

**A G E N D A**  
**SPECIAL MEETING OF**  
**THE EXECUTIVE COMMITTEE**  
**THURSDAY, JUNE 29, 2017, 10:30 AM**  
**SOUTH BAY REGIONAL PUBLIC COMMUNICATIONS AUTHORITY**  
**SECOND FLOOR CONFERENCE ROOM**  
**4440 W. BROADWAY, HAWTHORNE, CA**

1. **CALL TO ORDER**

2. **PUBLIC DISCUSSION**

Anyone wishing to discuss items of interest to the public within the Executive Committee's jurisdiction may do so at this time. Comments shall be limited to five minutes per speaker.

3. **ACTION ITEMS**

3a. **Recruitment of SBRPCA Executive Director\***

4. **ROUND TABLE**

6. **ADJOURNMENT**

\*Written material attached.

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Posting Place:

4440 W. Broadway, Hawthorne, CA 90250

Posting Date/Time:

June 26, 2017/1:00 PM

Signature:



Ralph Mailloux, Executive Director

**Proposals for Recruitment of Executive Director for  
South Bay Regional Public Communications Authority**

Organization	Fee	Expenses (not to exceed)	Timeline	Recent Clients
Bob Murray & Associates	\$17,500	\$7,400	16 weeks	Cooperative Agricultural Support Services Authority (CASS) City of Santa Ana Sewer Authority Mid-Coastside, CA
Avery & Associates	\$18,400	\$7,500	13-16 weeks	West Cities Police Communications City of El Segundo
Teri Black & Company	\$20,000	\$10,000	100-120 days	City of Manhattan Beach Beach Cities Health District City of Long Beach City of Pasadena City of Tustin City of Hermosa Beach



**A PROPOSAL TO CONDUCT AN EXECUTIVE  
RECRUITMENT FOR AN  
Executive Director for the South Bay Regional Public  
Communications Authority  
ON BEHALF OF THE  
City of Manhattan Beach**

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

June 13, 2017

Mr. Mark Danaj  
City Manager  
City of Manhattan Beach  
1400 Highland Avenue  
Manhattan Beach, CA 90266

Dear Mr. Danaj:

Thank you for inviting Bob Murray & Associates to submit a proposal to conduct the Executive Director for the South Bay Regional Public Communications Authority recruitment for the City of Manhattan Beach. 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 Executive Director for the South Bay Regional Public Communications Authority recruitment, Bob Murray & Associates offers the following expertise:

- ◆ Our firm has an unmatched record of success in recruiting local government professionals. We have conducted over 50 Executive Director searches on behalf of large and small agencies throughout the United States. We are currently conducting Executive Director searches for the Santa Barbara County Association of Governments, CA; and the Sonoma County Community Development Commission, CA. We recently completed Executive Director recruitments for the Campaign and Finance Ethics Commission, as well as the Office of Independent Review on behalf of Orange County, CA; the Housing Authority of the City of Madera, CA; the Oakland Housing Authority, CA; Home Forward, OR; and PATH Ventures, CA. For a complete account of our previous Executive Director searches, we invite you to refer to the enclosed Client List. As a result of having conducted these searches, we have an extensive number of contacts and a deep understanding of the Executive Director role that will be valuable when recruiting candidates.
- ◆ We recognize that we work at the pleasure of the Board of Directors. Our job is to facilitate the Board's Executive Director search. From the outset of the search, we work to establish a strong partnership with the Board in order to ensure the placement of an Executive Director who is ideally suited to its needs. In order to develop an effective search,

we hope that Board members make themselves available as we seek the opportunity to meet with them individually to discuss their expectations for the South Bay Regional Public Communications Authority's new Executive Director. We hope they will speak candidly with us regarding the traits they are looking for in the new Director. The insight garnered as a result of these meetings will be invaluable as we recruit and screen candidates for the position.

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 City of Manhattan Beach, 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 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,

*Valerie Gaeta Phillips*

Valerie Gaeta Phillips  
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 City of Manhattan Beach has quality candidates from which to select the new Executive Director for the South Bay Regional Public Communications Authority. Outlined below are the key steps in our recruitment process.

### **STEP 1 DEVELOPING THE CANDIDATE PROFILE**

Our understanding of the JPA's needs will be key to a successful search. We will work with the Board of Directors and all other stakeholders to learn as much as possible about the organization's expectations for a new Executive Director. We want to learn the values and culture of the organization, as well as understand the current issues, challenges and opportunities that face the JPA. We also want to know the expectations regarding the knowledge, skills and abilities sought in the ideal candidate and will work with the Board 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 Organization's needs, we will design an effective advertising campaign appropriate for the Executive Director recruitment. We will focus on professional journals that are specifically suited to the Executive search. We will also develop a professional recruitment brochure on the Board'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 South Bay Regional Public Communications Authority.

### **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 Executive Director 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 Executive Director 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 recommended candidate. Various sources will be consulted including Lexis-Nexis™, a newspaper/magazine search engine, Google, and social media. 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 Board of Directors 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 Executive Director for the South Bay Regional Public Communications Authority recruitment on behalf of the City of Manhattan Beach is \$17,500 plus expenses. Services provided for in the fee consist of all steps outlined in this proposal including three (3) days of meetings on site. The City of Manhattan Beach will be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$7,400. Reimbursable expenses include such items as the cost of recruiter travel; clerical support; brochure development; express mail delivery; placement of ads; credit, criminal and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate.

### 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.

Task:	Week:
Contract Start Date:	TBD
Initial Meeting(s):	1 week from contract start date
Our firm develops recruitment brochure:	2 weeks from contract start date
City approves brochure:	4 weeks from contract start date
Job advertising and candidate sourcing:	8 weeks from contract start date
Our firm reviews application packets:	9 weeks from contract start date
Our firm conducts screening process:	10 weeks from contract start date
City approves candidates:	12 weeks from contract start date
City's interview panel convenes:	13 weeks from contract start date
Reference/Background Checks:	14 weeks from contract start date
Second Interviews by City, if necessary:	15 weeks from contract start date
Offer of Employment:	16 weeks from contract start date

### GUARANTEE

We guarantee that should a recommended candidate selected for the position be terminated within the first year of employment we will conduct the search again at no cost (with the exception of expenses) to the City of Manhattan Beach. We are confident in our ability to recruit outstanding candidates and do not expect the City of Manhattan Beach to find it necessary to exercise this provision of our proposal.

## PROFESSIONAL QUALIFICATIONS

Should Bob Murray & Associates be retained to conduct the Executive Director for the South Bay Regional Public Communications Authority search on behalf of the City of Manhattan Beach, the primary recruiter assignment will be based upon our workload at the time of contract signing. The primary recruiter will be assisted by Ms. Amber Smith or Ms. Hellen Amsden for support services and administrative matters.

### **BOB MURRAY, FOUNDER**

Mr. Murray brings over 30 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 company 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 various positions in law enforcement.

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

### **VALERIE GAETA PHILLIPS, PRESIDENT**

Ms. Gaeta Phillips has over 18 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Ms. Gaeta Phillips has expertise in the full recruiting cycle, from process design and outreach through candidate assessment and selection. She has placed senior-level candidates in various aspects of the public sector, as well as with special districts and nonprofits.

Ms. Gaeta Phillips is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success. Ms. Gaeta Phillips has a passion for helping people, evidenced by her fundraising and efforts to raise awareness for organizations such as Autism Speaks and the M.I.N.D. Institute.

### **GARY PHILLIPS, EXECUTIVE VICE PRESIDENT**

Mr. Phillips started his career with a New York based Fortune 100 company and quickly became a Senior Manager building and running a large customer service organization in New York and eventually in thirteen countries in Europe. He also served as a Director with a large Fortune 500 company and was responsible for developing and maintaining new and existing clients in Europe, Asia, and Australia. He then became Senior Vice President with a public enterprise software company. Some of his successes include building an organization from 2 to 250 people worldwide; acquiring 5 companies in two years; and growing a company from 800 to 1200 employees.

Mr. Phillips was part of an executive acquisition and recruiting team where he helped build a start-up enterprise software company in San Francisco. He recruited top notch talent, and built a world class organization. The company was eventually sold to a Fortune 500 software company.

Mr. Phillips has maintained customer relationships in the public sector, private sector, as well as medical, and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips is involved in his community as a soccer coach and as an organizer of fundraisers for Autism Speaks in Sacramento. Mr. Phillips received his Associate of Science degree, as well as completed coursework at Rochester Institute of Technology, NY.

### **REGAN WILLIAMS, SENIOR VICE PRESIDENT**

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates and has over 15 years of experience in executive recruitments with our firm. Prior to joining Bob Murray & Associates, Mr. Williams 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 public safety programs and has a national reputation for excellence in law enforcement, as well as in law enforcement executive recruiting. He has been responsible for over 300 recruitments throughout his career; clients find his insight and expertise in recruitment and selection a valuable asset.

Mr. Williams received his Bachelor of Science Degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

### **JOEL BRYDEN, VICE PRESIDENT**

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having retired as Chief of Police in Walnut Creek, CA prior to joining our firm. Throughout his career, Mr. Bryden has been involved in public sector consulting. He has vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government. Mr. Bryden has a solid reputation as a leader in the public sector. His ability to find and evaluate outstanding applicants for our clients is invaluable in the search process.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts Degree in Communication from San Diego State University.

### **FRED FREEMAN, VICE PRESIDENT**

Mr. Freeman brings over 24 years of local government experience to Bob Murray & Associates, with 11 years in the recruitment field. Mr. Freeman is a retired Chief of Police and has served as an elected official in local government. He has vetted hundreds of local governmental officials in the pre-employment process and conducted recruitments for positions in all sectors of public agency employment.

In addition to his career in the law enforcement field, Mr. Freeman served as the Mayor and the Mayor Pro-Tem for the Los Alamitos City Council. Mr. Freeman has been a member of the Public Safety Policy Committee - California League of Cities; the Orange County Fire Authority Board of Directors; and the Orange Line Development Authority as the Vice-Chair. His unique perspective and experience, as both a member of executive city staff and as an elected official, provides exceptional results for our clients.

Mr. Freeman is a graduate of the FBI National Academy and received his Teaching Credential from the University of California Los Angeles.

### **AMBER SMITH, PRINCIPAL CONSULTANT**

As Principal Consultant with Bob Murray & Associates, Ms. Smith acts as a liaison between clients and candidates from beginning to end of each recruitment process. She is responsible for the development and distribution of position recruitment and advertising materials, client research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team.

Ms. Smith brings over 5 years of client-oriented customer service, administrative, and management experience to Bob Murray & Associates. She is committed to working as a partner with clients and candidates in order to provide a quality service and experience.

Ms. Smith received her Bachelor of Arts degree in Business Administration from La Sierra University, Riverside, California.

### **HELLEN AMSDEN, SENIOR CONSULTANT**

Ms. Amsden acts as a liaison among clients, recruiters, and candidates throughout each recruitment process. Her responsibilities include development and distribution of position recruitment and advertising materials, client and candidate research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team.

Ms. Amsden joined our firm in 2016 with nearly a decade of customer service, administrative, and leadership experience. She is committed to providing the highest level of quality support and to working as a partner with clients and candidates throughout the search process.

Ms. Amsden graduated summa cum laude with a Bachelor of Arts degree in Leadership and Organizational Studies from Saint Mary's College of California.

