

**TO: HONORABLE CITY COUNCIL**

**DATE: September 27, 2010**

**SUBJECT: Selection of a Recruitment Firm for City Attorney Recruitment**

### **RECOMMENDATIONS**

The City Council is requested to vote by paper ballot to select one firm to conduct an executive search for the new City Attorney.

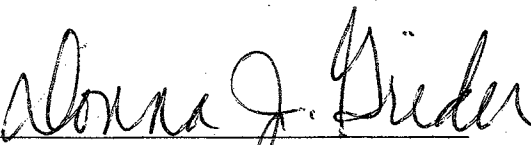
### **BACKGROUND**

At a Special Council meeting on September 21, 2010, the City Council interviewed three executive recruitment firms for the purpose of selecting one to conduct an executive search for the new City Attorney. The three recruitment firms selected for interviews were Ralph Andersen & Associates, William Avery & Associates and Bob Murray & Associates.

The consensus of the City Council was to have the City Clerk forward the link to the meeting of September 21, 2010 to the City Council for their review, and to add to the agenda on Monday, September 27, 2010 the selection of a recruitment firm. The link is [http://www.communitymediacenter.net/watch/pacc\\_webcast/September/PACC\\_092110.html](http://www.communitymediacenter.net/watch/pacc_webcast/September/PACC_092110.html)

Attached please find the City Manager's Report from September 21, 2010 along with the proposals from the three executive recruitment firms.

CITY CLERK APPROVAL:

  
DONNA J. GRIDER, MMC  
City Clerk

Attachments

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# City of Palo Alto City Manager's Report

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**TO: HONORABLE CITY COUNCIL**

**FROM: CITY MANAGER**

**DEPARTMENT: HUMAN RESOURCES**

**DATE: SEPTEMBER 21, 2010**

**CMR:362:10**

**REPORT TYPE: ACTION ITEM**

**SUBJECT: Interview and Selection of Executive Recruitment Firm for City Attorney Search**

## **RECOMMENDATION**

The Council Appointed Officers Committee (CAO Committee) recommends that the City Council interview three executive recruitment firms and select one to conduct an executive search for the new City Attorney.

## **DISCUSSION**

On September 7, 2010, the CAO Committee reviewed the eight responses to the Request for Proposals to recruit for the new City Attorney. After review and discussion, the CAO Committee selected three executive recruitment firms and directed staff to coordinate interviews for the City Council with these finalists on September 21, 2010.

The three recruitment firms selected for interviews were Ralph Andersen & Associates, William Avery & Associates and Bob Murray & Associates.


## **POLICY IMPLICATIONS**

This recommendation is consistent with prior Council policy of using an executive recruiter for Council Appointed Office recruitments.

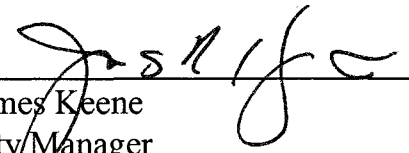
## **ATTACHMENTS**

- A: CAO Committee Minutes from 09/07/10, Item 1) Review Proposals from Executive Search Firms Related to the City Attorney Recruitment
- B: Scope of Services for Executive Recruitment Services for the Position of City Attorney
- C: Proposal for City Attorney Recruitment by Ralph Andersen & Associates
- D: Proposal for City Attorney Recruitment by William Avery & Associates
- E: Proposal for City Attorney Recruitment by Bob Murray & Associates

**DEPARTMENT HEAD:**

  
\_\_\_\_\_  
Russell Carlsen  
Director of Human Resources

**CITY MANAGER APPROVAL:**

  
\_\_\_\_\_  
James Keene  
City Manager

## **ATTACHMENT A**

### **CITY COUNCIL COUNCIL APPOINTED OFFICERS COMMITTEE**

Special Meeting  
September 07, 2010

The Council Appointed Officers Committee of the City of Palo Alto met on this date in the Council Conference Room at 6:04 p.m.

Present: Espinosa, Klein, Price, Scharff

Absent:

#### ORAL COMMUNICATIONS

Mark Petersen-Perez, Palo Alto spoke regarding First Amendment Rights of speech.

Herb Borock, Palo Alto spoke regarding Brown Act issues with the CAO Committee.

#### ACTION ITEMS

1. Review Proposals from Executive Search Firms Related to the City Attorney Recruitment.

Director of Human Resources, Russ Carlsen spoke regarding the outreach done and the proposals received from executive search firms related to the City Attorney recruitment. He stated that there were eight responses received.

Chair Klein said the Committee had a great deal of weight to choose a path. When they chose the City Manager the committee narrowed down the consultant applicants. The full Council then voted on the City Manager. They had less involvement in the City Auditor recruitment. He said those were two different procedures.

Mark Petersen-Perez said the City Attorney should do more than protect the City against litigation. But he should also protect the people.

09/07/10

City Manager, James Keene spoke regarding things that the CAO Committee should look at when reviewing and selecting the firm to conduct the search.

Mr. Carlsen agreed that the reputation of the recruiter is critical.

Mr. Keene spoke about the public's perception and thoughts about who the Council would hire as the recruiter.

Council Member Scharff asked if there was anyone that should be eliminated from the list of applicants based on reputation. He also asked about their strengths and weaknesses.

Mr. Carlsen said they have had positive experiences with several of the recruiters. Of the organizations that have the most experience, it's a profession, they know how far to reach out to get applicants. He stated he had concerns, there are a couple of firms that he has not worked with and so doesn't know about them, and they should all be fairly close in their costs. He stated the City can negotiate the costs especially in the area of the brochures and stuff.

Council Member Scharff asked if the principal person representing the firms are available for the next step.

Mr. Carlsen advised that they have spoken with them and they have indicated that would be available to continue in the process, especially over the next several weeks.

Council Member Scharff asked for clarification on whether the principal person of the firm would be conducting the recruitment personally.

Chair Klein stated that he felt the person who is conducting the search, whether it is the principal person or someone else, they should also be present at the interview.

Mr. Carlsen stated that would be what they expected.

Chair Klein stated he had two suggestions, one would be to discuss the eight firms that applied and the other would be to do a ballot similar to the way Board and Commission applicants are voted on.

Council Member Scharff asked whether they would vote on the firm to do it, or several to interview.

Chair Klein stated his suggestion is to vote for three to interview. They would then give these to Council to interview.

Council Member Scharff stated he would like to meet the applicants and then suggest to Council on who to recommend.

Chair Klein stated that interviews would be conducted at the Council level.

Council Member Scharff stated he wants to interview a selection of them.

Chair Klein stated that it would then be a two interview process. The CAO committee needs to whittle it down to a smaller group for Council to interview.

Council Member Scharff asked staff if they would have three or four firms to recommend.

Chair Klein stated he feels awkward about doing it that way, as there should be a separation of powers, and this should independent of staff's desires for a firm.

Mr. Carlsen said he did have reservations regarding several of the applicants. He stated at some point he would like let Council know about his concerns with several of the firms.

Council Member Espinosa stated that if staff has serious reservations about the firms then the Committee and Council should be made aware of them.

Mr. Carlsen stated that JuriStaff does not have a lot of experience in the public sector.

Mr. Keene said he was not familiar with one of the firms. He had dealt with some non public sector recruiters in a public sector position and it had been problematic. He said the Committee should consider what the Council was looking for.

Chair Klein said a lawyer that had practiced CA Municipal law should be what they are looking for.

City Clerk, Donna Grider read the results of the ballot:

Council Member Scharff: Avery Associates, Ralph Anderson & Associates, Bob Murray & Associates

Council Member Price: Bob Murray & Associates, Ralph Anderson & Associates

Chair Klein: Avery Associates, Bob Murray & Associates, Ralph Anderson & Associates

Vice Mayor Espinosa: Avery Associates, Ralph Anderson & Associates, Bob Murray & Associates

Ms. Grider announced that the three firms for Council to interview would be Avery Associates, Bob Murray & Associates, Ralph Anderson & Associates.

Mr. Keene confirmed that they were going to schedule interviews before the full Council at a Council Meeting.

Chair Klein said they should look at the September 13<sup>th</sup> and September 20<sup>th</sup> as possibilities.

Mr. Carlsen stated that his suggestion is for September 20<sup>th</sup>.

Chair Klein stated the date would be dependent upon the Council agenda for that night.

Mr. Keene asked how long the interviews might take.

Chair Klein stated he felt it would last 60-90 minutes, giving each candidate 20 minutes for their interview.

Mr. Carlsen suggested a special meeting in the Council conference room.

Chair Klein agreed and suggested 6:00 p.m.

Mr. Carlsen said that would be best to allow a solid conversation

Chair Klein said they would need to vote in a public meeting because it wasn't a personnel matter.

Council Member Price asked if it was appropriate to ask major questions toward the candidates at this time.

Mr. Carlsen said he could check with the Attorney's Office.

Council Member Price questioned the number of hours proposed by Avery. She had a concern about the number of hours compared to the other applicants.

Mr. Carlsen said often they ask for additional services, so it was up to the Council to determine the number of hours.

Council Member Price stated if you translate the hours into weeks, it was a large amount of hours.

Council Member Espinosa asked if there is a lesson learned here about reaching out to firms to get the best applying for these.

Mr. Carlsen stated that staff did a broader search for firms, including a national site. He felt that we did a better outreach. He stated that some firms simply don't apply for one reason or another.

Council Member Price stated she believes the economy plays into why firms apply or don't apply.

## 2. Consideration of Request of City Auditor Maternity Leave and Appointment of Acting City Auditor.

City Auditor, Lynda Brouchoud stated she was here to discuss her request for leave of absence and her request to bring in an Acting City Auditor while she is on leave.

Chair Klein confirmed his understanding that the City's policy was for a total of 6 months, and not 6 months prenatal and 6 months postpartum.

Ms. Brouchoud read the City's Merit System Rules on maternity leave, stating they read "Non-disability prenatal and/or postpartum leave is available under this provision, but such leave shall not begin more than 6 months prenatal nor extend more than 6 months postpartum."

Chair Klein asked for clarification on whether it was 3 months prenatal and 3 months postnatal.

Ms. Brouchoud stated she believes that it reads 6 months before and 6 months afterwards.

Chair Klein asked for clarification on the agreement that she would take a total of 6 months leave, within the 12 month period.

City Manager, James Keene asked whether it could be a year.

Chair Klein stated his interpretation was different.

Council Member Price asked for clarification on how it relates to the Family Medical Leave Act.

Council Member Scharff stated that was a separate issue.

Chair Klein stated that he believes that that states 6 months also.

Assistant Director of Human Resources, Sandra Blanch said there were various rules that overlap. The City Auditor read the City Merit Rules provision which shall not begin no more than 6 months prenatal, nor extend more than 6 months postpartum. She noted that that has not been the practice.

Chair Klein stated that he and Ms. Brouchoud had spoken and had agreed that it would be a total of 6 months.

Ms. Brouchoud stated that there is the non-disability and the disability part that speaks to 4 months. She stated she was not looking to go on disability.

Mr. Keene stated that the way he read it, it cannot begin more than 6 months before, nor extend more than 6 months after. It isn't specific about the amount of time.

Ms. Brouchoud stated that if the concern was that it was more than 6 months than she could delete 3 weeks off of it on the end.

Chair Klein stated that was consistent with his interpretation based on the meeting with Ms. Brouchoud.

Council Member Price recommended deferring action on this until there is a clear interpretation of the language.

Ms. Blanch stated that Ms. Brouchoud's request is for 6 months postpartum.

Chair Klein stated there has to be a decision made due to the need to get an acting auditor prior to Ms. Brouchoud's leave in October.

Council Member Price stated that if there can be clarification within 2-3 days, that she felt they could make a better decision.

Mr. Keene asked if there is more information available that HR might have.

Ms. Blanch stated that there is also the Family Medical Leave (FMLA) which states 3 months.

Chair Klein noted that the City's rules provided more time than FMLA.

Ms. Blanch agreed.

Chair Klein asked Ms. Brouchoud to clarify the amount of time she was requesting.

Ms. Brouchoud stated she would like the 6 months afterward, but that she would like to take some time before to prepare.

Chair Klein agreed.

Ms. Blanch confirmed that her request was for 3 weeks prior to the expected birthdate.

Council Member Price asked if staff had a clear interpretation of the rules.

Ms. Blanch stated it was an unusual request to take 6 months postpartum, however, the understanding of the merit rules states that is possible. Past practice has been to allow time off prenatal, and then work with the employee postpartum.

Chair Klein stated he did not agree. He asked if the employee left 1 month prenatal, would the rules then allow her to take an additional 6 months postpartum.

Ms. Blanch stated yes per the merit rules, however this is not a typical request.

Chair Klein stated that rules need to be reviewed.

Vice Mayor Espinosa asked for clarification that our rules currently allow an employee to take 6 months prenatal and 6 months postnatal.

Ms. Blanch answered yes.

Council Member Espinosa reconfirmed that that is currently allowed.

Mr. Keene asked for clarification that there are rules that state there is a certain amount of time that an employee can take prenatal and postnatal, that some has been past practice, or the fact that Council has the discretion to decide.

Council Member Scharff asked who writes and interprets the Merit Rules.

Ms. Blanch stated they are drafted with HR and legal staff. They are then reviewed by the bargaining units before going to Council for approval.

Council Member Scharff asked if there was any formal written interpretation as to whether it was 6 or 12 months total.

Ms. Blanch stated not in writing, only in the Merit Rules.

Council Member Espinosa stated normally it is 6 months.

Council Member Scharff stated he felt 12 months was a long time.

Ms. Blanch stated that the rules also apply to Public Safety personnel.

Chair Klein stated this is non-disability.

Council Member Price asked for confirmation what the rules state and does Ms. Brouchoud's request fall within the rules. She felt the rules needed to be clarified so that every case isn't brought before Council.

Ms. Blanch confirmed that what Council Member Price was looking for was clarification on the Federal, State, as compared to our Merit System Rules.

Mr. Keene stated that staff needs to provide the Council with our policy parameters and practice so they can make an informed decision.

Ms. Brouchoud stated that to assist with the decision tonight, she would agree to begin her leave on October 18, 2010, and lasting for 6 months.

Council Member Price stated that she did not want Ms. Brouchoud to change her plans tonight due to the confusion regarding the policy. However, if she felt comfortable with her statement that was ok.

Mr. Carlsen stated that the rules allow it and there is a provision to grant this request. He stated that it is usually not done that way, and staff works with the employee to have them return sooner, or at least part-time as soon as possible.

Chair Klein stated that he heard Ms. Blanch state it was one year.

Mr. Carlsen stated that the clear answer is that there is a provision to grant Ms. Brouchoud's request.

Chair Klein stated that Ms. Brouchoud is here because she does not report to the City Manager, and so there are no rules in that sense, only the Federal and State rules. Those rules grant less leave time.

Mr. Carlsen asked for clarification if the Merit Rules apply to all employees.

Ms. Blanch stated she believed they did.

Council Member Price asked if there was language within Ms. Brouchoud's contract that covered this.

Ms. Brouchoud states that she follows the Management and Professional Compensation Plan and the Merit Rules, similar to other employees. She recommended that her leave begin on October 18, 2010, and end 6 months after that date so that the Committee could move forward with a decision. She stated that her primary concern was to make sure the Council has adequate time to hire an acting auditor before her leave begins. She wants to insure that her office is fully prepared for her leave.

**MOTION:** Council Member Scharff moved, seconded by Council Member Price to accept her leave beginning on October 18, 2010 and ending 6 months later.

**MOTION PASSED:** 4-0

Chair Klein confirmed that her maternity leave would be without salary, except for from vacation leave, etc.

Council Member Scharff asked if the CAO Committee can have Staff look into this and if necessary change the rules. He felt 1 year was a long time.

Mr. Keene stated Staff would look into this, respond with a memo and if necessary agendaize it at a later date. He asked for clarification that if there was a need to change her leave date due to unanticipated circumstances was that possible.

Chair Klein answered yes.

Mr. Carlsen stated that she has the option to use her leave balances during this, however, she is choosing to take her leave without pay.

Ms. Brouchoud stated that the leave is unpaid, no salary, but she can take her accumulated leave time.

Ms. Brouchoud stated that the Auditor's Office had several reports that were either in the works or close to completion, and if there was not someone there to coordinate this, Council may not receive the reports.

Council Member Espinosa asked how she would structure the department if there was not an Acting City Auditor.

Ms. Brouchoud stated the Auditor's Office does not have a deputy position, and that at the time she was hired there was no one in charge. This caused some problems as Staff did not have someone to oversee their work. She stated that was another option and there are probably more. Her preference is to get someone in to oversee the office.

Council Member Espinosa asked if there is the potential to have the interim or acting come from within the department.

Ms. Brouchoud stated that would be taking a Senior Auditor up two steps and it is her recommendation to bring someone in who was either a Deputy City Auditor or in a similar position.

Chair Klein asked if Ms. Brouchoud had someone in mind for the position.

Ms. Brouchoud stated that there is someone she could refer to the Committee.

**MOTION:** Council Member Council Member Scharff moved, seconded by Chair Klein to hire a temporary person.

Council Member Scharff stated the referral is good, however thought should be given to the referral.

Chair Klein stated he agreed with that. He said Staff should check with a variety of people and should not hire a recruiter for this.

Council Member Espinosa asked if there was a way to have a truncated announcement or someplace to list this so that it is open to more applicants. He stated he wanted to insure that if there was someone who is interested they would get the notification.

Ms. Brouchoud stated there is an association for auditors and there are a couple of places to advertise.

Council Member Scharff stated that due to the time frame this needed to move quickly.

