responsiveness, innovation, and follow-through are key to success in this community.

Connection to the Town and its community, connection to the region, and sharing/learning from peers are important areas of focus for the Town Manager. As such, the Town Manager will be expected to be actively involved with the Marin Managers' Association on a regular and ongoing basis. This level of involvement is highly regarded by the Town Council and valued as an important part of the Town Manager's responsibilities. Additionally, the Town Manager will be expected to be knowledgeable about each Council Member's involvement on a variety of local and regional boards as well as involved to varying degree on the Town's use of the committee structure on a range of topics.

The Town Manager will also be an "idea" person, able to develop and promote strategic initiatives for the Town Council's discussion and consideration, while incorporating best practices in local government.

Additionally, the Town Manager will have a hands-on, collaborative approach to management with frequent interaction with staff and the Town Council, fostering an open dialogue and strong lines of communication. The Town Council desires a manager who enjoys working in the public sector and appreciates contributions from all sources within the organization as well as the community. Successful candidates will also promote the use of new and emerging technology in their approach to city management.

Since residency within the Town's jurisdiction is not required, the Town Council is open to considering candidates that would commute a greater distance thus allowing for an expanded pool of applicants. Further consideration and specifics of how this would be achieved through work schedule will need to be explored on a case-by-case basis with those invited to interview with the Town Council. A physical, daily, presence at Town Hall is required as this is the expectation of the Town Council regarding the Town Manager to be present to lead and manage staff as well as participating in civic and community events.

The Ideal Candidate *continued*

The Town Manager will have unquestioned personal integrity, display honesty, and have strong ethics. Additionally, the Town Manager will also have excellent communication and interpersonal skills with the ability to address issues with a collaborative and inclusive management style.

The ideal candidate will also possess or demonstrate the following characteristics:

- Genuine concern for preserving the quality of life presently offered to residents of Fairfax with an appreciation for the natural beauty of the area and a high regard for the importance of the environment, quality of life, and open space to local residents;
- Results-driven approach to municipal finance, public safety, and all aspects of municipal service delivery;
- Ability to promote a culture of exceptional customer service, service delivery that exceeds community expectations, effective and efficient operations, transparency, and overall community access;
- Confident style that will offer candid and open discussions and encourage the review of options and alternatives for the Town Council's consideration;
- Ability to provide leadership to both the Town Council and staff with the ability to set goals and objectives, motivate others, and contribute effectively to their timely achievement and successful performance; and
- Strategic thinking with the ability to be pro-active in a variety of management decisions.

The new Town Manager will provide strong leadership and be primarily involved in:

- Balancing an array of community needs including continuing the high-level of transparent, frequent, and open communications;
- Addressing ongoing infrastructure needs, service delivery, and public safety as well as overseeing overall enhancements through effective planning and community development for a built-out environment; and
- Continuing to promote and embrace the Town's tradition of providing a strong leadership role in intergovernmental relationships, local agencies, and boards.



Experience and Education

Review of Qualifying Experience and Education – The full Town Council will be actively involved with Ralph Andersen & Associates in the initial screening and evaluation of resumes to determine the appropriate match of professional experience and education.

- **Experience** – This position requires a minimum of five years of progressively responsible experience in municipal management including at least three years in a responsible middle management or higher capacity.

Ideally, candidates will have experience either as a department director, assistant/deputy town manager, or town/city manager level in the immediate region or in a more expanded area of Northern California that would be considered commutable. Although California municipal experience is highly regarded by the Town Council, all qualified candidates are strongly encouraged to apply for this position.

- **Education** – Candidates will have a Bachelor's degree from an accredited college or university with major course work in public or business administration, or a closely related field. A Master's degree in these fields may be a plus.

Compensation

The Town Council is prepared to offer a competitive salary for the region consistent with recent practices including CalPERS Retirement (2%@55-Classic Member; 2%@62-New Member). A mutually agreeable at-will employment agreement will be negotiated and may include relocation assistance. Candidates should be aware that the Town of Fairfax does not participate in Social Security. Further details can be obtained through discussions with Ralph Andersen & Associates.

To Be Considered

Interested candidates may apply for this career opportunity by submitting a resume and compelling cover letter by ***Monday, October 18, 2021, to apply@ralphandersen.com***. Candidates should be aware that the Town Council desires a smooth transition of leadership and, as a result, the Council, along with the Interim Town Manager, Adam Politzer, will work together to facilitate a smooth transition. Invited finalist candidates will be interviewed by the full Town Council in early-to-mid November. Anticipated start date will be January 2022 (or sooner).

This is a highly confidential search process. References will not be contacted until mutual interest has been established. Confidential inquiries are welcomed and should be directed to Ms. Heather Renschler, Ralph Andersen & Associates at (916) 630-4900. Alternatively, candidates may request or schedule a date/time for a discussion by emailing scheduling@ralphandersen.com.

The Town of Fairfax celebrates and strongly supports a vibrant and diverse workforce and encourages all highly qualified candidates to submit for consideration.

townoffairfax.org



CITY MANAGER

City of Mill Valley



C. Incredible Opportunity!

The City Council of the City of Mill Valley is seeking an accomplished and experienced professional to become its new City Manager, a career opportunity created by an upcoming retirement. This vibrant Marin County community, nestled among the redwood trees and ferns, is known for its charming and walkable downtown area, shops, and galleries. The City Council has a focus on fiscal responsibility, top-notch service delivery to the community, commitment to sustainability, social equity and justice, and environmental stewardship.

With proximity to San Francisco and its idyllic location at the foot of Mount Tamalpais, Mill Valley offers an outstanding quality of life to its residents. The history of the community and the pride of residents is abundant. The population is nearly 14,000 residents

Did you know?

- ◆ The City of Mill Valley owns and operates a 9-hole 103-year-old golf course.
- ◆ First run in 1905, the Dipsea is the oldest trail race in America. It is run every year on the second Sunday in June. This scenic 7.4-mile course from Mill Valley to Stinson Beach is considered to be one of the most beautiful courses in the world.
- ◆ The Sequoia Theatre was opened as a single screen theatre on February 21, 1929, with 1,200 seats. Twinned in 1975, the former Sequoia Twin Cinema is part of the Mill Valley Film Festival each year.
- ◆ City Leadership is currently seeking designation as a cultural destination.
- ◆ The City of Mill Valley has a number of historical designations and a focus on preservation and history. For further details visit: mvhistory.com/.

This top executive will be an engaging leader with a focus on equity and inclusion complemented by exceptional interpersonal and communication skills. Known for their warmth and authenticity, this individual will also be an excellent listener and collaborator with the ability to apply best practices in service delivery, while at the same time inviting and encouraging community engagement and dialogue. In this high-touch and hands-on environment, an open and approachable leadership style is essential in order to relate to a broad spectrum of stakeholders, including staff, elected and appointed officials, business and community leaders, and an active community. This professional will also be comfortable soliciting and welcoming input from all sources. The new City Manager will guide policymakers with a strong sense of purpose, decisiveness, and action supported by a genuine commitment to fairness and equity.

The City Manager will be a working professional, skilled in managing public meetings, addressing politically sensitive issues, balancing often competing priorities, agenda management, and guiding Department Heads and the City Manager/City Clerk Team.

The new City Manager will need to be well prepared to continue the strong and proactive leadership role on a local and regional basis which will include continuing to explore and cultivate opportunities for public-private partnerships and shared services.

Moving forward, the City Council will focus on excellent customer service, responsiveness to support a progressive and engaged community, and continuing to expand opportunities to be a more inclusive and inviting community and local government.

Organizational Overview

Mill Valley is a General Law City and operates under the Council-Manager form of government. The five members of the City Council are elected to four-year overlapping terms, with the Mayor selected among their peers to serve a one-year term. The City Council appoints the City Manager, who in turn, serves as chief executive of the municipal organization. The City also uses several standing volunteer commissions. The City relies upon these commissions as well as temporary committees to work through community issues.

The City of Mill Valley is a full-service city with a total budget of \$47.3 million based on a two-year budget cycle. Current staffing includes 160 benefited full-time employees and 147 part-time non-benefited employees. The City has its own Police Department and fire services with Southern Marin Fire Protection District in a shared services model. The City provides library services, senior services, and provides staffing for the community wastewater treatment plant.

Importantly, the City is financially stable with healthy general fund reserves due to prudent financial management, especially during the COVID-19 pandemic. The City Council has a policy to hold a 15% contingency reserve of prior year operating costs within General Fund balances in accordance with best practices in local government. The City Council has a long-standing practice of maintaining a 10% buffer in addition.

Currently, Mill Valley has a low annual debt payment obligation with principal and interest payments totaling less than 5.2% of general fund revenues and has a S&P debt quality rate of AAA.

Recently, the City has created a long-range financial forecast that includes a recession assumption in order to carefully manage through future CalPERS cost impacts.

The City Manager's Office

The City Manager directs, coordinates, and manages the overall administrative activities and operation of the City and advises and assists the City Council while exercising significant independent judgment and initiative. The City Manager is appointed by the City Council and serves at its pleasure. The current City Manager, Alan Piombo, will be retiring in October 2022, which will allow for a well-planned transition with the newly selected manager during the month of September.



A.C. Financing Equity in the City Organization and Community

The City Council has identified Diversity, Equity, and Inclusion (DEI) as their top priority and the City has committed to act and encourage community action toward eliminating racial disparities both inside government and in the community. In 2020, Council directed a comprehensive, community-based analysis of City policies and programs, which evolved into a City DEI Work Plan. In 2021 Council accepted the Work Plan and directed staff to continue to prioritize racial equity as critical to future success as a community, to continue to build internal capacity, and to intentionally consider racial equity when making policy, planning, and delivering programs and services. City staff maintain accountability through implementation of DEI initiatives, conducting/monitoring assessments on racial equity progress, and sharing through transparent regular reporting. Please visit www.cityofmillvalley.org/dei to learn more.

The Ideal Candidate

The City Council is seeking a creative and innovative leader dedicated to addressing issues that impact the community. The City Manager will also be an idea person who is able to develop and promote strategic initiatives for City Council consideration while incorporating best practices in local government. A track record of addressing diversity and equity issues in the workplace and community is critical to the success of this top professional. Additionally, the new City Manager will have the ability to stimulate discussion and ideally achieve success in implementing public-private partnerships and shared services with neighboring and partner agencies.

The City Manager will have a hands-on and collaborative approach to management with frequent interaction with department heads and staff, fostering an open dialogue. The City Council also desires a Manager who also enjoys working in the public sector and appreciates the variety and diversity of contributions from all sources within the organization and from the community.

The City Manager should be a person who can successfully address a variety of issues at the highest levels using sound judgment. Top candidates for consideration will have a solid career track record of having unquestioned personal integrity, honesty, and strong ethics. The ideal candidate will also enjoy working closely with a Council that has a tradition of being supportive and collegial.

The ideal candidate will also possess the following characteristics:

- ◆ Genuine concern for preserving the quality of life presently offered to residents of Mill Valley with an appreciation for the natural beauty of the area and a high regard for the importance of the natural environment, emergency management, and emergency preparedness to local residents;
- ◆ Action-oriented, responsive, and results-driven in addressing inquiries and issues on behalf of the City Council and the community;
- ◆ Forward-thinking approach to managing a local government organization combined with situational awareness;
- ◆ A sincere interest and track record of success for implementing initiatives that encompass all aspects of DEI in the workplace and community and serve as a change agent to identify and address any structural biases and/or inequities in City policies, programs, and services;

- ◆ Confident style that will promote candid discussions and encourage diversity of thought by providing an environment that listens intently to the community and emphasizes the review of options and alternatives for the City Council's consideration;
- ◆ Demonstrated experience in recruiting, staffing, and mentoring a team of senior staff; and
- ◆ Ability to provide leadership to both the City Council and staff with the ability to set goals and objectives as well as the ability to motivate and contribute effectively to their timely achievement and successful performance, all for the betterment of the community.

