

TO: TOWN COUNCIL

FROM: TOWN MANAGER 

RE: TOWN MANAGER POSITION RECRUITMENT CONSULTANT

ISSUE

Town Manager recruitment firm proposals have been received and the next step is to select some firms to interview.

RECOMMENDATION

Council is asked to review consultant proposals and determine which firms to interview.

CEQA

There are no CEQA issues with this item.

MONEY

Money issues are detailed in the report. It is estimated that consultant services plus the costs of interviews will not exceed \$30,000.

DISCUSSION

Council authorized soliciting for proposals from firms that help recruit for Town Manager positions. Inquiry was made to 9 firms and 7 responded.

CONSULTANT LIST AND COSTS	BASE FEE	ESTIMATED EXPENSES
Avery Associates	15,400	5,500
Bob Murray & Associates	14,500	4,500 - 5,500
Peckham & McKenney	16,000	5,000 - 7,000
The Davis Company	16,500	2,500
Western Executive Search *	15,000	5,000 - 6,000
Ralph Andersen & Associates	18,500	included in base
The Mercer Group, Inc	16,500	8,000
NOTE: * Western Executive Search conducted the recruitment in 2000.		

Each consultant had a description of “estimated expenses” as follows:

AVERY ASSOC: advertising, clerical time, supplies, printing, telephone, postage, summary background evaluations, and consultant travel for client discussions, meetings and local or out-of-area candidate interviews. All expense items will be detailed and billed on a monthly basis.

BOB MURRAY & ASSOC: cost of travel, clerical support, placement of ads, credit, criminal and civil checks, education verification, as well as newspaper searches, postage, photocopying, and telephone charges.

PECKHAM & MCKENNEY: out-of-pocket costs associated with advertising, printing, consultant travel, clerical, background checks, telephone, supplies and postage.

THE DAVIS COMPANY: professional design printing, direct mail, postage/supplies, advertising, long distance telephone (e.g. referrals and reference checking) and travel related to preliminary candidate interviews. Requests for out-of-state travel related to preliminary candidate interviews, if any, are submitted for approval in advance (not anticipated for this recruitment).

WESTERN EXECUTIVE SEARCH: advertising, printing, postage envelopes, report preparation, mileage, clerical help, brochure.

RALPH ANDERSEN & ASSOC: Expenses included in this fixed fee include items such as advertisements, clerical, research, graphic design, printing and binding, postage and delivery, verifications, and internet and Lexis/Nexis searches on the top two to three candidates, and long distance telephone charges.

THE MERCER GROUP: actual and documented consultant travel, lodging and per diem, telephone, correspondence, advertising, brochure, postage, delivery services and report preparation.



February 28, 2011

Perry Beck, Town Manager
Town of Loomis
P.O. Box 1330
Loomis, CA 95650

Dear Mr. Beck:

We are pleased to submit our proposal for the recruitment of the new Town Manager for the Town of Loomis. We feel well suited to fulfill your executive search requirements and would welcome the opportunity to work with the Town in this assignment.

We have extensive experience in City Manager recruitments. We are currently at the outset of a search for the City Manager for Redwood City and we have recently completed City Manager/City Administrator recruitments for the cities of Culver City and Bishop. Since the beginning of 2008, we successfully completed City Manager recruitments for the cities of San Mateo, Sunnyvale, Morro Bay, Los Altos, Los Gatos, Hanford and Atherton, along with out of state City Manager recruitments for the cities of Colorado Springs, CO and Lake Oswego, OR. The current and active database we have maintained through these assignments would be very advantageous in this search.

Following your review of this proposal, we hope our credentials; our track record of successful executive recruitments; and our service approach and overall recruitment expertise will provide the basis for your positive consideration of our firm.

Enclosed you will find the following information:

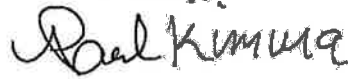
- Company Profile
- Firm Qualifications
- Recruitment Team
- Recruitment Plan
- Client References
- Recruitment Schedule
- Consulting Fee
- Guarantees & Ethics
- Profiles on Principals of the Firm

William Avery & Associates, Inc.
Labor Relations/Executive Search

3-1/2 N. Santa Cruz Ave., Suite A
Los Gatos, CA 95030
408.399.4424
Fax: 408.399.4423
www.averyassoc.net

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,

A handwritten signature in black ink that reads "Paul Kimura". The signature is written in a cursive style with a large, stylized 'P' and 'K'.

Paul Kimura

PK:jmc



PROPOSAL FOR THE TOWN OF LOOMIS RECRUITMENT FOR THE TOWN MANAGER

William Avery & Associates, Inc. – Our Profile

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 and Human Resources/Management Consulting.

The firm currently includes two Principals and several key consultants. Bill Avery, the founder of Avery Associates, heads the firm, leads key searches and oversees the Management/Labor Relations practice. Paul Kimura is the Principal who oversees the Search and Recruitment practice. Ann Slate and Cris Piasecki form the senior recruitment team for the search practice. Anne Matteini is the Finance/Contracts Administrator, and Jackie Collins and Jessica Towner handle administration. The team is augmented by temporary staff as needed.

Mr. Avery, having served in the past as a City Manager, provides the 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. Collectively and combined, the firms Principal's offer exceptional expertise in the area of public sector recruitment and consulting. Their professional profiles are enclosed as part of this proposal.

Firm Qualifications – 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. 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 of 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 Town of Loomis

Paul Kimura will serve as the Project Lead for this assignment. Mr. Kimura 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 Plan and Services Provided

I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Kimura will meet with the key decision makers to discuss the organizational needs and position requirements and to formalize the job description.

In this assignment we would anticipate individual meetings with the Town Council and key staff members to solicit their view on the ideal candidate.

Our goal for this aspect of the recruitment process is to:

- Understand the Town 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 position description and a subsequent 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. For this assignment, we feel it is critical to develop a high level of visibility



with a comprehensive outreach program supplemented by a focused targeted recruitment approach. We would incorporate the following elements into this search:

- 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.
- Public information sources that include various membership listings such as the League of California Cities, ICMA and the various municipal organizations within California and possibly nationwide.
- An extensive mailing and emailing campaign to current town/city managers and select assistant managers throughout California.
- Print advertising in the ICMA Newsletter, Jobs Available and Western City Magazine.
- Internet job postings on national public sector employment bulletin boards, City Management and Municipal association-based web sites, and our company website. Posting sites would include ICMA, Western City, MMANC, MMASC and other pertinent sites related to local government executives.

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 the firm. Candidates who pass the initial "qualifying" criteria are then scheduled for a formal interview with Mr. Kimura. 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. The philosophy here is that the best indicator of future performance is assessing past behavior. This methodology allows the firm to "project" how a candidate would approach and address 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. Typically, the number of final candidates requested by our clients range from four to seven. 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.

The final candidates are presented in our in-depth candidate presentation "book". Each finalist will have a file consisting of a candidate summary sheet, a resume, the Candidate Assessment Report (based on the "behavioral" interview), and two candidate reference interviews.

Candidate summary sheets for everyone else who submitted a resume will 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.

Upon request, our firm will also arrange for summary background evaluations on the Town's final one or two candidates. A copy of these confidential reports can be provided for you. The costs for these investigations are considered independent of the recruitment expenses listed below and will be invoiced separately.

VI. Position Closure and Follow-Up

Based on the firm's experience in human resource management and executive search, we are able to 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 Town, 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.



References

- I. Town of Los Gatos
110 E. Main St.
Los Gatos, CA 95031
Joe Pirzynski, Mayor; phone: 408.356.3024

- II. City of Sunnyvale
456 W. Olive Ave.
Sunnyvale, CA 94088-3707
Gary Luebbers, City Manager; phone: 408.730.7480
Tony Spitaleri, Council Member (former Mayor); phone: 408.730.7473

- III. City of San Jose
200 East Santa Clara Street
San Jose, CA 95113
Debra Figone, City Manager; phone: 408.535.8100

Recruitment Schedule

Task	Scheduled Dates
<i>Orientation with Consultant</i>	<i>Weeks 1 - 2</i>
<i>Marketing & Advertising Development:</i> <ul style="list-style-type: none"> ▪ <i>Recruitment strategy finalized</i> ▪ <i>Determination of advertising scope and placement deadlines</i> ▪ <i>Brochure designed and printed</i> 	<i>Weeks 2 - 4</i>
<i>Marketing and Advertisement Period:</i> <i>Advertise in:</i> <ul style="list-style-type: none"> ▪ <i>Mailing to City Managers</i> ▪ <i>Jobs Available</i> ▪ <i>Western Cities</i> ▪ <i>City Management Internet advertising</i> ▪ <i>Town of Loomis Web Page</i> <i>Preliminary candidate screening</i>	<i>Weeks 4 - 10</i>
<i>Candidate Review - Screening and Finalists Selection</i>	<i>Weeks 6 - 10</i>
<i>Selection & Notification of Oral Board Panel Members</i> <i>Development and finalization of Oral Board Interview questions</i>	<i>Weeks 11-13</i>
<i>Oral Board Interview</i>	<i>Week 14</i>
<i>Department Head/Finance Staff/Council and/or Community representative interviews with finalists</i>	<i>Week 14-15</i>
<i>Final interviews and reference checks</i>	<i>Week 16</i>



Task	Scheduled Dates
<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 \$15,400. If awarded the search, we would request an initial retainer of \$6,400 at the outset of the search. The final balance of \$9,000 would be invoiced only upon acceptance of a job offer constituting completion of the search. Our invoicing model ensures the firm will remain totally committed to the town throughout the duration of the search as the final invoice is not submitted until the town has an accepted candidate.

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 be a not-to-exceed amount of \$5,500 without the express consent of the Town. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, summary background evaluations, and consultant travel for client discussions, meetings and local or out-of-area candidate interviews. All expense items will be detailed and billed on a monthly basis. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

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 is to our clients and their best interests.

It is also our practice to replace a candidate who may voluntarily resign during the first two years 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 two years for reasons which would have precluded his/her employment had they been known at the time employment started. 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.



William Avery & Associates
Management Consultants

3 1/2 N. Santa Cruz Ave, Suite A
Los Gatos, CA 95030

408.399.4424

Fax: 408.399.4423

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 a number of 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 is able to 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."



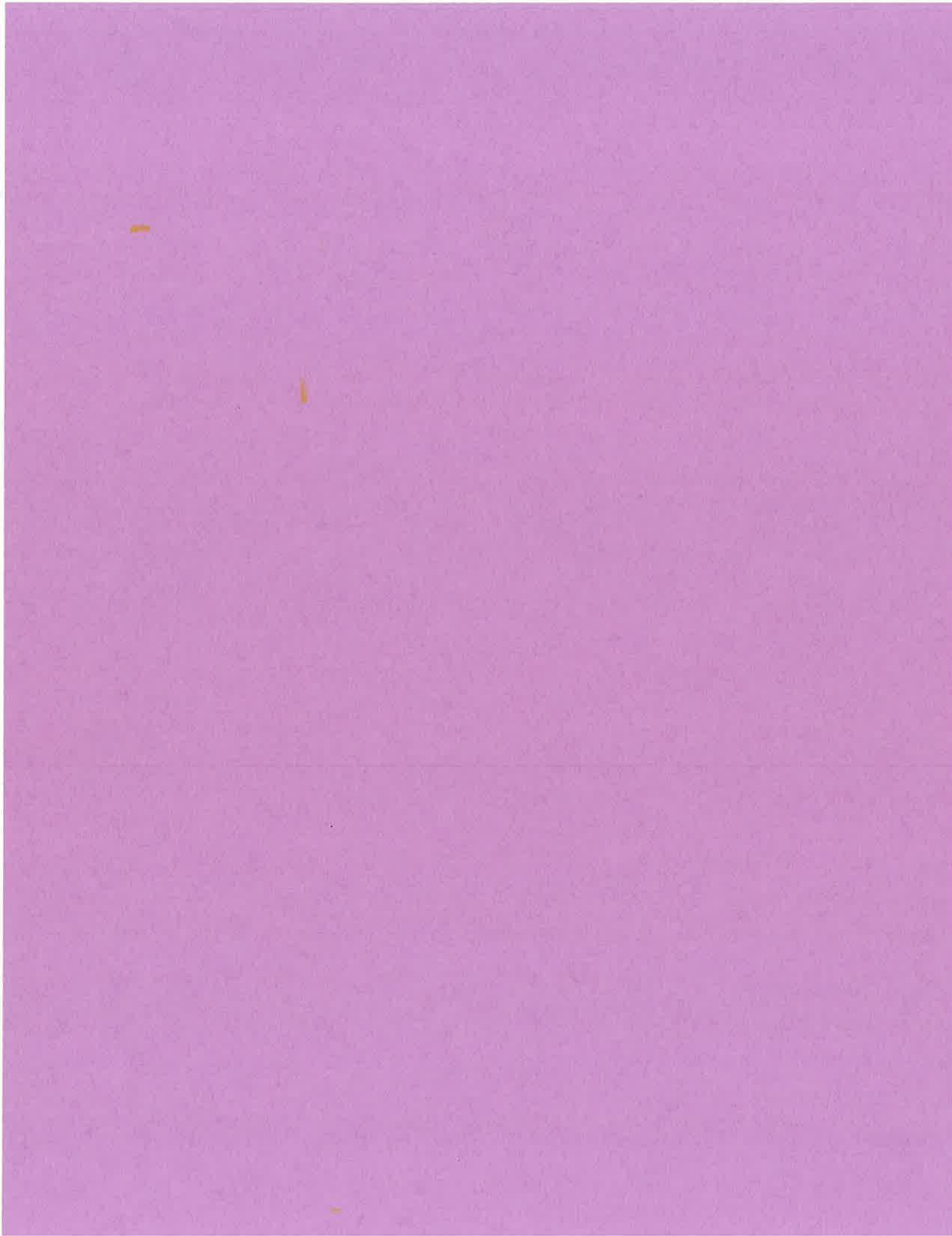
William Avery & Associates
Management Consultants

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EXECUTIVE SEARCH

HUMAN RESOURCES CONSULTING





**A PROPOSAL TO CONDUCT AN EXECUTIVE
RECRUITMENT FOR A
Town Manager
ON BEHALF OF THE
Town of Loomis**



March 8, 2011

Mayor Rhonda Morillas and Members of the Town Council
Town of Loomis
3665 Taylor Road
Loomis, CA 95650

Dear Mayor Morillas and Town Council Members:

Thank you for inviting Bob Murray & Associates to submit a proposal to conduct the Town Manager recruitment for the Town of Loomis. The following proposal details our qualifications and describes our process of identifying, recruiting and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, guarantee, and sample recruitment brochure.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments. We have created a recruitment process that combines our ability to help you to determine the direction of the search and the types of candidates you seek with our experience recruiting outstanding candidates who are not necessarily looking for a job. Our proven expertise ensures that the candidates we present for your consideration will match the criteria you have established and will be outstanding in their field.

With respect to the Town Manager recruitment, Bob Murray & Associates offers the following expertise:

- ✦ Bob Murray & Associates is familiar with the Town of Loomis, Placer County, and the surrounding region. One of our consultants, Sarah Kenney, resided in Loomis for five years and has family that has lived in Town since before incorporation, which gives our firm a unique understanding of the character and needs of the Town. Our recent experience includes conducting recruitments on behalf of the cities Rocklin (Assistant City Manager/Economic Development Manager, Human Resources Manager, and Police Chief) and Roseville (City Manager, Electric Utility Director, Planning Director and Police Chief). Our firm also conducted the General Manager recruitment for the South Placer Municipal Utility District. Our knowledge of the region, its issues, and the Town of Loomis' outstanding quality of life will be an asset in presenting this opportunity to prospective candidates.
- ✦ We have over 25 years of experience and an unmatched record of success in recruiting local government professionals. Bob Murray & Associates has conducted over 800 recruitments for local government professionals throughout the United States and has placed over 200 City and Town Managers, from the nation's largest cities to some of its smallest towns. We are currently conducting City Manager and City Administrator recruitments on behalf of the cities of Chowchilla,

Montebello, Mountain View, Pittsburg, San Carlos, and San Rafael, CA; as well for the city of Fort Lauderdale, FL. In the past three years, we have placed City Managers in the California cities of Apple Valley (Town Manager); Barstow; Calistoga; Concord; Coronado; Dixon; Dublin; Escalon; Laguna Beach; Manteca; Martinez; Menifee; Merced; Millbrae; Monterey Park; Palo Alto; Pasadena; Patterson; Roseville; Salinas; San Pablo; Santa Paula; Santa Rosa; South Lake Tahoe; South Pasadena; Temple City; Turlock; and Walnut Creek; in addition to the cities of Kirkland, WA; and Phoenix, AZ. Our previous experience includes conducting searches for the California cities of Albany (City Administrator); Antioch; Arcata; Benicia; Campbell; Capitola; Carmel-by-the-Sea (City Administrator); Chico; Claremont; Chula Vista; Corcoran; Corona; Corte Madera (Town Manager); Elk Grove; Fairfield; Fortuna; Fremont; Goleta; Grover Beach; Half Moon Bay; Hollister; Ione; Imperial; Irwindale; La Mesa; La Palma; Lakeport; Lathrop; Lancaster; Lemon Grove; Los Alamitos; Menlo Park; Mill Valley; Monrovia; Needles; Novato; Oakdale; Oakley; Oceanside; Ojai; Orinda; Pacifica; Pico Rivera; Pismo Beach; Pittsburg; Poway; Rancho Cordova; Rancho Santa Margarita; Red Bluff; Rio Vista; San Clemente; San Ramon; Sonoma; Stanton; Stockton; Thousand Oaks; Tracy; Truckee (Town Manager); Turlock; Ventura; Westminster; Woodland; and Yuba City; in addition to the cities of Airway Heights, WA; Albany, OR; Castle Rock, CO; Coos Bay, OR; Damascus, OR; Eugene, OR; Milwaukie, OR; Newberg, OR; Newcastle, WA; Salem, OR; San Antonio, TX; Shoreline, WA; Oak Creek, WI; and Springfield, OR. Our extensive contacts and knowledge of outstanding candidates will ensure you have a quality group of finalists from which to select the Town of Loomis' next City Manager.

- The advantage of hiring Bob Murray & Associates is that we have a proven process. We have designed a recruitment process that is created to match candidates with your needs. By cross-referencing your needs with our database and contacts in the field, we will aggressively conduct an outreach program that is designed to identify and recruit outstanding candidates. We recognize that the best candidate is often not looking for a new job, and it is this type of candidate that we actively recruit.

A significant portion of our process focuses on conducting thorough and confidential background investigations of the top 2-3 candidates to ensure that nothing about them is left undiscovered. We have candid discussions with references who have insight into the candidate's experience, style and ethics; conduct a search of newspaper articles; and run credit, criminal and civil records reports. This ensures that the chosen candidate will not only be an excellent fit with the Town of Loomis, but also that the selected candidate will reflect positively upon your organization.

To learn first-hand of the quality of our service and our recruitment successes, we invite you to contact the references listed on page 9 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 should you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Bob Murray". The signature is written in a cursive style with a prominent loop at the end.

Bob Murray

President

Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' unique and client oriented approach to executive search will ensure that the Town of Loomis has quality candidates from which to select the new Town Manager. Outlined below are the key steps in our recruitment process.

STEP 1 DEVELOPING THE CANDIDATE PROFILE

Our understanding of the Town of Loomis' needs will be key to a successful search. We will work with the Mayor and Town Council members to learn as much as possible about the organization's expectations for a new Town Manager. We want to learn the values and culture of the organization, as well as understand the current issues, challenges and opportunities that face the Town of Loomis. We also want to know the Mayor and members of the Town Council's expectations regarding the knowledge, skills and abilities sought in the ideal candidate and will work with the Town to identify expectations regarding education and experience. Additionally, we want to discuss expectations regarding compensation and other items necessary to complete the successful appointment of the ideal candidate. The profile we develop together at this stage will drive subsequent recruitment efforts.

STEP 2 ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the Town of Loomis' needs, we will design an effective advertising campaign appropriate for the Town Manager recruitment. We will focus on professional journals that are specifically suited to the Town Manager search. We will also develop a professional recruitment brochure on the Mayor and Town Council members' behalf that will discuss the community, organization, position and compensation in detail. Once completed, we will mail the profile to an extensive audience, making them aware of the exciting opportunity with the Town of Loomis.

STEP 3 RECRUITING CANDIDATES

After cross-referencing the profile of the ideal candidate with our database and contacts in the field, we will conduct an aggressive outreach effort, including making personal calls to prospective applicants, designed to identify and recruit outstanding candidates. We recognize that the best candidate is often not looking for a new job and this is the person we actively seek to convince to become a candidate. Aggressively marketing the Town Manager position to prospective candidates will be essential to the success of the search.

STEP 4 SCREENING CANDIDATES

Following the closing date for the recruitment, we will screen the resumes we have received. We will use the criteria established in our initial meetings as a basis upon which to narrow the field of candidates.

STEP 5 PERSONAL INTERVIEWS

We will conduct personal interviews with the top 10 to 12 candidates with the goal of determining which candidates have the greatest potential to succeed in your organization. During the interviews we will explore each candidate's background and experience as it relates to the Town Manager position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of 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 PUBLIC RECORD SEARCH

Following the interviews, we will conduct a review of published articles for each candidate. Various sources will be consulted including Lexis-Nexis™, a newspaper/magazine search engine, Google, and local papers for the communities in which the candidates have worked. This alerts us to any further detailed inquiries we may need to make at this time.

STEP 7 RECOMMENDATION

Based on the information gathered through meetings with your organization, and personal interviews with candidates, we will recommend a limited number of candidates for your further consideration. We will prepare a detailed written report on each candidate that focuses on the results of our interviews and public record searches. We will make specific recommendations, but the final determination of those to be considered will be up to you.

STEP 8 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 adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel or assessment center process. We will provide you with suggested interview questions and rating forms and will be present at the interview/assessment center to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates.

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 manner in which the entire process is conducted will have an effect on the candidates' perception of your organization.

STEP 9 BACKGROUND CHECKS /DETAILED REFERENCE CHECKS

Based on final interviews we will conduct credit, criminal, civil litigation and motor vehicle record checks for the top one to three candidates. In addition, those candidates will be the subjects of detailed, confidential reference checks. In order 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. We will ask candidates to forward the names of their supervisors, subordinates and peers for the past several years. Additionally, we make a point of speaking confidentially to individuals who we know have insight into a candidate's abilities, but who may not be on their preferred list of contacts. At this stage in the recruitment we will also verify candidates' degrees.

STEP 10 NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. We know what other organizations have done to put deals together with great candidates and will be available to advise you regarding current approaches to difficult issues such as housing and relocation. We will represent your interests and advise you regarding salary, benefits and employment agreements with the goal of putting together a deal that results in the appointment of your chosen candidate. Most often we can turn a very difficult aspect of the recruitment into one that is viewed positively by both you and the candidate.

STEP 11 COMPLETE ADMINISTRATIVE ASSISTANCE

Throughout the recruitment we will provide the Mayor and members of the Town Council with updates on the status of the search. We will also take care of all administrative details on your behalf. Candidates will receive personal letters advising them of their status at each critical point in the recruitment. In addition, we will respond to inquiries about the status of their candidacy within twenty-four hours. Every administrative detail will receive our attention. Often, candidates judge our clients based on how well these details are handled.

BUDGET AND TIMING

PROFESSIONAL FEE AND EXPENSES

The consulting fee for conducting the Town Manager recruitment on behalf of the Town of Loomis is \$14,500 plus expenses. Services provided for the fee consist of all steps outlined in this proposal including three (3) days of meetings on site. The Town of Loomis will be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project to be \$4,500-\$5,500. Reimbursable expenses include such items as the cost of travel, clerical support, placement of ads, credit, criminal and civil checks, education verification, as well as newspaper searches. In addition, postage, photocopying, and telephone charges will be allocated.

TIMING

We are prepared to start work on this assignment immediately and anticipate that we will be prepared to make our recommendation regarding finalists within seventy five to ninety days from the start of the search.

GUARANTEE

We guarantee that should the selected candidate be terminated for cause within the first two years (24 months) of employment, we will conduct the search again at no cost (with the exception of expenses) to the Town of Loomis. We are confident in our ability to recruit outstanding candidates and do not expect the Town of Loomis to find it necessary to exercise this provision of our proposal.

PROFESSIONAL QUALIFICATIONS

BOB MURRAY, PRESIDENT

Mr. Murray brings over 25 years experience as a recruiter. Mr. Murray is recognized as one of the nation's leading recruiters. He has conducted hundreds of searches for cities, counties, and special districts. He has been called on to conduct searches for some of the largest most complex organizations in the country and some of the smallest. Mr. Murray has conducted searches for chief executives, department heads, professional and technical positions. Mr. Murray has taken the lead on the firm's most difficult assignments with great success. His clients have retained him again and again given the quality of his work and success in finding candidates for difficult to fill positions.

Prior to creating Bob Murray & Associates, Mr. Murray directed the search practice for the largest search practice serving local government in the country. Mr. Murray has worked in local government and benefits from the knowledge of having led an organization. Prior to his career in executive search he served as the City Manager for the City of Olympia, Washington. He has also served as an Assistant City Manager and held positions in law enforcement.

Mr. Murray received his bachelor's degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

REGAN WILLIAMS, VICE PRESIDENT

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates. Most recently, he worked as a private consultant with Deloitte and Touche on various public sector assignments. Prior to that, he served as Director of Public Safety with the City of Sunnyvale, CA.

Mr. Williams was involved in the development of some of Sunnyvale's most innovative programs and has a national reputation for excellence in law enforcement. He has been responsible for numerous recruitments throughout his career. Clients find his insight and expertise in recruitment and selection a valuable asset.

Mr. Williams received his bachelor's degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

WESLEY HERMAN, VICE PRESIDENT

Mr. Herman brings over 10 years of management and recruitment experience to Bob Murray & Associates. Most recently, he worked as a Regional Manager for an investment firm directing the recruitment, development and management of a team of associates located throughout the West Coast. Mr. Herman served as the lead contributor to conduct all candidate interviews, engage in negotiations and make recommendations to the firm's principals regarding associate employment for his division. In addition, Mr. Herman has acted in various public sector capacities including as a law enforcement officer and as a legislative advocate for a state industry association.

Mr. Herman's local government and private industry experience have afforded him a unique insight into the specialized needs of each selection process and the ability to identify the ideal group of candidates for an open position. Bob Murray & Associates values his strength in communicating and identifying quality candidates.

Mr. Herman received his Bachelor of Science degrees in Economics and Business Administration from Saint Mary's College of California. He has had further studies in both Public Administration and the Administration of Justice.

S. RENEE NARLOCH, VICE PRESIDENT

Ms. Narloch is the Director of our East Coast Office located in Tallahassee, Florida. Ms. Narloch has extensive experience in public sector recruitments nationwide. She was formerly employed by a large, national search firm as a Senior Recruiter with sole responsibility for the firm's executive search practice in the Southeastern, Mid-Atlantic and Mid-Western states.

Ms. Narloch has fifteen years of experience in Executive Recruitment and has been involved in over 400 national searches. Prior to her recruitment career, she was a Senior Consultant for a national search firm's cost plan and revenue enhancement divisions, serving public sector clients nationwide. She also worked for three Fortune 500 companies in their sales, marketing and financial accounting divisions. Ms. Narloch is responsible for all facets of recruitment including serving as lead consultant with project management responsibilities, recruiting candidates, conducting preliminary interviews and detailed reference inquires, and assisting clients in final interviews and negotiations. As Director of the East Coast Office, Ms. Narloch provides expertise in public sector recruitment, enabling us to better serve clients nationwide.

Ms. Narloch received her Bachelor of Arts degree in Information Studies, summa cum laude, at the Florida State University, Tallahassee, Florida.

AMANDA URRUTIA-SANDERS, PRINCIPAL CONSULTANT

As a Principal Consultant with Bob Murray & Associates, Ms. Urrutia-Sanders is responsible for research, candidate recruitment and screening, as well as reference checks and background verifications. She focuses on client communication and works closely with clients to coordinate candidate outreach and ensure a successful search.

Ms. Urrutia-Sanders brings several years of industry experience as she worked for one of the nation's largest recruitment firms. Her insight into the recruitment process is a valuable asset to Bob Murray & Associates.

Ms. Urrutia-Sanders received her Bachelor of Arts degree in Communications from the University of Wyoming.

SARAH KENNEY, SENIOR CONSULTANT

As a Senior Consultant with Bob Murray & Associates, Ms. Kenney is responsible for candidate recruitment and screening, research, reference checks, and background verifications. Her focus is client service, and she works closely with clients to coordinate candidate outreach and ensure successful searches.

Ms. Kenney brings over a decade of customer service and management experience to Bob Murray & Associates. She uses her experience to ensure all parties involved are satisfied with every step of recruitment at our firm.

Ms. Kenney received her Bachelor of Arts degree in Psychology from the University of California at Davis.

ROSA GOMEZ, ADMINISTRATIVE MANAGER

Ms. Rosa Gomez is the Administrative Manager at Bob Murray & Associates. Ms. Gomez is the first point of contact at Bob Murray & Associates and has extensive administrative experience.

Ms. Gomez is known for her personal approach as she works closely with clients and candidates alike to ensure a successful search. As the first point of contact for Bob Murray & Associates Ms. Gomez's professional approach is of the highest caliber.

REFERENCES

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

- CLIENT:** Town of Apple Valley, CA
POSITION: Human Resources Director and Town Manager
REFERENCE: Mr. Rick Roelle, Mayor, (760) 240-7000 x7800
- CLIENT:** City of Roseville, CA
POSITION: City Manager, Electric Utility Director, Planning Director, and Police Chief
REFERENCE: Mr. Ray Kerridge, City Manager, (916) 774-5362 or Ms. Stacey Haney, Human Resources Director, (916) 774-5374
- CLIENT:** City of Rocklin, CA
POSITION: Assistant City Manager/Economic Development Director, Human Resources Manager, and Police Chief
REFERENCE: Mr. Carlos Urrutia, City Manager, (916) 632-4050 or Ms. Judy LaPorte, Director of Administrative Services, (916) 632-5055
- CLIENT:** City of Calistoga, CA
POSITION: City Manager
REFERENCE: Mayor Jack Gingles, (707) 942-6486

BOB MURRAY & ASSOCIATES
CLIENT LIST SINCE 2000

CITY MANAGER

Airway Heights, WA
Albany, CA (City Administrator)
Albany, OR
Antioch, CA
Apple Valley, CA (Town Manager)
Arcata, CA
Barstow, CA
Benicia, CA
Campbell, CA
Capitola, CA
Carmel, CA
Castle Rock, CO (Town Manager)
Chico, CA
Chino Hills, CA
Chowchilla, CA (City
Administrator)
Chula Vista, CA
Claremont, CA
Concord, CA
Coos Bay, OR
Corcoran, CA
Corona, CA
Coronado, CA
Corte Madera, CA (Town Manager)
Dixon, CA
Dublin, CA
Elk Grove, CA
Escalon, CA
Eugene, OR
Fairfield, CA
Fortuna, CA
Fremont, CA
Goleta, CA
Grover Beach, CA
Half Moon Bay, CA
Hollister, CA
Imperial, CA
Ione, CA
Irwindale, CA
Kirkland, WA
La Mesa, CA
La Palma, CA
Laguna Beach, CA
Lakeport, CA
Lancaster, CA
Lathrop, CA
Lemon Grove, CA
Los Alamitos, CA
Manteca, CA
Martinez, CA
Menifee, CA
Menlo Park, CA
Merced, CA
Millbrae, CA
Mill Valley, CA
Milwaukie, OR
Monrovia, CA
Montebello, CA (City
Administrator)
Monterey Park, CA
Mountain View, CA
Needles, CA
Newberg, OR
Newcastle, WA
Novato, CA
Oak Creek, WI (City
Administrator)
Oakdale, CA
Oakley, CA
Oceanside, CA
Ojai, CA
Orinda, CA
Pacifica, CA
Palo Alto, CA
Pasadena, CA
Patterson, CA
Phoenix, AZ
Pittsburg, CA
Pico Rivera, CA
Pismo Beach, CA
Pittsburg, CA
Poway, CA
Rancho Cordova, CA
Rancho Santa Margarita, CA
Red Bluff, CA
Rio Vista, CA
Roseville, CA
Salem, OR
Salinas, CA
San Antonio, TX
San Carlos, CA
San Clemente, CA
San Pablo, CA
San Rafael, CA
San Ramon, CA

Santa Paula, CA
Santa Rosa, CA
Shoreline, WA
Sonoma, CA
South Lake Tahoe, CA
South Pasadena, CA
Springfield, OR
Stanton, CA
Stockton, CA
Temple City, CA
Thousand Oaks, CA
Tracy, CA
Truckee, CA (Town Manager)
Tualatin, OR
Turlock, CA
Vallejo, CA
Ventura, CA
Walnut Creek, CA
Westminster, CA
Woodland, CA
Yuba City, CA

**ASSISTANT/DEPUTY CITY
MANAGER**

Alameda, CA
Barstow, CA
Beverly Hills, CA
Carlsbad, CA
Dublin, CA
Lancaster, CA
Monterey, CA
North Las Vegas, NV
Orange, CA
Pasadena, CA
Peoria, AZ
Petaluma, CA
Pomona, CA
Rancho Cordova, CA
Reno, NV
Rocklin, CA
San Diego, CA (Asst. COO)
Stockton, CA
Woodland, CA
Yuba City, CA

COUNTY ADMINISTRATOR

Butte County, CA
Clackamas County, OR
Clark County, NV (Assistant)
Deschutes County, OR

Marion County, OR
San Benito County, CA
Tehama County, CA
Washington County, OR

ADMINISTRATIVE SERVICES

DIRECTOR

Corona, CA
Garden Grove, CA
Los Alamitos, CA
Ontario, CA
Placer County Water Agency, CA
Pleasanton, CA
Stockton, CA
Yucca Valley, CA

ANIMAL SERVICES DIRECTOR

Oakland, CA
Rancho Cucamonga, CA

AVIATION/AIRPORT

Big Bear Airport, CA
Bob Hope Airport, CA
Clark County, NV-McCarran
International Airport
Dallas/Fort Worth, TX
San Jose, CA

BUILDING

OFFICIALS/INSPECTION

Arroyo Grande, CA
Bakersfield, CA
Centre City Development
Corporation, CA
El Segundo, CA
Grants Pass, OR
Marin County, CA
Modesto, CA
Palo Alto, CA
Sacramento, CA
San Francisco, CA
Stockton, CA
Tehama County, CA
Yuba City, CA

CITY CLERK

Central Contra Costa Sanitation
District, CA (Secretary to the
District)
Chino Hills, CA

Dublin, CA
Fremont, CA
Menlo Park, CA
Monterey County, CA (Clerk to the Board)
Napa, CA
Rio Vista, CA
Santa Clara Valley Transportation Authority, CA (Board Secretary)
Sunnyvale, CA

COMMUNITY DEVELOPMENT

DIRECTOR

Benicia, CA
Beverly Hills, CA
Capitola, CA
Chino Hills, CA
Cotati, CA
Fremont, CA
Fullerton, CA
Los Banos, CA
Maple Valley, WA
Marin County, CA
Modesto, CA
Moreno Valley, CA
Newark, CA
Newcastle, WA
Oakland, CA
Oceanside, CA
Pleasanton, CA
Redlands, CA
Salem, OR
San Carlos, CA
Santa Cruz, CA
Stockton, CA
Vacaville, CA
Vallejo, CA
Walnut Creek, CA
Yuba City, CA (ACM for Development Services)
Yucca Valley, CA

CONVENTION AND VISITOR'S

BUREAU DIRECTOR

Los Angeles, CA
North Lake Tahoe Visitors Bureau, CA
Mammoth Lakes, CA
San Antonio, TX
Steamboat Springs, CO

**ECONOMIC DEVELOPMENT/
REDEVELOPMENT**

Broward County, FL
Chula Vista, CA
Fremont, CA
Fresno, CA
Fullerton, CA
Milpitas, CA
Modesto, CA
New Orleans Redevelopment Authority, OR
Oakland, CA
Peoria, AZ
Port of Los Angeles, CA
Port of San Diego, CA
Redlands, CA
Sacramento, CA
Salinas, CA
Scottsdale, AZ
Stockton, CA
Taft, CA
Tracy, CA
Upland, CA
Vancouver, WA

ENGINEERING

Bakersfield, CA
Barstow, CA
Bob Hope Airport, CA
Central Contra Costa Sanitary District, CA
Chino Hills, CA
Clark County, NV – McCarran Airport
Corona, CA
Damascus, OR
Dublin San Ramon Services District, CA
Elk Grove, CA
Imperial Irrigation District, CA
Los Banos, CA
Needles, CA
Nevada County, NV
Nye County, NV
Oceanside, CA
Omnitrans, CA
Pico Rivera, CA
Pismo Beach, CA

Pomona, CA
Richmond, CA
Reno, NV
Stockton, CA
San Luis Obispo County,
Nacimiento Project, CA
South Pasadena, CA
Tiburon, CA
Tracy, CA

EXECUTIVE DIRECTOR

Association of Monterey Bay Area
Governments, CA
Arizona Municipal Water Users
Association, AZ
Bay Area Air Quality Management
District, CA
California Peace Officers
Association, CA
California State Association of
Counties, CA
California School Boards
Association, CA
Central Contra Costa Solid Waste
Authority, CA
Chula Vista Redevelopment
Agency, CA
Elk Grove-Rancho Cordova-El
Dorado Connector JPA, CA
Housing Authority of the City of
Los Angeles, CA
Housing Authority of the County
of Butte, CA
Housing Authority of the County
of Santa Cruz, CA
Hub Cities Consortium, CA
Kings Community Action
Organization, CA
Mammoth Lakes Visitors Bureau,
CA
March Joint Powers Authority, CA
Metro, Portland, OR
Oregon Cascades West Council of
Governments, OR
Palos Verdes Library District, CA
Sacramento Area Flood Control
Agency, CA (Executive & Deputy)
San Diego Association of
Governments, CA
San Francisco Estuary Institute, CA

San Joaquin Council of
Governments, CA
Santa Clara Valley Water District,
CA (CEO)
South Bayside Waste Management
Authority, CA
Southern California Association of
Governments (Deputy)
Vancouver Housing Authority, WA
(Executive & Deputy)
West Contra Costa Integrated
Waste Management District, CA
West Contra Costa Transportation
Advisory Committee, CA
Yolo Emergency Communications
Agency, CA

FINANCIAL

Alameda County Congestion
Management Agency, CA
Aurora, CO
Baldwin Park, CA
Barstow, CA
Boulder City, NV
Calaveras County Water District,
CA
Campbell, CA
Chino Hills, CA
Clark County, NV
Corona, CA
Damascus, OR
D.C. Government, DC
Elk Grove, CA
Grants Pass, OR
Half Moon Bay, CA
Hercules, CA
Housing Authority of the City of
Los Angeles, CA
Imperial Beach, CA
Imperial Irrigation District, CA
Inglewood, CA
Ione, CA
Lancaster, CA
Los Altos, CA
Menlo Park Fire Protection
District, CA
Norfolk, VA (Assistant Director)
Palmdale Water District, CA
Pleasanton, CA
San Diego, CA

San Francisco, CA
San Leandro, CA
San Jose, CA
Santa Monica, CA
Sparks, NV
Stockton, CA
Thornton, CO