Mr. Keene suggested that there might be agencies that have interested people who have public service background that might be interested in a temporary position. There might be agencies that have Auditors, Deputy City Auditors or retirees that might be interested.

Council Member Price stated that Staff should look at all options.

Chair Klein wanted to insure that Staff could get this online within the week and set the deadline of September 24, or October 1, 2010.

Council Member Price stated that it would make it easy if they accepted Ms. Brouchoud's recommendation.

**MOTION PASSED: 4-0**

3. 2010 – 2011 Compensation for City Manager, City Clerk and City Auditor.

Chair Klein stated he put this on the agenda and that there should be no change in their compensation and it should follow the SEIU contract. Due to the City Attorney retiring that position is not being included in this.

**MOTION:** Chair Klein moved, seconded by Council Member Council Member Scharff to make no changes in compensation, to follow the SEIU contract for the City Auditor, City Clerk, and City Manager.

Mark Petersen-Perez spoke regarding his employee performance reviews and how he used that in their compensation.

Council Member Espinosa spoke about how pay is usually tied to performance, and that the evaluations of our Council Appointed Officers spoke for themselves. He appreciates the hard work that they put in daily and he knows how hard they work. He stated his is sorry that due to the economy they cannot offer raises to them or to the rest of the City Staff.

Council Member Scharff stated he agreed with Vice Mayor Espinosa and that he also felt they did a great job.

**MOTION PASSED: 4-0**

**ADJOURNMENT:** The meeting adjourned at 7:11 p.m.

## ATTACHMENT B

### Scope of Services

#### Executive Recruitment Services for the Position of City Attorney

The City of Palo Alto is seeking proposals from well-qualified consulting firms to conduct executive recruitment search services for the position of City Attorney. The City's current City Attorney will be leaving October 30, 2010. The City Council is interested in conducting and completing a full search as quickly as possible. The selected firm would also assist in developing a thorough assessment process for candidates who are seeking to fill the position. The selected recruitment firm will work for the City Council. The Human Resources Director will act as staff liaison.

Listed below are the services to be completed during the term of the contract:

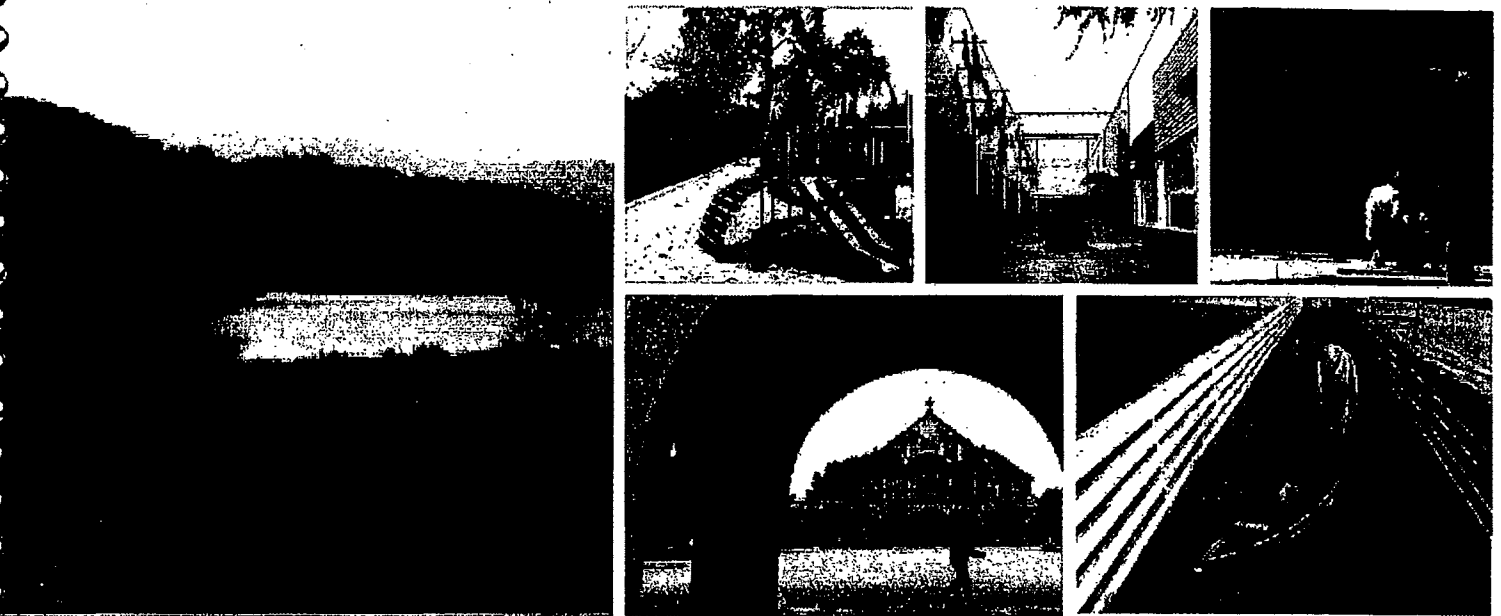
1. In conjunction with the City Council, develop a plan schedule and budget for the City Attorney recruitment.
2. Subject to the approval of the City Council, develop a candidate profile, position description and applicant qualifications. The candidate profile, position description and applicant qualifications will be developed by the selected consultant based on interviews with the City Council, staff, as well as input from the community
3. Develop, recommend and place appropriate advertising and marketing materials for the position that targets qualified candidates.
4. Attract top candidates possessing a working knowledge of local government and municipal law who best satisfy the requirements and qualifications of the position.
5. Conduct personal outreach recruitment to ensure that competitive candidates from diverse backgrounds apply for the position.
6. Review and screen applicants, including verification of credentials, qualifications and recommendations. Evaluate candidates against the approved candidate profile, position description and applicant applications; conduct preliminary interviews and background checks on selected candidates and recommend superior candidates to the appointing authority for review. Prepare profile of experience, skills assessment and analysis of strengths and weaknesses for each candidate to be reviewed
7. Coordinate, attend and facilitate the City's interview process of selected candidates. Assist in preparing interview questions and other techniques to evaluate candidates.
8. Conduct background and reference checks on final candidates and prepare a confidential reference report on each. Firm shall assist City with identifying former

co-workers, supervisors, Council members and community members of the top candidates as part of completing the reference checks.

Other Services

In addition, please provide information and costs related to all other reasonable and customary duties associated with an executive search. Also provide any guarantees your firm may provide regarding the appointment made as a result of this recruitment and any guarantees your firm may provide should the recruitment be unsuccessful during any stage of this process.

# Proposal to Provide Executive Search Services



*for the position of*  
**CITY ATTORNEY**  
*with the*  
**City of Palo Alto**

August 30, 2010

*Prepared by*  
**RALPH ANDERSEN & ASSOCIATES**  
*[www.RalphAndersen.com](http://www.RalphAndersen.com)*

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# 1 – Proposal Summary

## Our Understanding of the Assignment

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

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

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

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

As requested in the City's RFP, provided below is the contact information for the Project Director:

Name: Heather Renschler

Address: 5800 Stanford Ranch Road, Suite 410, Rocklin, CA 95765

Phone: (916) 630-4900

Fax: (916) 630-4911

Cell Phone: (916) 804-2885

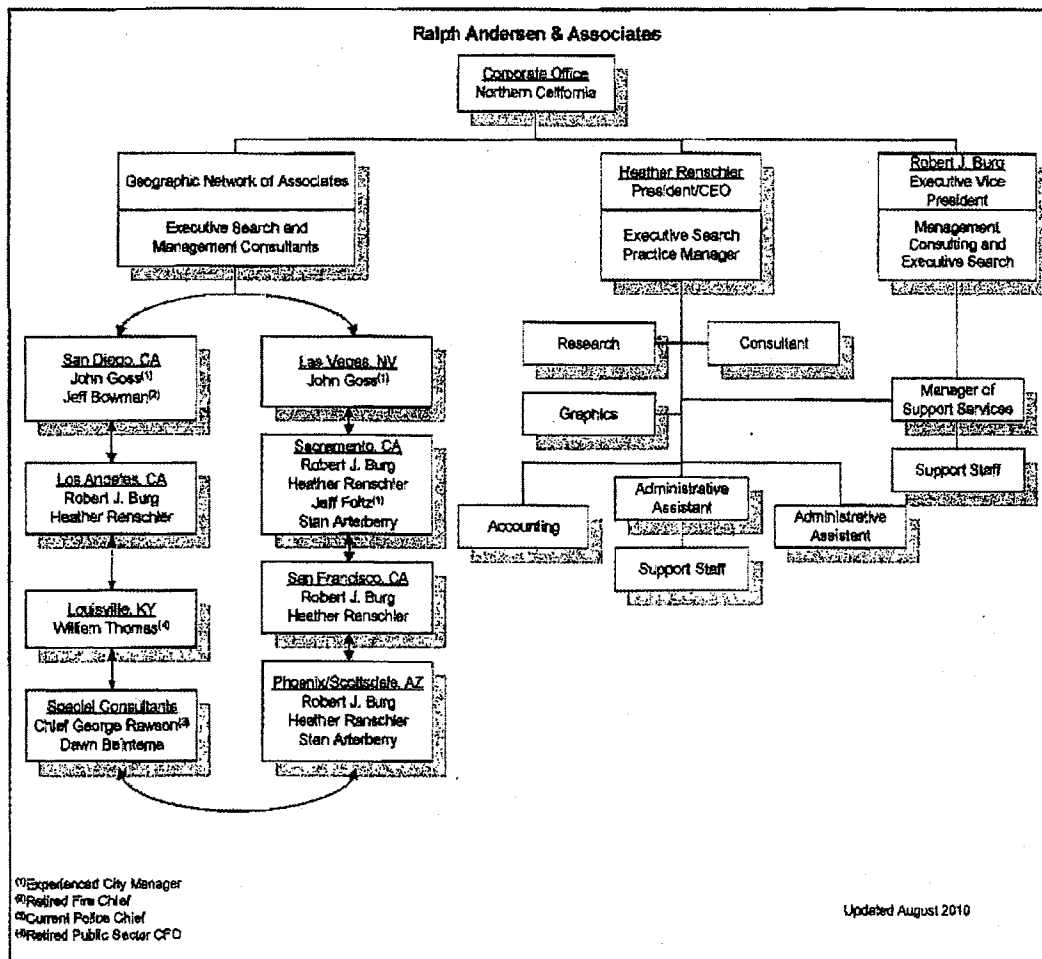
Email: [heather@ralphandersen.com](mailto:heather@ralphandersen.com)

## 2 – Profile of the Firm

### History of the Firm

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries since 1972. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

Ralph Andersen & Associates is a California Corporation and is not a subsidiary nor does it have any subsidiaries. Contact information for the Corporate Office is 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765; telephone: (916) 630-4900; fax: (916) 630-4911; website: [www.ralphandersen.com](http://www.ralphandersen.com); email: [info@ralphandersen.com](mailto:info@ralphandersen.com). Ralph Andersen & Associates has more than 38 years of experience conducting executive recruitments for a variety of public sector agencies. The firm currently has twelve employees.



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Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in the area of Sacramento (Rocklin), California. Through its network of professionals associated with the firm, Ralph Andersen & Associates also provides services to municipal clients throughout the United States.

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

## Range of Services Offered

Ralph Andersen & Associates specializes in the following primary service areas: management consulting, public safety and executive search including investigative backgrounds.

- **Management Consulting** – Ralph Andersen & Associates helps organizations improve their performance potential with a range of management consulting services. The types of services provided by the firm include management and performance audits, organizational analyses, productivity improvement analyses, agency and service consolidation assessments, specialized financial management including debt restructuring and organizational problem solving. In addition to providing these services to entire organizations, the firm often conducts management consulting engagements that are focused in a specific service area such as public safety, city management, finance, public works, community development and other major service areas. Ralph Andersen & Associates treats every management consulting engagement as unique. This approach means we will assemble a consulting team comprised of consultants with the specific talents and experiences needed to successfully achieve the client's objectives. Our team of experienced consultants perform complex analyses and recommend solutions that are practical and most importantly, are capable of being implemented by our clients.
- **Public Safety** – Working closely with our clients to implement innovative emergency management solutions, Ralph Andersen & Associates helps organizations plan, protect and serve people better than ever before. We bring together practical solutions, plans, and processes that are operationally deployable to help our clients achieve their critical objectives. The firm's consultants have extensive, hands-on experience in planning and disaster preparedness training for private and public institutions including healthcare, public health, human services, and local, state and federal government agencies.
- **Executive Search** – At Ralph Andersen & Associates, there's always an entire team behind every recruitment assignment that we undertake. Our multi-disciplinary approach takes the best ideas in executive recruiting and creates innovative ways to get the right candidates for clients. When you retain Ralph Andersen & Associates, you actually get an entire team's worth of support and expertise working together to achieve your organization's objectives. The firm has conducted executive searches for large and small organizations throughout the nation. In addition to conducting searches for city manager and other chief executive officer positions, Ralph Andersen & Associates has successfully completed searches in every area of municipal service. Ralph Andersen & Associates believes the most important element of a successful executive search is to listen care-

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fully to what our clients are looking for in terms of candidate experience and qualifications. Using these client-focused guidelines, candidate identification is undertaken through marketing and personal outreach. Our confidence in this approach to executive search is illustrated by the firm's guarantee to perform the search again at no service cost to the client if the selected candidate leaves the position within one year of placement.

## **Financial Solvency**

Ralph Andersen & Associates has been a financially stable organization since its inception in 1972. Our range of consulting and recruitment services is diverse and varied. For this reason, we have been able to remain nimble and flexible in a very competitive environment. We continue to tailor our search and consulting services offered and remain responsive and prepared to address complex issues and problem solving on behalf of our clients. This has been a hallmark of our success.

Should Ralph Andersen & Associates be selected to conduct this search, we would be pleased to have our firm's CPA firm (Paskins & Achziger) available to confirm our financial solvency.

## **Litigation History**

Ralph Andersen & Associates has never been involved in litigation in its more than 38 years in business. Our work ethics and commitment to delivering results in agreement with our scope of work has served us well throughout the years.

## 3 – Qualifications of the Firm

### Our Professional Competency in Local Government

Ralph Andersen & Associates has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 38 years. As a national search firm, our client list includes a wide range of municipalities including some of the largest and fastest growing cities in the country. Our firm has significant recruiting and consulting experience in California. As a highly qualified and experienced executive search firm, Ralph Andersen & Associates brings an extensive network of contacts in the area of local government that will prove invaluable in quickly identifying a pool of outstanding candidates for the City of Palo Alto.

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

### Relative Projects

Ralph Andersen & Associates has conducted recruitments for a variety of clients and projects that support our experience and network in the field of public sector recruitments. The following is a list of recent legal recruitments conducted by Ralph Andersen & Associates:

- Flagstaff, Arizona – City Attorney (*Current Search*)
- Folsom, California – City Attorney
- Lathrop, California – City Attorney
- Los Angeles County Employees Retirement Association (LACERA) – Chief Legal Counsel
- Los Angeles County Office of Education – General Counsel
- Metropolitan Transportation Commission – General Counsel (*Recently Completed*)
- Plumas County – General Counsel (*Recently Completed*)

- 
- Redwood City, California – City Attorney (*Recently Completed– Brochure Attached*)
  - Roseville, California – Assistant City Attorney
  - Simi Valley, California – City Attorney
  - Southern California Association of Governments (SCAG) – Director of Legal Services / Chief Counsel
  - Turlock, California – City Attorney

Additionally, we have included a sample of a recent search in the local area (City of Sunnyvale) to support our involvement with municipal clients in close proximity to the City of Palo Alto.

## References

At Ralph Andersen & Associates, we feel strongly that our past client relationships will attest to the professionalism of our services. We would be pleased to provide additional references upon the City's request. As requested in the City's RFP, project descriptions and contact information are provided in a table format on the following page for a few relative projects (three legal searches and one in the local area).

Project Name	Client	Description of work performed	Total Project Cost	Percentage of work firm is responsible for	Period work was completed	Client contact information
City Attorney	City of Redwood City, CA Population: 75,000	Full recruitment for the position of City Attorney	\$20,500	100%	January 2010 to July 2010	Bob Bell, Human Resources Manager (650) 780-7287

Did your firm meet the project schedule: ☒ Yes ☐ No

Give a brief statement of the firm's adherence to the schedule and budget for the project:

Ralph Andersen & Associates completed this project according to the contractual agreements. There were no change orders on this project.

Director of Human Resources	City of Sunnyvale, CA Population: 135,721	Limited scope recruitment for the position of Director of Human Resources	\$16,200	100%	January 2010 to April 2010	Gary Luebbers, City Manager (408) 730-7480
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Did your firm meet the project schedule: ☒ Yes ☐ No

Give a brief statement of the firm's adherence to the schedule and budget for the project:

Ralph Andersen & Associates completed this project according to the contractual agreements. There were no change orders on this project.

General Counsel	Metropolitan Transportation Authority Oakland, CA	Full recruitment for the position of General Counsel	\$24,500	100%	March 2010 to July 2010	Robin James Human Resources Manager (510) 817-5740
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Did your firm meet the project schedule: ☒ Yes ☐ No

Give a brief statement of the firm's adherence to the schedule and budget for the project:

Ralph Andersen & Associates completed this project according to the contractual agreements. The time frame for this search was extended due to the needs of the Executive Director to due his own review of candidates with one-on-one meetings and introductions to elected officials. There were no change orders on this project.