Key Community Issues

The City Council received input from the community and key staff that includes the following key areas:

- ◆ Commitment to the economic vitality of the downtown including support of a vibrant and active business community through frequent interaction, innovation, and proactive engagement with the understanding it is highly supported locally and enjoyed regionally;
- ◆ Enhance community dialogue on emergency preparedness and responsiveness due to natural disasters such as earthquakes, fires, floods, or mudslides;
- ◆ Address traffic issues and promote and increase active mobility options;
- ◆ Prioritize and execute infrastructure needs;
- ◆ Address other quality of life issues such as environmental sustainability, impacts of climate change, lack of diversity of housing, and prioritizing infrastructure needs, etc.;
- ◆ Continue to improve on the level of transparent, open dialogue, and communication at City Hall including active outreach to community partners and agencies;
- ◆ Manage the organization effectively with limited resources yet bring innovation and creativity to day-to-day operations;
- ◆ Address current vacancies and upcoming retirements through forward thinking hiring practices and effective succession planning for key positions; elevate the City of Mill Valley as an employer of choice in the region through enhanced employment and compensation practices as well as outreach efforts to better address the focus on DEI;
- ◆ Expand and enhance arts and culture, recreational, library services, and community-based programs that better serve the residents while examining for efficiencies including shared services in various areas;
- ◆ Possess a track record of successful involvement with labor and employee relations issues, including working with unions/associations;
- ◆ Proactively continue the City's leadership role in intergovernmental relationships with Marin County, Marin Managers' Association, Mill Valley Chamber of Commerce, school districts, other local agencies, and groups such as the Mill Valley Friends of Parks & Recreation; and
- ◆ Value, empower, delegate, and celebrate the accomplishments of staff.

Qualifying Experience and Education

The City Council has established broad general guidelines for consideration in order to attract a wide range of qualified applicants. Although California municipal experience, particularly in Marin County, is highly regarded by the City Council, all highly qualified candidates, both in-state and out-of-state, are strongly encouraged to apply.

Additionally, alignment on core values, commitment to DEI as well as passion for public service are very important to this City Council and to the community. Interested candidates are responsible to convey this information through a complete submittal of documents as outlined in this solicitation.

Experience: This position requires a minimum of eight (8) years or more of progressively responsible experience in an administrative, managerial, or senior level staff capacity in a comparable or larger organization with similar issues.

Education: Bachelor's degree from an accredited college or university with major course work in finance, planning, public or business administration, or a closely related field is required. An advanced degree may be a plus based on overall career experience.

Compensation

The City Council is prepared to offer a competitive salary for the Marin County plus executive level benefits including CalPERS Retirement (2%@55-Classic; 2%@62-New). A mutually agreeable employment agreement will be negotiated and may include relocation assistance at the discretion of the City Council. [The current City Manager's contract may be viewed here](#). Candidates should be aware that the City does not participate in Social Security. Further details on compensation and benefits may be obtained through discussions with Ralph Andersen & Associates.



To Be Considered

Interested candidates should apply no later than **Tuesday, May 31, 2022**, by submitting a resume and compelling cover letter to apply@ralphandersen.com.

A tentative timetable, located below, has been included to provide an overview of the recruitment and selection process. Candidates should be aware that the City Council desires a smooth transition of leadership and, as a result, the Council and the outgoing City Manager will work to facilitate an extended overlap of leadership during September 2022.

This is a highly confidential search process through all phases of the recruitment and selection process. References will not be contacted until mutual interest has been established. Confidential inquiries are welcomed and should be directed to Ms. Heather Renschler, Ralph Andersen & Associates, at (916) 630-4900. Alternatively, a scheduled appointment may be made by emailing scheduling@ralphandersen.com.

Recruitment Timeline

The City Council will be actively involved with Ralph Andersen & Associates in the initial screening and evaluation of resumes to determine the appropriate match of career experience and education. Only the top candidates will be invited to continue on in the selection process and be presented to the Community Panel. Results from the Community Panel will be taken into consideration by the City Council for further evaluation.

The following timeline is subject to change and will culminate in a final selection and appointment during the month of July:

- | | |
|--------------------------------------|---------------------------|
| ◇ Active Recruiting of Candidates | Late April / Month of May |
| ◇ Applications Accepted Until | Tuesday, May 31, 2022 |
| ◇ Invitations Made to Top Candidates | Early June |

Community and Department Head Panel (Round #1) – Via Video

Mid-June

City Council Interviews (Round #2) – In-person

Mid-to-Late June

Negotiations Conclude / Approve Contract at Regular Meeting (Open Session)

Early-to-Mid July

New City Manager on Board

September (overlap with Outgoing City Manager)

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

**City Manager
City of Brisbane, California**

Submission Due Date: June 21, 2023
This proposal is valid for 90 days

Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

JJ Peters, President of Executive Recruitment
JJPeters@GovernmentResource.com





June 21, 2023

Hon. Mayor Madison Davis and City Council
City of Brisbane, California

Dear Mayor Davis and Council Members,

Thank you for the opportunity to submit this proposal to assist the City of Brisbane in your recruitment for a new City Manager. SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

We would like to draw your attention to some key aspects that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR announces all conducted recruitments in our Servant Leadership e-newsletter, which reaches over 43,000 subscribers in all 50 states.
- SGR reaches a broad community of over 15,000 LinkedIn followers and over 2,600 Facebook followers.
- SGR sends targeted emails to our opt-in Job Alert subscriber database of over 5,800 city management professionals.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in many ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to provide alternatives to in-person meetings, to the extent your organization desires, during this uncertain time.

We are happy to provide references upon request. We are excited about the prospect of conducting this recruitment for the City of Brisbane, and we are available to visit with you at your convenience.

Respectfully submitted,

Jeri J. Peters, President of Executive Recruitment
JJPeters@GovernmentResource.com

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Company Profile

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services.

SGR's services are designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR has 39 full-time employees, 3 part-time employees, 21 recruiters, 20 facilitators and multiple consultants who function as subject matter experts on a variety of projects.

SGR has corporate headquarters in Texas, as well as virtual offices in California, Colorado, Florida, Maryland, Minnesota, New York, North Carolina, Ohio, Oklahoma, and Oregon.

View all SGR team members and bios at: <https://sgr.pub/MeetTeamSGR>

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. SGR reaches an extensive and diverse pool of applicants by utilizing our unequaled network of prospects.

- Your position will be announced in SGR's Servant Leadership e-newsletter that reaches over 43,000 subscribers in all 50 states.
- We will send targeted emails to over 5,800 opt-in subscribers to SGR's City Management Job Alerts.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which has approximately 20,000 visitors per month.
- Your position will be posted to SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which averages nearly 10,000 unique visitors per month and has more than 1,600 jobs listed at any given time.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- SGR frequently partners with local government associations including League of Women in Government, Local Government Hispanic Network, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Collective Local Government Experience

Our recruiters have years of experience in local government, as well as regional and national networks of relationships. The executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. SGR can navigate all relevant networks as both a peer and insider.

Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of

underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work hard to conduct a comprehensive recruitment that is unique to you. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great fit regarding values, philosophy, and management style perspectives.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next generation leaders. We have earned their trust. As a result, SGR is able to bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation well, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility & Communication

Your executive recruiter is accessible throughout the recruitment process and can be reached at any time by candidates or clients via cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis to keep the applicants informed about the community and opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a screening process that ensures a detailed understanding of candidate backgrounds and minimizes surprises. Our vetting process includes:

- Prescreening questions and technical review of resumes
- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills
- Comprehensive written questionnaires to gain insights beyond what is available through a resume
- Online pre-recorded video interviews that allow search committee members to view candidates in an interview setting prior to the finalist recruitment stage
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, customized to each candidate based on where they have lived and worked
- Thorough automated, anonymous reference checks that provide details on candidates' soft skills from an expansive group of references
- Psychometric assessments (supplemental cost)
- Comprehensive background checks completed by a licensed private investigation firm
- Advanced exercise for finalist candidates, customized to the organization

View a full list of our Executive Recruitment Clients at: <https://sgr.pub/ERClientList>

City & County Management Recruitments, 2018-Present

In Progress

- Camp Verde, Arizona (pop. 12,000) - Town Manager
- Cleburne, Texas (pop. 32,000) - City Manager
- Dobbs Ferry, New York (pop. 11,000) - Village Administrator
- Edwardsville, Kansas (pop. 4,700) - City Manager
- Glenn Heights, Texas (pop. 17,000) - City Manager
- Largo, Florida (pop. 84,000) - City Manager
- Lawton, Oklahoma (pop. 91,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Navajo County, Arizona (pop. 106,000) - County Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Snyder, Texas (pop. 11,000) - City Manager
- Stillwater, Oklahoma (pop. 48,000) - City Manager
- Trophy Club, Texas (pop. 13,000) - Town Manager
- Williston, North Dakota (pop. 29,000) - City Administrator

2023

- Bristol, Tennessee (pop. 27,000) - City Manager
- Gatesville, Texas (pop. 16,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Great Bend, Kansas (pop. 15,000) - City Administrator
- Justin, Texas (pop. 5,000) - City Manager
- Laredo, Texas (pop. 256,000) - City Manager
- Mexia, Texas (pop. 7,000) - City Manager
- Ottawa, Kansas (pop. 12,500) - City Manager
- Parker, Arizona (pop. 3,500) - Town Manager
- Rowlett, Texas (pop. 68,000) - City Manager
- Shawnee, Kansas (pop. 69,000) - City Manager

2022

- Aledo, Texas (pop. 5,500) - City Manager
- Blaine, Washington (pop. 6,000) - City Manager
- Crandall, Texas (pop. 4,000) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager

- Edinburg, Texas (pop. 100,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennebunk, Maine (pop. 11,000) - Town Manager
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager
- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

2021

- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager

- Flower Mound, Texas (pop. 79,000) - Town Manager
- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Spokane, Washington (pop. 220,000) - City Administrator

2020

- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

2019

- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

2018

- Anna, Texas (pop. 14,000) - City Manager
- Bethany, Oklahoma (pop. 19,000) - City Manager
- Cameron, Missouri (pop. 10,000) - City Manager
- Clackamas County, Oregon (pop. 400,000) - County Administrator
- Clallam County, Washington (pop. 75,000) - County Administrator
- Coffeyville, Kansas (9,500) - City Manager
- Craig, Colorado (pop. 9,000) - City Manager
- Erie, Colorado (pop. 26,000) - Town Administrator
- Forney, Texas (pop. 19,000) - City Manager
- Freeport, Texas (pop. 12,000) - City Manager
- Fulshear, Texas (pop. 9,500) - City Manager
- Green Cove Springs, Florida (pop. 7,500) - City Manager
- Humble, Texas (pop. 15,000) - City Manager
- Jacksonville, Texas (pop. 14,000) - City Manager

- Jupiter, Florida (pop. 60,000) - Town Manager
- Lawton, Oklahoma (pop. 94,000) - City Manager
- Lebanon, Missouri (pop. 15,000) - City Administrator
- Lockhart, Texas (pop. 13,500) - City Manager
- Marshall, Texas (pop. 24,000) - City Manager
- Murfreesboro, Tennessee (pop. 130,000) - City Manager
- Nixa, Missouri (pop. 21,000) - City Administrator
- Paducah, Kentucky (pop. 25,000) - City Manager
- Pflugerville, Texas (pop. 60,000) - City Manager
- Plant City, Florida (pop. 38,000) - City Manager
- Riverside, Missouri (pop. 3,000) - City Administrator
- Smithville, Missouri (pop. 10,000) - City Administrator
- Springfield, Missouri (pop. 167,000) - City Manager
- Sunnyvale, Texas (pop. 6,500) - Town Manager
- West University Place, Texas (pop. 14,000) - City Manager
- Wethersfield, Connecticut (pop. 26,000) - Town Manager

Project Personnel

Debra Stapleton, Senior Vice President

DebraStapleton@GovernmentResource.com

817-337-8581



Debra Stapleton serves as a Sr. Vice President for SGR's Executive Recruitment. Prior to joining SGR, Debra served as Assistant City Manager for the City of Chandler, Arizona for 23 years. Prior to becoming the Assistant City Manager, she also served as the Human Resources Director and Administrative Services Director.