## 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.

<b><i>CLIENT:</i></b>	Cooperative Agricultural Support Services Authority (CASS), CA
<b><i>POSITION:</i></b>	Executive Officer
<b><i>REFERENCE:</i></b>	Mr. Kevin Masuharo, Member of the Board, (916) 403-6623
<b><i>CLIENT:</i></b>	City of Santa Ana, CA
<b><i>POSITION:</i></b>	Executive Director of the Planning and Building Agency, City Manager, City Attorney
<b><i>REFERENCE:</i></b>	Mr. David Cavazos, City Manager, (714) 647-5200
<b><i>CLIENT:</i></b>	Sewer Authority Mid-Coastside, CA
<b><i>POSITION:</i></b>	General Manager
<b><i>REFERENCE:</i></b>	Mr. Leonard Woren or Mr. Scott Boyd, Board Members, (650) 726-0124



**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

**CITY MANAGER**

Adelanto, CA  
Airway Heights, WA  
Albany, CA  
Albany, OR  
Alhambra, CA  
Antioch, CA  
Apple Valley, CA (Town Manager)  
Arcadia, CA  
Arcata, CA  
Arvada, CO  
Arvin, CA  
Banning, CA  
Barstow, CA  
Bell, CA  
Benicia, CA  
Bradbury, CA  
Campbell, CA  
Capitola, CA  
Carmel, CA  
Castle Rock, CO (Town Manager)  
Cathedral City, CA  
Centennial, CO  
Chandler, AZ  
Chico, CA  
Chino, CA  
Chino Hills, CA  
Chowchilla, CA (City Administrator)  
Chula Vista, CA  
Claremont, CA  
Commerce, CA (City Administrator)  
Compton, CA  
Concord, CA  
Coos Bay, OR  
Corcoran, CA  
Corona, CA  
Coronado, CA  
Corte Madera, CA (Town Manager)  
Cotati, CA  
Covina, CA  
Dallas, TX  
Dana Point, CA  
Dinuba, CA  
Dixon, CA  
Dublin, CA  
El Monte, CA  
Elk Grove, CA

Escalon, CA  
Eugene, OR  
Fairfield, CA  
Fort Lauderdale, FL  
Fortuna, CA  
Fremont, CA  
Glendale, AZ  
Goleta, CA  
Greenfield, CA  
Gridley, CA (City Administrator)  
Grover Beach, CA  
Hesperia, CA  
Hollister, CA  
Imperial, CA  
Ione, CA  
Irwindale, CA  
Kirkland, WA  
La Mesa, CA  
La Palma, CA  
Laguna Beach, CA  
Lake Elsinore, CA  
Lakeport, CA  
Lancaster, CA  
Lathrop, CA  
Lemon Grove, CA  
Loomis, CA (Town Manager)  
Los Alamitos, CA  
Los Altos, CA  
Manteca, CA  
Marina, CA  
Martinez, CA  
Menifee, CA  
Menlo Park, CA  
Merced, CA  
Miami Beach, FL  
Millbrae, CA  
Mill Valley, CA  
Milwaukie, OR  
Modesto, CA  
Montebello, CA (City Administrator)  
Monterey Park, CA  
Mountain View, CA  
Needles, CA  
Newberg, OR  
Newcastle, WA



**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

Novato, CA  
Oak Creek, WI (City Administrator)  
Oakdale, CA  
Oakley, CA  
Oceanside, CA  
Ojai, CA  
Orinda, CA  
Oxnard, 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 Palos Verdes, CA  
Red Bluff, CA  
Redondo Beach, CA  
Rio Vista, CA  
Rosemead, CA  
Roseville, CA  
Salem, OR  
Salinas, CA  
San Antonio, TX  
San Carlos, CA  
San Clemente, CA  
San Fernando, CA  
San Jose, CA  
San Marcos, CA  
San Pablo, CA  
San Rafael, CA  
San Ramon, CA  
Santa Ana, CA  
Santa Paula, CA  
Santa Rosa, CA  
Santee, CA  
Seaside, CA  
Shoreline, WA  
Sonoma, CA  
South Lake Tahoe, CA  
South Pasadena, CA  
Springfield, OR  
St. Helena, CA

Stanton, CA  
Sterling, CO  
Stockton, CA  
Temple City, CA  
Thousand Oaks, CA  
Topeka, KS  
Truckee, CA (Town Manager)  
Tualatin, OR  
Tucson, AZ  
Turlock, CA  
Vallejo, CA  
Ventura, CA  
Walnut Creek, CA  
Westminster, CA  
Woodland, CA  
Yuba City, CA

**ASSISTANT/DEPUTY CITY  
MANAGER**

Alameda, CA  
Arlington, TX  
Arvada, CO  
Barstow, CA  
Beverly Hills, CA  
Brighton, CO  
Carlsbad, CA  
Carson, CA  
Daly City, CA  
Dublin, CA  
Lancaster, CA  
Modesto, CA  
Monterey, CA  
North Las Vegas, NV  
Orange, CA  
Ontario, CA  
Pasadena, CA  
Peoria, AZ  
Petaluma, CA  
Pomona, CA  
Rancho Cordova, CA  
Reno, NV  
Rocklin, CA  
Sanger, CA  
Signal Hill, CA  
Stockton, CA  
Vacaville, CA  
Virginia Beach, VA

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

Ventura, CA  
Woodland, CA  
Yuba City, CA

**COUNTY ADMINISTRATOR**

Alachua County, FL  
Butte County, CA  
Clackamas County, OR  
Clark County, NV  
Deschutes County, OR  
Lee County, FL  
Marion County, OR  
Pasco County, FL  
San Benito County, CA  
Tehama County, CA  
Wake County, NC  
Washington County, OR

**ADMINISTRATIVE SERVICES DIRECTOR**

Garden Grove, CA  
Lincoln, CA  
Los Alamitos, CA  
Metro Wastewater Reclamation District,  
CO  
Ontario, CA  
Placer County Water Agency, CA  
Pleasanton, CA  
San Carlos, CA  
Stockton, CA  
Union City, CA  
Yucca Valley, CA

**ANIMAL SERVICES DIRECTOR**

Contra Costa County, CA  
Franklin County, Ohio  
Irvine, CA  
Oakland, CA  
Rancho Cucamonga, CA  
Sacramento County, CA

**AVIATION/AIRPORT**

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

Los Angeles World Airports,  
CA  
San Francisco International  
Airport, CA  
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  
San Luis Obispo County, CA  
Stockton, CA  
Tehama County, CA  
Yuba City, CA

**CITY CLERK**

Central Contra Costa  
Sanitation District, CA  
(Secretary to the District)  
Chino Hills, CA  
Commerce, CA  
Dublin, CA  
Fremont, CA  
Hollister, CA  
Menlo Park, CA  
Monterey County, CA (Clerk  
to the Board)  
Moreno Valley, CA  
Napa, CA  
Rio Vista, CA  
Santa Clara Valley  
Transportation Authority, CA  
(Board Secretary)  
Sunnyvale, CA

**COMMUNITY  
DEVELOPMENT**

Arvin, CA

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

Benicia, CA  
Beverly Hills, CA  
Capitola, CA  
Chino Hills, CA  
Concord, CA  
Cotati, CA  
Daly City, CA  
Dublin, CA  
Fremont, CA  
Fullerton, CA  
Inglewood, CA  
Irvine, CA  
Lincoln, CA  
Los Banos, CA  
Manteca, CA  
Maple Valley, WA  
Marin County, CA  
Modesto, CA  
Moreno Valley, CA  
Morgan Hill, CA  
Newark, CA  
Newcastle, WA  
Oakland, CA  
Oceanside, CA  
Palo Alto, CA  
Palm Springs, CA  
Pleasanton, CA  
Port of Long Beach, CA  
Redlands, CA  
Salem, OR  
Salinas, CA  
San Antonio Housing Authority, TX  
San Carlos, CA  
Santa Cruz, CA  
Sausalito, CA  
Stockton, CA  
Sonoma County, CA  
Sumter County, FL  
Vacaville, CA  
Vallejo, CA  
Walnut Creek, CA  
Yuba City, CA  
Yucca Valley, CA

**CONVENTION AND  
VISITOR'S BUREAU  
DIRECTOR**

Las Vegas Convention and  
Visitors' Authority, NV  
Los Angeles, CA  
North Lake Tahoe Visitors  
Bureau, CA  
Mammoth Lakes, CA  
San Antonio, TX  
Steamboat Springs, CO

**ECONOMIC DEVELOPMENT**

Broward County, FL  
Chula Vista, CA  
Concord, CA  
Corona, CA  
Costa Mesa, CA  
Daly City, CA  
Fullerton, CA  
Milpitas, CA  
Modesto, CA  
Morgan Hill, CA  
New Orleans Redevelopment  
Authority, OR  
Oakland, CA  
Peoria, AZ  
Phoenix, AZ  
Port of Los Angeles, CA  
Port of San Diego, CA  
Redlands, CA  
Sacramento, CA  
Salinas, CA  
San Antonio Housing  
Authority, TX  
Scottsdale, AZ  
Stockton, CA  
Taft, CA  
Tracy, CA  
Upland, CA  
Vancouver, WA  
Visalia, CA

**ENGINEERING**

Bakersfield, CA  
Barstow, CA  
Bob Hope Airport, CA

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

Central Contra Costa Sanitary District,  
CA  
Chino Hills, CA  
Clark County, NV – McCarran Airport  
Commerce, CA  
Corona, CA  
Damascus, OR  
Dublin San Ramon Services District, CA  
Elk Grove, CA  
Fremont, CA  
Imperial Irrigation District, CA  
Irvine, CA  
Littleton, CO  
Long Beach, CA  
Los Banos, CA  
Monterey County Water Resources  
Agency, CA  
Needles, CA  
Nevada County, NV  
Nye County, NV  
Oceanside, CA  
Omnitrans, CA  
Palm Springs, CA  
Peoria, AZ  
Pico Rivera, CA  
Pismo Beach, CA  
Pomona, CA  
Red Bluff, CA  
Redlands, CA  
Richmond, CA  
Reno, NV  
San Luis Obispo County,  
Nacimiento Project, CA  
School District of Hillsborough County,  
FL (General Manager of Transportation)  
Sewer Authority Mid-Coastside, CA  
South Pasadena, CA  
Stockton, CA  
Tiburon, CA  
Tracy, CA  
United Water Conservation District, CA  
Vallejo, CA  
Visalia, CA

**EXECUTIVE DIRECTOR**

Association of Monterey Bay Area  
Governments, CA

Arizona Municipal Water  
Users Association, AZ  
Bay Area Air Quality  
Management District, CA  
Broward County, FL (Port  
Everglades Chief  
Executive/Port Director)  
California Fire and Rescue  
Training Authority, 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  
Cooperative Agricultural  
Support Services Authority  
(CASS), CA  
Early Learning Coalition of  
Broward County, Inc (CEO)  
Elk Grove-Rancho Cordova-  
El Dorado Connector JPA,  
CA  
El Paso Water Utilities-Public  
Service Board, TX  
(President/CEO)  
Florida Public Transportation  
Association (FPTA), FL  
Hillsborough County, FL-  
Head Start Division (Division  
Director)  
Home Forward, OR  
Housing Authority of the City  
of Austin, TX  
(President/CEO)  
Housing Authority of the City  
of  
Los Angeles, CA  
Housing Authority of the City  
of Madera, CA  
Housing Authority of the  
County of Butte, CA

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

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  
Oakland Housing Authority, CA (CEO)  
Orange County, Office of Independent Review  
Orange County, Office of Campaign Finance & Ethics Commission  
Oregon Cascades West Council of Governments, OR  
Palos Verdes Library District, CA  
PATH Ventures, CA  
Pima Association of Governments and Regional Transit Association, AZ  
Recreation Centers of Sun City West, AZ  
Sacramento Area Flood Control Agency, CA (Executive & Deputy)  
Santa Barbara County Association of Governments, CA  
San Bernardino Associated Governments, CA  
San Diego, CA (Assistant Deputy Director – Wastewater)  
San Diego Association of Governments, CA  
Children's Board of Hillsborough County (Executive Director)  
Louisiana Housing Corporation (Executive Director)  
San Francisco Estuary Institute, CA  
San Joaquin Council of Governments, CA  
Santa Clara Valley Water District, CA (CEO)  
SOS Children's Villages – Florida (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, CA  
Alameda County Congestion Management Agency, CA  
Aurora, CO  
Baldwin Park, CA  
Barstow, CA  
Boulder, CO  
Boulder City, NV  
Calaveras County Water District, CA  
Campbell, CA  
Chino Hills, CA  
Clark County, NV  
Corona, CA  
Cotati, CA  
Daly City, CA  
Damascus, OR  
D.C. Government, DC  
East Bay Municipal Utility District, CA  
El Dorado Hills Community Services District, CA  
Elk Grove, CA  
Fairfield, CA  
Grants Pass, OR  
Half Moon Bay, CA  
Hallandale Beach, FL  
Healdsburg, 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