City Attorney	City of Turlock, CA Population: 70,000	Full recruitment for the position of City Attorney	\$22,750	100%	March 2008 to June 2008	Sheila Cumberland Administrative Services Director (209) 668-5542 Ex. 1104
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Did your firm meet the project schedule: ☒ Yes ☐ No

Give a brief statement of the firm's adherence to the schedule and budget for the project:

Ralph Andersen & Associates completed this project according to the contractual agreements. There were no change orders on this project.

## 4 – Work Plan

### Our Approach to the Recruitment Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. Our approach includes:

- Extensive *personal outreach*, in-person and via telephone, to qualified candidates within California and across the country.
- A *marketing strategy* that uses selected advertising to supplement the extensive candidate identification process using the Internet and using the firm's vast network of professional contacts.
- A *screening process that narrows the field of candidates* to those who most closely match the needs of the City and is based on *preliminary reference checks and telephone interviews* with the top candidates.
- *Delivering a product in the form of a search report that recommends the top group* of candidates and provides the decision-makers with detailed information about their backgrounds and experiences.
- Assistance during the final interview and the selection process that will be held in closed session.
- Being available as needed to assist with the negotiation and development of an employment agreement during the final stages of process.

### Summary Search Work Plan

We approach every search with a sense of excitement and urgency and we always "hit the ground running." That means that when the City gives us notice to proceed, we kickoff the process immediately – working closely with the City Council, and others as requested to identify the key characteristics and professional experience desired in the candidate pool. We believe strongly in providing timely client communications and while we will deliver regular status reports at each stage of the search, our consultants pride themselves in being highly accessible and responsive to all client requests and inquiries.

**Task 1 – Review Project Management Approach** – The search consultant will meet with the City Council and others as appropriate to discuss the project management for the search, set milestones, and refine the project timeline.

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**Task 2 – Develop Position Profile and Recruitment Brochure** – The position profile for the City Attorney is the guide for the entire search process.

**Technical Information** – The search consultant will meet with the City Council and others as appropriate to gain an understanding of the experience and professional background requirements desired in the City Attorney.

**Recruitment Criteria** – The recruitment criteria are those personal and professional characteristics and experiences desired in the City Attorney. These criteria should reflect the goals and priorities of the organization and the City. The final text of the brochure will be reviewed by the City Council, and others as appropriate in draft format, revised as needed, and published for use throughout the search.

**Task 3 – Outreach and Candidate Identification** – This task is critical to the overall success of the project. It includes the following specific activities:

**Outreach** – An outreach and advertising campaign specific to Palo Alto will be developed. *Central to this effort will be the extensive use of personal outreach to recruit a diverse and highly qualified group of candidates from cities of similar size, makeup, and that in particular, are developing solutions to Palo Alto's priority issues.* Personal, highly targeted outreach is the cornerstone of every search we conduct and we find that the exclusive network of city management professionals and other “friends of the firm” are a prime resource to identify candidates and develop leads that closely match both the hard and soft skills desired to ensure the right fit with the organization. The outreach campaign for the City of Palo Alto will be supplemented by our booth at the League of California Cities Conference in San Diego this year in mid-September. Other general and professional publications and Internet sites will be used as appropriate to ensure we reach a wide audience of prospective candidates. Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates’ home page.

**Candidate Identification** – Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Search Team will target those individuals who most closely meet the criteria set by the City.

**Task 4 – Candidate Evaluation** – This task will be conducted following the application closing date. It includes the following specific activities:

**Screening** – All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation.

**Preliminary Reference Review** – The Search Team will conduct preliminary reference reviews for those candidates identified as the most qualified as a result of the screening process. Direct contact will be made with a limited number of references to learn more about the candidate’s performance and management style.

**Conduct Interviews** – The Search Team will conduct interviews with the top group of candidates (approximately six to eight) identified through the screening and preliminary

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reference review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately six (6) to eight (8) individuals. Those individuals will be reviewed with our client prior to proceeding with the individual interviews.

**Task 5 – Selection** – The final selection process will vary depending upon the desires of the City. If requested, the Search Team will coordinate the selection process as follows:

- Ralph Andersen & Associates will prepare an interview booklet that includes the resumes and other relevant information about the candidates.
- Ms. Renschler will attend the interviews to assist the City through the selection process.

**Task 6 – Background Check and Summary Report** – Verifications on the top candidates will include education verifications, preliminary article searches, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search and credit check. In addition finalist candidates will be subject to detailed and confidential reference checks. This is to validate an accurate and honest appraisal of the candidate's strengths and weaknesses. We will have finalists sign a release giving Ralph Andersen & Associates permission to talk with current and previous employers including supervisors, peers, and subordinates for the past several years. Additionally, we will establish secondary references, as appropriate, who have known insight into a candidate's knowledge, skills and abilities. These confidential discussions with secondary references may not be on the candidates preferred list of contacts.

**Task 7 – Negotiation** – If requested, Ms. Renschler will be available to assist the City in negotiating a compensation package with the selected candidate.

**Task 8 – Close Out** – After the City has reached agreement with the individual selected for the position, the search consultant will close out the search.

## 5 – Proposed Innovations

The search effort for a new City Attorney for the City of Palo Alto will be focused in California due to the need to be licensed by the State. This is an opportune time to begin this search effort with the upcoming League of California Cities Conference in San Diego in mid-September and, additionally, the upcoming ICMA Conference in San Jose in October

While not innovative in nature, this outreach by Ralph Andersen & Associates incorporates and reflects the marketing strategy of person-to-person interaction that we employ by being active participants at these events with a booth and a full cadre of consulting staff to market this opportunity on behalf of the City of Palo Alto.

## 6 – Project Staffing

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

**Ms. Heather Renschler** – Ms. Renschler has been with Ralph Andersen & Associates for more than 25 years and is now President/CEO of the firm. Ms. Renschler is often involved with recruitments on a national scale for high profile clients. Her involvement in recruitments is as the Project Director and she is experienced in all aspects of the search process, with particular expertise in candidate outreach and identification. She is also very experienced at working with city managers, city councils and boards in the recruitment and selection process. Her network of national candidates is extensive. Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience including working for a public accounting firm. Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism and received her Bachelor in Public Administration from the University of San Francisco.

### **Paraprofessional and Support Staff**

Paraprofessional, graphics and support staff will provide administrative support to the consultant team on recruitment assignments. These include:

- Ms. Diana Haussmann
- Ms. Diana Lee
- Ms. Deborah Jaynes
- Ms. Catherine Smith
- Ms. Melissa Pearson
- Ms. Sandra Sturms
- Ms. Teresa Heple
- Ms. Tiffany Taylor

## 7 – Proposal Exceptions

Ralph Andersen & Associates has no exceptions to the City's RFP conditions, requirements and sample contract.

## 8 – Proposal Costs Sheet and Rates

### Project Cost

The professional services fee to perform this search will be a **fixed fee of \$22,500** for combined professional services and expenses. Expenses include such items as travel, clerical, research, printing and binding, postage and delivery, verifications and Internet and Lexis/Nexis searches on the top two (2) candidates, and long-distance telephone charges. Professional services include reference checks (generally 4 – 6 references) as would be typical for a search of this level. Other verifications on the top candidates would include education check, DMV, civil and criminal litigation search, wants and warrants, newspaper articles and other Internet searches.

Ralph Andersen & Associates will bill the City monthly. Progress payments for professional services and expense reimbursement will be due upon receipt. **The City will be responsible for all candidate expenses related to on-site interviews and the cost of ad placements.**

As requested in the City's RFP, the cost breakdown is presented in table format below:

Scope	Labor Categories (e.g., Consultant, Sr. Consultant, Etc.)	Hourly Rate	Rate
Task 1 – Review Project Management Approach	Project Director	\$150	\$2,050
Related Expenses			Included
<b>Total Not to Exceed Task 1</b>			<b>\$2,050</b>
Task 2 – Develop Position Profile and Recruitment Brochure	Project Director	\$150	\$4,500
Related Expenses			Included
<b>Total Not to Exceed Task 1</b>			<b>\$4,500</b>
Task 3 – Outreach and Candidate Identification	Project Director	\$150	\$7,750
Related Expenses			Included
<b>Total Not to Exceed Task 1</b>			<b>\$7,750</b>
Task 4 – Candidate Evaluation	Project Director	\$150	\$4,000
Related Expenses			Included
<b>Total Not to Exceed Task 1</b>			<b>\$4,000</b>

Scope	Labor Categories (e.g., Consultant, Sr. Consultant, Etc.)	Hourly Rate	Rate
Task 5 – Selection	Project Director	\$150	\$2,250
Related Expenses			Included
<b>Total Not to Exceed Task 1</b>			<b>\$2,250</b>
Task 6 – Background Check and Summary Report	Project Director	\$150	\$1,450
Related Expenses			Included
<b>Total Not to Exceed Task 1</b>			<b>\$1,450</b>
Task 7 – Negotiation	Project Director	\$150	\$500
Related Expenses			Included
<b>Total Not to Exceed Task 1</b>			<b>\$500</b>
Task 8 – Close Out	Project Director	\$150	Included
Related Expenses			Included
<b>Total Not to Exceed Task 1</b>			<b>Included</b>

### **Ralph Andersen & Associates' Guarantee**

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

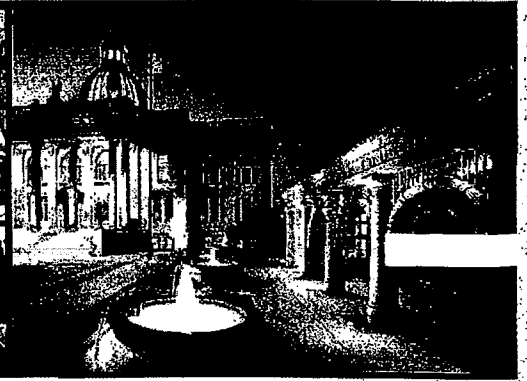
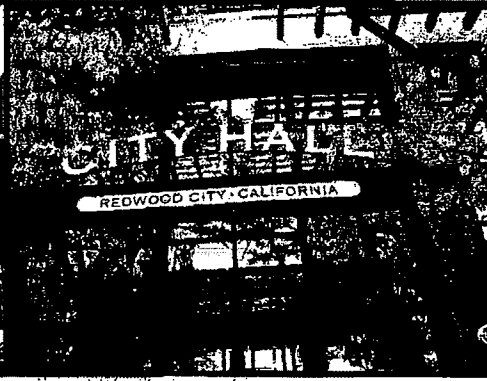
### **Project Timing**

If retained by the City, Ralph Andersen & Associates would complete the search within 90 to 120 days (or less) from the execution of the agreement between the City of Palo Alto and Ralph Andersen & Associates. Negotiation with the top candidate will take an additional week or two after finalist interviews.

To ensure adequate time for outreach and screening, we would recommend a closing date be set no earlier than 45 days from kickoff. Further refinement of the timing option would be discussed with the City Council.

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

# **Samples of Recruitment Brochures**



# **The City of Redwood City**

**announces the recruitment  
for the position of**

## **City Attorney**

*Mission – To provide excellent and ethical  
legal advice, representation and other quality  
legal services for the City of Redwood City, the  
Redwood City Redevelopment Agency, the Port  
of Redwood City, and officers and employees  
thereof, for the benefit of the community of  
Redwood City.*

**recruitment services provided by...  
Ralph Andersen & Associates**

# The Opportunity

*Offering an outstanding lifestyle with proximity to key locations in the Bay Area, the City Council is seeking a well-rounded and experienced municipal attorney. The ideal candidate will have good leadership and decision-making skills, have practical knowledge of the litigation process, and have experience and interest in major land use issues.*

## The Community

A community of 75,000 people, Redwood City is a center of high-tech industry and home for technology giants Oracle and Electronic Arts. At the mid-point of the beautiful San Francisco Peninsula and home to its own operating port, Redwood City is located 25 miles south of San Francisco and 27 miles north of San Jose. The City is also the seat for San Mateo County. The City is known for its great climate and profound sense of community. Redwood City is devoted to preserving its rich history, maintaining today's quality of life, and carefully planning its future.



Redwood City is proud of its new downtown, complete with restaurants and an impressive cinema center. It is the City's goal to expand the retail presence in downtown and create more housing. Redwood City is home to a number of parks and playgrounds as well as four public libraries. For the nautically inclined, there are several marinas in Redwood City as well as a yacht club. Through its miles of San Francisco Bay shoreline, charming neighborhoods and rolling hillsides, Redwood City is a community that offers great variety in housing, employment, recreation, entertainment, education, and City services. From ports to parks, and commerce to community, Redwood City has something for everyone!

## Local Government

Redwood City is a "charter city" operating under the Council-Manager form of government. The City Council appoints three key positions: the City Manager, City Attorney, and City Clerk, as well as the members of the City's advisory boards, commissions, and committees. The Redwood City government is proud of its flexible and de-centralized work environment where staff are empowered to make decisions at every level of the organization. With a tradition of fostering creative approaches to achieve the City's objectives, City government strives to react quickly to changing circumstances and to revise priorities as needed to best address constituents' needs.

Every two years, the City Council outlines and updates the City's strategic initiatives. The Council's strategic initiatives include objectives related to economic development, public safety, transportation, government operations, and community/civic support. Interested candidates are strongly encouraged to review the City's Strategic Plan for more specifics.

The City has a total staff of 563, a general fund budget of \$78.1 million, and CIP of \$18.5 million for FY 2009/10.

## The Position

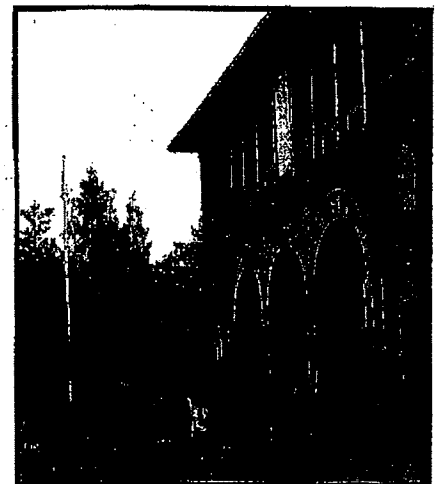
The City Attorney is the chief legal officer of the City of Redwood City and the Redwood City Redevelopment Agency, and provides legal oversight for the Port of Redwood City. The City Attorney is appointed by, and reports directly to, the City Council.

The Attorney's Office provides advice in a full service city which is growing and vibrant. The City Attorney supports the City Council as the policy-makers, and additionally works closely with Department Directors in helping the community reach its goals as outlined in the City's Strategic Plan. Further details can be found on the City's website at [www.redwoodcity.org](http://www.redwoodcity.org).

With an efficient staff of 4.5 full-time positions, the City Attorney's Office prepares all ordinances, resolutions, contracts or other legal instruments as directed by the respective legislative bodies; prosecutes violations of the ordinances of the City; and provides advice on legal options and risks associated with City actions.

The legal services provided by the City Attorney's Office also include the following:

- Provide general legal counsel and representation by conducting research and preparing resolutions, opinions, and advice letters.
- Minimize risks and protect the fiscal interests of the City.
- Defend the City in general civil litigation and employment matters as well as prosecuting lawsuits on behalf of the City to recover costs from third parties responsible for injuries caused to City personnel and property.
- Review, edit, draft, and negotiate contracts and other transactional documents and agreements for City departments including Police, Community Development Services, Public Works Services, Human Resources, and Parks and Recreation.



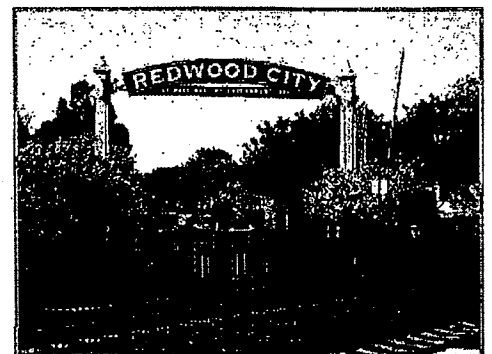
**www.redw**

# Opportunities and Challenges

Redwood City is a community that is actively involved in governance issues and other key matters that consistently focus upon delivery of services, downtown redevelopment, housing and development issues, environmental topics (wetlands, protection of the bay, etc.), all of which are vital to residents and seen as impacting quality of life. As a result of this, the City Attorney must be well versed in a variety of technical areas in order to provide high level guidance and counsel to the City Council and support the operating departments.

Of primary concern for Redwood City are land use and planning issues. A sampling of key areas include the following:

- **General Plan** – The City is currently updating the General Plan and it is expected to be finalized mid-year. This process, with significant community input, emphasizes the City's active and progressive approach to community involvement, enhancements, redevelopment and addressing quality of life issues.
- **Saltworks Development** – A proposal to develop 1,500 acres bordering on San Francisco Bay with homes, offices, commercial space, and wetland restoration has been submitted to the City. Processing will involve the City and numerous Federal and State agencies over several years. Many legal issues, in conjunction with significant public interest throughout the region, make the project both interesting and challenging.
- **Restatement of Precise Plan for Downtown** – The City is finalizing a Downtown Precise Plan for its growing Downtown area. The Plan calls for residences and parcel accumulation in order to enhance development opportunities. There has been Superior Court litigation over the Environmental Impact Report. Completion of the restated Precise Plan is scheduled for mid-year.



# City of Redwood City

## Core Purpose

Build a Great Community Together

## Core Values

### **Excellence:**

Passion to Do Our Best in Each Moment

### **Integrity:**

Do the Right Thing, Not the Easy Thing

### **Service:**

We Care and It Makes a Difference

### **Creativity:**

Freedom to Imagine and Courage to Act



## The Ideal Candidate

The ideal candidate for this position will be an experienced legal professional that thrives in a robust and complex environment. Known as a generalist, this top candidate will gain credibility by being seen as a strategic and innovative leader.