FIRE CHIEF

Alameda, CA
Arroyo Grande (Director of
Building & Fire)
Aurora, CO
Chula Vista, CA
Eugene, OR
Fremont, CA
Folsom, CA
Fullerton, CA
Glendale, CO
Hillsboro, OR
Livermore – Pleasanton Fire
District, CA
Milpitas, CA
Monrovia, CA
Montebello, CA
Mountain View, CA
Newark, CA (Assistant & Chief)
Oceanside, CA
Petaluma, CA
Rancho Cucamonga, CA (Deputy
& Chief)
Rancho Santa Fe Fire Protection
District, CA
Salinas, CA
San Mateo, CA
San Miguel Fire Protection District,
CA
Santa Cruz, CA
Sonoma Valley Fire & Rescue
Authority, CA
Sunnyvale, CA (Public Safety
Director)
University of California, Davis
Union City, CA (Assistant & Chief)
Upland, CA
Vacaville, CA

GENERAL MANAGER

Calaveras County Water District,
CA

Central Contra Costa Sanitation
District, CA
Central Marin Sanitation Agency,
CA
Coachella Valley Mosquito Vector
Control District, CA
East Bay Dischargers Authority,
CA
Fallbrook Public Utilities District,
CA
Hilton, Famkopf, and Hobson
LLC, CA
Joshua Basin Water District, CA
Kennewick Irrigation District, WA
(District Manager)
Los Angeles Convention Center,
CA
Monterey Peninsula Regional Park
District, CA
Monterey Regional Waste
Management District, CA
Monterey Regional Water Pollution
Control Agency, CA (Assistant)
Nipomo Community Services
District, CA
Oro Loma Sanitary District, CA
Public Agency Risk Sharing
Authority of California, CA
Pleasant Valley Recreation & Park
District, CA
Reclamation District 1000, CA
(District Engineer)
Ross Valley Sanitary District, CA
Salinas Valley Solid Waste
Authority, CA
Sanitary District No. 5 of Marin
County, CA
Santa Cruz Consolidated
Emergency Communications
Center, CA
Sewer Authority Mid-Coastside,
CA
South Placer Municipal Utility
District, CA
Sweetwater Springs Water District,
CA
Union Sanitary District, CA
Valley of the Moon Water District,
CA
Walnut Valley Water District, CA

HOUSING

Housing Authority for the City of
Los Angeles, CA
Housing Authority for the County
of Butte, CA
Housing Authority for the County
of Santa Cruz, CA
Milpitas, CA
Vancouver Housing Authority, WA
(Executive Director & Deputy)

LEGAL COUNSEL

Aurora, CO
Broward County, FL
Cupertino, CA
Hayward, CA
Lathrop, CA
Monterey, CA
Morgan Hill, CA
Newport Beach, CA
North Las Vegas, NV
Oceanside, CA
Palo Alto, CA
Sacramento Area Flood Control
Agency, CA
Salinas, CA
San Benito County, CA
San Mateo, CA
Santa Ana, CA
Stockton, CA
Ventura, CA
Yolo County, CA (Assistant
County Counsel)

LIBRARY

Corona, CA
Folsom, CA
Palos Verdes Library District, CA
Stockton-San Joaquin County
Public Library, CA

**PARKS/RECREATION/
COMMUNITY SERVICES**

Anaheim, CA
Arlington, TX
Bakersfield, CA
El Segundo, CA
Emeryville, CA
Half Moon Bay, CA

Lemoore, CA
Long Beach, CA
Lynwood, CA (Director &
Assistant Director)
Maple Valley, WA
Milpitas, CA
Pleasanton, CA
Pleasant Valley Recreation and
Park District, CA
Pomona, CA
Sacramento, CA
San Carlos, CA
San Jose, CA (Director & Assistant
Director)
Santa Clarita, CA
Stockton, CA
Ventura, CA
Whittier, CA

**PERSONNEL/HUMAN
RESOURCES**

Alameda County, CA
Anaheim, CA
Apple Valley, CA
Barstow, CA (Assistant to the City
Manager/Human Resources)
Benicia, CA
Colusa County, CA
Corona, CA
Desert Water Agency, CA
Fremont, CA
Inland Empire Utilities Agency, CA
Glendale, AZ
Grants Pass, OR
Judicial Council of California –
Administrative Office of the
Courts, CA
Las Virgenes Municipal Water
District, CA
Moreno Valley, CA
Newark, CA
Norfolk, VA (Assistant Director)
North Las Vegas, NV
Oceanside, CA
Ontario, CA
Palmdale Water District, CA
Petaluma, CA
Pomona, CA
Rancho Cordova, CA
Redlands, CA

Rocklin, CA
San Antonio Housing Authority,
TX
Scottsdale, AZ
Stockton, CA
Tehama County, CA
Yucca Valley, CA

PLANNING

Alameda, CA
Beverly Hills, CA
Centre City Development
Corporation, CA
Corona, CA
Chula Vista, CA
Damascus, OR
El Segundo, CA
Elk Grove, CA
Healdsburg, CA
Los Banos, CA
Madera, CA
Milpitas, CA
Modesto, CA
Needles, CA
Oceanside, CA
Palo Alto, CA
Pacifica, CA
Pleasanton, CA
Reno, NV
Riverside, CA
Robson Homes, CA
Roseville, CA
Sacramento, CA
San Benito County, CA
Santa Cruz, CA
Stockton, CA
Tracy Unified School District, CA
Washington County, OR

POLICE CHIEF/SAFETY

Arroyo Grande, CA
Ashland, OR
Aurora, CO
Bay Area Rapid Transit, CA
Bellevue, WA
Berkeley, CA
Capitola, CA
Carlsbad, CA
Chico, CA
Colton, CA

Concord, CA
Culver City, CA
El Cerrito, CA
Eugene, OR
Fairfield, CA
Folsom, CA
Fullerton, CA
Glendale, AZ (Chief & Assistant
Chiefs)
Glendora, CA
Half Moon Bay, CA
Hayward, CA
Irvine, CA
Irwindale, CA
La Mesa, CA
Lake Oswego, OR
Littleton, CO
Livingston, CA
Lodi, CA
Los Angeles, CA
Los Angeles World Airports, CA
Los Banos, CA
Mammoth Lakes, CA (Interim)
Manhattan Beach, CA
Maywood, CA
Menlo Park, CA
Merced, CA
Mesa, AZ
Monrovia, CA
Montebello, CA
Monterey, CA
Morgan Hill, CA
North Las Vegas, NV
Novato, CA
Oakdale, CA
Oceanside, CA
Orange County, CA (Sheriff-
Coroner)
Palo Alto, CA
Pasadena, CA
Peoria, AZ
Petaluma, CA
Pismo Beach, CA
Placentia, CA
Pleasanton, CA
Port of Long Beach, CA
Port of San Diego, CA
Port of Seattle, WA
Reno, NV
Rio Vista, CA

Rocklin, CA
Roseville, CA
Sacramento, CA
Salinas, CA
San Bernardino, CA
San Diego State University, CA
San Fernando, CA
San Francisco, CA
San Jose State University, CA
San Rafael, CA
Sausalito, CA
Seaside, CA
Signal Hill, CA
South Gate, CA
Sunnyvale, CA (Public Safety
Director)
Tulsa, OK
Turlock, CA
University of California, Davis, CA
University of California, Santa
Barbara, CA
University of Oregon, OR
Vacaville, CA
Virginia Commonwealth
University, VA
Whittier, CA

POLICE COMMAND STAFF

Atascadero, CA
Bay Area Rapid Transit , CA
Menlo Park, CA
Pleasanton, CA
Santa Rosa, CA
Port of San Diego, CA
University of California, San
Francisco, CA

POLICE OVERSIGHT

Bay Area Rapid Transit, CA
(Independent Police Auditor)
San Francisco, CA (Director of
Office of Citizen Complaints)
San Jose, CA (Independent Police
Auditor)

PUBLIC AFFAIRS/

**INTERGOVERNMENTAL
RELATIONS DIRECTOR**

Beverly Hills, CA
Rancho Cordova, CA

Thornton, CO
San Diego Regional Airport
Authority, CA
West Basin Municipal Water
District, CA

**PUBLIC SAFETY
COMMUNICATIONS**

Aurora, CO
Clackamas County, OR
Heartland Communications Facility
Authority, CA
San Francisco, CA
San Jose, CA
Santa Cruz Consolidated
Emergency Communications
Center, CA
Washington County Consolidated
Communications Agency, OR
Yolo Emergency Communications
Agency, CA

PUBLIC WORKS

Belmont, CA
Chandler, AZ
Clark County, NV
Elk Grove, CA
Fresno, CA
Galt, CA
Grants Pass, OR
Half Moon Bay, CA
Healdsburg, CA
Huntington Beach, CA
Inglewood, CA
Lathrop, CA
Los Banos, CA
Mammoth Lakes, CA
Maple Valley, WA
Modesto, CA
Monrovia, CA
Morro Bay, CA
Needles, CA (Utilities Director)
Pico Rivera, CA
Pismo Beach, CA
Pomona, CA (Director & Deputy
Director)
Poway, CA
Redlands, CA
Roseburg, OR
Roseville, CA

San Benito County, CA
San Carlos, CA
San Diego, CA (Utilities Director)
San Jose, CA (Deputy Director)
Santa Cruz, CA
South Pasadena, CA
Stockton, CA (Deputy Director)
Sumter County, FL
Tehama County, CA
Tiburon, CA
Upland, CA
Woodland, CA

PURCHASING

Central Contra Costa Sanitary
District, CA (Purchasing &
Materials Manager)
Tacoma, WA (Purchasing Manager)

RISK MANAGEMENT

Central Contra Costa Sanitary
District, CA (Safety & Risk
Management Administrator)
Central Marin Sanitation Agency,
CA (Director of Safety and
Training)
Riverside Transit Agency, CA (Risk
Manager)

TECHNOLOGY

Clark County, NV
Durham, NC
Fresno, CA
Hayward, CA
Hillsboro, OR
Inland Empire Utilities Agency, CA
Modesto, CA
San Francisco, CA
State Bar of California

TRANSPORTATION

Association of Monterey Bay Area
Governments, CA
Elk Grove-Rancho Cordova-El
Dorado County Connector Joint
Powers Authority, CA
Omnitrans, CA
San Diego Association of
Governments, CA

San Joaquin Council of
Governments, CA
Santa Clarita, CA
Washington County, OR
West Contra Costa Transportation
Advisory Committee, CA

WASTE WATER/SANITATION/ SOLID WASTE

Central Contra Costa Sanitation
District, CA
Central Contra Costa Solid Waste
Authority, CA
Central Marin Sanitation Agency,
CA
Dublin San Ramon Services
District, CA
East Bay Dischargers Authority,
CA
Monterey Regional Waste
Management District, CA
Monterey Regional Water Pollution
Control Agency, CA
Oro Loma Sanitary District, CA
Richmond, CA
Ross Valley Sanitary District, CA
Salinas Valley Solid Waste
Authority, CA
Sanitary District No. 5 of Marin
County, CA
San Jose, CA
Sewer Authority Mid-Coastside,
CA
South Bayside Waste Management
Authority, CA
Stockton, CA
Union Sanitary District, CA
West Contra Costa Integrated
Waste Management Authority, CA

WATER

Arizona Municipal Water Users
Association, AZ
Aurora, CO
Bakersfield, CA
Calaveras County Water District,
CA
Joshua Basin Water District, CA
Kennewick Irrigation District, CA
Phoenix, AZ

Reclamation District 1000, CA
(District Engineer)
Sacramento Area Flood Control
Agency, CA
San Jose, CA
San Luis Obispo County, CA
Santa Clara Valley Water District,
CA
South Placer Municipal Utility
District, CA
Stockton, CA
Sweetwater Springs Water District,
CA
Valley of the Moon Water District,
CA
Walnut Valley Water District, CA

Sacramento, CA (Preservation
Director)
Sacramento, CA (Urban Design
Manager)
San Jose, CA (Assistant Director of
Environmental Services)
San Manuel Band of Tribal Indians,
CA (Tribal Manager)
State Bar of California, CA (Chief
Information Officer)
Superior Court of California,
County of San Luis Obispo, CA
(Assistant Court Executive Officer)
Washoe County, NV (Senior
Services Director)
Washoe County, NV (Social
Services Director)

OTHER

Bay Area Air Quality Management
District, CA (Deputy Air Pollution
Control Officer)
Benton County, OR (Health
Director)
Bureau Veritas, CA (Vice President
– Operations)
Central Contra Costa Sanitary
District (Director of Collection
System Operations and Director of
Plant Operations)
Government Services Group, Inc.
(Municipal Services Manager)
Imperial Irrigation District
(Assistant Manager of Construction
Operations and Maintenance)
Hilton, Farnkopf, and Hobson
LLC (Manager/Vice President)
Monterey Bay Unified Air
Pollution Control District, CA (Air
Pollution Control Officer)
Port of Long Beach, CA (Managing
Director)
Port of Los Angeles, CA
(Executive Director of Port
Technologies Development
Center)
Port of San Diego, CA (Senior
Director of Real Estate)
Robson Homes (Forward Planner
and Land Acquisition Manager)

CITY OF
SANTA ROSA, CA

INVITES YOUR
INTEREST IN
THE POSITION OF

CITY
MANAGER



FINISH

Santa Rosa, CA



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

Santa Rosa is the seat of Sonoma County and the center of trade, government, commerce and medical facilities for the North Bay area.

THE COMMUNITY

Located just 55 miles north of San Francisco and 30 miles east of the Pacific Ocean, Santa Rosa is the seat of Sonoma County and the center of trade, government, commerce and medical facilities for the North Bay area. The surrounding area is home to over a hundred wineries and vineyards, many beautiful parks and recreational facilities as well as 16 golf courses. Santa Rosa has many attractions akin to large cities, including a symphony, performing arts center, theater productions and internationally-recognized restaurants, but still retains the warmth and small-town feel of decades past.

With fine schools that include a renowned junior college, a wealth of businesses and services, a nearly endless array of recreational opportunities, including spas, and a superb climate in which to enjoy them, Santa Rosa is a combination of elements that create a vibrant community. The City is in the center of a nationally recognized cycling area.

Santa Rosa is home to the Sonoma County Museum, which hosts a variety of exhibits throughout the year, and the Charles M. Schulz Museum and Research Center, a tribute to the life and art of one of our most famous citizens. As the weather warms, the Wednesday Downtown Market can be found on Fourth Street, featuring an array of booths with food, agricultural products and arts and crafts.

On summer evenings, there are outdoor concerts in Juilliard Park and Courthouse Square that fill the air with music. Live theatre is available at the Santa Rosa Junior College Summer Repertory Theatre, or by attending events at the Wells Fargo Center for the Arts or the 6th Street Playhouse. Santa Rosa also hosts a Civic Artwalk - a walking tour of artwork on loan to the City for display and changed each year.

Last but not least, Santa Rosa is the chosen spot where famed horticulturist, Luther Burbank, experimented with plants for most of his 50-year career. His home, greenhouse and gardens, as well as the Gift Shop and Museum, are a well-loved City treasure.



THE ORGANIZATION

Santa Rosa is a charter City. The City Council is comprised of seven members, elected at large who serves four year overlapping terms. The City Council selects the Mayor (following its election) from among its members to serve a two-year term. The City Council appoints the City Manager and City Attorney.

The City of Santa Rosa has an adopted FY 2009/2010 operating budget of \$314 million. The City has 1,291 budgeted positions. Operating departments within the City include; Community Development, Public Works, Recreation Parks and Community Services, Utilities, Finance, Police, Fire, Human Resources, Transit, and Economic Development and Housing.

ISSUES AND CHALLENGES

Like most California cities, Santa Rosa has been affected by the recession. The economic downturn has resulted in a number of issues including; job losses, decreased discretionary spending, and a fluctuating revenue base causing budget reductions for multiple services. This brings the finances for the City of Santa Rosa to the forefront of opportunities for the City Manager to make a progressive and sustained impact. The City of Santa Rosa views budget issues as ones that can be addressed and resolved through a variety of mechanisms. Current measures to address the City's finances include: pursuing grants from multiple

entities for the continuation of programs and services, reviewing possible options to increase revenue through various tax increases, employee lay-offs, and enhanced Economic Development strategies, which focus specifically on creating jobs and growing consumer spending. There will be a continuing need to closely monitor revenues and expenditures to ensure the future financial health of the City through pursuing sustainable budgeting practices. Economic development needs to be sensitive to the community and environmental concerns of the citizens of Santa Rosa.



The City of Santa Rosa is dealing with gang activity through the use of a Gang Prevention Task force, which offers resources for curbing gang activity. This is an area that needs to continue to be a focus of the City.

Additionally, the City of Santa Rosa prides itself on its environmental awareness. Every day Santa Rosa works to make the City a better place to live by being responsive, competent stewards of the environment for the benefit of citizens and visitors through their Green Building Program and participation in Sonoma County's Community Climate Action Plan. This Plan hopes to reduce GHG's by 25% from 2000 levels, by 2015. The Mayor's creation of a Climate Change and Sustainability Task Force has focused on this specific goal. The environmental stewardship of the City should be at the forefront of City operations. The City still has opportunities for improvement in sustainability and environmental consideration.

THE IDEAL CANDIDATE

The City Council is looking for a candidate who shares their vision regarding the role of the City in working on issues directly affecting the residents of the City. The City Council sees the need to actively engage the community in solving matters affecting the community. The ideal candidate will be ready to roll up his/her sleeves and tackle finance and economic development issues head on, with open, collaborative communication. An individual who has an

assertive and thought out approach to economic development and financing will be essential for this position. The ideal candidate will keep the City Council equally well informed regarding issues facing the City.

The City Council is looking for a candidate who is excited by the challenges the City is currently facing, and the successes the City has had in continuing to be a leader in education, community, and environmental sustainability. The City of Santa Rosa has implemented a number of successful programs tackling gang activity, infrastructure, and environmental sustainability. The City Council would like a candidate that keeps these issues in focus for the advancement of the City.

The City Council is looking for a candidate who shares their vision regarding the role of the City in working on issues directly affecting the residents of the City.

The ideal candidate will have demonstrated the ability to listen to and understand a variety of viewpoints, facilitate discussions and address complex issues pragmatically with respect for all parties and views. The City Manager will have excellent interpersonal and communication skills to address issues facing the City. An individual who will facilitate community involvement, participation and create a positive atmosphere will be valued in this position.

The ideal candidate will have knowledge of modern municipal administrative methods and procedures, organizations and functions; current social, political and

economic trends and operating problems of municipal government; applicable federal and state laws, rules and regulations regarding local government operations; principles of effective public relations and interrelationships with community groups and agencies, private businesses and firms and other levels of government.

Typically candidates applying for this position will possess a Bachelor's degree. Education equivalent to a Master's Degree with major course work in public or business administration or a closely related field is preferred.

COMPENSATION

The salary for the City Manager is open depending on qualifications and experience. The City also offers an attractive benefits package including:

Retirement – PERS 3% @ 60 (Single Highest Year). City provides voluntary 457K and 401K plans.

Health Benefits – 87.5% City paid. Current max \$1,322.81/mo (family/highest plan)

Dental and Vision Plan – The City pays the monthly premiums for Dental and Vision.

Life Insurance – \$250,000 with AD&D. Provided by the City.

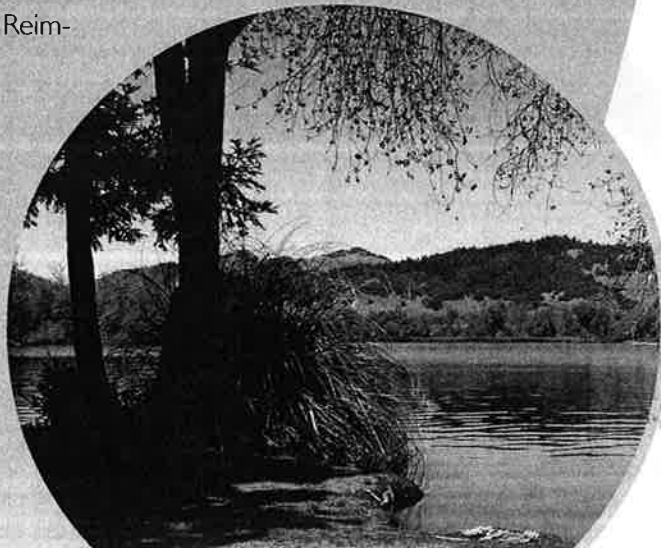
Vacation Leave – 80 hours up to completion of 4th year, with increases in 5th, 12th, and 25th year. Vacation sell back options provided.

Sick Leave – 12 days (96 hours) per year. At retirement a portion of sick leave can be cashed out or converted to retirement credit.

Administrative Leave – 20-80 hours annually.

Holidays – City provides 12 (8 hours each) paid holidays with three floating days (24 hours).

Other Benefits – Long Term Leave, Bereavement Leave, Supplemental Life Insurance, Expense Reimbursement plans.



TO APPLY

If you are interested in this outstanding opportunity, please visit our website at www.bobmurrayassoc.com to apply online.

**Filing Deadline:
April 19, 2010**

Following the closing date, résumés will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray and 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 Santa Rosa. 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 Mr. Bob Murray at:

(916) 784-9080

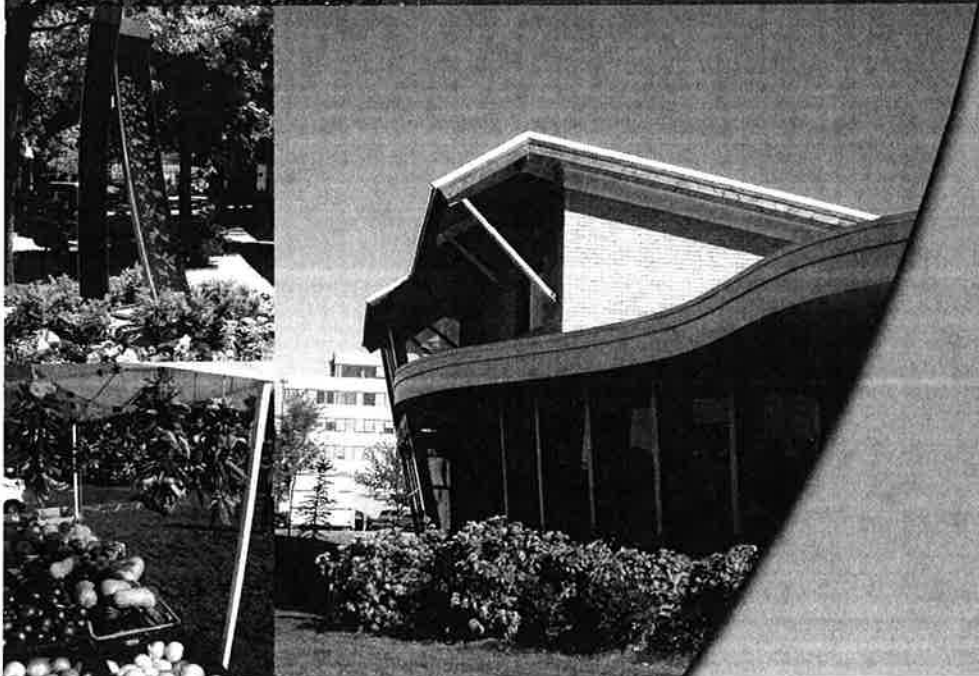




CITY OF KIRKLAND, WA

INVITES YOUR
INTEREST IN
THE POSITION OF

CITY MANAGER



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

Just ten miles east of downtown Seattle, Kirkland is an attractive and inviting place to live, work and visit.

THE COMMUNITY

The City of Kirkland, Washington, is located on the northeastern shoreline of Lake Washington, with views of the Cascade and Olympic mountain ranges. Just ten miles east of downtown Seattle, Kirkland is an attractive and inviting place to live, work and visit. This lakefront community has a small town feel, a sense of history, and a strong appreciation for quality of life. Residents and visitors also enjoy the amenities of metropolitan living combined with the natural beauty of the area. Kirkland is a thriving community with award winning parks, recreational activities, a quality education system, accredited public safety programs and a healthy business community. A recently approved annexation will increase Kirkland's population from its present size of 49,000 to over 82,000 beginning in June 2011.

As a waterfront community, Kirkland is recognized as a Pacific Northwest gem, rich in contemporary culture, including art galleries, fine restaurants, specialty retail shops, numerous and diverse parks, festivals, open markets, and community events. The City is also home to a range of cultural and business interests including the nationally recognized Kirkland Performance Center and the Northwest headquarters of Google.

THE CITY

The City enjoys a high degree of public involvement and collaboration on its boards, commissions, and advisory groups within the City. Citizens are active and engaged in Kirkland's civic life. Kirkland is a code city and operates under the Council/Manager form of government, with a seven member City Council, and a Council elected Mayor. The City Council sets the policy direction for the City, incorporating public input received directly from local citizens and several Council-appointed Boards, Commissions, and advisory groups. The Council appoints the City Manager to function as the Chief Administrator of the City, providing leadership, direction, and guidance. After 12 years of service the current City Manager will retire effective April 2nd, 2010.

Kirkland is a full service city, providing a wide range of municipal services. The management team is comprised of the City's department directors who enjoy cooperative and effective working relationships.

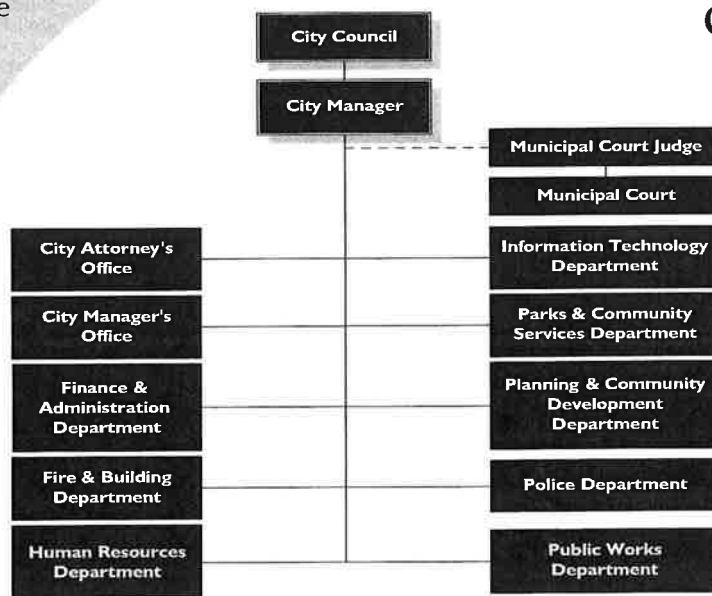
City Departments Include:

- City Attorney's Office
- City Manager's Office
- Finance & Administration
- Fire & Building
- Human Resources
- Information Technology
- Municipal Court
- Parks & Community Services
- Planning & Community Development
- Police
- Public Works

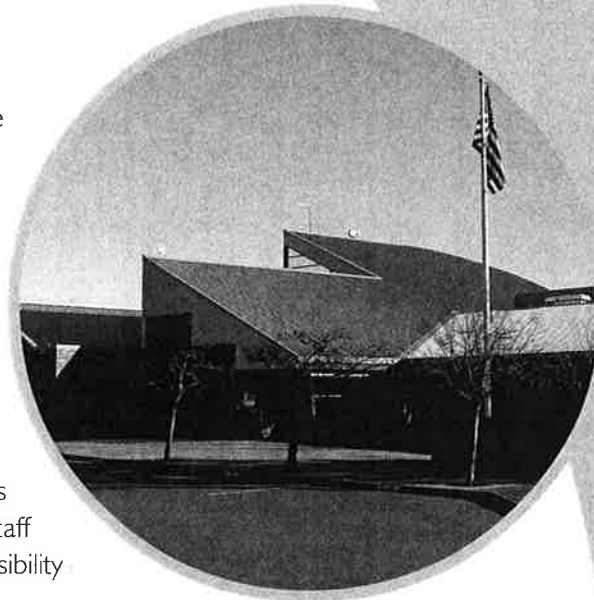
The City's 2009-2010 Budget totals \$394,098,753, with a staff of approximately 471. Annexation will add positions to address service needs in the annexation area. The City's budget is composed of 29 separate funds that are independently balanced (i.e. revenues equal expenditures) and divided into four primary sections-General Government, Water/Sewer Utility, Surface Water Utility, and Solid Waste Utility. The General Fund is the City's largest operating fund and accounts for public safety, development, parks and recreation, and other general government services. The 2009-2010 General Fund Budget is \$121,991,440.

ISSUES, CHALLENGES AND OPPORTUNITIES

In December 2009 the City Council accepted the annexation of the Finn Hill, North Juanita and Kingsgate Neighborhood. The annexation will increase Kirkland's current population of 49,000 residents by approximately 33,000 people to an estimated



total of 82,000 residents. The City has conducted several studies regarding the annexation including short and long term financial estimates. The annexation will become effective June 1, 2011. Plans are currently under way to add the necessary staff to provide services to the area upon its annexation. Leading the staff effort will be a major responsibility of the new City Manager.



Like most Washington cities Kirkland has been affected by the recession. Sales tax revenue declined close to 20% in 2009 (almost \$3 million) from already reduced levels in 2008. Additionally, revenues from utility taxes, business license fees and construction permit fees have fallen significantly short of budget expectations. The City has made service and staff reductions to balance its budget. The choices made by the City have been difficult. There will be a continuing need to closely monitor revenues and expenditures to ensure the future financial health of the City through pursuing sustainable budgeting practices.

The City is a member of a number of regional and sub-regional organizations and has been a leader in the formation and promotion of numerous multi-jurisdictional partnerships in areas such as affordable housing, public safety communications and dispatch and on-line access to municipal services. With the recent annexation it will gain greater representation with these organizations. It is important that the City's perspective with regard to regional matters be actively pursued.

Given the downturn in the economy, economic development and the promotion of local business will be of great importance to the City. A major shopping mall in the City is currently underutilized. Efforts to work with the owners of the center have not been successful. This remains an important issue for Kirkland as well as continuing support for downtown development opportunities.

Overall growth and traffic will continue to be issues of concern to the residents of Kirkland. Assisting the City Council in dealing with these issues and their impact will be critical.

THE IDEAL CANDIDATE

The ideal candidate for City Manager will be a strong manager and effective team leader. The new City Manager should be a person who provides clear direction and sets expectations while holding

staff accountable. The ability to motivate staff will be a key trait possessed by the new Manager. Once a candidate is appointed he/she will be expected to review the organization's structure and make an overall assessment to ensure that the City is positioned to make the most effective use of its resources given the challenges it faces. The City Manager should include the systematic measurement of performance in his/her management of the organization. The new City Manager will be a person that brings a high level of energy and enthusiasm to the job and that continues the organization's commitment to excellent customer service. A person who is invigorated by the opportunities and challenges in Kirkland's future is being sought.

The residents of Kirkland are very engaged. The City Manager should embrace an active community and be accessible and visible. The City Manager should also be skilled at working with staff, City Council and the community in a collaborative fashion. Importantly, the City Manager should be politically adept but apolitical in his/her approach to working with people. The City Manager should treat all Council Members equally providing them with the same information. A person that is capable of saying "no" to the Council when appropriate will be successful in this position.

Candidates should possess a high level of integrity and ethics. A person who has outstanding communications skills, including the ability to listen, is being sought. The ability to hire and retain great talent is sought.

The new City Manager should be a person who provides clear direction and sets expectations while holding staff accountable.

The ideal candidate will bring a broad range of experience in a municipal environment. Candidates should have a strong knowledge of financial management and long term financial trends. Experience and knowledge of growth and its effective management will be key as will knowledge of comprehensive planning principles and neighborhood improvement strategies. Candidates should possess knowledge and experience with effective labor relations.

Candidates will typically have experience as a City Manager or Assistant City Manager. The ability to lead and manage a city the size and complexity of Kirkland once its current annexation is complete will also be viewed favorably. Candidates should possess a Bachelor's Degree in public administration or a closely related field. A Master's Degree is desirable.

COMPENSATION

The salary for the City Manager is open depending on qualifications and experience. The City also offers an attractive benefits package including:

- Medical/Dental/Vision coverage for employee & dependents
- City paid Life Insurance (2x's annual salary to a max of \$200k)
- PERS State retirement program or 401(a) deferred compensation
- Two Deferred Compensation Programs- MEBT 401(k) plan (in lieu of Social Security) and optional ICMA 457 plan
- Vacation- 20 days per year
- Sick – 8 hours per month
- Holiday – 12 days per year (including 1 "floating" holiday)
- 50 hours of Management Leave per year
- \$425 per month Car Allowance
- Employee Assistance Program
- Flexible Spending Account
- City paid annual physical exam
- Wellness Program (including free onsite workout facility)
- Community Service Day (day off for community volunteer service)



TO APPLY

If you are interested in this outstanding opportunity, please visit our website at www.bobmurrayassoc.com to apply online.

**Filing Deadline:
April 9, 2010**

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. 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 Kirkland. 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 Mr. Bob Murray at:

(916) 784-9080





Executive Search Services

Town Manager Town of Loomis

March 2011



March 14, 2011

Mayor Rhonda Morillas
and Members of the Town Council
c/o Mr. Perry Beck, Town Manager
Town of Loomis
3665 Taylor Road
Loomis, CA 95650

Dear Mayor Morillas and Members of the Town Council:

Thank you for the opportunity to express our interest in assisting you in the recruitment of the next Town Manager. With over 50 years of combined experience in executive search, management and local government, Peckham & McKenney brings a high level of service to the industry. We offer this service to you along with the understanding that the selection of the new Town Manager is a crucial decision for the Mayor and Town Council, and we will do everything within our power to make this recruitment process a positive experience for everyone involved.

Possessing 28 years of proven experience in local government and executive search, I will personally serve as the Town's Recruiter on this important recruitment. Current City Manager recruitments include the cities of Encinitas (pop. 64,000), Tulare (pop. 60,000), Woodside (pop. 5,400), and Waterford (pop. 8,000). Recently completed similar searches and those within the past few years include the following City Manager placements.

City of Belmont – City Manager (pop. 27,000)
City of Benicia – City Manager (pop. 28,000)
City of Buellton – City Manager (pop. 4,700)
City of Del Mar – City Manager (pop. 4,500)
City of Exeter – City Manager (pop. 11,500)
City of Fremont – Assistant City Manager (pop. 220,000)
City of Hayward – City Manager and Assistant City Manager (pop. 145,000)
City of Hughson – City Manager (pop. 4,200)
City of Mill Valley – City Manager (pop. 14,000)
Town of Moraga – Town Manager (pop. 18,000)
City of Novato – City Manager (pop. 54,000)
City of Palo Alto – Assistant City Manager (pop. 60,000)
City of Rohnert Park – City Manager (pop. 47,000)
City of St. Helena – City Manager (pop. 5,800)
City of Tracy – City Manager (pop. 78,000)

We have significant experience working with smaller communities, including the cities of Buellton, Exeter, Mill Valley, Moraga, and Winters, and we understand the unique challenges faced by these communities. Through these recruitments as well as years of active involvement in the Cal-ICMA Preparing the Next Generation Committee, Municipal Management Associations of Northern and Southern California (MMANC and MMASC), and Women Leading Government, I have developed a

“All About People”

“All About Fit”

6700 Freeport Boulevard, Suite 203
Sacramento, CA 95822

1-866-912-1919
www.peckhamandmckenney.com

(916) 391-2233
Fax (916) 391-2255

strong database and network of contacts that is active, current, and extremely beneficial in the recruitment of your next City Manager. Peckham & McKenney was recently selected by MMANC and MMASC to serve as the Corporate Administrator of their new professional credentialing program. In addition, I serve on the Planning Committee for the Annual *Women's Leadership Summit*, managing all aspects of the event's treasured Executive Roundtable Discussions. These roles not only enhance our presence in local government but speak to our strong reputation of integrity within the industry.

In addition, we have earned an excellent reputation in the industry for being personally involved and providing customized processes that result in successful, long-term placements. This approach has resulted in a phenomenal success rate. In our seventh year as Peckham & McKenney, of all our placements, over 94% are still with their employers today. This allows us to offer a ***two-year placement guarantee***, one of the strongest in the industry.

As part of our business philosophy, we limit the number of search assignments allowing us to provide the quality, personal attention that you deserve. This way, neither our clients nor our candidates ever feel "lost in the shuffle." Having recently completed several recruitments and with the upcoming completion of another, I am immediately available to assist the Loomis Council and aggressively pursue candidates on your behalf. If given the opportunity, I look forward to personally meeting with you to present our qualifications and ensure a good fit as your Recruiter. Please feel free to call me toll-free at (866) 912-1919.

Sincerely,

A handwritten signature in black ink, appearing to read "Bobbi C. Peckham". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Bobbi C. Peckham
Partner, Peckham & McKenney

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All conducted by either Bobbi Peckham or Phil McKenney

INTRODUCTION

Peckham & McKenney provides Executive Search and Consulting services to local government agencies throughout the Western United States and is headquartered in Sacramento, CA, with an office in Lake Tahoe. The firm was established as a partnership in June 2004 by Bobbi Peckham and Phil McKenney and is supported by an experienced administrative staff.

Peckham & McKenney was established on the premise that an executive search and consulting firm must be dedicated to providing its clients and candidates with professional service, as well as a personal, hands-on approach. Our business philosophy centers upon the understanding that this is a "people" related industry and that attention to others' needs is the key to providing effective customer service. Not only are we committed to providing our clients with well-qualified candidates, but we also take pride in treating both our clients and candidates with utmost respect. This commitment has led to multi-year retainer agreements with a number of agencies, as well as numerous client and candidate testimonials to their experiences with us. We invite you to visit our web site at www.PeckhamAndMcKenney.com.

At Peckham & McKenney, we are committed to local government and sensitive to the challenges and issues faced by our clients. As such, we participate in ICMA's *Friends of the Profession* Program and the Cal-ICMA *Preparing the Next Generation* Committee. In addition, Peckham & McKenney was recently selected by the Municipal Management Associations of Northern and Southern California to serve as the Corporate Administrator of their professional credentialing program. These roles not only enhance our presence in local government but speak to our strong reputation of integrity within the industry.

Bobbi C. Peckham

Bobbi Peckham is one of the West Coast's leading local government recruiters and has over 28 years of experience in local government and executive recruitment. Ms. Peckham began her career in the public sector in Naperville, Illinois, where she became familiar with all aspects of local government. Ms. Peckham was then recruited to join the Executive Search practice of a leading California recruitment firm. Later, she played an integral role in creating a national search business for what became the largest recruitment practice serving local government in the country. Here, she became Regional Director overseeing Northern California and a nine-state region.

In 2001, Ms. Peckham was invited to implement a public sector search practice for a Sacramento-based, private sector firm. With its significant success and her outstanding track record on local government placements, she chose to form her own search firm in partnership with Phil McKenney in 2004. Ms. Peckham has personally conducted hundreds of national searches throughout the Western United States. She has extensive experience working with City Councils, Executive Boards, and local government administrators, listening to and understanding their needs in executive level placements.

Ms. Peckham received a Bachelor of Science degree in Organizational Behavior from the University of San Francisco. She is a contributing member of the International City/County Management Association, Cal-ICMA, Women Leading Government, Municipal Management Association of Southern California, and Municipal Management Association of Northern California. In addition to serving on Cal-ICMA's *Preparing the Next Generation* Committee, Ms. Peckham was instrumental in writing the ICMA's *Job Hunting Handbook for Local Government Professionals*.

Phil McKenney

Phil McKenney has over 30 years' management experience and is very familiar with local government agencies, having led a county organization and having worked with numerous city governments and special districts. Mr. McKenney began his career in the resort and hospitality industry and served as General Manager for Mattakesett Properties on the island of Martha's Vineyard. He then relocated to Keystone Resort in Colorado, which is now acknowledged as a premiere all-season resort with special recognition for its level of guest services. Mr. McKenney later took over the helm of the Summit County Chamber of Commerce as their Executive Director. This hybrid-Chamber was the only countywide organization responsible for marketing all of Summit County, Colorado, home to Breckenridge, Keystone, and Copper Mountain resorts. Through his leadership and collaborative style, and working with the cities and county within Summit County, he led the Chamber to being a readily recognized and well-respected organization within Colorado and the Western United States.