Before joining the City of Chandler, Debra worked for a Fortune 200 company in various roles in Human Resources including workforce management information systems, training, and organizational development.

Debra holds a Master's in Organizational Management from The University of Phoenix and a BS in business administration from Sacred Heart University in Fairfield, CT.

In her spare time Debra enjoys being with her family, traveling, and reading. Debra also likes to volunteer her time on her Homeowners Association Board and several non-profit organizations.

References

Town of Parker, Arizona

Population: 3,000

Amy Putnam, Town Clerk

clerk@townofparkeraz.us

760-861-9064

Nora Yackley, Community Development Director

comdev@townofparkeraz.us

928-216-6748

Town of Wickenburg, AZ

Population: 8,000

Tarah Mayerhofer, Human Resources & Risk Manager

tmayerhofer@wickenburgaz.org

928-668-0508

City of Lago Vista, Texas

Population: 9,000

Ed Tidwell, Mayor

mayor@lago-vista.org

804-832-3759

City Manager Recruitment, 2021

City of Banning, California

Population: 30,000

Doug Schultze, City Manager

dschulze@banningca.gov

951-922-3104

Recruitment Approach

A full-service recruitment typically entails the following steps:

- 1. Organizational Inquiry and Analysis**
 - Development of Recruitment Plan and Timeline
 - Individual Interviews with Key Stakeholders
 - Creation of Position Profile Brochure
- 2. Advertising and Marketing, Communication with Applicants and Prospects**
- 3. Initial Screening and Review**
- 4. Search Committee Briefing to Facilitate Selection of Semifinalists**
- 5. Evaluation of Semifinalist Candidates**
 - Written Questionnaires
 - Recorded Online Interviews
 - Media Searches - Stage 1
- 6. Search Committee Briefing to Facilitate Selection of Finalists**
- 7. Evaluation of Finalist Candidates**
 - Comprehensive Media Searches - Stage 2
 - Comprehensive Background Investigation Reports
 - DiSC Management Assessments (supplemental service)
 - First Year Game Plan or Other Advanced Exercise
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (may occur earlier in process)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determination of Terms of an Offer
 - Negotiation of Terms and Conditions of Employment
 - Press Release (if requested)

Step 1: Organizational Inquiry and Analysis

Development of Recruitment Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plan and timeline. At this time, SGR will also request that the client provide us with photos and information on the community, organization, and position to assist us in drafting the position profile brochure.

Individual Interviews with Key Stakeholders

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. These interviews identify issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the position, special considerations, and the political environment. This process helps with organizational buy-in and will assist us in developing the position profile.

Development of Position Profile Brochure

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics.

To view sample recruitment brochures, please visit:

<https://sgr.pub/OpenRecruitments>

Step 2: Advertising and Marketing, Communication with Applicants and Prospects

Advertising and Marketing

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 43,000 subscribers in all 50 states. We will also send targeted emails to opt-in subscribers to SGR's Job Alerts. Your position will be posted on SGR's Website, <https://sgr.pub/SGRWebsite>, and on SGR's Job Board, <https://sgr.pub/SGRJobBoard>. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

Communication with Prospects

SGR communicates with interested prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast,

accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR sends weekly updates to active applicants regarding the organization and community.

Step 3: Initial Screening and Review

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Step 4: Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report and facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues, as well as a briefing on each candidate and their credentials.

Step 5: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, resumes can be misleading. Resumes fail to disclose the individual's personal qualities and his or her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments and experience. SGR's responsibility is to go deeper than the resume to ensure that those candidates who continue in the process are truly outstanding. SGR's goal is to have a clear understanding of the person behind the resume and what makes them an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

Written Questionnaires

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with cover letters and resumes submitted by the candidates.

Recorded Online Interviews

SGR will ask semifinalist candidates to complete online interviews. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to invite for an onsite interview. The recorded online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Links to view the online interviews are emailed to the Search Committee members for viewing at their convenience prior to selection of finalist candidates.

Media Searches - Stage 1

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Step 6: Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

Step 7: Evaluation of Finalist Candidates

Comprehensive Media Searches - Stage 2

"Stage 2" of our media search process includes the web-based interface Nexis Diligence™ along with Google as a supplementary tool. By utilizing both, we can provide our clients with an enhanced due diligence process to help vet potential candidates in an efficient and comprehensive manner, which reduces the risk of overlooking important information.

The Stage 2 media search consists of a more complex search, which also includes social media platforms, and has proven helpful in analyzing possible adverse news about the candidate by uncovering issues that may not have been previously disclosed by the candidate. The media search gives the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of their career. View a sample media report at: <https://sgr.pub/SGRMediaReport>.

Comprehensive Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: <https://sgr.pub/SGRBackgroundReport>.

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report (if desired)
- Federal criminal search
- National criminal search
- County wants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

DiSC Management Assessments (supplemental service)

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: <https://sgr.pub/SGRDiSCReport>. For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: <https://sgr.pub/SGRDiSCCompare>.

First Year Game Plan or Other Advanced Exercise

SGR will work with your organization, if desired, to develop an advanced exercise for the finalist candidates. One example of such an exercise is a "First Year Game Plan," a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders and then given free rein to make contact with all of them in advance and use those insights to develop a "first year game plan" based on what they know so far.

Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates' written and interpersonal communication skills, as well as critical analysis skills.

Step 8: Interview Process

Face-to-Face Interviews

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics and assist in developing the interview schedule and timeline. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Stakeholder Engagement

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- "Round Robin" forum meetings with various community groups during a multi-day interview process.

Deliberations

SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or in deciding whether to bring back one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides a written summary report to the organization once all reference checks are completed. The timing of reference

checks may vary depending on the specific search process and situation. If the names of the finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine the Terms of an Offer

Upon request, SGR will provide appropriate employment agreement language and other helpful information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win solutions to negotiation “log-jams.”

Press Release (if requested)

Until you have “sealed the deal,” you should be cautious in order to avoid the embarrassment of a premature announcement that does not work out. It is also best practice to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Satisfaction Surveys

SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

Supplemental Service: Post-Hire Team Building Workshop

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. This service can be provided at an additional cost. View sample I-OPT reports at: <https://sgr.pub/SampleIOPT>.

Projected Schedule

Holidays may affect recruitment schedule.

Task	Weeks
<ul style="list-style-type: none"> Contract Executed Develop Recruitment Plan, Timeline <u>Individual Interviews with Key Stakeholders</u> 	Week 1
<ul style="list-style-type: none"> <u>Deliverable</u>: Position Profile Brochure Search Committee Reviews and Approves Brochure 	Weeks 2-3
<ul style="list-style-type: none"> Advertising and Marketing Accept Applications Communication with Prospects and Applicants 	Weeks 4-7
<ul style="list-style-type: none"> Initial Screening and Review 	Week 8
<ul style="list-style-type: none"> <u>Search Committee Briefing</u> / Select Semifinalists Questionnaires and Recorded Online Interviews Media Searches - Stage 1 	Week 9
<ul style="list-style-type: none"> <u>Deliverable</u>: Semifinalist Briefing Books and Online Interviews 	Week 10
<ul style="list-style-type: none"> <u>Search Committee Briefing</u> / Select Finalist Candidates 	Week 11
<ul style="list-style-type: none"> Comprehensive Media Searches - Stage 2 Comprehensive Background Investigation Reports DiSC Management Assessments (supplemental service) First Year Game Plan or Other Advanced Exercise 	Weeks 12-13
<ul style="list-style-type: none"> <u>Deliverable</u>: Finalist Briefing Books 	Week 14
<ul style="list-style-type: none"> <u>Face-to-Face Interviews</u> Stakeholder Engagement (may occur earlier in process) Deliberations Reference Checks (may occur earlier in process) Negotiations and Hiring Process 	Week 15

Recruitment Costs & Service Guarantee

Not-to-Exceed Price: \$26,900 *

** Ad placement costs are not included in the Not-to-Exceed Price. Ad placement costs are estimated to be between \$1,750 and \$2,500 and shall be added to the total cost of services upon approval from the organization.*

Not-to-exceed price includes:

- **Professional Service Fee - \$20,500**
- **Expenses:**
 - **Position Profile Brochure & Marketing - \$1,500**
 - Production of a professional position profile brochure
 - Custom-designed graphics for social media and email marketing
 - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
 - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
 - Job placement on SGR's website
 - Ad placement on SGR's job board
 - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
 - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
 - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
 - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
 - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
 - **Up to two (2) multi-day onsite visits** by one Recruiter to the Organization, for up to 2 and 1/2 days per visit. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. *Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.*

Reimbursable Expenses

- **Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.**

Supplemental Services

The supplemental services listed below are not included in the not-to-exceed price:

- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits (over and above the two (2) onsite visits included in the not-to-exceed price above) by one Recruiter will be billed over and above the not-to-exceed price. Travel and onsite time will be billed at a professional fee (per recruiter) of \$1,000 per half-day and \$1,500 per full day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- SGR will conduct a Stakeholder Survey for \$1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the organization.
- A half-day onsite post-hire team building workshop is offered for \$4,000, plus travel expenses and \$150 per person for I-OPT reports.
- If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval.

Billing

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.

Service Guarantee

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process one additional time and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.



CAMP VERDE
THE CENTER OF IT ALL — ARIZONA

TOWN MANAGER

TOWN OF CAMP VERDE, ARIZONA



The Center of It All

THE COMMUNITY

The Town of Camp Verde is a diverse, picturesque, dark-sky community, surrounded by mountains and located on the banks of the Verde River, one of the Southwest's last free flowing rivers. With a strong sense of local community, Camp Verde is proud of its rural, western lifestyle and values. The Yavapai-Apache Reservation and the lands of the Town of Camp Verde are closely intertwined, and we recognize and appreciate the importance of a viable, sustainable Verde River as a critical element and shared resource for our communities.

With nearly 10,000 years of human habitation by a diversity of cultural groups, this region has a long and rich history to share. Archeologists generally place the arrival of the Yavapai around 1300, though their oral tradition suggests a much earlier time. The entrance of the Apache people is considered to have occurred between 1250 and 1450.

White settlers arrived in 1865 and began farming along the Verde River and its tributaries, beginning with a 200-acre settlement at the confluence of the Verde River and West Clear Creek (in modern day Camp Verde). Although many of the settlers came to this valley to farm and ranch, a rich mineral strike in the Black Hills in the late 1870s attracted a wave of newcomers and miners, resulting in the establishment of the nearby towns of Jerome and Clarkdale.

Camp Verde was incorporated in 1986. On the banks of the Verde River at an elevation of 3,133 feet, it is near the geographic center of the state of Arizona. Known as the gateway to the Verde Valley wine country, residents and visitors enjoy vineyards, local eateries, wineries and tasting rooms spread throughout the region. Outdoor enthusiasts will enjoy an extensive hiking trail system, biking and equestrian trails, several off-highway vehicle trails, river kayaking and more public access to the Verde River and its tributaries than is found in any other community in the region.

The Verde Valley region has five State Parks and a State Natural Area. In addition to these scenic and historic amenities, Camp Verde is a community with a culture rich in history. Montezuma Castle National Monument, located in Camp Verde, and the nearby Montezuma Well National Monument are two of the many examples of the cultural resources in this area.



POPULATION
13,163



MAJOR EMPLOYERS
ABUNDANT ORGANICS
BASHAS GROCERY
CLIFF CASTLE CASINO
CAMP VERDE SCHOOL DISTRICT
HAVEN HEALTH CARE
QUINTUS
ROTO-FAB
TRUELIVE
YAVAPAI COUNTY JAIL AND COURT



MEDIAN INCOME
\$46,563



AVERAGE HOME VALUE
\$455,000



SIZE
47 SQUARE MILES



MEDIAN AGE
41 YEARS



ANNUAL BUDGET
\$58.5 M



AD VALOREM TAX
3.65%

Mission

“We successfully preserve our rich cultural history, agrarian heritage, and natural resources while fostering a strategically designed, resilient economy that supports a quality of life that enables our community to thrive.”