Ideally, the City Attorney will have litigation experience with the ability to address legal issues with a problem-solving approach rather than a regulatory manner. Also, the City Attorney will have the ability to streamline the use of outside legal counsel and, when needed, oversee, coordinate, and monitor outside legal firms in order to provide a full range of high-level legal support and leadership to this vibrant organization.

With an outstanding track record of success, the selected candidate will have unquestionable ethics and technical expertise in many of the following areas of municipal law:

- Planning and land use;
- General Plan and Specific Plans;
- California redevelopment law;
- Strategic initiative to mitigate risk, exposure and potential of lawsuits;
- Public bid process, purchasing, contract administration, and development agreements;
- Environmental Impact Reports (EIRs) including strong knowledge of CEQA;
- Legal support, advice, and counsel on labor and employee relations;
- Brown Act and conflict of interest; and
- Election and ballot initiatives.

## Leadership Qualities

Personal leadership characteristics desired in the City Attorney include:

- Provide effective leadership, guidance, and mentoring to a small yet talented departmental staff;
- Straight-forward, affable, and articulate communication style;
- Being a good listener with a natural curiosity for problem-solving;
- High energy; enjoy working in a fast-paced and evolving environment; and
- Confident, innovative, and proactive approach to addressing legal issues.



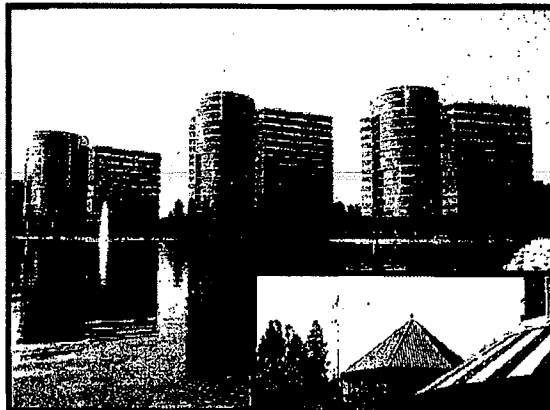
## Experience and Education

**Experience** – At least seven (7) years experience practicing municipal law in the State of California with a track record of successful leadership and management of legal matters and staff within a City Attorney or County Counsel Office or comparable government agency/special district dealing with similar and complex issues.

**Education** – Equivalent to a Juris Doctor from an American Bar Association accredited law school.

**License or Certificate** – Must be a current member in good standing with the State Bar of California.

**Review of Qualifying Experience and Education** – Ralph Andersen & Associates will pre-screen candidates to determine the appropriate match of professional experience and education. Each candidate will be required to present their own career history and credentials to highlight their accomplishments and ability to lead the City Attorney's Office. *Personal style, interpersonal and communication skills are critical to this process and will be paramount for success in this position.*



## Compensation and Benefits

The City Council will negotiate a mutually agreeable employment contract with the selected candidate that will include a highly competitive compensation package including PERS Retirement (2.7% @ 55) and may include housing assistance, temporary housing, and relocation assistance. Other benefits include paid leave, comprehensive insurance, professional development, and other benefits. Further details on compensation may be obtained from Ralph Andersen & Associates.

## The Selection Process

Ralph Andersen & Associates will work with the City Council to evaluate resumes and determine a select group of highly qualified candidates for consideration. Review of resumes will be ongoing, and interested candidates are asked to **submit materials prior to March 26, 2010**. The Interim City Attorney (Roy Abrams) will assist in the transfer of leadership and will be appropriately involved to allow for a smooth and effective transition with the new City Attorney.

Only the most highly qualified candidates will be invited for an on-site interview. Interested candidates are encouraged to email their comprehensive resume, compelling cover letter, five (5) professional references and current salary to [apply@ralphandersen.com](mailto:apply@ralphandersen.com).

**Electronic submittals are strongly preferred.** Alternatively, candidates may submit via regular mail or fax to:

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

Ralph Andersen & Associates will conduct preliminary screening interviews as applications are received. The recruitment process will also involve on-site interviews with the City Council including follow-up interviews and meetings as needed. Candidates may also be required to respond to supplemental questions to assess management style and approach, as well as presentation skills through an oral presentation to the City Council.

Candidates should be aware that this is a confidential process and no contact will be made with references until mutual interest is established.

Confidential inquiries are welcomed at (916) 630-4900 to Heather Ren-schler.



*The City of Redwood City is an equal employment opportunity employer and encourages all qualified individuals to submit an application for this exceptional career opportunity.*

# *The City of Sunnyvale*

is seeking a new

## *Director of Human Resources*

The Director of Human Resources provides significant support to the chief executive and contributes as an essential partner and member of the City's Executive Leadership Team. Human resources is extremely critical to the overall success of the organization and the City Manager places a high value on the advice provided by the Director of Human Resources on personnel matters, citywide issues and succession planning.



**Ralph Andersen & Associates**  
A Tradition of Excellence Since 1972

From past Presidential accolades as a model for local government operations and cost efficient delivery of services, to recent national exposure when named the "Happiest Place in America," the City of Sunnyvale offers an urban environment that rates very high on providing physical, mental and social well-being to its residents.

## The Community

Long recognized as the "Heart of Silicon Valley," and more recently as the "Happiest Place in America," Sunnyvale, with a population of approximately 138,000, is the fifth largest city in the San Francisco Bay Area and the second largest in Santa Clara County. Sunnyvale was incorporated in 1912 and, over the years, has transformed from an agricultural community to a center for the defense industry, and the current nexus of research, development and manufacturing that created Silicon Valley. Sunnyvale is home to notable companies such as Yahoo!, Advanced Micro Devices, NetApp, and Lockheed Martin Space Systems. The draw of working in this dynamic community swells the City's daytime workforce to 230,000.

Sunnyvale is ideally located in the spectacular San Francisco Bay Area. The area is home to many museums, theaters, concert halls, and art galleries, as well as numerous professional sports teams. The San Jose, Oakland and San Francisco international airports are easily accessible.

In addition to its ideal location, Sunnyvale is also recognized for its park system and public recreation facilities, including sixteen parks, two golf courses, fifty-one tennis courts, six public swimming pools and a state of the art Community Center. The Baylands Park provides over seventy acres of developed parkland offering recreation activities, scenic pathways, and picnic areas for families. A wide variety of cultural and artistic events take place within the City, including the annual Art & Wine Festival, the Summer Music Series, Hands on the Arts children's art fair, a weekly farmer's market, and downtown holiday events. Additionally, the historic downtown business district is a vibrant commercial and entertainment hub.



## The City of Sunnyvale

The City of Sunnyvale is a charter city, with a seven-member City Council that is elected at-large. The Council appoints the City Manager and City Attorney. The Mayor and Vice Mayor are selected by the Council, with the Mayor serving a two-year term. The Council and City staff enjoy a positive and mutually respectful working relationship.

Sunnyvale provides a full range of services and maintains a workforce of approximately 940 regular employees. The City has an annual operating and capital budget of approximately \$270 million. The City's performance-based budgeting system, and unique financial planning and management system, provide a strong structure for the City's long-term fiscal stability, resulting in a solid overall financial foundation. The City has a balanced 20-year financial plan and operates under a two-year budget cycle. Community surveys consistently indicate that residents and businesses are well satisfied

with the quality of the services provided by the City.



The City's Planning and Management System (PAMS) provides a framework in which the City plans, performs and evaluates the services provided to the community in a systematic and quantifiable manner to promote accountability. This concept, recognized nationally, allows the City to monitor and evaluate the municipal services it provides to its citizens at a lower cost than other comparable cities. This system is continually evaluated and refined in order to streamline and improve efficiency and reporting functions.

The City of Sunnyvale is a full-service City whose departments include: City Manager, City Attorney, Community Development, Community Services, Finance, Human Resources, Information Technology, Libraries, Public Safety (an innovative Police/Fire combination), and Public Works. The City also staffs the Department of Employment Development ("NOVA"), which provides regional job-training programs to citizens of Sunnyvale and all other municipalities.

The City's Executive Leadership Team, consisting of the City Manager, City Attorney, and all Department Directors, is highly collaborative and collegial. Gary Luebbers was appointed City Manager in 2008 and provides executive

The City's Executive Leadership Team, consisting of the City Manager, City Attorney, and all Department Directors, is highly collaborative and collegial. Gary Luebbers was appointed City Manager in 2008 and provides executive

ive leadership to the organization with the full support of the City Council. Working in support of the City Manager and focused on established Citywide goals and objectives, the Executive Leadership Team works together to address substantive issues of overall importance. Through open dialogue and debate, this strong executive team has contributed significantly to enhanced Citywide procedures and performance improvement within the management culture, with the ultimate goal of improved efficiency and effective enhancements to operations.

## The Position

The Director of Human Resources provides significant support to the chief executive and contributes as an essential partner and member of the City's Executive Leadership Team. Human resources is extremely critical to the overall success of the organization and the City Manager places a high value on the advice provided by the Director of Human Resources on personnel matters, citywide issues and succession planning. This challenging position offers the experienced human resources professional an outstanding opportunity in a leadership position with a highly regarded and well-managed municipal organization. The new Director will be expected to continue efforts to streamline and enhance operations in this high performance organization, within the structure of a civil service and merit-based environment. Combined with a history of strong employee relations and cooperation with labor associations, this position is also involved in strategic visioning, workforce development and succession planning organization-wide. The Director is expected to provide Citywide guidance and leadership related to the anticipated turnover of a number of executives and senior level managers in the near future. The Director also plays a critical role by providing essential technical support, guidance and advice on a full range of personnel matters, and provides staff support to the City Council appointed Personnel Commission, which primarily acts as the

There are six recognized employee associations:

- Communication Officers Association (COA)
- Public Safety Officers Association (PSOA)
- Service Employees International Union, Local 715 (SEIU)
- Sunnyvale Employees' Association (SEA)
- Sunnyvale Managers Association (SMA)
- Sunnyvale Public Safety Managers Association (SPSMA)

official hearing body on disciplinary matters. The Director is also responsible for ensuring that Department staff maintain up-to-date knowledge, skills and abilities related to the administration of all responsibilities and functions, in order to fully support the operating and service-delivery departments.

This position will be vacant as a result of the retirement of the current Director and will be filled upon completion

of this recruitment process. In addition to the retirement of the Director, the Human Resources Managers who manage the Employee Benefits Division and the Employee Relations/Employee Development Division have also announced plans to retire this spring. The departure of these senior managers will provide the new Director with the opportunity to assess the organization of the department and to build a new management team. **Additionally, the Director of Human Resources will work closely with the City Manager on the formidable project of succession planning by spearheading the strategic approach to address the upcoming talent loss with a majority of Department Directors and many senior managers set to retire within the next two – three years.**

## The Ideal Candidate

The ideal candidate for this position is an inspirational and innovative professional who has a passion for providing dynamic leadership to an organization with high expectations for the full range of human resources services. Skilled in all areas of human resources, this individual will be a generalist, and will thrive on creating a positive and supportive work environment that promotes the utmost in professionalism and values resourcefulness, best practices and achieving desired outcomes in a cost-efficient and timely fashion.

The new Director will ensure that the Department serves effectively as an in-house consultant to the operating and service-delivery departments by providing a full range of support for an array of personnel matters, including assessing organizational needs, recruitment and selection, succession planning, training and development, employee benefits and retirement programs, risk management, workers' compensation, employee relations, including employee performance and discipline, and grievance procedures. The degree of the Director's direct involvement in labor relations will be determined based upon the selected candidate's career history and expertise in this area. Potentially, outside technical support may be utilized for labor relations depending upon the unique complement of professional skills that the new Director brings to the City of Sunnyvale. Current MOUs are in effect through 2012 and are available for viewing on the City's website.

*The Human Resources Department, with a staff of 17, is responsible for the full range of human resources services including: recruitment and selection; labor and employee relations; organizational development and training; employee benefits; new employee orientation; classification and compensation; and risk management, including workers' compensation, safety and City liability. The organization chart for the Human Resources Department is available on Ralph Andersen & Associates' website.*

The Director is expected to bring a high level of confidence, expertise, creativity and credibility to this position. Additionally, the Director will consistently demonstrate integrity, a strong sense of ethics and common sense, and an ability to easily gain the trust of others, combined with excellent interpersonal and communication skills. The new Director will be a strategic and forward-thinking manager who enjoys working in a dynamic and robust organization that values collaboration and contributing as part of a team.

## Opportunities & Challenges

Identifying opportunities for enhancing and streamlining procedures continue to be the overall goal for the City of Sunnyvale as it develops further cost effective operations. "Doing more with less" in local government has never been more relevant, particularly as it relates to staffing, retention, and succession planning for future organizational needs. Key areas of focus for the new Director include:

- Support the continued development of Department staff as consultants to operating and service-delivery departments, acting as knowledgeable and collaborative advisors with an emphasis on outcomes over process;
- Continue the proactive and on-going relationships and regular meetings with employee associations throughout the year;
- Expand and implement HRIS applications and integration into the future Citywide technology platform, as funding permits;
- Promote a state-of-the-art recruitment and selection program to enhance efficiency, foster collaboration with customer departments, and support an effective succession planning program;
- Develop greater capacity for in-house training, mentoring, and leadership programs;
- Actively manage the City's workers' compensation program and pursue cost saving techniques and claims reduction initiatives; and
- Expand the collaboration and cooperation with neighboring cities on the development of an integrated model for shared resources, including training.

## Desired Qualifications

**Experience:** This position requires significant and relevant experience overseeing the full range of human resources functions, with an emphasis on the key attributes and areas of responsibility noted previously in this brochure. California public sector experience will be seen as a plus; however, this is a national search effort and qualified individuals outside of California who possess the full array of generalist experience will also be given full consideration. Private sector candidates without public sector experience must demonstrate their ability to effectively transition to a leadership position in the public sector. Some experience working with labor unions/associations is essential for success.

**Education:** A Bachelor's degree is required. A Master's degree is preferred.

## Compensation & Benefits

The salary for the at-will position of Director of Human Resources is \$161,215 - \$189,665 annually. The City offers two key incentives to attract the highest caliber of candidates:

- **Relocation Reimbursement:** The City offers a financial assistance program to help offset some of the costs associated with relocating to the City of Sunnyvale for out-of-area candidates.
- **Mortgage Assistance Program:** The City offers a mortgage assistance program to out-of-area candidates, to help with relocation to a principal residence in the City of Sunnyvale. Further details on this program are available from Ralph Andersen & Associates.

The City's excellent benefits package also includes the following:

- **Retirement:** CalPERS 2.7% @ 55 - 7% of the 8% employee contribution is paid by the City and is reported as Employer Paid Member Contribution (EPMC). The remaining 1% is paid by the employee. The City does *not* participate in Social Security except for the mandated Medicare portion.
- **Deferred Compensation:** The City contributes 2% of base salary to either a 457 or a 401(a) plan, subject to plan contribution limits.
- **Paid Time Off:** An all-inclusive paid time off program starts at 21 days annually; plus, after six months of satisfactory service, employees are eligible for 60 hours of management administrative leave annually.
- **Holidays and Floating Holiday Leave:** Eleven holidays and an additional 20 hours of floating holiday time per calendar year are provided. (New hires receive a prorated benefit based on date of hire.)
- **Auto Allowance:** Provided in accordance with current policy. Currently \$450 per month.
- **Medical Insurance:** Medical insurance is provided through CalPERS, most plans fully paid for employee and dependents.

For the comprehensive listing of benefits, please view details on Ralph Andersen & Associates' website ([www.ralphandersen.com](http://www.ralphandersen.com)) under the "Career Opportunities" section. Also, additional information regarding the benefits offered is available on the City of Sunnyvale's employment website at [www.jobs.inSunnyvale.com](http://www.jobs.inSunnyvale.com).

## To Be Considered

This is a **confidential process** and will be handled accordingly throughout the various stages. Candidates should be aware that references *will not* be contacted until mutual interest has been established. The initial review of candidates with the City Manager will begin the week of February 22, 2010, with interviews scheduled for early March. **Electronic submittals are strongly preferred at [apply@ralphandersen.com](mailto:apply@ralphandersen.com)**. A complete application packet will include the following:

- Cover letter, including reason for interest in this position;
- Comprehensive resume;
- Salary history; and
- Five (5) professional references.

Ms. Heather Renschler of Ralph Andersen & Associates will work in concert with the City of Sunnyvale to conduct the initial evaluation as outlined in this recruitment profile. Confidential inquiries to Heather Renschler are welcomed at (916) 630-4900 or email to [heather@ralphandersen.com](mailto:heather@ralphandersen.com).



EXECUTIVE SEARCH  
HUMAN RESOURCES  
CONSULTING



AVERY  
a s s o c i a t e s

William Avery & Associates  
Management Consultants



**AVERY**  
a s s o c i a t e s

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

William Avery & Associates  
Management Consultants



**AVERY**  
ASSOCIATES

Los Gatos  
Santa Cruz ♦ San Luis Obispo ♦ Bend, OR

August 30, 2010

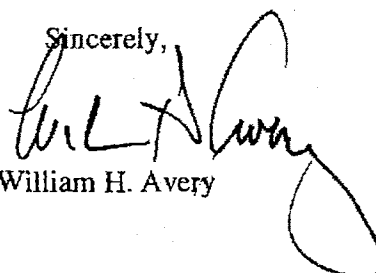
Greg Pustelnik, Purchasing Manager  
City of Palo Alto  
Purchasing and Contracts Administration  
250 Hamilton Ave., M-Level  
Palo Alto, CA 94301

Dear Mr. Pustelnik:

Thank you for the opportunity to submit our recruitment proposal for the position of City Attorney for the City of Palo Alto. Attached is our detailed proposal of services in accordance with your RFP Number 138308.