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

Las Vegas Valley Water District, NV  
Lincoln, CA  
Long Beach, CA  
Los Altos, CA  
McCarran International Airport-Clark  
County, NV  
Menlo Park Fire Protection District, CA  
Modesto, CA  
Monterey Park, CA  
Norfolk, VA (Assistant Director)  
Oakland, CA  
Oceanside, CA  
Orange County, CA  
Oxnard, CA  
Palmdale Water District, CA  
People Assisting the Homeless, CA  
Pinellas Suncoast Transit Authority, FL  
Pico Rivera, CA  
Pleasanton, CA  
Quincy, FL  
Recreation Centers of Sun City West, AZ  
Roseville, CA  
Sacramento County, CA  
San Bernardino International Airport,  
CA  
San Carlos, CA  
San Diego, CA  
San Francisco, CA  
San Leandro, CA  
San Jose, CA  
San Mateo, CA  
Santa Clara Valley Water District, CA  
Santa Monica, CA  
Sparks, NV  
Stockton, CA  
Thornton, CO  
Topeka, KS  
Tracy, CA  
Union City, CA  
Washoe County, NV  
Wayne County, MI  
West Covina, CA  
West Hollywood, CA  
West Wendover, NV  
White Pine County, NV  
Yolo County, CA

**FIRE CHIEF**

Alameda, CA  
Arroyo Grande (Director of  
Building & Fire)  
Aurora, CO  
Cathedral City, CA  
Chino Valley Independent  
Fire District, CA  
Chula Vista, CA  
Contra Costa County Fire  
Protection District, CA  
Davis, CA  
East Bay Regional Park  
District, CA  
Encinitas, Del Mar & Solana  
Beach, CA  
Eugene, OR  
Fremont, CA  
Folsom, CA  
Fullerton, CA  
Garden Grove, CA  
Glendale, CO  
Hillsboro, OR  
Hollister, CA  
Lodi, CA  
Livermore – Pleasanton Fire  
District, CA  
Manteca, CA  
Marina, CA  
Milpitas, CA  
Monrovia, CA  
Montebello, CA  
Mountain View, CA  
Newark, CA (Assistant &  
Chief)  
Oceanside, CA  
Palm Springs, CA  
Peoria, AZ  
Petaluma, CA  
Piedmont, CA  
Poudre Fire Authority, CO  
Rancho Cucamonga, CA  
(Deputy & Chief)  
Rancho Santa Fe Fire  
Protection District, CA  
Roseville, CA  
Sacramento County, CA



**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

Salinas, CA  
San Mateo, CA  
San Miguel Fire Protection District, CA  
Santa Cruz, CA  
Sonoma Valley Fire & Rescue Authority, CA  
Spokane Valley Fire Department, WA (Deputy)  
Stanislaus Consolidated Fire Protection District, CA  
Sumter County, FL  
Sunnyvale, CA (Public Safety Director)  
Tracy, CA  
University of California, Davis  
Union City, CA (Assistant & Chief)  
Upland, CA  
Vacaville, CA  
Walla Walla, WA

**GENERAL MANAGER**

Big Bear City Community Services District, CA  
Calaveras County Water District, CA  
Central Arizona Project, AZ  
Central Contra Costa Sanitation District, CA  
Central Marin Sanitation Agency, CA  
Coachella Valley Mosquito Vector Control District, CA  
Cordova Recreation and Park District, CA (District Administrator)  
East Bay Dischargers Authority, CA  
Discovery Bay Community Services District, CA  
Fallbrook Public Utilities District, CA  
Hidden Valley Lake Association, CA  
Hilton, Famkopf, and Hobson LLC, CA  
Joshua Basin Water District, CA  
Jurupa Community Services District, CA  
Kennewick Irrigation District, WA (District Manager)  
Los Angeles Convention Center, CA  
Los Angeles Department of Water and Power, CA (Assistant General Manager – Cyber Security)

Mendocino County Russian River Flood Control & Water Conservation Improvement District, CA  
Montecito Water District, CA  
Monterey Peninsula Regional Park District, CA  
Monterey Regional Waste Management District, CA  
Monterey Regional Water Pollution Control Agency, CA (Assistant)  
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  
San Lorenzo Valley Water District, CA  
Santa Cruz Consolidated Emergency Communications Center, CA  
Sewer Authority Mid-Coastside, CA  
South Placer Municipal Utility District, CA  
Sweetwater Springs Water District, CA  
Tamalpais Community Services District, CA  
Union Sanitary District, CA  
United Water Conservation District, CA  
Vallecitos Water District, CA  
Valley of the Moon Water District, CA  
Walnut Valley Water District, CA

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

Yuima Municipal Water District, CA

**HOUSING**

Fort Worth Housing Authority, TX

Home Forward, OR

Housing Authority for the City of  
Brownsville, TX

Housing Authority for the County of  
Butte, CA

Housing Authority for the City of Los  
Angeles, CA

Housing Authority for the City of  
Milpitas, CA

Housing Authority for the County of  
Santa Cruz, CA

Housing Authority of the City of Austin,  
TX

Housing Authority of the City of  
Livermore, CA

Housing Authority of the City of  
Madera, CA

Housing Authority of the County of San  
Joaquin, CA

Housing Authority of the County of  
Santa Clara, CA

Louisiana Housing Corporation, LA

Oakland Housing Authority, CA

PATH, CA

PATH Ventures, CA

San Antonio Housing Authority, TX

San Jose, CA

Vancouver Housing Authority, WA

West Hollywood, CA

**INFORMATION TECHNOLOGY**

Clark County, NV

Durham, NC

Fresno, CA

Hayward, CA

Hillsboro, OR

Inland Empire Utilities Agency, CA

Las Vegas Valley Water District, NV

Los Angeles Department of Water and  
Power (LADWP), CA

Modesto, CA

Peoria, AZ

Port of Los Angeles, CA

San Antonio Housing  
Authority, TX

San Francisco, CA

State Bar of California

Tucson, AZ

West Hollywood, CA

**LEGAL COUNSEL**

Aurora, CO

Banning, CA

Broward County, FL

Coconut Creek, FL

Concord, CA

Cupertino, CA

Fremont, CA

Gainesville, FL

Hayward, CA

Inglewood, CA

Lathrop, CA

Lee County, FL

Merced, CA

Monterey, CA

Moreno Valley, CA

Morgan Hill, CA

National City, CA

Newport Beach, CA

North Las Vegas, NV

North Port, FL

Oceanside, CA

Orange, CA

Orange County, CA(Public  
Defender)

Palm Springs, CA

Palo Alto, CA

Port of San Diego, CA

Rocklin, CA

Sacramento Area Flood

Control Agency, CA

Sacramento County, CA

Salinas, CA

San Benito County, CA

San Bernardino Associated

Governments, CA

San Mateo, CA

Santa Ana, CA

Santa Barbara County, CA

Stockton, CA

Sunnyvale, CA



**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

Thousand Oaks, CA  
Town of Discovery Bay, Community  
Services District  
Ventura, CA  
Walnut Creek, CA  
Yolo County, CA

**LIBRARY**

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

**PARKS/RECREATION/ COMMUNITY  
SERVICES**

Anaheim, CA  
Arlington, TX  
Bakersfield, CA  
Carson, CA  
Commerce, CA  
El Segundo, CA  
Emeryville, CA  
Half Moon Bay, CA  
Lemoore, CA  
Long Beach, CA  
Lynwood, CA  
Maple Valley, WA  
Midpeninsula Regional Open Space  
District, CA  
Milpitas, CA  
Monterey County, CA  
Orange County, CA  
Palo Alto, CA  
Peoria, AZ  
Pleasanton, CA  
Pleasant Valley Recreation and Park  
District, CA  
Pomona, CA  
Sacramento County, CA  
Sacramento, CA  
San Carlos, CA  
San Jose, CA  
Santa Barbara County, CA  
Santa Clarita, CA

Spokane, WA  
Stockton, CA  
Ventura, CA  
Whittier, CA

**PERSONNEL/HUMAN  
RESOURCES**

Alameda County, CA  
Anaheim, CA  
Apple Valley, CA  
Arcadia, CA  
Azusa, CA  
Barstow, CA  
Bellevue, WA  
Benicia, CA  
California State Assembly  
Colusa County, CA  
Commerce, CA  
Corona, CA  
Desert Water Agency, CA  
Fallbrook Public Utility  
District  
Fremont, CA  
Hollister, CA  
Inglewood, 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  
Monterey Park, CA  
Napa, CA  
Newark, CA  
Norfolk, VA  
North Las Vegas, NV  
Oceanside, CA  
Ontario, CA  
Patterson, CA  
Palmdale Water District, CA  
Petaluma, CA  
Pico Rivera, CA  
Pomona, CA

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

Rancho Cordova, CA  
Redlands, CA  
Rocklin, CA  
Roseville, CA  
San Antonio Housing Authority, TX  
San Bernardino County, CA  
San Carlos, CA  
San Francisco International Airport  
(SFO), CA  
Santa Clara Valley Water District, CA  
Scottsdale, AZ  
Sedgwick County, KS  
Stockton, CA  
Tehama County, CA  
Wayne County, MI  
White Pine County, NV  
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 Angeles, CA  
Los Banos, CA  
Madera, CA  
Milpitas, CA  
Modesto, CA  
Needles, CA  
Oceanside, CA  
Pacifica, CA  
Palo Alto, CA  
Palm Springs, CA  
Pleasanton, CA  
Reno, NV  
Riverside, CA  
Robson Homes, CA  
Roseville, CA  
Sacramento, CA  
Santa Ana, CA  
Santa Clara County, CA

San Benito County, CA  
San Luis Obispo County, CA  
Santa Cruz, CA  
Santa Monica, CA  
Spokane, WA  
Stockton, CA  
Tehama County, CA  
Sumter County, FL  
Tracy Unified School District,  
CA  
Washington County, OR

**POLICE CHIEF/SAFETY**

Alhambra, CA  
Arroyo Grande, CA  
Arvin, CA  
Ashland, OR  
Aurora, CO  
Bay Area Rapid Transit, CA  
Bellevue, WA  
Benicia, CA  
Berkeley, CA  
California State Polytechnic  
University, Pomona, CA  
California State University,  
East Bay, CA  
California State University,  
Sacramento,  
CA(Chief/Lieutenant)  
California State University,  
San Bernardino, CA  
(Chief/Lieutenant)  
California State University,  
San Francisco, CA  
California State University,  
San Marcos, CA  
Capitola, CA  
Carlsbad, CA  
Cathedral City, CA  
Chandler, AZ  
Chico, CA  
Concord, CA  
Corona, CA  
Coronado, CA  
Culver City, CA  
East Bay Regional Park  
District, CA

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

East Palo Alto, CA  
El Cerrito, CA  
Eugene, OR  
Fairfield, CA  
Folsom, CA  
Fort Bragg, CA  
Fullerton, CA  
Glendale, AZ  
Glendora, CA  
Half Moon Bay, CA  
Hayward, CA  
Humboldt State University, CA  
Huntington Beach, CA  
Irvine, CA  
Irwindale, CA  
Klamath Falls, OR  
La Mesa, CA  
Lake Oswego, OR  
Littleton, CO  
Livingston, CA  
Lodi, CA  
Lone Tree, CO  
Los Angeles, CA  
Los Angeles World Airports, CA  
Los Banos, CA  
Mammoth Lakes, CA (Interim)  
Manhattan Beach, CA  
Manteca, CA  
Maywood, CA  
Menlo Park, CA  
Merced, CA  
Mesa, AZ  
Modesto, CA  
Monrovia, CA  
Montebello, CA  
Monterey, CA  
Morgan Hill, CA  
North Las Vegas, NV  
Novato, CA  
Oakdale, CA  
Oakland Unified School District, CA  
Orange County, CA  
Orange County, FL (Chief of  
Corrections)  
Pacifica, CA  
Palm Springs, CA  
Palo Alto, CA

