

City of Sunnyvale

Recruitment and Selection Services for City Manager

December 21, 2007

Submitted by:



Executive Search



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I. OUR APPROACH - EXECUTIVE SUMMARY

The City of Sunnyvale is about to make a decision of great significance—the selection of a new City Manager. Because this decision is so critical, CPS Executive Search has developed the most comprehensive and sophisticated executive search service available to local government today. Our unique approach to executive search includes the following features:

CITY COUNCIL INVOLVEMENT

The City Council must be intimately involved in the search for a new City Manager. For this reason, our approach assumes the Council's direct participation in key phases of the search process including the development of the candidate profile and recruitment strategy, the selection of final candidates, interviews with the finalists, and ultimately, the selection of a new City Manager.

OTHER PARTICIPANTS

At the discretion of the City Council, our approach provides for the involvement of key stakeholders in the development of the candidate profile. Other stakeholders may include Department Directors, community participants, and representatives of the employee organizations. CPS Executive Search has discovered that focus groups, made up of key community members appointed by the Council, provide valuable and targeted feedback regarding this type of executive recruitment.

CITY'S NEEDS

A critical first step in a successful executive search is for the City to define the personal and professional qualities required of the next City Manager. To be certain this occurs, we have developed a very effective process that will permit the stakeholders to clarify the preferred future direction for the organization; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the City wishes to establish with this individual; and ultimately, the personal and professional qualities that will be required of the City Manager to be successful.

AGGRESSIVE RECRUITMENT

The very best candidates are quite often not actively seeking a new position. They may be quite satisfied with their current situation, and may only consider a change if a more attractive career opportunity is presented to them. This is why we take a very aggressive approach in identifying and recruiting the best available candidates.

SELECTION

The selection of the best available City Manager requires the use of tools that have been specifically designed to evaluate each candidate against the personal and professional qualities identified by the City. For this reason, we tailor our selection techniques to the City's specific requirements. In addition, we also assume responsibility for administering the selection process for the City.

ONE-YEAR GUARANTEE

Following a full CPS Executive Search recruitment, if the candidate selected and appointed by the City terminates employment for any reason before the completion of the first year of service, CPS Executive Search will provide the City with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible for reimbursable expenses only.

II. CONSULTANT TEAM

CPS Executive Search has assembled a uniquely qualified team of professionals to assist the City. This team possesses extensive consulting experience and a direct, in-depth understanding of local government. Each team member routinely serves as an engagement manager and personally handles every aspect of the executive search process. This recruitment would be led by Stuart Satow.

STUART SATOW

Since joining CPS Executive Search in 2002, Stuart Satow has been involved in numerous recruitments on behalf of various cities, counties, and other local government agencies for a variety of executive and senior management positions. Previously, Mr. Satow was a fixture on television in the Sacramento region for over 22 years. As a sportscaster for ABC affiliate KXTV Channel 10, Mr. Satow interviewed hundreds of management-level executives, university officials, and professional and amateur athletes. He is a popular public speaker and emcee who has long been involved in community events in the Sacramento region. With a BA degree in Communication Studies from California State University, Sacramento and 27 years of experience in the communications industry, Mr. Satow is an experienced writer and interviewer who has excellent people skills and a positive track record in staff and project management.

Mr. Satow led the successful recruitments for City Managers in American Canyon and the City of Napa. Mr. Satow is currently conducting the recruitment for a new City Manager in Modesto and recently completed the recruitment for a new Town Manager in Paradise Valley, AZ. He just completed the successful recruitment for a new City Attorney, working with the Elk Grove City Council, and has previously assisted the cities of Modesto and Fresno in City Attorney recruitments. Mr. Satow also recently assisted the California Commission on POST in its Executive Director search. Mr. Satow has extensive experience in conducting recruitments for Council and Board appointed positions.

AMY DAY

Amy Day has over fourteen years experience in recruiting, consulting, and operations management in both the public and private sector. She currently directs the functions of CPS' Assessment Services division where she is responsible for managing the development, delivery and support of CPS' customized recruitment and selection projects around the country. Before joining the Assessment Services division, Ms. Day served as the manager of CPS' Test Rental group and the National Recruitment Manager in support of CPS' work with the U.S. Transportation Security Administration. During her tenure as the National Recruitment Manager for TSA Operations, she was charged with developing and directing the implementation of the TSA's recruitment and advertising strategy to support the hiring of transportation security screeners at the nation's 429 federalized airports.

Prior to joining CPS, Ms. Day served as an Executive Recruiter in the Aerospace, Defense, and Finance industries where she was responsible for recruiting high level technical and professional staff for organizations such as Boeing, Raytheon, and Hewlett Packard.

CHRISTINE IAMS

Christine Iams has over 18 years of professional and management experience in the private and public sector, including experience in the areas of employee and management training, employee relations, classification and compensation, and employee recruitment, selection and retention. Ms. Iams has worked as a Technical Recruiter and Senior Director for a staffing organization, which recruited and placed Information Technology professionals on contract assignments. Since joining Executive Search in 2002, Ms. Iams has been involved in numerous searches on behalf of cities, counties, and other governmental organizations. Ms. Iams recruitment expertise has included Board appointed officials, city and county executive staff, and related assistants and deputies in a wide range of disciplines, including finance, human resources, community development, environmental health, information technology, economic development, public works, health and human services, library services, planning and building, and housing.

Ms. Iams has a Bachelor of Arts Degree in Telecommunications & Film from San Diego State University, with a minor in Business Administration.

PAMELA DERBY

Pam Derby has over 17 years of experience in managing public relations and client services in both the public and private sector. Since joining CPS Executive Search in 2003, she has assisted CPS' senior executive recruiters, and independently managed, a wide range of recruitments for city, county, and association executives including city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, public works director, registrar of voters, library director, and director of information technology in addition to specialized support positions. Prior to joining CPS Executive Search, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. Previous to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations where she was responsible for the management of several large consumer groups.

KIM VALENZANO

Kim Valenzano has over 17 years of professional and project management experience in the private and public sector, including experience in the areas of employee recruitment and selection. Since joining CPS in 2002, Ms. Valenzano has worked as an Associate Recruiter and technical professional, working with various public agencies. She also worked as a Recruiting Coordinator, supporting over 200 airports in the recruiting and testing of airport security screeners on behalf of the Transportation Security Administration. CPS is one of the primary contractors working with the TSA. Prior to joining CPS, Ms. Valenzano worked as a Recruiter in the insurance industry as well as an Assistant Recruiter and Administrative/Operations Manager for a staffing firm, which recruited and placed Executive Financial professionals in permanent assignments.

III. EXECUTIVE SEARCH PROCESS IN DETAIL

The executive search process presented below is designed to provide the City with the services necessary to assure the ultimate selection of a new City Manager who is uniquely suited to the City's needs.