We take great pride in our ability to provide exceptional results with a high degree of customer satisfaction and would welcome the opportunity to work with your City in support of this recruitment. If you have any questions, please do not hesitate to call Paul Kimura or myself at 408-399-4424.

Sincerely,



William H. Avery

WHA:jmc

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

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

## PROPOSAL FOR THE CITY OF PALO ALTO RECRUITMENT FOR THE NEW CITY MANAGER

### Chapter 1 Proposal Summary

Avery Associates is a highly successful Santa Clara County based firm. We have exceptional knowledge of the local and county issues that affect municipal government and executive search. Both Paul Kimura and I are long time residents in the County, and both graduated from San Jose State University. Bill Avery was a former Town Manager for the Town of Los Gatos and has an exceptional background supporting City Councils, executive staff and the municipal sector in both executive search and labor relations. Paul grew up in Palo Alto and graduated from Palo Alto High School. Our collective history here provides us with knowledge and insights that are valuable in representing Palo Alto to prospective candidates. This ability to provide firsthand knowledge regarding the city, the region and various quality of life issues is especially valuable in engaging potential applicants and in closing a candidate.

We feel our firm differentiates itself in several ways. Our Principals are active in all aspects of each recruitment. This hands-on involvement includes client interface, development of search strategy, candidate identification, interviewing and assessment, candidate presentation, facilitation of consensus deliberation and assistance with candidate closure.

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. We're pleased that each of our recruitments has resulted in a successful closure within the projected timeframe. Most importantly, our clients have expressed a high degree of satisfaction in the quality and depth of our service.



Our work product also gets very positive feedback. The comprehensive nature of our candidate profiles provides an excellent background to hiring authorities. Much of this is based on our "behavioral" interview methodology. This interview approach explores a candidate's past accomplishments and experiences and evaluates those as the basis for future performance.

Finally, our support throughout the recruitment process is exceptional. The range of our services begins with extensive outreach to identify the ideal candidate profile to negotiation (with the selected candidate) of final terms and conditions of employment. We feel our involvement and active participation throughout the search process is unmatched in the public sector executive search profession.

## Chapter 2 Avery Associates - Profile

William Avery & Associates, Inc (Avery Associates) is a successful Management Consulting firm based in Los Gatos, California. Incorporated in 1982, the firm specializes in Executive Search and Human Resources/Management Consulting. The firm currently includes two Principals and several key consultants. Bill Avery, the founder of Avery Associates, heads the firm and oversees the Management/Labor Relations practice. He also leads key searches. Paul Kimura is the Principal who oversees the Search and Recruitment practice. Ann Slate and Cris Piasecki form the senior recruitment team for the search practice. Anne Matteini is the finance/contacts administrator, and Jackie Collins and Jessica Towner handle administration. The team is augmented by temporary staff as needed.

Avery Associates began its search practice in 1997. Since that time, it has become one of the leading public sector recruitment firms in the State. The company has established a solid operational and financial foundation, and continues to meet the needs of its clients. At any given timeframe, the firm is capable of handling ten executive recruitments simultaneously. The firm has never faced litigation.

## Chapter 3 Firm Qualifications

We feel exceptionally suited to perform this recruitment on your behalf. We have a solid and current record for City Attorney recruitments. At this time, we are in the final interview process for the Town Attorney recruitment for the Town of Los Gatos and are midway through a City Attorney search for the City of Santa Clara. Representing City Attorney recruitments for these two premier Santa Clara County municipalities would position our firm to be an excellent resource for the City of Palo Alto.

Additionally, during the past 24 months we have successfully completed City Attorney searches for the cities of East Palo Alto, Santa Clara, Richmond and Oxnard. We've previously completed in the past several years, City Attorney recruitments for the cities of Napa, Livermore, San Luis Obispo, Inglewood, Vallejo, Bakersfield and Union City; and a Deputy City Attorney for the



City of Elk Grove, along with the Chief Prosecutor recruitment for the City of Pasadena. Collectively, these assignments have provided us with an active and current database of public sector attorneys and excellent contacts throughout California. We would be able to utilize these contacts in assisting you with this assignment. Our experience with City Attorney recruitments, 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.

Firm Contact: Bill Avery, Principal  
William Avery & Associates, Inc.  
3-1/2 N. Santa Cruz Ave., Suite A  
Los Gatos, CA 95030  
Phone: 408-399-4424  
Cell: 408-472-7873  
Fax: 408-399-4423  
Email: bill@averyassoc.net

Alternate Contact: Paul Kimura, Principal  
William Avery & Associates, Inc.  
3-1/2 N. Santa Cruz Ave., Suite A  
Los Gatos, CA 95030  
Phone: 408-399-4424  
Cell: 408-472-7936  
Fax: 408-399-4423  
Email: paulk@averyassoc.net

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

We're pleased that each of our recruitments has resulted in a successful closure within the projected timeframe. More importantly, our clients have expressed a high degree of satisfaction in the quality and depth of our service. Enclosed is a selection of completed city attorney recruitments related to this project.



### QUALIFICATIONS OF AVERY ASSOCIATES RELATIVE TO CITY'S NEEDS

Project Name	Client	Description of work performed	Total Project Cost	Percentage of work firm was responsible for	Period work was completed	Client contact information*
Town Attorney	Los Gatos, CA	Executive recruitment	\$23,900	100%	In Process	Greg Larson, Town Mgr 408-354-6832
<p style="text-align: center;">Did your firm meet the project schedule (Circle one) <u>Yes</u> No</p> <p style="text-align: center;">Give a brief statement of the firm's adherence to the schedule and budget for the project:</p> <p>Offer currently being negotiated. Scheduled to be on time and within budget.</p>						
City Attorney	Santa Clara, CA	Executive recruitment	\$24,400	100%	6 months	Liz Brown, HR Dir 408-615-2150
<p style="text-align: center;">Did your firm meet the project schedule (Circle one) <u>Yes</u> No</p> <p style="text-align: center;">Give a brief statement of the firm's adherence to the schedule and budget for the project:</p> <p>Completed April 2007, on schedule and within budget.</p>						
City Attorney	East Palo Alto, CA	Executive recruitment	\$24,900	100%	5 months	M. L. Gordon, ACM 650-853-3100
<p style="text-align: center;">Did your firm meet the project schedule (Circle one) <u>Yes</u> No</p> <p style="text-align: center;">Give a brief statement of the firm's adherence to the schedule and budget for the project:</p> <p>Completed February 2009, on schedule and within budget.</p>						



## Chapter 4 Work Plan and Consultant Services Provided

### I. Position Profile and Organizational Assessment – Development of the Job Announcement

The initial assessment phase is a critical component of the search process. Mr. Avery or Mr. Kimura will meet individually with the City Council, or as desired, with the recruitment subcommittee to discuss the organizational needs, key priorities of the position and requirements for the position. We would also anticipate individual or group meetings with key staff members, including the City Manager, to solicit their view on the ideal candidate profile. As desired we would also solicit input from the community. This can be accomplished through "town hall meetings" or direct input to a dedicated email "box."

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

- Understand the City and 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.

The formal position description and a subsequent ideal candidate profile would be developed from the above discussions and incorporated into the formal position announcement. The candidate profile is also utilized in various other means as a marketing tool, for advertising copy, postings, and for other announcements.

City Attorney recruitments tend to be more unique than other municipal executive recruitments. This is a result of the expansive number of contract firms that serve as legal counsel to cities throughout the state.

The effect this "outsourcing" is a more limited availability of trained and experienced in-house City Attorney candidates. From a recruitment perspective, this requires a greater effort in proactive outreach to potential candidates. This is an area in which Mr. Kimura excels given his extensive high technology recruitment experience.



In assessing the strengths of City Attorney candidates, our methodology of behavioral based interviewing is a proven means of "predicting" future performance based on "past" behavior. Our approach here allows us to gain excellent insight to a candidate and provide that insight to our clients.

II. Development of the Search Strategy and Candidate Outreach/Development - Sources for Job Posting and Advertising

The search strategy is developed in conjunction with the organizational assessment. 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 are also sensitive to reaching a diverse applicant pool. We would incorporate the following elements into this search:

- Development of a targeted candidate list based on our current and extensive database of city attorney personnel, and referrals or recommendations from key sources/contacts that have extensive networks in this area. The sources would include city and county management personnel, attorneys affiliated with law firms or entities that would have major practices in the public sector.
- Original research, which consists of identification and contact of current city attorneys or assistant/deputy city attorneys associated with the public sector who meet the profile, but are not actively seeking other employment.
- Outreach to the numerous regional, ethnic-based and gender-based Bar Associations throughout the state.
- An extensive print mailing and/or emailing campaign to individuals and law firms identified through the means identified above and/or those affiliated with the legal profession throughout the western states.
- Advertising in WESTERN CITY magazine, JOBS AVAILABLE magazine, and other publications or periodicals deemed appropriate for this search. On occasion our clients feel advertising in the Daily Journal is appropriate. If desired we would do although the cost of that advertisement is not a part of the proposed expense budget.
- Job postings on Internet-based national public sector employment bulletin boards, association-based web sites, and our company website to reach active candidates.
- Development and distribution of the comprehensive position announcement to various cities, counties, and state level departments.



### III. Candidate Assessment

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

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 City's final one or two candidates. A copy of these confidential reports can be provided



for you. The costs for these investigations are considered independent of the recruitment expenses listed below and will be invoiced separately.

VI. Position Closure and Follow-Up

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

Chapter 5  
Proposed Innovations

- Following initial meetings to develop the candidate profile, we develop a four color, poster quality brochure designed to "market" the opportunity. This is available as a pdf file and is printed and sent directly to individuals within the professional discipline for whom we are recruiting.
- Our outreach efforts extend beyond "passive" techniques (ads, internet positions). For every search we establish a contact list that expands throughout the course of outreach. Direct contact of potential sources or applicants is an essential part of our work.
- Our work product provides excellent insight into a recommended candidate. This includes a comprehensive candidate assessment based on the formal interview and two documented reference interviews.
- A total focus on public sector consulting. Over 95% of our recruitment activity supports local or regional government entities. The remainder supports the non-profit sector.
- Our pricing model is structured to ensure a true partnership with our clients. We do not invoice the final 50-60% of our professional fee until a final placement is made. This ensures we will work closely with you until the search is complete.
- Both Mr. Avery and Mr. Kimura, the two company principals, are accessible 24/7 via cell phone and email. They are also available for night and weekend meetings or interviews with clients and candidates.
- We offer an unconditional two year guarantee on all of our placements.



## Chapter 6 Project Staffing

Bill Avery will serve as the Principal in charge of this project and will be assisted by Paul Kimura and the staff of Avery Associates. Mr. Avery will be personally involved in development of the ideal candidate profile, development of the search strategy, oversight of candidate outreach, interview and assessment of candidates, presentation of candidate recommendations, participation in the final interview process, and will be available throughout the search process to provide other consulting services.

### **Avery Profile William Avery**

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

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

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

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

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

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



**Avery Profile**  
**Paul Kimura**

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

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

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

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

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

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



## Chapter 7 Proposal Exceptions

None.

## Chapter 8 Proposal Costs

Based on the services described in our proposal, the Professional Services Consulting Fee for this recruitment will be \$18,500.

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 City. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, and consultant travel for client discussions, meetings and local and out-of-area candidate interviews. All expense items will be detailed and billed on a monthly basis. As discussed above, upon request we will do background checks on the final candidate(s). The typical cost for background is approximately \$250 per candidate.

The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated. This would include development and facilitation of an oral board examination process.

The sample table reflects the hours dedicated to each step of the recruitment process as defined by the Work Plan.

Scope	Labor Categories (e.g., Consultant, Sr. Consultant, etc.)	Est. Hours
Position Profile and Assessment of City Needs – meetings with Council, staff and stakeholders		
	Principal	7
Development of Recruitment Plan Preparation of Recruitment/Advertising Material and Job Posting Candidate Outreach	Principal	33
	Clerical	10
Candidate Assessment – qualifying and interviews	Principal	22
	Clerical	12
Candidate Presentation Materials – formal assessments and references	Principal	8
	Clerical	10
Final Interviews/Selection Process	Principal	8
	Clerical	4



## Chapter 9 Guarantees and Ethics

Whenever William Avery & Associates, Inc. is retained we guarantee a complete commitment to a client. Due to our experience, knowledge and success within the management consulting field, we assure all clients that we will only present candidates who meet the majority of the qualifications that you have identified. 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 two years of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first two years for reasons which would have precluded his/her employment had they been known at the time employment started. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.



Attachment B  
Proposer's Information Form

**PROPOSER (please print):**

Name: William Avery and Associates, Inc.

Address: 3-1/2 N. Santa Cruz Ave., Suite A

Los Gatos, CA

Telephone: 408-399-4424 Fax: 408-399-4423

Contact person, title, telephone and fax number: Paul Kimura, Principal

408-399-4424; 408-399-4423

Proposer, if selected, intends to carry on the business as (check one)

☐ Individual

☐ Joint Venture

☐ Partnership

☒ Corporation

When incorporated? 1982

In what state? California

When authorized to do business in California?: 1982

☐ Other (explain): \_\_\_\_\_

**ADDENDA**

To assure that all Proposers have received each addendum, check the appropriate box(es) below. Failure to acknowledge receipt of an addendum/addenda may be considered an irregularity in the Proposal:

Addendum number(s) received: ☐ 1; ☐ 2; ☐ 3; ☐ 4; ☐ 5; ☐ 6;

Or, ☒ \_\_\_\_\_ No Addendum/Addenda Were Received (check and initial).

**PROPOSER'S SIGNATURE**

No proposal shall be accepted which has not been signed in ink in the appropriate space below:

By signing below, the submission of a proposal shall be deemed a representation and certification by the Proposer that they have investigated all aspects of the RFP, that they are aware of the applicable facts pertaining to the RFP process, its procedures and requirements, and they have read and understand the RFP. No request for modification of the proposal shall be considered after its submission on the grounds that the Proposer was not fully informed as to any fact or condition.

1. If Proposer is **INDIVIDUAL**, sign here

Date: \_\_\_\_\_

\_\_\_\_\_  
Proposer's Signature

\_\_\_\_\_  
Proposer's typed name and title

2. If Proposer is **PARTNERSHIP** or **JOINT VENTURE**, at least (2) Partners or each of the Joint Venturers shall sign here:

\_\_\_\_\_  
Partnership or Joint Venture Name (type or print)

Date: \_\_\_\_\_

\_\_\_\_\_  
Member of the Partnership or Joint Venture signature

Date: \_\_\_\_\_

\_\_\_\_\_  
Member of the Partnership or Joint Venture signature

3. If Proposer is a **CORPORATION**, the duly authorized officer(s) shall sign as follows:

The undersigned certify that they are respectively:

Paul Kimura \_\_\_\_\_ and \_\_\_\_\_  
Title Title

Of the corporation named below; that they are designated to sign the Proposal Cost Form by resolution (attach a certified copy, with corporate seal, if applicable, notarized as to its authenticity or Secretary's certificate of authorization) for and on behalf of the below named CORPORATION, and that they are authorized to execute same for and on behalf of said CORPORATION.

William Avery and Associates, Inc.  
Corporation Name (type or print)

By: Paul Kimura Date: 8/24/10

Title: Principal

**Attachment "F"**  
**INSURANCE REQUIREMENTS**

CONTRACTORS TO THE CITY OF PALO ALTO (CITY), AT THEIR SOLE EXPENSE, SHALL FOR THE TERM OF THE CONTRACT OBTAIN AND MAINTAIN INSURANCE IN THE AMOUNTS FOR THE COVERAGE SPECIFIED BELOW, AFFORDED BY COMPANIES WITH AM BEST'S KEY RATING OF A-VII, OR HIGHER, LICENSED OR AUTHORIZED TO TRANSACT INSURANCE BUSINESS IN THE STATE OF CALIFORNIA.

**AWARD IS CONTINGENT ON COMPLIANCE WITH CITY'S INSURANCE REQUIREMENTS, AS SPECIFIED, BELOW:**

REQUIRED	TYPE OF COVERAGE	REQUIREMENT	MINIMUM LIMITS	
			EACH OCCURRENCE	AGGREGATE
YES	WORKER'S COMPENSATION	STATUTORY		
YES	EMPLOYER'S LIABILITY	STATUTORY		
YES	GENERAL LIABILITY, INCLUDING PERSONAL INJURY, BROAD FORM PROPERTY DAMAGE BLANKET CONTRACTUAL, AND FIRE LEGAL LIABILITY	BODILY INJURY	\$1,000,000	\$1,000,000
		PROPERTY DAMAGE	\$1,000,000	\$1,000,000
		BODILY INJURY & PROPERTY DAMAGE COMBINED.	\$1,000,000	\$1,000,000
YES	AUTOMOBILE LIABILITY, INCLUDING ALL OWNED, HIRED, NON-OWNED	BODILY INJURY	\$1,000,000	\$1,000,000
		- EACH PERSON	\$1,000,000	\$1,000,000
		- EACH OCCURRENCE	\$1,000,000	\$1,000,000
		PROPERTY DAMAGE	\$1,000,000	\$1,000,000
		BODILY INJURY AND PROPERTY DAMAGE, COMBINED	\$1,000,000	\$1,000,000
YES	PROFESSIONAL LIABILITY, INCLUDING, ERRORS AND OMISSIONS, MALPRACTICE (WHEN APPLICABLE), AND NEGLIGENCE PERFORMANCE			
		ALL DAMAGES		\$1,000,000
YES	THE CITY OF PALO ALTO IS TO BE NAMED AS AN ADDITIONAL INSURED: CONTRACTOR, AT ITS SOLE COST AND EXPENSE, SHALL OBTAIN AND MAINTAIN, IN FULL FORCE AND EFFECT THROUGHOUT THE ENTIRE TERM OF ANY RESULTANT AGREEMENT, THE INSURANCE COVERAGE HEREIN DESCRIBED, INSURING NOT ONLY CONTRACTOR AND ITS SUBCONSULTANTS, IF ANY, BUT ALSO, WITH THE EXCEPTION OF WORKERS' COMPENSATION, EMPLOYER'S LIABILITY AND PROFESSIONAL INSURANCE, NAMING AS ADDITIONAL INSURED'S CITY, ITS COUNCIL MEMBERS, OFFICERS, AGENTS, AND EMPLOYEES.			