Pasadena, CA  
Pasadena City College, CA  
Peoria, AZ  
Petaluma, CA  
Piedmont, CA  
Pismo Beach, CA  
Pittsburg, CA  
Placentia, CA  
Pleasanton, CA  
Port of Long Beach, CA  
Port of San Diego, CA  
Port of Seattle, WA  
Redlands, CA  
Redondo Beach, CA  
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 Pablo, CA  
San Rafael, CA  
Santa Cruz, CA  
Santa Rosa Junior College, CA  
Sausalito, CA  
Seattle, WA  
Seaside, CA  
Signal Hill, CA  
South Gate, CA  
Stockton Unified School  
District, CA  
Sunnyvale, CA (x2)  
Tehachapi, CA  
Tigard, OR  
Tracy, CA  
Tulsa, OK  
Turlock, CA  
University of California at  
Davis  
University of California at  
Santa Barbara

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

University of Oregon, OR  
University of San Diego, CA  
Vacaville, CA  
Vallejo, CA  
Vancouver, WA  
Virginia Commonwealth University  
Walla Walla, WA  
Walnut Creek, CA  
West Sacramento, CA  
Westminster, CA  
Whittier, CA  
Winters, CA

**POLICE COMMAND STAFF**

Alhambra, CA  
Atascadero, CA  
Bay Area Rapid Transit, CA  
California State University, East Bay, CA  
California State University, Sacramento, CA  
California State University, San Bernardino, CA  
California State University, San Francisco, CA  
California State University, San Marcos, CA  
Commerce, CA  
Cypress, CA  
East Bay Regional Park District, CA  
East Palo Alto, CA  
Emeryville, CA  
Fontana Unified School District, CA  
Fullerton, CA  
Menlo Park, CA  
Monterey County Sheriff's Department, CA  
Piedmont, CA  
Pleasanton, CA (2)  
Salinas, CA  
San Pablo, CA  
Santa Rosa, CA  
Port of San Diego, CA  
Port of Seattle, WA  
Turlock, CA  
University of California at Merced  
University of Oregon, OR  
Westminster, CA

**POLICE OVERSIGHT**

Bay Area Rapid Transit, CA  
San Francisco, CA  
San Jose, CA  
Sonoma County, CA  
**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  
Scott Emergency  
Communications Center  
Consolidated  
Intergovernmental Dispatch  
Agency-Tallahassee, FL  
Washington County  
Consolidated  
Communications Agency, OR  
Yolo Emergency  
Communications Agency, CA

**PUBLIC WORKS &  
DEVELOPMENT SERVICES**

Alhambra, CA  
Belmont, CA  
Beverly Hills, CA  
Brawley, CA  
Chandler, AZ  
Clark County, NV

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

Commerce, CA  
Dallas, TX  
Elk Grove, CA  
Fresno, CA  
Galt, CA  
Grants Pass, OR  
Half Moon Bay, CA  
Healdsburg, CA  
Hollister, CA  
Huntington Beach, CA  
Inglewood, CA  
Lathrop, CA  
Los Banos, CA  
Mammoth Lakes, CA  
Maple Valley, WA  
Monrovia, CA  
Morro Bay, CA  
Needles, CA  
Orange County, CA  
Pico Rivera, CA  
Pismo Beach, CA  
Pomona, CA  
Poway, CA  
Provo, UT  
Red Bluff, CA  
Redlands, CA  
Roseburg, OR  
Roseville, CA  
San Benito County, CA  
San Carlos, CA  
San Diego, CA  
San Jose, CA  
Santa Cruz, CA  
South Pasadena, CA  
Stockton, CA  
Sumter County, FL  
Tehama County, CA  
Tiburon, CA  
Upland, CA  
Vallejo, CA  
Woodland, CA  
Yuba City, CA

**PURCHASING**

Alameda County, CA  
Central Contra Costa Sanitary District,  
CA

Corona, CA  
Housing Authority of the City  
of Los Angeles  
Tacoma, WA

**RISK MANAGEMENT**

Azusa, CA  
California State University,  
San Marcos, CA  
Central Contra Costa Sanitary  
District, CA  
Central Marin Sanitation  
Agency, CA  
Long Beach, CA  
Las Vegas Valley Water  
District, NV  
Riverside Transit Agency, CA

**TRANSPORTATION**

Association of Monterey Bay  
Area Governments, CA  
Dallas, TX  
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**

Berkeley, CA  
Central Contra Costa  
Sanitation District, CA  
Central Contra Costa Solid  
Waste Authority, CA  
Central Marin Sanitation  
Agency, CA

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

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  
Redlands, 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  
South Placer Municipal Utility District, CA  
Stockton, CA  
Union Sanitary District, CA  
Vallejo, CA  
West Contra Costa Integrated Waste Management Authority, CA

**WATER**

Arizona Municipal Water Users Association, AZ  
Aurora, CO  
Bakersfield, CA  
Beverly Hills, CA (Water Conservation Administrator, Water Resources Manager, Project Manager)  
Calaveras County Water District, CA  
Castaic Lake Water Agency, CA  
Joshua Basin Water District, CA  
Kennewick Irrigation District, CA  
Las Vegas Valley Water District, NV  
Los Angeles Department of Water and Power, CA (Director of Cyber Security)  
Phoenix, AZ  
Reclamation District 1000, CA  
Redlands, CA  
Sacramento Area Flood Control Agency, CA  
San Diego, CA  
San Jose, CA

San Lorenzo Valley Water District, CA (District Manager)  
San Luis Obispo County, CA  
Santa Ana Watershed Project Authority, CA  
Santa Clara Valley Water District, CA  
South Placer Municipal Utility District, CA  
Stockton, CA  
Sweetwater Springs Water District, CA  
Vallejo, CA  
Valley of the Moon Water District, CA  
United Water Conservation District, CA  
Walnut Valley Water District, CA  
Yuba City, CA

**OTHER**

Bay Area Air Quality Management District, CA (Deputy Air Pollution Control Officer)  
Benton County, OR (Health Director)  
Boise, ID (Community Ombudsman)  
Broward County, FL (Port Everglades Director of Business Development)  
Bureau Veritas, CA (Vice President – Operations)  
Central Contra Costa Sanitary District (Director of Collection System Operations and Director of Plant Operations)  
Cooperative Agricultural Support Services Authority, CA (Executive Officer)  
Cordova Recreation & Park District (District



**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST**

Administrator and Maintenance  
Superintendent)  
Fresno, CA (Independent Reviewer)  
Government Services Group, Inc.  
(Municipal Services Manager)  
Housing Authority of the City of  
Livermore, CA (Deputy Executive  
Director)  
Housing Authority of the City of Los  
Angeles (Director of General Services)  
Houston Housing Authority (Director  
Real Estate Investments &  
Development)  
Imperial Irrigation District (Assistant  
Manager of Construction Operations and  
Maintenance)  
Hilton, Farnkopf, and Hobson LLC  
(Manager/Vice President)  
Las Vegas Convention and Visitors  
Authority, NV (Director of Facility  
Projects)  
Long Beach, CA (Director of  
Environmental Services)  
Metropolitan Washington Airports  
Authority (Vice President for Public  
Safety)  
Monterey Bay Unified Air Pollution  
Control District, CA (Air Pollution  
Control Officer)  
Monterey Park, CA (Director of  
Management Services)  
Peoria, AZ (Chief Business Attraction  
Officer)  
Port of Long Beach, CA (Managing  
Director)  
Port of San Diego, CA (Senior Director  
of Real Estate)  
Redlands, CA (8 Mid-Level Managers  
and Natural Resources Manager)  
Robson Homes (Forward Planner and  
Land Acquisition Manager)  
Sacramento, CA (Preservation Director)  
Sacramento, CA (Urban Design  
Manager)  
San Jose, CA (Assistant Director of  
Environmental Services and  
Environmental Services Director)

San Jose, CA (Deputy  
Director, Police Department  
Bureau of Technical Services)  
San Manuel Band of Tribal  
Indians, CA (Tribal Manager)  
Santa Barbara County Air  
Pollution Control (Air  
Pollution Control Officer)  
Santa Cruz Port District, CA  
(Port Director)  
Sedgwick County, Kansas  
(Health Department Director)  
Shea Properties, CO (Vice  
President, Shea Properties –  
Denver)  
Sunnyvale, CA (Director of  
Environmental Services)  
Superior Court of California,  
County of San Luis Obispo,  
CA (Assistant Court  
Executive Officer)  
Vallejo, CA (Water  
Engineering Manager, Water  
Treatment Superintendent,  
Water Distribution  
Superintendent)  
Washoe County, NV (Senior  
Services Director)  
Washoe County, NV (Social  
Services Director)



June 8, 2017

Kendra Davis, Management Analyst  
City of Manhattan Beach  
1400 Highland Avenue  
Manhattan Beach, CA 90266

Dear Ms. Davis:

Thank you for the opportunity to submit our proposal for the recruitment of the Executive Director for the South Bay Regional Public Communications Authority as part of the Joint Powers Agreement with the City of Manhattan Beach. We feel well suited to fulfill your executive search requirements based on our track record of successful recruitments, our service approach, and overall recruitment expertise.

Avery Associates is an all-purpose executive recruitment firm. We handle recruitments at the senior levels in all areas of municipal management. Our collective background includes executive experience in the public sector and extensive experience in municipal recruitment. We are very familiar with the dispatch function, both through our work with police and fire departments throughout the state and the JPA communications center in Santa Cruz County. Additionally, we completed a similar search for a Police Communications Director for the West Cities Police Communications Center (West-Comm) in March 2016. We understand the scope and nature of the project and services required and are confident of our ability to successfully meet the recruitment needs of the JPA.

We also have an excellent knowledge of the Southern California area. Over half of our clients are in southern California and we are there on virtually a weekly basis. This experience, combined with our proven ability to understand the unique needs of our clients and a strong focus on service, leads to exceptional results for our clients.

We take great pride in our ability to provide our clients with positive recruitment service and exceptional results. Following your review of this proposal, it is our hope that our knowledge and background in municipal recruitment and in your specific recruitment needs will provide the basis for positive consideration of our firm. This proposal of recruitment services contains the following information:

- Company Profile
- Firm Qualifications

William Avery & Associates, Inc.  
Consultants to Management

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



- Recruitment Team
- Recruitment Plan
- References
- Consulting Fee
- Guarantees & Ethics
- Recruitment Timeline

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

Sincerely,

*William Avery*

William H. Avery

WHA:jmc



# PROPOSAL FOR THE SOUTH BAY REGIONAL PUBLIC COMMUNICATIONS AUTHORITY (RCC) FOR THE RECRUITMENT OF A EXECUTIVE DIRECTOR

## 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, Labor Relations and Human Resources/Management Consulting.

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

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

## 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 RCC

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

## Recruitment Plan and Services Provided

### I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Avery will meet with the key decision makers to discuss the organizational needs and position requirements. Our goal for this aspect of the recruitment process is to:

- Understand the organizational priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes, interpersonal skills 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.

We would welcome the opportunity to have other discussions with various key staff as appropriate. Based on these discussions, a candidate profile and a final recruitment strategy will be presented for final approval. The ideal candidate profile would be incorporated into the formal position announcements. The candidate profile is also utilized in various other means as a marketing tool, an advertising copy, and for other announcements.

### II. Development of the Search Strategy and Advertising

The search strategy is 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 the search:

- Development and contact of targeted candidate lists based on our extensive database of current recruitment contacts. We supplement these lists with referrals and recommendations from key sources and other current and former incumbents or related personnel who have extensive contacts and networks in each of the areas.
- Job postings on Internet-based job boards, association-based web sites that are unique to specific disciplines and/or to the public sector in general.
- Original research, which consists of identification and contact of current incumbents or other candidates who meet the various profile, but are not actively seeking other employment. This is the crux of our direct and aggressive phone and email outreach approach. It's our experience that despite extensive mailing, postings and announcements, many will not know of a position being available.
- Print advertising in various periodicals related to the public sector or to these disciplines. Regular distribution magazines such as JOBS AVAILABLE magazine get a high degree of visibility.
- Development and distribution of the comprehensive position announcement to various city, county, and state departments, as well as agencies throughout the state and country.

### III. Candidate Assessment

Our assessment process involves several “tiers” of evaluation. All candidates responding to these positions 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 Mr. Avery. These extended personal interviews typically take one hour and a thorough discussion of their experience, accomplishments, management philosophy and interpersonal style takes place.