PHASE I - DEVELOP PROFILE AND RECRUITMENT STRATEGY

Task 1 - Review and finalize Executive Search Process and Schedule

A critical first step in the engagement is a thorough review of the search process and the related schedule with the City. This will ensure that the City's needs are met in the most complete manner possible.

Task 2 - Meet with City - Develop Candidate Profile & Recruitment Strategy

The consultant will meet with the Mayor and City Council to develop insights regarding the City's needs and the characteristics desired in the new City Manager. Ideally, this will involve a series of individual meetings involving the consultant and each council member, followed by a group discussion to develop the ideal candidate profile and finalize the recruitment strategy. This task will result in the identification of the personal and professional attributes required of the new City Manager, and will include the following activities:

- Identifying priorities for the City Manager.
- The consultant will assist the City Council in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- The Council will describe the type of working relationship they and key management team members desire to establish with the City Manager.
- The consultant will assist the City in generating a list of specific competencies, experiences, and personal attributes needed by the new City Manager in light of the analyses conducted above.

Task 3 - Receive Input from Others

If desired by the City Council, interviews may also be conducted with other key stakeholders, including department heads, community leaders, and others in the development of the candidate profile. The results of these interviews will be summarized by the consultant and provided to the Council as an additional source of information for developing the candidate profile and selection criteria.

Task 4 - Prepare Recruitment Brochure and Place Advertisements

Following the development of the candidate profile, text for an attractive recruitment brochure will be prepared and presented to the City for review prior to printing (*Sample copies are included with this proposal. Additional samples are available for viewing on line at www.cps.ca.gov/search*). Advertisements will be prepared and placed for publication in appropriate newsletters, job bulletins, and web sites.

PHASE II – RECRUITMENT / SCREENING

Task 1 - Identify and Contact Potential Candidates

This task will include a variety of activities designed to attract the best available candidates. The consultant will:

- Contact respected city/town managers and other experienced local government professionals to request assistance in identifying a diverse group of outstanding potential candidates.
- Select quality candidates for consideration from past recruitments.
- Provide each potential candidate with a copy of the recruitment brochure transmitted by personal letter.
- Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume.
- Acknowledge all applications and keep candidates informed on their status, including immediate telephone notice to finalists.

Task 2 - Conduct Initial Screening/Preliminary Interviews

All resumes will be submitted directly to the consultant for initial screening. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include:

- A thorough review of each candidate's resume and other supporting materials.
- Personal interviews (either in-person or via telephone) with the candidates who appear to best meet the City's needs. This group typically includes 10-15 candidates.

Task 3 – City Selects Finalists

At the conclusion of the previous tasks, the consultant will prepare a written report summarizing the results of the recruitment process and typically recommends 5-8 candidates for further consideration by the City Council. The report includes the candidate resumes and a profile on each candidate's background. The candidate profile includes a summary of current responsibilities and an assessment of each candidate's potential fit. The consultant will meet with the Council to review this report and to assist the Council in selecting a group of finalists for further evaluation. We maintain the utmost confidentiality as to the candidate's interest in the opportunity and will communicate the importance of the sensitivity of candidate's interest during all phases of the process.

PHASE III – SELECTION

Task 1 - Design Selection Process

Based on the results of the meeting conducted in Phase I, the consultant will design a selection process to be utilized by the Council in assessing the final candidates. This process will typically include an in-depth interview with each candidate, but may also include other selection tools such as an oral presentation, preparation of written reports, and problem-solving exercises.

Task 2 - Administer Selection Process

The consultant will coordinate all aspects of the selection process for the City. This includes contacting both the successful and unsuccessful candidates, preparing appropriate materials, facilitating the interviews, and assisting the Council with deliberation of the results of the process.

Task 3 - Arrange Follow-up Interviews and Conduct In-depth Reference Checks

Following the completion of the selection process, the consultant will be available to schedule and coordinate follow-up interviews, and complete reference checks. The in-depth reference checks are conducted in confidence and include elected officials, supervisors, peers, subordinates, and other stakeholders. A written summary of the reference checks is provided to the City. We can also arrange for a background records check of an applicant's driving record, court and credit history, newspaper article research, and other sensitive items.

IV. REFERENCES

Listed below is a sample of recruitments we have concluded for city manager and other relevant management positions.

<u>CLIENT</u>	<u>POSITION</u>	<u>CONTACT</u>
American Canyon, City of	City Manager	Bronda Silva Human Resources Manager 707 310-9047
Brentwood, City of	City Manager	Donna Landeros City Manager 925 516-5440
Brentwood, City of	Assistant City Manager	Karen Chew Assistant City Manager 925 516-5440
Elk Grove, City of	City Attorney	Jim Cooper Mayor 916 600-1964 or Susan Cochran City Attorney 916 478-3626
Fresno, City of	City Attorney	Nicole Zieba Former Senior Human Resources Analyst 559 457-3501
Lodi, City of	City Manager	Larry Hansen City Council Member 209 333-6800 x9280 or Blair King City Manager 209 333-6701
Modesto, City of	City Attorney	Jim Ridenour Mayor 209 571-5597 or Kathy Espinoza Executive Assistant 209 571-5597
Napa, City of	City Manager	Jill Techel Mayor 707 257-9500 or Cyndi Kasten Personnel Director 707-257-9505

<u>CLIENT</u>	<u>POSITION</u>	<u>CONTACT</u>
Paradise Valley, AZ	Town Manager	Ed Winkler Mayor 602 999-8184 or Jim Bacon Town Manager 480 348-3533
POST Commission	Executive Director	Ron Lowenberg Commission Chair 714.895-8373
Rohnert Park, City of	Assistant City Manager	Steve Donley City Manager 707 588-2223
Seaside, City of	City Manager	Ralph Rubio Mayor 831 899-6700
West Sacramento, City of	City Manager	Bill Kristoff City Council Member, former Mayor 916 617-4500

V. PROJECT TIMING

CPS Executive Search is prepared to begin work upon receipt of a fully-executed contractual agreement. We can complete all search activities up to and including the selection of a new City Manager in approximately 14 to 16 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule the initial meetings with the Council. A proposed schedule is presented below.

PROPOSED SCHEDULE

Task Name	Month 1				Month 2					Month 3			Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meetings to Define Candidate Profile	➤															
Place Ads and Draft Brochure			➤													
Brochure Approved and Printed				➤												
Aggressive Recruiting					➤											
Final Filing Date								➤								
Preliminary Screening										➤						
Report of Results to City Council											➤					
City Council Interviews													➤			
Background/Reference Checks on top finalists														➤		
Appointment																➤
(Weeks)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

VI. COST

The professional fee for full consulting services is **\$18,000**. This fee covers all the consultant services associated with **Phases I, II, and III** of the recruitment process, including a total of up to four field visits to develop the candidate profile and recruitment strategy, assist the City in finalist selection, and facilitate City interviews with finalists.