Mr. McKenney was then selected by Placer County, California to lead the merger of the North Lake Tahoe Chamber of Commerce and the North Tahoe Visitors and Convention Bureau into the North Lake Tahoe Resort Association. As Executive Director of this new county organization, he represented the Tourism industry for all of North Lake Tahoe. The Resort Association is now a proactive, nationally recognized organization whose model of governance is being replicated in numerous resort communities across the western United States.

Mr. McKenney joined Ms. Peckham in executive recruitment in January 2003 and has since conducted many national recruitments throughout the Western states. Mr. McKenney has an undergraduate degree in Recreation from Slippery Rock State College as well as a Master of Business Administration from the University of Denver.

Joyce Johnson

Joyce Johnson joined Peckham & McKenney in 2005 and serves as the firm's Office Manager. Ms. Johnson is complimented regularly on her strong customer orientation working with both clients and candidates alike. She oversees 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. She has a total of 28 years' experience in the field of administrative and executive support for all aspects of the executive recruitment process.

THE SEARCH PROCESS

While it is our intent to customize the search and project schedule to fit the Town's specific needs, the search process typically includes the following key actions:

- **Project Organization** – This phase provides for the development of a detailed Candidate Profile. We will meet individually with the members of the Town Council, as well as others you identify, to discuss the issues and challenges facing the Town of Loomis. The desired background and experience, leadership style and personality traits, skills and abilities will be discussed. We will also work with the Mayor and Town Council to determine the appropriate compensation package to be offered and negotiated with the selected Town Manager candidate.

We will also discuss expected parameters of the search, the search timeline, and schedule future meeting dates. Typically, we devote significant time to this phase of the recruitment in order to become fully knowledgeable of the organization and community. We encourage our clients to allow us to meet with staff, the executive management team, Commission members, and residents. In addition, we ask for a tour of the community in order to more fully understand current and future projects as well as gain a stronger familiarity with the community.

- **Recruitment** – Our recruiting efforts will focus on direct and aggressive recruiting of individuals within the search parameters established during the Project Organization phase. We believe direct recruiting produces the most qualified candidates. We know how to identify the "hidden" candidates, including those passive candidates who may be resistant to considering an employment change. In addition, an attractive brochure will be prepared to market the organization and position to potential candidates. Advertisements will be placed in industry publications and websites, and our firm will assume responsibility for presenting your opportunity in an accurate and professional manner. All resumes received will be promptly acknowledged, and we will personally respond to all inquiries.
- **Preliminary Interviews/Recommendation** – As resumes are received, supplemental questionnaires will be sent to candidates who appear to meet the candidate profile. Following the filing deadline and a thorough review of the resumes and questionnaires received, we will conduct preliminary interviews with those individuals most closely matching the candidate profile. Preliminary reference checks will be conducted and a written recommendation of finalists will be personally presented to the Town Council. Once the Council has selected finalists for further consideration, all candidates will be notified of their status.
- **Final Interviews/Selection** – During this phase, finalists will be interviewed by the Town. We will provide both advice and facilitation assistance during the final interview process. Interview materials, including suggested interview questions, evaluation and ranking sheets will be provided for the Town's convenience.

- **Qualification** – Once the final candidate(s) have been selected, our firm will verify, at your discretion, professional work experience, educational histories, criminal, civil, credit, motor vehicle records, and second "tier" references. This comprehensive process ensures that only the most thoroughly screened candidate is hired. We will also facilitate the scheduling of psychological assessments. In addition, negotiation assistance will be provided once a candidate has been selected for the position.
- **Follow-Up Meeting** – The commitment we make to our clients continues after placing a successful candidate. Six months after our placement's start date, we will schedule a follow-up meeting or call with the Mayor or Town Council in order to discuss the placement's progress and the Council's satisfaction.

Professional Fee and Expenses

The professional fee for the recruitment of the Town Manager is \$16,000. One-third of this fee is due as a retainer upon execution of the agreement. The remainder of the fee will be divided and billed in two separate, monthly invoices.

The Town of Loomis will also be responsible for reimbursement of expenses expected to range from \$5,000 to \$7,000. Expenses will be pre-approved and will be billed back at cost. Expenses include out-of-pocket costs associated with advertising, printing, consultant travel, clerical, background checks, telephone, supplies and postage.

Insurance

Peckham & McKenney carries Professional Liability Insurance (\$1,000,000 limit) and Commercial General Liability Insurance (\$2,000,000 General Liability, \$4,000,000 General Aggregate, \$1,000,000 Personal Injury and \$4,000,000 Products).

Our Insurance Broker is Wells Fargo Insurance Inc. out of Minneapolis, Minnesota, and our coverage is provided by Zurich Insurance Company and Markel America Insurance Company.

Placement Guarantee

Our placement record is particularly strong in that 94% of the candidates we have placed within the past six years continue in those positions today. In the unlikely event, however, that a candidate recruited and recommended by our firm leaves your employment for any reason within the first two years (except in the event of budgetary cutbacks or position elimination), we agree to provide a one-time replacement at no additional charge, except expenses.

PROJECT SCHEDULE

This sample schedule anticipates a 14-week process. In today's competitive recruiting environment, our goal is to make the process as efficient and effective as possible.

<u>ACTIVITY</u>	<u>TIME FRAME</u>
I. Project Organization	(Two Weeks)
<ul style="list-style-type: none">• Kick-Off Meeting to discuss Candidate Profile and formalize project schedule• Finalize Candidate Profile with Town of Loomis• Develop advertising and recruiting plan• Prepare marketing brochure	
II. Recruitment	(Six Weeks)
<ul style="list-style-type: none">• Identify/recruit individuals within the parameters of the Candidate Profile• Advertise, network, and electronically post in appropriate venues• Respond to all inquiries and acknowledge all resumes received	
III. Preliminary Interviews/Recommendation	(Three Weeks)
<ul style="list-style-type: none">• Review candidates' resumes and supplemental questionnaires• Conduct preliminary interviews with leading candidates• Conduct first-tier reference checks• Present written recommendation of finalists to Town Council• Notify all candidates of search status	
IV. Final Interviews/Selection	(Two Weeks)
<ul style="list-style-type: none">• Design process and facilitate finalist interviews with Town• Town Council selects leading candidate(s)	
V. Qualification	(One Week)
<ul style="list-style-type: none">• Conduct background checks and second "tier" references• Negotiation assistance• Follow-up with Town Council and candidate six months after placement.	

CLIENT REFERENCES

Please feel free to contact any of the following current and recent clients to inquire about their experience with Bobbi Peckham. In addition, we would be pleased to furnish the client contact and phone numbers for any past clients of Ms. Peckham or Mr. McKenney listed in the Attachment.

City of Belmont, CA – City Manager (2010)

Christine Wozniak, Mayor, or Cora Dino, Human Resources Director
Candidate Placed: Greg Scoles, former Assistant City Manager, City of Santa Rosa
(650) 637-2988; cdino@belmont.gov

City of Benicia, CA – City Manager (2010)

Mark Hughes, Council member, or Anne Cardwell, Administrative Services Director
Candidate Placed: Brad Kilger, former City Manager, City of Ceres
(707) 746-4210; anne.cardwell@ci.benicia.ca.us

City of Encinitas, CA – City Manager (current)

Jerome Stocks or Maggie Houlihan, Council members or Richard Phillips, Assistant City Manager
(760) 633-2610; rphillip@cityofencinitas.org

City of Fremont, CA – Assistant City Manager (2010)

Fred Diaz, City Manager
Candidate Placed: Mark Danaj, former Human Resources Director, City of San Jose, CA
(510) 284-4002; fdiaz@fremont.gov

City of Hayward, CA – City Manager, Assistant City Manager (2010) **(Peckham & McKenney was retained to conduct 10 other City recruitments as well.)**

Michael Sweeney, Mayor
Candidate Placed: Fran David, City Manager
(510) 583-4500; fran.david@hayward-ca.gov

City of Novato, CA – City Manager (2009)

Jeanne MacLeamy or Madeline Kellner, Councilmembers
Candidate Placed: Michael Frank, former Deputy City Manager, City of Santa Rosa
(415) 899-8905; mfrank@ci.novato.ca.us

City of Mill Valley, CA – City Manager (2010)

Stephanie Moulton-Peters, Council member
Candidate Placed: Jim McCann, former City Manager, City of Calistoga
(415) 388-4033; smoultonpeters@comcast.net

Town of Moraga, CA – Town Manager (2010 and 2008)

Mayor Karen Mendonca or Dave Trotter, Council member
Candidate Placed: Jill Keimach, former Community Development Director, City of Fremont
(925) 888-7020; dtrotter@bowlesverna.com or msegregest@moraga.ca.us

RECENT CLIENTS AND EXECUTIVE SEARCHES

Bobbi Peckham and Phil McKenney are proud members of ICMA and adhere to the ICMA Code of Ethics. All recruitments listed herein were personally conducted by either Bobbi Peckham or Phil McKenney.

City/County Manager, Executive Director, and Related

Alameda County Waste Mgt. Authority	Executive Director
American Water Works Assoc., CA/NV Section	Executive Director
Arvada, CO, City of	Deputy City Manager
Ashland, OR, City of	City Administrator (2002 and 2005)
Atherton, City of	Assistant City Manager
Baldwin Park, City of	Chief Executive Officer
Belmont, City of	City Manager
Benicia, City of	City Manager
Big Bear Lake, City of	City Manager (1995, 2001 and 2006)
Big Bear Lake, City of	General Manager, Dept. of Water & Power
Big Bear Lake, City of	Asst. General Mgr., Dept. of Water & Power
Buellton, City of	City Manager
California Water Pollution Control Association	Association Manager
Calistoga, City of	City Manager
Carlsbad, City of	Assistant City Manager
Del Mar, City of	City Manager
Delano, City of	City Manager
Douglas County, CO	Deputy County Manager
Durango, CO, City of	City Manager
East Palo Alto, City of	City Manager
Encinitas, City of	City Manager
Exeter, City of	City Administrator
Foothills Park & Recreation District, Littleton, CO	Executive Director
Fort Lupton, CO, City of	City Administrator
Fremont, City of	Assistant City Manager
Gillette, WY, City of	City Administrator
Gilroy, City of	City Administrator
Gilroy, City of	Assistant City Administrator
Glendora, City of	City Manager
Grand Junction, CO, City of	City Manager (2001 and 2006)
Greeley, CO, City of	City Manager
Hayward, City of	City Manager
Hayward, City of	Assistant City Manager
Hesperia, City of	City Manager
Hughson, City of	City Manager
Indio, City of	City Manager
King City, City of	City Manager
La Plata County, CO	County Manager
Laramie, WY, City of	City Manager
Lawndale, City of	City Manager
Mammoth Lakes, Town of	Town Manager
Martinez, City of	City Manager

Midpeninsula Regional Open Space District	General Manager
Midpeninsula Regional Open Space District	Assistant General Manager
Mill Valley, City of	City Manager
Milpitas, City of	City Manager
Monte Vista Water District	General Manager
Moraga, Town of	Town Manager
Mountain Village, CO, Town of	Town Manager
Norco, City of	City Manager
North Lake Tahoe Public Utility District	General Manager (2004 and 2007)
North Lake Tahoe Resort Association	Executive Director
Novato, City of	City Manager
Orange County Fire Authority	Assistant Chief, Business Services
Palo Alto, City of	Assistant City Manager
Palos Verdes Estates, City of	City Manager
Park City Municipal Corporation, UT	City Manager
Pleasant Hill, City of	City Manager
Porterville, City of	Deputy City Manager
Public Agency Risk Sharing Authority of CA	General Manager
Redding, City of	City Manager
Redlands, City of	City Manager
Redwood City, City of	City Manager
Rohnert Park, City of	City Manager
Sacramento, CA, Crocker Art Museum	Executive Director
San Jacinto, City of	City Manager
San Jose, City of	Executive Director, Historical Museum
San Mateo, County of	County Manager
San Rafael, City of	Assistant City Manager
Santa Clara Co. Open Space Authority	General Manager
Sea Ranch Association, CA	Community Manager
Sedona, AZ, City of	City Manager
Solvang, City of	City Manager
Snowmass Village, CO, Town of	Town Manager
Springfield, OR, City of	Assistant City Manager
St. Helena, City of	City Manager
Steamboat Springs, CO, City of	City Manager
Steamboat Springs Chamber Resort Assoc., CO	Executive Vice President
Teton County, WY	County Administrator
Tracy, City of	City Manager
Tracy, City of	Assistant City Manager
Truckee, Town of	Town Manager
Tulare, City of	City Manager
Tulare Co. Economic Development Corporation	President
Vail, CO, Town of	Town Manager
Washington County, OR	Director of Health & Human Services
Waterford, City of	City Administrator
Windsor, CO, Town of	Town Manager
Winter Park, CO, Town of	Town Manager
Winters, City of	City Manager
Yakima Regional Clean Air Authority, WA	Executive Director/Air Pollution Contl Officer

Yolo, County of
Yuba, County of

County Administrator
County Administrative Officer

City Attorney/Legal Counsel

Antioch, City of
Archuleta County, CO
Ashland, OR, City of
Burlingame, City of
Hayward, City of
Mountain Village, CO, Town of
Pleasanton, City of
Redding, City of
San Bruno, City of

City Attorney
County Attorney
City Attorney
City Attorney
City Attorney
Town Attorney
City Attorney
Assistant City Attorney
City Attorney

Community Development/Planning/Environmental Services

Alhambra, City of
Ashland, OR, City of
Baldwin Park, City of
Belmont, City of
Beverly Hills, City of
Brookings Economic Development Agency, SD
Corte Madera, Town of
Delano, City of
Delano, City of
Eastern Municipal Water District
Fremont, City of
Fremont, City of
Grand Junction, CO, City of
Hayward, City of
Hayward, City of
Hesperia, City of
Jefferson County, CO
Laguna Niguel, City of
Livermore, City of
Martinez, City of
Mountain Village, CO, Town of
Murrieta, City of
Needles, City of
North Tahoe Public Utility District, CA
Novato, City of
Novato, City of
Oceanside, City of
Pasadena, City of
Reno, NV, City of
San Bernardino, City of
San Bruno, City of
San Clemente, City of
San Mateo, City of
San Mateo, City of

Director of Development Services
Community Development Director
Community Development Director
Community Development Director
Community Development Director
Executive Director
Environmental Services Director
Community Development Director
Economic Development Manager
Director, Development & Customer Services
Deputy Director of Community Development
Deputy Rdvlpmnt Agency Director, Housing
Community Development Director
Community Development Director
Economic Development Manager
Redevelopment Director
Planning & Development Director
Director of Community Development
Economic Development Director
Community Development Director
Dir. Of Community Development & Housing
Development Services Director
City Planner
Planning & Engineering Manager
Community Development Director
Planning Manager
Economic Development Director
Director of Planning & Permitting
Redevelopment Administrator
Business Development Manager
Community Development Director
Econo. Development & Housing Director
Planning Manager
Building Official

San Pablo, City of
San Pablo, City of
San Rafael, City of
County of Santa Clara, San Jose, CA
Seaside, City of
Seaside, City of
Teton County, CO
Vail, CO, Town of
Washington County, OR
Winters, City of

Development Services Director
Planning Manager
Community Development Director
Director, Dept. of Planning & Development
Sr. Planning Services Manager
Redevelopment Services Manager
Planning & Development Director
Director of Community Development
Land Development Services Manager
Community Development Director

Library Director and Related

Boulder, CO
Hayward, City of
Huntington Beach, City of
Mountain View, City of
Oceanside, City of
Orange, City of
Palo Alto, City of
Pleasanton, City of
Sacramento Public Library
Torrance, City of

Library Director
Library Director
Library Director
Library Director
Library Director
City Librarian
Library Director
Library Services Director
Library Director
Cultural Arts Administrator

Parks & Recreation

Foothills Park & Rec. District, CO
Los Altos, City of
North Clackamas County, OR
Novato, City of
Pacifica, City of
Palo Alto, City of
Pleasanton, City of
Pleasanton, City of
Reno, NV, City of
Rialto, City of
San Clemente, City of
Tracy, City of
Vacaville, City of
West Sacramento, City of

Executive Director
Recreation Director
Parks & Recreation Director
Depty Director, Parks Rec. & Comm. Svcs.
Dir. Of Parks, Beaches & Recreation
Community Services Director
Community Services Manager
Director of Parks & Community Svcs.
Director of Parks & Recreation
Parks & Community Services Director
Dir. Of Beaches, Parks & Recreation
Parks & Community Services Director
Director of Community Services
Parks & Community Services Director

Public Works/Engineering and Related

Ashland, OR, City of
Belmont, City of
Belmont, City of
Benicia, City of
Big Bear Lake, City of
Campbell, City of
Campbell, City of
Carlsbad, City of

Public Works Director
Public Works Director
Senior Civil Engineer
Land Use & Engineering Manager
City Engineer
City Engineer
Associate Civil Engineer
Deputy Public Works Director

Chino Basin Municipal Water District, CA
Delta Diablo Sanitary District, CA
Fremont, City of
Gilroy, City of
Greeley, CO, City of
Greenfield, City of
Hayward, City of
Jefferson County, Golden, CO
Marin Municipal Water District, CA
North Tahoe Public Utility District, CA
Oceanside, City of
Orange County Fire Authority, CA
Orange County Fire Authority, CA
Port San Luis Harbor District, CA
Reno, NV, City of
Sacramento County, CA
San Jose, City of
San Luis Obispo, City of
Santa Paula, City of
Steamboat Springs, CO, City of
Yorba Linda, City of

Manager of Planning & Engineering
Senior Engineer
Manager of Maintenance Operations
Building Field Services Manager
Public Works Director
Public Works Director
Director of Public Works
Airport Manager
Environmental Resources Division Manager
Planning & Engineering Manager
Community Services Director
Fleet Manager
Property Manager
Facilities Manager
Fleet Manager
Associate Civil Engineer
General Services Director
Public Works Director
Public Works Director
Public Works Director
Field Services Supervisor

Human Resources/Personnel

AC Transit District
Azusa, City of
Belmont, City of
Belmont, City of
Brookings, SD, City of
Contra Costa Water District, CA
Delta Diablo Sanitation District, CA
Douglas County, CO
East Bay Regional Park District
Glendale, AZ, City of
Hayward, City of
Jefferson County, CO
Las Vegas Metropolitan Police Department, NV
Midpeninsula Regional Open Space District
Mountain View, City of
Oceanside, City of
Orange County Fire Authority, CA
Palm Desert, City of
Porterville, City of
Redwood City, City of
San Bruno, City of
San Rafael, City of
Seaside, City of
Southern CA Association of Governments
Torrance, City of

Human Resources Manager
Human Resources Director
Human Resources Director
Personnel Analyst
Director of Human Resources
Human Resources Manager
Personnel Officer
Human Services Director
Personnel Director
Personnel Director
Human Resources Director
Human Resources Director (2 searches)
Director, Selection & Classification
Administration/Human Resources Director
Director of Employee Services
Personnel Director
Human Resources Director
Human Resources Manager
Administrative Services Manager
Human Resources Director
Human Resources Director
Human Resources Director
Personnel Services Manager
Human Resources Manager
Risk Manager

Finance Director/Controller/Treasurer

Alameda County, CA	Finance Director
Alhambra, City of	Finance Director
American Canyon, City of	Finance Director
Antioch, City of	Finance Director
Arvada, CO, City of	Director of Finance
Atherton, City of	Finance Director
Azusa, City of	Director of Finance
Brisbane, City of	Finance Director
Burbank, City of	Finance Director
Claremont, City of	Finance Director
Contra Costa Water District	Finance Director
Dublin, City of	Administrative Services Director
Durango, CO, City of	Finance Director
East Bay Regional Park District	Controller
Emeryville, City of	Finance Director
Fairfield, City of	Director of Finance
Goodwill Industries of San Joaquin Valley	Finance Director/Controller
Gonzales, City of	Finance Director
Hayward, City of	Finance Director
La Quinta, City of	Finance Director
Long Beach, City of	City Treasurer
Marin Municipal Water District	Auditor/Controller
Menlo Park, City of	Financial Services Manager
Milpitas, City of	Finance Director
Modesto, City of	Director of Finance
Monterey, City of	Finance Director
Morgan Hill, City of	Finance Director
Needles, City of	Finance Director
Oakland, City of	Budget Director
Orange County Fire Authority	Assistant Chief, Business Services
Orange County Fire Authority	Financial Services Manager
Orange County Fire Authority	Treasurer (2000 and 2004)
Oxnard, City of	Finance Director
Pasadena, City of	Controller
Pasadena, City of	Accounting Manager
Porterville, City of	Administrative Services Manager
Rancho Cordova, City of	Assistant Finance Director
Reno, NV, City of	Finance Director
San Diego County Water Authority	Investment Analyst
San Mateo, City of	Finance Director
Santa Clarita, City of	Finance Manager
Santa Cruz, City of	Finance Director
Seaside, City of	Financial Services Manager
Steamboat Springs, CO, City of	Finance Director
Superior Court of Calif./Co. of San Mateo	Finance Director
Union City, City of	Finance Director
Ventura, City of	Treasury Manager
Visalia, City of	Finance Director

Washington County, OR
Western Municipal Water District
Winter Park, CO, City of
Yorba Linda, City of

Finance Director
Finance Director
Finance Director
Finance Director

Public Safety/Law Enforcement

Alhambra, City of
Alhambra, City of
Antioch, City of
Atherton, City of
Baldwin Park, City of
Belmont, City of
Clayton, City of
Gilroy, City of
Hayward, City of
Livermore, City of
Lone Tree, CO, City of
Los Altos, City of
Menlo Park, City of
Milpitas, City of
Modesto, City of
Oceanside, City of
Porterville, City of
Redondo Beach, City of
Riverton, WY, City of
Santa Monica, City of
Vail, CO, Town of
West Covina, City of

Chief of Police
Fire Chief
Police Chief
Police Chief
Police Chief
Police Chief
Police Chief
Police Chief
Fire Chief
Fire Chief
Fire Chief
Patrol Operations Commander
Police Captain
Police Chief
Police Chief
Fire Chief
Police Captain
Chief of Police
Communications Manager
Police Chief
Police Chief
Fire Chief
Fire Chief

City/County Clerk

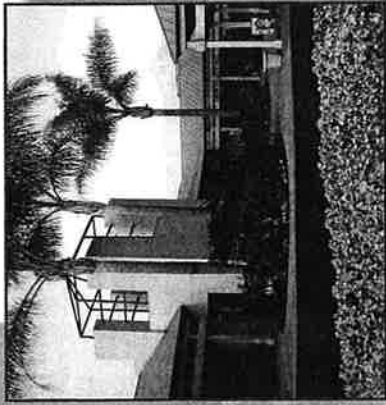
Alameda County, CA
Berkeley, City of
Dana Point, City of
Hayward, City of
Oceanside, City of
Menlo Park, City of
Monterey, City of
Mountain View, City of
Sacramento, City of
San Jose, City of
San Luis Obispo, City of
Santa Cruz, City of

Clerk of the Board
City Clerk
City Clerk
City Clerk
Public Information Officer
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk

Information Technology

Fremont, City of
Jefferson County, Golden, CO
San Diego County Water Authority

Information Svcs. Tech. Director
Information Technology Director
Information Systems Manager



City Manager

CITY OF ENCINITAS, CALIFORNIA



Peckham & McKenney
All About

PECKHAM
&
MCKENNEY
EXECUTIVE SEARCH AND CONSULTING

THE COMMUNITY

Located along six miles of Pacific coastline in northern San Diego County, Encinitas is characterized by a beautiful beaches, coastal bluffs, steep mesas, and rolling hills. Known for its natural beauty, surf and art cultures, and easygoing and relaxed lifestyle, Encinitas is a unique community that offers an outstanding quality of life to its approximately 65,000 residents. Incorporated in 1986, Encinitas is made up of five communities that take pride in their own distinct personalities. These include Historic Encinitas, New Encinitas, Cardiff-by-the-Sea, Leucadia, and Olivenhain.

Coastal Living magazine named Encinitas one of "The best little beach towns" in September 2010. The beaches in Encinitas are outstanding, and the surfing is unbeatable, making it one of the top ten surf spots in the U.S. The San Elijo Lagoon Ecological Reserve is the largest coastal wetland in San Diego County and home to 700 species of flora and fauna. Known as the "Flower Capital of the World" from its floral-agriculture heritage, the City boasts a collection of unique nurseries, floriculture commercial operations and gardens, including the beautiful San Diego Botanic Gardens. Golf enthusiasts will enjoy the Encinitas Ranch Golf Course, a scenic 18-hole par 72 course with panoramic ocean views. And ocean views are a feature of the award-winning

new Encinitas Community Library completed

- A sustainable community that embraces everyone's quality of life through environment, fiscal health, community health and equity.

- A family-oriented community that supports healthy and active lifestyles with strong connections to the natural environment and outdoor recreation.

- Known to deliver high-quality parks and community facilities serving the needs of all residents.

- A leader in green living and environmental stewardship, known to conserve its natural habitat, protect its natural landforms, and preserve its scenic resources.

- Easy to walk, bike and get around in — to schools, shopping, parks, beaches and/or other destinations.
- A complete community for working, shopping and living.

- A place where one can live their entire life with housing for all ages, incomes, and abilities.

- Known for its distinct, locally owned and operated shops and businesses that support residents, visitors/tourists and employees.

- A City that supports local businesses that serve Encinitas and those businesses that further the image of Encinitas, such as the agricultural and horticultural industries.

- A City where innovative and creative developments respond to the needs of the

community and where its architecture helps



The San Diego Water District provides potable and recycled water to a portion of the City. The City initiated a progressive Fire Management

Services Cooperative Agreement with the adjacent cities and unincorporated area sharing fire management personnel and services. Encinitas contracts for law enforcement, animal services, solid waste, landscape/lighting, traffic enforcement, and building permitting and inspection services.

For the past several years the City has instituted a zero-based budgeting and two-year budget program and with the recent economic conditions, budget realignment adjustments have resulted in tremendous economies and efficiencies with minimal impacts to service delivery. The City maintains fully funded contingency reserves of 20% of operating expenditures for emergencies (\$9.2M) and a budget stabilization reserve of 2% - currently "super funded" at 5% (\$2.5M).

state designated historic route features historic architecture, quaint shops, unique restaurants and sidewalk cafes and is a model of revitalization efforts utilizing the National Trust for Historic Preservation's "Main Street" approach.

Encinitas faces a variety of opportunities and challenges into the future including maintaining its well positioned financial position, addressing community impacts from planned regional transportation improvements, beach restoration efforts, coastal bluff issues, phased development and implementation of a 44-acre park site acquired in 2001, and the City's General Plan update. In the spring of 2010, Encinitas began a comprehensive update to the City's General Plan and actively engaged the community in the process. The community-driven Vision Summary Report provides guidance for future policy and planning decisions related to the City's growth and development. The Encinitas 2035 plan describes the characteristics of the desired community in the following manner.

- Supportive of its local culture and promotes artistic creativity.
 - Known for hosting events that bring the community together, enhancing civic pride and sense of place.
 - A community where local history is remembered and respected.
- To learn more about Encinitas, please visit the City's web site at www.cityofencinitas.org.

THE ORGANIZATION

A General Law City, Encinitas is governed by a five-member City Council elected on staggered four-year terms. The Mayor and Deputy Mayor are selected each year by a majority vote of the Council. The Council also serves as the Board for the San Dieguito Water District, the Encinitas Housing Authority, and the Encinitas Public Financing Authority.

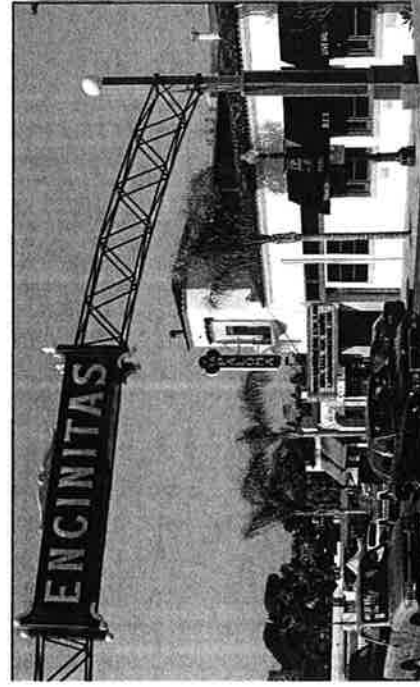
The City Council appoints the City Manager and City Attorney. The City Manager also serves as Secretary to the San Dieguito Water District and Executive Director of the Encinitas Housing Authority. The City has approximately 237 employees serving in eight departments and one subsidiary district. City departments enjoy strong collaborative working relationships and include the City Manager's Office, City Clerk/Legislative Services, Finance, Planning & Building, Fire & Marine Safety Services, Public Works, Engineering Services, and Parks & Recreation.

Encinitas is one of five California cities that enjoy an AA+ bond rating, and the City is well positioned to weather economic downturn through strategic fiscal planning and management. The Encinitas Public Works Department was the first in Southern California accredited by the American Public Works Association for meeting or exceeding industry standards. The City also received numerous environmental recognitions and awards for its Civic Center Energy Improvement Project.

THE POSITION

This opportunity is available with the retirement of the prior City Manager who served the City of Encinitas for 12 years, four of which as City Manager. Discussions with the City Council, management team, and community elicited the following desired attributes, style, and strengths of a new City Manager.

- A professional and mature manager with the highest of integrity and ethics who embraces open government and transparency.
- Possesses a proven ability to accomplish results through the use of a dedicated and skilled staff. Continually identifies opportunities for efficiencies and organizational accountability and able to make the difficult but necessary decisions.
- Maintains effective relations with members of the City Council. Assists Council in prioritizing



focus on issues and challenges. Apolitical; treats all fairly, equally, and respectfully.

- A responsive and effective communicator.
- Prepares clear and concise written reports and recommendations for Council consideration.
- While visible, approachable, and accessible in the community, the City Manager will respect the role of the City Council and will focus his/her efforts on operations.
- Possesses solid interpersonal skills; calm, even keel approach; and self confidence.
- Exhibits sound judgment.
- Innovative and focused on the future.
- An ambassador to the community; communicates successes. With a proud, actively engaged and relatively vocal community, the City Manager will listen to concerns and assist in identifying win-win opportunities. The successful candidate will also have a backbone and the ability to make unpopular decisions when necessary.

A Master's degree in public administration, business administration or a closely related field is required.

In addition, the selected candidate will possess proven management experience

in municipal finance and budgeting, sustainability, and transparency within a local government agency.

THE COMPENSATION

The salary for this position is open depending upon the qualifications of the selected candidate. The City offers an attractive benefits package including:

RETIREMENT – PERS 2.7% @ 55, single highest year. Current employee contribution of 3.8%.

CAFETERIA PLAN – City contributes \$12,000/year toward employee/dependent benefit premiums for health, dental, and vision plans; health care spending and dependent care spending accounts are available.

LIFE & AD & D INSURANCE – City provides policy equal to annual salary.

ANNUAL LEAVE – 13 days annually. Credit given for prior public service employment. In addition, the City's income protections plan protects employees for up to 90 days per occurrence for each unit earned (max. 4 units) for sick leave.

HOLIDAYS – 10 days plus 2 floating holidays annually.

DEFERRED COMPENSATION – ICMA 457 plan available.

SEARCH SCHEDULE

Resume filing deadline..... February 21, 2011
Preliminary Interviews..... March 7-11, 2011
Recommendation of Candidates..... March 16, 2011
Final Interview Process..... April 1, 2011

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

THE RECRUITMENT PROCESS

To apply for this outstanding career opportunity, please send your resume and cover letter electronically to:

Peckham & McKenney
apply@peckhamandmckenney.com

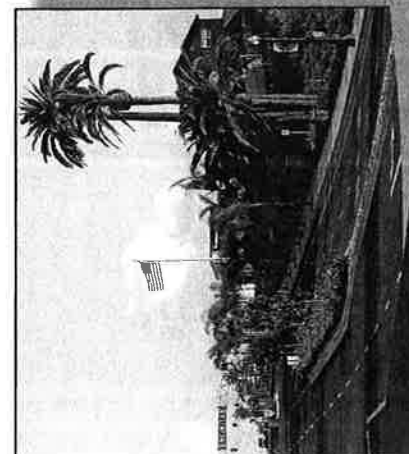
Please do not hesitate to call Bobbi Peckham toll-free at (866) 912-1919 if you have any questions regarding this position or recruitment process.

PECKHAM

MCKENNEY

EXECUTIVE SEARCH AND CONSULTING

www.peckhamandmckenney.com





MICHAEL DAVIS
JAMES D. WILLIAMS

March 15, 2011

Perry Beck
City Manager
Town of Loomis
P.O. Box 1330
Loomis CA, 95650

Re: RFP for Executive Recruitment Services

Dear Mr. Beck:

Thank you for inviting The Davis Company to submit a proposal to help the Town of Loomis recruit its next City Manager. Appointing a city manager is one of the more important decisions a City Council must make. We look forward to an opportunity to help recruit a manager who leads both effectively *and* creatively, especially considering the current fiscal and economic environment.

The Davis Company

The Davis Company, LLC is a multi-disciplined management consulting company with twenty years experience helping local governments hire highly competent community-oriented administrators and leaders. The firm's founder, Michael Davis, leads the "executive search" and human resources practice while working from the Sacramento office. Other practice areas focus on governmental operations and public financing.

The firm's senior partners served as California city managers prior to forming the practice in 1991 – Mr. Williams in Santa Monica and Mr. Davis in Danville. Their combined experiences (i.e., consulting and hands-on management) uniquely enable the firm to identify successful leaders and managers that match a governing board's requirements for the operating style, skills, and abilities of the chief executive.

It is very important that a new city manager possess a range of management, technical, and interpersonal skills. Our recruitment practices are aimed at identifying candidates that are a strong fit with both the City Council's and community's requirements and expectations, and on helping the City Council undertake a thoughtful, professional evaluation, selection, and hiring process.

555 University Avenue, Suite 116, Sacramento, CA 95825 TEL 916.567.9510 FAX 916.567.9540
401 Eleventh St., Santa Monica, CA 90402 TEL. 310.567.6999

While we work with many city managers and other senior administrators, we do not maintain a stable of candidates readily available for presentation to the City Council. Rather every engagement is a new challenge to understand the City Council's requirements and the community's needs, and to find strong candidates who match those requirements.

Interim Manager

If an interim city manager should be needed and not otherwise available within the City organization, we will assist the City Council find a capable interim manager as a first order of business.

Executive Search Team

The firm's founder, Michael Davis, leads the "executive search" practice and has assisted local governments in the hiring of their most senior and trusted managers and department heads for almost twenty years. In addition to being a skilled recruiter, Mr. Davis is a highly experienced facilitator for public policy and organizational decisions. He will be fully engaged in all facets of this recruitment and will be the firm's direct contact with the Loomis City Council. Senior Partner, Jim Williams assists Mike Davis in the identification of potential candidates. Both Mr. Davis and Mr. Williams have served as California city managers.

Guarantee

The Davis Co. offers a one year guarantee to recruit a replacement city manager at no-cost to the City except normal expenses, if the person that is hired is relieved for cause within the first year following appointment.

References

Listed below are several reference contacts for recent searches conducted for senior level managers, including city managers.

- Tom Cosgrove (former Mayor, current Council Member); Spencer Short (current Mayor Pro Tem), City of Lincoln; re: City Manager recruitment; Contact # 916.424.2490
- Richard Ramirez, City Manager; Bronda Silva, Human Resources Manager, City of American Canyon, CA; re: Planning Director and City Clerk recruitments; # (707) 647.4577
- Greg Ramirez, City Manager, City of Agoura Hills (re: City Clerk); # 818.597.7300
- Karen Ezell, Retired HR Director # 626.372.2591, Michael J Beck, City Manager, Bill Bogaard, Mayor, City of Pasadena (re: CFO) # 626.744.4222
- Rod Wood, City Manager, (Retired), City of Beverly Hills and Novato, CA, Contact # 310-920-0092

Pricing and Schedule

The proposed fee for this engagement is \$16,500 plus reimbursement of expenses. See details on page 10. The time frame for the search process through presentation of finalist candidates to the City Council is eleven (11) weeks. See detailed task by task schedule on page 6.

I look forward to reviewing this proposal with you and/or the City Council at your convenience and to assisting the City Council on this most important recruitment.

Regards,

Michael Davis

Executive Search - Approach to Recruiting Excellent Managers

The Davis Company offers a turn-key package of services in which we guide and oversee all aspects of the recruitment process as follows:

1. We advise the Mayor and City Council in all phases and aspects of the recruitment, selection and hiring process. This begins with helping the City Council reach consensus on the qualifications, experience and personal attributes (“recruitment criteria”) the next manager must possess and concludes with the City Council’s hiring decision. During this important first step we interview each Council Member and seek the full City Council’s approval of recruitment criteria through a process that fully complies with the Brown Act.
2. An early understanding of the City Council’s priorities, objectives, and personal and professional expectations for the next manager is essential to ensuring a thoughtful and properly focused recruitment process. We review and research the City government organization and community by reviewing community demographics, capital and operating budgets, organization characteristics, strategic action plans and the general plan. We tour community facilities and, if appropriate and only if desired by the City Council, interview key staff and community leaders to ensure we fully understand the City government and the community.

In some instances, a City Council will ask that a community process also be organized to articulate the community’s expectations for next manager. This additional element can be included in the recruitment process for a separate fee (typically in the range of \$1,500 to \$2,000).

3. We work with and ensure that the entire City Council is involved in and kept abreast of all facets of the process.
4. We aggressively seek out individuals that closely match the City’s recruitment criteria. Advertising is also prepared and placed in professional newsletters, periodicals and electronic media. A professionally designed Position Offering Statement (i.e. brochure) will be prepared for distribution to referral sources and potential candidates. The core of our recruitment effort however, focuses on personalized search. The strongest potential candidates are “personally invited” to apply for the position. This is a conscious strategy to ensure that potential candidates understand they are sought for the position.
5. We manage the complete recruitment process for the City Council. This includes all contacts with candidates to answer questions about the community, the city government organization and keep both the City Council and candidates apprised as the process evolves.
6. We carefully screen and evaluate the candidates. Our screening standards are high and our practices are thorough. Screening includes information gained from candidate referral sources; resume appraisal, a comprehensive personal inventory questionnaire that is focused on the City

Council's recruitment criteria, face-to-face interviews that we conduct with the strongest candidates, reference checks, and in depth personal (civil/criminal) and financial background checks for the candidates that are considered by the City Council. Strengths will be validated and any perceived weaknesses will be thoroughly checked out.

7. Recruitment and selection steps are balanced. One-half of the process is dedicated to specifying recruitment criteria and searching-out candidates who meet the criteria. The balance of the process is focused on candidate screening, evaluation and hiring steps.
8. We present to the City Council candidates who we know to be genuinely interested in the City's position and who want to come to Loomis. This is an important step that avoids either the candidate or the City committing to a relationship that doesn't work.
9. We keep the process focused and efficient in order to stay on schedule recognizing that vacancies in key positions can cause uncertainties and defer progress on important initiatives. We are well known and regarded for delivering a list of high quality candidates to the City Council on schedule.
10. We are available to facilitate the City Council's hiring process and decision if desired. Once the City's employment offer is presented and accepted, we coordinate public information announcements with both the City and the new manager.
11. After the new manager is on the job, at six, nine, and 12 month intervals we make follow-up contacts with both the Mayor and the City Manager to evaluate employment conditions.
12. Optional Services include:
 - a. Assist in the hiring of an interim City Manager.
 - b. Compensation benchmarking to ensure the City's intended compensation is competitive.
 - c. Assistance for presenting and finalizing an employment offer, including collaboration with the City Attorney on an employment agreement.
 - d. Assistance to City Council during selection process.
 - e. Develop first year goals and objectives for the new manager and design an on-going performance appraisal for the City Council's use.