- I. INSURANCE COVERAGE MUST INCLUDE:
  - A. A PROVISION FOR A WRITTEN THIRTY DAY ADVANCE NOTICE TO CITY OF CHANGE IN COVERAGE OR OF COVERAGE CANCELLATION; AND
  - B. A CONTRACTUAL LIABILITY ENDORSEMENT PROVIDING INSURANCE COVERAGE FOR CONTRACTOR'S AGREEMENT TO INDEMNIFY CITY.
  - C. DEDUCTIBLE AMOUNTS IN EXCESS OF \$5,000 REQUIRE CITY'S PRIOR APPROVAL.
- II. CONTACTOR MUST SUBMIT CERTIFICATE(S) OF INSURANCE EVIDENCING REQUIRED COVERAGE.
- III. ENDORSEMENT PROVISIONS, WITH RESPECT TO THE INSURANCE AFFORDED TO "ADDITIONAL INSURED'S"
  - A. PRIMARY COVERAGE  
WITH RESPECT TO CLAIMS ARISING OUT OF THE OPERATIONS OF THE NAMED INSURED, INSURANCE AS AFFORDED BY THIS POLICY IS PRIMARY AND IS NOT ADDITIONAL TO OR CONTRIBUTING WITH ANY OTHER INSURANCE CARRIED BY OR FOR THE BENEFIT OF THE ADDITIONAL INSURED'S.
  - B. CROSS LIABILITY

**Attachment "F"**  
**INSURANCE REQUIREMENTS**

THE NAMING OF MORE THAN ONE PERSON, FIRM, OR CORPORATION AS INSURED UNDER THE POLICY SHALL NOT, FOR THAT REASON ALONE, EXTINGUISH ANY RIGHTS OF THE INSURED AGAINST ANOTHER, BUT THIS ENDORSEMENT, AND THE NAMING OF MULTIPLE INSURED, SHALL NOT INCREASE THE TOTAL LIABILITY OF THE COMPANY UNDER THIS POLICY.

**C. NOTICE OF CANCELLATION**

1. IF THE POLICY IS CANCELED BEFORE ITS EXPIRATION DATE FOR ANY REASON OTHER THAN THE NON-PAYMENT OF PREMIUM, THE ISSUING COMPANY SHALL PROVIDE CITY AT LEAST A THIRTY (30) DAY WRITTEN NOTICE BEFORE THE EFFECTIVE DATE OF CANCELLATION.
2. IF THE POLICY IS CANCELED BEFORE ITS EXPIRATION DATE FOR THE NON-PAYMENT OF PREMIUM, THE ISSUING COMPANY SHALL PROVIDE CITY AT LEAST A TEN (10) DAY WRITTEN NOTICE BEFORE THE EFFECTIVE DATE OF CANCELLATION.

**NOTICES SHALL BE MAILED TO:**

**PURCHASING AND  
CONTRACT ADMINISTRATION  
CITY OF PALO ALTO  
P.O. BOX 10280  
PALO ALTO, CA 94303.**



ATTACHMENT E



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

**A PROPOSAL TO CONDUCT AN EXECUTIVE  
RECRUITMENT FOR A  
City Attorney  
ON BEHALF OF THE  
City of Palo Alto**



phone 916-784-9080  
fax 916-784-1985  
1677 Eureka Road, Suite 202, Roseville, CA 95661

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## CHAPTER 1 – PROPOSAL SUMMARY

August 19, 2010

Mayor Patrick Burk and Members of the City Council  
City of Palo Alto  
250 Hamilton Avenue  
Palo Alto, CA 94301

Dear Mayor Burk and City Council Members:

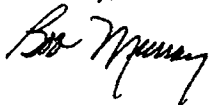
Thank you for inviting Bob Murray & Associates to submit a proposal to conduct the City Attorney recruitment for the City of Palo Alto. This proposal details our qualifications and describes our process of identifying, recruiting and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, guarantee, and description of pertinent project experiences.

At Bob Murray and 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.

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 Palo Alto, but also that the chosen individual 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 6 of the attached proposal. We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 should you have any questions.

Sincerely,



Bob Murray and Associates

## PROPOSED RECRUITMENT TEAM CONTACT INFORMATION

### *Lead Recruiter*

Bob Murray, President

[bmurray@bobmurrayassoc.com](mailto:bmurray@bobmurrayassoc.com)

### *Primary Support Staff*

Amanda Sanders, Principal Consultant

[amandas@bobmurrayassoc.com](mailto:amandas@bobmurrayassoc.com)

Sarah Kenney, Senior Consultant

[sarahk@bobmurrayassoc.com](mailto:sarahk@bobmurrayassoc.com)

Mr. Murray, Ms. Sanders, and Ms. Kenney can be reached by phone at (916) 784-9080 or by U.S. mail at Bob Murray & Associates, 1677 Eureka Road, Suite 202, Roseville, CA 95661.

## CHAPTER 2 – PROFILE ON THE PROPOSING FIRM

Bob Murray and Associates brings a unique and personal approach to executive recruitment – one that emphasizes teamwork and responsiveness. We are firmly committed to a process driven by your needs. You determine how the search will proceed and what types of candidates you are looking for. Formed in May 2000, Bob Murray & Associates is the largest, most successful search firm on the west coast. Since our firm's formation we have conducted over 450 local government, special district, and private sector searches. We are financially sound and have the capacity to conduct the search and incur costs to later be reimbursed by the client.

In his 25 years as an executive recruiter, Bob Murray, the firm's principal, repeatedly proven that he knows how to find outstanding candidates. With a national reputation for excellence, Bob Murray & Associates has extensive experience working with counties, municipalities, special districts, and other organizations in throughout the United States. Our experience includes conducting recruitments for: administration, building, development, engineering, finance, fire, human resources, legal, library, parks and recreation, planning, police, public information/communications, public works, redevelopment, technology, transportation and utility professionals, to name a few.

Our experience ranges from working with large, complex organizations such as San Francisco, CA; San Diego, CA; San Jose, CA; Los Angeles, CA; Phoenix, AZ; and San Antonio, TX to smaller organizations such as Sonoma, CA; Ojai, CA; and Beverly Hills, CA.

Bob Murray and Associates is known throughout the industry by both clients and candidates alike as the leading firm in terms of customer service. We pride ourselves on our responsiveness to clients and candidates and assure the City that you will receive the highest caliber of service from every member of our team. Bob Murray and Associates is a small corporation consisting of seven full-time staff members including Bob Murray, President; Regan Williams, Vice President; Renee Narloch, Vice President; Wesley Herman, Vice President; Amanda Sanders, Senior Consultant; Sarah Kenney, Principal Consultant; and Rosa Gomez, Executive Assistant. Our main office is located in Roseville, CA, and all work on the City of Palo Alto's recruitment will be executed by the staff in the Roseville office.

Our knowledge of what makes a candidate truly outstanding, along with our ability to assess the candidates' administrative skills, management style, leadership ability, communication skills and experience working with diverse and competing interests, will ensure that the City of Palo Alto has an outstanding group of finalists from which to select the new City Attorney.

## CHAPTER 3 – QUALIFICATIONS OF THE FIRM

### FIRM EXPERIENCE

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

- Bob Murray & Associates has an unmatched record of success in recruiting local government and special district professionals. With over 25 years of experience, we have conducted hundreds of searches for municipal and special district executives including City Attorneys. Within the last three years, we have conducted the City Attorney recruitments on behalf of the California cities of Cupertino, Lathrop, Morgan Hill, and Ventura; San Benito County (County Counsel); and the Sacramento Area Flood Control Agency (Agency Counsel). Our previous recruitment experience includes conducting recruitments on behalf of the cities of Bakersfield, Concord, Fresno, Monterey, Mountain View, Newport Beach, Oceanside, Palo Alto, Salinas, South Lake Tahoe, San Mateo, and Stockton, as well as the Assistant City Attorney searches for the Hayward and Pleasanton; the Assistant County Counsel recruitment on behalf of Yolo County, CA; the City of North Las Vegas, NV; and the Presiding Judge recruitment on behalf of Aurora, CO. Our knowledge of outstanding candidates and extensive network of contacts will ensure that the City of Palo Alto has an outstanding group of finalists from which to select its new City Attorney.
- We are familiar with the City of Palo Alto and the community it serves, as we previously conducted your City Manager and Police Chief recruitments. Our knowledge of the community and the opportunities it provides will be an asset when conducting the City Attorney recruitment.
- Our firm is well-acquainted with Santa Clara County and the surrounding region. We have conducted recruitments on behalf of the cities of Campbell (City Manager and Finance Director); Los Altos (Finance Director); Milpitas (Economic Development Manager, Fire Chief, and Planning & Neighborhood Services Director); Morgan Hill (Police Chief), Mountain View (Fire Chief, Police Chief, and others); San Jose (Airport Project Executives; Emergency Services Director; Deputy Director of Environmental Services; Independent Police Auditor; Integrated Waste Manager; Director of Transportation; Deputy Director of Finance; Parks, Recreation and Neighborhood Services Director; and Assistant Director of Parks, Recreation & Neighborhood Services); and Sunnyvale (City Clerk and Public Safety Director); in addition to San Jose State University (Police Chief); the Santa Clara Valley Transportation Authority (Board Secretary); and the Santa Clara Valley Water District (CEO). Our knowledge of the region, its issues, and the County's outstanding quality of life will be an asset in presenting this opportunity to prospective candidates.

- Bob Murray and Associates' experience designing and conducting successful recruitment processes on behalf of cities, counties and special districts is unmatched in the field. Our process is specifically designed to meet your needs. We have developed and carried out numerous recruitment processes involving a wide variety of interests both inside and outside the organization. Should the City so desire, we can develop a process that, in addition to working with the Mayor and the City Council, can provide for an opportunity to involve Department Heads, staff, and representatives of the community as appropriate in both the development of the candidate profile and the selection process. Our expertise includes designing interview strategies that involve these groups in the process, while ensuring that the Mayor and the City Council are able to make the final selection. In addition, we can facilitate discussion among these groups that leads to a consensus concerning the ideal candidate. Our knowledge of how to develop an effective process that is suited specifically to the needs of the City is unsurpassed.

## Pertinent Project Experience

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray and Associates has recently conducted searches are listed below. Unless otherwise noted, services performed for the references listed below were based on a 16-week schedule and included all services listed in Chapter 4 of this proposal. For all projects listed below, we were able to conduct the recruitment according to the timeline that was established at the kick-off meetings and were able to adhere to the budget outlined in the contract. 100% of the work conducted on each the recruitments listed was conducted by Bob Murray & Associates.

Project Name	Client	Total Project Cost	Client Contact Information	Other Recruitments Conducted
City Attorney	City of Morgan Hill	\$22,141.92	Mr. Edward Tewes, City Manager, (408) 779-7271	Police Chief
City Attorney	City of Cupertino	\$27,486.22	Mr. Orrin Mahoney, Councilmember and former Mayor, (408) 777-3195	
City Attorney	City of San Mateo	\$22,871.09	Mr. John Lee, Mayor, (650) 522- 7048	Fire Chief, Building Official
City Attorney	City of Monterey	\$25,123.46	Mr. Fred Muerer, City Manager, (831) 646-3760	Assistant City Manager, Police Chief
City Attorney	City of Oceanside	\$23,357.66	Mr. Brian Kammerer, Human Resources Director, (760) 435- 3500; or Mr. Steven Jepsen, former Oceanside City Manager and current City Manager for the City of Yuba City, (530) 822-4601	City Manager, City Planner, City Development Engineer, City Traffic Engineer, Development Services Director, Fire Chief, and Police Chief
Agency Counsel	Sacramento Area Flood Control Agency	\$23,264.00	Mr. Stein Buer, Executive Director, (916) 874-7606	Executive Director, Deputy Executive Director
County Counsel	San Benito County	\$24,156.00	Mr. Reb Monaco, Board of Supervisors Chair, (831) 801-4472	Public Works Administrator, Planning Director
City Attorney	City of Ventura	\$23,279.81	Mr. Bill Fulton, Mayor, (805) 654- 7827; Mr. Brian Brennan, Councilmember, (805) 654-7827; or Mr. Rick Cole, City Manager, (805) 654-7740	City Manager, Community Services Director

## **CHAPTER 4 – WORK PLAN PROPOSED**

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

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

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

### **STEP 2 ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE**

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

### **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 City Attorney position to prospective candidates will be essential to the success of the search.

#### **STEP 4 SCREENING CANDIDATES**

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

#### **STEP 5 PERSONAL INTERVIEWS**

We will conduct personal interviews with the top 10 to 12 candidates with the goal of determining which candidates have the greatest potential to succeed in your organization. During the interviews, we will explore each candidate's background and experience as it relates to the City Attorney 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/STATE BAR VERIFICATION**

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

#### **STEP 7 RECOMMENDATION**

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

#### **STEP 8 FINAL INTERVIEWS**

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel or assessment center process. We will provide you with suggested interview questions and rating forms and will be present at the interview/assessment center to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates.

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the manner in which the entire process is conducted will have an effect on the candidates' perception of your organization.

#### **STEP 9 BACKGROUND CHECKS /DETAILED REFERENCE CHECKS**

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

#### **STEP 10 NEGOTIATIONS**

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

#### **STEP 11 COMPLETE ADMINISTRATIVE ASSISTANCE**

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

## SCHEDULE OF PERFORMANCE

Bob Murray and Associates shall perform the Services so as to complete each milestone within the number of days/weeks specified below. The time to complete each milestone may be increased or decreased by mutual written agreement of the project managers for Bob Murray and Associates and the City of Palo Alto so long as all work is completed within the term on the Agreement. Bob Murray and Associates shall provide a detailed schedule of work consistent with the schedule below within 2 weeks of receipt of the notice to proceed. 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. A standard recruitment can typically be completed in sixteen weeks and follows a schedule similar to the one below:

NUMBER OF WEEKS FROM NTP	MILESTONE
1	Conduct meeting with the Mayor, City Council, and others involved in the process
2	Write recruitment brochure and advertisement
3	Mayor and City Council review recruitment brochure and advertisement
4	Recruitment brochure printed and advertisements placed
5	Active recruitment of candidates begins
9	Search closes
10	Resume screening
11-12	Recruiter interviews top candidates
12-13	Public records search
14	Review recommendations with Mayor, City Council and others involved in the process
15	Mayor and City Council interviews, follow-up interviews, and consultant reference/background checks
16	Candidate selection

## CHAPTER 5 – PROPOSED INNOVATIONS

Bob Murray & Associates' development of an online candidate application process and candidate database function has increased our access to candidates, providing a more appealing format for individuals to access information and apply for positions. It has also enhanced our ability to recruit quality candidates on your behalf by cross-referencing candidates to your needs for the search. Internally, it has streamlined our recruitment processes so greater time can be spent on candidate outreach, screening, and conducting reference checks, all of which benefit our clients.

## **CHAPTER 6 – PROJECT STAFFING**

Mr. Murray will serve as the lead on this recruitment, with Ms. Kenney assisting him and the City throughout the process. Ms. Kenney will assist Mr. Murray with all aspects of the recruitment, but will primarily be involved in steps 2, 3, 6, 8, 9 and 11 listed in Chapter 4 of this proposal.

We work as a team on our recruitments. Therefore, when Mr. Murray or Ms. Kenney are not available, there is always an individual in the office who is familiar with the process and available to answer any questions the City or candidates may have.

### **BOB MURRAY, PRESIDENT**

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

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

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

### **AMANDA URRUTIA-SANDERS, PRINCIPAL CONSULTANT**

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

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

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

**SARAH KENNEY, SENIOR CONSULTANT**

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

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

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

## CHAPTER 7 – PROPOSAL EXCEPTIONS

We have thoroughly read examined Attachment C "Sample Agreement for Services" that was provided in RFP# 138308 and request no changes or exceptions. We also agree to all insurance requirements specified in Exhibit D "Insurance Requirements" and Attachment F "Insurance Requirements."

## CHAPTER 8 – PROPOSAL COST & RATES

### PROFESSIONAL FEE AND EXPENSES

The consulting fee for conducting the City Attorney recruitment on behalf of the City of Palo Alto is \$17,500 plus expenses. Services provided for the fee consist of all steps outlined in this proposal including three (3) days of meetings on site.

The City of Palo Alto will be responsible for reimbursing expenses Bob Murray and Associates incurs on your behalf. We estimate expenses for this project to be \$5,500-\$6,500, with a not-to-exceed amount to be determined by contract. Reimbursable expenses include such items as the cost of travel, clerical support, placement of ads, credit, criminal and civil checks, education verification, and newspaper searches. In addition, postage, photocopying, and telephone charges will be allocated.