In interviewing candidates, we utilize a methodology based on “behavioral” interview techniques. Fundamentally, this approach explores a candidate’s past accomplishments and experiences. 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 and initial reference interviews, a selection of candidates for presentation is made. Typically, the number of final candidates requested by our clients range from five to seven. We feel our extensive screening, interview, and reference process; combined with 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 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 candidate reference reports.

#### 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 Agency's final one or two candidates. A copy of these confidential reports can be provided for you.

#### VI. Recruitment 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 the formulation of 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 after the Agency has hired the individual, we will speak with that individual to ensure that an effective transition has occurred. During the same period, we will also review the individual’s status with your office.

### References

- I. West Cities Police Communications  
Peter Grant, City Manager - Cypress; 714.229.6688
- II. City of El Segundo  
Greg Carpenter, City Manager; 310.524.2301



## Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$18,400. We would provide our first consulting invoice in the amount of \$7,400 at the outset of the search. A second invoice of \$5,500 would be billed with the presentation of candidate recommendations and the final invoice of \$5,500 for the retainer will be submitted at the completion of the search. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

In addition to the Professional Services Fee, normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would not exceed \$7,500 without the express consent of the Agency. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, background checks and consultant travel for client discussions, meetings, local and out-of-area candidate interviews. All expense items are reimbursed "at cost" and will be detailed and billed on a monthly basis.

## 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 any reason. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.



**SOUTH BAY REGIONAL PUBLIC COMMUNICATIONS AUTHORITY  
EXECUTIVE DIRECTOR – RECRUITMENT SCHEDULE**

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





STELLAR TALENT.  
PREMIER SERVICE.  
**POWERFUL RESULTS.**

June 1, 2017

Board of Directors  
South Bay Regional Public Communications Authority  
4440 W. Broadway  
Hawthorne, CA 90250

Dear Members of the Board:

Teri Black & Company (TBC) is pleased to present this proposal to assist the South Bay Regional Public Communications Authority (RCC) with its efforts to successfully recruit a new **Executive Director**. We have extensive experience with recruiting exceptional talent in all disciplines for local government clients and would be honored to add SBRPCA to our distinguished client base by assisting with this important recruitment.

Founded in 2006, TBC is dedicated to providing the most personalized executive search services to clients and candidates in the industry. The business goals of the firm are centered on producing quality results and establishing long-term relationships with our customers. Personalized service and attentiveness have never been more important in our industry as the competition for outstanding talent continues to intensify. With our extensive network and incomparable approach to client and candidate care, our consultants have developed tremendous credibility based on outstanding results and services. In fact, nearly all of our business is a result of repeat customers.

TBC is not driven by volume which helps set us apart from our competitors. We are committed to providing customized and flexible service to our clients and will only take on a select number of recruitments at any given time. In addition, TBC is one of only two woman-owned recruiting firms serving local government in the western United States. Detailed information about the firm and our clients is available on our website – [www.tbcrecruiting.com](http://www.tbcrecruiting.com).

If retained, you will have my commitment that SBRPCA will receive the highest level of attention and will not be delegated to junior level staff. Please do not hesitate to call if you have any questions or need additional information regarding our services or qualifications. Thank you for the opportunity to be considered!

Sincerest regards,

Teri Black  
President/CEO



# **PROPOSAL**

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**Executive Search Services**  
**for the**  
**SOUTH BAY REGIONAL**  
**PUBLIC COMMUNICATIONS AUTHORITY**  
**to recruit an**  
**EXECUTIVE DIRECTOR**



**June 2017**



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## I. CREDENTIALS, QUALIFICATIONS & COMMITMENT

Teri Black & Company, LLC (TBC) has a solid reputation for providing exemplary service to its clients and has enjoyed great success in **recruiting impressive professionals** for a number of communities throughout the western United States. Our **Southern California clients** include the Cities of Manhattan Beach, Pasadena, Long Beach, Burbank, Santa Monica, Newport Beach, Tustin, Hermosa Beach and Poway, among numerous others. We have also placed the last two Chief Executive Officers for the Beach Cities Health District. As evidence of our **clients' high satisfaction levels**, nearly all of our projects are generated through repeat business and client referrals.

TBC has an **excellent track record** for recruiting well qualified candidates and has been very successful in attracting diverse candidate pools. We are frequently called upon to manage exceptionally challenging assignments which are attributable to our commitment to personalized services and not limiting the amount of resources we dedicate to any given project.

Because we are driven by a concern for **quality results rather than volume**, we limit the number of recruitments the firm handles at any given time. In addition, we are careful to only partner with clients that appreciate the value of highly personalized service and the importance of finding qualified candidates who would be a good fit rather than simply attracting individuals who meet minimum qualification criteria.

Teri Black would serve as the lead recruiter on this project and will be closely supported by Bradley Wardle (Senior Recruiter) and the entire TBC Team. Our recruiters maintain **strong networks** throughout various local government disciplines through their involvement and membership with numerous professional associations. Profiles on the recruiters and staff who will be actively engaged in this assignment can be found in Section V.

## **II. RECRUITMENT STRATEGY**

*The executive search strategy that follows describes four complete phases of a comprehensive recruitment for an executive director level position.*

### **PHASE I**

#### **Client Feedback & Involvement**

The lead recruiter will work closely with the Client to design a customized candidate profile, recruitment strategy and timeline in accordance with the Client's desires and expectations. It is our goal to gain a complete understanding of the experience, knowledge, expertise and strengths the Board is seeking in a new Executive Director, as well as learn about the Client's priorities, current and upcoming challenges, fiscal health, organizational culture, and composition of the overall management team.

In order for TBC to represent the opportunity with conviction and credibility, we prefer to get as much information and feedback as possible before the recruitment is officially launched. Because our clients know their organizations best, we rely on their guidance to determine the best sources of information upon launching each assignment.

#### **Strategy Refinement**

Following the gathering of feedback, TBC will develop a detailed timeline for the project along with a proposed methodology for attracting the best possible candidates. A detailed timeline and overall strategy will be reviewed and approved by the Client prior to execution.





#### **Material Development & Production**

Immediately following the client feedback activities, the lead recruiter will draft advertising and recruitment brochure text for the Client's review. This information (description of community, culture, organization, ideal candidate profiles, compensation/benefits, etc.) should accurately summarize what was learned from the feedback sources. Sample TBC recruitment brochures are included at the end of this proposal.

## PHASE II

### Advertising & Marketing

Once the lead recruiter develops a clear understanding of what the Client is seeking, TBC will create customized advertising and marketing campaigns specifically for this recruitment. Both the traditional and electronic campaigns will be interrelated to ensure the position has a powerful presence in the marketplace.

Once the advertising is executed, TBC will distribute the recruitment brochure with a personalized cover letter to the national network of professional contacts in our database. Both e-mail and traditional mail are utilized in our marketing efforts. The job will also be promoted through the firm's social media presence via , ,  and . TBC has the most active social media presence in the industry.

### Personalized Outreach

As an intensive follow-up to the advertising and marketing campaigns, the recruiters will personally contact the individuals targeted and generate new contacts through referrals made by respected sources. The most impressive candidates are usually found this way and it frequently requires several persuasive conversations to attract them into a recruitment if they are content and successful in their current position. The majority of highly qualified candidates will not necessarily respond to an advertisement; therefore, extensive proactive outreach is required.

**Our clients pay for results and that's exactly what we deliver.** Unlike many of our competitors, TBC invests whatever time is necessary to generate a number of outstanding candidates from which the Client can make a selection. While most of our competitor's charge additional consulting fees beyond a specific threshold, we do not limit the number of consulting hours, travel or meetings dedicated to any given project.

## PHASE III

### Resume Assessment

While the lead recruiter will review resumes as they are received, a final detailed review of each submission will be conducted immediately following the closing date of the recruitment. Those candidates determined to be the most highly qualified will be selected for a screening interview.

The TBC online application system was introduced to the market nearly ten years ago, and was the first in the public sector executive search industry. Leveraging the power, reach, and accessibility of the internet, TBC pioneered a modern digital experience for both candidates and clients. Since then, some of our competitors have followed suit, but TBC continues to set the bar with **enhanced website and online application security features**, 128-bit encryption, two-step authentication, strong passwords, and secure candidate database storage to keep candidate information safe and confidential.

### Screening Interviews

TBC does not restrict the number of candidates to be screened. Rather, we interview every candidate who meets our Client's criteria. As a rule, this group frequently amounts to 8-12 candidates. The number of candidates screened ranges from just a handful of professionals for highly specialized positions to more than 20 for highly coveted opportunities.

### Recruitment Report

Following the completion of the screening interviews, the lead recruiter will develop a written report that includes: a master list of all the applicants, resumes and cover letters for each candidate interviewed, a one-page profile summarizing each candidate's professional history, plus an overview of the recruiter's initial assessment of each individual based on their experience and the results of their screening interview.

TBC will send the written report to the Client in advance of a scheduled meeting that will be dedicated to reviewing the results of the recruitment, discussing each candidate screened, and planning for the final stages of the selection process.

### **Candidate Communications & Care**

Throughout the entire recruitment, TBC will take responsibility for communicating with the candidates during each stage of the search. In addition, the Client should feel free to refer any inquiries from potential or existing candidates directly to the lead recruiter at any time during the engagement. We handle all administrative aspects of the assignment.

TBC is **extremely attentive to internal candidates**. Our recruiters make sure they understand the process and are kept informed at every juncture as they may have never worked with a recruiter before. We take great care to meet the needs of the entire candidate pool throughout the engagement as it is critical that **all the participants**, regardless of whether or not they are selected, have a **positive experience** and leave the process with a **favorable impression of the South Bay Regional Public Communications Authority (RCC)**.

## **PHASE IV**

### **Selection Process**

TBC will design and administer an appropriate final selection processes in partnership with the Client or their designee(s). Most selection processes entail at least one or two interviews with the Client. Additional assessment activities can be developed such as writing and presentation exercises, problem solving scenarios, personality assessments, etc. We tailor our processes to best meet our Client's needs.

## **Background & References**

Following the final process and the Client's selection of its top candidate, TBC will conduct **thorough background** and **in-depth reference checks**. Our background checks are performed by a licensed private investigator and entail credit, driving record, civil, criminal and academic credential records checks. Court records checks include county, state and federal systems. Media, internet and social networking checks are also included. The reference checks are conducted by a TBC consultant and are typically supplemented by comments generated from contacts that do not appear on the candidate's reference list. Extensive written reports are provided to the Client for review and recordkeeping.

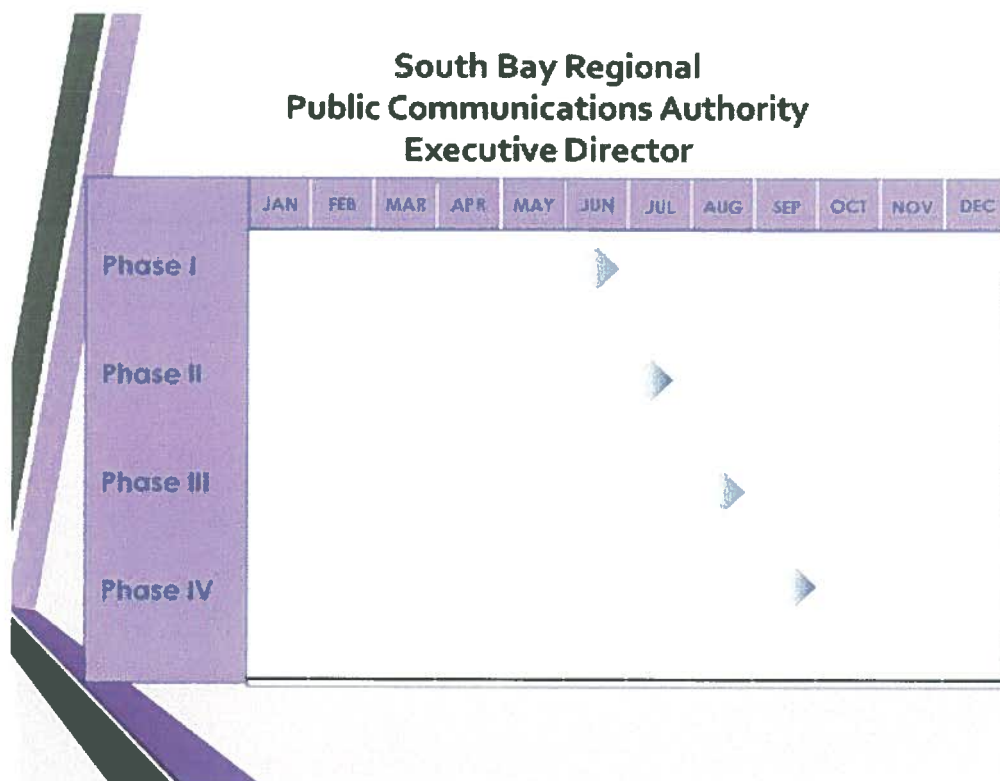
## **Negotiations**

Once the Client reviews and is comfortable with the findings in the report, TBC is available to assist with negotiations on compensation, benefits, start date and other transition details to bring the assignment to successful completion.