THE COMMUNITY, CONTINUED

The Camp Verde Equestrian Center attracts many rodeos and special events throughout the year, including the Turquoise Circuit Rodeo Finals in October, which includes rodeo athletes from the entire southwest region of the PRCA. Additional annual events that are popular with residents and visitors alike include Cornfest, the Pecan & Wine Festival, Fort Verde Days, Christmas Light Parade and Craft Bazaar, and our Farmer’s Market.

Camp Verde boasts numerous attractions, including Fort Verde State Historic Park in downtown Camp Verde, Out of Africa Wildlife Park, Cliff Castle Casino, Verde Valley Archeological Center and Museum, Camp Verde Visitors Center and Historical Society Museum, and the Verde Valley Wine Trail.

Northern Arizona Healthcare has an Immediate Care Facility in Camp Verde and their regional hospital, Verde Valley Medical Center, is in Cottonwood, 16 miles away. Camp Verde is a 90-minute drive to Mayo Clinic, Arizona’s #1 hospital according to US News and World Reports.



GOVERNANCE AND ORGANIZATION

The Town of Camp Verde operates under a council-manager form of government with seven council members, including the Mayor, elected at-large. The council members serve four-year terms and the Mayor serves two-year terms, with no term limits. Positions that are appointed by the governing body include Town Manager, Town Magistrate, and Town Attorney.

Camp Verde has several projects recently completed or currently underway. These include:

- Phase 1 of the \$16 million Camp Verde Sports Complex is near completion, and will offer local, regional, and statewide sports and tournament opportunities. It's located on a 100-acre park and will include softball/baseball fields, a football/soccer field, pickleball courts, walking trails, and a large water feature for recreation and fishing.
- The Town recently acquired a local private water company, bringing this important utility under municipal ownership. A master plan will be underway soon, followed by a rate study.
- The area around I-17 and State Highway 260 is experiencing business growth as a result of location, access, and being in a federally designated Opportunity Zone. Recently, RV Park developments, retail, and manufacturing projects have expanded in this part of town.
- In late-2022, Frame-Tec, a manufacturer and framing services company, commenced construction of its roof and floor truss and wall panel manufacturing facility in Camp Verde. The 110,000-square-foot facility is expected to be fully operational by spring 2024, creating over 180 new jobs.

The Town of Camp Verde has 140 FTE's and a total Fiscal Year 2022-23 budget of \$58.5 million and a general fund budget of \$12 million. Its ad valorem tax rate is 3.65% for the Town, 6.35% for the county/state.



RECENT AWARDS CAMP VERDE HAS WON INCLUDE:

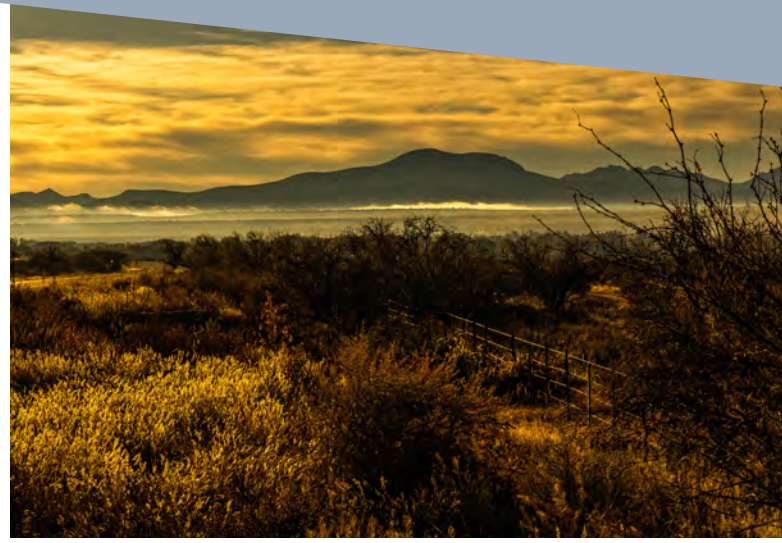
- 2021-2022 Business Leadership Award - ARIZONA @ WORK Yavapai County
- 2019 Small Economic Organization of the Year Award - Arizona Association for Economic Development
- GFOA Distinguished Budget Presentation Award over the last 7 consecutive years
- GFOA Certificate of Achievement in Financial Reporting for our ACFR for 9 consecutive years

ABOUT THE POSITION

The Town Manager is the principal advisor to the Mayor and Town Council, who provides leadership, direction, and guidance in all matters of the Town. This position evaluates and analyzes organizational issues and policies; recommends and implements solutions; analyzes and reports financial information on Town operations; makes regular reports to Town Council, ensuring effective communication of Town operations.

This position maintains the administrative organization of the Town to ensure efficiency of operation. This includes preparing a proposed budget for the Town annually; appointing all department heads and supervising their performance to ensure the completion of the goals that support the strategic vision of Council.

Providing leadership and working with department directors to develop and retain highly competent, customer service-oriented staff through selection, compensation, training and professional development, and effective management practices that support the Town's mission and values is the Town Manager's job. This position also facilitates the continuing development of a coordinated, up-to-date technology system for all departments in the Town. The Town Manager maintains effective relationships with a variety of community organizations, the Yavapai-Apache Nation, local schools, residents, businesses, and community groups to promote positive public relations.



OPPORTUNITIES AND CHALLENGES

The new Town Manager will need to continually assess methods that balance intentional and sustainable growth strategies to support businesses, downtown revitalization, employment and workforce housing while preserving the Town's "small town" atmosphere. The new Town Manager should focus on the following opportunities and challenges:

First year:

- Completing Phase 1 of the Sports Complex.
- Developing strategic planning models for Town facilities; infrastructure, including streets, water and wastewater; and Capital Improvement Planning.
- Beginning the process to identify, recommend, and implement code and policy updates to include best practices.
- Evaluating the organizational structure, its internal controls and staff resources to ensure the Town is well suited to attract, develop, retain, and mentor professional leaders required to effectively execute the Town Council's strategic goals.
- Establishing and maintaining relationships with the Yavapai-Apache Nation, the local schools, and businesses.

OPPORTUNITIES AND CHALLENGES, CONTINUED

- Developing a comprehensive economic revitalization plan for historic Main Street and look for opportunities to attract retail and small businesses.
- Assist the Town Council in developing a multi-year Strategic Plan to identify major priorities and create a clear path to achieve those goals.

Next few years:

- Completion and necessary implementation related to the water rate study.
- Completion of the update to the General Plan.
- Completion of the extension of sewer line to Highway 260 to support growth.
- Implementation of findings and budget requirements resulting from the master plans.

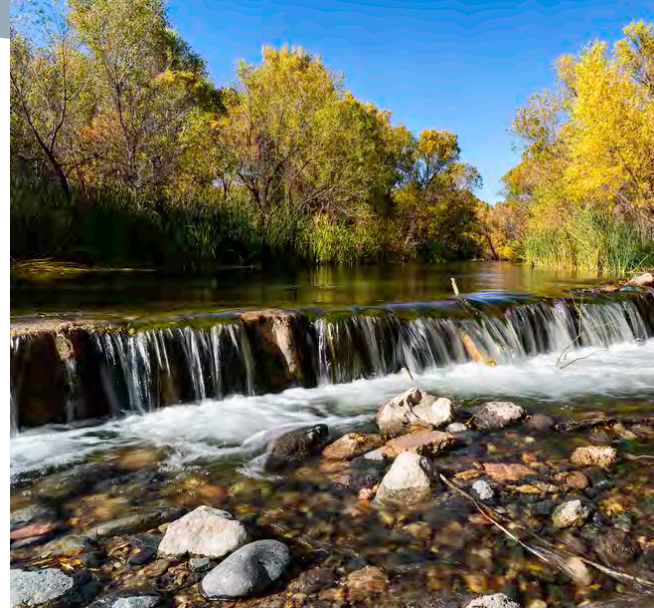


IDEAL CANDIDATE

The Town of Camp Verde seeks an experienced and collaborative leader with high integrity to serve as its next Town Manager. This customer-centric individual will be an effective and direct communicator, both verbally and in writing, who demonstrates a high level of emotional intelligence and is a strong administrator who understands the importance of keeping council informed in a council-manager form of government. The new manager should have the ability to develop partnerships with the tribal community, schools, and businesses and be visible, approachable, personable, and integrated in the organization and community.

The ideal candidate is a thoughtful, decisive leader who is skilled in strategic planning. The chosen candidate will be expected to mentor, lead, and give clear directions to staff; assess opportunities to create efficiency through technology; and identify opportunities to implement best practices in the Town's policies and procedures. The new manager will continue to foster a cooperative, mutually respectful and beneficial government-to-government relationship with the Yavapai-Apache Nation.

Effective interpersonal relationships and effective coalitions with various groups throughout the Town will be key. The new manager will listen to others and communicate complex community issues in a way that can be understood by elected and appointed officials and members of the general public. The ideal candidate will have proven project management skills and be comfortable analyzing and interpreting financial documents; and assessing and prioritizing multiple tasks and demands. The new manager will be responsible for the management of major, high-level, and sensitive Town issues, programs, and projects with multiple stakeholders and high levels of public interest, and have a record of success in addressing community development and growth, strategic planning and organizational development and leadership.



EDUCATION AND EXPERIENCE

A bachelor's degree from an accredited college or university in public administration, human resources, business management, finance, or a related field, and at least five years of progressively responsible management experience in a local government (or an equivalent position in an organization of comparable complexity) are required. A master's degree is preferred. Ten years of experience in local government, with previous experience as a City/Town Manager, is preferred as is an ICMA-Credentialed Manager designation. Any combination of education and experience may be considered.

The Town Manager is required to reside on a full-time basis within the Town limits within 120 days of the date of hire.

COMPENSATION AND BENEFITS

The Town of Camp Verde offers a competitive salary range of \$136,741-\$198,285 annually commensurate with qualifications and experience. The Town pays 100% of the premium for medical, dental, and basic life insurance for the Town Manager and will negotiate coverage amount for their dependents. They also offer an optional Health Savings Account (HSA) with high employer contribution amount and an optional emergency medical transportation insurance. The Town participates in the Arizona State Retirement System (ASRS), with a 12.17% Town and employee contribution rate, which is subject to change on an annual basis.

APPLICATION PROCESS

[Please apply online](#)

For more information on this position contact:

Debra Stapleton, Senior Vice President

debrastapleton@governmentresource.com

602-206-3536



The Town of Camp Verde is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

RESOURCES

Town of Camp Verde

<https://www.campverde.az.gov>

Visit Camp Verde

<https://visitcampverde.com>

Camp Verde Business Resource and Innovation Center

<https://visitcampverde.com/Bric/>

Economic Development

<https://www.campverde.az.gov/departments/economic-development>

Camp Verde Chamber of Commerce

<https://campverdebiz.com>

Promotional Video

<https://www.youtube.com/watch?v=9TtHLnIGxHw>





TOWN MANAGER

Parker, Arizona



THE COMMUNITY

Parker, Arizona, is located in the southwestern portion of Arizona along the beautiful Colorado River. Founded in 1908, the Town was named after Ely Parker, the first Native American commissioner for the U.S. government. The Town was officially incorporated in 1948 and became the county seat for the newly created La Paz County on January 1, 1983.

The Town is 22 square miles and divided into two non-contiguous sections: the northern section consists of the original town and is located within the Colorado River Indian Reservation, and the larger southern section (referred to as Parker South) is currently largely undeveloped. Parker has a population of 3,483, with a county population of 22,000.

Parker is a tight-knit community surrounded by the natural beauty of the Colorado River and the desert. Lifelong residents enjoy the small-town vibe with its outdoor amenities suitable for young families, empty nesters, and everyone in between, such as swimming from one of the multiple access points along the river; boating, jet skiing, or water skiing; and going on off-road adventures on the hundreds of miles of trails. Parker's signature events include two large off-road races (Parker 425 and Parker 250) hosted by The Best in The Desert Racing Association. The summer of 2023 will mark the 45th annual Parker Tube Float that brags to be the biggest party on the strip and is jointly hosted between the Town and the Parker Regional Chamber of Commerce.