REIMBURSABLE EXPENSES

Actual out-of-pocket reimbursable expenses are for such items as advertising, brochure printing, copying, long distance telephone, postage/delivery charges, and consultant travel.

Estimated Range \$6,000 - \$8,000

Professional fees and reimbursable expenses would be billed and paid monthly. The client is billed only for actual cost.

Additional services beyond the scope of the proposal will be provided upon request of the client. These services will be defined in advance and an estimate of the total cost provided prior to beginning such services.



EXECUTIVE SEARCH
HUMAN RESOURCES
CONSULTING



William Avery & Associates
Management Consultants



William Avery & Associates is an executive search and human resources consulting firm dedicated to industry leadership through the quality, responsiveness, and integrity of our work. Each of us at Avery has made the personal commitment that our services will always be provided with the highest standards of client service and ethical professionalism.

William Avery & Associates
Management Consultants



AVERY
a s s o c i a t e s

Los Gatos

Santa Cruz ♦ San Luis Obispo ♦ Bend, OR

December 19, 2007

Erwin Young, Director of Human Resources
City of Sunnyvale
456 W. Olive Ave.
Sunnyvale, CA 94088-3707

Dear Mr. Young:

We appreciate the opportunity to submit a proposal for the recruitment of your new City Manager. We feel exceptionally well suited to represent your recruitment needs based on our successful record with City Manager searches and through the insights we've gained about Sunnyvale in completing two executive searches for your Community Development Director and IT Director, both completed earlier this year.

In the past three months, we have completed City Manager recruitments for the Town of Los Gatos, and the cities of Los Altos and Colorado Springs, CO, and are near completion for the City Manager of Atherton. Earlier in 2007, we completed City Manager searches for the cities of Vallejo, Rancho Palos Verdes, Emeryville, King City, and Greenfield. Through our Labor Relations practice, we've also had extensive interaction with City Councils and City Managers throughout the State. These relationships and our extensive database of executives in municipal government provide an excellent foundation for the outreach efforts we describe in our proposal.

As long time residents of the South Bay, both Paul Kimura and I have extensive knowledge and insights of Santa Clara County that are valuable in representing Sunnyvale to prospective candidates. Additionally, I was a Sunnyvale city resident for 20 years. This ability to provide firsthand knowledge regarding the region, local issues and various quality of life considerations is especially important during outreach efforts and in closing a candidate. Finally, our commitment to service, quality results and the ability to understand the unique needs of our clients lead to exceptional end results.

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

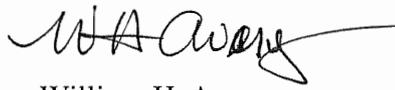
3½ N. Santa Cruz Ave., Suite A
Los Gatos, CA 95030
408.399.4424
Fax 408.399.4423
www.averyassoc.net

Following your review of this proposal, we hope our credentials will provide the basis for your positive consideration of our firm. Enclosed you will find the following information:

- Overview of our Proposed Process
- Recruitment Timeline
- Company Profile and Firm Qualifications
- Recruitment Work Plan
- Consulting Fee, Billing Assignment and Guarantees & Ethics
- Profiles on Principals of the Firm
- Client References
- Partial Listing of Recruitments previously completed

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

Sincerely,



William H. Avery

WHA:jmc



PROPOSAL FOR THE CITY OF SUNNYVALE RECRUITMENT FOR THE NEW CITY MANAGER

Avery Associates - Profile

Avery Associates is a Los Gatos, California based Management Consulting firm incorporated in 1982. We specialize in Executive Search and Human Resources/Management Consulting. Our firm currently has two Principals and several key Consultants. Bill Avery heads the Firm and the Management/Labor Relations practice in addition to participating in key searches. Paul Kimura is the Principal who oversees the Search and Recruitment practice. Ann Slate, Cris Piasecki and Gary Rogers form the core recruitment team for the firm. Jackie Collins and Leah Jakusovszky handle administrative support.

We offer a unique recruitment service as the background and capabilities of our firm Consultants gives us the ability to provide recruitment services that positively differentiates us from other strictly public sector search firms. We do so by incorporating private sector search methodologies into our public sector recruitment process, and combining "best" practices from each of the sectors in which we operate.

Firm Qualifications

The majority of the recruitment activity is completed by our firm Principals. This hands-on involvement includes client interface, development of position profile and announcement, candidate identification, interviewing and assessment, candidate presentation, facilitation of the final interview process, and if desired, assistance in negotiating the offer of employment with the selected candidate. Among the city management recruitments we've completed include: Town Manager for the Towns of Atherton and Los Gatos; City Manager for the cities of Colorado Springs, Los Altos, Emeryville, Rancho Palos Verdes, Belmont, Vallejo, Half Moon Bay, Culver City, Redding, Hanford, Pittsburg, Sanger, Avalon, Reedley, Los Altos Hills and Suisun City; CAO for the County of San Bernardino and the City of Culver City; CEO for the Community Redevelopment Agency for the City of Los Angeles; General Manager for the City of Los Angeles Community Development Department; Assistant City Managers for the cities of Riverside, San Leandro, Vacaville and Lodi; and Assistant CAO for Culver City. Enclosed you will find our client references and a partial list of completed recruitments.

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 advanced technology experience, provides the basis for many of the recruitment strategies and tactics utilized by the firm. Collectively, the firms Principals offer exceptional expertise in the area of executive recruitment. Enclosed you will find profiles on the Principals of the firm.



We're pleased that each of our recruitments has resulted in a successful closure within the projected timeframe. More importantly, our clients have expressed a high degree of satisfaction in the quality and depth of our service. Enclosed you will find a set of our client references.

Recruitment Team for the City of Sunnyvale

Bill Avery will serve as the Project Lead and will be assisted by Paul Kimura and Ann Slate in this assignment. Mr. Avery will be personally involved in the initial client discussions, strategy development, outreach, interview and assessment of candidates, presentation of final candidates 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. Avery, Mr. Kimura or Ms. Slate 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 City Council in addition to various department heads as designated by the City. We also feel it important to reach out to the community and solicit their input on the ideal candidate. If desired, we would meet with community groups identified by you. Our goal for this aspect of the recruitment process is to:

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

The formal 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

We anticipate this assignment to be a nationwide search. Our search strategy will reflect that approach and 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:

- Original research, which consists of identification and contact of current incumbents or other candidates who meet the profile, but are not actively seeking other employment.
- Development of a targeted candidate list based on our extensive database of key executive contacts, referrals and recommendations from key sources, and other current and former City Management personnel who have extensive contacts and networks in this area.
- Public information sources that include various membership listings such as the California League of Cities, ICMA and the various municipal organizations within the State.
- An extensive mailing campaign to current city managers and select assistant managers throughout the State.
- Print advertising in Western City and Jobs Available magazines and ICMA newsletter.
- Internet job postings on national public sector employment bulletin boards, City Management and Municipal Assistant association-based web sites, and our company website.