Items 12 a., b., and c. are provided for additional hourly fees and reimbursement of expenses. The cost of these services typically ranges from \$1,500 to \$2,000 for city manager positions. The cost for 12 d & e. is negotiable depending on the scope of work that is assigned.

~ Balance of Page Left Blank Intentionally - See Recruitment Schedule on Next Page ~

Town of Loomis – Recruitment Schedule City Manager

Step	Major Recruitment Steps *	Completion
<i>Step 1</i>	Recruiter meets with City Council to receive input, establish and finalize recruitment criteria, identify essential personal characteristics and professional skills and qualifications for the next City Manager. Organizational features, funding and staffing levels, community relationships and near term programmatic goals and objectives are also confirmed.	Week 1
<i>Step 2</i>	Recruiter prepares a comprehensive recruitment strategy including: advertising media and cost; and Position Offering Statement (for distribution to referral sources and potential candidates).	Week 2-3
<i>Step 3</i>	Recruiter initiates focused search to identify outstanding potential candidates. Professional advertising is submitted and confirmed. Personal outreach to referral sources and potential candidates begins and continues until the filing date and successful solicitation of highly qualified candidates who are interested in the position.	Weeks 4-7
<i>Step 4</i>	Outreach transitions into a candidate screening process that includes in-depth evaluation of candidate credentials and preliminary interviews and reference checks for candidates who most closely match the City’s recruitment criteria. Interim reports are made to keep the City Council abreast of events and status.	Weeks 8-10
<i>Step 5</i>	Recruiter presents candidates and all candidate credentials to the City Council and recommends finalists for further consideration. City Council selects finalists to be interviewed.	Week 11
<i>Step 6</i>	City Council conducts Finalist interviews.	To Be Determined By City Council
<i>Step 7</i>	City Council makes final hiring decision.	After Interviews Are Concluded
<i>Step 8</i>	Consultant notifies all candidates of selection decision.	Upon Appointment

The Davis Company
Los Angeles & Sacramento, California
Advisors to Governmental Agencies

The Davis Company LLC. is a multi-disciplinary consulting practice that provides executive search and management consulting services to governmental agencies. Working with senior appointed and elected officials, our consultants devise and help implement practical solutions for critical service delivery challenges. Services are provided to clients located predominantly in the Western U.S.

~ EXECUTIVE SEARCH ~

The Executive Search team helps governmental officials hire and retain outstanding professional leaders, managers, and technical specialists. Our consultants' experience, with over 200 successful recruitments for most senior-level local government positions, is complimented by many years of hands-on management, compensation, and recruitment/selection experience for state and local governments. Services include:

- Recruitment strategies individually tailored to an organization's needs.
- Solicitation of outstanding performers for key local government positions.
- Comprehensive performance and personal background investigations.
- Advice on compensation, selection and performance measurement.
- Negotiation of employment agreements.

~ EXECUTIVE SEARCH TEAM ~

Michael Davis has thirty years experience serving state and local governments as a public manager and consultant. He formed The Davis Company in 1991 after serving as a partner in a nationally public sector recruiting firm and as City Manager in Danville, Ca. In addition to being the firm's Managing Partner, he leads and actively participates in all executive search engagements and is directly accountable to the client. Under his guidance, the firm has helped local agencies recruit and hire more than 300 leaders and managers for positions such as city manager, general manager, CEO, most all department head positions, and many senior level technical specialists.

Mr. Davis is a graduate of the University of Southern California in Los Angeles, California where he earned a BS degree in public administration.

Gladys Covington joined the firm after serving for fifteen years as personnel specialist in the Office of Personnel Administration for the State of California. In her most senior role, she served as a personnel advisor to State agencies in the areas of executive recruitment and compensation focusing on high-level managers including at-will positions appointed by the

Governor. As a Senior Recruitment Specialist, Ms. Covington coordinates recruitment outreach and assists in candidate evaluation.

Ms. Covington received a BS degree in Business Administration from California State College at San Jose and has engaged in continuing personal development and education in the area of public personnel administration.

Justin Davis is an Associate Consultant and assists with recruitment outreach and background investigations. He joined the firm after serving as: a US Congressional Aide; a League of California Cities intern (Sacramento Office); and as Marketing Specialist with a Bay Area technology firm. His role in recruitment processes includes position advertising and assistance in candidate outreach.

Mr. Davis received a BA Degree in Political Science from UC California (Davis) in 2002.

James D. Williams is the company's principal in charge of the economic development/real estate practice. He assists the executive recruitment team in the prospective candidate identification phase as needed.

Mr. Williams is a graduate of Stanford University where he earned a BA degree in economics and of the University of California, San Diego where he earned a Master's Degree in public administration.

~ See Partial List of Clients on Next Page~

The Davis Company - Partial Client List Western Cities, Counties & Special Districts/Authorities

California Cities

Albany
Agoura Hills
Amador
American Canyon
Angels Camp
Arcadia
Arcata
Bakersfield
Baldwin Park
Banning
Beaumont
Bellflower
Belvedere
Berkeley
Beverly Hills
Buena Park
Chino
Citrus Heights
Cloverdale
Coachella
Colma
Compton
Corte Madera
Cypress
Dana Point
Davis
Desert Hot Springs
Downey
Dublin
El Segundo
Emeryville
Fairfield
Ferndale
Fountain Valley
Fremont
Goleta
Grand Terrace
Hawthorne
Hayward
Hercules
Hermosa Beach
Highland
Indian Wells
Irvine

More California Cities.....

Laguna Niguel
Lake Forest
Larkspur
Lawndale
Lincoln
Livermore
Lomita
Long Beach
Los Alamitos
Los Angeles
Madera
Manhattan Beach
Marina
Martinez
Mill Valley
Millbrae
Mission Viejo
Moraga
Mountain View
Napa
Newark
Oakland
Oakley
Orinda
Palo Alto
Palos Verdes Estates
Pinole
Pittsburg
Placentia
Placerville
Pleasanton
Portola
Rancho Palos Estates
Redondo Beach
Rolling Hills Estates
Sacramento
San Clemente
San Jose
San Juan Capistrano
San Leandro
San Mateo
Santa Barbara
Sausalito
Seal Beach

More California Cities....

Seal Beach
Seaside
South Gate
St Helena
Stanton
Suisun City
Tiburon
Torrance
Tustin
Villa Park
Westminster
Woodland
Yorba Linda
Yuba City
Yucaipa

Arizona Cities

Casa Grande
Chandler
Flagstaff
Gilbert
Glendale
Mesa
Phoenix
Scottsdale
Tucson
Tempe
Williams

Oregon Cities

Beaverton
Corvallis
Eugene
Grants Pass
Medford
Salem

Washington Cities

Bellvue
Burien
Des Moines
Edwards
Everette

More Washington Cities....

Federal Way
Lynnwood
Mukilteo
Normandy Park
Shoreline
SeaTac
Snohomish
Tacoma

California Counties

Alameda
Napa
Contra Costa
Orange
Placer
Santa Barbara
Los Angeles
Merced
San Bernardino
San Joaquin

California Special Districts & Agencies

Buena Park Unified School District
College of the Desert
City of Stockton
Orange County Fire Authority
Irvine Unified School District
San Bernardino Valley College

California Redevelopment Agencies

Arcadia
Bellflower
Compton
Downey
Goleta
Hawthorne
Los Angeles
Mission Viejo
Oakley
Redondo Beach
Sonoma
Santa Barbara County

Proposed Fees and Charges – Loomis City Manager

The fee for recruitment services outlined in this proposal is \$16,500 plus reimbursement of out-of-pocket expenses. Optional services listed on page 6, Item 12 are in addition to this amount.

Expenses typically include charges for professional design-printing, direct mail-postage/supplies, advertising, long distance telephone (e.g. referrals and reference checking) and travel related to preliminary candidate interviews. Requests for out-of-state travel related to preliminary candidate interviews, if any, are submitted for approval in advance (Not anticipated for this recruitment). Expenses typically do not exceed \$2,500 for a position at this level.

Invoices for both fees and expenses are to be submitted and paid monthly based on work progress and actual expenses incurred. Additional services, if any, will be billed in accordance with the firms Standard Fee and Charge Schedule as shown below.

The Davis Company Standard Professional Fees and Rates Effective Thru June 2011

<u>Professional Fees</u>	<u>Hourly</u>	<u>Daily</u>
1. Partner	\$242.00	\$1,936.00
2. Principal	\$210.00	\$1,680.00
3. Senior Consultant	\$175.00	\$1,400.00
4. Associate	\$153.50	\$ 1,228.00
5. Research Assistant	\$90.00	-----
6. Production Specialist	\$ 65.00	-----

Reimbursable Expenses

1. Outside printing, travel, postage and long-distance telephone charges	Direct Cost
2. Copies/Printing/Scans	\$0.15 per page
3. Report covers & bindings	\$2.50 per volume
4. Faxes sent and received	\$0.15 per page
5. Use of Personal Auto	\$0.55 per mile (adjusted Feb. 1, 2007)



Specializing in Top Level Executive Search for Local Government in the West

44781 Baywood Drive • Mendocino, California 95460
Telephone: (707) 937-3161 • FAX: (707) 937-3191 • E-mail: westexec@mcn.com

March 10, 2011

Perry Beck, Town Manager
Town of Loomis
PO Box 1330
Loomis CA 95650

Dear Perry:

Thank you for the invitation to submit a proposal for executive search services for the position of town manager. It would be a pleasure to serve the Town of Loomis once again, and it is a source of pleasure and pride that our recruitment assistance to the Town Council in 1999 – 2000 was successful in producing a “match-up” that has worked well for 11 years, to the time of your anticipated retirement. As you and the Council are familiar with us and our work, our proposal is an abbreviated one, responding to the key points in your letter of invitation, but we would of course be pleased to supplement it in any way that you may need.

PROPOSED SCHEDULE AND METHODOLOGY

If Western Executive Search should be selected to perform this important project on behalf of the Council, we would expect to complete the individual tasks as outlined on the proposed schedule, which is based on an assumption of Council decision by early April. This is of course subject to modification by Council and events over which we have no control, such as vacation schedules of Council Members, timing of Council meetings or the amount of notice that the top candidate selected by Council may give his or her current employer. It may also be affected by the method of advertising preferred by Council. (In 1999-2000, we utilized both *Western City* and *Jobs Available*; *Western City* requires considerably more lead time than *Jobs Available* and it is quite a bit more expensive). For this search, I would respectfully recommend use of *Jobs Available* only, as both more cost effective and more expeditious in terms of the timeline needed. We could also utilize the International City Management Association for advertising this job opportunity, but I would respectfully recommend against it, not only as unnecessary expense, but as a generator of many more candidates from much farther afield than you really need, increasing the work involved without a commensurate rise in quality.

The first step in the process is arguably the most important, as it involves Council “placing its order,” and all other steps are based on what Council desires, as to professional qualifications, personal attributes and other objectives. If the Council has the desire to involve the public in the selection process, it is much better to receive public input at this initial stage, as opposed to later in the process. We will develop a candidate profile and a job description based on the Council’s input, assisting you and the Council to whatever extent you desire.

Your letter also mentioned the development of a compensation package, including benefits, and we will be pleased to prepare such material, based on a survey of comparable communities in the region.

As to the advertising, we will tailor the coverage to meet the Town's needs, as expressed through the Council, but the most important aspect of securing top quality candidates is our pro-active effort, which runs concurrently with the advertising. We personally contact city managers whose professional expertise we respect, and typically secure our strongest candidates from this source. We also have received quality responses from direct mail of personal letters, enclosing a copy of the job announcement brochure. This is an area where there is some variability as to cost, as job announcement brochures can be rather economical or more elaborate, including full color, with the latter involving more cost for the brochure itself, plus a larger envelope and more costly postage. (We happen to have sufficient copies of a brochure that we utilized a little over a year ago for the City of Yreka to include one in each copy of this proposal, to illustrate our point).

We will do preliminary screening of the candidates right after the filing deadline, and give you a preliminary report on the results at that point. We will conduct preliminary interviews, preferably in Loomis, in order to afford serious candidates an opportunity to see the community. Based on the results of these interviews, we will provide Council with a comprehensive report on all candidates, and we will assist you in conducting the interviews of the top finalists selected by the Council (generally four to six). We will then do background checks, preferably only on the top candidate, so as to avoid stirring up people unnecessarily. This, too, is an area of variable cost; if we can get the job done by phone, it is much less costly than visiting the home community of the candidates, and there is also the option of utilizing an outside specialist for this purpose, at a slightly higher cost.

When the final selection has been made by Council, we can then assist you, if desired, in negotiating an employment agreement, based of course on parameters set by Council.

RESPONSIBILITY FOR PROJECT

If Council selects Western to assist in this search, I will be personally responsible for the project, and do the majority of the work. Gayle Christofferson (my wife) will handle some aspects of the work, and we may call on Jan Christofferson (our daughter) for selected tasks. My resume is attached, in case Council would like to review it. Gayle worked for the City of Redding for 25 years, notably in the city manager's office, and Jan (whom I believe you know) was chief executive officer of Placer County and chief administrative officer of Yuba County.

COST

As I mentioned during our early conversation regarding this project, Perry, we did the Yreka project at a special rate of \$15,000 plus expenses, as a "favored" client, and we would see Loomis in the same light. I expect that you will find this to be several thousand dollars below the market. We usually invoice for the first one third of the professional fee after we have met with Council, received Council's input on the desirable qualifications, synthesized Council's wishes, completed advertising and recruitment brochures and begun proactive recruitment. The second one-third would be invoiced after we have completed preliminary screening of candidates, held preliminary

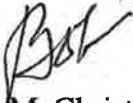
interviews and made a comprehensive report to the Council. The final one-third would be invoiced after Council interview, background investigation, preparation and negotiation of an employment agreement and wrap-up of the assignment.

We are very much aware of the fiscal pressures on cities and towns, and have always striven to keep costs at a bare minimum, consistent with a quality recruitment effort. We have found that direct expenses (advertising, printing, postage, envelopes, report preparation, mileage, clerical help, etc.) can be held to about \$5,000 for a typical recruitment, although the cost could rise to perhaps \$6,000 if a top-quality recruitment brochure (for example) were selected. In any event, no overhead charges are added to expenses, and we itemize and document every expense, conserving the client's money as if it were our own.

In addition to the variables already mentioned as having a potential impact on cost is travel for candidates to be interviewed. We respectfully recommend that travel for any initial interviews (i.e., the preliminary interview we conduct on your behalf) be at the expense of the candidate, and that reasonable travel expense for candidates whom you invite for Council interview be reimbursed by the Town. This is typically not a major item, as only a few finalists are involved, and most will not need to travel far. It is possible, of course, that Council will wish to invite a particularly attractive candidate from out of state, but this is up to Council.

If there is additional information that you or the Council need, we will be pleased to supply it.

Very truly yours,



Robert M. Christofferson

Attachments

Proposed Tentative Calendar
Resume
Yreka Recruitment Brochure

**PROPOSED TENTATIVE CALENDAR
For Town Manager Recruitment
Town of Loomis
March 10, 2011**

Week of April 4 or 11	Council Discussion of Professional and Personal Qualifications of New Town Manager Discussion of Salary and Benefit Parameters Synthesis of Qualifications; Review by Council
April 18 – 22	Survey of Salary and Benefit levels in region; submission to Council
May 9	Completion of Advertisement and Recruitment Brochure Beginning of Proactive Recruitment
May 17	Deadline for Ads in <i>Jobs Available</i> for Mailing May 24
May 24	Advertisement Appears in <i>Jobs Available</i> (Longer lead time for <i>Western City</i> if Council wishes to utilize both journals)
June 27	Filing Deadline for Candidates Preliminary Screening of Candidates
June 30	Preliminary Report to Council on Status of Recruitment
July 11-16	Visits by Prospects, Preliminary Interviews
July 29	Comprehensive Report to Council on Candidates
August 10	Selection of Interviewees by Council
August 20	Interviews of Top Prospects by Council Selection of Preferred Candidate(s)
August 22-30	Background Investigation as desired by Council, Report on same
August 31	Council Decision on Preferred Candidate, Subject to Negotiation of Terms of Employment
September 5	Negotiation of Terms of Employment, Preparation of Employment Agreement
September 6	Successful Candidate gives Notice to Current Employer
September 26	New City Manager Reports for Duty

Summary of Biographical Information
Robert M. Christofferson

Personal Information

Married to Gayle, with five grown children
Home Address: 44781 Baywood Drive, Mendocino CA 95460
Telephone: (707) 937-3161

Professional Experience

Consultant to Local Government, 1994 to present
City Manager, Redding, 1987 to 1994
City Manager, Fresno, 1983 to 1986
City Manager, Salinas, 1972 to 1983
City Manager, Covina, 1968 to 1972
City Manager, San Dimas, 1965 to 1968
Assistant to City Manager, Glendale, 1956 to 1965
Administrative Intern, Office of City Manager, City of Beverly Hills,
1955 to 1956 (half time during graduate school)

Education

Master of Science degree in Public Administration, University of Southern California, 1956
Coro Foundation Internship in Public Affairs, San Francisco, 1954-1955
Bachelor of Arts degree in Sociology, University of California, Santa Barbara, 1952

Military Service

U.S. Navy, Active Duty Lieutenant (jg), Amphibious Forces, Pacific, 1952-1954

Related Professional Activities

Professorial Lecturer, Graduate School of Public Administration, Golden Gate University, Monterey Campus
(evening classes), 1975 to 1981
Lecturer, School of Public Administration, University of Southern California, 1960s

Professional Association Offices Held

Western Regional Vice President, International City/County Management Association, 1989 to 1991, and
Chairman of Ethics Committee, 1990 to 1991
Board of Directors, League of California Cities (Representing City Managers Department), 1981 to 1982
President, City Managers Department, League of California Cities, 1981
President, Monterey Bay Chapter, American Society for Public Administration, 1983- 1984
President, Monterey Bay City Managers Association, 1974
President, East San Gabriel Valley City Managers Association, 1967
President, Municipal Management Assistants of Southern California, 1960
President, SCAPA PRAETORS (Support group for USC School of Public Administration), 1967-1968
Founding President, Alumni Association, USC School of Public Administration

Vice President, UCSB Alumni Association, 1970
Revenue and Taxation Committee, League of California Cities, 1975 to 1985
League of California Cities Tax Reform Task Force
Legislative Strategy Committee, League of California Cities, Chairman, 1979
League of California Cities Committee on the Fiscal Health of Cities, 1978
League of California Cities Social Issues Committee
League of California Cities Administrative Services Committee

Other Professional Activities

Life Member, International City/County Management Association, Awarded 1994
Fresno City Employees Association "Silver Bullet Award," 1986
Founding Member, California City Management Foundation, 1986
Member of Founding Steering Committee, "Leadership Fresno," 1984 to 1986
Member, Board of Directors and Executive Board, Fresno Economic Development Corporation, 1983 to 1986
Rotary Clubs of San Dimas, Covina, Salinas, Fresno and Redding (various offices and committee assignments, including president)
Sunrise House (Youth crisis center in Salinas), Board of Directors and President
Administrator of the Year, Brigham Young University, 1979
Harry Scoville Award (Young Administrator of the Year), Los Angeles Chapter, American Society for Public Administration, 1960
Distinguished Service Award (Young Man of the Year), Glendale, 1960
Salinas Chamber of Commerce Award, 1976

Contributions to Professional Journals and Books

I have written a number of journal articles and chapters for International City/County Management Association books and publications, at ICMA's request, notably chapters in the Municipal Yearbooks for 1961, 1962, 1963 and 1964, two chapters in the ICMA training manual for public relations in 1966, and "A Unified Response to Urbanism," the standard booklet on the Council-Manager Plan, which was published in 1966 by ICMA.

In addition, I have contributed, at various journals' request, articles on fleet operations, public works reorganization, audio-visual reports to the public, emergency preparedness, public relations, cost effective park maintenance, reclaiming disposal sites for park use, fighting hill fires with helicopters, motivation in government, the role of the citizen in government, and others, in *American City*, *Public Management*, *Western City*, *Public Works*, *Alabama Municipal Journal*, *Municipal South*, *Trojan in Government*, and the *Glendale Independent*. I also co-authored the Municipal Budgeting Guidelines for the League of California Cities in 1972.

Recent and Current Assignments

Although the primary focus of my work since July 1994 has been as president of Western Executive Search, providing executive search services for top level positions for local government, I have also been asked to assist local governments in other areas, including:

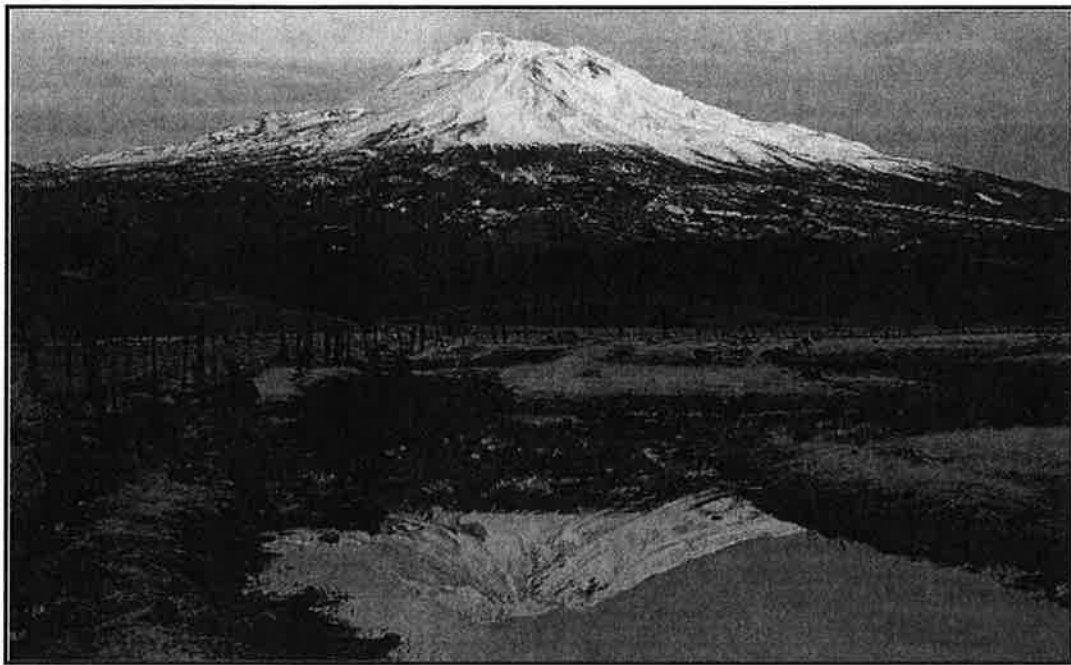
1. Developing and editing the 1994 report, "Making California's Governments Work," for the League of California Cities, to proactively position cities for potential constitutional revision. The position paper was aimed at State decision makers, including the Constitutional Revision Committee and the Legislature.

2. Completion of a study for the Suburban Cities Association (Kings County, Seattle area) in 1995, resulting in a report entitled, "Optimizing Services to the Public in Kings County, Washington." The study focused on how other metropolitan areas in other parts of the United States (plus Australia and New Zealand) have addressed the challenges of intergovernmental organizations and relationships to provide more effective services to the public.
3. Providing assistance to the League of California Cities, California State Association of Counties and California School Boards Association to form a "Partnership" to address areas of cooperation on behalf of the public. This project began in 1996 and is continuing, involving incorporation of the Partnership, securing tax exempt status, and securing grants from the Irvine Foundation, Hewlett Foundation, Wellness Foundation and others to finance programs in areas that have not been addressed effectively by the cities, counties and schools of California to date.
4. Providing interim professional assistance to the **City of Lodi** for five months in 1996, including projects in bus transportation, management information systems, electrical system planning to meet new State standards, fire chief recruitment and selection, purchasing system revision and others.
5. Serving as interim city manager for several cities, including the **City of Dixon** for about four months in 1997 (assisting the City Council in recruitment and selection of a new city attorney, providing a transition for the new city manager, working through some difficult political situations, and otherwise providing needed management services); the **City of Fort Bragg** for about seven months in 1999 (including assisting the City Council in the recruitment and selection of a new city manager and community development director); the **City of Yreka** for five months in 2000 (including assisting the City Council in the recruitment and selection of a new city manager); the **City of Colfax** for about five months in 2000 and 2001 (including the recruitment of a new city manager); and I provided similar service to the **City of Mount Shasta** in 2002, **City of Cotati** in 2003 and **City of Fort Bragg** in 2004. In 2006, I assisted the **City of Fort Bragg** in recruiting a new police chief and a new community development director and conducted a background check for city manager candidates for the **City of Colfax**. I served the **City of Willits** as interim city manager for about six months in 2008, while assisting the Council in recruiting and selecting a new city manager.
6. Assisting the Visalia City Council and staff, early in 2000, in a strategic planning workshop, with an update in 2001.

References

Jere Melo, former Mayor of Fort Bragg
David Turner, former Mayor of Fort Bragg
Henry Hibino, former Mayor of Salinas
Dan Whitehurst, former Mayor of Fresno

LOOKING FOR A LIFESTYLE UPGRADE ...



**... AND AN
EXCEPTIONAL
CITY MANAGEMENT
OPPORTUNITY ?**

**You'll find both
as
CITY MANAGER
City of Yreka
California**



FILING DEADLINE: November 16, 2009

THE COMMUNITY

The City of Yreka is located 320 miles north of San Francisco and 22 miles south of the Oregon border on US I-5. It covers 12 square miles, at an elevation of 2600 feet.

As the County seat, Yreka is the governmental, business and financial center of the region. Fairchild Medical Center and over 30 physicians and surgeons provide health care to residents of Yreka and environs.

Education needs are well met by two elementary schools, one middle school, one high school and the College of the Siskiyou.

On the business front, Yreka has several retail shopping areas, restaurants and numerous motel facilities. Specialty shops, such as antique stores, are also available. Yreka's rich history is still evident in its restored business and residential districts. The Miner Street business district and Third Street residential district are listed on the National Register of Historic Places, and the historic Siskiyou County Courthouse, built in the mid-1850s, houses the largest gold display south of Alaska. The Siskiyou County Economic Development Council, founded in 1984, promotes economic development in the City and County, in cooperation with the Yreka Chamber of Commerce.

The Yreka area features a variety of recreation opportunities, including golf, tennis, water sports, snow skiing (at two nearby ski parks), hunting, fishing, hiking and backpacking. The YMCA provides additional health related facilities. Cultural attractions are available at the Yreka Community Center and Theatre, Liberty Arts Gallery, Siskiyou Performing Arts Center, and nearby Ashland, home of the renowned Shakespeare Festival and other performing arts events. Yreka residents are particularly proud of the City's park system, which offers play equipment, swimming pool, fishing lake, athletic fields, nature trails, picnic areas and barbecue pits.

Commercial airline service is available at Medford, Oregon, 50 miles north, through United Express and Horizon, an affiliate of Alaska Airlines.

Housing is affordable, relative to many other areas of California, with housing costs ranging from \$125,000 to \$300,000 and rentals from \$650 to \$1,000 per month.

There are 983 acres within the City zoned for light and heavy industry, with about 60% of this total amount vacant and available, in parcels ranging from individual lots to 100 acres.



THE JOB AND THE CHALLENGE

The successful candidate for this position will be entering upon an outstanding opportunity for public service and professional growth in an almost unique climate of positive community spirit and support. A well-managed city with a public spirited City Council and an excellent staff, Yreka is at a critical juncture in its history and needs just the right mixture of professionalism, common sense, motivation, conscientiousness, sensitivity and hard work in its new City Manager.

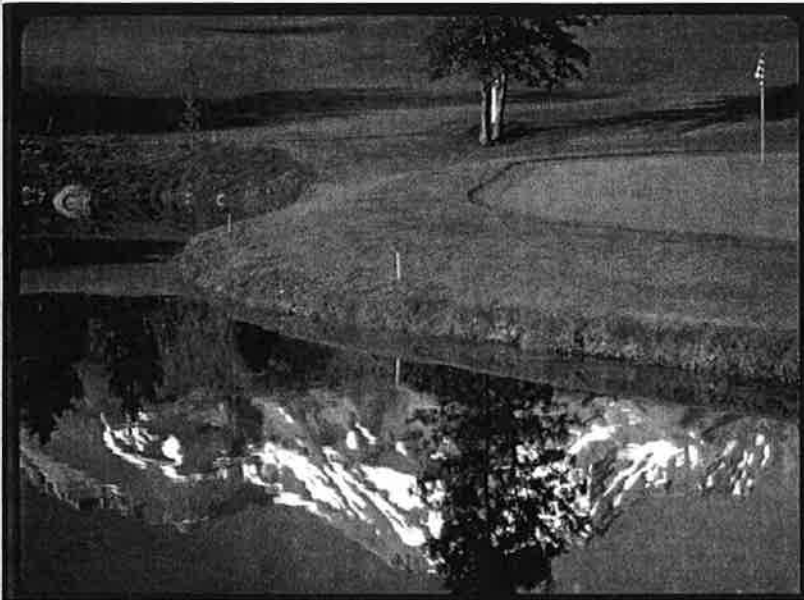
The City has the necessary resources to achieve the next level of success, and the caliber of administrative leadership it secures in its next City Manager will be a key factor in the extent to which that success is achieved.

Economic development and the creation of new, well paying jobs (together with the retention of existing industries and jobs) is a high priority of the City Council. Projects aimed at providing necessary infrastructure are underway. Success on this job will require quick mastery of a great deal of information, excellent analytical skills, an ability to work with and present complex ideas in a clear and understandable manner, sound judgment and advice to the City Council and a high level of administrative leadership.

Like other cities of its size, Yreka's lean staff must be versatile and able to handle a multiplicity of diverse projects and priorities simultaneously, and that is especially true of its City Manager.

QUALIFICATIONS FOR THE POSITION

The City Council is interested in candidates with solid professional city management experience, appropriate educational preparation and strong public service motivation. Experience in general city management, including finance, human resources, planning, public works and economic development, is essential. Desirable traits and abilities include excellent communication skills (both oral and written), a strong customer service ethic, team building skills, enthusiasm, skill in handling conflicting pressures, a good sense of humor and a willingness to make a commitment to the City.



THE CITY GOVERNMENT

Yreka operates under the classic Council-Manager model, with the City Manager appointed by and responsible to a 5-member City Council elected for 4-year overlapping terms.

As a full-service City (incorporated in 1857), Yreka provides police and fire protection, public works, planning, building regulation, parks and recreation and community theatre for its 7,000 residents.

Yreka's 53 full-time and 7 part-time employees administer an annual budget of \$13 million. The Police Department consists of 15 sworn officers, 11 civilian employees and 3 reserves. The Fire Department has 31 volunteers operating 5 pumpers, a snorkel unit and a utility vehicle. It holds a class 4 fire rating. The Public Works Department includes water and wastewater facilities, street maintenance and other typical services.

The City government is generally characterized by a stable political environment, solid fiscal position and high level of community spirit.

YREKA'S HISTORICAL ROOTS

Yreka's historical roots reach back to the California gold rush, beginning with a gold discovery in 1851. Thousands of prospectors flocked to the area, and a town of tents and shanties quickly developed near the present downtown area. The first house – a log cabin – was built that year, along with the first business – predictably, a saloon.

Yreka, pronounced Wy-re-ka, is a Shasta Indian word meaning "North Mountain," a reference to nearby Mt. Shasta. Yreka became the county seat of Siskiyou County, geographically one of the largest counties in California.

Although the first religious service was held in a log cabin in 1851, the first church (later to become the Methodist Church) was not built until 1854, and in 1855 the first Catholic Church was built. The first school, a private one, was opened in the winter of 1853-54, and in 1894, Yreka High School was established.

The City of Yreka was incorporated in 1857, with a population of 5,000, and the Yreka Fire Department was organized. Yreka became the stage stop for more stage lines than any other community in the state. A Yreka businessman, William Irwin, was elected governor of California in 1857, and the Yreka area's economy developed over the next few decades from its mining origins to include agriculture, timber, cattle and other industries.

In more recent years, the area's moderate climate and clear, fresh air, combined with its natural resources and outstanding fishing, hunting and other outdoor opportunities, have led to increasing recreational and tourism activity.



COMPENSATION

Salary: Negotiable (presently \$110,000)

Retirement: CALPERS, 2% at 55, with employee's share paid by City

Vacation: 80 hours per year, rising to 120 hours after five years and 160 hours after 15 years of service

Executive Leave: 40 hours per year

Floating Holidays: 24 hours per year

Sick Leave: 96 hours per year, with no limit on accumulation, plus service credit conversion under PERS retirement

Holidays: 11 paid holidays per year

Health Insurance: Paid health plan covers employee and dependents and includes dental and vision plans. (Note: health premium paid by city is a capped rate.)

Life Insurance: Life insurance is provided at the level of twice annual salary, plus \$1,000 for spouse and each child

Educational Reimbursement: A book and tuition reimbursement plan is available

Automobile Allowance: An automobile allowance of \$400 per month is provided in lieu of a City-owned vehicle

Furlough: It should be noted that a furlough program is presently and temporarily in place (until June 2010) to meet demands on the current operating budget, impacting employees to the extent of one day per month

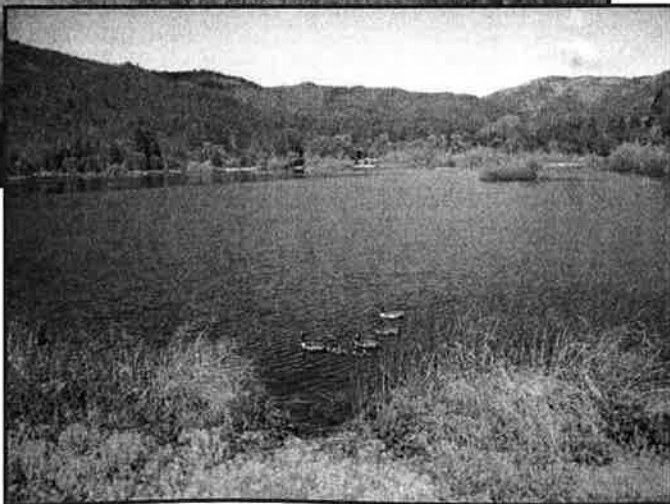


SELECTION PROCEDURE

Interested and qualified candidates may secure application materials from Liz Casson, City Clerk, at 701 Fourth Street, Yreka CA 96097, phone (530) 841-2324, casson@ci.yreka.ca.us.

Completed application materials should be submitted, together with a letter of interest, resume and five professional references to Bob Christofferson, Western Executive Search, at 44781 Baywood Drive, Mendocino CA 95460, phone (707) 937-3161, westexec@mcn.org. Any material submitted by e-mail should be followed up with hard copy so that the material reaching the City Council is clearly legible and representative of the applicant's best work. The filing deadline is November 16, 2009.

Following preliminary screening, those candidates most closely approximating the City Council's expectations will be interviewed by Western Executive Search, and a report made to the City Council, which will then select finalists for interview, tentatively set for Saturday, January 16, 2010. Reasonable travel expenses for candidates invited for interview will be reimbursed by the City. A background check will then be conducted, followed by appointment by the City Council and negotiation of an employment agreement and a pre-employment medical examination.



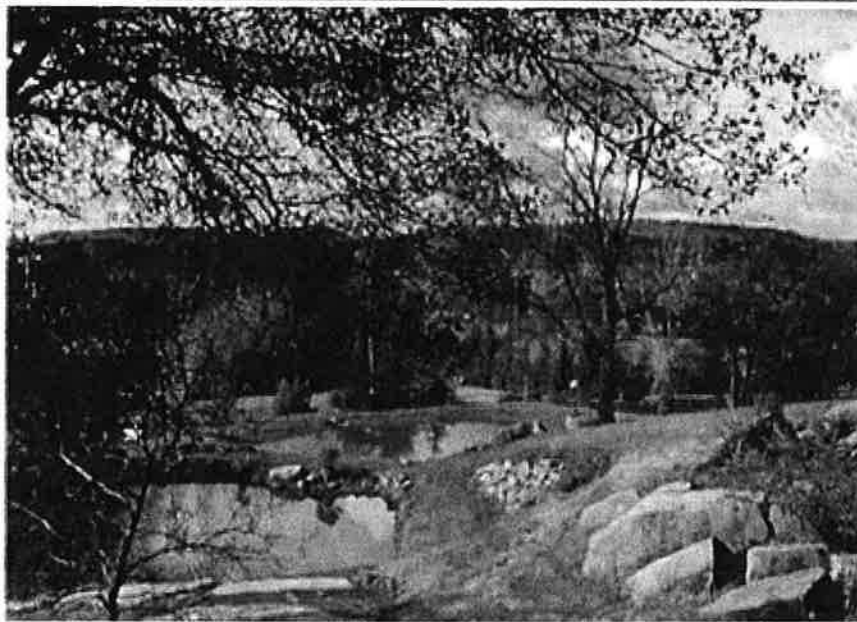
*Proposal to Provide
Executive Search Services*

for the position of

Town Manager

for the

Town of Loomis



Submitted March 15, 2011

Prepared by

Ralph Andersen & Associates

www.ralphandersen.com



WE SUPPORT GREEN GOVERNMENT



5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

March 15, 2011

Mayor Rhonda Morillas
and Members of the Town Council
Town of Loomis
3665 Taylor Road
Loomis, California 95650

Dear Mayor Morillas and Members of the Town Council:

Ralph Andersen & Associates is pleased to submit this proposal to conduct a search for the position of Town Manager for the Town of Loomis.

Our pricing structure is very competitive and reflects our strong desire to work locally with the Town of Loomis as well as incorporating the current fiscal and economic constraints faced by many small towns throughout California.

We have included a sample brochure (City of Grass Valley, City Administrator) to support our professional qualifications as a top caliber search firm. We believe our firm is best suited to represent the Town Council in the outreach necessary to bring qualified candidates for consideration.

The Project Director on this assignment will be Ms. Heather Renschler. Ms. Renschler will be assisted by Mr. Doug Johnson, Vice President. We believe a search for the Town of Loomis will be well served with this collaborative effort.

Why Choose Ralph Andersen & Associates?

First and foremost, we are a local firm and very familiar with the Town of Loomis.

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 almost 40 years. The Corporate Office of Ralph Andersen & Associates is located in the Sacramento Area (Rocklin). The principals of the firm are Ms. Heather Renschler, President/CEO, and Mr. Robert Burg, Executive Vice President.

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.

Executive Summary

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

The Town Council has requested our proposal to assist in the identification and recruitment of a highly qualified group of candidates for the new Town Manager. In particular, the Town of Loomis is seeking a firm with a strong presence in California and professional experience to clearly assess the Town'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 Town'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 Town 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 Town of Loomis' specific needs. The resulting outreach and advertising campaign will incorporate the extensive use of personal outreach to recruit a highly qualified group of candidates.

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 Town 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/town management searches is supported by a successful track record of highly regarded managers. Key recruitments to consider include:

- **Northern California**
 - ▶ City of Belvedere (City Manager)
 - ▶ City of Carson (City Manager) – Current Search
 - ▶ City of Ceres (City Manager)

- City of Chico (City Manager)
- Town of Corte Madera (Town Manager)
- City of Davis (City Manager) – Current Search
- City of Folsom (City Manager)
- City of Grass Valley (City Administrator) – **Sample Brochure Attached**
- City of Healdsburg (Assistant City Manager)
- City of Oakland (City Administrator) – Current Search
- City of Petaluma (City Manager)
- City of Rocklin (City Manager)
- City of Sausalito (City Manager)
- Town of Tiburon (Town Manager)
- City of Ukiah (City Manager)
- **Southern California**
 - City of Beverly Hills (City Manager)
 - City of Calabasas (City Manager)
 - City of Indio (City Manager)
 - City of Manhattan Beach (City Manager)
 - City of Murrieta (City Manager)
 - City of Port Hueneme (City Manager)
 - City of Tehachapi (City Manager)
- **Arizona**
 - City of Flagstaff (City Manager)
 - City of Maricopa (City Manager)
- **Texas**
 - City of El Campo (City Manager)

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 Town of Loomis will have Ms. Heather Renschler as Project Director.