Parker also enjoys area amenities which include six area parks, a senior center, and courts to play a variety of sports. There are also two libraries and the Colorado Indian Tribal Museum.

With its low tax base and excellent school system, Parker proves to be a great place to raise a family. The Parker Unified School District currently consists of five schools and provides comprehensive, success-oriented learning. In addition, Parker has three preschools, an active Head-Start program and NAU Northern Arizona University Extension courses. Arizona Western College, a fully accredited two-year community college established in Yuma in 1961, has two facilities within Town, the Parker Learning Center and the recently completed Parker Community Center.

Parker is accessible to I-10 and HWY 95, which connects with the I-40 in both Needles, California, and in Lake Havasu City. The Town is located near many major metropolitan areas, including 35 minutes from Lake Havasu City, 35 minutes from Quartzsite, two hours from Palm Springs, California, 1.5 hours from Laughlin, Nevada, 2.5 hours from Las Vegas, and two hours from Phoenix.

The Town's economy is based primarily on tourism, retail trade, and services, as Parker's ideal year-round climate makes it a destination point for both summer and winter visitors. The major employers are the Parker Unified School District, La Paz Regional Hospital, Parker Indian Health Clinic, BlueWater Resort & Casino, and governmental agencies.

Parker has a median household income of \$71,305 and an average home value/price of \$315,000.

VISION

Parker values its community and provides a healthy atmosphere for all residents through all stages of life; we encourage innovative economic activity that fosters enhanced job opportunities for a stronger quality of life; our community is free of barriers and designed with multiple connections to all parts of Town; and quality public amenities and facilities create a desirable and safe place to live, work, raise a family or spend leisure time.

C. GOVERNANCE & ORGANIZATION

The Town of Parker operates under a council-manager form of government. The Town has seven Council Members, including the Mayor, who are elected at-large to four-year staggered terms with no term limits. The Mayor and Council enact local legislation, adopt budgets, determine policies, and appoint the Town Manager and other officers deemed necessary and proper for the orderly government and administration of the affairs of the Town.

The Town has 55 employees and a total fiscal year budget of \$19,029,524.

ABOUT THE DEPARTMENT

The Town Manager's Office reports to the Town Council for proper administration of the Town's daily operations. The new Town Manager will be expected to implement the policies established by the Council and ensure all departments work in alignment to support the Town's goals in a fiscally responsible manner with outcomes that produce high efficiency and quality customer service. Direct reports to the Town Manager include the Finance Manager, Community Development Director, Public Works Director, Chief of Police, Town Clerk, Magistrate, Senior Center Director/Community Health, and Library Manager.

THEMES

The Town of Parker's Themes, which represent its Core Values, are as follows:

- ★ To be a Town that provides its residents with quality jobs and services and promotes an array of recreational, educational, and special event opportunities to serve residents and visitors.
- ★ To be a Town that supports redevelopment efforts that build upon the assets of the Town, while pursuing new opportunities for investment to expand the Town's asset base.
- ★ To be a Town that provides opportunities for a variety of housing choices in well-maintained and attractive residential neighborhoods.
- ★ To be a Town that adequately maintains a safe and efficient circulation system with special attention paid to the aesthetics of major corridors.
- ★ To be a Town that preserves and enhances the small-town atmosphere through the redevelopment of the Downtown Parker area as an aesthetically pleasing and enjoyable place to walk, shop, and participate in events.





ABOUT THE POSITION

The Town Council appoints a professional Town Manager to oversee the Town's operations and carry out policies set by the governing body.

Essential responsibilities include:

- ★ Serves as the principal advisor to the Mayor and Town Council and exercises independent judgment within broad policy guidelines.
- ★ Evaluates and analyzes issues and policies, and makes recommendations for implementation.
- ★ Identifies and monitors goals and objectives and assures effective communication of actions required to meet the needs of internal and external customers.
- ★ Prepares and submits annual reports of financial and administrative activities, including the Town budget, to the Town Council, keeping Council advised of financial conditions, program progress, and present and future needs of the Town.
- ★ Confers with residents, taxpayers, businesses, and other individuals, groups, and outside agencies having an interest or potential interest in the affairs of Town.
- ★ Builds and maintains positive working relationships with the Mayor, Town Council, co-workers, other Town employees, the public, officials, and representatives from other local, state, federal, and Tribal agencies using principles of honesty, integrity with a focus on customer service.

OPPORTUNITIES AND CHALLENGES

Intergovernmental Relations – The Town Manager must build relationships and work closely with the Colorado River Indian Tribes and other local and state agencies. The successful candidate must understand the unique diversity of the community and seek partnerships to represent Parker's interests within the region.

Economic Development – The new Town Manager is expected to coordinate with the La Paz Economic Development Corporation to attract and retain additional retail, restaurant, and other recreational businesses and employment opportunities to Parker.

Housing – Parker seeks to improve its existing housing stock and produce additional living opportunities with a focus on affordability for all lifestyles.

Fiscal Sustainability – The new Town Manager will need to focus on the Town's financial operations, find new and creative ways to fund Town operations through grants and/or partnerships to support capital and infrastructure needs, ensure fiscal efficiency, sustainability, and transparency.

C. OPPORTUNITIES AND CHALLENGES CONTINUED

Hometown Pride – The incoming Town Manager will be responsible for developing programs to reinvigorate pride in the community that includes the development and execution of programs to improve aesthetics, policies to ensure consistent application for land uses and the creation of additional recreational programs.

Future Growth – The new Town Manager will have the unique opportunity for executing a feasibility study and master plan related to the development of “Parker South.” It will also be important to revisit and update the Town’s General Plan to ensure it aligns with the strategic direction of Council.

Organizational Effectiveness – The new Town Manager will be expected to evaluate the Town’s policies and staffing, including professional development and training needs, and organizational structure, in order to ensure Town operations are adequately positioned to develop and execute the goals that support the Town Council’s strategic vision for Parker.

IDEAL CANDIDATE

Residence in Parker is not required, however, the Council is expressly interested in seeking an individual who will be committed to and engaged with the Parker residents and community as a whole. The next Town Manager will be expected to participate in various aspects of community life, be a visible, approachable and respected figure within the community, and actively communicate the Town’s activities as it relates to the community.

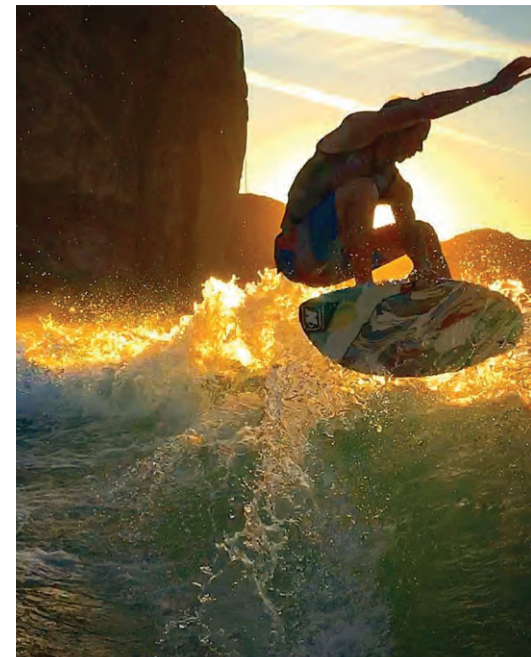
The new Town Manager should also be a strong administrator who is knowledgeable about the council/manager form of government. The successful candidate will be a relationship builder preferably experienced with intergovernmental relations. A solid working relationship must be developed with various groups, including the Colorado River Indian Tribes, school and county officials, and the Parker Regional Chamber of Commerce. The successful candidate will demonstrate a personable, collaborative style with excellent verbal and written communication and presentation skills.

The next Town Manager should have demonstrated solid leadership skills including staff development, motivation, team building, conflict resolution, accountability, and performance management.

EDUCATION AND EXPERIENCE

The successful candidate will have a bachelor’s degree in business administration or public administration, plus a minimum of seven years municipal government experience. An equivalent combination of education, training, and experience may be considered. Experience in municipal planning and an understanding of Arizona water laws is a plus but is not required.

Strong financial skills are required. The successful candidate will have skills to identify programs, obtain sources for funding and prioritize and present the annual budget.



COMPENSATION AND BENEFITS

The salary range for the Town Manager position is \$103,000 - \$155,797 depending on qualifications and experience. The Town offers a comprehensive benefits package including a generous range of leave and medical and life insurance as well as wellness benefits. Parker also has a dedicated car available for the Town Manager to use at all times. The Town of Parker is on 4-10 schedule with Fridays off. Parker participates in the Arizona State Retirement Plan and the Nationwide 457b deferred compensation plan.

The new Town Manager will be eligible to receive temporary living expenses and reasonable relocation if needed.

APPLICATION PROCESS

[Please apply online](#)

For more information on this position contact:

Debra Stapleton, Senior Vice President, SGR

debrastapleton@governmentresource.com

602-206-3536



The first review of applications is February 13, 2023

The Town of Parker is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check and a pre-employment drug screening.

RESOURCES

Town of Parker

<https://www.townofparkerarizona.com/>

Parker Economic Development

<https://www.townofparkerarizona.com/economic-development.html>

Parker Town Manager's Office

<https://www.townofparkerarizona.com/town-manager.html>

Parker General Plan

<https://www.townofparkerarizona.com/general-plan.html>

Parker Regional Chamber of Commerce

<https://www.parkeraz.org/>





**WBCP
PROPOSAL**

RECRUITMENT SERVICES FOR



CITY MANAGER

JUNE 19, 2023

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C.

COVER LETTER.....

June 19, 2023

Abby Partin
Human Resources Administrator
50 Park Place
Brisbane, California 94005



RE: City of Brisbane – City Manager Recruiting Services

It is our pleasure to submit this proposal for recruitment services to secure your ideal candidate to serve as the City Manager of the City of Brisbane. **WBCP has worked on many City Manager recruitments, and we look forward to the opportunity to partner with City of Brisbane on this critical position!**

We trust our proposal will showcase our client-focused recruitment process and will act as a testament that we are passionate about what we do to make our clients happy.

It has been proven that great employees are looking for great employers, not just a paycheck. WBCP provides a broader perspective to recruitment services – going beyond securing the ideal candidate – we brand your organization as an employer of choice. We use eye-catching marketing materials, innovative search practices, and responsive and respectful communications with your applicants and stakeholders. **We guarantee we will fill your position, and we guarantee that placement for 24 months.** We provide a fair and equal recruitment process that also focuses on attracting ethnic and gender-diverse applicant pools.

WBCP is talented at working with you to identify the strengths, challenges, and opportunities of this job, the ideal candidate, and your community and organizational culture. WBCP will work with your stakeholders to design a recruitment strategy that will include a customized engagement process. We will have a series of meetings, discussions, stakeholder interviews, and survey(s) to get to know you, the organization, the community, the culture, and the staff whom the future City Manager will lead.

My team and I know the California candidate marketplace and have many clients in your region, such as the **City and County of San Francisco, County of San Mateo, First 5 San Mateo, City of San Rafael, City of Milpitas, Oakland Housing Authority, and Valley Water (just to name a few)**. We have exceptional experience successfully recruiting for City Manager positions, with several of our recent notable recruitments including, but not limited to:

- City Manager – City of Sonoma, CA
- City Manager – City of Port Hueneme, CA
- City Manager – City of Dunsmuir, CA
- City Manager – City of Pasadena, CA

To see a list of Organizational Leadership recruitments, visit pages 5–6 of this proposal, and to see a full list of our clients and successful recruitments, visit: <https://tinyurl.com/2p96hv8d>

Sam Sackman and/or I will be the lead on this recruitment. I lived in California for over 35 years and have over 20 years of experience in executive search services, six years of which were working for the County of Orange, and I have owned and operated WBCP since 2004. Sam Sackman spent the latter part of her career working directly for Valley Water in the Executive Office gaining a deep understanding of the inner workings of executive-level positions. WBCP now has offices in Oregon, Washington, and California, including two offices in the South Bay Area, the Greater Sacramento Area, and Central California.

C.