III. Candidate Assessment

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



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 formal 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 a summary background evaluation on the City's final one or two candidates. A copy of these confidential reports can be provided to you.

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



Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this national recruitment will be \$18,400. If awarded the search, we would request an initial retainer of \$8,400 at the outset of the search. The final balance of \$10,000 would be invoiced only upon acceptance of a job offer constituting completion of the search.

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 \$8,500. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, summary background evaluations, and consultant travel for client discussions, meetings and local and 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.

It is also our practice to replace a candidate who may voluntarily resign during the first year of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first year for 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.





CITY OF SUNNYVALE CITY MANAGER - RECRUITMENT SCHEDULE

Description (Weeks)	1 2 3 4	5 6 7 8	9 10 11 12	13 14 15 16	17 18 19 20
Initial meeting(s)	<u>1</u>				
- Job announcement draft	<u>3</u>				
- Advertising and marketing in place.	<u>3 - 4</u>				
- Recruitment strategy finalized	<u>3 - 4</u>				
- Approve and print job announcements	<u>4 - 5</u>				
Recruitment period		<u>4 - 10</u>			
- Candidate screening		<u>6 - 10</u>			
Candidate Interviews			<u>11 - 12</u>		
- Complete references				<u>13</u>	
- Preparation of candidate book				<u>13</u>	
Presentation of candidates				<u>14</u>	
Final interviews					<u>16</u>

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

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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

3½ N. Santa Cruz Ave, Suite A
Los Gatos, CA 95030

408.399.4424
Fax: 408.399.4423

Related References

for Avery Associates

City of Los Altos	
Valerie Carpenter, Mayor Pro Tem	650.941.0487
Town of Los Gatos	
Joe Pirzynski, Council Member.	408.356.3024
City of Redding	
Dick Dickerson, Mayor.	530.225.4055
City of Culver City	
Jerry Fulwood, City Manager.	310.253.6001
City of Rancho Palos Verdes	
Steve Wolowicz, Council Member.	310.378.9911
City of Emeryville, CA	
Nora Davis, Council Member.	510.596.4376
City of Emeryville, CA	
Richard Kassis, Council Member.	510.596.4376



AVERY
a s s o c i a t e s

William Avery & Associates
Management Consultants

3½ N. Santa Cruz Ave, Suite A
Los Gatos, CA 95030

408.399.4424
Fax: 408.399.4423

Avery Recruitments

The following represents a partial list of Key Public Sector and Non-Profit Executive Recruitments completed by the Principals of Avery Associates:

City Manager

Atherton
Avalon
Belmont
Chowchilla
Colma
Culver City
Gonzales
Hanford
Los Altos Hills
Los Gatos
Pismo Beach
Pittsburg
Redding
Reedley
Sanger
San Marino
Suisun City
Vallejo

Asst/Dpty City Manager

Bakersfield
Boulder, CO
Camarillo
Dublin
Fremont
Huntington Beach
Lodi
Los Gatos
Moreno Valley
Riverside
San Leandro
Thousand Oaks
Vacaville

CEO/Executive Director

City of San Jose – Redevelopment Agency
Community Redevelopment Agency – City of Los Angeles
Monterey County Resource Management Agency
First 5 Monterey County
Fresno Housing Authority
EOC of SLO County
Joint Venture – Civic Action Network
Joint Venture – Silicon Valley
San Luis Obispo Housing Authority
Santa Barbara – CAC
Support Network for Battered Women

City Attorney

Bakersfield
Inglewood
Livermore
San Luis Obispo
Union City
Vallejo

Parks/Recreation Director

Belmont
Boulder, CO
Corona
Culver City
Encinitas
Gilroy
Los Gatos
Santa Clarita
Westminster

HR Director

Fremont
Lancaster
Los Angeles County
Los Gatos
Newport Beach
Riverside
San Bernadino County
San Leandro
San Luis Obispo
Santa Clarita
Santa Cruz
Sonoma County
Santa Clara Valley Transit Authority

Finance/Admin Services Director

Dublin
Encinitas
Fort Bragg
Los Gatos
Monterey County
Oceanside
Oxnard
Palmdale
Santa Clara
Santa Clarita
Santa Cruz
Santa Rosa
Union City

Public Works Director/Manager

Bishop
Clovis
Culver City
Encinitas
Los Gatos
Monterey County
Moreno Valley
Olympia, WA
Palmdale
Paso Robles
Pomona
San Luis Obispo
Santa Clarita
Santa Rosa
Union City

Community Development/ Planning Director

Beverly Hills
Culver City
Dublin
Encinitas
Gilroy
Morgan Hill
Oakland – Housing
Paso Robles
San Leandro
San Ramon
Saratoga
Vacaville
Woodland

Director of IT

Boulder, CO
Huntington Beach
Modesto
Monterey County
Sonoma County

Fire Chief

Culver City
Fairfield
Fresno
Gilroy
Moraga/Orinda
Redwood City
San Luis Obispo
Visalia

Police Chief

Arroyo Grande
Beverly Hills
Culver City
Gilroy
Los Gatos
Napa
Pleasant Hill
Pomona
San Luis Obispo
Santa Rosa
Union City
Vallejo
Visalia
Woodland

Other

Alameda – Risk Manager
Fremont – City Clerk
Glendale – Library Director
Los Gatos – Library Director
Pasadena – Chief Prosecutor
San Mateo – Library Director
Monterey County – Director of Human Services



William Avery & Associates
Management Consultants

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Los Gatos, CA 95030

408.399.4424
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**A PROPOSAL TO CONDUCT AN EXECUTIVE
RECRUITMENT FOR A
City Manager
ON BEHALF OF THE
City of Sunnyvale**



December 18, 2007

Mayor Otto O. Lee and Members of the City Council
City of Sunnyvale
456 West Olive Avenue
Sunnyvale, CA 94088

Dear Mayor Lee and Members of the Council:

Thank you for inviting Bob Murray & Associates to submit a proposal to conduct the City Manager recruitment for the City of Sunnyvale. 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 and Associates, we pride ourselves on providing quality search to local governments. Through many years of experience, we have created an ideal recruitment process combining our ability to help you determine the direction of the search and the types of candidates you seek with our experience recruiting outstanding candidates. Working with professionalism, integrity and personal attention, our team-oriented search process, in addition to 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.

A significant portion of our process focuses on conducting a thorough outreach effort. We have candid discussions with our contacts in the field to determine who might be a good fit for your organization. We then call those individuals to discuss how their career goals might be a match with the position in your organization. In addition, we draw from our extensive database as well as several professional registries and contact those candidates who are current City Managers or in a similar position with organizations that most closely match yours in size and scope of services. We personally contact 100 or more potential candidates and market the position to them. Our goal is to reach candidates who are not necessarily looking for a new opportunity. These candidates are often times the best in the field.