We understand you are seeking the estimated number of hours that we would require to provide our service, the billing rates of persons that will provide said services, and any other estimated additional costs. Although we do not bill based on the number of hours, our consulting fee would be comparable to an hourly rate of \$250 for Mr. Murray and \$100 for either Ms. Sanders or Ms. Kenney. Mr. Murray and our consultants do not spend a minimum or maximum number of hours on each section of the recruitment process. Instead, they spend the amount of time necessary to exceed the expectations of our clients.

Typically, the most hours are spent on candidate outreach, as this ensures a successful recruitment more than any other aspect of the recruitment process. Developing the candidate profile, conducting the initial interview process, and reference checking/newspaper searches are other areas where significant time is spent.

### GUARANTEE

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

**BOB MURRAY & ASSOCIATES**  
**CLIENT LIST SINCE 2000**

**CITY MANAGER**

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

Stanton, CA  
Stockton, CA  
Temple City, CA  
Thousand Oaks, CA  
Tracy, CA  
Truckee, CA (Town Manager)  
Turlock, CA  
Vallejo, CA  
Ventura, CA  
Walnut Creek, CA  
Westminster, CA  
Woodland, CA  
Yuba City, CA

**ASSISTANT/DEPUTY CITY  
MANAGER**

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

**COUNTY ADMINISTRATOR**

Butte County, CA  
Clackamas County, OR  
Clark County, NV (Assistant)  
Deschutes County, OR  
Marion County, OR  
San Benito County, CA  
Tehama County, CA  
Washington County, OR

**ADMINISTRATIVE SERVICES  
DIRECTOR**

Corona, CA

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

**ANIMAL SERVICES DIRECTOR**

Oakland, CA  
Rancho Cucamonga, CA

**AVIATION/AIRPORT**

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

**BUILDING**

**OFFICIALS/INSPECTION**

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

**CITY CLERK**

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

Sunnyvale, CA

**COMMUNITY DEVELOPMENT**

**DIRECTOR**

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

**CONVENTION AND VISITOR'S**

**BUREAU DIRECTOR**

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

**ECONOMIC DEVELOPMENT/**

**REDEVELOPMENT**

Broward County, FL  
Chula Vista, CA  
Fremont, CA  
Fullerton, CA  
Milpitas, CA  
Modesto, CA  
New Orleans Redevelopment  
Authority, OR

Oakland, CA

Peoria, AZ

Port of Los Angeles, CA

Port of San Diego, CA

Redlands, CA

Sacramento, CA

Salinas, CA

Scottsdale, AZ

Stockton, CA

Taft, CA

Tracy, CA

Upland, CA

Vancouver, WA

**ENGINEERING**

Bakersfield, CA

Barstow, CA

Bob Hope Airport, CA

Central Contra Costa Sanitary  
District, CA

Chino Hills, CA

Clark County, NV – McCarran  
Airport

Corona, CA

Damascus, OR

Dublin San Ramon Services  
District, CA

Elk Grove, CA

Imperial Irrigation District, CA

Los Banos, CA

Needles, CA

Nevada County, NV

Nye County, NV

Oceanside, CA

Omnitrans, CA

Pico Rivera, CA

Pismo Beach, CA

Pomona, CA

Richmond, CA

Reno, NV

Stockton, CA

San Luis Obispo County,

Nacimiento Project, CA

South Pasadena, CA

Tiburon, CA

Tracy, CA

**EXECUTIVE DIRECTOR**

Association of Monterey Bay Area  
Governments, CA

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

Yolo Emergency Communications  
Agency, CA

#### FINANCIAL

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

#### FIRE CHIEF

Alameda, CA  
Arroyo Grande (Director of  
Building & Fire)  
Aurora, CO  
Chula Vista, CA

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

#### **GENERAL MANAGER**

Calaveras County Water District,  
CA  
Central Contra Costa Sanitation  
District, CA  
Central Marin Sanitation Agency,  
CA  
Coachella Valley Mosquito Vector  
Control District, CA  
East Bay Dischargers Authority,  
CA  
Hilton, Famkopf, and Hobson  
LLC, CA  
Joshua Basin Water District, CA  
Kennewick Irrigation District, WA  
(District Manager)

Los Angeles Convention Center,  
CA  
Monterey Regional Waste  
Management District, CA  
Monterey Regional Water Pollution  
Control Agency, CA (Assistant  
GM)

Nipomo Community Services  
District, CA  
Oro Loma Sanitary District, CA  
Public Agency Risk Sharing  
Authority of California, CA  
Pleasant Valley Recreation & Park  
District, CA  
Reclamation District 1000, CA  
(District Engineer)  
Ross Valley Sanitary District, CA  
Salinas Valley Solid Waste  
Authority, CA  
Sanitary District No. 5 of Marin  
County, CA  
Santa Cruz Consolidated  
Emergency Communications  
Center, CA  
Sewer Authority Mid-Coastside,  
CA  
South Placer Municipal Utility  
District, CA  
Sweetwater Springs Water District,  
CA  
Union Sanitary District, CA  
Valley of the Moon Water District,  
CA  
Walnut Valley Water District, CA

#### **HOUSING**

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

#### **LEGAL COUNSEL**

Aurora, CO  
Cupertino, CA  
Hayward, CA

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

#### **LIBRARY**

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

#### **PARKS/RECREATION/ COMMUNITY SERVICES**

Anaheim, CA  
Arlington, TX  
Bakersfield, CA  
El Segundo, CA  
Emeryville, CA  
Half Moon Bay, CA  
Lemoore, CA  
Long Beach, CA  
Lynwood, CA (Director &  
Assistant Director)  
Maple Valley, WA  
Milpitas, CA  
Pleasanton, CA  
Pleasant Valley Recreation and  
Park District, CA  
Pomona, CA  
Sacramento, CA  
San Carlos, CA  
San Jose, CA (Director & Assistant  
Director)  
Santa Clarita, CA  
Stockton, CA  
Ventura, CA  
Whittier, CA

#### **PERSONNEL/HUMAN RESOURCES**

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

#### **PLANNING**

Alameda, CA  
Beverly Hills, CA  
Centre City Development  
Corporation, CA  
Corona, CA  
Chula Vista, CA  
Damascus, OR  
El Segundo, CA  
Elk Grove, CA  
Los Banos, CA

Madera, CA  
Milpitas, CA  
Modesto, CA  
Needles, CA  
Oceanside, CA  
Palo Alto, CA  
Pleasanton, CA  
Reno, NV  
Riverside, CA  
Robson Homes, CA  
Roseville, CA  
Sacramento, CA  
San Benito County, CA  
Santa Cruz, CA  
Stockton, CA  
Tracy Unified School District, CA  
Washington County, OR

**POLICE CHIEF/SAFETY**

Arroyo Grande, CA  
Ashland, OR  
Aurora, CO  
Bay Area Rapid Transit, CA  
(BART)  
Bellevue, WA  
Berkeley, CA  
Capitola, CA  
Carlsbad, CA  
Chico, CA  
Colton, CA  
Concord, CA  
Culver City, CA  
El Cerrito, CA  
Eugene, OR  
Fairfield, CA  
Fullerton, CA  
Glendale, AZ (Chief & Assistant  
Chiefs)  
Glendora, CA  
Half Moon Bay, CA  
Hayward, CA  
Irvine, CA  
Irwindale, CA  
La Mesa, CA  
Littleton, CO  
Livingston, CA  
Los Angeles, CA  
Los Angeles World Airports, CA  
Los Banos, CA  
Mammoth Lakes, CA (Interim)

Maywood, CA  
Menlo Park, CA  
Merced, CA  
Mesa, AZ  
Monrovia, CA  
Montebello, CA  
Monterey, CA  
Morgan Hill, CA  
North Las Vegas, NV  
Novato, CA  
Oakdale, CA  
Oceanside, CA  
Orange County, CA (Sheriff-  
Coroner)  
Palo Alto, CA  
Pasadena, CA  
Petaluma, CA  
Pismo Beach, CA  
Placentia, CA  
Pleasanton, CA  
Port of Long Beach, CA  
Port of San Diego, CA  
Port of Seattle, WA  
Reno, NV  
Rio Vista, CA  
Rocklin, CA  
Sacramento, CA  
Salinas, CA  
San Bernardino, CA  
San Diego State University, CA  
San Fernando, CA  
San Francisco, CA  
San Jose State University, CA  
San Rafael, CA  
Sausalito, CA  
Seaside, CA  
South Gate, CA  
Sunnyvale, CA (Public Safety  
Director)  
Tulsa, OK  
Turlock, CA  
University of California, Davis, CA  
University of California, Santa  
Barbara, CA  
University of Oregon, OR  
Vacaville, CA  
Virginia Commonwealth  
University, VA  
Whittier, CA

**POLICE COMMAND STAFF**

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

**POLICE OVERSIGHT**

San Francisco, CA (Director of Office of Citizen Complaints)  
San Jose, CA (Independent Police Auditor)

**PUBLIC AFFAIRS/  
INTERGOVERNMENTAL  
RELATIONS DIRECTOR**

Beverly Hills, CA  
Rancho Cordova, CA  
Thornton, CO  
San Diego Regional Airport Authority, CA  
West Basin Municipal Water District, CA

**PUBLIC SAFETY  
COMMUNICATIONS**

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

**PUBLIC WORKS**

Belmont, CA  
Chandler, AZ  
Clark County, NV  
Elk Grove, CA  
Fresno, CA  
Galt, CA

Grants Pass, OR  
Half Moon Bay, CA  
Healdsburg, CA  
Huntington Beach, CA  
Inglewood, CA  
Lathrop, CA  
Los Banos, CA  
Mammoth Lakes, CA  
Maple Valley, WA  
Modesto, CA  
Monrovia, CA  
Morro Bay, CA  
Needles, CA (Utilities Director)  
Pico Rivera, CA  
Pismo Beach, CA  
Pomona, CA (Director & Deputy Director)  
Poway, CA  
Redlands, CA  
Roseburg, OR  
Roseville, CA  
San Benito County, CA  
San Carlos, CA  
San Diego, CA (Utilities Director)  
San Jose, CA (Deputy Director)  
Santa Cruz, CA  
South Pasadena, CA  
Stockton, CA (Deputy Director)  
Sumter County, FL  
Tehama County, CA  
Tiburon, CA  
Upland, CA  
Woodland, CA

**PURCHASING**

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

**RISK MANAGEMENT**

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

## **TECHNOLOGY**

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

## **TRANSPORTATION**

Association of Monterey Bay Area  
Governments, CA  
Elk Grove-Rancho Cordova-El  
Dorado County Connector Joint  
Powers Authority, CA  
Omnitrans, CA  
San Diego Association of  
Governments, CA  
San Joaquin Council of  
Governments, CA  
Santa Clarita, CA  
Washington County, OR  
West Contra Costa Transportation  
Advisory Committee, CA

## **WASTE WATER/SANITATION/ SOLID WASTE**

Central Contra Costa Sanitation  
District, CA  
Central Contra Costa Solid Waste  
Authority, CA  
Central Marin Sanitation Agency,  
CA  
Dublin San Ramon Services  
District, CA  
East Bay Dischargers Authority,  
CA  
Monterey Regional Waste  
Management District, CA  
Monterey Regional Water Pollution  
Control Agency, CA  
Oro Loma Sanitary District, CA  
Richmond, CA  
Ross Valley Sanitary District, CA  
Salinas Valley Solid Waste  
Authority, CA

Sanitary District No. 5 of Marin  
County, CA  
San Jose, CA  
Sewer Authority Mid-Coastside,  
CA  
South Bayside Waste Management  
Authority, CA  
Stockton, CA  
Union Sanitary District, CA  
West Contra Costa Integrated  
Waste Management Authority, CA

## **WATER**

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

## **OTHER**

Bay Area Air Quality Management  
District, CA (Deputy Air Pollution  
Control Officer)  
Benton County, OR (Health  
Director)  
Bureau Veritas, CA (Vice President  
– Operations)  
Central Contra Costa Sanitary  
District (Director of Collection

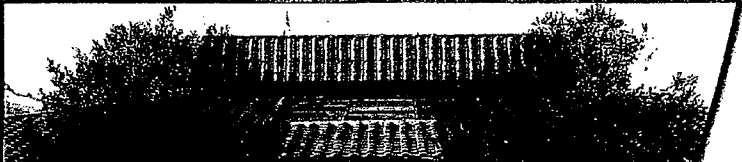
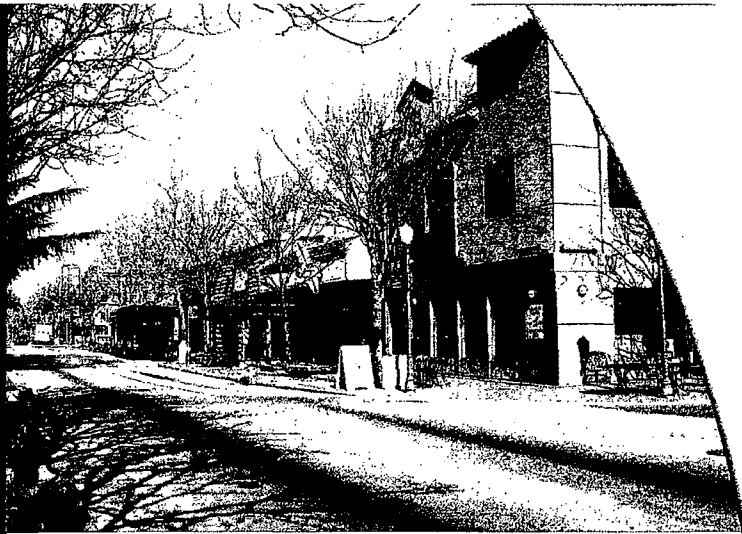
System Operations and Director of  
Plant Operations)  
Government Services Group, Inc.  
(Municipal Services Manager)  
Hilton, Farnkopf, and Hobson  
LLC (Manager/Vice President)  
Monterey Bay Unified Air  
Pollution Control District, CA (Air  
Pollution Control Officer)  
Port of Long Beach, CA (Managing  
Director)  
Port of Los Angeles, CA  
(Executive Director of Port  
Technologies Development  
Center)  
Port of San Diego, CA (Senior  
Director of Real Estate)  
Robson Homes (Forward Planner  
and Land Acquisition Manager)  
Sacramento, CA (Preservation  
Director)  
Sacramento, CA (Urban Design  
Manager)  
San Jose, CA (Assistant Director of  
Environmental Services)  
San Manuel Band of Tribal Indians,  
CA (Tribal Manager)  
State Bar of California, CA (Chief  
Information Officer)  
Superior Court of California,  
County of San Luis Obispo, CA  
(Assistant Court Executive Officer)  
Washoe County, NV (Senior  
Services Director)  
Washoe County, NV (Social  
Services Director)

# **Samples of Recruitment Brochures**

CITY OF  
MORGAN HILL,  
CALIFORNIA

INVITES YOUR  
INTEREST IN  
THE POSITION OF

CITY ATTORNEY



## THE COMMUNITY

Known as the "Countryside of Silicon Valley", Morgan Hill (population 40,000) is located in southern Santa Clara Valley, approximately 12 miles south of San Jose and 15 miles inland from the Pacific Coast. The Valley is approximately 4 miles wide and is surrounded by the Santa Cruz mountain range to the west, and the Diablo mountain range to the east. Parks and open spaces abound, making Morgan Hill one of the last communities in the region with a charming, small town atmosphere.

Thoughtful planning has made Morgan Hill one of the most desirable and fastest growing communities in Santa Clara County. People are drawn to the beautiful hillsides surrounding the valley, the peaceful atmosphere and the superior quality of life Morgan Hill offers. Morgan Hill's combination of climate, resources, points of interests, activities and ethnic diversity provide a solid economic environment as well as a vital and exciting community in which to live, work and play.

The City of Morgan Hill offers excellent restaurants and accommodations, golf courses, spas, wineries, microbrewery, outdoor recreation (e.g.: hiking, fishing, camping, skiing, boating); a quaint, yet vital downtown, and shopping. With the addition of the City's new Community Center and Playhouse, Aquatic Center, Sports Complex, and Centennial Recreation Center, Morgan Hill is a prime venue for sporting events, conventions and conferences.

Morgan Hill prides itself as a family community and is home to festivals and celebrations such as the Taste of Morgan Hill; Mushroom Mardi Gras Festival; December Holiday Parade and Tree Lighting Ceremony; Fourth of July Parade and Festivities; Friday Night Music Series; Certified Farmers Market; Downtown Safe Halloween program; and many more. Morgan Hill's youth also have the opportunity to participate in an array of organized sports such as baseball, softball, soccer, football and aquatics, as well as activities including dance, gymnastics, karate studios and youth organi-

Parks and open spaces abound, making Morgan Hill one of the last communities in the region with a charming, small town atmosphere.

zations. The Morgan Hill Unified School District also adds to the strength of the community by working hard to maintain and enhance the quality education our children deserve.

Morgan Hill offers a professional, safe, relaxed, clean and family-oriented image. It provides an excellent quality of life with many services that meet the personal needs of visitors, businesses and residents. They are a community that cares about its citizens and strives to provide the best for all.

## THE CITY ATTORNEY'S OFFICE

The mission of the City Attorney's Office is to provide vigorous, cost-effective legal representation to the City of Morgan Hill.