I. COVER LETTER.....

WBCP, Inc. staff are experts in the virtual recruitment process. We are providing these services seamlessly and will be able to effectively support a virtual recruitment process or coordinate COVID-compliant in-person interviews and/or hybrid virtual and/or in-person interviews; WBCP is willing to travel during COVID.

Recruiting top talent has become the number-one topic among administrators. New and innovative recruitment strategies are critical to identifying and securing candidates with a deep understanding of how to assess and meet community needs and address future challenges. WBCP understands the complexity of community leadership, and we are prepared to provide a thorough, complete, and fair recruitment process to provide a diverse applicant pool. **Upon our 2022 year-end review, we found that over the last three years, 69% of our applicants and 70% of our candidates placed in leadership positions with our clients came from diverse backgrounds.** In fact, because of our ability to reach diverse applicant pools, we were hired by two national Latino organizations to recruit for an Executive Director and other leadership positions: Latino Public Broadcasting and Radio Bilingüe (two of the largest Latino national nonprofit organization in the U.S.).

Clients choose our firm over others because of our ability to work with your support staff and stakeholder group (including boards, appointed/elected officials, and engaged constituents), manage all details of a recruitment process, and secure great candidates. Our dedication and commitment to the client are complemented by our deep understanding and ability to effectively navigate challenging political climates.

Our clients have great things to say about the quality of the service we provide and the amazing candidates we find them, In fact, many of our clients are return customers. Please feel comfortable reaching out to these organizations to get their feedback directly.

Lastly, I love what I do, and I am passionate about finding exceptional candidates who are also passionate about serving others. My staff and I are driven and desire to exceed client expectations. I appreciate your consideration in retaining our services and hope to have an opportunity to work with you in the future.

Best Regards,



Wendi Brown | Founder/President, WBCP, INC.

wendi@wbcpinc.com | 541-664-0376

www.wbcpinc.com

DIVERSITY

70%

*of WBCP candidates
placed in leadership
positions come from a
diverse background*

C.

II. BACKGROUND & QUALIFICATIONS.....

Principal: Wendi Brown, President

Company Legal Name: WBCP, Inc.

Tax ID: 81-5454037

Website: www.wbcpinc.com

Phone: 866-929-WBCP (9227) / 541-664-0376

Address:

- **California Main Office:** Roseville, CA 95661
- **Oregon Main Office:** 213 E Main St., Rogue River, OR, 97537
- **Washington Main Office:** 15405 Des Moines Memorial Drive, #G303, Burien, WA 98148
- **Satellite Offices (4):** San Jose, CA; Nipomo, CA; Corvallis, OR; Gilroy, CA



WOMEN OWNED

WBCP, Inc. is a 100% woman-owned business, an S Corporation, not part of a parent company, and is a registered small business through the U.S. Small Business Administration (SBA). WBCP is registered to do business in California, Oregon, Washington, and Arizona and soon expanding in other states. WBCP files and pays California S Corp and personal income taxes.

BUSINESS HISTORY

WBCP, Inc. has been in business since 2004, and serves nonprofit and public sector organizations. WBCP offers a variety of services, including: partial and full service search services for individual contributor, supervisor, management and executive management positions; human resources consulting: organizational development, training, classification and compensation studies, analysis and assessments, etc.

C.

II. BACKGROUND & QUALIFICATIONS.....

WBCP has over 20 years of experience providing search services for public sector and non-profit organizations. We have successfully secured professionals and provided other consulting services in California, Arizona, Colorado, Idaho, Oregon, and Washington.

California, Arizona, Oregon, and Washington Cities of: Arcata, Ashland (OR), Astoria, Berkeley, Calistoga, Central Point (OR), Ceres, Chandler (AZ), Culver City, Davis, Dunsmuir, Duvall (WA), Fremont, Fresno, Grants Pass (OR), Gold Hill (OR), Hemet, Hubbard (OR), Independence (OR), Irvine, Laguna Beach, Larkspur, Lincoln, Livermore, Long Beach, Medford, Milpitas, Napa, Oakland, Oxnard, Palo Alto, Pasadena, Petaluma, Phoenix (AZ), Phoenix (OR), Port Hueneme, Redding, Riverside, Roseville, Rogue River (OR), Sacramento, San Francisco, San Rafael, Santa Maria, Santa Paula, Santa Rosa, Solvang, Sonoma, Truckee, Ventura, Vernon, Victorville, and Windsor.

California, Colorado, Idaho, Oregon, and Washington Counties of: Alameda, Colusa, Contra Costa, El Paso (CO), Fresno, Humboldt, Jackson (OR), King (WA), Lake, Lane (OR), Los Angeles, Marin, Mariposa, Mendocino, Merced, Mono, Napa, Orange, Riverside, Sacramento, San Benito, San Bernardino, San Mateo, San Francisco, San Joaquin, San Luis Obispo, Santa Barbara, Santa Clara, Santa Cruz, Shasta, Solano, Sonoma, Stanislaus, Tuolumne, Yuba, and Yolo.

Local and National Councils, Boards, and Districts: Boulder Creek Protection District, California Prison Industry Authority (CALPIA), Cosumnes Community Services District, Hass Avocado Board (HAB), Jackson County Fire District 5, Los Angeles County Employees Retirement Association (LACERA), Nevada Irrigation District, Newark Chamber of Commerce, North American Blueberry Council/U.S. Highbush Blueberry Council (NABC/USHBC), Oakland Housing Authority, Olivehurst Public Utility District, Placer County Transportation Planning Agency (PCTPA), Sacramento Area Flood Control Agency (SAFCA), Sacramento Employment & Training Agency (SETA), Sacramento Public Library Authority, Sacramento Sewer District, Sacramento Suburban Water District, San Benito Council of Governments, San Diego Port Authority, Tri-City Mental Health Authority (TCMHA), Truckee-Donner Public Utility District (TDPUD), Tuolumne Utilities District, and Valley Water.

Nonprofit and Joint Powers Authorities (JPAs): CDS Publications, Center Point, Central California Legal Services (CCLS), Community Food Bank, Community Works, Dogs for Better Lives/Dogs for the Deaf, First 5 (Alameda County, California Association, Fresno, Santa Barbara County, San Mateo), Futures Without Violence (Family Violence Protect Fund), Gold Coast Health, Greater Richmond Interfaith Program (GRIP), La Public Media, Latino Public Broadcasting, Northern Valley Catholic Social Service (NVCSS), Options Recovery, Radio Bilingüe, Santa Cruz County Animal Services Authority, Teton County Joint Housing Authority (TCJHA), Transitions-Mental Health Association, Valley Consortium for Medical Education (VCME), and Water Forum.

Private Organizations: Central California Truck and Trailer, Morton & Pitalo, NAVA, SWEED, Touchstone Accounting

Consulting services (classification and compensation services, competency modeling, job description development, job family development, job analysis): City of Fremont, City of Medford, City of Santa Maria, City of Santa Paula, County of Humboldt, County of Mariposa, County of Santa Barbara, and County of San Luis Obispo.

INDUSTRIES

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • Organizational Leadership • Economic Development • Facilities & Operations • Financial, Administrative Services, Accounting, Auditing • Health & Human Services, Housing, Unhoused | <ul style="list-style-type: none"> • HR, Risk, Labor/Employee Relations • Information Technology • Legal, Counsel, Clerk • Library • Marketing, Communications, PR • Parks & Rec, Community Services, Arts | <ul style="list-style-type: none"> • Planning, Environmental, Community Development, Building, Transit • Public Safety • Public Works, Transportation, Engineering |
|--|--|---|

II. **C. BACKGROUND & QUALIFICATIONS**.....

BELOW IS A LIST OF SIMILAR RECRUITMENTS WBCP HAS SUCCESSFULLY MANAGED:

ORGANIZATIONAL LEADERSHIP

- City Manager, City of Port Hueneme, CA
- City Manager, City of Pasadena, CA
- City Manager, City of Ceres, CA
- City Manager, City of Santa Rosa, CA
- City Manager, City of Gold Hill, OR
- City Manager, City of Pasadena, CA
- City Manager, City of Sonoma, CA
- City Manager, City of Petaluma, CA
- City Manager, City of Phoenix, OR
- City Manager, City of Dunsmuir, CA
- City Manager, City of Oxnard, CA
- City Manager, City of Ventura, CA
- City Manager, City of Independence, OR
- Town Manager, Town of Truckee, CA
- Town Manager, Town of Windsor, CA
- City Administrator, City of Rogue River, OR
- City Administrator, City of Hubbard, OR
- City Administrator, City of Duvall, WA
- County Executive Officer, County of Shasta, CA
- Assistant City Manager (Public Safety), City of Sacramento, CA
- Assistant City Manager (Municipal Services), City of Sacramento, CA
- Deputy City Manager, City of Long Beach, CA
- Chief Executive Officer, CalPIA (California Prison Authority), CA
- Chief Executive Director, Valley Consortium of Medical Education, CA
- Executive Director, Water Forum, CA
- Executive Director, Teton County Joint Housing Authority, ID
- Executive Director, Placer County Transportation Planning Agency, CA
- Executive Director, Options Recovery Services, CA
- Executive Director, Latino Public Broadcasting, CA
- Executive Director, First 5 Association of California, CA
- Executive Director, First 5 Santa Barbara County, CA
- Executive Director, First 5 Fresno, CA
- Executive Director, San Benito Council of Governments, CA
- Executive Director, Northern Valley Catholic Social Service, Redding, CA
- Executive Director, Community Food Bank, CA
- Executive Director, Greater Richmond Interfaith Program, CA
- Executive Director, Tri-City Mental Health Authority, CA

II. C. BACKGROUND & QUALIFICATIONS.....

ORGANIZATIONAL LEADERSHIP (CON'T)

- Executive Director, Sacramento Employment and Training Agency, CA
- Executive Director, Arts Commission, County of Santa Barbara, CA
- Executive Vice President, Center Point, CA
- Vice President/Business Development Director, WBCP Inc., OR
- ACEO - Assistant County Executive Officer, County of Napa, CA
- ACEO - Assistant County Administrative Officer, County of Santa Barbara, CA
- ACAO - Assistant County Administrator, County of San Joaquin, CA
- ACAO/HR Director, County of Mariposa, CA
- Assistant Executive Director, First 5 San Mateo, CA
- Chief Operating Officer, IT and Administrative Services, Valley Water, CA
- Chief Operating Officer, Water Utility Enterprise, Valley Water, CA
- Chief Operating Officer, Futures Without Violence, CA
- Chief Operating Officer/Executive Director, Valley Consortium for Medical Education, CA
- Chief Operating Officer, WBCP Inc., OR
- General Manager, Olivehurst Public Utility District, CA
- General Manager, Tuolumne Utilities District, CA
- General Manager, LA Public Media, CA
- General Manager, Radio Bilingüe, CA
- General Manager, Santa Cruz County Animal Services Authority, CA