### III. PROJECT TIMELINE

A director level recruitment can typically be completed within approximately 100-120 days. A visual of a standard recruitment timeline is portrayed below and assumes that work will commence in June.



#### IV. REFERENCES

**Client:** City of Manhattan Beach **Tel:** 310.802.5053 (Mark)  
310.802.5058 Nadine)

**Contact:** Mark Danaj, City Manager  
Nadine Nader, Assistant City Manager

**Searches:** City Manager, Public Works Director, Community Development Director, Human Resources Director, Building Official. Prior to 2009: Police Chief, Fire Chief, City Engineer, Public Works Director

**Client:** Beach Cities Health District **Tel:** 310.319-4700

**Contact:** Dr. Michelle Anne Bholat, Board President

**Searches:** Chief Executive Officer (2016 & 2004)

**Client:** City of Long Beach **Tel:** 562.619.8206 (Alex)  
562.570.6916 (Patrick)

**Contact:** Alex Basquez, Human Resources Director  
Patrick West, City Manager

**Searches:** Fire Chief, Workforce Investment Network Executive Director, City Clerk, Deputy City Manager, Human Resources Director, Economic & Property Development Director, Deputy City Auditor, Senior Auditor, Financial Controls Bureau Manager

**Client:** City of Pasadena **Tel:** 626.744.4126

**Contact:** Tiffany Jacobs-Quinn, Assistant Director – Human Resources

**Searches:** Fire Chief, Deputy Fire Chiefs, General Manager Water & Power, Human Resources Director, Planning Director, Finance Director, Purchasing Services Manager (upcoming)

**Client:** City of Tustin **Tel:** 949.466.0896

**Contact:** John Nielsen, Mayor Pro Tem

**Searches:** Police Chief, Police Civilian Commander (oversees Communications, Dispatch, and Records), and Human Resources Director

**Client:** City of Hermosa Beach **Tel:** 310.824.3424

**Contact:** Tom Bakaly, now CEO-Beach Cities Health District

**Searches:** City Manager, Director of Public Works, Fire Chief, Community Development Director

## V. RECRUITERS & STAFF PROFILES

### Teri Black, President/CEO

Following a distinguished career in local and federal government, Teri has been dedicated to public sector executive search since 1999. Serving communities with populations in the millions to as small as 1,500 over the last 16 years, she has built a substantial base of clients across the Western United States that continually rely on her personalized service and recruitment expertise. In addition to cities and counties, Teri's clients also include special districts, utility agencies, and non-profit organizations. She has managed a multitude of high profile and sensitive recruitments over the years. Prior to starting her own firm in 2006, Teri was affiliated with Shannon Executive Search/CPS Human Resource Services and The Oldani Group.

Before entering the executive search profession, Teri served as a Chief of Staff in the U.S. Department of Justice/COPS Office in the Clinton Administration. She has extensive policy experience with public safety communications. Her successes at the national level include co-writing the authorizing language that created the 311 non-emergency number approved by the Federal Communications Commission in 1997. Her local government experience includes management positions in the Cities of Santa Ana, Lakewood, and Oakland, California. As a consultant, clients find her prior government experience to be of tremendous value as they often comment, "She has walked in our shoes and understands our business."

Teri earned her Master's degree in Public Administration from the University of Southern California and holds a Bachelor's degree in Criminal Justice from California State University, Fullerton. She is a graduate of the UCLA Anderson School of Management's invitational certificate program for entrepreneurs and a founding member of Cal-ICMA's *Preparing the Next Generation* (PNG) committee which has served as a model for the national association.

*Teri will serve as the **lead recruiter** on this assignment.*

## **Bradley Wardle, Senior Recruiter**

Brad joined TBC in 2015 after a distinguished 30-year career of diverse experience in all areas of emergency response and management. He served as Fire Chief of the Mountain View Fire Department from April 2010 to May 2015 and has since been engaged in all the firm's public safety recruitments for both police and fire. Brad began his career as a firefighter for the City of West Jordan and over the next 25 years he rose through the ranks eventually serving as Fire Chief for six years. During this time, he also served as Interim City Manager.

Brad has held numerous leadership and teaching positions—including serving as President of the Santa Clara County Fire Chief's Association and President of the Utah State Fire Chief's Association. He has taught courses in Emergency Services Public Administration as an Adjunct Faculty Member for Utah Valley University.

Mr. Wardle is a member of the International Association of Fire Chiefs. He holds a Master of Public Administration Degree from the University of Utah, a Bachelor of Science Degree in Consumer Studies and Economics from the University of Utah and an Associate of Arts Degree in Fire Science from Utah Valley State College. Brad is based near Salt Lake City.

## **Julie Yuan-Miu, Senior Recruiter**

While Julie is involved in the majority of the firm's searches and plays a key role in supporting the needs of our growing loyal client base in the Bay Area. She has a unique passion for recruiting and incredibly sharp instincts when it comes to personnel matters. Julie is based in Oakland, California.

Julie joined TBC after a distinguished 28-year career in municipal government. She began her public-sector career in human resources and was promoted to the director's level in 1995. Her full range of experience includes recruitment and selection, personnel and benefits administration, training, as well as classification and compensation. Julie has served as the chief spokesperson in labor negotiations and continued in this role in her position as the Assistant City Manager for the cities of Tracy and Pleasanton.

Her numerous accomplishments extend well beyond Human Resources. As Assistant City Manager, Julie oversaw the successful completion of several multi-million-dollar construction projects and community facilitation efforts. The breadth of her local government experience also includes service in the cities of Concord and Milpitas, as well as the Dublin San Ramon Services District.

Julie received her MPA degree from California State University East Bay and holds an MPH degree from the University of Hawaii (East-West Center) along with a Bachelor of Science degree from Cornell University.

### **Tracey Carlson, Engagement Manager**

Tracey is responsible for managing the numerous administrative activities and logistical coordination associated with TBC recruitments and special projects. Her 15 years of project management experience benefits the company in many ways. From overseeing our massive database, ensuring contractual requirements are met and interacting with candidates to coordinating background checks, she is involved in all aspects of the search process.

Tracey is also charged with the most difficult responsibility in the practice – managing Teri’s calendar! In addition, she serves as an outstanding resource for candidates and sets a high bar for the firm’s commitment to five-star quality service. In a nutshell, she serves as Teri’s invaluable “right hand” in ensuring that all client and candidate needs are met.

Prior to joining the firm more than seven years ago, Tracey held a variety of finance, IT and project management related positions with Northrop Grumman and Toyota Motor Sales, USA.

### **Lucia Vo, Administrative Assistant**

Lucia interfaces extensively with our candidates and works alongside Tracey to help ensure our clients and candidates receive the proper care and support. A great deal of her time is spent handling incoming calls, monitoring our online application system, responding to e-mails, and assisting candidates with their submissions.

Lucia has worked in various administrative capacities in the private sector throughout Europe and the United States. She graduated from Technic University Kosice in Slovakia majoring in Business Administration.

## **Ingrid Safranek, Business Manager**

Ingrid has been a Certified Public Accountant in California since 2006. Before joining TBC, Ingrid served as Chief Financial Officer and Vice President of MMRGlobal, Inc., a publicly reporting company in the Health IT space that provides and resells Personal Health Records and document imaging and scanning systems along with the licensing of its intellectual property. She is well versed in contract negotiations and worked closely with the CEO and the Board of Directors.

She worked for Deloitte & Touche from 2002 to 2006, where she was part of the audit teams for large and small, private and public clients such as Computer Sciences Corporation, Infonet (later acquired by British Telecom), Candle! Corporation (later acquired by IBM), Kubota, Primedia, Inc., Gold Circle Entertainment, and the Performing Arts Center, among others. Her focus was on the technology, media, and entertainment industries.

In addition to her work with TBC, Ingrid is also the owner of Goldstein Enterprises, a management consulting firm that has served numerous clients by providing them with business practices analyses and software application development to streamline day-to-day operations and maximize efficiency. Among Ingrid's past and current clients as owner of Goldstein Enterprises were Nestle USA, Warner Bros. Studios, and RJR Fashion Fabrics.

Ingrid received a B.A. in Business Economics with a minor in Accounting from the University of California, Los Angeles.



## VI. PRICING, GUARANTEE & CONTACT INFORMATION

The **professional fee** for this assignment is **\$20,000**. This includes all work outlined in Phases I – IV in the proposal's scope of work. The professional fees cover the entire scope of work and does not cap the number of visits or the amount of time invested in bringing the project to a successful conclusion.

**Reimbursable expenses** will not exceed **\$10,000**. Reimbursable expenses include advertising, brochure design and reproduction, administrative support, report supplies, printing/copying, postage and delivery charges, as well as recruiter's travel related to client meetings and interviews. Marketing and advertising costs normally encompass about 60-70 percent of the expense budget.

Professional fees and expenses are billed on a monthly basis. Expenses are billed at their actual level and are never marked-up or inflated with special fees.

### **Placement Guarantee**

If a candidate selected and appointed by South Bay Regional Public Communications Authority terminates employment for any reason before the completion of the first year of service as a result of a comprehensive TBC executive recruitment, TBC will provide the SBRPCA with the necessary consulting services required to secure a replacement. Professional consulting services will be provided at a discounted rate of 50% of the original fee.<sup>1</sup> Expenses will be covered by the Client.

### **Fee for Additional Placements**

Because of the challenging market for top talent, our clients are increasingly taking advantage of selecting more than one outstanding candidate from a single recruitment that will benefit the organization in a different capacity. In these instances, a \$5,000 placement fee will apply.

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<sup>1</sup> To be negotiated at the time of re-engagement and will be dependent on scope of work needed to refill the position.