To learn first hand of the quality of our service and our recruitment successes, we invite you to contact the references listed on page 10 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,

Bob Murray and Associates

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OUR UNDERSTANDING OF THE CITY OF SUNNYVALE

The City of Sunnyvale is a dynamic organization with tremendous opportunities for the next City Manager. Bob Murray & Associates will be able to attract many high caliber candidates who are looking to work in a community like yours with a population of approximately 136,000. Visitors and residents enjoy Sunnyvale's picturesque suburban setting, low crime rate, quality schools and unparalleled parks. Sunnyvale is less than an hour from the Pacific Ocean and close to California's famous redwood forests. The Sunnyvale area is known for its diverse and vibrant business economy within the progressive, well managed, and nationally recognized Silicon Valley community. Some of the nation's most successful business and industrial leaders are located in Sunnyvale, including AMD, Juniper Networks, Network Appliance and Yahoo, Inc. Sunnyvale is also close to distinguished educational institutions such as Stanford University, Santa Clara University, San Jose State University, UC-Santa Cruz, Brooks College, Cogswell College, and Mission College. In addition, your proximity to the San Francisco metropolitan area and the California Coast will make the City Manager opportunity extremely attractive to prospective candidates.

We have reviewed your website and understand that the City of Sunnyvale is a Charter City operating under a Council-Manager form of government with a seven member City Council setting policy. Councilmembers are elected at large by City voters for numbered seats and serve a four-year term. The City Charter limits Councilmembers to serving two consecutive terms. The Mayor and Vice Mayor are selected from among the ranks of Council and serve one-year terms. The City Council appoints the City Attorney and City Manager.

We understand the City has more than 900 employees and eleven departments, which include Community Development, Employment Development, Finance, Human Resources, Information Technology, Library, Office of the City Attorney, Office of the City Manager, Parks and Recreation, Public Safety, and Public Works.

PROFESSIONAL QUALIFICATIONS

With respect to the City Manager recruitment, Bob Murray and Associates offers the following expertise:

- ▼ Bob Murray & Associates has an unmatched record of success in recruiting local government and special district professionals. In our 25 plus years of experience, we have placed over 200 City Managers, in addition to numerous professionals throughout the western United States. Currently, we are conducting the City Manager recruitments for the California cities of Dixon, Manteca, and the City of Airway Heights, WA. In the past three years, we have placed City Managers in the California cities of Arcata, Chula Vista, Claremont, Goleta, Grover Beach, Ione, Imperial, Irwindale, Lakeport, Lathrop, Menlo Park, Mill Valley, Needles, Oakdale, Oakley, Oceanside, Ojai, Orinda, Pacifica, Pico Rivera, Poway, Rancho Santa Margarita, Red Bluff, Rio Vista, Sonoma, Truckee, Turlock, Woodland, and Yuba City, in addition to the Cities of Coos Bay, OR, and Springfield, OR. Our previous experience includes conducting searches for Albany (City Administrator), Antioch, Benicia, Campbell, Capitola, Carmel-by-the-Sea (City Administrator), Corcoran, Corona, Corte Madera (Town Manager), Elk Grove, Fortuna, Fremont, Half Moon Bay, Hollister, La Mesa, La Palma, Lancaster, Lemon Grove, Los Alamitos, Monrovia, Novato, Pismo Beach, Pittsburg, Pleasanton, Rancho Cordova, Roseville, San Clemente, San Ramon, South Lake Tahoe, Stanton, Stockton, Thousand Oaks, Tracy, Ventura, Walnut Creek, and Westminster, in addition to the Cities of Albany, OR, Castle Rock, CO, Damascus, OR, Eugene, OR, Milwaukie, OR, Newberg, OR, Newcastle, WA, Salem, OR, San Antonio, TX, and Shoreline, WA. Our extensive contacts and knowledge of outstanding candidates will ensure you have a quality group of finalists from which to select the City of Sunnyvale's next City Manager.
- ▼ Bob Murray and Associates has a national reputation for conducting quality searches that result in the placement of candidates ideally suited to our clients' needs. Our success is directly related to our ability to develop partnerships with Mayors and City Councils and design effective recruitment strategies specific to their needs. Additionally, we have assisted many of our clients in designing inclusive recruitment and selection processes. Should the Mayor and Council so desire, we can recommend methods of including staff and community members at various stages in the recruitment, including development of the candidate profile and the final interview process.
- ▼ Prior to his career in executive search, Mr. Murray served as a City Manager for the City of Olympia, WA. Therefore, he personally understands the dynamic relationship between the City Council and City Manager. This understanding will be of great value when screening candidates and making an assessment of their credentials.

- ✦ Bob Murray & Associates is familiar with the City of Sunnyvale and the community it serves as we previously conducted your Public Safety Director recruitment, resulting in the appointment of Chief Don Johnson. Our knowledge of the region, its issues and its outstanding quality of life will be an asset in presenting this opportunity to prospective candidates.

- ✦ In addition, Bob Murray & Associates is familiar with Santa Clara County and the surrounding region. Our knowledge of the County's and its issues will be an asset in presenting this opportunity to prospective candidates. We have conducted recruitments on behalf of the cities of Campbell (City Manager and Finance Director), Milpitas (Economic Development Manager, Fire Chief, and Planning & Neighborhood Services Director), Morgan Hill (City Attorney), Mountain View (Fire Chief, Police Chief, and others), Palo Alto (Assistant Director of Planning and Community Environment, Chief Building Official, City Attorney, and Planning & Community Environment Director.), and San Jose (Airport Project Executives, Emergency Services Director, Deputy Director of Environmental Services, Integrated Waste Manager, Director of Transportation, Deputy Director of Finance, Parks, Recreation and Neighborhood Services Director, and Assistant Director of Parks, Recreation & Neighborhood Services), in addition to the Santa Clara Valley Transportation Authority (Board Secretary).

THE RECRUITMENT PROCESS

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

STEP 1 DEVELOPING THE CANDIDATE PROFILE

Our understanding of the City of Sunnyvale's needs will be key to a successful search. We will work with the Mayor and City Council to learn as much as possible about the organization's expectations for a new City 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 City of Sunnyvale. We also want to know the Mayor and City Council's expectations regarding the knowledge, skills and abilities sought in the ideal candidate and will work with the City 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 City of Sunnyvale's needs, we will design an effective advertising campaign appropriate for the City Manager recruitment. We will focus on professional journals that are specifically suited to the City Manager search. For the City Manager search, we would specifically recommend placing advertisements with the International City/County Management Association, the League of California Cities/Western City Magazine and the National League of Cities. We will also develop a professional recruitment brochure on the Mayor and City Council's 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 City of Sunnyvale.