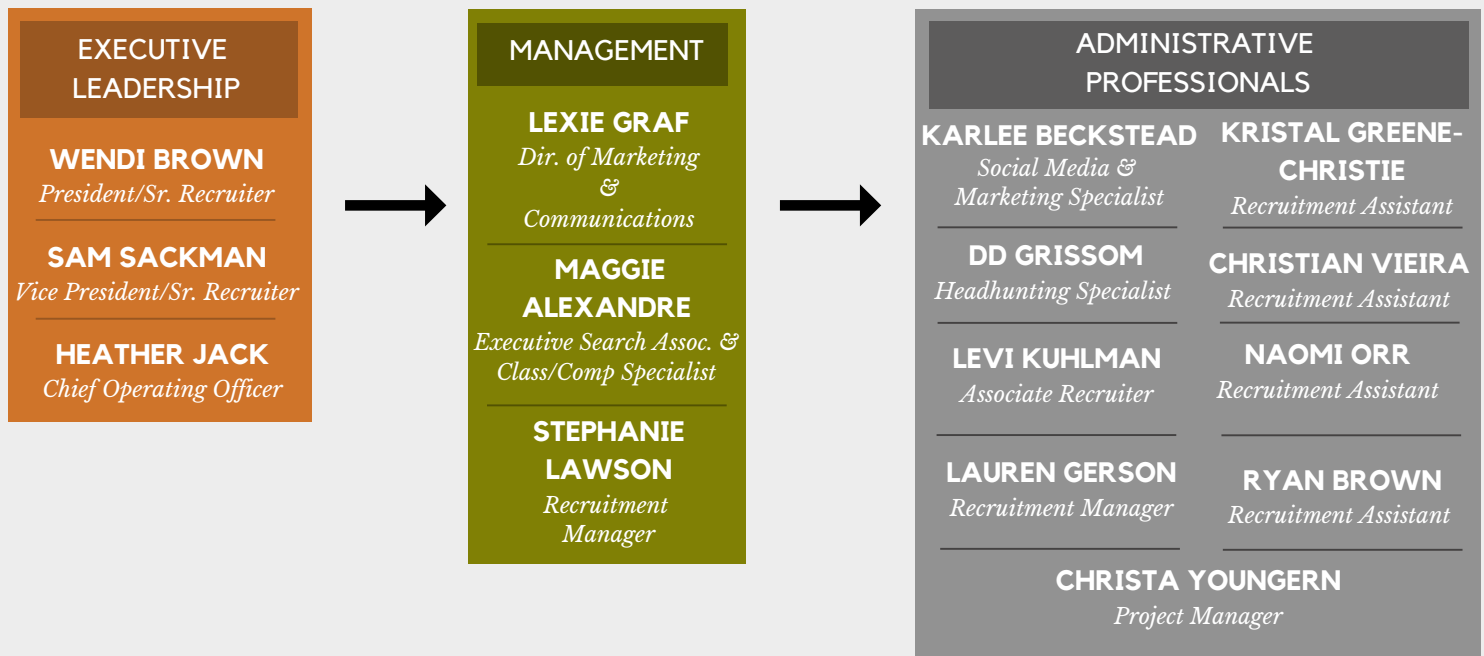
Check out our full list of
recruitments here:
<https://tinyurl.com/2p96hv8d>

C.

GUARANTEE.....

- (1) We guarantee successful placement and will provide continued consulting services for one additional recruitment/replacement (however, client will pay for any additional direct cost expenses).
- (2) If a candidate selected and appointed by the Client terminates employment for any reason before the completion of the first **24 months** of service, WBCP will provide the Client with the necessary consulting services required to secure a replacement. Professional consulting services will be provided at no cost to the Client; however, additional expenses will be covered by the Client. The Guarantee is valid for one recruitment/replacement only.
- (3) **Work Performed Out Of Scope:** To provide the best results for our clients, we strongly recommend a steadfast commitment to agreed-upon dates/times for critical recruitment milestones (shortlist meeting and interview dates). Any change of date and time initiated by the client after a recruitment is rolled out may result in a forfeiture of the recruitment guarantee. Any work performed after the recruitment has been rolled out and dates have been agreed upon – to adjust these dates or times will result in additional charges at our hourly rate.

IV. ORGANIZATIONAL CHART.....



Confidential

STRATEGIC PARTNERS

BILL LANDIS <i>Public Safety Investigator</i>	CHRISTY WURSTER <i>Sr. Facilitator</i>	RIVKAH SASS <i>Retired Library Director/Sr. Facilitator</i>	SUSAN KLIEN-ROTHSCHILD <i>H&HS Expert/Sr. Facilitator</i>	WILLIAM RACOWSCHI <i>Fire/Public Safety Expert</i>	MIKE LUKEN <i>Executive Leadership, Transportation, Facilities</i>	CARL CROWN <i>HR & Organizational Development Director</i>	PATRICK DUTERTE <i>Sr. Facilitator</i>	NITISH SHARMA <i>Sr. Facilitator</i>
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WBCP STATISTICS

C.

V. WBCP KEY STAFF.....

WENDI BROWN*Lead Consultant/Recruiter*

I am the President of WBCP, an executive search and human resources consultancy, serving clients in Oregon and California. My team and I are passionate about helping organizations improve their recruitment services, place great talent, conduct department assessments, redesign antiquated processes, revise job descriptions, conduct salary and benchmark studies, and more. I have over 20 years of experience in marketing and advertising and combine this with my background in recruiting to successfully place hard-to-fill, management, and executive positions. I have worked in various industries – advertising and public relations, national real estate franchisor, global manufacturing – and I have worked with nonprofit and public sector organizations since 1999. Formerly, I was an internal Human Resources Consultant for the County of Orange, California, providing countywide communications, human resources, executive search, and recruiter training services to the Assistant Chief Executive Office/Human Resources Director and, at that time, 25 decentralized departments, with 17,000 employees, serving a community of 300,000. I have a Bachelor's of Science in Business Administration with an emphasis in Marketing from Colorado Technical University; have earned several certificates in Project Management, Global Business, Marketing, and Human Resources; and working towards a Master's in Management at Southern Oregon University

SAM SACKMAN*Vice President/Recruiter*

Sam is WBCP's Vice President and is part of WBCP's executive leadership team. Sam has a wealth of business and public sector experience and brings in-depth analytical and project management skills and experience supporting executive leadership with special projects, program development, contracts and administration, and executive recruitment support. Prior to joining the WBCP team, she spent five years working at Valley Water (formerly Santa Clara Valley Water District) where she was an expert in leading complex projects and organizational change management practices supporting the CEO, Chief Officers, and various departments, such as Facilities, Contracts, Human Resources, and Government Affairs. She brings a wealth of knowledge of the inner workings of government agencies, political sensitivities, and their recruitment policies and processes. Sam has a Master's in Anthropology with an emphasis in Program Development, and an undergraduate degree in Anthropology with an emphasis in Sociology and Behavior-driven Health from Creighton University.

C.

WBCP KEY STAFF.....**HEATHER
JACK***Chief Operating Officer*

Heather Jack is WBCP's Chief Operating Officer and lead Project Manager. Since starting at WBCP in 2015, she has grown into an integral part of the business. Heather uses her strong organizational skills and attention to detail to support all recruitments from start to finish, coordinate timelines, oversee the team's productivity. Meeting clients' deadlines and major milestones is one of Heather's top priorities, making her our go-to person for all things calendar and project management-related. Heather also assists with projects in human resources with several municipalities in Oregon and California. Other aspects of her role include supporting employee engagement, salary and benchmark studies, and business operations. During her time at WBCP, Heather has modernized processes and scaled technology systems for the company. Prior to working with WBCP, Heather worked at Hannon Library, developing organizational, research, and interpersonal skills. Heather has a Bachelor of Science degree in Anthropology and a double minor in Environmental Studies and French from Southern Oregon University.

LEXIE GRAF*Director of Marketing &
Communications*

As a marketing professional, Lexie has been primarily focusing on copywriting, content creation, and brand strategy in her career. She has a knack for understanding each clients' unique needs, allowing her to adapt her writing voice and branding as needed. Along with developing and overseeing the creation of social media, marketing materials, and advertising plans for WBCP, Lexie collaborates with the recruitment team in meeting clients' needs and deadlines. Before WBCP, Lexie wrote for Indeed and the University of Wisconsin Colleges, helping her develop a deep understanding of career development, recruitment, and public sector careers. Throughout her marketing career, Lexie has produced a wide variety of campaigns and deliverables, such as blogs, digital and print ads, website content, brochures, social media posts, eBooks, and magazines. Notable projects throughout her career include developing content for two websites and collaborating on an email marketing campaign that won an American Advertising Award in multiple categories. Lexie has a Bachelor's in Communications with certificates in Digital Studies and Environmental Studies from the University of Wisconsin – Madison.

**STEPHANIE
LAWSON***Recruitment Manager*

Stephanie started working for WBCP in 2019. She acts as support for all facets of the recruitment process, as well as any other tasks to assist the WBCP team. Some of her core responsibilities include candidate and panel coordination, candidate review, calendar and timeline management, and interview material preparation. Prior to working for WBCP, Stephanie had several roles in hospitality where she further developed her client relations, communications, and clerical skills. Stephanie has a Bachelor's of Science degree in Business Administration with a focus in Hospitality from Southern Oregon University.

LAUREN GERSON*Recruitment Manager*

Lauren serves as one of WBCP's recruitment managers and supports the full cycle of the recruitment process. She began her career managing operations and events for award-winning breweries and restaurants in Portland, Oregon, before pivoting to business operations and career services. Prior to joining the WBCP team, Lauren worked with a career coaching and workforce development company, helping jobseekers facing barriers to employment. Lauren brings to WBCP her experience in project management, client relationship management, resume writing, as well as HR operations and risk management. She holds a Bachelor's degree in Philosophy with a minor in English Literature from Whittier College.

C.

V. WBCP KEY STAFF.....

**MAGGIE
ALEXANDRE***Executive Search
Assoc. & Class/Comp
Specialist*

Maggie Alexandre is a Human Resources professional with over 30 years of experience, and is WBCP's key Executive Search Associate and Classification and Compensation Specialist for WBCP since 2018. Prior to working at WBCP, Maggie was a Human Resources Director in the San Francisco Financial District and led an 80 person team of human resource professionals. She began her career in HR at Robertson, Stephens & Company, a boutique investment bank, and continued in the HR Director role at other investment banks and private equity firms until 2016. Maggie studied Anthropology at California State University, Long Beach and received her Human Resources Management Certificate from California State University, San Francisco.

**CHRISTA
YOUNGERN***Project Manager*

As a Project Manager, Christa supports the full cycle of the recruitment process from candidate review and copywriting to interview facilitation and candidate coordination. Prior to joining WBCP, Christa worked in higher education where she recruited blue-chip athletes, built multiple championship teams, and managed complex and politically sensitive projects. She brings an incisive interpersonal skillset as well as deep experience in organizational change management and leadership. Her talent for identifying the oft intangible elements that make a person successful in their role makes her an asset to our clients. Christa has Bachelor of Arts degrees in both Political Science and English from California Lutheran University as well as a Master of Arts degree in Education from Whittier College.

LEVI KUHLMAN*Associate Recruiter*

Levi serves as WBCP's Associate Recruiter and plays an integral role in managing our recruitments and clients. Some of his primary duties include meeting with clients, screening candidates, preparing for interviews, leading headhunting efforts, and overseeing candidate coordination. Levi's strong interpersonal skills coupled with his eagerness to work with others helps him create lasting relationships with clients and candidates. Prior to his time with WBCP, Levi was the President of a real estate company where he oversaw a residential real estate team in the Willamette Valley, Oregon. In addition to the great work he does for WBCP, our clients, and our candidates, Levi also operates a small catering company on the side. Currently, Levi is dually enrolled at Oregon State University and Western Governors University pursuing his MBA/MPA.



C.

RECRUITMENT STRATEGY / PHASES.....

WBCP knows how to customize your search strategy to meet your unique recruitment needs. We customize your recruitment based on the specific needs, target audience, and challenges for each recruitment; however, below is a baseline approach for most recruitments.

CLIENT & STAKEHOLDER MEETINGS

We require the Client and/or Search Committee, and other stakeholders identified by the Client, be involved in the initial and final phases of this recruitment. These are critical phases to ensure we obtain a clear sense of the priorities and the successful hire of the right candidate. WBCP will meet with various stakeholders as warranted by the Client and the level of the position in the organization. These meetings will allow us an opportunity to gather information and gain knowledge about the organization, community, and unique aspects of the recruitment to design the ideal candidate professional profile, advertising materials, and strategic approach

FEEDBACK OUTCOME / TIMELINE DEVELOPMENT

Following the Client/stakeholder meetings, we will develop a detailed timeline for the recruitment along with a proposed advertising plan for approval.

CREATIVE DEVELOPMENT

Immediately following the client feedback activities, we will draft the competencies for the recruitment and advertising material/recruitment brochure for the Client's review. This information will summarize what was learned from Client-related interviews and will be used to advertise the opening.



MARKETING STRATEGY & IMPLEMENTATION

WBCP will execute a customized marketing/ad plan once the job announcement is created. An ad plan could include the following (based on assumptions), and will be customized based on information gathered in Phase I:

ONLINE ADVERTISING – Including local and national job boards, associations, social media, and other industry-related job postings targeting ideal candidates; job boards that reach a desired geographic area and reach a diverse ethnicity.