Ms. Heather Renschler, Project Director – Ms. Renschler has been with Ralph Andersen & Associates for more than 26 years and is the firm's Chief Executive Officer. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 14 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 all sizes of communities from small towns to large metropolitan areas. She is also very experienced at working with city councils, boards, staff members, and selection committees in the recruitment and selection process. Her network of contacts and potential candidates is extensive not only within the Western Region but also on a national scale. Prior to joining Ralph Andersen & Associates, Ms. Renschler had private sector experience working with firms in the areas of construction management, health care, and public accounting. Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism. She obtained her Bachelor's degree in Public Administration from the University of San Francisco.



Assisting Ms. Renschler will be Mr. Doug Johnson and, if needed, other key members of our Search Team:

Mr. Doug Johnson – Mr. Johnson is a Vice President with Ralph Andersen & Associates and has over 24 years of local government consulting experience. Mr. Johnson has over 11 years of experience with Ralph Andersen & Associates in addition to 13 years as President of Johnson & Associates, a human resources consulting firm. Mr. Johnson has significant experience in managing a variety of projects from smaller engagements to large scale, complex projects. Mr. Johnson participates in all facets of the firm's recruitments and has extensive experience working with elected officials, public executives, staff members, labor organizations, and ad hoc committees. He is the firm's expert in executive compensation and related matters and has served as an expert witness in arbitration/mediation proceedings. Mr. Johnson has a Bachelor's degree in Psychology from California State University, Sacramento.



Mr. Robert Burg – Mr. Robert Burg is the Executive Vice President of Ralph Andersen & Associates. As a senior executive, his area of concentration is on executive search and management consulting. Mr. Burg has a total of 32 years of experience in the area of government, and brings those years of experience and judgment to the recruiting process to accurately identify Town Manager executive competencies and qualities for consideration. Mr. Burg has extensive experience with strategic planning and performance improvement systems. He brings those years of experience to the performance assessment and improvement process to create tools for council members, managers, supervisors and employees to align organizational, departmental, and personal goals and to provide a basis for measurement of employee performance. Mr. Burg has a Bachelor of Arts degree in Economics and a Masters of Business Administration, both from the University of Miami. He has taught business management courses and lectured at several prestigious organizations.



Paraprofessional and support staff will provide administrative support to the Project Team on recruitment assignments. These staff include: Ms. Diana Haussmann, Ms. Tiffany Taylor, Ms. Teresa Heple, and Ms. Melissa Pearson.

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 almost 40 years.

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

- Developing a comprehensive position profile based upon information obtained in meetings with the Town Council. Also, and if desired by the Town Council (strongly recommended by Ralph Andersen & Associates), a meeting with the Town's Department Directors would also be conducted.
- Review of current compensation and benefits for the Town Manager.
- Extensive **personal outreach**, in-person, via telephone, and through internet technology, to qualified candidates throughout the California.
- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, uses the Internet, and also uses our already established professional contacts throughout the region.
- A screening and assessment process that narrows the field of candidates to those that most closely match the needs of the Town 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 Town Manager for the Town of Loomis. The Search Team will be under the direction of Ms. Heather Renschler, Project Director.

Task 1 – Review Project Management Approach

The Search Team will meet with the Town Council and others, as appropriate, to discuss the project management for the search. The discussion will include a review of the work plan, confirmation of timing, and communication methods.

Task 2 – Develop Position Profile

The position profile for the Town Manager is the guide for the entire search process. ***Please refer to the attached sample submitted with this Proposal.*** The development of the profile includes the collection of technical information and recruitment criteria.

Technical Information

The Search Team will meet with the Town Council to gain an understanding of the experience and professional background requirements desired in the Town Manager. These meetings will also help the Search Team gain an understanding of the work environment and the issues facing the Town of Loomis.

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the Town Manager. The criteria should reflect the goals and priorities of the Town of Loomis. The Search Team will meet with key staff in the Town, and others as appropriate, to facilitate the identification and articulation of that criteria.

The Town Council may desire obtaining input from the Community on the qualities they would like to see in the new Town Manager. To facilitate Community input, the Search Team will conduct not more than two meetings (one evening and potentially one Saturday) as well as offering the ability to submit comments through an on-line survey instrument. Additionally, our process will allow for email comments to Ralph Andersen & Associates relative to the desired qualities in the next Town Manager.

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 the Search Team. The brochure will be reviewed by the Town Council in draft format, revised as appropriate, and published for use throughout the search.

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 Search Team 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 the *International City/County Management Association (ICMA)*, *Western City Magazine*, *Jobs Available*, and other professional publications. Specific Internet sites related to government will be used, including *Careers In Government*, 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' home page, 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 ongoing basis.

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Search Team will target those individuals who meet the criteria set by the Town Council. 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 Reference Review

The Search Team will conduct preliminary reference reviews for those candidates identified as the most qualified as a result of the screening process. Direct contact will be made with a limited number of references to learn more about the candidates' experience, past performance, and management style.

Preliminary Interviews via Cisco WebEx

Ms. Renschler, as the Project Director, will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary reference 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 done using Cisco WebEx technology or via telephone. No consultant travel for preliminary in-person interviews has been included in this proposal.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately eight (8) to ten (10) individuals. Those individuals will be reviewed with the Town Council prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, the Search Team will meet with the Town Council 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 in-person by the Town 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. The results of preliminary reference reviews and interviews will be reviewed with the Town Council.

The results of the Search Report will be a confirmed group of finalist candidates (typically 4 to 6) that the Town Council will interview in-person.

Task 6 – Selection

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

- A member of the search team will coordinate the selection process for the finalist group of candidates. This includes handling the logistical matters with candidates and with the Town.
- The support staff of Ralph Andersen & Associates will prepare an interview booklet that includes the resumes and candidate report (with interview comments, reference checks, and other relevant information about the candidates). In addition, the booklet will contain suggested questions and areas for discussion based upon the recruitment criteria. Copies of the interview booklet will be provided in advance of the candidate interviews.
- A member of the search team will attend the interviews to assist the Town 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.
- Verifications will be made on the top candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. The results of these verifications will be discussed with the Town Council at the appropriate time.
- As needed, the Search Team is available to provide assistance to the Town 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 Search Team is available to assist the Town in negotiating a compensation package with the selected candidate. This may include recommendations on setting compensation levels.

Additionally, Ralph Andersen & Associates will prepare a draft employment agreement and work with the Town's Legal Counsel on the finalization of this document. As required by the Brown Act, the employment agreement for the new Town Manager will be required to be approved and voted on in a public meeting.

Task 8 – Close Out

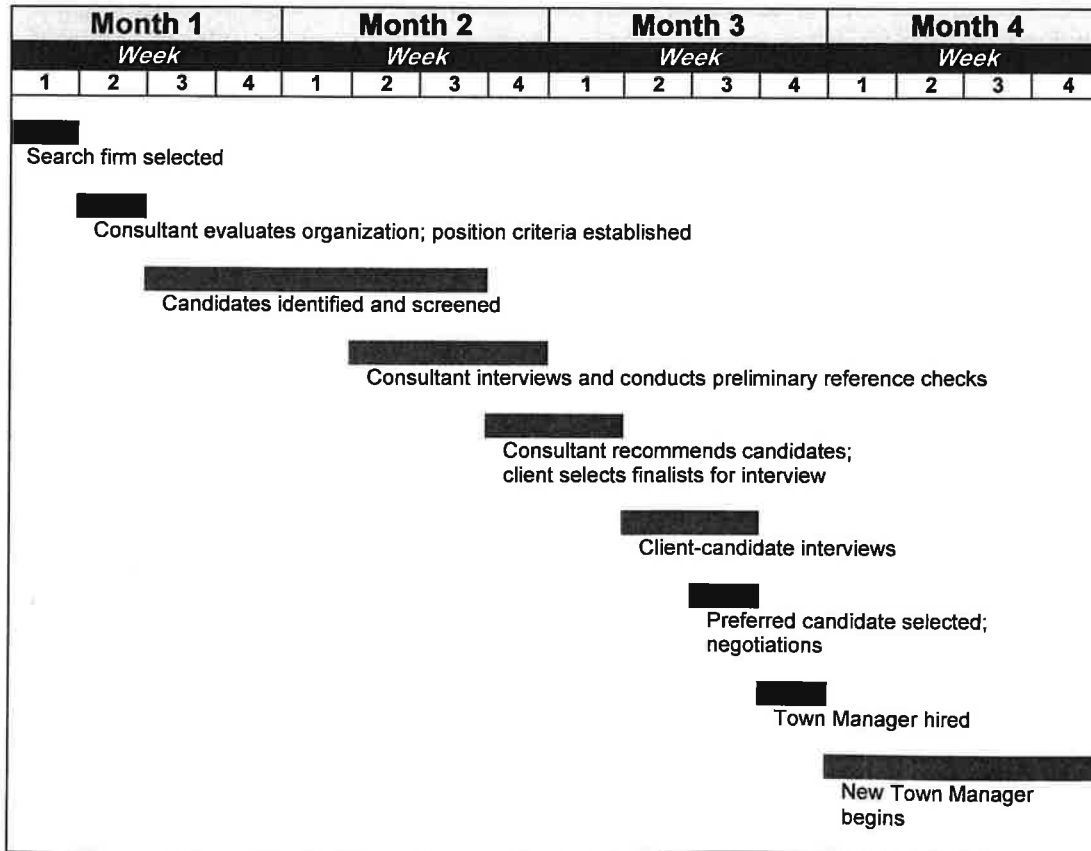
After the Town has reached agreement with the individual selected for the position, the Search Team will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone

Project Timing

Ralph Andersen & Associates will complete the search within 90 – 120 days (or less) from the execution of the agreement to the presentation of candidates. Negotiation with the top candidate will take an additional week or two after finalist interviews.

We are prepared to begin this search upon verbal notification to proceed. We understand the current City Manager will be retiring in September 2011.

We would suggest a closing date in late June or early July to accommodate this schedule and also to allow for a smooth transition of leadership.



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 references upon the Town's request and the desire to proceed with Ralph Andersen & Associates on this engagement.

Project Cost

The search effort for the new Town Manager will be focused in California although candidates from the Western Region will also apply. **The fixed fee for professional services and expenses to perform this search will be \$18,500.** Expenses included in this fixed fee include items such as advertisements, clerical, research, graphic design, printing and binding, postage and delivery, verifications and Internet and Lexis/Nexis searches on the top two to three (2 to 3) candidates, and long-distance telephone charges.

Community Input and Survey – This fee structure will also include up to two community meeting(s) that will be required to collect input from the public. We would anticipate not more than two meetings (one evening and one Saturday). Additionally, working in tandem with the Town of Loomis, an on-line survey instrument will be developed to solicit input.

Brochure – A full color brochure similar to the submitted sample will be developed for the Town of Loomis. All pictures will be the responsibility of the Town.

Ralph Andersen & Associates will bill the Town of Loomis monthly. Progress payments for professional services and expense reimbursement will be due upon receipt. ***The Town will be responsible for all candidate expenses related to on-site interviews. No consultant travel for preliminary in-person interviews has been included in this proposal.***

Ralph Andersen & Associates' Guarantee

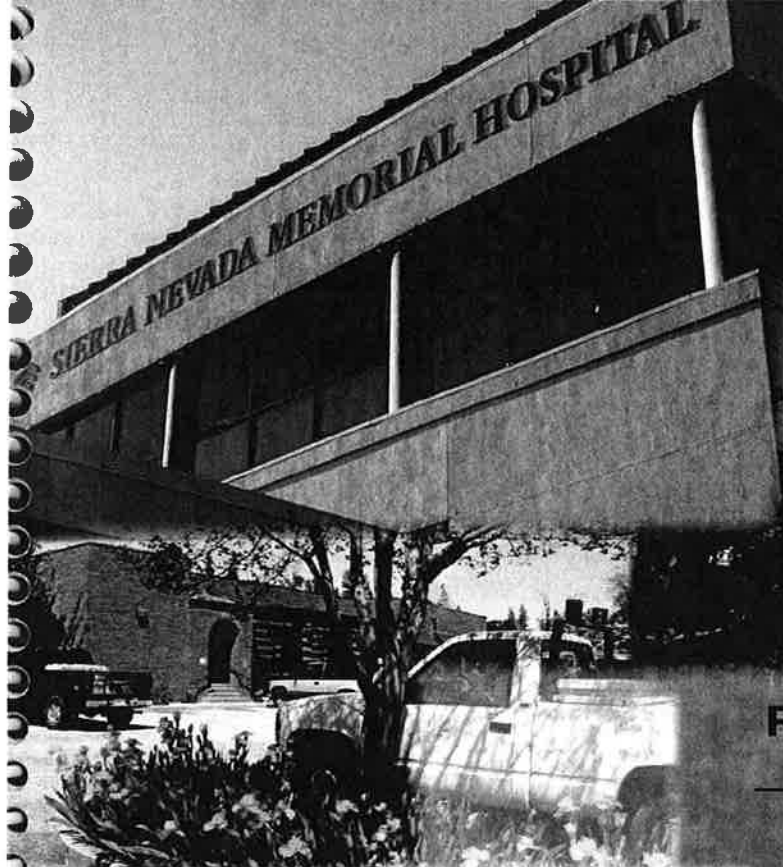
Ralph Andersen & Associates offers the industry-standard guarantee on our search services. If within a one-year period after appointment the Town Manager resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The Town of Loomis would be expected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



Should you need any additional information or desire an in-person presentation, please feel free to call Ms. Heather Renschler or Mr. Doug Johnson at (916) 630-4900.

Respectfully Submitted,

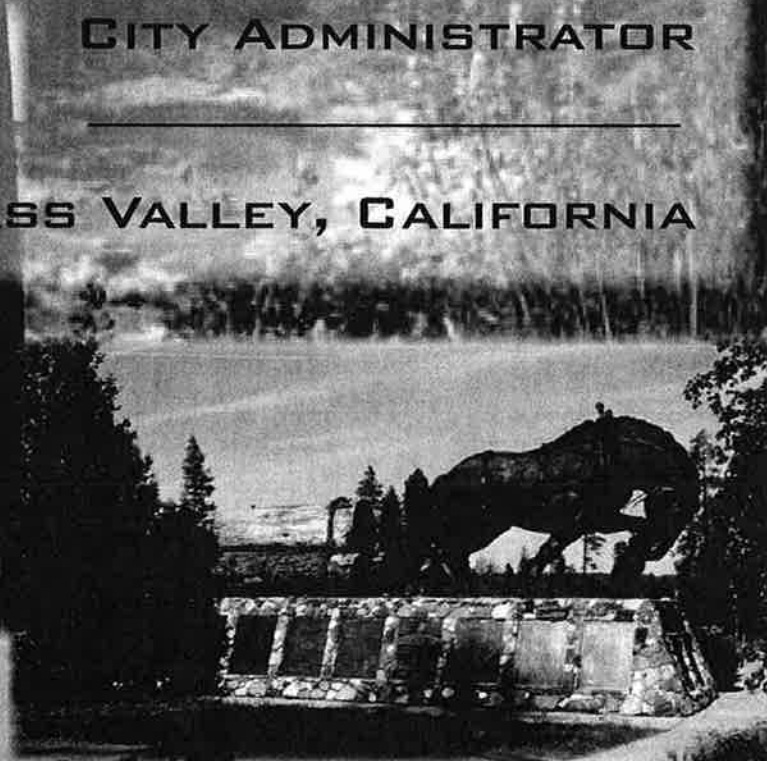
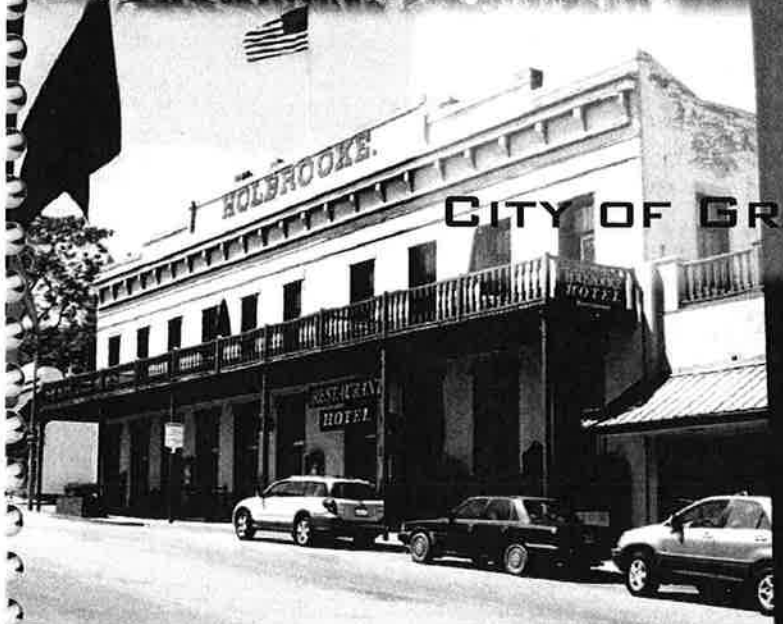
Ralph Andersen & Associates



RECRUITMENT BROCHURE

CITY ADMINISTRATOR

CITY OF GRASS VALLEY, CALIFORNIA



SIERRA
COLLEGE
Nevada County Campus

WWW.CITYOFGRASSVALLEY.COM

THE CITY

Grass Valley, California is a historic gold mining town which incorporated as a Charter City in 1893. As western Nevada County's business center, the City provides a full range of services including police and fire to over 13,000 residents in a five square mile area. Grass Valley is located 60 miles northeast of Sacramento in the Sierra Nevada Foothills. With four distinct seasons, this area features an exceptional quality of life that includes diverse outdoor recreation, abundant cultural activities, low crime rates, excellent educational opportunities, a rich history, and quaint town atmosphere.

In recent years Grass Valley has been home to many high tech companies that have found a welcoming environment for both their growing organization and employees in this community. Additionally, the area is also known for its large artistic community, its array of historic structures including Victorian architecture, and unique shops that adorn Mill Street and Main Street, the City's main thoroughfares. Community events include the celebration of a Cornish Christmas as a reminder of its past heritage, lively street fairs, and the annual Fourth of July parade.

Today, the City of Grass Valley remains committed to providing an attractive and quality environment in which to live and work.

THE GOVERNANCE STRUCTURE

Grass Valley's Charter establishes a Council-Administrator type of government, in which the elected Council provides political leadership and sets policy while a professional administrator directs the various City departments in carrying out that policy.

The City of Grass Valley is governed by a five member City Council. The current Mayor of Grass Valley is Mark Johnson, Vice Mayor is Lisa Swarthout, and the remaining members of the Council are Jan Arbuckle, Dan Miller, and Chauncey Poston. All members serve four-year terms, with Council elections held each even numbered year and consolidated with the November General Election.

In addition to involvement with Nevada County, the City of Grass Valley also participates in a variety of ways with other governments and agencies. The City has a representative on the Sierra Economic Development District Board, which covers Sierra, Nevada, Placer, and El Dorado counties. It is also represented on the



Nevada County Transportation Commission, which works on transportation issues of countywide concern, the Local Agency Formation Commission (LAFCo), and the Solid and Hazardous Waste Commission.

CITY COUNCIL STRATEGIC GOALS AND INITIATIVES

The City Administrator works collaboratively with the City Council to achieve the established strategic goals and initiatives. Specific strategic goals and initiatives for 2007-2008 include:

STRATEGIC GOALS:

- » Exceptional Public Safety
- » Modern Public Infrastructure
- » Prudent Financial Management
- » Balanced Economic Growth and Development
- » Planned Community Development
- » Inclusive Community Involvement and Leadership
- » Use of Technology, Training, and Productive Work Force

The full listing of City Council Initiatives as well as the detailed initiatives by key city departments can be reviewed at www.ralphandersen.com under the Career Opportunities section.

THE POSITION

The City Administrator manages the day-to-day business of the City. Appointed by the City Council, this at-will position serves at their pleasure, providing general supervision of all Department Directors in this full service city.

General responsibilities of the City Administrator include assuming a strong leadership role as the executive of this organization including acting as the risk manager, developing and refining the municipal budget, and acting as the Executive Director for the City's Redevelopment Agency. The City Administrator also serves as the advisor to the Council, presenting an array of options and alternatives for consideration, finalizing City Council agendas, and responding to the needs of Council Members, staff, and community issues.

TOP FIVE CITY COUNCIL INITIATIVES:

- » Develop a 5-year Capital Improvement Plan
- » Develop plans to improve the City's traffic circulation patterns
- » Work with community leaders to support a ballot measure for a one half cent (0.50%) sales tax for infrastructure / transportation
- » Work closely with the Regional Water Quality Control Board to address the city wastewater discharge permit
- » Review the City's long term growth strategies including Special Development Areas

The City Administrator will also:

- » Assist the City Council in the development and implementation of ongoing goals, objectives, policies, and priorities for the City, and report on its progress;
- » Manage the administrative and financial affairs and undertake special projects of the City;
- » Provide direction, guidance, and assistance to Department Directors in resolving administrative and operations problems within and amongst the various Departments;
- » Issue administrative directives, general rules, and regulations as deemed necessary for the general conduct of the City and its Departments;
- » Negotiate contracts, agreements, purchases, and other actions subject to City Council approval; and
- » Represent the City to the public, media, and other government agencies.



strong negotiating skills to address issues with a problem solving approach rather than a regulatory manner.

The ideal candidate will also be/ possess a:

- » Genuine concern for preserving the quality of life presently offered to residents of Grass Valley, with an appreciation for the natural beauty of the area and a high regard for the importance of environment and open space to local residents.

OPPORTUNITIES AND CHALLENGES

The City Administrator will have an opportunity to work on a variety of issues that affect this municipal organization and the public at large – some of those issues more typically found in a larger community. Grass Valley has a vibrant and involved citizenry that is concerned about growth issues, traffic, service delivery, quality of life, and preservation of open space as well as protecting their unique setting. As a result, the City Administrator must eagerly approach advising the City Council on a wide variety of projects and viable options, always working toward balancing the diverse needs of this community.

THE IDEAL CANDIDATE

The City Council is seeking a creative and innovative individual to employ a team approach to problem solving and be proactive in addressing issues that impact the City Council and the community. The City Administrator will also have a hands-on approach to management and have frequent interaction with department directors and staff, fostering an open dialogue between staff, City Council, and all community stakeholders. The City Council desires an Administrator who enjoys working in the public sector and appreciates the variety of contributions from all sources within the organization and from the public. Successful candidates will also promote timely, efficient, and cost effective delivery of services to the public.

The Administrator should be self-motivated and able to work collaboratively in an environment that embraces diversity and encourages freedom of thought. The Administrator should have unquestioned personal integrity, display honesty, and have strong ethics. The Administrator should also have excellent communication and interpersonal skills combined with

- » Results driven approach to the successful management of an organization including a key understanding of municipal finance, public safety, and all aspects of municipal service delivery.
- » Effective communicator, with strong interpersonal skills, and the ability to clearly explain complex issues. Able to establish trust with the City Council, department heads, staff and the public.
- » Confident style that will promote candid discussions and encourage diversity of thought by providing an environment that emphasizes the review of options and alternatives for the City Council's consideration.
- » Strong management skills with ability to function effectively in a highly professional organization that has come to expect an extensive amount of community involvement combined with responsive and top quality service delivery.
- » Able to build strong relationships with the business community and the public, and become a visible part of the local community.
- » Proven track record of dealing effectively with a variety of regional issues, including taking a leadership role at the local, state, and federal levels, including legislative monitoring.
- » Able to provide leadership to both the City Council and staff, with the ability to set goals and objectives, be able to motivate others of varying levels, and contribute effectively to their timely achievement and successful performance.



- » Highly disciplined and organized professional; a self-starter that is able to anticipate and deal with a wide-array of operational needs.
- » Strategic thinker with a proactive and innovative approach to problem solving; able to anticipate the political ramifications of management decisions.

In summary, the City Council is involved in a broad range of issues and policy setting and looks to the City Administrator to manage and lead the organization which is supported by an energetic and well-functioning staff. The Council's expectation is that the Administrator will strive for excellence in service delivery, inspire and mentor staff, and be an active and visible leader in this unique community.

QUALIFYING EXPERIENCE AND EDUCATION

Experience – Candidates must have seven (7) years of progressively responsible administrative experience in a municipal setting, with at least three (3) years of which must be experience in high-level administrative or executive capacity involving responsibility for planning, organizing, and directing a varied work program. Experience as a City or County Administrator is desirable. California experience may be considered a plus although all qualified candidates will be given full consideration.

Education – A Bachelor's degree in Public Administration, Business Administration, or a related field from an accredited college or university is required. A Master's degree is preferred. A certification as a ICMA credentialed manager/administrator is desirable.

COMPENSATION AND BENEFITS

Salary is up to \$135,000 or dependent upon qualifications (DOQ) plus a comprehensive benefits package including PERS Retirement. Further details of this compensation package can be discussed with Ralph Andersen & Associates.

TO BE CONSIDERED

Interested candidates may apply for this position by submitting a resume and a compelling cover letter detailing how their experience matches the City requirements. Professional references should also be submitted at this time although no references will be contacted until mutual interest is established. The review of candidates will begin on June 22, 2007.

Preliminary interviews will be conducted by Ralph Andersen & Associates. Only the most highly qualified candidates will be invited for an on-site interview with the City Council. Interested candidates are encouraged to apply online at www.ralphandersen.com or send to apply@ralphandersen.com. **Electronic submittals are preferred.** Or submit via regular mail or fax to:

Ralph Andersen & Associates
5800 Stanford Ranch Road, Suite #410
Rocklin, California 95765
Fax: (916) 630-4911

Candidates may be required to respond to supplemental questions to assess writing skills and demonstrate presentation skills through a mock oral presentation. Confidential inquiries are welcomed at (916) 630-4900 to Heather Renschler.



Corporate Office

Ralph Andersen & Associates

5800 Stanford Ranch Road, Suite 410

Rocklin, California 95765

916.630.4900

www.ralphandersen.com

Town of Loomis

Proposal for Executive
Search Services for
the Position of

Town Manager

March 16, 2011

THE MERCER GROUP, INC.

P.O. Box 546

21155 N. Manzanita Hills Road

Weimar, California 95736-0546

530.637.4559

530.637.1048 FAX

cwurzberger@mercergroupinc.com

www.mercergroupinc.com



The Mercer Group, Inc.

Consultants To Management

Town of Loomis

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Executive Search Services**

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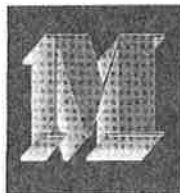
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(530) 637-4559

E-mail: cwurzberger@excite.com

March 16, 2011

Perry Beck
Town Manager
Town of Loomis
P.O. Box 1330
Loomis, California 95650

Dear Mr. Beck:

The Mercer Group, Inc. is pleased to submit this proposal to assist the Town of Loomis to recruit and develop exceptionally well-qualified candidates for the position of Town Manager. We are most interested in assisting the Town of Loomis with this critical project and if selected to conduct the search would have no difficulty beginning immediately and expediting our work to ensure a smooth process.

The purpose for engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist the Town of Loomis in selecting highly qualified individuals who meet the profile and needs of the Town and who might not otherwise apply. The Mercer Group, Inc. is exceptionally well-qualified to assist the Town with this project. Our California Office is headquartered within Placer County and we have conducted many searches for municipal managers for communities of your size in California and throughout the country. We are quite familiar with the candidate pool and the local needs.

This proposal is designed to provide an indexed and easily usable document for the Town of Loomis to assess the qualifications of The Mercer Group, Inc. to handle this critical work. It contains the following sections: Table of Contents; Introduction, Background, Objectives and Scope; Our Approach, Work Plan and Schedule; Equal Employment Opportunity Statement; Cost Proposal; Firm Qualifications and Staffing; Why You Should Select The Mercer Group, Inc.; and an Acceptance/Signature page. Appendices include our Previous Search List; References; and typical Questions and Answers about Executive Search.

Mr. Perry Beck
Town of Loomis
Page Two
March 16, 2011

The Mercer Group, Inc. has been in operation for over twenty years and has branch offices in California, Arizona, Colorado, New Mexico, Oklahoma, Texas, Louisiana, Michigan, Illinois, Georgia, Virginia and North Carolina. We would work on this assignment from our Sacramento area office in Placer County.

The Mercer Group, Inc. has the resources and time currently available to conduct this executive search and selection and avoid untimely delays in the process. This search will be personally led by Mr. Clark Wurzberger, Manager of our California Office located in Placer County.

* * * * *

Thank you for the opportunity to respond to this important assignment. This proposal is valid for ninety (90) days from receipt by the Town of Loomis. We look forward to discussing this proposal with you personally and urge you to allow us to come to Loomis at our expense to do that. We can move very quickly to do so. Please call me at 530.637.4559 if you may have any questions.

Sincerely yours,

THE MERCER GROUP, INC.



Clark Wurzberger
Senior Vice President

Enclosures

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Mercer Group, Inc. is pleased to submit this Executive Summary with our proposal to the Town of Loomis to conduct an executive search and selection process for a new Town Manager.

We are quite active in the public and private sectors, either currently conducting or having just completed searches for positions for many public sector organizations around the country. We have conducted many searches for municipal managers in communities your size in California and throughout the country and are quite familiar with the candidate pool and your local needs. **Appendix A** to our proposal lists the various City Manager and related searches we have successfully completed or are currently conducting.

Because we are conducting or have recently completed similar searches, we can also move quickly to meet your specific needs. Further, we will be working out of our Sacramento area office in Placer County. This allows us to bring total objectivity to searches such as that the Town of Loomis is contemplating and it will allow us to keep expenses to a minimum. We currently have sufficient staff and time in our Sacramento area office to meet all of the requirements of the Town of Loomis. This Executive Summary should provide you with the overview information you need relative to our firm's qualifications to conduct an executive search and selection process for a new Town Manager.

Our Approach

After reviewing written materials provided by the Town and meeting with you and others of your choice to determine their objectives relative to the search, we would typically conduct the following steps:

1. Analyze the position and draft a Position Profile.
2. Recruit for the position on a regional and national basis.
3. Invite potential candidates to apply who meet the criteria established by the client organization.
4. Review and screen applications.
5. Conduct interviews and background checks of selected candidates.
6. Recommend a list of final candidates with write-ups, suggested questions and forms.
7. Coordinate and facilitate final interviews, conduct preliminary and final background checks, assist with contract negotiation and follow-up. Our approach is highly interactive and significantly involves the client in all important steps of the process.

Schedule

Our search process normally takes about 90 to 120 days from date of approval of the Position Profile by the client. The more time we have, within reason, of course, the more effectively we can conduct thorough evaluation and background checks on finalist candidates.

Firm Qualifications and Staffing

Our firm is headquartered in the Atlanta Metropolitan area and has branch offices in; California, Arizona, New Mexico, Colorado, Michigan, Louisiana, Oklahoma, Texas, Illinois, Georgia, North Carolina and Virginia. This search would be conducted from our Sacramento area office.

The principal consultant to be utilized for this engagement would be Mr. Clark Wurzberger, Senior Vice President and manager of our California office. The quality of our work is evidenced by the amount of repeat business we receive from our clients.

Mr. Wurzberger has over twenty-eight years of diverse public sector experience at the local, state and federal levels and has served for the past nineteen years as a California-based consultant to local government. Mr. Wurzberger specializes in public sector search and holds a Bachelor's Degree in English from San Diego State University. He established The Mercer Group's California office in Placer County nine years ago. Mr. Wurzberger most recently served as lead consultant in the recruitments of City Administrator for the City of Hyattsville, Maryland, Fire Chief for the City of Tracy, California; Fire Chief and Deputy Chief – Operations for the Sacramento Metropolitan Fire District; Public Health Director for the Northern Kentucky Health Department and Aviation Director for the City of Dayton, Ohio. Previous City Manager recruitments in California completed with Mr. Wurzberger's assistance with a previous California-based management consulting firm included the Cities of Cloverdale, Colma, Cotati, Encinitas, Greenfield, Healdsburg, Lakeport, Livermore, Los Altos, Morgan Hill, Oxnard, San Rafael, Santa Rosa, Saratoga, Tiburon and the City of Reno, Nevada. Mr. Wurzberger also served as lead consultant in the recruitments of City Managers for the Cities of Covington, Washington and Newton Falls, Ohio; Executive Director of Community Planning for the City of Boulder, Colorado; District Director of Health for the Northern Kentucky Health Department; Airport Director for the City of Manchester, New Hampshire; President and CEO of the Rhode Island Airport Corporation; Aviation Director and Assistant Public Health Director for the City of San Antonio, Texas; General Manager of the Hampton Roads Sanitation District in Virginia Beach, Virginia; Chief Legislative Analyst for the City of Los Angeles; two Directors of Construction and Maintenance for the Port of Los Angeles; Executive Director of the Regional Income Tax Agency in Ohio and Deputy Public Works Director for Facilities (Capital Programs) for the City of San Jose.

We have many minority and women placements in key executive positions and are proud of that record.

Guarantees

We offer several guarantees of our work. The four most important are:

1. We will keep working until the placement is made.
2. We will not recruit the placement for other positions without your permission.
3. We will not recruit any of your staff for two years from the date of the placement, without your permission.
4. If the selected candidate leaves your employ within the first two years, we will redo the search for expenses only.

Reasonable Fees

Our fees to conduct a search of this type are competitive and will be outlined in detail later in the proposal. Since we are conducting other consulting work in California and around the country, expenses can be kept to a minimum.

References

We are pleased to provide local and national references of our work outlined later in this proposal as requested. Please contact me at 530.637.4559 if you may have any questions. Thank you for the opportunity to present our qualifications. I will look forward to hearing from you.

Sincerely yours,

THE MERCER GROUP, INC.



Clark Wurzberger
Senior Vice President

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SECTION I

INTRODUCTION, BACKGROUND, OBJECTIVES AND SCOPE

I. INTRODUCTION, BACKGROUND, OBJECTIVES AND SCOPE

This section presents our understanding of the Town of Loomis's requirements for this search, as well as the objectives and scope of the project.

A. Introduction and Background

It is our understanding that:

- The Town of Loomis is seeking “turnkey” executive search services and support in connection with the recruitment and selection of a new Town Manager.
- The Town of Loomis is interested in identifying outstanding candidates and filling the position of Town Manager.
- Services required of the Mercer Group, Inc. include a thorough position analysis and preparation of an updated position profile; recruitment for the position through advertisements and a high quality recruitment brochure to be made available to potential candidates; pro-active sourcing and inviting potential candidates to apply; reviewing and screening applications; conducting preliminary interviews and background checks of selected candidates; facilitation of interviews of finalist candidates; coordinating final interviews; negotiating; and following up.
- The Town of Loomis wishes to conduct a comprehensive recruitment and selection process to ensure that the best qualified candidates are found and that the best qualified individuals who are acceptable can be hired.
- The annual salary and benefits package and contract for the position will be discussed with the Town Officials.

B. Objectives

The objectives that we will meet with in order to help find the best qualified candidates for the position are as follows:

- To conduct an on-site needs assessment for the new Town Manager.
- To develop a comprehensive position profile that would include a recommended wage and benefit package.
- To reconcile any differences in points of view with regard to specifications for the position.
- To encourage respected executives to apply who would otherwise be reluctant to respond to advertisements through a pro-active sourcing campaign.
- To save a considerable amount of the Town Official's and staff's time in establishing a position profile and reviewing applicants.
- To comply with appropriate personnel regulations and state laws (i.e., EEO, Affirmative Action, ADA and Brown Act).
- To independently and objectively assess the qualifications and suitability of candidates for the position.
- To assist in recommendation of a pool of finalist candidates to the Town Officials.
- To coordinate finalist candidate interviews with the Town Officials.

- To respond to all candidate inquiries and produce all correspondence throughout the search.
- To preserve the confidentiality of inquiries to the degree possible under California law.
- To assist the Town Council in reaching a final decision.
- To assist in negotiating a compensation/benefit package with the successful candidate on behalf of the Town Council.
- To assist the Town Council in establishing criteria for evaluating the new Town Manager's performance, if desired.
- To follow-up with the Town Council and the new Town Manager during the first year to determine if adjustments need to be made.
- To keep the Town Officials closely involved in key decisions and informed of our progress.

C. Scope

The scope of the project will be sufficiently broad and in-depth so as to meet the requirements of the Town of Loomis. However, for the fee proposed, the scope of this project will not address recruitment of additional candidates for positions other than the ones specified.

SECTION II

OUR APPROACH, WORK PLAN AND SCHEDULE

II. OUR APPROACH, WORK PLAN AND SCHEDULE

This section presents our approach, work plan and schedule for the search project.

A. Approach

Our approach and style are interactive. That is, we form a partnership with our client to conduct a project. The Town of Loomis will benefit through ease of implementation and by gaining more in-depth knowledge of executive search and management consulting techniques and expertise. In this case, the work plan as outlined below would serve as the basis of this partnering relationship, with the Town's role to be determined as required by the needs the Town of Loomis.

B. Work Plan

We recommend an eight (8) step search and selection process as follows:

- Position Analysis — We will define work relationships, job qualifications, desired traits and characteristics in the new Town Manager and other requirements for the position — the "Position Profile".
- Recruitment/Brochure/Advertising/Sourcing Process — We will recruit regionally and nationally for the position and network to locate qualified candidates.
- Resume Review — We will identify qualified candidates.
- Candidate Screening — We will thoroughly screen prospective candidates.
- Background Investigation — We will thoroughly evaluate prospective candidates.

- Interview Process — We will make recommendations and assist in selection.
- Negotiation and Follow-up — We will facilitate employment and follow-up to ensure complete integrity of the process.

This process is illustrated in Exhibit I, and each step is described below.