STEP 3 RECRUITING CANDIDATES

After cross-referencing the profile of the ideal candidate with our database of over 1,000 candidates nationwide 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 City 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 City 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 community's 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 his/her 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 City 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 City Manager recruitment on behalf of the City of Sunnyvale is \$17,500 plus expenses. Services provided for the fee consist of all steps outlined in this proposal including three (3) days of meetings on site. The City of Sunnyvale will be responsible for reimbursing expenses Bob Murray and Associates incurs on your behalf. We estimate expenses for this project to be \$5,500-\$6,900. Actual expense costs are related to a regional recruitment versus a nationwide recruitment. 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 year of employment we will conduct the search again at no cost (with the exception of expenses) to the City of Sunnyvale. We are confident in our ability to recruit outstanding candidates and do not expect the City of Sunnyvale to find it necessary to exercise this provision of our proposal.

VALUE ADDED SERVICES

Bob Murray and Associates' experience designing and conducting successful recruitment processes on behalf of cities, counties and special districts is unmatched in the field. Our process is specifically designed to meet your needs. In addition to the services offered in the above recruitment process, Bob Murray & Associates provides many value added services in an effort to streamline the recruitment process for both the client and candidate. These services are offered for an additional fee which varies based on the specific service or menu of services selected.

Bob Murray and Associates will personally assist our clients with executive compensation studies, assessment center processes, and interim placements. In addition, Bob Murray and Associates offers comprehensive onsite background checks, management/leadership assessments, and psychological assessments through strategic partnerships with several highly qualified firms whom we have worked with extensively and provide the caliber of service our clients can trust.

REFERENCES

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

CLIENT: City of Fremont
POSITION: City Manager, City Clerk, Fire Chief, and Redevelopment Agency Director

REFERENCE: Mr. Robert Wasserman, Mayor, (510) 284-4011 or Mr. Fred Diaz, City Manager, (510) 494-4895

CLIENT: City of Chula Vista
POSITION: City Manager, Fire Chief and Executive Director/CEO of the Redevelopment Corporation

REFERENCE: Ms. Cheryl Cox, Mayor, (619) 691-5044

CLIENT: City of Ventura
POSITION: City Manager, City Attorney and Community Services Director

REFERENCE: Mr. Brian Brennan, Councilmember, (805) 654-7827 or Mr. Rick Cole, City Manager, (805) 654-7800

CLIENT: City of Menlo Park
POSITION: City Manager, City Clerk and Police Chief
REFERENCE: Mayor Kelly Fergusson, (650) 330-6630 or Mr. Bill McClure, City Attorney, (650) 330-6620

CLIENT: City of Turlock
POSITION: City Manager and Police Chief
REFERENCE: Mr. Curt Andre, Mayor, (209) 668-5540

CLIENT: City of Campbell
POSITION: City Manager
REFERENCE: Mr. Donald Burr, Vice-Mayor, (408) 866-2117 or (408) 866-2125 or Ms. Jill Lopez, Human Resources Director, (408) 866-2123

CLIENT: City of San Jose
POSITION: Airport Executives, Deputy Director of Environmental Services, Deputy Director of Finance, Deputy Director of Parks, Recreation & Neighborhood Services, Director of Parks, Recreation, & Neighborhood Services, Director of Transportation, Emergency Services Director, and Integrated Waste Manager
REFERENCE: Ms. Kay Winer, Deputy City Manager, (408) 277-4674

FIRM BIOGRAPHIES

EXECUTIVE RECRUITERS

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 and 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.

SENIOR RECRUITERS

JIM ANTONEN, SENIOR MANAGER

Mr. Antonen brings 29 years of local government experience to Bob Murray and Associates, twenty-seven of those as a City Manager. Most recently he served as City Manager in the City of Davis, CA.

Mr. Antonen has been involved in city management for the past twenty seven years both in Minnesota and South Dakota. He served on the League of Minnesota Cities Insurance Trust Board for nine years, three of which he was Chair. Mr. Antonen also served as President of the Minnesota City County Management Association. He brings a background of working for both the State and Federal government.

Mr. Antonen has a Masters in Public Administration from the University of South Dakota and a Bachelor's of Science Degree in History and Political Science from Dakota State College. He also did graduate work at the American University in Washington, D.C. Mr. Antonen is an ICMA Credentialed Manager and a past Board Member of Cal-ICMA.

JENNIFER NITRIO-SALEEM, MANAGER

Ms. Nitrio-Saleem's diverse background includes extensive expertise working with counties, municipalities, special districts, and other organizations in the western half of the United States conducting recruitments for development, engineering, human resources, library, finance, fire, parks and recreation, planning, public works, redevelopment, technology and transportation professionals to name a few.

Ms. Nitrio-Saleem is know for her personal approach to executive search as she works closely with clients and candidates alike to ensure a successful search. Clients and candidates express again and again that it is always a positive and refreshing experience to work with Ms. Nitrio-Saleem.

Ms. Nitrio-Saleem is very active in the community and serves on the Board of Directors with two local non-profit organizations. Her contributions include forming partnerships with the business community, extensive grant writing, chairing large fundraising efforts, recruiting volunteers and writing articles and reports for the organizations.

Ms. Nitrio-Saleem received her Bachelor's of Arts Degree in Ethnic Studies, summa cum laude, from California State University, Sacramento. She is a life member of the Phi Kappa Phi Honor Society and the Golden Key Honor Society.

CONSULTANTS

GRETA LAWSON, PRINCIPAL CONSULTANT

Ms. Greta Lawson actively contributes to Bob Murray and Associates' goal of providing exceptional customer service through close coordination with our clients. With several years of industry experience, Ms. Lawson is noted for her customer service skills and follow through with clients and candidates alike.

Ms. Lawson is uniquely qualified to assist clients in all aspects of executive recruitment. She conducts research, recruits candidates, and performs detailed background verifications, including reference checks, on candidates. Ms. Lawson also serves as a liaison between candidates and clients in order to ensure an outstanding recruitment process that results in the selection of the clients' chosen candidate(s).

Ms. Lawson received her Bachelor's of Art Degree in English from California State University, Sacramento and is a life member of the Golden Key Honor Society.

RENEE NARLOCH, SENIOR CONSULTANT

Renee Narloch has extensive experience in public sector recruitments nationwide. She was formerly employed by MAXIMUS as a senior consultant with sole responsibility for executive search efforts in the Southeastern United States. She also worked in the Cost Allocation division providing governmental cost accounting and data management services to the public sector, including Alachua County, Florida.