E-DIRECT MAIL ADVERTISING – including WBCP's current database of potential applicants, we have access to other professional lists and will source more lists through associations, contacts, etc.

SOURCING/HEAD HUNTING – WBCP will contact individuals targeted and generate new contacts through referrals made by respected sources.

WBCP is a LinkedIn recruiter and we have access to over 350 million profiles via LinkedIn to assist us in targeting ideal candidates.



COMMUNICATION WITH CLIENT

WBCP will provide weekly updates on the progress of this search unless the client requests more or less frequent communications. We tailor our communications in accordance with our Client's needs.

C.

RECRUITMENT STRATEGY / PHASES.....

RESUME ASSESSMENT

WBCP will review resumes as they are received and/or at the close of the recruitment. Those candidates determined to be the most highly qualified will be selected for a screening interview.

SCREENING INTERVIEWS / REPORT TO CLIENT

WBCP does not restrict the number of applicants or candidates to be screened.

Rather, we interview candidates who meet our ideal candidate criteria; frequently this group amounts to 20 candidates, or on average 20% of the applicant pool. Following the completion of the phone screen interviews, we will develop a report/recommended shortlist of candidates, which includes: resumes, cover letters, and a one-page profile summary of candidates' professional history, including a brief overview of WBCP's assessment and the results of their phone screen. We will meet with the selection committee/Client to review this report and select candidates for interviews. In this meeting, we will review the recruitment plan and discuss the final stages of the selection process.



COMMUNICATION WITH CANDIDATES

WBCP will take responsibility for communicating with the applicants/candidates during each phase of the search process and Client should refer any inquiries from potential or existing applicants directly to WBCP.

SELECTION PROCESS

WBCP will design and administer an appropriate final selection process based on the needs of the Client (tailored to the need and recruitment). WBCP will facilitate the invitation and coordination of these meetings/interviews and provide additional assessment tools/recommendations such as interview questions, writing and presentation exercises, problem solving scenarios, etc.

COMMUNICATION WITH CLIENT

Following the interviews and the Client's top candidate(s) selection, we will assist the Client with facilitating a thorough background and reference check. A typical approach includes a review of federal, state, and local criminal background checks and academic verification by a licensed background agency. Reference checks are conducted over the phone by a senior consultant and a final report is provided to the Client. References are completed on candidate(s) being considered after initial/panel interviews.



NEGOTIATIONS

Once the client reviews and is comfortable with the findings in the background and reference report, we are available to assist with negotiations on compensation, benefits, start date, and other transition details.

PLEASE NOTE: Due to COVID-19 Guidelines, WBCP, Inc. is committed to providing services listed herein, typically these services are executed in-person, however, we will facilitate all services virtually as needed and have successfully managed many virtual and hybrid interviews (partial in-person/part virtual) since March 2020 for our clients.

C.

VII. SCOPE OF WORK.....

- Facilitate initial kick-off meeting with Client and other meetings that may include Executive Leadership, staff, community, and other stakeholders to assist with identifying the ideal candidate profile.
- Assist Client hiring authority/stakeholders in modifying the job description (as needed), and develop a recruitment announcement, marketing materials, and advertising plan for the recruitment.
- Attend all other meetings and engagements as needed or identified by the Client.
- Implement advertising plan including: publication, headhunting, direct mail, and other online and email marketing efforts.
- Provide timely updates and progress reports to the client regarding search services; every two weeks or as Client identifies is needed.
- Preliminary internet searches will be conducted on recommended candidates.
- Coordinate interview panel(s) as needed, or coordinate this process with Client.
- Receive and review applicants and screen those applicants to identify top candidates. Top screened paper applicants will be video/phone screened by recruiter to identify the key competencies (technical and interpersonal) to assist in identifying the top group of candidates who will be recommended at the Client/WBCP shortlist meeting.
- Facilitate shortlist meeting with Client – review and select candidates who will be invited to interview.
- Coordinate invitations to candidates.
- Develop interview questions and other selection details to meet specific needs and identify key competencies of candidates.
- Facilitate interviews with panel(s).
- Background and reference checks will be conducted with candidates who are identified as final candidates after initial Client interviews have been conducted. Background checks will typically include the following: criminal (local, state, and federal), education, credit, social security. References will be conducted based on a 360-degree perspective and will include staff, peers, and superiors. Onsite background services are available at an additional fee (see fees for details)
- Facilitate offer and negotiations with selected candidate; as directed by Client.

C.

III. RECRUITMENT TIMELINE.....

BELOW IS A SAMPLE OF AN EXECUTIVE SEARCH TIMELINE THAT WBCP WILL CUSTOMIZE FOR THIS RECRUITMENT

Week 1:

- Secure services with search firm, WBCP, Inc.
- WBCP: review search parameters and recruiting processes with Client
 - Interview with hiring authority and other stakeholders for competencies
 - Identification of advertising venues and ideal candidate prospects
 - Calls, meetings, or coordination with other stakeholders for information gathering

Weeks 1 + 2:

- Develop and approvals: recruitment process, deadlines, ad plan and strategy, recruitment timeline and brochure
- Print coordination (if applicable)

Weeks 2 + 3:

- **OPEN RECRUITMENT AND AD PLAN:** Implement marketing plan and direct mail (if applicable)
- Secure panel member calendars
- Timeline may be extended if direct mail piece is included (i.e., print/postage)
- Finalize panel members and interview logistics and invitations to panel members

Weeks 4, 5, + 6:

- Receive applications –Collect and source applicants will continue until recruitment closes

Weeks 7 + 8:

- **CLOSE RECRUITMENT AND ADVERTISING**
- Conduct initial phone screen to identify shortlist of candidates
- Preliminary check on shortlist candidates (Google search)
- Candidate profiles developed and short list recommendations to client

Weeks 9 + 10:

- **MEETING – Client confirms selection of candidates to be advanced to panel interviews**
- Finalize questions, presentation, in-basket (as determined)
- Coordinates invitations with selected top candidates (shortlist)
- Produce panel candidate interview packets

Weeks 10 + 11:

- WBCP facilitates interview process – Interview process will be customized based on client and community needs:
 - **Day 1: Panel Interviews Conducted; Day 2: 2nd Interviews with executive leaders;**
 - 3rd interviews may be scheduled as needed with Boards/Commissions, etc.;
 - As needed schedule staff and/or community discussions/meetings

Week 12:

- WBCP conducts background and reference checks (backgrounds may be conducted by Client if current contract exists)
- WBCP conducts full reference checks for candidate(s) selected for Board/Commission interviews; or when Client is interested in making an offer

NEGOTIATIONS / HIRE:

- Hire date to accommodate possible candidate relocation
- Client (WBCP available to assist in process) conducts offer and facilitates salary negotiations with preferred candidate

C.

REFERENCES.....

1-City of Santa Rosa, California

Positions Filled:

- City Manager

Contact Information:

- Chris Rogers, Mayor - crogers@srcity.org | 707-543-3017
- Natalie Rogers, Vice Mayor - nrogers@srcity.org | 707-494-8378
- Maraskeshia Smith, City Manager - msmith@srcity.org | 513-256-1673

2-City of Pasadena, California

Positions:

- City Manager

Contact Information:

- Tiffany Jacobs-Quinn, Human Resources Director - tjacobsquinn@cityofpasadena.net | 626-744-4126

3-City of Petaluma, California

Positions Filled:

- City Manager

Contact Information:

- Peggy Flynn, City Manager - pflynn@cityofpetaluma.org | 707-778-4345

X. MARKETING MATERIAL EXAMPLES.....

*Click below to see our marketing samples for similar positions. To see all of our brochures, visit: wbcpinc.com/closed-jobs-private/ and use the password: #wbcp202212**

- [City Manager, City of Port Hueneme, CA](#)
- [City Manager, City of Sonoma, CA](#)
- [City Manager, City of Dunsmuir, CA](#)
- [City Manager, City of Pasadena, CA](#)
- [City Manager, City of Petaluma, CA](#)

C.

XI. COST PROPOSAL.....

WBCP will not limit the number of hours we work on a recruitment, rather we charge a flat rate and will spend the time necessary to ensure we are successful. Consulting fees will be billed in thirds at the beginning (open for applications and advertising campaign launched), middle (shortlist selection), and end of the recruitment process (selection made and background/ references concluded).

SERVICE COST PER RECRUITMENT CITY MANAGER

Description of Services/Deliverables:	Inclusive Rate per Recruitment:
<u>Consulting Services:</u> Phases I-IV in the proposal's scope of work	\$28,900 (flat rate)
<u>Expenses:</u> Includes travel to client location (up to 2 trips), or document shipping fees/delivery charges to facilitate virtual meetings, advertising (may include print and postage), brochure design (flat fee of \$950.00 for graphic design), panel packet content, delivery charges, fees for background and reference checks, may include fee for one additional consultant to travel (and related expenses) and facilitate an additional panel for one day.	Up to \$7,900 (direct expenses not-to-exceed)

Out of Scope of Work: To provide the best results for our clients, we strongly recommend a steadfast commitment to agreed upon dates/times for critical recruitment milestones (shortlist meeting and interview dates). Any change of date/time initiated by the Client after they have been solidified may result in a forfeiture of our recruitment guarantee, as delays in the process may cause candidates to drop out and increase the likelihood of a "no selection" outcome. Additionally, any subsequent work for WBCP that arises out of such changes is considered out of scope work and may result in these hours being billed to our client at an hourly rate in addition to the consulting services fee.

ADDITIONAL BACKGROUND SERVICES AVAILABLE – these services can be added to the package if desired

Onsite Investigative Background Services: In addition to the background reports, education verification, credit report, and reference checks, which are included in the expenses above, WBCP also offers onsite investigative background services. If the client wishes to conduct a background check that includes an onsite visit by a trained private investigator and former Police Chief (similar to a police background check) please contact our office for an estimate for these services.

Force Majeure: Client agrees that WBCP, Inc. is not responsible for any events or circumstances beyond its control (e.g., including but not limited to war, riots, embargoes, strikes, and/or Acts of God) that prevent WBCP, Inc. from meeting its obligations under this Agreement.

C.

XII. OTHER.....**INSURANCE**

WBCP and its sub-consultants have reviewed the contractual agreement and the Insurance Requirements. If selected, WBCP will execute said agreement and will provide the required insurance documents. WBCP will submit certificates of insurance as evidence of the required coverage limits. Insurance policies include: liability, errors and omissions, workers compensation, and vehicle insurance.

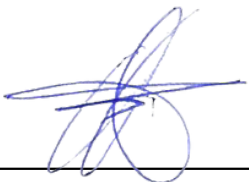
CONFIDENTIALITY SAFEGUARDS

Confidentiality is paramount in the work we do. We ensure that the client and candidate information we receive, and conversations with our client (and certainly discussions in closed session) are kept confidential. There are several physical safeguards we have in place including: locked and alarmed office space, password, and encryption protected information on our computers and servers, multiple backup systems.

As information is shared with our client, we discuss the importance of confidentiality and why it is important to the candidates they are considering but also brands the organization appropriately. We also ask candidates who are interviewed to keep candidate information confidential, as they may see or meet a candidate during the process. We emphasize that confidentiality is not just until the recruitment is completed, and a candidate is hired, confidentiality is in perpetuity. Leaked information is not a reputation that a client wants to receive, as this could deter future applicants from applying.

ORGANIZATIONAL DIVERSITY STATEMENT

WBCP embraces cross-cultural diversity and we are committed to equitable treatment and elimination of discrimination in all its forms at all organizational levels and throughout all consulting practices, including search services. We strive to reach diverse groups of people to inform them of leadership opportunities. **Upon our 2022 year-end review, we found that over the last three years, 69% of our applicants and 70% of our candidates placed in leadership positions with our clients came from diverse backgrounds.** We will make extensive efforts to attract a qualified applicant pool that represents a broad range of gender and ethnically diverse individuals.



Wendi Brown, President

JUNE 19, 2023

Date

Client, Title

Date