1. Position Analysis

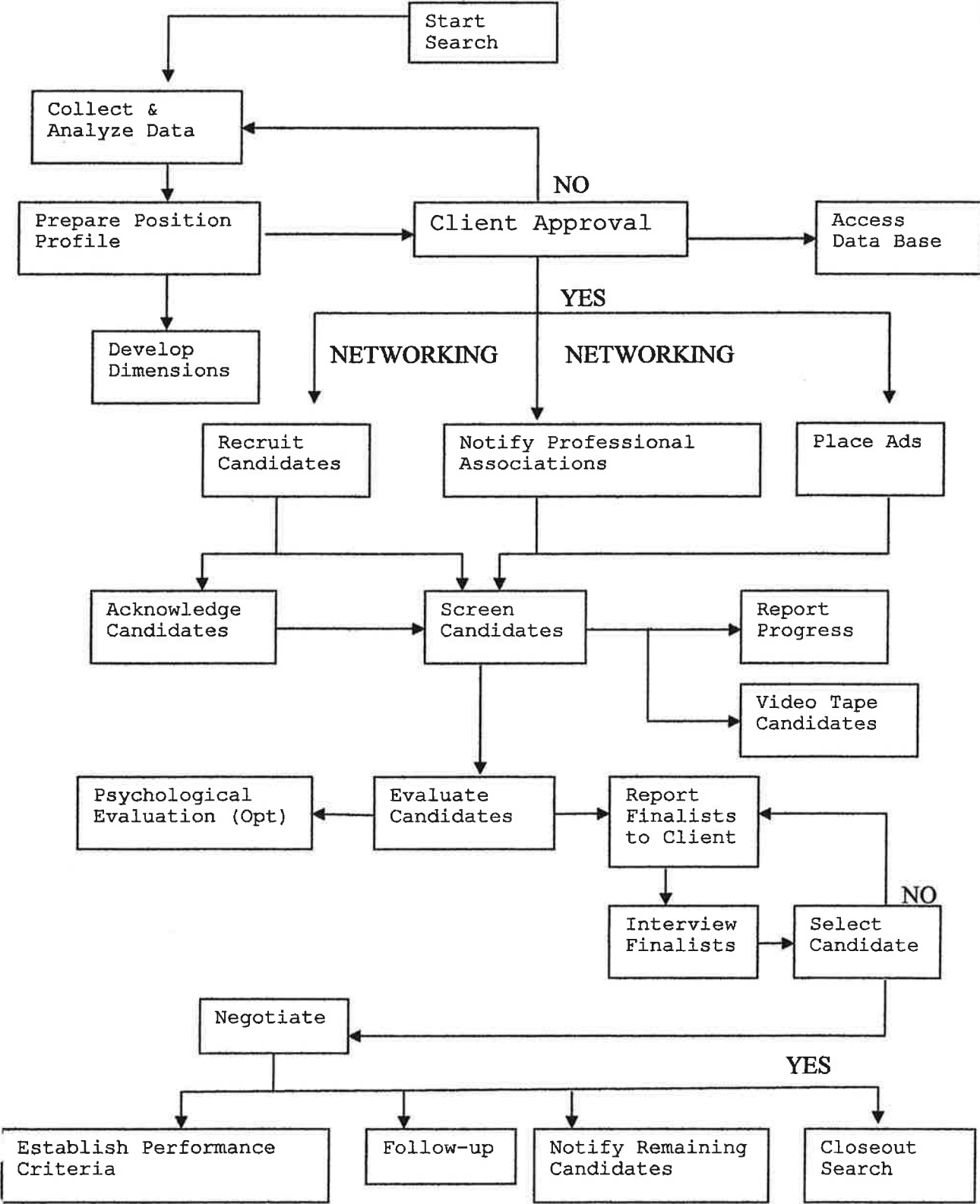
We will typically have extensive consultation with the Town Officials, other Town staff and local leaders selected by them, as well as other individuals or groups (if you wish) to determine the Town's vision/mission, goals and objectives, the needs and issues, requirements of the job, and to obtain information about the environment within which the position functions. In addition, we will spend a considerable amount of time at the beginning of the process in the Town of Loomis in order to determine the level of experience and training needed.

During this process, we will initiate individual interviews with the Town Officials, citizen organizations, department heads and key staff, and others of your choice to identify expectations, perceptions, and concerns regarding the position.

Based on those meetings, we will prepare a draft position profile and review it with the Town Officials in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about the Town of Loomis, the community, major issues to be faced, the position, and the selection criteria established.

THE MERCER GROUP, INC.
Executive Search Process

Exhibit I



2. **Recruitment Process**

Because we have recently completed similar searches, we will first review our database to determine those candidates whom we may already know and/or already have on file who may meet the Town of Loomis's specifications.

Although this process is valuable, we will rely most heavily on our own contacts in the town/city management field and on our own experience. In other words, through "networking" and pro-active sourcing, we will conduct a professional search for the best qualified candidates and invite them to apply for the position.

We will provide the Town Officials with several advertising alternatives with varying degrees of cost and their associated benefits. Based on our discussions with the Town Officials, we would anticipate placing display and classified ads in professional journals such as Western City magazine and employment listings such as Jobs Available, on websites of the National League of Cities and ICMA, possibly in in-state and local newspapers, and in various minority and women's publications to encourage applicants to apply.

3. **Resume Review**

We will review and analyze each applicant's background and experience against the position description criteria.

We will acknowledge all resumes received and keep candidates informed of their status.

4. **Candidate Screening**

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile". They may include such items as education, technical knowledge, experience,

accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the Recruitment Profile.

We will be responsible for screening the applications received. This initial screening will be conducted by telephone with both the prospective candidate and with references who may know the candidate's background and expertise.

Once the initial screening is completed, we will select the prospective candidates who most closely match the criteria established by the Town Officials.

After review by the Town Officials, we will personally interview each prospective candidate using various interview techniques. We will closely examine their experience, qualifications and achievements in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications and achievements. To the best of our ability, we will review with candidates early on any issues that may potentially preclude them from successfully re-locating to Placer County if selected, such as addressing the question of housing costs, completion of ongoing programs or projects, etc. We will not recommend candidates to the Town for further consideration who cannot satisfactorily respond to these issues.

We also request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information will be verified and, at the Town Officials' option, may be further tested by having the finalists' complete management and leadership style inventories. We interpret these instruments for the Town Officials, as well.

5. Background Investigations

As part of our process in evaluating top candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidates' job performance.

We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. We have talked to as many as 23 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including any legal action filed against former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, motor vehicle checks and, as an additional option, can arrange for psychological (or similar) testing of the candidates that may be desired. **(These may be extra cost items.)** We will recommend background investigation criteria to the Town Officials which will make the final decision on the specifics of the background check.

6. Interview Process

Based on the preceding steps, a recommended list of finalists for the position of Town Manager will be compiled. We will prepare a written summary on each finalist. The information will cover, but not be limited to, 1) present position, 2) total years experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.

This information will be presented to the Town Officials in a detailed written format combined with the results of the background investigation and candidate screening. We will assist the Town in making a recommendation on a group of five (5) to seven (7) finalists. The Town Officials shall make the final decision on which and how many candidates will be interviewed.

Our report will be presented in a meeting with the Town Officials in which we will discuss our recommendations and provide background information, sample questions and a rating form for the interviews. We can also assist the Town Officials at no extra charge in conducting targeted selection and/or simulation processes with finalists, if desired.

In particular, we will explain which, if any, of the applicants specifically meet the total criteria established by the Town Officials or whether the final group simply represents the best available talent.

We will also provide the Town Officials with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, prerequisites, appropriate role for spouses, receptions, etc. We will arrange schedules for top candidate interviews with the Town Officials and will coordinate the process.

7. Executive Assessment Center

As an additional benefit to our client, The Mercer Group, Inc. enjoys an exclusive strategic alliance with Jack Clancy Associates, the premier provider of assessment center programs to the public sector. Assessment centers provide a means of gathering relevant information, under standardized conditions, about an individual's capabilities to perform in a management position. The assessment center method gives recommended candidates the opportunity to

demonstrate their abilities in a variety of situations which may not be readily observable in day to day job activities. The assessors who evaluate candidate behavior in the assessment center process see all individuals from a common frame of reference during the various assessment activities. Assessment centers help to ensure that the judgments made about them are relative free from the many forms of rater bias and can serve as the basis for accurate predictions of a candidate's managerial potential. Through our strategic partner Jack Clancy Associates, a tailored and fully administered Executive Assessment Center process can be integrated into the candidate evaluation phase, if desired by the Town Council, for further assessment of The Mercer Group's recommended candidates at a reasonable cost.

8. Negotiation and Follow-up

We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because we have proposed a fixed fee rather than one based on a percentage of salary. One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with the Town Officials to select an alternate candidate. We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Town Officials and that any public statement should come directly from the Town Officials. We will maintain confidentiality of candidate information, to the degree possible, under California law.

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

If desired, once the new Town Manager has been on board for 30 days or so, we will conduct a session with the Town Officials and with the new executive in order to establish mutual

performance criteria and goals for the position. In this regard, we will work with the Town Officials to define the role of the new Town Manager within the Town of Loomis.

We will follow-up periodically with the Town Officials and the new Town Manager during the first year in order to make any adjustments that may be necessary.

We will keep the Town Officials closely informed and involved in decisions concerning the search process at all times. We will prepare and send to the Town Officials two reports each month. These reports will contain a progress report on the recruitment and specific steps to be taken to meet the Town Officials' deadlines and an itemization of expenses incurred-to-date and expected to be incurred during each succeeding project step.

Support from the Town Officials will be needed, as follows:

- Arranging interviews with the Town Officials and key Town staff

- Providing budget, organization charts and other documents

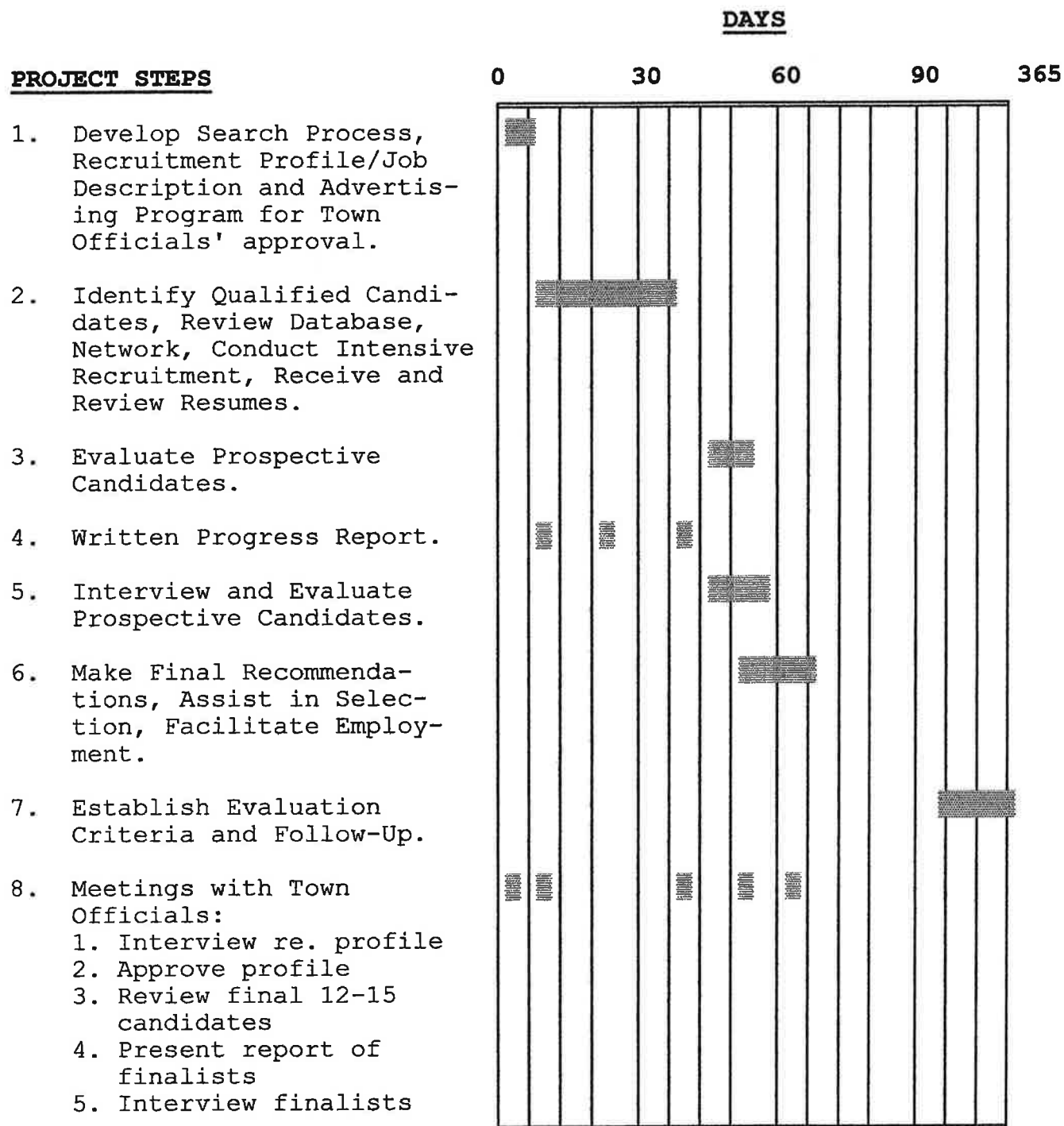
- Place of contact for the search

- Processing invoices for payment

C. Schedule

The search process normally takes 60-90 days to complete and typically adheres to the pattern illustrated in Exhibit III. Our proposed schedule of meetings with the Town Officials is shown in Exhibit IV.

EXHIBIT I: SCHEDULE OF SEARCH PROCESS



This schedule could be condensed or expanded somewhat, depending upon the needs of the Town of Loomis.

EXHIBIT II

SCHEDULE OF MEETINGS WITH TOWN OFFICIALS

1. Individual interviews with the Town Officials, department heads, and others.
2. Possible meeting with the Town Officials to finalize position profile.
3. Possible individual meetings with the Town Officials to discuss top 12–15 candidates and solicit feedback.
4. Facilitate the Town Official's interviews with each finalist candidate.
5. Possible meeting with the Town Officials to assist/facilitate selection of new Town Manager.
6. Possible follow-up meeting with the Town Officials and new Town Manager 30–60 days after start of work for purposes of establishing mutual goals/objectives for the future.

SECTION III

EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

III. EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

It is the policy of The Mercer Group, Inc., to assure equal opportunity based on ability and fitness for all employees or applicants considered for our client organizations regardless of race, color, religion, sex, age, marital or veteran's status, national origin, or the presence of any sensory, mental or physical disability. Such policy shall apply, but not be limited to, hiring, placement, job classification, transfer or promotion, demotion, recruitment, advertising or solicitation for employment, rates of pay or other forms of compensation, selection for training, career development, layoff or termination.

This policy shall be disseminated to clients, subcontractors, suppliers and prospective applicants. The intent of this policy will apply to internal operations, recruitment and consulting activities conducted by our firm.

SECTION IV

COST PROPOSAL

IV. COST PROPOSAL

Our fee for the services outlined is \$16,500 plus not-to-exceed expenses in the amount of \$8,000. Items typical of a similar search with their typical costs are broken down below. Since we are conducting other consulting work around the country and working out of our Sacramento area office, expenses can be kept to a minimum.

Position Analysis.....	\$1,500
Advertising Campaign.....	3,000
Resume Review.....	1,750
Candidate Screening.....	3,000
Background Investigation.....	3,750
Interview Process.....	3,000
Negotiation and Follow-up.....	500
TOTAL.....	<u>\$16,500</u>

Expenses are for **actual and documented** consultant travel, lodging and per diem, telephone, correspondence, advertising, brochure, postage, delivery services and report preparation.

Because of our other ongoing consulting and search work and our experience, expenses should be kept to a minimum. Please note that **the cost for final candidates to travel to interview with the Town Officials is not included**. Such costs are typically paid by the client on a reimbursement basis, directly to the candidates. These costs are extremely difficult to estimate because they depend on where the candidates are located. Typically, out-of-state costs run about \$750 to \$1,000 per person.

Woodside's liability to The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the Town Officials in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill one-third at the start of the search, one-third at the end of 30 days, and one-third upon delivery of the Final Report. Each invoice will be payable upon receipt for professional services. Expenses will be billed in addition and shown as a separate figure. Exhibit V is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities.

Our ability to carry out the work required will be heavily dependent upon our past experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagement. The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of California.

EXHIBIT V: PRO FORMA INVOICE

Date:

Client:

Address:

City, State:

Dear Sir/Madam:

This is our progress billing for professional services rendered in conjunction with our agreement to conduct an executive search.

\$XXXX.XX

Reimbursable expenses at cost:

Telephone, Federal Express

XXX.XX

Other expenses, including consultant travel,
per diem, report cost, etc.

XXX.XX

TOTAL:

XXXXX.XX

Payment is expected within 30 days from receipt of this invoice. Thank you for the opportunity to work on this important assignment.

Sincerely yours,

THE MERCER GROUP, INC.

(SIGNATURE)

Clark Wurzberger

Senior Vice President

Enclosures

SECTION V

FIRM QUALIFICATIONS AND STAFFING

V. FIRM QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

A. Firm Qualifications

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant.

Mr. Mercer started his own firm in 1981 and, in 1984, merged it with another consulting firm, Wolfe & Associates, Inc. On June 1, 1986, Mr. Mercer acquired the Human Resource and Organizational Consulting Practice of Wolfe & Associates, Inc. This acquisition formed the basis for Mercer, Slavin & Nevins, Inc. He sold his interest in Mercer, Slavin & Nevins, Inc. early in 1990 and founded The Mercer Group, Inc.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work. Mr. Mercer has conducted or assisted in the conduct of more than 1,000 successful executive searches in recent years. The spectrum of our search experience is illustrated in Exhibit VI. Mr. Mercer's resume is included below.

Mr. Mercer is the Chief Executive Officer of our firm and can be located at our corporate headquarters as follows:

James L. Mercer, President
The Mercer Group, Inc.
5579B Chamblee Dunwoody Road
Suite 511
Atlanta, Georgia 30338
Telephone: (770) 551-0403; FAX: (770) 399-9749
Federal Tax ID No.: 58-1877068

B. Resumes of Our Key Staff

1. Clark Wurzberger, Senior Vice President – Sacramento Area Office

Mr. Wurzberger manages our California office and has over twenty-eight years of diverse public sector experience. He established The Mercer Group's California office nine years ago. For the past nineteen years he has served as a California-based consultant to local government specializing in executive search and selection. He previously served for seven years as a Senior Associate with a highly regarded California-based public sector management consulting firm. Before that, he served as Vice President in the San Francisco office of Boyden International, one of the country's top ten executive search firms. He has served as District Representative for a California State Assemblyman in Los Angeles County, Legislative Assistant for the California Manufacturers Association in Sacramento, and later was appointed a Legislative Management Officer in two federal agencies, the U.S. Agency for International Development and the U.S. Department of State in Washington, D.C. Subsequently, Mr. Wurzberger was appointed a senior level personnel manager in the State Department and later moved to the Department of Defense in the same function where he was selected as a member of the U.S. Senior Executive Service and oversaw civilian personnel matters in the Pentagon on behalf of the Secretary of Defense. Upon his departure, he received the Department of Defense Medal for Distinguished Public Service from the Secretary of Defense. Mr. Wurzberger holds a Bachelor's Degree in English from San Diego State University.

Always active in his community, Mr. Wurzberger served for five years on the Board of Directors of the Cow Palace in San Francisco, a large agricultural and entertainment facility that hosts national and regional public events on behalf of the State of California. He has been a Local Board Member for the U.S. Selective Service System since 1993 and has served as a volunteer member of Placer County Sheriff's Search and Rescue Team for the past six years.

2. James L. Mercer, President - Atlanta and Santa Fe Offices

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has more than 25 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 250 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting. Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; as Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina. He has also been President of James Mercer & Associates, Inc., and has served as Director of Government Consulting Services for Coopers & Lybrand in the Southeast and Southwest, as well as Director of the Industrial Extension Division for Georgia Tech.

4. Jack Clancy - Principal, Jack Clancy Associates

For more than thirty years, Jack Clancy has specialized in designing and conducting assessment procedures for the public sector. His experience has been in the area of personnel assessment and development for professional-level and general supervisory/management positions. Specialty practice areas include job analysis, assessment centers, executive selection, validation research and management coaching. Mr. Clancy has an M.S. in Industrial/Organizational Psychology and designed his first assessment center in 1972. Since then he has developed well over 300 assessment centers and presented many training courses in this area. Mr. Clancy is one of the founding members and Past President of the Personnel Testing Council of Northern California. He is a member of the American Psychological Association, the International Public Management Association for Human Resources (IPMA-HR) and the International Public Management Assessment Council (IPMAAC). He was also a member of the international task force that drafted the 1989 *Guidelines and Ethical Considerations for Assessment Center Operations*. Mr. Clancy has lectured widely on topics related to personnel selection and public safety assessment centers at such professional gatherings as the International Congress on the Assessment Center Method; the International Association of Chiefs of Police Assessment Center Conference; the International Public Management Association Assessment Council; the International Conference on Assessment Centers for Police, Corrections and Fire; and the California Peace Officer's Association Annual Training Conference.

More information about the work of Jack Clancy Associates can viewed at:

www.jackclancyassociates.com

5. Matthew Gruver – Principal, Jack Clancy Associates

Matt Gruver specializes in the development and administration of public sector selection and leadership development programs. Over the past 15 years, Mr. Gruver has designed and developed performance tests and assessment centers for the full range of supervisory and management positions within the public safety field. He was closely involved in the U.S. Transportation Security Administration's (TSA) efforts to federalize and staff the nation's airports and arm commercial pilots as part of the Federal Flight Deck Officer program following the tragic events of 9/11. He is considered an expert in the fields of public safety assessment and selection and was the primary architect of the TSA's assessment interviews for Law Enforcement and Supervisory Law Enforcement Officers. Prior to joining Jack Clancy Associates, Mr. Gruver was the Senior Manager of testing and assessment services for CPS Human Resource Services in Sacramento, California. Mr. Gruver is a frequent presenter at regional and national conferences on issues related to selection and assessment and is active in the International Association of Chiefs of Police (IACP), International Association of Fire Chiefs (IAFC), International Association for Human Resources (IPMA-HR), the International Congress on the Assessment Center Method and the International Public Management Association Assessment Council (IPMAAC). He holds an M.A. degree in Industrial/Organizational Psychology from California State University, Sacramento.

EXHIBIT IV

**THE MERCER GROUP, INC.
RECRUITMENT SKILLS MATRIX**

**CATEGORIES OF SKILLS
AND EXPERIENCE**

CLARK WURZBERGER

- Special District/Non-Profit ●
- Small Municipality ●
- Large Municipality ●
- Urban County ●
- Rural County ●
- Suburban Government ●
- Search Committee ●
- Citizen Committee ●
- Internal Candidate Placement ●
- Women/Minority Placement ●
- Candidate Videotaping ●
- Local Government Work Experience ●
- Council/Manager Goal Setting ●
- Sunshine and Open Records Act Experience ●
- Other Public/Private Experience ●
- CEO & Department Head Placements ●
- Unbundled Search Process ●

6. Time Commitments

Mr. Wurzberger and Jack Clancy Associates have the quality time to devote to this search and selection process so as to meet the Town of Loomis's needs and avoid any untimely delays in the search process.

SECTION VI

WHY YOU SHOULD SELECT THE MERCER GROUP, INC.

VI. WHY YOU SHOULD SELECT THE MERCER GROUP, INC.

We believe some advantages to using The Mercer Group, Inc. which you may wish to consider are:

- **Critical Path Method** — The Mercer Group, Inc. uses a "critical path" search process which is designed to allow our clients to focus their attention on the selection process rather than on recruiting and screening candidates. We have learned that each client's need for key executives is different and that there is no one "best" person for all situations. The best prospects are most frequently happily employed and are not responding to advertisements. These people typically need to be sought out and encouraged to become candidates. They are understandably reluctant to apply for positions if their interest could become a matter of public information prior to being assured that they will be finalist candidates. Our approach to this assignment will reflect the unique qualities of the Town of Loomis. We will honor the interests of candidates to the extent possible under California law.
- **Reasonable Fees** — Our practice was formed to provide exceptional quality recruitment services to our clients. Our system is designed to allow us to extend reasonable fees to our non-profit and governmental clients and still be well within our profit margins on each assignment.
- **Experience** — Our search specialists are among the most experienced recruiters in the United States. We are also conducting similar consulting assignments currently. Further, we have much experience in recruiting municipal management executives for town governments the size of the Town of Loomis.
- **Repeat Engagements** — We have received a considerable amount of repeat business from our clients during the recent past.

- **Unique Skills and Services** — We offer a valuable combination of skills and services which is unique in our industry. Our firm is nationally respected in the areas of organization analysis and development, teambuilding, strategic planning, goal setting, and productivity analysis. Should you wish, we would facilitate a goal and objectives setting workshop with the selected candidate and the Town Officials soon after the new Town Manager begins service. This service is offered at no additional professional fee. It would be necessary for us to charge actual expenses, however.
- **Strategic Location** — While we are a national firm and serve the United States from our home office in Atlanta, which is strategically located near one of the world's busiest airports, we are close by when you need us. We have offices in California, Arizona, Colorado, New Mexico, Oklahoma, Texas, Illinois, Michigan, Georgia, Louisiana, Virginia, and North Carolina. We will work out of the Sacramento Area office on this project to better conserve spending.
- **Specialists in Search and Selection** — We are specialists in public sector and related executive search and selection and will devote our most experienced consultants to this project. We will not delegate any important aspect of the work to less experienced staff. Mr. Wurzberger will lead the conduct this search.
- **Positive Track Record** — We have a positive track record of placements on all of our search assignments and have satisfied clients as references.
- **Objectivity and Custom Tailored Services** — We do not use the same cadre of candidates again and again. And, we have no allegiances which preclude our total objectivity respective of any candidate.
- **Thorough Work Product** — We check references, we verify education and our work product is most thorough and of the highest quality.

- **Contemporary Organization Analysis Insight** — We have contemporary organization analysis experience with similar organizations and will share our insights about your organization as we proceed with the search.
- **Proven Satisfaction** — Over 90 percent of our placements during the past five years are still in their same positions.
- **Ethical Standards** — We have participated in the establishment of ethical standards for public sector executive search firms, and we abide by those standards. We also abide by the Ethical Standards of the Institute of Management Consultants (Exhibit VII) and the International City and County Management Association.
- **Objective Evaluation** — We are experienced in objectively evaluating internal and local candidates.
- **Contacts** — We have the local, state-wide and national contacts to expedite the search process.
- **Database** — We have a large database of well-qualified candidates which can be searched.
- **Minority/Women Placements** — We have a number of minority and women placements.
- **Diagnostic Techniques** — We use diagnostic techniques to determine the needs of our clients and to determine how candidates match up with those needs.
- **Position Dimensions Analysis** — We use a technique which allows for the determination of dimensions that are important in a town management executive's position and then, through a computer program, determine specific questions that

we should ask prospective candidates that will allow us to systematically determine whether or not those individuals have those characteristics. (For example, one dimension might be negotiating skills; leadership skills might be another, etc.)

- **Videos** — If desired, we also utilize video-taping of interview portions of the top candidates to allow the Town Officials to get a sense of the candidates prior to spending Town resources to interview them.
- **Group Process Techniques** — In addition, we use a number of group process techniques to assist the Town Officials and the new Town Manager to better settle in and focus on a set of mutual performance criteria once the new person has been selected and comes on board.
- **Automated Approaches** — We use more modern automated approaches to developing, analyzing and displaying data about our prospective candidates than does any other firm.
- **Never Say "No"** — We almost never say "no" to our clients.
- **Keep You Involved** — We will keep the Town Officials actively involved in the search process at all times.
- **Ready to Go** — We are ready to begin work immediately and proceed rapidly to complete this assignment. We can meet your schedule.

SECTION VII

THE MERCER GROUP, INC.

GUARANTEES

VII. THE MERCER GROUP, INC. GUARANTEES

The ten (10) guarantees of our search work are explained below:

1. **Client Organization:** The client is defined as the entire entity, including all departments, divisions, sections and groups. This assures that all of our guarantees apply to the entire client organization.
2. **Two-Year Off Limits:** We will not recruit candidates from a client organization for two years after completion of a search assignment without the full agreement of the client.
3. **Placement Off Limits Forever:** We will never recruit a candidate whom we have placed in a client organization as long as he/she is employed by that organization without the full agreement of the client.
4. **Continue the Search:** If, for any reason, the client does not feel comfortable selecting a candidate from our original recommended group of candidates, we will continue the search until the client can make a selection. The only caveat is that we may need to charge additional out-of-pocket expenses only for this additional work.
5. **Replacement of Successful Candidate:** If the candidate we place with the client leaves the client organization during the 24 month period following the date of placement with the client, we will replace the candidate for the out-of-pocket expenses only that it costs us to make the new placement.
6. **Parallel Candidate Presentation:** We will not present a candidate simultaneously to more than one client. This permits our firm to represent one client organization without any conflicts of interest.

7. **Client Conflicts:** If asked, we will disclose to our clients the names of the organizations which are "Off Limits" that logically would be target organizations on the new search assignment.
8. **Deceptive/Misleading Search Techniques:** We commit to our clients and to our prospective candidates that we will not use any search techniques which may be considered as deceptive or misleading.
9. **Resume Floating:** We will not float resumes to organizations in the hopes that we can collect a fee if that individual is hired.
10. **Not Represent Individuals:** We assure our clients and individuals who may become candidates that we will not collect a fee from candidates whom we may recommend for a position.

SECTION VIII

ACCEPTANCE

VIII. ACCEPTANCE

This proposal is incorporated into this acceptance agreement by reference and is accepted for the Town of Loomis, California by:

SIGNATURE:

NAME:

TITLE:

DATE:

* * * * *

APPENDIX A

PREVIOUS SEARCH WORK

APPENDIX A: PREVIOUS AND CURRENT SEARCHES

Examples of our executive search experience follow:

- * Executive search work performed by a current staff member while working for another firm.

1. PUBLIC SECTOR

City Managers/Administrators

Akron, Ohio - Assistant to the Mayor (Technology Agent) - 1973
Alachua, Florida - City Manager - 2001
Alamogordo, New Mexico - City Manager - 2009
Albany, Georgia - Assistant City Manager (Limited Scope Search) - 2000
Angel Fire, New Mexico - Town Administrator (Limited Scope Search) - 2000
Andrews, Texas - City Manager - 2000
Ann Arbor, Michigan - City Administrator - 2001
Ann Arbor, Michigan - City Administrator - 1995
Ann Arbor, Michigan - City Administrator - 1988
Arkansas City, Kansas - City Manager - 2006
Arlington, Texas - Assistant City Manager (Technology Agent) - 1973
Aspen, Colorado - City Manager - 1989
Athens/Clarke County Unified Government, Georgia - Manager - 2000
Athens/Clarke County Unified Government, Georgia - Manager - 1995
Aurora, Colorado - City Manager - 1989
Austin, Texas - City Manager - 1988
Avondale, Arizona - City Manager - 2000
Aztec, New Mexico - City Manager - 2009
Barrington, Illinois - Village Manager - 1998
Bay City, Michigan - City Manager - 2003
Beavercreek, Ohio - City Manager - 2003
Beavercreek, Ohio - City Manager - 1985
Belding, Michigan - City Manager - 1999
Bellaire, Texas - City Manager - 1996
Billings, Montana - City Administrator - 2006
Billings, Montana - City Administrator - 2003
Billings, Montana - City Administrator - 1999
Billings, Montana - Assistant City Administrator - 2003
Billings, Montana - Deputy City Administrator - 2003
Birmingham, Michigan - City Manager - 2010
Bloomfield Hills, Michigan - City Manager - 2006
Bloomfield Hills, Michigan - City Manager - 2001
Boca Raton, Florida - Assistant City Manager - 1989
Boulder, Colorado - City Manager - 2008
Boulder, Colorado - City Manager - 2002
Boynton Beach, Florida - City Manager - 1999
Bridgeport, Texas - City Administrator - 2010
Bryan, Texas - City Manager - 2006
Cairo, Georgia - City Manager - 1995
Cape Coral, Florida - City Manager - 1996
Carpentersville, Illinois - Village Manager - 2001
Carrboro, North Carolina - Town Manager - 2003
Casa Grande, Arizona - City Manager - 2003

Casselberry, Florida - City Manager (Limited Scope Search) - 2003
Centennial, Colorado - City Manager - 2007
Centennial, Colorado - City Manager - 2001
Centennial, Colorado - Assistant City Manager - 2006
Champaign, Illinois - Assistant City Manager - 2007
Charlotte, North Carolina - City Manager - 2008
Charlotte, North Carolina - City Manager - 1996
Charlotte, North Carolina - City Manager - 1981
Charlotte, North Carolina - Deputy City Manager (Limited Scope Search) - 2000
Chesapeake, Virginia - City Manager - 1996
Clayton, Missouri - City Manager - 2003
*Cloverdale, California - City Manager - 2001
College Park, Georgia - City Manager - 2008
College Park, Georgia - City Manager - 2002
College Park, Maryland - City Manager - 2004
College Park, Maryland - City Manager - 2002
College Station, Texas - City Manager - 2006
College Station, Texas - Assistant City Manager (2) - 2006
*Colma, California - City Manager - 1998
Columbia, South Carolina - City Manager - 2009
Columbia, South Carolina - City Manager - 1997
Columbus, Georgia - City Manager - 1995
Concord, North Carolina - City Manager - 1999
Coral Springs, Florida - Assistant City Manager - 2000
*Cotati, California - City Manager - 1997
Covington, Washington - City Manager - 2006
Culpeper, Virginia - Town Manager - 2000
*Daly City, California - Assistant City Manager - 1995
Danville, Virginia - City Manager - 1999
Davie, Florida - Town Administrator - 1999
Dayton, Ohio - City Manager - 2006
Dayton, Ohio - Assistant City Manager/Operations - 2007
Dayton, Ohio - Assistant City Manager/Economic Development - 2007
Daytona Beach, Florida - City Manager - 2002
Decatur, Illinois - City Manager - 2008
Decatur, Illinois - City Manager - 1987
Deerfield Beach, Florida - City Manager - 1989
DeKalb, Illinois - City Manager - 1998
Delaware, Ohio - City Manager - 1998
Delray Beach, Florida - City Manager - 1986
Del Rio, Texas - City Manager (Limited Scope Search) - 1995
Derby, Kansas - City Manager - 2001
Dothan, Alabama - City Manager - 2002
Downer's Grove, Illinois - Village Manager - 2005
Dublin, Ohio - City Manager - 2008
Durham, North Carolina - City Manager - 2008
Durham, North Carolina - City Manager - 2004
East Point, Georgia - City Manager - 1999
East Point, Georgia - City Manager - 1996
Eau Claire, Wisconsin - City Manager - 2006
Elkhart, Kansas - City Administrator (Limited Scope Search) - 2000
Eloy, Arizona - City Manager - 2000
El Paso, Texas - City Manager 2004
El Reno, Oklahoma - City Manager - 2006

Enid, Oklahoma - City Manager - 1997
*Encinitas, California - City Manager - 1999
Española, New Mexico - City Manager - 2008
Eugene, Oregon - Assistant City Manager (Technology Agent) - 1973
Eustis, Florida - City Manager - 2007
Evanston, Illinois - City Manager - 1996
Evanston, Illinois - Assistant City Manager (Technology Agent) - 1973
Fairfield, Iowa - City Administrator - 2010
Fairmont, Minnesota - City Administrator - 1988
Federal Heights, Colorado - City Manager - 2007
Federal Heights, Colorado - City Manager - 2004
Federal Way, Washington - City Manager - 1999
Flint, Michigan - City Administrator - 2001
Florence, South Carolina - City Manager - 1996
Fort Lauderdale, Florida - City Manager - 1998
Fort Smith, Arkansas - City Administrator - 2008
Fort Smith, Arkansas - City Administrator - 2006
Fountain Hills, Arizona - Town Manager - 2002
Frankfort, Kentucky - City Manager - 2003
Franklin Village, Michigan - Village Administrator - 1998
Gainesville, Florida - City Manager - 2005
Gainesville, Florida - City Manager - 1995
Galesburg, Illinois - City Manager - 2006
Gastonia, North Carolina - City Manager - 2007
Glen Ellyn, Illinois - Village Manager - 2008
Glen Ellyn, Illinois - Village Manager - 2006
Glencoe, Illinois - Village Manager - 2000
Glendale, Arizona - Deputy City Manager (2 Positions) - 2004
Glenview, Illinois - Village Manager - 2004
Glenwood, Illinois - Village Administrator - 2008
Glenn Heights, Texas - City Manager - 2006
Goldsboro, North Carolina - City Manager - 2004
Goodyear, Arizona - City Manager - 2007
Grand Island, Nebraska - City Administrator - 2007
Grand Ledge, Michigan - City Administrator - 1999
Granville, Ohio - Village Manager - 2005
Greeley, Colorado - Deputy City Manager - 2006
Green Cove Springs, Florida - City Manager (Limited Scope Search) - 1997
*Greenfield, California - City Manager - 1998
Greensboro, North Carolina - Assistant City Manager (Limited Scope Search) - 1996
Gulfport, Florida - City Manager - 2003
Gulfport, Florida - City Manager - 1989
GVR Metropolitan District, Green Valley Ranch, Denver, Colorado - District Manager - 2008
Hampton, Virginia - City Manager - 2009
Hampton, Virginia - City Manager - 1984
Hampton, Virginia - Assistant City Manager (Technology Agent) - 1973
*Healdsburg, California - City Manager - 1995
Highland Park, Michigan - Interim City Manager - 2002-2003
High Point, North Carolina - Assistant City Manager (Technology Agent) - 1973
Howell, Michigan - Deputy City Manager for Financial Services - 2004
Huber Heights, Ohio - City Manager - 2000
Hudson, Ohio - City Manager - 1997
Independence, Missouri - Assistant City Manager (Technology Agent) - 1973
Indian Rocks Beach, Florida - City Manager (Limited Scope Search) - 1997

Indian Rocks Beach, Florida - Interim City Manager (Assist) - 2005
Indian Trail, North Carolina - Town Manager - 2009
Jackson, Michigan - City Manager - 2004
Jackson, Michigan - City Manager - 1996
Jacksonville, North Carolina - City Manager - 2010
Jacksonville, North Carolina - City Manager - 2005
Jacksonville, North Carolina - City Manager - 1998
Jacksonville, North Carolina - Assistant City Manager - 2007
Jersey City, New Jersey - Assistant Business Manager (Technology Agent) - 1973
Johns Creek, Georgia - City Manager - 2006
Johnson City, Tennessee - City Manager - 2005
Joplin, Missouri - City Manager - 2004
Kent, Ohio - City Manager - 2005
Kent, Ohio - City Manager - 1997
Kettering, Ohio - Assistant City Manager (Technology Agent) - 1973
Kingsport, Tennessee - City Manager - 1999
Lakeland, Florida - City Manager - 2003
Lakeland, Florida - Assistant to the City Manager - 2004
*Lakeport, California - City Manager - 2001
Lake Worth, Florida - City Manager - 2009
Las Vegas, New Mexico - City Manager - 2009
Laurinburg, North Carolina - City Manager - 1999
Lapeer, Michigan - City Manager - 2002
League City, Texas - City Administrator - 2009
League City, Texas - City Administrator - 2004
Lee=s Summit, Missouri - City Manager - 2008
Liberty, Texas - City Manager - 2007
*Livermore, California - City Manager - 2000
*Livermore, California - Assistant City Manager - 2001
Longboat Key, Florida - Town Manager - 1997
Longboat Key, Florida - Town Manager - 1993
Longboat Key, Florida - Assistant Town Manager - 1996
*Los Altos, California - City Manager - 1998
Los Angeles, California - Chief Legislative Analyst - 2005
Louisville, Ohio - City Manager - 2001
Lower Merion Township, Pennsylvania - Assistant Township Manager (Technology Agent) - 1973
Macon, Georgia - Chief Administrative Officer - 2008
Manistee, Michigan - City Manager - 2001
Marco Island, Florida - City Manager - 2004
Martinsville, Virginia - City Manager - 2004
Mason, Ohio - City Manager - 2006
Matthews, North Carolina - Town Manager - 2002
McAlester, Oklahoma - City Manager (Limited Scope Search) - 2006
McKinney, Texas - Assistant City Manager - 2006
Melbourne, Florida - City Manager - 2002
Middletown, Ohio - City Manager - 1984
Middletown, Pennsylvania - Borough Manager - 2001
Midland, Texas - City Manager - 2008
*Mill Valley, California - City Manager - 1999
Minneapolis, Minnesota - Assistant City Coordinator (Technology Agent) - 1973
Minnetonka, Minnesota - City Manager - 2000
Minster, Ohio - Village Administrator - 1986
Monroe, Michigan - City Manager - 1992