## **Contact Information**

**Business address:** 3510 Torrance Blvd., Ste. 209  
Torrance, CA 90503

**Telephone:** 424.296.3111  
**Web site:** [www.tbcrecruiting.com](http://www.tbcrecruiting.com)

**Skype Address:** tbc.recruiting  
**Twitter:** TBCRecruiting  
**Federal Tax ID:** 13-4346458

**Primary Contact:** Teri Black  
[teri@tbcrecruiting.com](mailto:teri@tbcrecruiting.com)  
**Office:** 424.296.3111    **Mobile:** 310.781.0878

**Company Officers:** Teri Black, President/CEO  
Joseph E. Brann, Vice President

## **VII. COMPREHENSIVE LIST OF CLIENTS**

### **Cities**

Alameda  
Aliso Viejo  
Anaheim  
Arlington, TX  
Arroyo Grande  
Ashland, OR  
Belmont  
Berkeley  
Beverly Hills  
Brisbane  
Buena Park  
Burbank  
Burlingame  
Cannon Beach, OR  
Carlsbad  
Carmel-by-the-Sea  
Carpinteria  
Chandler, AZ  
Colorado Springs, CO  
Concord  
Costa Mesa  
Daly City  
Davis  
Del Mar  
Denver, CO  
Dublin  
East Palo Alto  
El Cajon  
Eugene, OR  
Fairfield  
Fort Worth, TX  
Fremont  
Fresno  
Fullerton  
Goleta  
Half Moon Bay  
Hayward  
Healdsburg  
Hermiston, OR  
Hermosa Beach  
Hillsborough  
Huntington Beach  
Imperial Beach  
Laguna Niguel  
La Habra  
La Palma  
La Quinta

Lakewood, CO  
Livermore  
Lomita  
Lompoc  
Long Beach  
Los Altos  
Los Banos  
Los Gatos  
Lynwood  
Manhattan Beach  
Marina  
Menlo Park  
Milpitas  
Modesto  
Moreno Valley  
Mountain View  
Murrieta  
Napa  
National City  
Newport Beach  
Oakland  
Palo Alto  
Pasadena  
Piedmont  
Pismo Beach  
Pittsburg  
Pleasanton  
Prescott Valley, AZ  
Pomona  
Poway  
Provo City, UT  
Rancho Cordova  
Redlands  
Redwood City  
Riverside  
Roseville  
San Diego  
San José  
San Leandro  
San Luis Obispo  
San Mateo  
Santa Barbara  
Santa Clara  
Santa Clarita  
Santa Cruz  
Santa Monica  
Sierra Vista, AZ  
Signal Hill  
Sunnyvale  
Surprise, AZ  
Torrance  
Tracy  
Turlock

Tustin  
Ventura  
Vista  
West Sacramento  
Woodside, Town of  
Yucca Valley, Town of

**Counties**

Alameda  
Contra Costa  
Denver, CO (City/County)  
Lane, OR  
Los Angeles  
Merced  
Monterey  
Napa  
San Diego  
Santa Barbara

**Special Districts/Authorities**

Ashland, OR Parks Commission  
Beach Cities Health District  
Calleguas Municipal Water District  
Castaic Lake Water Agency  
Goleta Water District  
Hi-Desert Water District  
Menlo Park Fire Protection District  
Mesa Consolidated Water District  
Municipal Water District of Orange County  
Sacramento Metropolitan Fire District  
San Ramon Valley Fire Protection District  
Southern California Association of Governments  
West Basin Municipal Water District

**Universities**

Cal State Los Angeles



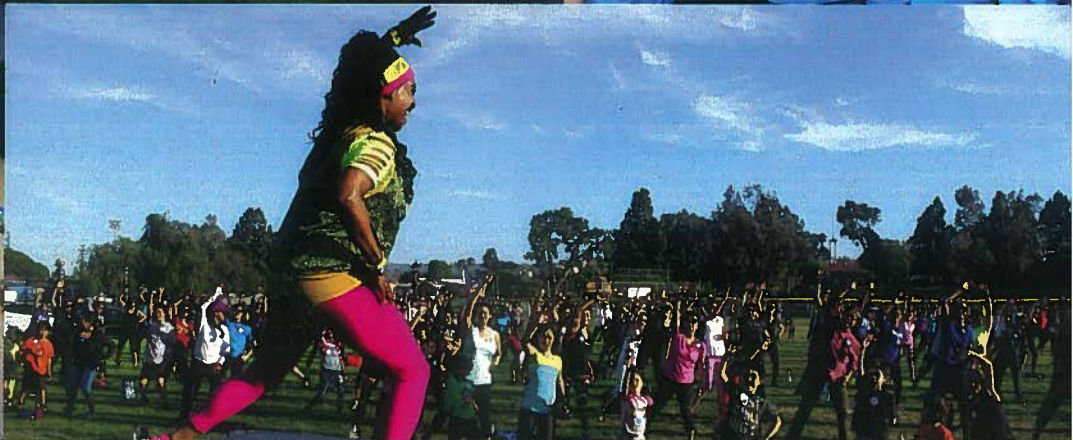
*Beach Cities*  
**Health District**

A Public Agency



# Chief Executive Officer

Redondo Beach, California





# The District

## BEACH CITIES HEALTH DISTRICT

(BCHD), a Special District in Los Angeles County serving the communities of Hermosa Beach, Manhattan Beach and Redondo Beach, was formed in 1955 as the South Bay Hospital. The name and mission of the organization changed in 1998 to focus on preventive health.

Today, BCHD is one the largest preventive health agencies in the nation, offering 25 community health and wellness programs, with innovative services and facilities, to promote health and prevent diseases across the lifespan – from pre-natal and children to families and older adults. Remarkably, BCHD's LiveWell Kids and LiveWell Tots programs have successfully lowered the obesity rate in Redondo Beach elementary schools (K-5) from 20% in 2007 to 9% in 2015.

Among BCHD's numerous health assets is AdventurePlex, a 17,000-square-foot youth fitness facility in Manhattan Beach dedicated to promoting health and physical activity. In addition, BCHD's Center for Health & Fitness is the most comprehensive, medically-based fitness center in the South Bay – providing adults and older adults with low-cost exercise and wellness programs and services.

In 2010, BCHD launched Blue Zones Project®, an innovative population health initiative designed to help make the healthy choice the easy choice for residents through permanent changes to environment, policy and social networks. As a result of the project, the Beach Cities are experiencing dramatic health outcomes, including measurable declines in smoking, overweight, and significant daily stress rates throughout the three cities from 2010 to 2015 – and collectively, the Beach Cities earned a 2015 Gallup-Healthways Well-Being Index score of 65.9, the highest in the nation.

To obtain additional information regarding how BCHD is creating a healthy beach community in the South Bay, visit [www.bchd.org](http://www.bchd.org).

## Vision

A healthy beach community.

## Mission

To enhance community health through partnerships, programs and services for people who live and work in Hermosa Beach, Manhattan Beach and Redondo Beach.

## Governance

BCHD is governed by a five-member, publicly elected Board of Directors. Each member is elected at-large to serve a 4-year term. Reporting to the Board of Directors is the Chief Executive Officer (CEO), an at-will position responsible for overseeing 45 full-time and 125 part-time staff, as well as a volunteer force of more than 600.

The Board is disciplined about strategic planning and annually establishes short and long-term priorities that guide BCHD, which has a balanced annual budget of roughly \$11 million. However, for every \$1 BCHD receives in property taxes, it returns \$3.70 in programs and services to the community. BCHD budgets are submitted annually to the California Society of Municipal Finance Officers and have received the Operating Budget Meritorious Award for eight consecutive years, making it the only California Health District to meet these standards of excellence.

## An Award Winning Culture & Team

BCHD has been recognized by numerous external entities as an outstanding Employer of Choice for its award-winning culture and staff. The new CEO will inherit a talented team who takes great pride and ownership in their contributions. While this cohesive organization moves at a fast pace, there is stability in the staff who find their work to be meaningful and impactful. Guided by the formalized core values of compassion, integrity, accountability, and excellence, professionals and volunteers "walk the wellness talk" of the agency, where greatness is not just strived for but expected.

For its commitment to employee health and wellbeing, BCHD is repeatedly named as one of the Best Places to Work in the country by the American Psychological Association, Modern Healthcare, Outside Magazine, Los Angeles Business Journal and many other reputable organizations. We heard the following common themes from staff:

- It is vibrant and never boring.
- Everyone gets to be an ambassador of the organization.
- Responsible innovation is rewarded and facilitated to be fun.
- We are community centric and enjoy strong relationships with our partners and residents.
- Our people have high integrity.
- Everyone is charged with being fiscally responsible.
- We know how our work connects to the mission.
- Education and diversity are valued here.
- We are constantly challenged to get better, and our results are acknowledged.
- While we work hard, there is respect and flexibility for balance with our personal lives.
- We are proud of our credible and groundbreaking reputation.

This recruitment was initiated in response to the upcoming fall retirement of Susan Burden who served as CEO for the past 12 years.



# Ideal Candidate

CHD has clearly established itself as a center for excellence in preventive health. The Board of Directors is seeking a visionary and forward thinking leader with a passion for wellness to take the organization and its services to the next level. The ideal candidate will be a highly strategic and innovative professional with a reputation for staying abreast of emerging industry trends and evolving customer needs.

The CEO must maintain a strong presence in each of the communities served and be highly proactive in communicating internally and externally with all stakeholders. He/she will be focused on creating alliances with a convincing track record of successful and lasting relationship and partnership building. The ideal candidate will exercise a concern for maintaining the admirable reputation of the agency along with an enthusiastic commitment to sustaining deep connectivity between the organization and the community it serves.

Never content to rest on laurels or get comfortable with previous recognition and success, the individual selected to lead CHD for the next few years will have the proven ability to anticipate opportunities that maintain the agency's leading-edge status. He/she will be highly adept at facilitating healthy debate and dialog, as well as a skillful negotiator.

This experienced leader will convey impressive business and financial acumen and demonstrate a sophisticated appreciation for data and metrics. He/she will value the importance of science-based decision making grounded by measurable outcomes to ensure the greatest returns on investments for the community.

The professional selected will be an empowering people manager who is open-minded and welcomes ideas and input from others. He/she will have the proven ability to infuse and encourage critical thinking throughout an organization. A history of ensuring thorough, balanced and high-quality staff work will be expected. The ideal candidate will be a humble leader who is generous with credit and always in alignment with the organization's coveted culture. He/she will be highly communicative and value the importance of sharing the "why" behind decisions and policy direction, so the entire team stays connected to the vision and focused on current goals.

An energetic and highly engaged manager, the ideal candidate will have a record of setting clear and high expectations and holding people accountable to such standards.



As an exceptional mentor, he/she will have the demonstrated ability to invigorate and challenge staff, and be supportive of continuous professional development. This collaborative individual will also be comfortable leading change and confronting difficult issues effectively.

A personable and accessible professional with high emotional intelligence, the ideal candidate will possess extraordinary interpersonal skills, convey a healthy sense of humor and be an effective speaker and influential communicator. He/she will be accustomed to dealing with the media and display a sophisticated and contemporary approach to marketing and messaging. In addition to being politically astute, the CEO must be capable of courageously delivering as well as receiving candid feedback or disappointing news.

The agency's top leader will be a resilient and versatile professional with a reputation for consistency and reliable follow through. As BCHD is known for being high-performing and lean, it is imperative that the new CEO be supportive of technology and opportunities to streamline and automate. A commitment to best practices is essential for this progressive organization to continue to thrive and innovate.

While a background in preventive health, healthcare, public health, recreation, non-profit, city or general management is desirable, a passion for community well-being is essential. Experience in or exposure to the public sector is preferred. A combination of private and public sector experience will be considered favorably. Previous experience working with elected officials and familiarity with management and financing associated with real estate assets and new development and construction will be advantageous but not required. A minimum of 5-7 years of relevant management experience and a Bachelor's degree are required. A Master's degree is strongly preferred. Relevant work experience in lieu of formal graduate or doctorate level education may be considered.

## COMPENSATION & BENEFITS

The salary is anticipated to be in low-to-mid \$200,000 range and will be DOQE. In addition to salary, BCHD offers a generous benefits package that includes but is not limited to CalPERS retirement program (2% @ 62 formula), health benefits, life insurance, long-term disability insurance, unlimited membership to Center for Health & Fitness plus reduced fees for specialized training and programs, childcare reimbursement plan, and education assistance, plus access to various other benefits. Sick time is accrued at 6.6 hours per month. Vacation is accrued at a rate of 3 to 5 weeks per year depending on years of service. BCHD recognizes 8 holidays throughout the year. More detailed information regarding benefits can be obtained from the recruiters.

## APPLICATION & SELECTION PROCESS

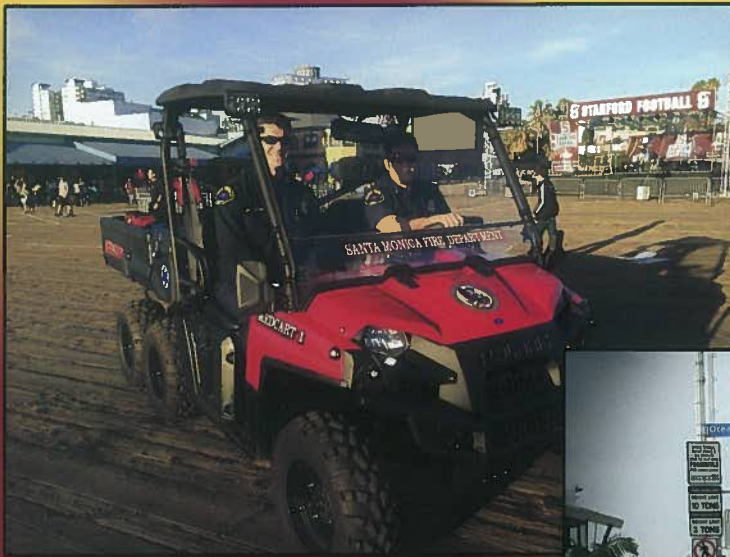
The closing date for this recruitment is midnight Sunday, June 26, 2016. To be considered for this opportunity, upload cover letter, resume and a list of six professional references using the "Apply Now" feature at [www.tbcrecruiting.com](http://www.tbcrecruiting.com).