Ms. Narloch has ten years of experience in Executive Recruitment and has been involved in over 100 national searches. Prior to her recruitment career, she worked for three Fortune 500 companies in their sales, marketing and financial accounting divisions. Ms. Narloch has been responsible for all facets of recruitment including project management, recruiting candidates, conducting preliminary interviews and detailed reference inquires; and assisting clients in final interviews and negotiations. Residing in Florida, Ms. Narloch currently assists Bob Murray & Associates on an as needed basis with recruitments in the mid-west and east coast as well as with outreach efforts on the west coast.

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

AMANDA SANDERS, SENIOR CONSULTANT

As a consultant with Bob Murray & Associates, Ms. 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. 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. Sanders received her Bachelor's of Arts degree in Communications from the University of Wyoming.

BOB MURRAY & ASSOCIATES
CLIENT LIST SINCE 2000

CITY MANAGER

Airway Heights, WA
Albany, CA (City Administrator)
Albany, OR
Antioch, CA
Arcata, CA
Benicia, CA
Campbell, CA
Capitola, CA
Carmel, CA
Castle Rock, CO (Town Manager)
Chico, CA
Chula Vista, CA
Claremont, CA
Coos Bay, OR
Corcoran, CA
Corona, CA
Corte Madera, CA (Town Manager)
Damascus, OR
Dixon, CA
Elk Grove, 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
La Mesa, CA
La Palma, CA
Lakeport, CA
Lancaster, CA
Lathrop, CA
Lemon Grove, CA
Los Alamitos, CA
Manteca, CA
Menlo Park, CA
Mill Valley, CA
Milwaukie, OR
Monrovia, CA
Needles, CA
Newberg, OR
Newcastle, WA

Novato, CA
Oakdale, CA
Oakley, CA
Oceanside, CA
Ojai, CA
Orinda, CA
Pacifica, CA
Pico Rivera, CA
Pismo Beach, CA
Pittsburg, CA
Pleasanton, CA
Poway, CA
Rancho Cordova, CA
Rancho Santa Margarita, CA
Red Bluff, CA
Rio Vista, CA
Roseville, CA
Salem, OR
San Antonio, TX
San Clemente, CA
San Ramon, CA
Shoreline, WA
Sonoma, CA
South Lake Tahoe, CA
Springfield, OR
Stanton, CA
Stockton, CA
Thousand Oaks, CA
Tracy, CA
Truckee, CA (Town Manager)
Turlock, CA
Ventura, CA
Walnut Creek, CA
Westminster, CA
Woodland, CA
Yuba City, CA

**ASSISTANT/DEPUTY CITY
MANAGER**

Alameda, CA
Beverly Hills, CA
Carlsbad, CA
Lancaster, CA
Monterey, CA
North Las Vegas, NV
Orange, CA
Pasadena, CA

Petaluma, CA
Pleasanton, CA
Pomona, CA
Rancho Cordova, CA
Reno, NV
Rocklin, CA
Stockton, CA
Woodland, CA
Yuba City, CA

COUNTY ADMINISTRATOR
Clackamas County, OR
Clark County, NV (Assistant)
Deschutes County, OR
Marion County, OR
Tehama County, CA
Washington County, OR

**ADMINISTRATIVE SERVICES
DIRECTOR**
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
Clark County, NV
Dallas/Forth Worth, TX
San Jose, CA

**BUILDING
OFFICIALS/INSPECTION**
Bakersfield, CA
Grants Pass, OR
Marin County, CA
Modesto, CA
Palo Alto, CA
Sacramento, CA
San Francisco, CA
Stockton, 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)

**COMMUNITY DEVELOPMENT
DIRECTOR**
Benicia, CA
Beverly Hills, CA
Capitola, CA
Chino Hills, CA
Fullerton, CA
Los Banos, CA
Maple Valley, WA
Modesto, CA
Newark, CA
Newcastle, WA
Oakland, CA
Oceanside, CA
Pleasanton, CA
Redlands, CA
Salem, OR
San Carlos, CA
Santa Cruz, CA
Stockton, CA
Vallejo, CA
Walnut Creek, CA
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/
HOUSING DIRECTOR**

Chula Vista, CA

Fremont, CA

Fullerton, CA

Milpitas, CA

Oakland, CA

Port of Los Angeles, CA

Port of San Diego, CA

Sacramento, CA

Salinas, CA

Stockton, CA

Taft, CA

Tracy, CA

Upland, CA

Vancouver, WA

Vancouver Housing Authority, WA
(Executive Director & Deputy)

ENGINEERING

Bakersfield, CA

Bureau Veritas, CA

Central Contra Costa Sanitary
District, CA

Clark County, NV – McCarren
Airport

Damascus, OR

Dublin San Ramon Services District,
CA

Needles, CA

Nevada County, NV

Nye County, NV

Oceanside, CA

Reclamation District 1000, CA

Reno, NV

Stockton, CA

San Luis Obispo County,
Nacimiento Project, CA

Tracy, CA

EXECUTIVE DIRECTOR

Arizona Municipal Water Users
Association, AZ

Bay Area Air Quality Management
District, CA

California Peace Officers
Association, CA

California State Association of
Counties, 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

Kings Community Action
Organization, CA

Los Angeles Convention Center, CA

March Joint Powers Authority, CA

Metro, Portland, OR

Public Agency Risk Sharing
Authority Commission, CA

Sacramento Area Flood Control
Agency, CA

San Diego Association of
Governments, CA

San Joaquin Council of
Governments, CA

South Bayside Waste Management
Authority, CA

Vancouver Housing Authority, WA
(Executive & Deputy)

FINANCIAL

Alameda County Congestion
Management Agency, CA

Aurora, CO

Baldwin Park, CA

Boulder City, NV

Calaveras County Water District,
CA

Campbell, CA

Chino Hills, CA

Clark County, NV

Damascus, OR

Elk Grove, CA

Grants Pass, OR

Half Moon Bay, CA
Hercules, CA
Housing Authority of the City of
Los Angeles, CA
Imperial Beach, CA
Inglewood, CA
Ione, CA
Lancaster, CA
Menlo Park Fire Protection District,
CA
Palmdale Water District, CA
Pleasanton, CA
San Diego, CA
San Francisco, CA
San Leandro, CA
San Jose, CA
Santa Monica, CA
Sparks, NV

FIRE CHIEF

Alameda, CA
Arroyo Grande (Director of
Building & Fire)
Aurora, CO
Burney Fire Protection District, CA
Chula Vista, CA
Eugene, OR
Fremont, CA
Folsom, CA
Fullerton, CA
Hillsboro, OR
Grand Junction, CO
Livermore – Pleasanton Fire
District, CA
Milpitas, CA
Monrovia, CA
Mountain View, CA
Newark, CA (Assistant & Chief)
Oceanside, CA
Petaluma, CA
Rancho Cucamonga, CA (Deputy
and 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
University of California, Davis
Union City, CA
Upland, CA
Vacaville, CA