Monmouth, Illinois - City Administrator - 2007
Montgomery, Illinois - Village Manager - 2000
Mooresville, North Carolina - Town Manager - 2008
*Morgan Hill, California - City Manager - 1996
Mound, Minnesota - City Manager - 2000
Mount Holly, North Carolina - City Manager - 2007
Muscatine, Iowa - City Administrator - 2009
Naples, Florida - City Manager - 2007
Naples, Florida - City Manager - 2003
Negaunee, Michigan - City Manager - 2004
Newburgh, New York - City Manager - 2009
Newport News, Virginia - City Manager - 2005
Norfolk, Virginia - City Manager - 1999
North Miami, Florida - City Manager - 2002
Northglenn, Colorado - City Manager - 2001
Northville Township, Michigan - Township Administrator - 1999
North Myrtle Beach, South Carolina - City Manager - 2003
North Myrtle Beach, South Carolina - City Manager - 1997
North Myrtle Beach, South Carolina - Assistant City Manager - 2008
North Port, Florida - Assistant City Manager (Limited Scope Search) - 2003
North Port, Florida - Assistant City Manager (Limited Scope Search) - 2002
*Novato, California - Assistant City Manager - 2002
Oak Ridge, Tennessee - City Manager - 2003
*Oakland Park, Florida - Assistant City Manager - 2004
*Oakland Park, Florida - Assistant City Manager - 2002
Oklahoma City, Oklahoma - City Manager - 1986
Oklahoma City, Oklahoma - Assistant City Manager (Technology Agent) - 1973
Orlando, Florida - Chief Administrative Officer - 2005
Oxford, Ohio - City Manager - 2007
*Oxnard, California - City Manager - 1997
Pagosa Springs, Colorado - Town Manager - 2008
Parker, Colorado - Town Administrator - 2005
Pasadena, California - Assistant City Manager (Technology Agent) - 1973
Payson, Arizona - Town Manager - 2002
*Petaluma, California - City Manager - 1996
Petoskey, Michigan - City Manager - 2009
Phoenix, Arizona - City Manager - 1989
Piqua, Ohio - City Manager - 2005
Plainview, Texas - City Manager - 2003
Pompano Beach, Florida - City Manager - 2009
Ponce Inlet, Florida - Town Manager - 2001
Port Huron, Michigan - City Manager - 1997
Portsmouth, Virginia - City Manager - 2000
Pompano Beach, Florida - City Manager - 2009
Powder Springs, Georgia - City Manager - 2006
Prairie Village, Kansas - City Administrator - 2007
Pueblo, Colorado - Assistant City Manager (Technology Agent) - 1973
Punta Gorda, Florida - City Manager - 2004
Punta Gorda, Florida - City Manager - 1998
Punta Gorda, Florida - City Manager - 1995
Raleigh, North Carolina - Assistant to the City Manager - 1971
Raleigh, North Carolina - City Manager - 2000
Reading, Pennsylvania - Managing Director - 2003

*Reno, Nevada - City Manager - 1995
Richland, Washington - City Manager - 2007
Richland, Washington - City Manager - 1998
Richland, Washington - City Manager (Limited Scope Search) - 2000
Richmond, Michigan - City Manager - 1998
Richmond, Virginia - Chief Administrative Officer - 2009
Rio Rancho, New Mexico - City Administrator - 2003
Roanoke, Virginia - City Manager - 1999
Rock Hill, South Carolina - City Manager - 2001
Rock Hill, South Carolina - City Manager - 1993
Rockville, Maryland - City Manager - 1998
Safety Harbor, Florida - City Manager - 2006
Sandy Springs, Georgia - City Manager - 2005
San Diego, California - Deputy City Manager - 1988
*San Diego, California - Assistant City Manager - 2000
San Jose, California - Assistant City Manager (Technology Agent) - 1973
*San Rafael, California - City Manager - 1996
*Santa Rosa, California - City Manager - 2000
Sarasota, Florida - City Manager - 2007
Sarasota, Florida - City Manager - 1986
*Saratoga, California - City Manager - 2000
*Saratoga, California - City Manager - 1997
Savannah, Georgia - City Manager - 1994
Sioux City, Iowa - Assistant City Manager (Technology Agent) - 1973
Snellville, Georgia - City Manager - 2008
*Solana Beach, California - City Manager - 2002
South Brunswick Township, New Jersey - Township Administrator - 1987
South Haven, Michigan - City Manager - 1999
Southlake, Texas - Assistant City Manager - 2005
South Miami, Florida - City Manager - 2003
Southfield, Michigan - City Administrator - 1999
Sparks, Nevada - City Manager - 1989
Spartanburg, South Carolina - City Manager - 2001
Spartanburg, South Carolina - City Manager - 1995
Spartanburg, South Carolina - City Manager - 1984
St. Pete Beach, Florida - City Manager - 2001
St. Petersburg, Florida - Assistant City Manager (Technology Agent) - 1973
St. Petersburg, Florida - Deputy City Manager Public Works - 1988
Suffolk, Virginia - City Manager - 2002
Sun=n Lake Sebring Improvement District, Florida - General Manager - 2006
Sun=n Lake Sebring Improvement District, Florida - General Manager - 2004
Sun=n Lake Sebring Improvement District, Florida - General Manager - 2002
Sunrise, Florida - City Manager - 1989
Superior, Colorado - Town Manager - 2006
Swartz Creek, Michigan - City Manager - 2000
Takoma Park, Maryland - City Manager - 2004
Talladega, Alabama - City Manager - 2008
Talladega, Alabama - City Manager - 2003
Tallahassee, Florida - City Manager - 1994
Temple, Texas, City Manager - 2004
*The Sea Ranch - Community Manager - 2002
*Tiburon, California - City Manager - 2000
Tifton, Georgia - City Manager - 2007

Tifton, Georgia - City Manager - 1996
Tipp City, Ohio - City Manager - 2008
Topeka, Kansas - Assistant to the Mayor (Technology Agent) - 1973
Topeka, Kansas - Chief Administrative Officer - 2002
*Tracy, California - Deputy City Manager - 1999
Traverse City, Michigan - City Manager - 1987
Treasure Island, Florida - City Manager - 2004
Treasure Island, Florida - City Manager - 1996
Tucson, Arizona - City Manager - 2004
Tucson, Arizona - Assistant City Manager (Technology Agent) - 1973
*Union City, California - City Manager - 1995
Union City, Georgia - City Administrator - 2007
University City, Missouri - City Manager - 2005
Vero Beach, Florida - City Manager - 2004
Virginia Beach, Virginia - City Manager - 1991
Virginia Beach, Virginia - Deputy City Manager - 1987
West Hartford, Connecticut - Assistant City Manager (Technology Agent) - 1973
Westminster, Colorado - City Manager - 2000
Westminster, Maryland - City Administrator - 2006
West Palm Beach, Florida - City Manager - 1988
Westerville, Ohio - City Manager - 2007
White House, Tennessee - City Administrator - 2005
Wichita, Kansas - City Manager (Limited Scope Search) - 2008
Wichita Falls, Texas - City Manager - 2005
Wilmington, North Carolina - City Manager - 2002
Wilmington, North Carolina - Deputy City Manager - 2003
Wilson, North Carolina - City Manager - 2004
Winter Haven, Florida - City Manager - 2001
Winter Haven, Florida - City Manager - 1986
Woodstock, Georgia - City Manager - 2008
Worcester, Massachusetts - City Manager - 1993
Worcester, Massachusetts - Assistant City Manager (Technology Agent) - 1973
Worthington, Minnesota - City Manager - 1988
Worthington, Ohio - City Manager - 2007
Wylie, Texas - City Manager - 2004
York, Pennsylvania - Business Administrator & Assistant Solicitor - 2000

County Managers/Administrators

Alachua County, Florida - County Manager - 1999
Alachua County, Florida - County Manager - 1984
Arapahoe County, Colorado - County Administrator - 1999
Athens/Clarke County Unified Government, Georgia - Manager - 1995
Athens/Clarke County Unified Government, Georgia - Manager - 2001
Beaufort County, South Carolina - County Administrator - 1992
Broward County, Florida - Assistant to the County Administrator for Affordable Housing - 2004
Charleston County, South Carolina - County Administrator - 2008
Charleston County, South Carolina - County Administrator - 1998
Charlotte County, Florida - County Administrator - 2002
Charlotte County, Florida - County Administrator - 1995
Chesterfield County, Virginia - County Administrator - 1983
Clarke County, Georgia - County Administrator - 1984
Collier County, Florida - County Administrator (Limited Scope Search) - 2000
DeSoto County, Florida - County Administrator - 2005

Fairfax County, Virginia - County Executive - 1980
Grady County, Georgia - County Administrator (Limited Scope Search) - 1999
Gwinnett County, Georgia - County Manager - 1987
Gwinnett County, Georgia - Executive Assistant to the Board - 1985
Hamilton County, Ohio - County Administrator - 2005
Henrico County, Virginia - Assistant County Manager (Technology Agent) - 1973
Henry County, Georgia - County Administrator - 1984
Hernando County, Florida - County Administrator - 2000
Hillsborough County, Florida - County Administrator - 1986
Hillsborough County, Florida - Deputy County Administrator - 2004
Hillsborough County, Florida - Assistant County Administrator for Human Services - 2004
Hillsborough County, Florida - Assistant County Administrator for Development and Infrastructure - 2006
Horry County, South Carolina - County Administrator - 2009
Indian River County, Florida - County Administrator - 1987
Jackson County, Missouri - Chief Administrative Officer - 2007
Jackson County, Missouri - Deputy Chief Administrative Officer - 2007
Jefferson Parish, Louisiana - Assistant to the Parish President (Technology Agent) - 1973
Johnson County, Kansas - County Administrator - 1998
Lee County, Virginia - County Administrator - 1991
Leon County, Florida - County Administrator - 1989
Leon County, Florida - Assistant County Administrator - 1989
Long County, Georgia - County Administrator - 2008
Los Alamos County, New Mexico - County Administrator - 2003
Los Alamos County, New Mexico - County Administrator - 1998
Lowndes County, Georgia - County Manager - 2001
Manatee County, Florida - County Administrator - 1993
Manatee County, Florida - County Administrator - 1984
Martin County, Florida - Assistant County Administrator - 2006
Nashville/Davidson County, Tennessee - Assistant to the Mayor (Technology Agent) - 1973
Northampton County, Virginia - County Administrator - 1999
*Nye County, Nevada - County Manager - 1998
Oconee County, South Carolina - County Administrator - 2010
Orange County, North Carolina - County Manager - 2009
Orange County, North Carolina - County Manager - 2006
Orange County, North Carolina - County Manager - 1987
Osceola County, Florida - County Administrator - 2003
Palm Beach County, Florida - County Administrator - 1985
Polk County, Florida - County Administrator - 1989
Prince William County, Virginia - County Executive - 1990
Ramsey County, Minnesota - County Manager - 1999
Richland County, South Carolina - County Administrator - 2006
St. Louis County, Minnesota - County Administrator - 1987
Santa Rosa County, Florida - County Administrator - 1988
Spartanburg County, South Carolina - County Administrator - 1999
Stafford County, Virginia - County Administrator - 2002
Summit County, Colorado - County Manager - 2007
Summit County, Colorado - County Manager - 2001
Sumter County, Florida - County Administrator - 2005
Sumter County, Florida - Interim Assistant County Administrator/Administrative Services Director - 2006
Union County, North Carolina - County Manager - 2008
Union County, North Carolina - County Manager - 2001
Union County, North Carolina - Assistant County Manager - 2007
Volusia County, Florida - County Manager - 1995
Wise County, Virginia - County Administrator - 2001

Administrative Services

*Broward County Sheriff's Office, Florida - Administrative Services Director - 1999
Lowndes County, Georgia - Director of Administrative Services - 1996
Martin County, Florida - Administrative Services Director - 2006

Airports

Bangor International Airport, Maine - Airport Director - 2001
Dayton, Ohio - Aviation Director - 2005, 2011
Lubbock, Texas - Airport Director - 2003
Manchester-Boston Regional Airport - Airport Director - 2008
Rhode Island Airport Corporation - Airport Chief of Police - 2009
Rhode Island Airport Corporation - President/CEO - 2008
Rhode Island Airport Corporation - Senior Vice President for Planning, Engineering and Environmental - 2006
San Antonio, Texas - Aviation Director - 2005
Virginia Peninsula Airport Commission - Executive Director - 1983

Assessments

Jackson County, Missouri - Director of Assessments - 2007

Associations

American Public Works Association - Executive Director - 1989
*City/County Association of Governments (San Mateo County) - Executive Director - 1995
Florida Association of Counties - Executive Director - 1989
Local Government Insurance Trust, Maryland - Executive Director - 2009
Michigan Municipal League - Executive Director - 2004
New Hampshire Local Government Center - Executive Director - 2009
Public Technology, Inc. - Technology Agents (27) - 1973
Public Technology, Inc. - Regional Managers (4) - 1973
Public Technology, Inc. - Executive Assistants (3) - 1973

Attorneys/Legal

Ann Arbor, Michigan - City Attorney (Limited Scope Search) - 1995
*Benecia, California - City Attorney - 1996
Boulder, Colorado - City Attorney - 2003
Broomfield City and County, Colorado - City Attorney - 2004
*Carlsbad, California - Deputy City Attorney - 2001
Cuyahoga Metropolitan Housing Authority - General Counsel (Limited Scope Search) - 1998
Cuyahoga Metropolitan Housing Authority - Labor/Management Attorney (Limited Scope Search) - 1998
*Danville, California - Town Attorney - 1995
Glendale, Arizona - City Attorney (Limited Scope Search) - 2000
Glendale, Arizona - City Attorney - 2004
Lee's Summit, Missouri - City Attorney - 2008
Littleton, Colorado - City Attorney - 2008
*Livermore, California - City Attorney - 2000
Livermore, California - Assistant City Attorney - 2001
Livermore, California - Deputy City Attorney - 2000
Longmont, Colorado - City Attorney - 2008
Monroe, North Carolina - City Attorney - 2001

Newport News, Virginia - City Attorney - 1995
Orange County, North Carolina - County Attorney - 2008
Pinetop-Lakeside, Arizona - Town Attorney - 2007
*Simi Valley, California - City Attorney - 1997
Thornton, Colorado - City Attorney - 1990
Thornton, Colorado - City Attorney - 1987
Tucson, Arizona - City Attorney - 2004
*Vacaville, California - City Attorney - 2001
Virginia Beach, Virginia - City Attorney - 1989
York, Pennsylvania - Business Administrator & Assistant Solicitor - 2000

Board of Directors

Board of Advisors, Georgia Tech Research Institute, Three Members
Boards of Directors, two management consulting firms, All Members

Budget/Finance

Angel Fire, New Mexico - Director of Finance - 2008
Angel Fire, New Mexico - Director of Finance (Limited Scope Search) - 2003
Arlington County, Virginia - Director of Management and Finance - 1999
Aurora, Colorado - Budget Officer - 2008
Baltimore, Maryland - Finance Director - 2004
Brazos River Authority - Finance Director (Limited Scope Search) - 1999
Cape Coral, Florida - Controller - 2007
Central Florida Governmental Entity - Finance Director - 2007
Charlottesville, Virginia - Finance Director (Limited Scope Search) - 1988
Daytona Beach, Florida - Finance Director - 2007
DeKalb County, Georgia - Finance Director - 1995
District of Columbia Government - Chief Financial Officer - 1999
District of Columbia Government - Inspector General - 1999
Downers Grove, Illinois - Director of Finance - 2007
Durham, North Carolina - Finance Director - 2009
Eloy, Arizona - Finance Director - 2000
Fayetteville, Arkansas - Finance Director - 2006
Flint, Michigan - Finance Director - 2001
Glastonbury, Connecticut - Controller (Limited Scope Search) - 2002
Grand Ledge, Michigan - Finance Director/Treasurer - 1999
Hanover Park, Illinois - Finance Director - 2002
Hanover Park, Illinois - Finance Director - 1998
Harrisburg, North Carolina - Finance Director - 2008
Hartford, Connecticut - Finance Director - 2001
Hillsborough Area Regional Transit, Florida - Chief Financial Officer - 2005
Homestead, Florida - Finance Director - 1997
Indian Rocks Beach, Florida - Treasurer/Finance Director (Limited Scope Search) - 1995
Jackson County, Missouri - Director of Assessment - 2006
Jekyll Island Authority, Georgia - Chief Financial Officer (Limited Scope Search) - 2008
*Lake Arrowhead Community Services District - F.D. - Finance Director/District Engineer - 2000
Lake Worth, Florida - Finance Director - 2009
Lewisburg, Ohio - Fiscal Officer (Limited Scope Search) - 2008
Loudoun County, Virginia - Director of Management and Financial Services - 2004
Lowndes County, Georgia - Director of Administrative Services - 1996
McAlester, Oklahoma - Finance Director - 2007
Monroe County, Florida, School Board - District Internal Auditor - 2009

Montgomery County, Maryland - Director, Office of Management and Budget - 2002
Montgomery Village, Illinois - Finance Director - 2001
*Morgan Hill, California - Budget Analyst - 1999
New York City Municipal Water Finance Authority - Assistant Comptroller - 2008
Norfolk, Virginia - Finance Director - 1995
Norfolk, Virginia - Assistant Finance Director - 1997
Northglenn, Colorado - Finance Director - 2002
Orlando, Florida - Controller - 2007
Orlando, Florida - Budget Division Manager - 2007
Orlando, Florida - Chief Financial Officer - 2005
Orlando, Florida - Deputy Director of Management, Budget and Accounting - 2004
Orlando, Florida - Budget Director - 2003
Ottumwa, Iowa - Finance Director - 2009
Palm Beach County, Florida - Director of Financial Management and Budget - 1986
Palm Beach County, Florida - Assistant Director of Financial Management and Budget for Budget - 1986
Palm Beach County, Florida - Assistant Director of Financial Management and Budget for Financial Analysis - 1986
Peoria, Arizona - Financial Services Manager - 2007
Peoria, Arizona - Revenue Manager - 2007
*Pleasanton, California - Revenue Manager - 2001
Polk County, Florida - Budget and Management Services Director - 2006
Port Huron, Michigan - Finance Director - 1996
Portsmouth, Virginia - Finance Director - 1997
Portsmouth, Virginia - Finance Director (Limited Scope Search) - 1999
Prince George=s County, Maryland - Budget Director - 2003
*Reno, Nevada - Assistant Finance Director - 2002
Roanoke, Virginia - Manager of Accounting Services - 2004
Rochester Hills, Michigan - Treasurer - 1996
*San Bruno, California - Finance Director - 1999
Sandy Springs, Georgia - Finance Director - 2009
Severn Trent Management Services Group, Florida - Director of Fiscal Services - 2005
St. Petersburg, Florida - Finance Director - 2006
Tucson, Arizona - Director of Budget and Research - 2004
Virginia Beach, Virginia - Chief Financial Officer - 2000
West Palm Beach, Florida - Finance Director - 2007

Building

Bexar County, Texas - Director of Infrastructure - 1998
Camden, New Jersey - Director of Code Enforcement - 2001
Glastonbury, Connecticut - Director of Infrastructure and Building Services - 2001
Norfolk, Virginia - Director of City Planning and Codes Administration - 1996
Palm Beach County, Florida - Director of Planning, Building and Zoning - 1988
Sarasota County, Florida - Chief Building Officer - 1988
Tempe, Arizona - Development Services Director - 1996
Yuma, Arizona - Development Engineering Manager - 2000
Yuma, Arizona - Development Engineer - 2000

City Clerk

Bellaire, Texas - City Clerk (Limited Scope Search) - 1997
Bloomfield Hills, Michigan - City Clerk - 2001
Raleigh, North Carolina - City Clerk - 1972

Communications

Alexandria Sanitation Authority, Alexandria, Virginia - Public Communications Liaison - 2010
Boulder, Colorado - Communications Center Manager - 2004
Centennial, Colorado - Communications Center Director - 2006
Champaign, Illinois - METCAD Director - 2004
Charlottesville, Virginia - Communications Director (Limited Scope Search) - 1999
Cuyahoga Metropolitan Housing Authority - Director of Communications (Limited Scope Search) - 1998
Dane County, Wisconsin - Director of Public Safety Communications - 2009
Denver, Colorado - South Metro Fire & Rescue Communication Center Director - 2006
Gainesville Regional Utilities (Florida) - GRU Communications Director - 1999
*Humboldt County, California - Communications Manager - 1995
Raleigh, North Carolina - Public Information Officer - 1972
Raleigh, North Carolina - Emergency Communications Director - 1972
Rochester, New York - Director of Communications - 1999
San Antonio Water System, Texas - Vice President for Communications - 2005
Spartanburg County, South Carolina - Communications Director - 1997
Thornton, Colorado - Public Information Officer - 1989
Trumbull County, Ohio - 911 Director - 2005
West Des Moines, Iowa - Manager, Westcom - 2003
Yuma, Arizona - Assistant Director of ITS/Telecommunications - 1999

Community Relations

Raleigh, North Carolina - Community Relations Director - 1971

Condominium Associations

Maisons-Sur-Mer Condominium Association, Inc., Myrtle Beach, South Carolina - Manager - 2005

Conservation Districts

Polk County Conservation Commission, Des Moines, Iowa - Director, Iowa - 2004

Contracts and Procurement

Charleston County, South Carolina - Contracts and Procurement Director - 2010

Convention/Tourism/Sports Complexes

Galena/Jo Daviess County, Illinois - Executive Director of Convention & Visitors Bureau - 2001
Lakeland, Florida - Lakeland Center Director - 2004
Orlando, Florida - Centroplex Director - 2004
Vail, Colorado - Vail Valley Chamber & Tourism Bureau President/CEO - 2005

Cultural Services

Fort Lauderdale Historical Society, Florida - Executive Director - 2006
Hillsborough County, Florida - Director, Division of Cultural Services - 1988
Jackson, Michigan - Executive Director, Michigan Theater, Inc. - 1998
Jackson County Community Foundation, Michigan - President/CEO - 2002
Virginia Air and Space Center and Hampton Roads History Center - Executive Director - 1993

Economic Development

Adams County Economic Development, Colorado - President/CEO - 2001
Allegany County, Maryland - Economic Development Director - 2006
Allegany County, Maryland - Economic Development Director - 2000
Allegany County, Maryland - Economic Development Assistant Director - 2005
Arvada Economic Development Alliance - Executive Director - 1998
Arvada Urban Renewal Authority - Executive Director - 1998
Avondale, Arizona - Economic Development Director - 2001
Bangor, Maine - Economic & Business Development Director - 2001
Big Sky Economic Development Authority, Billings, Montana - Executive Director - 2008
Big Sky Economic Development Authority, Billings, Montana - Executive Director - 2002
Business Development Cornerstone Development Authority, Southfield, Michigan - Executive Director - 2009
Camden, New Jersey - Director of Economic Development - 2001
Charlotte County, Florida - Economic Development Director - 2007
Charlotte, North Carolina - Director of Neighborhood Development (Limited Scope Search) - 1996
Charlottesville, Virginia - Economic Development Director - 1998
Chesapeake Redevelopment & Housing Authority - Executive Director - 1998
Clermont County Economic Development Corporation, Battavia, Ohio - Economic Development Director - 2004
Coliseum Central Business Improvement District, Hampton, Virginia - Executive Director - 2006
Coliseum Central Business Improvement District, Hampton, Virginia - Executive Director - 2001
College Station, Texas - Director of Planning & Development Services - 2006
Columbia, South Carolina - Executive Director, Columbia Development Corporation - 1989
Community Redevelopment Agency of Delray Beach, Florida - Executive Director - 2000
Dayton, Ohio - Assistant City Manager for Strategic Development - 2007
Daytona Beach, Florida - Redevelopment Director - 2006
Daytona Beach, Florida - Development Services Director - 2005
Enid/Garfield County Development Alliance, Inc., Oklahoma - Executive Director - 1998
Fort Lauderdale, Florida - Director of Economic Development (Limited Scope Search) - 2000
Fort Lauderdale, Florida - Director of Planning & Development - 1987
Fort Lauderdale, Florida - Director of Planning & Economic Development - 1998
Fort Lauderdale, Florida - Community Redevelopment Authority - Executive Director (Limited Scope Search) - 1999
Grand Ledge, Michigan - Director of Community Development - 1999
*Greater Antelope Valley Economic Alliance - Executive Director - 1998
Hanover Park, Illinois - Community Development Director - 2002
*Henderson, Nevada - Economic Development Manager - 1998
Henry County, Virginia - Director, Office of Commerce - 2001
Hillsborough County, Florida - Assistant County Administrator for Development and Infrastructure - 2006
Homebuilders Association of Greater Spartanburg, South Carolina - Executive Director - 1998
Homestead, Florida - Executive Director, Community Redevelopment Association - 1997
Jackson, Michigan - Economic Development Director/Assistant City Manager - 1996
Jackson, Michigan - Regional Economic Development for Jackson Michigan, The Enterprise Group, Inc. - President/CEO - 2007
Jackson, Michigan - Regional Economic Development for Jackson Michigan, The Enterprise Group, Inc. - President/CEO - 1997
Largo, Florida - Assistant Director of Community Development - 2004
*Livermore, California - Economic Development Manager - 2001
Los Alamos County, New Mexico - Community Development Director (Limited Scope Search) - 2003
Melbourne, Florida - Economic Development Director (Limited Scope Search) - 2003
Mesquite, Texas - Director of Development Services (Limited Scope Search) - 2003
Millinocket Area Growth and Investment Council, Maine - Executive Director (Limited Scope Search) - 2001
Norfolk, Virginia - Director of Development - 1996
Norfolk Redevelopment and Housing Authority - Executive Director - 2001
Norfolk Redevelopment and Housing Authority - Deputy Executive Director - 2000

Norman, Oklahoma - Director of Planning and Economic Development - 2008
*Novato, California - Redevelopment Administrator - 2000
Orange Beach, Alabama - Director of Community Development - 2002
Orlando, Florida - Deputy Director of Economic Development (Planning) - 2007
Partnership for Greater Greenwood County, South Carolina - Chief Executive Officer - 2003
Peninsula Economic Development Alliance, Virginia - President/CEO - 1998
Pensacola-Escambia Development Commission, Florida - Executive Director - 1980
Pensacola, Florida - Downtown Redevelopment Director - 1981
Polk County, Florida - Land Development Engineer - 2006
Portsmouth, Virginia Redevelopment and Housing Authority - Executive Director - 1985
Punta Gorda, Florida - Community Redevelopment Agency - Executive Director - 1995
Punta Gorda, Florida - Community Redevelopment Agency - Executive Director - 1988
Raleigh, North Carolina Civic Center Authority - Executive Director - 1973
Regional Redevelopment and Housing Authority for Hampton and Newport News, Virginia - Executive Director - 1985
*Reno, Nevada - Economic Development Manager - 2000
*Reno, Nevada - Redevelopment Administrator - 2000
*Reno, Nevada - Redevelopment Administrator - 1998
Rio Rancho, New Mexico - Director of City Development - 2003
*San Luis Obispo, California - Economic Development Manager - 1996
*San Mateo, California - Economic Development Manager - 1995
Sault Saint Marie, Michigan - Downtown Development Director - 2002
Technical Research Data Authority (TRDA), Florida - Executive Director - 2006
Tempe, Arizona - Development Services Director - 1996
Tri-City Industrial Development Council, Washington - President/CEO - 1998
Valdosta-Lowndes County Industrial Authority, Georgia - Executive Director - 2006
Virginia Peninsula Airport Commission - Executive Director - 1983
Virginia Peninsula Economic Development Council, Inc. - Executive Director - 1983
Wayne County Economic Development Commission, North Carolina - President/Chief Operating Officer - 2000
West Des Moines, Iowa - Director of Development Services - 2007
West Palm Beach Downtown Development Authority - Executive Director - 1987

General Services

*Camarillo, California - Director of Administration - 1998
Los Angeles, California - General Manager, General Services Department - 2000
Lowndes County, Georgia - Director of Administrative Services - 1996
*Pleasanton, California - Support Services Superintendent - 1998
*Pleasanton, California - Support Services Superintendent - 2000
Port of Los Angeles, California - Director of Construction and Maintenance (2) - 2008
*San Rafael, California - Director of Administrative Services - 1996
Sarasota County, Florida - Central Services Director - 1988
Tucson, Arizona - Director of General Services - 2004

Health Care

Cincinnati Board of Health, Ohio - Health Commissioner - 2005
*Coachella Valley Mosquito & Vector Control District - General Manager - 1998
Jackson County, Missouri - Deputy Medical Examiner - 2008
Northern Kentucky Independent District Health Department - Director of Health -- 2007, 2010
Palm Beach County Health Care District, Florida - Administrator - 1988
Riverside Community Hospital - Administrator - 1980
San Antonio, Texas - Assistant Public Health Director - 2006
State of Delaware - Director, Division for the Visually Impaired - 1996
Union County, North Carolina - Health Director -- 2007

*Washoe County, Nevada, District Health Department - Health Officer - 1999

Housing and Housing Authorities

Arvada Urban Renewal Authority - Executive Director - 1998
Broward County, Florida - Assistant to the County Administrator for Affordable Housing - 2002
Chattanooga Housing Authority - Executive Director - 2001
Charlotte, North Carolina - Director of Neighborhood Development (Limited Scope Search) - 1966
Charlottesville Redevelopment and Housing Authority (Virginia) - Executive Director (Limited Scope Search) - 1999
Chesapeake Redevelopment & Housing Authority - Executive Director - 1998
Cuyahoga Metropolitan Housing Authority - Vice President, Administrative Services - 1998
Cuyahoga Metropolitan Housing Authority - Vice President, Customer Service Administration - 1998
Cuyahoga Metropolitan Housing Authority - Vice President of Neighborhood and Housing Development - 1998
Cuyahoga Metropolitan Housing Authority - Director of Section 8 - 1998
Cuyahoga Metropolitan Housing Authority - General Counsel (Limited Scope Search) - 1998
Cuyahoga Metropolitan Housing Authority - Labor/Management Attorney (Limited Scope Search) - 1998
Cuyahoga Metropolitan Housing Authority - Director of Communications (Limited Scope Search) - 1998
Dallas, Texas - Director of Housing - 1994
Decatur Housing Authority, Illinois - Executive Director - 2009
Decatur Housing Authority, Illinois - Executive Director - 2002
Ithaca Housing Authority, New York - Executive Director - 1993
Kansas City, Missouri - Housing Administrator - 2006
Kansas City, Missouri - Housing Administrator - 2004
*Morgan Hill, California - Director of Business Assistance & Housing Services - 1997
Norfolk Redevelopment & Housing Authority, Virginia - Executive Director - 2001
Norfolk Redevelopment & Housing Authority, Virginia - Deputy Executive Director - 2000
Portsmouth, Virginia, Redevelopment and Housing Authority - Executive Director - 1985
Regional Redevelopment and Housing Authority for Hampton and Newport News, Virginia - Executive Director - 1985
Richmond Redevelopment and Housing Authority - Director of Housing Operations - 2000
Spartanburg, South Carolina - Housing Authority - Executive Director - 2008
Spartanburg, South Carolina - Housing Authority - Executive Director - 2001
Spartanburg, South Carolina - Housing Authority - Executive Director - 1992
Spartanburg, South Carolina - Housing Authority - Deputy Executive Director - 2000
Spartanburg, South Carolina - Housing Authority - Deputy Executive Director - 1995
Spartanburg, South Carolina - Housing Authority - Deputy Executive Director - 1994
Spartanburg, South Carolina - Housing Authority - Director of Maintenance - 1994
Topeka, Kansas- Director of Housing & Neighborhood Development - 2002
West Palm Beach, Florida - Director of Housing and Community Development - 2007
West Palm Beach, Florida - Director of Housing and Community Development - 2001

Human Resources

*Alameda County, California - Assistant General Manager, Diversity Programs - 1995
Brazos River Authority, Texas - Director of Human Resources - 2000
*Broward County Sheriff's Office, Florida - Human Resources Director - 1997
Charleston County, South Carolina - Human Resources Director - 2009
*Commerce, California - Human Resource Director - 1998
*Contra Costa County, California - Personnel Officer - Health Services Department - 1998
Decatur, Georgia - Personnel Administrator - 2002
El Paso, Texas - Human Resources Director - 2005
El Paso, Texas - Assistant Human Resources Director - 2008
*Foster City, California - Human Resource Director - 2001
Glendale, Arizona - Human Resources Director - 2004

*Henderson, Nevada - Human Resource Director - 1997
 Homestead, Florida - Director of Human Resources - 1997
 Howell, Michigan - Human Resources Director - 2004
 Huber Heights, Ohio - Human Resources Manager - 2002
 Kansas City, Missouri - Human Relations Administrator
 *Lauderdale Lakes, Florida - Human Resources Director - 2008
 Littleton, Colorado - Human Resources Manager - 2007
 Los Alamos National Laboratory - Human Resource Positions - 2003
 Los Alamos, New Mexico - Human Resources Manager - 2003
 *Mendocino County, California - Personnel Director - 1998
 Midland, Michigan - Director of Personnel/Labor Relations - 1996
 Mooresville, North Carolina - Human Resources Director (Limited Scope Search) - 2009
 Norfolk, Virginia - Director of Human Resources - 1998
 Norfolk, Virginia - Director of Human Resources - 1988
 North Port, Florida - Human Resources Manager (Limited Scope Search) - 2002
 *Oakland Park, Florida - Human Resources Director - 2004
 Osceola County, Florida - Human Resources Director - 2006
 *Pasadena, California - Human Resource Director - 2000
 *Pasadena, California - Sr. Human Resources Analyst - Pay and Classification - 1995
 *Pleasanton, California - Human Resource Director - 2000
 *Pleasanton, California - Personnel Analyst I - 1997
 Portsmouth, Virginia - Human Resources Director - 1999
 Raleigh, North Carolina - Personnel Director - 1972
 *Reno, Nevada - Sr. Management Analyst - 1999
 *Reno, Nevada - Sr. Management Analyst - 1995
 San Antonio, Texas - Human Resources Director - 2009
 Sarasota, Florida - Human Resources Director - 2002
 Sarasota, Florida - Director of Human Resources - 1986
 South Florida Workforce - Executive Director - 2005
 Spartanburg, South Carolina Commission of Public Works/Sanitary Sewer District - Personnel Director - 1987
 *Tracy, California - Human Resource Director - 2001
 Tucson, Arizona - Human Resources Director - 2005
 Virginia Beach, Virginia - Director of Human Resources - 1987

Human Services

Atlanta/Fulton Community Action Authority, Georgia - Executive Director - 1991
 Children's Board of Hillsborough County, Florida - Executive Director - 1989
 Children's Services Council of Palm Beach County, Florida - Executive Director - 1987
 Contra Costa County, California - Personnel Officer, Health Services Department
 Mesa County, Colorado - Director of Human Services - 2007
 Montgomery County, Ohio - Director of Job & Family Services - 2007
 Pinellas County Juvenile Welfare Board, Florida - Executive Director - 2006
 State of Delaware - Director, Division for the Visually Impaired - 1996
 State of South Carolina - Director, Division of Health and Human Services - 1989
 Washoe County, Nevada - Health Officer, Nevada District Health Department

Information Technology

*Alameda County, California - Cable TV Analyst - 1995
 California Polytechnic State University, San Luis Obispo - Information Systems Assistant Professors (2)-1988
 Centers for Disease Control Federal Credit Union - Vice President for MIS - 1990
 Charleston County, South Carolina - Chief Information Officer - 2000

Chesapeake, Virginia - Director of Information Technology - 2000
Columbia, South Carolina - Director of Information Technology - 2000
Fort Lauderdale, Florida - Director of Computer Applications - 1987
Garland, Texas - Chief Information Officer - 2006
Genesee County Road Commission, Flint, Michigan - Data Systems Manager - 2001
Hanover Park, Illinois - Chief Information Officer - 2007
Jacksonville, Florida - Chief, Information Technology - 1999
Lakeland, Florida - Information Technology Director - 2004
North Port, Florida - Information Technology Manager (Limited Scope Search) - 2002
*Pleasanton, California - Information Services Manager - 1999
Sarasota County, Florida - Director of Management Information Systems - 1987
Sunrise, Florida - Management Information Services Director - 2000
Tucson, Arizona - Chief Information Officer - 2005
Yuma, Arizona - Assistant Director of ITS/Business Applications - 2000
Yuma, Arizona - Assistant Director of ITS/Telecommunications - 2000

Library Director

Calcasieu Parish Library System, Louisiana - Library Director - 2002
Charleston County Public Library, South Carolina - Executive Director - 2010
*Pleasanton, California - Library Director - 2002
*Pleasanton, California - Library Services Manager - 1999
Ramsey County Public Library, Minnesota - Director (Limited Scope Search) - 2000
*Redwood City, California - Library Director - 1997
Spartanburg County Public Library, South Carolina - County Librarian - 1999

Manpower

Raleigh, North Carolina - Manpower Program Coordinator - 1971

Municipal Leagues

Colorado Municipal League, Denver, Colorado - Business Manager - 2005
Florida Association of Counties - Executive Director - 1989
Michigan Municipal League, Ann Arbor, Michigan - Executive Director - 2004
New Hampshire Local Government Center, Concord, New Hampshire - Executive Director - 2009

Non-Profit Agencies

*Bonnet House & Gardens, Inc., Fort Lauderdale, Florida - Executive Director - 2002
Hispanic Business Initiative Fund (HBIF) of Greater Orlando, Florida - President - 2006
Shelburne Farms, Shelburne, Vermont - Chief Financial Officer - 2005
United Way of Benton and Franklin Counties, Washington - President and Chief Executive Officer - 2000

Parking

*West Hollywood, California - Parking Manager - 2002

Parks & Recreation

Bozeman, Montana - Recreation Superintendent (Limited Scope Search) - 2009

Charleston, South Carolina - Director of Parks - 2009
Charleston County Park & Recreation Commission, South Carolina - Executive Director - 2000
Des Moines, Iowa - Director of Parks and Recreation - 2008
Edmond, Oklahoma - Parks and Recreation Director (Limited Scope Search) - 2003
Fort Lauderdale, Florida - Director of Parks and Recreation - 2000
Great Falls, Montana - Parks and Recreation Director - 2005
*Henderson, Nevada - Parks and Recreation Director - 2002
Hillsborough County, Florida - Director of Parks, Recreation and Conservation - 2005
Jackson County, Missouri - Director of Parks & Recreation - 2007
McKinney, Texas - Parks and Recreation Director - 2006
North Myrtle Beach, South Carolina - Director of Parks and Recreation - 2009
Polk County Conservation Commission, Iowa - Director - 2004
*Reno, Nevada - Parks and Recreation Director - 1999
*San Carlos, California - Parks and Recreation Director - 2000
*San Diego, California - Parks and Recreation Director - 2000
*Tracy, California - Parks and Recreation Director - 2000

Planning/Community Development

Avondale, Arizona - Development Services Director - 2002
Boulder, Colorado - Executive Director, Community Planning - 2008
Bozeman, Montana - Director of Planning and Community Development - 2010
Camden, New Jersey - Director of Planning and Community Development - 2001
*Carlsbad, California - Community Development Director - 2001
Champaign County Regional Planning Commission, Illinois - Executive Director - 2007
Charlotte, North Carolina - Director of Neighborhood Development (Limited Scope Search) - 1996
Charlotte County, Florida - Community Development Director - 2007
Charlottesville, Virginia - Neighborhood Services Director - 1999
Chatham County-Savannah Metropolitan Planning Commission, Georgia - Executive Director - 2003
Chesapeake, Virginia - Planning Director - 1986
Clearwater, Florida - Planning Director - 1977
Clearwater, Florida - Director of Development Services (Limited Scope Search) - 1998
*Cloverdale, California - Community Development Director - 2001
Coastal Georgia Regional Development Center - Executive Director - 2007
College Station, Texas - Director of Planning and Development Services - 2006
Community Redevelopment Agency of Delray Beach, Florida - Executive Director - 2000
Daytona Beach, Florida - Planning Administrator - 2006
Daytona Beach, Florida - Redevelopment Director - 2006
Daytona Beach, Florida - Development Services Director - 2005
Fort Lauderdale, Florida - Director of Planning & Development - 1987
Fort Lauderdale, Florida - Director of Planning & Economic Development - 1998
Gaithersburg, Maryland - Planning Director - 2006
Grand Ledge, Michigan - Director of Community Development - 1999
Hanover Park, Illinois - Community Development Director - 2002
Hillsborough County, Florida City-County Planning Commission - Executive Director - 1986
Homestead, Florida - Executive Director, Community Redevelopment Association - 1997
Huber Heights, Ohio - Planning and Community Development Director - 2004
*Irvine, California - Community Development Director - 1997
Jacksonville, Florida - Chief of Comprehensive Planning - 1999
Kansas City, Missouri - Planning Division Manager - 2006
Kansas City, Missouri - Director of City Planning and Development - 2004
Lake Worth, Florida - Community Development Director - 2009
Largo, Florida - Assistant Director of Community Development - 2004
Leawood, Kansas - Community Development Director - 2007