Teri Black • 424.296.3111  
Julie Yuan-Miu • 925.820.8436  
TERI BLACK & COMPANY, LLC  
[www.tbcrecruiting.com](http://www.tbcrecruiting.com)

Following the June 26th closing date, resumes will be screened in relation to the criteria articulated in this brochure. Applicants with the most relevant qualifications will immediately be granted preliminary interviews by the consultants. A small group of candidates will be invited to interview with the Board of Directors in early August. The Board anticipates making an appointment this summer following final interviews and the completion of negotiations and extensive background and reference checks. Please note that references will not be contacted until the end of the process and, at that time, will be done so in close coordination with the candidate impacted.





City of  
**Santa Monica**

# Fire Chief

Service beyond extraordinary. A leadership opportunity beyond measure.





## The Community

**T**he City of Santa Monica is one of California's pre-eminent urban coastal communities, ideally located on the Pacific Coast just minutes from Los Angeles International Airport and connected by regional light rail to all of the resources of greater Los Angeles. It's world-renowned for three miles of wide sandy beaches, as well as numerous arts, entertainment, and cultural attractions. Citizens are actively engaged in their community and prize the unique character and quality of life to be found across a diverse array of distinctive residential neighborhoods and in Santa Monica's vibrant Downtown.

Santa Monica's sunny climate and ocean breezes allow residents and visitors to enjoy outdoor recreation year-round, whether on the City's picture-perfect beaches, at the Santa Monica Pier, in beautiful, well-maintained parks, or at the Third Street Promenade shopping and entertainment district. Tourism is a vital part of the City's economy, and Santa Monica's many amenities and possibilities attract more than 8 million visitors each year from outside Los Angeles County. Numerous prominent corporations also have a presence in Santa Monica, including The RAND Corporation, Twitter, Hulu, Red Bull N.A., HBO, Universal Music Group, and Activision/Blizzard. Two major hospitals (St. John's and UCLA) are among the top-ranked in the region.

A progressive and forward-thinking community, Santa Monica is known worldwide as a leader in sustainability and community well-being. For three decades, City government has been a leader in shaping best practices in local government in California and beyond. Public Service is a proud tradition in Santa Monica where city government is results-oriented to serve our 93,000 residents.

Education and life-long learning are part of what has made Santa Monica distinctive and the hub of "Silicon Beach," the epicenter for tech innovation in Southern California. Santa Monica College, a two-year community college, is ranked number one among California's junior colleges in transfers to the University of California and attracts students from around the world. City government is equally committed to a learning environment, spearheaded by the Santa Monica Institute, our in-house staff training academy.

## City Government

**S**anta Monica is a Charter City with a stable Council-Manager form of government. Seven City Council Members are elected at-large to staggered four-year terms. The Council selects one of its own members to serve as Mayor and appoints the City Manager, City Attorney, and City Clerk. Other City departments include: Community & Cultural Services, Finance, Housing & Economic Development, Human Resources, Information Systems, Planning & Community Development, Police, Library,

and Public Works. The 19th largest city in LA County by population, it has the third largest municipal budget. The City also runs its own bus system (Big Blue Bus), commercial fiber optic network, water services, a cemetery, the Santa Monica Pier and the Santa Monica Municipal Airport.

The City Council's Strategic Goals are: establishing a new model of mobility; preserving community diversity and affordability; securing local control of airport land use; exercising regional leadership to reduce homelessness; and promoting life-long learning.

The organization has a total budget of \$564.4 million for FY2015-16 (\$347.6 million General Fund) and employs approximately 2,100 full-time staff.

In 2013, Bloomberg Philanthropies named Santa Monica one of five winning cities in its first-ever Mayors Challenge, a nationwide competition to ignite innovation in local government. The City's winning Wellbeing Project is designed to create and provide a comprehensive picture of community wellbeing that can be used to guide local action.

For additional information on this dynamic city,  
visit [www.smgov.net](http://www.smgov.net).

## Fire Department

**T**he hallmark of the Santa Monica Fire Department is extraordinary customer service. It is a well-resourced agency with a long history of providing cutting-edge fire and emergency services to the residents and visitors of Santa Monica. In 1974, SMFD became the first fire department in the nation to deliver paramedic services via a fire engine company; today it offers not only fire and paramedic services but also full-time hazardous materials response, urban search and rescue, and a dedicated airport response unit. Other services include public education, emergency preparedness planning, and fire prevention.

SMFD operates across four divisions. **Fire Suppression and Rescue** is responsible for responding to and effectively mitigating fire, medical, urban search and rescue, aircraft rescue firefighting, accident, and hazardous materials-related emergencies. This is accomplished through six engine companies, one truck company, one Haz-Mat unit, one US&R and one ARF. Additionally, in 2015, Fire Suppression and Rescue began deploying a two-person Rescue Ambulance pilot project with plans for potentially adding a second Rescue Ambulance in the next fiscal year.

**Fire Prevention** develops and implements programs designed to prevent or reduce the magnitude of emergencies such as loss of life and property, personal injury, or environmental damage. This division manages the City's CUPA program and also enforces codes, ordinances, and laws through inspection of new construction and existing buildings. It also offers public







safety education to schools, community members, and City employees in fire safety and disaster assistance response training.

The **Training Division** provides and manages training for each Fire Department division, including recruitment programs and a recruit training academy for firefighters. It is also responsible for coordinating regional training involving area fire departments.

Consisting of the Fire Chief and administrative staff, the **Administration Division** is responsible for establishing and implementing policy and procedures, evaluating operational effectiveness and implementing improvements, setting the Department's goals and objectives, and managing both ongoing and one-time projects.

SMFD operates out of four stations and a Public Safety Facility that houses the Department's Administrative Offices and Fire Prevention Division. The Fire Chief, two Deputy Chiefs, Training Chief, Fire Marshal, and three Battalion Chiefs are supported by over 120 personnel (108 sworn and 15 non-sworn). The Department has a total budget of \$35.9 million for FY2015-16. In 2014-15, SMFD responded to over 14,207 service calls, 80 percent of which were EMS-related.

### Mission Statement

**The Santa Monica Fire Department is dedicated to preventing the loss of life, property, and the environment from fire, medical, and other natural or man-made disasters through aggressive prevention, training, public education, and emergency response.**

### The Ideal Candidate

**I**n changing times, the City is seeking a collaborative and innovative leader who will make a long-term commitment to the goal of ensuring Santa Monica remains a model on the cutting edge of emergency response. The individual selected will embrace the SMFD's 127 year-old foundation of enhancing extraordinary customer service. He/she will have a track record of decisive leadership in charting strategic change and will respect the values of a successful department, including a tradition of innovation.

The new chief will be forward thinking, working to assess evolving service demands. In the short-term, the City will be impacted by expanded public transportation; a growing visitor population; new and taller development; and the need to reduce chronic homelessness which is generating a growing share of emergency responses. The City will look to the new Chief

to foster an empowered workforce and inspire the design of pioneering solutions now and in the future.

Santa Monica is strongly committed to broadening the diversity of the staff and leadership of the department. Fostering this will be an ongoing high priority, consistent with Santa Monica's core values and culture.

The leader of the SMFD must be comfortable with forging a strong and visible presence in the field as well as throughout the community. Given that Santa Monica is a highly engaged community, he/she shall have the proven ability to be effective working with a wide array of stakeholders. The ideal candidate will be a direct, articulate and credible communicator who is sensitive to diverse audiences. Extraordinary interpersonal skills with the proven ability to establish and maintain communications and connectivity throughout an entire department will be expected.

Character counts. A consistent reputation for establishing and maintaining trust and credibility will be critical to the next chief's success. The ideal candidate should be a role model in the profession whose career is defined by a superior work ethic and exemplary integrity. The City and the Department seek a Chief who is not driven by ego and leads with the best interest of the fire service at heart. The ideal candidate will have the demonstrated ability to strengthen and maintain a harmonious organizational culture of mutual respect. A history of maintaining open, productive and consistent relationships with organized labor will be expected along with an ongoing awareness of morale and concern for the health of the organization.

Santa Monica's Fire Chief must be equally committed to advancing the goals of the department and the entire organization. The individual selected will be a team player who is dedicated to group as well as individual success. To that end, he/she will have a history of building and maintaining good working relationships with peers and colleagues inside and outside the fire service.

He/she will be a highly capable people manager who inspires and empowers individuals to be their best. This contemporary leader will be open to the ideas and opinions of others in the interest of arriving at the best solutions. Succession planning will be an important priority for the new Fire Chief. To that end, he/she will be expected to be an enthusiastic mentor with an impressive track record of developing future managers and leaders.

The ideal candidate's professional history will reflect steady career progression and a strong balance of operational and administrative leadership and strategic planning. Graduation from an accredited college or university with a Bachelor's degree in Fire Science, Technology or Administration; Public or Business Administration; or related field along with six years of progressively responsible experience administering and managing emergency and non-emergency activities in a Fire Department are required. At least three years of the required experience must have been as a Chief Officer.







## Compensation

**T**he salary range for this position \$219,972 - \$271,572. Santa Monica offers a competitive benefits package, which includes, but is not limited to:

- **CalPERS Retirement:** 3% at 55 formula for Classic CalPERS members with a current employee contribution of 11.5%. New member formula – 2.7% at 57 with an employee contribution of 11.25%.
- **City Paid Health Insurance:** Effective January 2016, the City pays 94% of the medical insurance premium for employees and eligible dependents with the employee contributing 6%. The City pays 100% of dental and vision premiums and the Employee Assistance Program for employee and eligible dependents.
- **Retiree Medical Insurance:** The City makes a contribution into a retiree medical trust (\$156.78 per month as of January 2016) for reimbursement of eligible retiree healthcare premiums. In addition, the City pays for retiree medical insurance up to age 70, providing years of public agency service (which must include a min. of 5 years of service with the City of Santa Monica) and age equals 70 at time of retirement under CalPERS (city's retirement plan).
- **Vacation:** Minimum of 12 days per year; maximum of 21 days per year. Vacation leave cash out available.
- **Sick Leave:** 12 days per year; sick leave buyout program may be used to cash out leave at the end of each fiscal year.
- **Holidays:** 12 days per year.
- **9/80 Work Schedule:** Every other Friday off.
- **Supplemental Retirement Plans:** 457 and 401(a) deferred compensation plans available; no City contribution. The 401(a) plan is funded through a mandatory \$625 per month employee contribution.
- **Term Life Insurance:** Twice annual base salary rounded to the nearest \$1,000, up to a maximum benefit of \$500,000 and LTD.
- **Vehicle:** Fire service vehicle provided.

The City will assist with moving expenses if relocation is required for the new chief. Out-of-area candidates are strongly encouraged to research cost of living within a commutable distance before applying.

## Application & Selection Process

**T**he closing date for this recruitment is midnight, **Sunday, January 3, 2016**. To be considered for this opportunity, upload cover letter, resume and a list of six professional references using the "Apply Now" feature at [www.tbcrecruiting.com](http://www.tbcrecruiting.com).



Teri Black • 424.296.3111  
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Following the January 3rd closing date, resumes will be screened in relation to the criteria articulated in this brochure. Applicants with the most relevant qualifications will immediately be granted preliminary interviews by the consultants. Candidates deemed to be the best qualified will be expected to participate in further interviews and selection activities in January. A decision is anticipated shortly thereafter, following the completion of extensive background investigation, reference checks and compensation negotiations. Please note that references will not be contacted until the end of the process and, at that time, will be done so in close coordination with the candidate impacted.



City of  
**Santa Monica®**