The City Attorney is appointed by and reports directly to the full City Council. The City Attorney represents and advises the City Council, commissions, boards, and officers of the City in all matters of law related to City business and operations. A legal assistant also staffs the City Attorney's Office.

The City Attorney drafts all necessary legal documents, ordinances, resolutions, and contracts. The City Attorney prosecutes and defends all criminal actions and civil claims and lawsuits to which the City is a party. The City Attorney oversees cases and matters assigned to outside counsel to ensure quality legal representation at the most effective cost.



## ISSUES, CHALLENGES AND OPPORTUNITIES

Issues associated with growth in Morgan Hill and the surrounding area are of significance to the City of Morgan Hill. The residents of the City have approved a measure which limits growth in the City. At the same time there is growing interest in ensuring that the City's economic base is broad enough to support a sustainable community.

The City Council is engaged in the redevelopment and revitalization of the downtown. The City has acquired a number of properties in the downtown and plans to acquire others. Over time these investments and subsequent development will lead the redevelopment of the area.

As with many California cities, Morgan Hill's financial resources are limited. As a result, departments within the City are expected to be creative in their approach to problem solving and staffing. This affects all of the City's departments, including the City Attorney's Office.

Regional issues and intergovernmental relations are important to the City Council. The City is a member of and partner with several other governments in organizations that address regional issues. Representing the interests of the residents of Morgan Hill is important to the City Council.

The City is also concerned about its water resources. It has challenged Santa Clara Valley Water District on its groundwater extraction fee. Perchlorate, discovered in the groundwater, remains a legal and financial issue.

## THE IDEAL CANDIDATE

The ideal candidate will be an experienced municipal attorney who can effectively lead the office in Morgan Hill. Keys to the success of the new City Attorney will be the selected candidate's ability to work effectively in a collaborative fashion with the City Council and staff. The City Attorney is a key participant along with the



City Manager and Department Heads in the City's executive team. The City Council is looking for an individual who is comfortable working in a highly collaborative environment. A person who is a problem solver and can assist the City Council and staff in identifying solutions to issues/challenges is being sought.

The new City Attorney should be a person who is self confident and instills confidence in those with whom he/she works. The ideal candidate will have the ability to work as a "sole practitioner" and manage outside legal counsel. The City contracts with a number of firms for specialty work.

The City Attorney should possess strong interpersonal skills. The ability to relate to a variety of people including the City Council, staff and residents is important. Candidates should be open, organized, and possess a sense of humor. The new City Attorney should be an excellent communicator as well. In addition, the ideal candidate will possess a strong work ethic.

Candidates should possess a solid background in all aspects of municipal law. Experience in land use, redevelopment, and environmental issues will distinguish successful candidates. It is anticipated that candidates will have served as a

The new City Attorney should be a person who is self confident and instills confidence in those with whom he/she works.

City Attorney or Assistant or in an equivalent position with a county or law firm serving local government. Candidates should be members of the California Bar.

## COMPENSATION

The salary for the City Attorney is open, dependant upon qualifications. The City offers an attractive benefits package including:

**Retirement** – CalPERS 2.5% @ 55. The employee pays 1% of the employee contribution.

**Health Insurance** – City pays 90% of total cost of the lowest cost medical and dental plans for family. For employee plus one dependent, City pays 96.5% of total cost. Medical and/or dental in-lie pay and employee only medical coverage is \$610/mo.

**Sick Leave** – 96 hours per year accrued at 8 hours per month.

**Holidays** – 13.5 annually including 2 floating holidays.

**Vacation** – 120 hours annually to start.

**Administrative Leave** – 72 hours annually.

**Life Insurance** – City paid in the amount of \$250,000.

The City also offers retirement medical plans, tuition reimbursement, membership dues reimbursement, a car allowance and cell phone allowance.

## TO APPLY

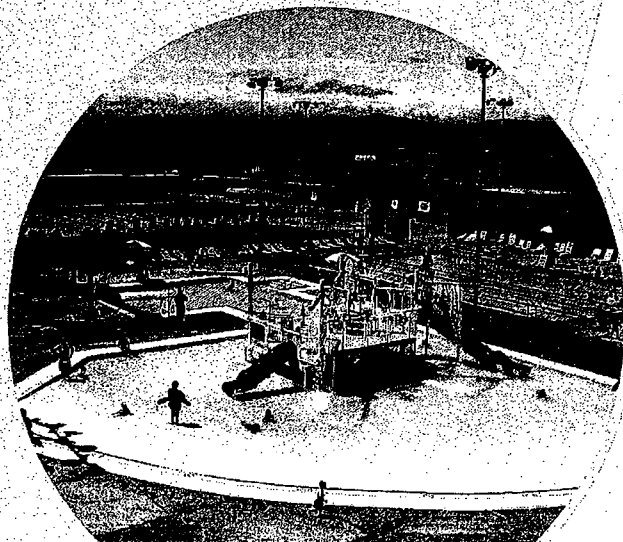
If you are interested in this outstanding opportunity, please apply on line at [www.bobmurrayassoc.com](http://www.bobmurrayassoc.com).

**Filing Deadline:  
Open Until Filled**

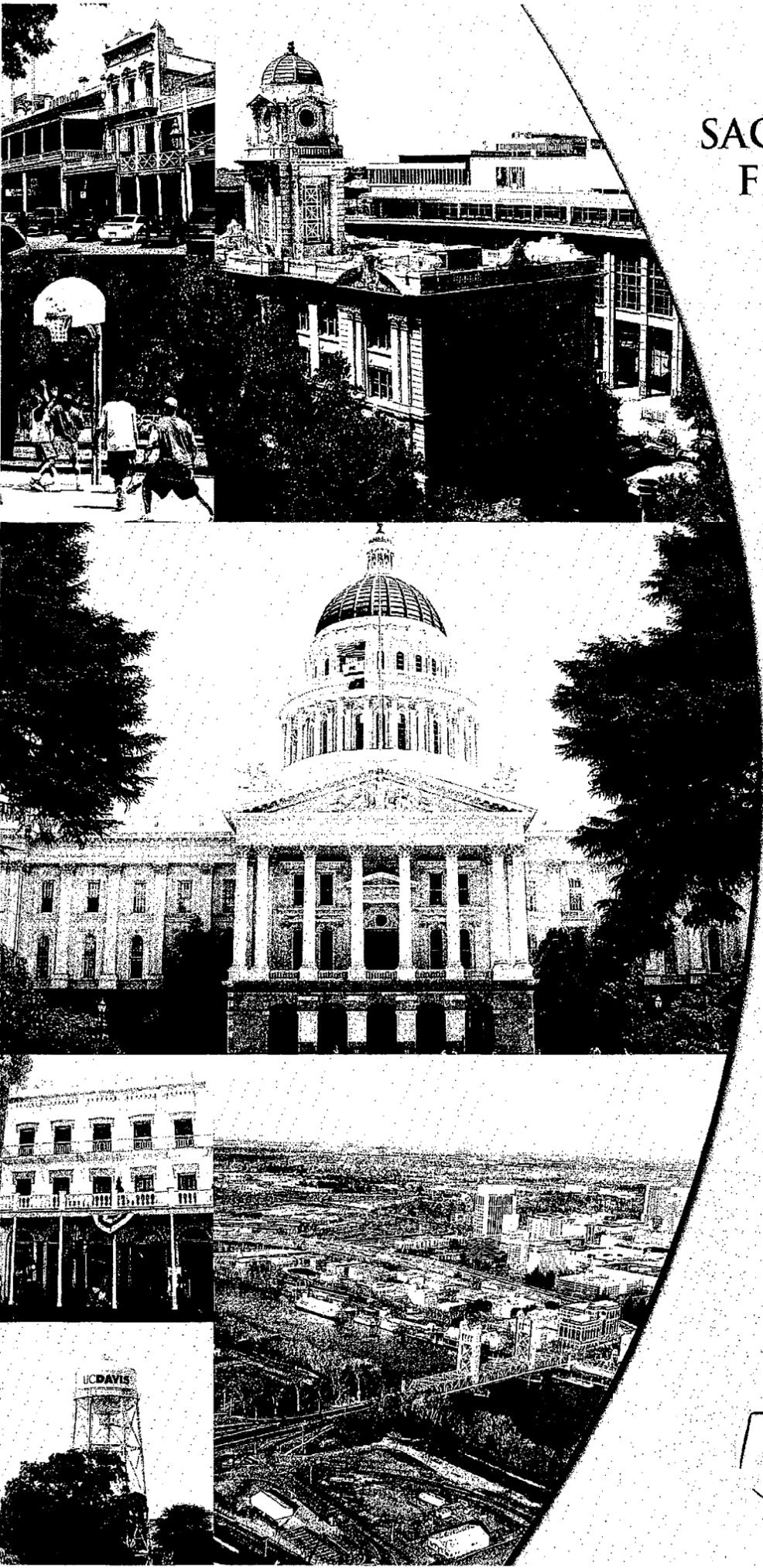
**First Review of Resumes  
August 4, 2008**

Resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray and Associates. Finalist interviews will be held with the City of Morgan Hill. Candidates will be advised of the status of the recruitment following selection of the City Attorney. If you have any questions, please do not hesitate to call Mr. Murray at:

(916) 784-9080.



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



SACRAMENTO AREA  
FLOOD CONTROL  
AGENCY (SAFCA)

INVITES YOUR  
INTEREST IN  
THE POSITION OF

AGENCY  
COUNSEL

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

## THE ORGANIZATION

The Sacramento Area Flood Control Agency (SAFCA) was formed in 1989 to address the Sacramento area's vulnerability to catastrophic flooding. This vulnerability was exposed during the record flood of 1986 when Folsom

Dam exceeded its normal flood control storage capacity and several area levees nearly collapsed under the strain of the storm. In response, the City of Sacramento, the County of Sacramento, the County of Sutter, the American River Flood Control District and Reclamation District 1000 created SAFCA through a Joint Exercise of Powers Agreement to provide the Sacramento region with increased flood protection along the American and Sacramento Rivers.

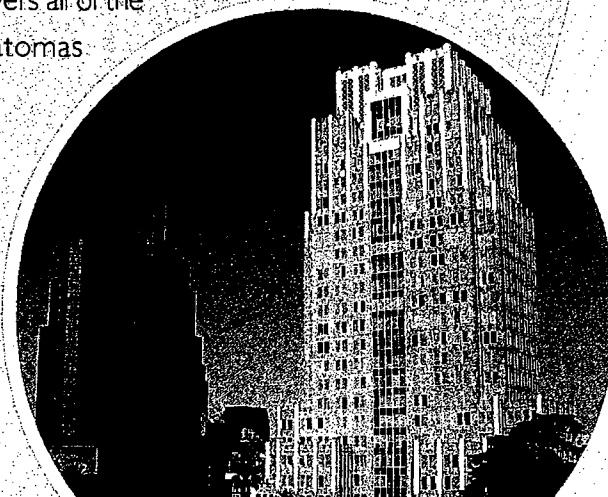
SAFCA's mission is to provide the region with at least a 100-year level of flood protection as quickly as possible while seeking a 200-year or greater level of protection over time. Under the Sacramento Area Flood Control Agency Act of 1990, the California Legislature has given SAFCA broad authority to finance flood control projects and has directed the Agency to carry out its flood control responsibilities in ways that provide optimum protection to the natural environment. Since 1989 SAFCA has worked closely with the U.S. Army Corps of Engineers, the State of California, and other agencies to improve Sacramento area levees, Folsom Dam, and flood operations. SAFCA fosters creative problem solving, multi-objective solutions, and efficient program implementation.

SAFCA's activities are funded from annual assessments imposed on benefiting properties in two overlapping districts in Sacramento and Sutter Counties and development impact fees. District I, established in 1990, provides funding for annual operation and maintenance expenses and covers all of the properties in the Natomas

SAFCA's mission is to provide the region with at least a 100-year level of flood protection as quickly as possible while seeking a 200-year or greater level of protection over time.

Basin, including those lying within Sutter County, and all the properties in Sacramento County lying with the drainage basin of the American River. The Consolidated Capital Assessment District, established in 2007, replacing two separate assessment districts which were established earlier, provides funding for capital improvements to the levees protecting Natomas and North Sacramento, capital improvements to Folsom Dam, the levees along the American River, and the levees and related flood control facilities along Morrison Creek and its tributaries in South Sacramento County.

SAFCA is governed by the Board of Directors. Appointed by member agencies, the thirteen-member Board holds regular monthly meetings that are open to the public. SAFCA has thirteen permanent staff members and one student assistant headed by the Executive Director. In addition to the Executive Director, the staff is composed of two Directors of Engineering, a Director of Administration, an Agency Counsel, a Natural Resources Supervisor, and a Natural Resource Specialist. The Agency is in the process of creating and filling a Director of Planning position as well. The support staff consists of the Accountant, Accounting Technician, Executive Secretary, and Staff Secretary.



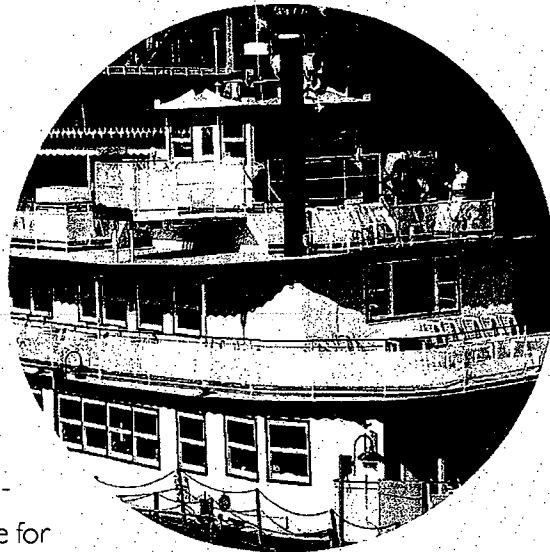
## THE COMMUNITY

The City of Sacramento (population 450,000), California's capital city, is the cultural, educational, business, and governmental center of a six county metropolitan region. Sacramento serves as center stage for governmental policy for the entire State.

In addition, the City offers a dynamic business sector, an expanding public transportation system (including Light Rail), affordable housing, and growing cultural, educational, and medical facilities that serve the needs of 1.5 million people in the greater Sacramento area.

Peacefully located in a leafy valley of scenic rivers and canopies of trees, Sacramento is a cosmopolitan convergence of tall, gleaming buildings, hearty Victorians, splendid restaurants and shops, a vibrant arts scene, and a virtual cornucopia of state of the art meeting facilities. As one of the fastest growing regions in the United States, Sacramento enjoys professional ballet, opera, theater, outstanding museums, one of the best small zoos in the country, the NBA's Sacramento Kings, the WNBA's Sacramento Monarchs, and the AAA baseball team, Rivercats. Each year the City hosts the world's largest Dixieland Jazz Jubilee and many other recreational, entertainment and cultural activities.

Located 90 miles northeast of San Francisco, Sacramento enjoys mild year-round temperatures. The City has been called a snapshot of Wild West history in a modern, world-class city. With a plethora of first-class hotel rooms and attractions, Sacramento offers an affordable and exciting vacation and meeting destination. Its amenities, combined with the rich history of California's Wild West, help visitors once again discover gold in California's Capital City. The restored State Capitol, miles of rivers and river parkways, North America's largest railroad museum, and the Old Sacramento restoration are just a few of the City's many



attractions. The region is served by law schools, a California State University, a University of California campus, and numerous community colleges.

Sacramento is a progressive city with great pride in its ethnic and cultural diversity, concern for environmental and social issues, and an emphasis on quality in the provision of governmental services. The City's rich historical heritage, commitment to quality of life, and abundance of trees and parkland contributed to *Newsweek* magazine naming Sacramento one of the ten best cities in the United States.

## THE IDEAL CANDIDATE

The ideal candidate will be an excellent communicator, dedicated to public service, who places a premium on building trust and maintaining cooperative relationships.

The Agency Counsel position supervises all of SAFCA's legal work, coordinates the work of consulting attorneys, assures training guidance for staff and helps administer office policies and procedures. The ideal candidate should be familiar with Municipal, State, Federal and constitutional laws affecting local agency governance, with an emphasis on flood management or water resources management. The ideal candidate will be an excellent communicator,

dedicated to public service, who places a premium on building trust and maintaining cooperative relationships.

Graduation from an accredited school of law, membership and current good standing with the California State Bar Association, and at least six years of broad and varied law experience are essential for this position.

## THE COMPENSATION

The salary for Agency Counsel is dependent upon qualifications, and is currently under review. SAFCA also offers an attractive benefits package including:

**Retirement** – PERS 2% at 55.

**Benefit Package** – Up to \$880 per month to contribute towards medical and dental insurance. For employees who elect not to participate in the cafeteria plan, they are eligible for a cash back reimbursement.

**Holidays** – 12-14 paid holidays per year.

**Vacation** – 2 weeks of vacation per year.

**Sick Leave** – 12 days of sick leave are offered annually.

**Bereavement Leave** – 3 days of bereavement leave per qualified incident.

**Management Leave** – 40 hours of management leave annually.

**Additional Benefits** – Long Term Disability, Life Insurance, Deferred Compensation, Educational Reimbursement, Flexible Spending, Vehicle Allowance.

## TO APPLY

If you are interested in this outstanding opportunity, please visit our website at [www.bobmurrayassoc.com](http://www.bobmurrayassoc.com) to apply online.

### Filing Deadline:

**November 17, 2008**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray and Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the Sacramento Area Flood Control Agency. Candidates will be advised of the status of the recruitment following selection of the Deputy Executive Director. If you have any questions, please do not hesitate to call Mr. Bob Murray at:

(916) 784-9080



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