*Livermore, California - Planning Manager - 2000
 Los Alamos, New Mexico - Community Development Director (Limited Scope Search) - 2003
 *Los Gatos, California - Community Development Director - 1999
 Melbourne, Florida - Director of Planning (Limited Scope Search) - 2003
 Mesquite, Texas - Director of Development Services (Limited Scope Search) - 2003
 Norfolk, Virginia - Director of City Planning and Codes Administration - 1996
 Norman, Oklahoma - Director of Planning and Community Development - 2008
 Oakland Park, Florida - Community Development Director - 2006
 Orange Beach, Alabama - Director of Community Development - 2002
 Orlando, Florida - Deputy Director of Economic Development (Planning) - 2003
 Palm Beach County, Florida - Director of Planning, Building and Zoning - 1988
 Peninsula Transportation District Commission (Virginia) - Director of Planning - 1999
 Polk County, Florida - Land Development Engineer - 2006
 Prince William County, Virginia - Planning Director (Limited Scope Search) - 2002
 Rhode Island Airport Corporation, Rhode Island - Senior Vice President for Planning, Engineering and Environmental - 2006
 Rio Rancho, New Mexico - Director of City Development - 2003
 Safety Harbor, Florida - Community Development Director - 2006
 *San Carlos, California - Community Development Director - 2002
 *San Mateo, California - Community Development Director - 2002
 Scottsdale, Arizona - Planning Systems General Manager - 2000
 Taos, New Mexico - Planning and Zoning Director (Limited Scope Search) - 2000
 Taos, New Mexico - Director of Community and Economic Development - 2007
 Tempe, Arizona - Director of Development Services - 1996
 Toledo-Lucas County Plan Commissions, Ohio - Deputy Executive Director-Long Range Planning - 2001
 Topeka-Shawnee County, Kansas - Director of Topeka-Shawnee County Metropolitan Planning Department - 2002
 *Tracy, California - Planning Manager - 2001
 West Palm Beach, Florida - Director of Housing and Community Development - 2007
 West Palm Beach, Florida - Director of Housing and Community Development - 2002
 Yuma, Arizona - Development Engineering Manager - 1999
 Yuma, Arizona - Development Engineer - 1999

Protected Classes

Alachua County, Florida - County Administrator - 1984
 Alexandria, Virginia - Director of Real Estate Appraisals - 1993
 Ann Arbor, Michigan - City Attorney (Limited Scope Search) - 1995
 Arlington County, Virginia - Director of Management & Finance - 1999
 Aspen, Colorado - City Manager - 1989
 Atlanta/Fulton Community Action Authority, Georgia - Executive Director - 1991
 Austin, Texas - City Manager - 1988
 Avondale, Arizona - Utilities Director - 2002
 Baltimore, Maryland - Finance Director - 2004
 Bangor, Maine - Airport Director - 2001
 Bellaire, Texas - City Clerk (Limited Scope Search) - 1997
 Bexar County, Texas - Executive Director, Information Services - 2000
 Bexar County, Texas - Director of Infrastructure - 1998
 Billings, Montana - City Administrator - 2006
 Billings, Montana - Assistant City Administrator - 2003
 *Bonnet House & Gardens, Inc., Fort Lauderdale, Florida - Executive Director - 2002
 Boulder, Colorado - City Manager - 2008
 Bowie, Maryland - Chief of Police - 2006
 Brazos River Authority, Texas - Director of Human Resources - 2000
 *Broward County Sheriff's Office, Florida - Human Resources Director - 1997

Capital Area Transportation Authority, Lansing, Michigan - Executive Director - 1985
Champaign, Illinois - Assistant City Manager - 2007
Charleston County, South Carolina - Human Resources Director - 2010
Charlotte, North Carolina - City Manager - 1996
Charlotte, North Carolina - Director of Neighborhood Development (Limited Scope Search) - 1996
Charlottesville Redevelopment and Housing Authority (Virginia) - Executive Director - (Limited Scope Search) - 1999
Chesapeake Redevelopment & Housing Authority - Executive Director - 1998
Children's Services Council of Palm Beach County, Florida - Executive Director - 1987
Cincinnati Board of Health, Ohio - Health Commissioner - 2005
College Station, Texas - Assistant City Managers (two positions) - 2006
*Colma, California - City Manager - 1998
Coliseum Central Business Improvement District, Hampton, Virginia - Executive Director - 2006
Community Redevelopment Agency of Delray Beach, Florida - Executive Director - 2000
Coral Springs, Florida - Assistant City Manager - 2000
Cuyahoga Metropolitan Housing Authority - Director of Communications (Limited Scope Search) - 1998
Cuyahoga Metropolitan Housing Authority - General Counsel (Limited Scope Search) - 1998
Cuyahoga Metropolitan Housing Authority - Labor/Management Attorney (Limited Scope Search) - 1998
Cuyahoga Metropolitan Housing Authority - Vice President, Administrative Services - 1998
Cuyahoga Metropolitan Housing Authority - Vice President, Customer Service Administration - 1998
Cuyahoga Metropolitan Housing Authority - Vice President of Neighborhood and Housing Development - 1998
Cuyahoga Metropolitan Housing Authority - Director of Section 8 - 1998
Dallas, Texas - Director of Housing - 1994
Dayton, Ohio - Aviation Director - 2006
Dayton, Ohio - City Manager - 2006
Dayton, Ohio - Assistant City Manager/Economic Development - 2007
Daytona Beach, Florida - Development Services Director - 2005
Daytona Beach, Florida - Fire Chief - 2006
Decatur, Georgia - Personnel Administrator - 2002
Des Moines, Iowa - Chief of Police - 2007
District of Columbia Government - Chief Financial Officer - 1999
District of Columbia Government - Inspector General - 1999
Downers Grove, Illinois - Village Manager - 2006
Downers Grove, Illinois - Director of Finance - 2007
Durham, North Carolina - City Manager - 2005
East Lansing, Michigan - Chief of Police - 1991
Eloy, Arizona - City Engineer - 2001
El Paso, Texas - City Manager - 2004
El Paso, Texas - Human Resources Director - 2005
El Reno, Oklahoma - City Manager - 2006
Fort Lauderdale, Florida - City Manager - 1998
*Foster City, California - Human Resource Director - 2001
Franklin Village, Michigan - Village Administrator - 1998
Glen Ellyn, Illinois - Village Manager - 2006
Glendale, Arizona - Deputy City Manager (2) - 2004
Glendale, Arizona - Human Resources Director - 2004
Greensboro, North Carolina - Assistant City Manager (Limited Scope Search) - 1996
Greensboro, North Carolina - Chief of Police - 1998
Hampton, Virginia - City Manager - 2009
Hampton Roads Transit Authority, Virginia - Executive Director (Limited Scope Search) - 1998
Hampton Roads Transit Authority, Virginia - Director of Planning - 2000
Harrisburg, North Carolina - Finance Director - 2008
*Henderson, Nevada - Human Resource Director - 1997
Highland Park, Michigan - Interim City Manager - 2002-2003
Hillsborough County, Florida - Director, Division of Cultural Services - 1988
Homebuilders Association of Greater Spartanburg, South Carolina - Executive Director - 1998

Indian Rocks Beach, Florida - Treasurer (Limited Scope Search) - 1995
Ithaca Housing Authority, New York - Executive Director - 1993
Jackson, Michigan - Fire Chief - 1997
Jackson County, Missouri - Director of Parks & Recreation - 2007
Jackson County, Missouri - Deputy Chief Administrative Officer - 2007
Jacksonville, Florida - Chief, Information Technology - 1999
Johnson County, Kansas - County Administrator - 1998
*Lake Arrowhead Community Services District - F.D. - Finance Director/District Engineer - 2000
Lakeland, Florida - Assistant City Manager - 2003
Lakeland, Florida - Assistant City Manager - 2000
Laredo, Texas - Chief of Police - 2008
Largo, Florida - Assistant Director of Community Development - 2004
*Lauderdale Lakes, Florida - Human Resources Director - 2008
Lee=s Summit, Missouri - City Attorney - 2008
Leon County, Florida - County Administrator - 1989
*Livermore, California - City Manager - 2000
*Livermore, California - Deputy City Attorney - 2000
*Livermore, California - Assistant City Attorney - 2001
Los Alamos County, New Mexico - County Administrator - 2003
Los Alamos County, New Mexico - Utilities Manager - 2003
Los Alamos County, New Mexico - Human Resources Manager - 2003
Macon, Georgia - Chief Administrative Officer - 2008
Martin County, Florida - Assistant County Administrator - 2006
*Mendocino County, California - Personnel Director -1998
Michigan Theatre, Jackson, Michigan - Executive Director - 1998
Montgomery County, Ohio - Director of Job and Family Services - 2007
Montgomery County, Maryland - Director of Office of Management & Budget - 2003
Montgomery Village, Illinois - Village Manager - 2000
Mound, Minnesota - City Manager - 2000
Norfolk Redevelopment and Housing Authority, Virginia - Executive Director - 2001
Norfolk Redevelopment and Housing Authority, Virginia - Deputy Executive Director - 2000
Norfolk, Virginia - Director of Human Resources - 1988
Norfolk, Virginia - Assistant Director of Human Resources - 1999
Norfolk, Virginia - Chief of Police - 1993
Norfolk, Virginia - City Manager - 1999
Norfolk, Virginia - Director of Human Resources - 1998
Norfolk, Virginia - Finance Director - 1995
Norfolk, Virginia - Solid Waste Superintendent - 2000
Norfolk, Virginia - Assistant City Manager - 1998
Norman, Oklahoma - Director of Planning and Community Development - 2008
North Miami Beach, Florida - City Manager - 2002
*Oakland Park, Florida - Assistant City Manager - 2004
*Oakland Park, Florida - Human Resources Director - 2004
*Oakland Park, Florida - Assistant City Manager - 2002
Oklahoma City, Oklahoma - City Manager - 1986
Orange Beach, Alabama - Director of Community Development - 2002
Orange County, North Carolina - County Manager - 2008
Orlando, Florida - Chief Financial Officer - 2005
Osceola County, Florida - Human Resources Director - 2006
Osceola County, Florida - Building Department Director - 2005
Owosso, Michigan - Chief of Police - 2002
Palm Beach County, Florida - Director of Planning, Building and Zoning - 1988
Palm Beach County, Florida - Assistant Director of Financial Management and Budget for Budget - 1986
Palm Beach County Health Care District, Florida - Administrator - 1988
Peoria, Arizona - Financial Services Manager - 2007

Peoria, Arizona - Revenue Manager - 2007
Peoria, Illinois - City Manager - 2009
Pinellas County Juvenile Welfare Board, Florida - Executive Director - 2006
Pinetop-Lakeside, Arizona - Town Attorney - 2007
*Pleasanton, California - Library Director - 2002
*Pleasanton, California - Library Services Manager - 1999
Polk County Conservation Board - Executive Director - 2004
Port of Los Angeles, California - Director of Construction and Maintenance - 2008
Portsmouth, Virginia - Director of Human Resources - 1999
Portsmouth, Virginia - Chief of Police - 1998
Portsmouth, Virginia - Director of Risk Management - 1998
Portsmouth, Virginia School System - Director of Risk Management - 1998
Public Technology, Inc - Executive Assistants (2) - 1973
Raleigh, North Carolina - City Clerk - 1972
Raleigh, North Carolina - Community Relations Director - 1971
Raleigh, North Carolina - Assistant to the City Manager - 1971
Ramsey County Public Library, Minnesota - Director (Limited Scope Search) - 2000
Reading, Pennsylvania - Managing Director - 2004
*Redwood City, California - Library Director - 1997
*Reno, Nevada - City Manager - 1995
*Reno, Nevada - Redevelopment Administrator - 1998
Richland, Washington - City Manager - 2007
Richland County, South Carolina - County Administrator - 2006
Richmond, Virginia - Chief Administrative Officer - 2009
Richmond Redevelopment and Housing Authority, Virginia - Director of Housing Operations - 2000
Roanoke, Virginia - City Manager - 1999
San Antonio, Texas - Human Resources Director - 2009
San Antonio Water System, Texas - President/CEO - 2008
San Antonio Water System, San Antonio, Texas - Vice President of Communications and Community Relations - 2005
San Diego, California - Deputy City Manager - 1988
*San Diego, California - Parks and Recreation Director - 2000
*San Diego, California - Assistant City Manager - 2000
San Diego, California - General Manager, San Diego Wastewater Management District - 1988
*San Mateo, California - Chief of Police - 2000
Sandy Springs, Georgia - Finance Director - 2010
Sarasota, Florida - Director of Human Resources - 1986
South Florida Workforce - Executive Director - 2005
Southeastern Public Service Authority, Virginia - 1998
Spartanburg, South Carolina Housing Authority - Executive Director - 2008
Spartanburg, South Carolina Housing Authority - Executive Director - 1992
Spartanburg, South Carolina Housing Authority - Deputy Executive Director - 1994
Spartanburg, South Carolina Housing Authority - Director of Maintenance - 1994
State of Delaware - Director, Division for the Visually Impaired - 1996
Sun >n Lake of Sebring, Florida - General Manager - 2002
Takoma Park, Maryland - City Manager - 2004
Taos County, New Mexico - Director of Community and Economic Development - 2007
Taos, New Mexico - Town Police Sergeant - 2003
Thornton, Colorado - Public Information Officer - 1989
Tracy, California - Chief of Police - 2008
Tucson, Arizona - Chief Information Officer - 2005
Tucson, Arizona - Human Resources Director - 2005
University City, Missouri - City Manager - 2005
Virginia Beach, Virginia - Director of Human Resources - 1987
Wayne County Economic Development Commission, North Carolina - President/Chief Operating Officer - 2000
West Des Moines, Iowa - Manager, Westcom - 2003

West Palm Beach, Florida - Housing and Community Development Director - 2007
Westminster, Maryland - City Administrator - 2006
White House, Tennessee - City Administrator - 2005
Wilmington, North Carolina - City Manager - 2002

Public Safety

*Anaheim, California - Chief of Police - 1999
Ann Arbor, Michigan - Fire Chief - 2002
*Barstow, California - Chief of Police - 1998
Belding, Michigan - Chief of Police - 1998
Boulder, Colorado - Communications Center Manager - 2004
Bowie, Maryland - Chief of Police - 2006, 2010
Bozeman, Montana - Chief of Police - 2010
Bryan, Texas - Chief of Police - 2003
Camden, New Jersey - Director of Public Safety - 2001
*Carlsbad, California - Chief of Police - 2000
*Carlsbad, California - Fire Chief - 2001
Champaign, Illinois - Fire Chief - 2004
Champaign, Illinois - METCAD Director - 2004
Charter Township of Meridian, Michigan - Chief of Police - 1998
Chesapeake, Virginia - Fire Chief - 1998
Dane County, Wisconsin - Director of Public Safety Communications - 2009
Davenport, Iowa - Chief of Police - 2000
Davenport, Iowa - Fire Chief - 2000
Daytona Beach, Florida - Fire Chief - 2006
Daytona Beach, Florida - Police Chief - 2006
Des Moines, Iowa - Fire Chief - 2009
Des Moines, Iowa - Chief of Police - 2007
Douglas County, Nebraska - Director of County Corrections Center - 2006
Douglas County, Nebraska - Director of County Corrections Center - 2005
Douglas County, Nebraska - Director of County Corrections Center - 2003
East Lansing, Michigan - Chief of Police - 1991
Edmond, Oklahoma - Chief of Police - 2003
Eloy, Arizona - Chief of Police - 2000
*El Segundo, California - Fire Chief - 2001
Fredericksburg, Virginia - Chief of Police - 2004
Gladstone, Missouri - Director of Public Safety - 2008
Glendale, Arizona - Chief of Police (Limited Scope Search) - 2004
Goodyear, Arizona - Deputy Fire Chief - 2007
Greeley, Colorado - Chief of Police - 2005
*Greenfield, California - Chief of Police - 1999
*Greenfield, California - Chief of Police - 1997
Greensboro, North Carolina - Chief of Police - 1998
Greensboro, North Carolina - Fire Chief - 1998
Hampton, Virginia - Fire Chief - 1986
Hanover Park, Illinois - Fire Chief - 2002
Hanover Park, Illinois - Fire Chief - 2000
Hanover Park, Illinois - Chief of Police - 1998
Hanover Park, Illinois - Chief of Police - 1996
*Hayward, California - Chief of Police - 1995
*Healdsburg, California - Chief of Police - 2001
Holly Springs, Georgia - Chief of Police (Limited Scope) - 2005
Huber Heights, Ohio - Fire Chief - 2001

Homestead, Florida - Plant Manager - 1989
Kansas City, Missouri - Deputy Director of Water Services - 2004
Largo, Florida - Environmental Services Director - 2006
*Livermore, California - Water Resources Manager - 1999
Los Alamos County, New Mexico - Utilities Manager, Board of Public Utilities - 2002
Macon/Bibb County Water & Sewerage Authority, Georgia - Executive Director - 1987
Macon Water Authority, Georgia - Executive Director - 2002
Milwaukee, Wisconsin - Water Superintendent (Limited Scope Search) - 1997
*Modesto, California - Operations and Maintenance Director- 1998
Monroe, North Carolina - Water Resources Director - 1998
*Monrovia, California - Interim Water Director - 1995
North Port, Florida - Utilities Director - 2002
Orlando Utilities Commission (OUC), Florida - General Manager - 2004
*Pleasanton, California - Utilities Superintendent - 1999
Polk County, Florida - Utilities Technical Services Director - 2005
Spartanburg, South Carolina - Commission of Public Works-General Manager - 1995
Spartanburg, South Carolina - Commission of Public Works-General Manager - 1988
Spartanburg, South Carolina - Commission of Public Works-General Manager - 1986
Spartanburg, South Carolina Sewer District - Director - 1995
Spartanburg, South Carolina Sewer District - Director - 1988
Spartanburg, South Carolina Sewer District - Director - 1986
Spartanburg, South Carolina - Commission of Public Works/Sanitary Sewer District - Personnel Director - 1995
Spartanburg, South Carolina - Commission of Public Works/Sanitary Sewer District - Personnel Director - 1987
San Antonio Water System, Texas - President/CEO - 2008
San Antonio Water System, Texas - Vice President for Communications, 2005
San Diego, California - General Manager, San Diego Wastewater Management District - 1988
Sewern Trent, Florida - District Manager - 2005
Southwest Oakland County Resource Recovery and Water Authority, Michigan - General Manager - 2001
Talladega, Alabama - General Manager, Talladega Water & Sewer Board - 2004
Valdosta, Georgia - Utilities Director - 2007
Vero Beach, Florida - Utilities Director - 2004
*Ventura, California - Director of Water and Wastewater - 1997
Virginia Beach, Virginia - Deputy City Manager for Utilities - 1987
West Palm Beach, Florida - Director of Public Utilities - 2008
West Palm Beach, Florida - Water Plant Manager - 2008

Public Works/Engineering

Atlanta, Georgia - Traffic Engineer (Technology Agent) - 1973
Aurora, Colorado - Public Works Director - 1989
Avondale, Arizona - Director of Utilities - 2002
Avondale, Arizona - Development Services Director - 2002
Bexar County, Texas - Executive Director Infrastructure Services - 1999
Bexar Metropolitan Water District, San Antonio, Texas - General Manager - 2009
Billings, Montana - Director of Public Works - 2001
Champaign, Illinois - Director of Public Works (Limited Scope Search) 2004
Chesapeake, Virginia - Project Director, Route 168 Road Project (Limited Scope Search) - 1999
Clearwater, Florida - Public Works Division Director/Transportation and Drainage - 1998
Clearwater, Florida - Public Works Division Director/Utilities - 1998
*Contra Costa County Central Sanitary District - Director of Administration - 2001

Danville, Virginia - 1999

- Senior Civil Engineer
- Gas Engineer
- Water Engineer
- Senior Electric Engineer
- Electric Engineer (2)

Daytona Beach, Florida - Public Works Director - 2006

DeKalb County, Georgia - Public Works Director - 1996

*Delta Diablo Sanitation District - Administrative Services Manager - 2001

Eloy, Arizona - City Engineer - 2000

Fayetteville, North Carolina - Engineering Manager (Limited Scope Search) - 2000

Fort Lauderdale, Florida - Public Works Director - 2004

Fort Lauderdale, Florida - Construction Manager - 2004

Fort Lauderdale, Florida - Resource Recovery Board, Broward Solid Waste Disposal District, Executive Director - 2000

Genesee County Road Commission, Flint, Michigan - Engineering Position - 2001

Genesee County Road Board, Michigan - Manager-Director - 1999

Genesee County Road Board, Michigan - Chief Engineer - 1999

Glastonbury, Connecticut - Director of Building Services - 2000

*Glendale, California - Customer Service Administrator - 1996

Grapevine, Texas - Public Works Director - 1986

Green Bay Metropolitan Sewerage District - Executive Director - 2006

Greensboro, North Carolina - Director of Transportation - 2000

Hampton Roads Sanitation District, Virginia - General Manager - 2006

Hanover Park (Village), Illinois - Public Works Director - 2001

Henry County Public Service Authority, Virginia - Director of Regulatory Compliance and Technical Applications - 2000

Highland Park, Michigan - Interim Public Works Director - 2002-2003

Indian Rocks Beach, Florida - Public Services Director (Limited Scope Search) - 1996

*Irvine, California - Public Works Director - 1997

Jacksonville, Florida - Director of Public Works - 1999

Kansas City, Missouri - Deputy Director of Public Works - 2006

Kansas City, Missouri - City Engineer - 2006

Kansas City, Missouri - Manager of Facilities - 2006

*La Quinta, California - Public Works Director - 2002

*Lake Arrowhead Community Services District - F.D. - Finance Director/District Engineer - 2000

Lea County, New Mexico - Public Works Director - 2010

Little Rock, Arkansas - Public Works Director (Technology Agent) - 1973

*Livermore, California - City Engineer - 1999

Loudoun County, Virginia - Director of Transportation - 2008

Los Angeles, California - General Manager, General Services Department - 2000

Marietta, Georgia - Public Works Director - 2006

Martin County, Florida - County Engineer/Public Services Director - 1998

Meridian Township, Michigan - Public Works Director - 1998

Monroe, North Carolina - Water Resources Director - 1998

Mooreville, North Carolina - Manager of Engineering - 2008

*Morgan Hill, California - Public Works Director - 1995

*Napa Sanitation District - General Manager - 1998

*Newark, California - Public Works Director - 1995

New Orleans, Louisiana - Director of Capital Projects - 2008

Norfolk, Virginia - Senior Civil Engineer - 1989

Norfolk, Virginia - Waste Management Superintendent - 1999

Orlando, Florida - Public Works Director - 2004

Osceola County, Florida - Building Department Director - 2005

*Oxnard, California - Public Works Director - 1995

*Pleasanton, California - City Engineer - 2001

*Pleasanton, California - Public Works Director - 2002

*Pleasanton, California - Chief Building Official - 2001
 *Pleasanton, California - Deputy Director of Public Works B Operations - 1999
 Polk County, Florida - Traffic Engineering Division Director - 2002
 Polk County, Florida - Land Development Engineer - 2006
 Polk County, Florida - County Engineer - 2006
 Port Huron, Michigan - Public Works Director - 1998
 Port of Los Angeles, California - Director of Construction and Maintenance (2) - 2008
 Prairie Village, Kansas - Public Works Director - 2009
 Punta Gorda, Florida - Project Manager (Limited Scope Search Process) - 2004
 Rochester Hills, Michigan - Director of Public Services - 2001
 Salem, Oregon - Senior Engineering Project Manager (2) - 2007
 Salem, Oregon - Engineering Project Manager - 2007
 Salem, Oregon - Engineering Program Manager - 2007
 Saline County, Kansas - Director of Public Works - 1987
 St. Petersburg, Florida - Deputy City Manager for Public Works - 1988
 San Jose, California - Deputy Public Works Director for City Facilities - 2003
 *San Mateo, California - Public Works Director - 2000
 *Santa Clara, California - City Engineer - 2000
 *Santa Clara, California - Public Works Director - 2000
 Sarasota County, Florida - Chief Building Officer - 1988
 Sioux City, Iowa - City Engineer - 2003
 Sioux City, Iowa - Senior Civil Engineer (2) - 2003
 Southeastern Public Service Authority, Virginia - Executive Director - 2008
 Southeastern Public Service Authority, Virginia - Executive Director - 1998
 Spartanburg, South Carolina - Commission of Public Works - General Manager - 1995
 Spartanburg, South Carolina - Commission of Public Works - General Manager - 1988
 Spartanburg, South Carolina - Commission of Public Works - General Manager - 1986
 Spartanburg, South Carolina Sewer District - Director - 1995
 Spartanburg, South Carolina Sewer District - Director - 1988
 Spartanburg, South Carolina Sewer District - Director - 1986
 Spartanburg, South Carolina Housing Authority - Director of Maintenance - 1994
 Suffolk, Virginia - Transportation Engineer - 1994
 Sumter County, Florida - Engineering Manager - 2006
 Sun=n Lake Sebring Improvement District, Florida - General Manager - 2002
 *Tracy, California - Chief Building Official - 2001
 *Tracy, California - Public Works Director - 1995
 *Ventura Regional Sanitation District - General Manager - 1996
 Valdosta, Georgia - Traffic Engineer- 2008
 West Des Moines, Iowa - Engineering Manager - 2002
 West Des Moines, Iowa - Principal Engineer - 2002

Real Estate

Alexandria, Virginia - Director of Real Estate Appraisals - 1993
 Gwinnett County, Georgia - Chief Appraiser (Limited Scope Search) - 1997
 Jackson County, Missouri - Director of Assessment - 2006

Risk Managers

Fort Lauderdale, Florida - Risk Manager - 2002
 Gainesville, Florida - Risk Management Director - 1998
 Jacksonville, Florida - Chief of Risk Management Division - 2000
 Miami Valley Risk Management Association - Executive Director - 1999
 Portsmouth, Virginia - Director of Risk Management - 1998
 Portsmouth School System - Director of Risk Management - 1998

Raleigh, North Carolina - Safety Director - 1972

State Governments/Agencies

Jekyll Island Authority, Georgia - Executive Director (Limited Scope Search) - 2008
Jekyll Island Authority, Georgia - Chief Financial Officer (Limited Scope Search) - 2008
State of Delaware - Director, Division for the Visually Impaired - 1996
State of South Carolina - Director, Division of Health and Human Services - 1989
State of Maryland DOT - Director, Mass Transit - 1982

Tax Assessor/Tax Agency

Gwinnett County, Georgia - Chief Appraiser (Limited Scope Search) - 1997
Jackson County, Missouri - Director of Assessment - 2006
Regional Income Tax Agency (RITA), Brecksville, Ohio - Executive Director - 2004

Technology Agents (Assistant City Managers)

Akron, Ohio - Assistant to the Mayor (Technology Agent) - 1973
Arlington, Texas - Assistant City Manager (Technology Agent) - 1973
Atlanta, Georgia - Traffic Engineer (Technology Agent) - 1973
Eugene, Oregon - Assistant City Manager (Technology Agent) - 1973
Evanston, Illinois - Assistant City Manager (Technology Agent) - 1973
Hampton, Virginia - Assistant City Manager (Technology Agent) - 1973
Henrico County, Virginia - Assistant County Manager (Technology Agent) - 1973
High Point, North Carolina - Assistant City Manager (Technology Agent) - 1973
Independence, Missouri - Assistant City Manager (Technology Agent) - 1973
Jefferson Parish, Louisiana - Assistant to the Parish President (Technology Agent) - 1973
Jersey City, New Jersey - Assistant Business Manager (Technology Agent) - 1973
Kettering, Ohio - Assistant City Manager (Technology Agent) - 1973
Little Rock, Arkansas - Public Works Director (Technology Agent) - 1973
Lower Merion Township, Pennsylvania - Assistant Township Manager (Technology Agent) - 1973
Minneapolis, Minnesota - Assistant City Coordinator (Technology Agent) - 1973
Nashville/Davidson County, Tennessee - Assistant to the Mayor (Technology Agent) - 1973
Oklahoma City, Oklahoma - Assistant City Manager (Technology Agent) - 1973
Pasadena, California - Assistant City Manager (Technology Agent) - 1973
Pueblo, Colorado - Assistant City Manager (Technology Agent) - 1973
San Jose, California - Assistant City Manager (Technology Agent) - 1973
St. Petersburg, Florida - Assistant City Manager (Technology Agent) - 1973
Sioux City, Iowa - Assistant City Manager (Technology Agent) - 1973
Spokane, Washington - Assistant City Manager (Technology Agent) - 1973
Topeka, Kansas - Assistant to the Mayor (Technology Agent) - 1973
Tucson, Arizona - Assistant City Manager (Technology Agent) - 1973
West Hartford, Connecticut - Assistant City Manager (Technology Agent) - 1973
Worcester, Massachusetts - Assistant City Manager (Technology Agent) - 1973

Transportation/Transit Authorities

Atlanta, Georgia - Traffic Engineer (Technology Agent) - 1973
Capital Area Transportation Authority, Lansing, Michigan - Executive Director - 1985
Greensboro, North Carolina - Director of Transportation - 2000
Hampton Roads Transit Authority, Virginia - Executive Director (Limited Scope Search) - 1998
Hampton Roads Transit Authority, Virginia - Planning Director - 2000
Jacksonville, Florida - Chief of Transportation Planning - 2000

Lakeland Area Mass Transit District (LAMTD), Lakeland, Florida - Executive Director - 2005
Loudoun County, Virginia - Transportation Director - 2008
Maryland Department of Transportation, Director of Mass Transit - 1982
Manatee County, Florida - Transportation Director - 2007
*Metrolink - Assistant Executive Officer - 2000
*Metrolink - Assistant Executive Officer - 2002
Missouri Department of Transportation (MoDOT) - Multiple Searches - 2005
*North Coast Regional Rail Authority - Executive Director - 1999
Pierce County, Washington, Transit Authority - Executive Director - 1981
*Orange County Transportation Authority - Assistant CEO - 1997
Osceola County, Florida - Transportation Planning Manager - 2006
Osceola County, Florida - Transportation Planner - 2006
Suffolk, Virginia - Transportation Engineer - 1994
Tampa-Hillsborough County Expressway Authority, Florida - Executive Director - 2007
Valdosta, Georgia - Traffic Engineer - 2008
Virginia Peninsula Transportation District Commission - Executive Director - 1981
Virginia Peninsula Airport Commission - Executive Director - 1983

Universities

California Polytechnic State University, San Luis Obispo - Dean, School of Business (Limited scopesearch) - 1988
California Polytechnic State University, San Luis Obispo - Information Systems Assistant Professors (2) - 1988
Georgia Institute of Technology - Director of Advanced Technology Development Center - 1983
Georgia Institute of Technology - Director, Industrial Extension Division - 1984
Georgia State University - Vice President of Academic Affairs and Provost (Limited Scope Search) - 1988
University of Arizona - Vice President of Finance - 1980
University of Nevada, Reno - Director of Development (Limited Scope Search) - 1984
University of Northern Colorado - Executive Director for University Foundation and Alumni Association (Limited Scope Search) - 2003
University of South Carolina - Director, Bureau of Governmental Affairs (Limited Scope Search) - 1990
Georgia Tech Research Institute - Members of Advisory Board to Director - 1983
Georgia Tech Research Institute - Research Director - 1982

Multi-Year Search Agreements

Alameda County, California
Charleston County, South Carolina
City of Chesapeake, Virginia
City of Clearwater, Florida
City of Columbia, South Carolina
City of East Point, Georgia
City of Glendale, Arizona
City of Homestead, Florida
City of Jacksonville, Florida
City of Jackson, Michigan
City of Los Angeles, California
City of Norfolk, Virginia
City of Northglenn, Colorado
City of North Myrtle Beach, South Carolina
City of North Port, Florida
City of Peoria, Arizona
City of Phoenix, Arizona
City of Portsmouth, Virginia
City of Prairie Village, Kansas
City and County of San Francisco

City of Spartanburg, South Carolina
City of Tucson, Arizona
City of Yuma, Arizona
City of West Des Moines, Iowa
Cuyahoga Metropolitan Housing Authority, Cleveland, Ohio
Jackson County, Missouri
Hillsborough County (Tampa), Florida
Metropolitan Government of Nashville-Davidson County, Tennessee
Metropolitan Pier and Exposition Authority
Spartanburg County, South Carolina
Spartanburg Housing Authority, South Carolina
Town of Longboat Key, Florida
The Port of Los Angeles

2. PRIVATE SECTOR - NON-CONFIDENTIAL

American Public Works Association - Executive Director
Florida Association of Counties - Executive Director
Homebuilders Association of Greater Spartanburg, South Carolina - Executive Director - 1998

3. PRIVATE SECTOR (CLIENT LIST IS CONFIDENTIAL)

Consulting Firm (Texas) - Regional Vice President
Consulting Firm (Washington, D.C.) - Principal
Consulting Firm (Georgia) - Senior Consultants; Managers; Director
Consulting Firm (Virginia) - Director
Consulting Firm (Georgia) - Marketing Director
Consulting Firm (Texas) - Marketing Director
Electronics Manufacturer (Alabama) - Vice President and Assistant General Manager; Product Manager
Health Research Society (California and New York) - President
Insurance Company (Ohio) - President
Construction Company (Florida) - Vice President
Computer Services Company (Georgia) - Vice President, Marketing
Basic Metals Company (New York) - Project Manager
Financial Institution (Georgia) - Vice President of Data Processing
Bookstore & Coffeeshouse (Colorado) - Manager
Health Service Company (California) - Regional Vice President
Property Management Corporation (Virginia) - Vice President, Operations
Resort Corporation (Florida) - General Manager
Services Company (Florida) - Vice President
Law Firm (California and Washington, D.C.) - Associate Attorney
Beverage Company (Georgia) - Corporate Attorney
Service Contracting Corporation (Florida) - Vice President
Shipbuilder (Mississippi) - 12 Submarine Planners
Aerospace Company (California) - 4 Systems Analysts; 2 Production Control Supervisors; 10 Production Assistants
*Vice President, Sales & Marketing
*Vice President, Strategic Planning
*Executive Director, Port Operations

APPENDIX B

REFERENCES

APPENDIX B: REFERENCES

You may contact any of the following clients and placements for references on the recent executive search work of The Mercer Group:

Mr. Leon Churchill, Jr.
City Manager
City of Tracy
333 Civic Center Plaza
Tracy, California 95376
(209) 831-6115
City Manager Search
Chief of Police Search
Fire Chief Search

Mr. Larry Davis
Human Resources Director
Sacramento Metropolitan Fire District
2101 Hurley Way
Sacramento, California 95825-3208
(916) 566-4313
Fire Chief and Deputy Chief-Operations Searches

Mr. George Moore
Director of Administration and Accounting
Northern Kentucky Health Department
610 Medical Village Drive
Edgewood, Kentucky 41017
(859) 341-4264
Public Health Director Search

Ms. Tish Lorenzana
Director of Human Resources
The Port of Los Angeles
425 S. Palos Verdes Street
San Pedro, California 90731
(310) 732-3480
Two Directors of Construction and Maintenance Searches

Ms. Noreen Beaufriere, Personnel Manager
City of Covington, Washington
16720 SE 271st Street, Suite 100
Covington, Washington 98042
(253) 638-1110, Ext. 2240
City Manager Search

Mr. Bruce Wilde
Human Resources Director
Rhode Island Airport Corporation
2000 Post Road
Warwick, Rhode Island 02886-1533
(401) 737-4000, Ext. 261
President and CEO Search
Chief of Police Search
Sr. Vice President for Planning, Engineering and Environmental Search

Mr. Stanley Earley
Deputy City Manager
City of Dayton, Ohio
101 W. Third Street
Dayton, Ohio 45401
(937) 333-3636
City Manager Search
Two Aviation Director Searches

Mr. William F. Studer, Jr.
Deputy City Manager
City of El Paso, Texas
2 Civic Center Plaza
El Paso, Texas 79901
(915) 541-4215
City Manager Search

Mayor Wes Perry
City of Midland
City Hall, 300 N. Loraine
Midland, Texas 79701
(432) 685-7100
City Manager Search

APPENDIX C

QUESTIONS AND ANSWERS ABOUT EXECUTIVE SEARCH

APPENDIX C: QUESTIONS AND ANSWERS ABOUT EXECUTIVE SEARCH

1. **Why should a public sector organization utilize an executive recruiter?**

We have the experience, time and a vast array of national contacts in public agencies. This will save your organization time and money in filling key positions with candidates of exceptional quality.

The trend is that more and more public agencies, both large and small, are turning to executive search firms to recruit key executives and managers who may be happy and successful elsewhere. This trend has developed because of the complexity and time consuming nature of locating and selecting high quality persons for public sector organizations and by the tremendous success of specialty firms such as ours in meeting client needs quickly and efficiently.

2. **How is an executive search conducted?**

Our methods have been successfully tested over a number of years. We normally meet with the key clients and appointed officials who engage us in order to determine the selection criteria for the position. These criteria usually include education and professional development, related experience, management style and abilities, and personal characteristics. We then seek out exceptionally well-qualified individuals and invite them to become candidates. We screen candidates against the selection criteria and thoroughly evaluate the background of the most promising candidates. We submit to you a detailed report on the top five or so candidates who best meet the criteria.

We arrange interviews of the candidates with you, attend the interviews ourselves, negotiate with selected finalists if you wish, and notify remaining applicants of your decision. Throughout the process, we acknowledge all applicants and keep you informed of progress.

We will also conduct a goal and objective-setting session with you and the key executive to fully establish him/her within the organization. Where possible, we maintain confidentiality of all information in accordance with our professional standards.

3. **When can results be expected?**

A national search process normally takes at least 90 days from agreement to submission of the final report. Interviews can be conducted immediately after the report is submitted and negotiations with the selected candidate can be concluded shortly thereafter. More limited searches can usually be completed more quickly.

4. **What are the chances of success?**

We have an outstanding success rate on all of our executive search assignments and will be pleased to offer numerous references as tributes to our work.

5. **What will the electorate think?**

They are concerned with excellent quality and timeliness of service and with cost efficiency. Our process assures you that these constituent objectives are being met most effectively.

6. **What is the role of the client?**

The client is the key decision-maker. We will not usurp the client's authority relative to the process and the key decisions. We work closely with our client to assure that final results are highly acceptable.

7. **What does it cost?**

We charge a fixed professional service fee that does not depend upon salary paid. Our consulting expenses are in addition to the professional service fee. Our fees vary according to local circumstances.

8. **What other services are provided?**

If, for some reasons, the selected candidate leaves within the first two years, we guarantee that we will conduct a replacement search for expenses only. In addition, we guarantee that we will not attempt to recruit any of the client's key people for other positions for a period of two years from the completion of the search.

9. **What about EEO requirements?**

The Mercer Group, Inc. is an equal opportunity recruiter. We will not discriminate against any person on the basis of race, religion, creed, color, sex, handicap, or national origin. We have had numerous women and minority candidates and placements.