GENERAL MANAGER

Calaveras County Water District,
CA
Central Contra Costa Sanitation
Agency, CA
Central Marin Sanitation Agency,
CA
Hilton, Famkopf, and Hobson LLC,
CA
Joshua Basin Water District, CA
Monterey Regional Waste
Management District, CA
Monterey Regional Water Pollution
Control Agency, CA (Assistant GM)
Pleasant Valley Recreation & Park
District, CA
Reclamation District 1000, CA
(District Engineer)
Salinas Valley Solid Waste
Authority, CA
Sanitary District No. 5 of Marin
County, CA
Sewer Authority Mid-Coastside, CA
South Placer Municipal Utility
District, CA
Union Sanitary District, CA
Valley of the Moon Water District,
CA
Walnut Valley Water District, CA

LEGAL COUNSEL

Aurora, CO
Hayward, CA
Lathrop, CA
Monterey, CA
Morgan Hill, CA
North Las Vegas, NV
Oceanside, CA
Palo Alto, CA
Salinas, CA

San Mateo, 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 and
Assistant Director)
Maple Valley, WA
Pleasanton, CA
Pleasant Valley Recreation and Park
District, CA
Pomona, CA
Sacramento, CA
Salinas, CA
San Jose, CA (Director and
Assistant Director)
Santa Clarita, CA
Stockton, CA
Ventura, CA
Whittier, CA

PERSONNEL/HUMAN RESOURCES

Anaheim, CA
Benicia, CA
Colusa County, CA
Corona, CA
Fresno, CA (Retirement Benefits
Manager)
Inland Empire Utilities Agency, CA
Glendale, AZ

Grants Pass, OR
Judicial Council of California, CA
Newark, CA
North Las Vegas, NV
Ontario, CA
Palmdale Water District, CA
Pomona, CA
Rocklin, CA
Stockton, CA
Tehama County, CA

PLANNING

Alameda, CA
Beverly Hills, CA
Centre City Development
Corporation, CA
Damascus, OR
El Segundo, CA
Milpitas, CA
Modesto, CA
Needles, CA
Oceanside, CA
Palo Alto, CA
Pasadena, CA
Reno, NV
Riverside, CA
Roseville, CA
Sacramento, CA
Santa Cruz, CA
Stockton, CA
Tracy Unified School District, CA

POLICE CHIEF/SAFETY

Arroyo Grande, CA
Ashland, OR
Aurora, CO
Berkeley, CA
Capitola, CA
Carlsbad, CA
Chico, CA
Colton, CA
Concord, CA
Culver City, CA
Eugene, OR
Fairfield, CA
Glendale, AZ (Chief and Assistant
Chiefs)
Glendora, CA

Grand Junction, CO
Half Moon Bay, CA
Hayward, CA
Irvine, CA
Irwindale, CA
La Mesa, CA
Littleton, CO
Los Angeles, CA
Los Angeles World Airports, CA
Los Banos, CA
Menlo Park, CA
Merced, CA
Mesa, AZ
Monrovia, CA
Monterey, CA
North Las Vega, NV
Novato, CA
Oakdale, CA
Oceanside, CA
Petaluma, 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
Sacramento, CA
San Bernardino, CA
San Diego State University, CA
San Fernando, CA
San Francisco, CA
San Jose State University, CA
San Rafael, CA
Seaside, 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
Whittier, CA

POLICE LIEUTENANT/CAPTAIN

Pleasanton, CA
Santa Rosa, CA
Port of San Diego, CA
University of California, San
Francisco, CA

PUBLIC

**AFFAIRS/INTERGOVERNMENTAL
RELATIONS DIRECTOR**

Beverly Hills, CA
Rancho Cordova, CA
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
Washington County Consolidated
Communications Agency, CA

PUBLIC WORKS

Belmont, CA
Chandler, AZ
Clark County, NV
Dublin San Ramon Services District,
CA
Fresno, CA
Galt, CA
Grants Pass, OR
Half Moon Bay, CA
Inglewood, CA
Lathrop, CA
Los Banos, CA
Mammoth Lakes, CA
Maple Valley, WA
Modesto, CA
Morro Bay, CA
Pico Rivera, CA
Pomona, CA (Director and Deputy
Director)

Roseburg, OR
San Antonio, TX
San Carlos, CA
Santa Cruz, CA
Stockton, CA
Tehama County, CA
Tiburon, CA
Upland, CA
Woodland, CA

TECHNOLOGY

Clark County, NV
Fresno, CA
Hayward, CA
Hillsboro, OR
Inland Empire Utilities Agency, CA
Modesto, CA
Monterey County, CA
San Francisco, CA

TRANSPORTATION

Elk Grove-Rancho Cordova-El
Dorado County Connector Joint
Powers Authority, CA
San Diego Association of
Governments, CA
Santa Clarita, CA
Washington County, OR

WASTE WATER/SANITATION/ SOLID WASTE

Central Contra Costa Sanitation
Agency, CA
Central Contra Costa Solid Waste
Authority, CA
Central Marin Sanitation Agency,
CA
Monterey Regional Waste
Management District, CA
Monterey Regional Water Pollution
Control Agency, CA
Salinas Valley Solid Waste
Authority, CA
San Jose, CA
Sewer Authority Mid-Coastside, CA
South Bayside Waste Management
Authority, CA
Stockton, CA

Union Sanitary District, CA

WATER

Arizona Municipal Water Users
Association, AZ
Aurora, CO
Bakersfield, CA
Calaveras County Water District,
CA
Joshua Basin Water District, CA
Phoenix, AZ
Reclamation District 1000, CA
(District Engineer)
Sacramento Area Flood Control
Agency, CA
San Luis Obispo County, CA
South Placer Municipal Utility
District, CA
Stockton, CA
Valley of the Moon Water District,
CA
Walnut Valley Water District, CA

OTHER

Bay Area Air Quality Management
District, CA (Deputy Air Pollution
Control Officer)
Bureau Veritas, CA (Vice President
– Operations)
Central Contra Costa Sanitary
District, CA (Safety & Risk
Management Administrator)
Central Marin Sanitation Agency,
CA (Director of Safety and
Training)
Government Services Group, Inc.
(Municipal Services Manager)
Hilton, Farmkopf, and Hobson LLC
(Manager/Vice President)
Port of Long Beach, CA (Managing
Director)
Port of San Diego, CA (Senior
Director of Real Estate)
Riverside Transit Agency, CA (Risk
Manager)
Robson Homes (Forward Planner
and Land Acquisition Manager)

Sacramento, CA (Preservation
Director)
Sacramento, CA (Urban Design
Manager)
San Francisco, CA (Director of
Office of Citizen Complaints)
San Jose, CA (Assistant Director of
Environmental Services)
San Manuel Band of Tribal Indians
(Tribal Manager)
Superior Court of San Luis Obispo
County, CA (Assistant Court
Executive Officer)
Washoe County, NV (Director of
Senior Services)