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CITY COUNCIL AGENDA

SPECIAL MEETING

TUESDAY, JANUARY 29, 2019, at 6:00 P.M.
AT LA QUINTA CITY HALL – STUDY SESSION ROOM
78495 CALLE TAMPICO, LA QUINTA

CALL TO ORDER

ROLL CALL: Councilmembers: Fitzpatrick, Peña, Radi, Sanchez, Mayor Evans

PLEDGE OF ALLEGIANCE

CLOSED SESSION- NONE

CONFIRMATION OF AGENDA

PUBLIC COMMENT ON MATTERS NOT ON THE AGENDA

At this time, members of the public may address the City Council on any matter not listed on the agenda. *Please complete a "Request to Speak" form and limit your comments to three minutes.* The City Council values your comments; however in accordance with State law, no action shall be taken on any item not appearing on the agenda unless it is an emergency item authorized by GC 54954.2(b).

ANNOUNCEMENTS, PRESENTATIONS, AND WRITTEN COMMUNICATIONS - NONE

STUDY SESSION

1. EXECUTIVE RECRUITER INTERVIEWS

3

MAYOR'S AND COUNCIL MEMBERS' ITEMS

ADJOURNMENT

The next regular meeting of the City Council will be held on February 5, 2019 at 4:00 p.m. at the City Hall Council Chambers, 78495 Calle Tampico, La Quinta, CA 92253.

DECLARATION OF POSTING

I, Monika Radeva, City Clerk, of the City of La Quinta, do hereby declare that the foregoing Agenda for the La Quinta City Council meeting was posted on the City’s website, near the entrance to the Council Chambers at 78495 Calle Tampico, and the bulletin boards at the Stater Brothers Supermarket at 78630 Highway 111, and the La Quinta Cove Post Office at 51321 Avenida Bermudas, on January 24, 2019.

DATED: January 24, 2019

MONIKA RADEVA, City Clerk
City of La Quinta, California

Public Notices

- The La Quinta City Council Chamber is handicapped accessible. If special equipment is needed for the hearing impaired, please call the City Clerk’s office at (760) 777-7092, twenty-four (24) hours in advance of the meeting and accommodations will be made.
- If special electronic equipment is needed to make presentations to the City Council, arrangements should be made in advance by contacting the City Clerk’s office at (760) 777-7092. A one (1) week notice is required.
- If background material is to be presented to the Councilmembers during a City Council meeting, please be advised that eight (8) copies of all documents, exhibits, etc., must be supplied to the City Clerk for distribution. It is requested that this take place prior to the beginning of the meeting.
- Any writings or documents provided to a majority of the City Council regarding any item(s) on this agenda will be made available for public inspection at the Community Development counter at City Hall located at 78495 Calle Tampico, La Quinta, California, 92253, during normal business hours.

City of La Quinta

CITY COUNCIL MEETING: January 29, 2019

STAFF REPORT

AGENDA TITLE: EXECUTIVE RECRUITER INTERVIEWS

RECOMMENDATION

Interview the four firms that submitted proposals to conduct the City Manager recruitment.

EXECUTIVE SUMMARY

- The contract with the current City Manager expires on June 3, 2019; he has indicated a desire to retire at that time.
- Cities typically use executive recruitment firms to recruit city managers; the City of La Quinta did so for prior city manger and department director recruitments.
- Four firms submitted proposals and the Council would like to interview these firms; a special Council meeting was scheduled for January 29, 2019.
- Staff recommends that the Council interview these firms and then take formal action at the February 5, 2019 Council meeting.

FISCAL IMPACT

Retaining an executive recruitment firm would cost \$26,500 to \$30,000, not including travel reimbursement for city manager candidates (if the Council elects to fund this cost).

BACKGROUND/ANALYSIS

The contract with the current City Manager expires on June 3, 2019; he has indicated a desire to retire at that time. Typically, cities retain executive recruitment firms to conduct city manager recruitments. The City used a recruiter to conduct the City Manager recruitment in 2012, and the subsequent Finance Director and Design and Development Director recruitments. Staff contacted the following California based firms and requested proposals:

- Alliance Resource Consulting (Long Beach)
- Avery Associates (Los Gatos)
- Bob Murray & Associates (Roseville)
- Management Partners (Costa Mesa)

- Peckham & McKenney (Roseville)
- Ralph Anderson & Associates (Rocklin)
- Roberts Consulting Group Inc. (Los Angeles/Rancho Mirage)
- Teri Black & Company (Torrance).

Avery, Ralph Anderson, Roberts and Teri Black submitted the attached proposals; Bob Murray declined because they were too busy, and Alliance, Management Partners, and Peckham and McKinney did not respond.

The next step entails having the Council interview the four firms. The Council requested that a special Council meeting be scheduled for these interviews; January 29, 2019 at 6:00 PM was that date that all Council Members could gather. Staff contacted the four firms and requested that those who would directly work with the Council attend this meeting. Representatives from two firms can attend this meeting (Avery, Ralph Anderson), and due to pre-existing conflicts, two will participate via Skype (Roberts, Teri Black). In order to best accommodate Skype interviews the meeting will be held in the Study Session conference room.

Staff recommends that the Council conduct the interviews on January 29 and then make the decision during a Business Session item at the February 5, 2019 Council Meeting. Given that the cost to retain a firm is within the City Manager's contracting authority, the Council can provide direction regarding the firm they may wish to retain and the City Manager and City Attorney can then proceed with the contracting process. The goal is to initiate the recruitment by mid-February.

ALTERNATIVES

The Council could elect to conduct this recruitment using in-house resources and not use an executive recruiter. This may limit the scope of who is contacted regarding this recruitment; executive recruitment firms have cultivated relationships with numerous public and private sector executives who may not be looking for a new position but would be interested in competing for this position. They typically contact those who they feel may be a good fit as well as advertise the position.

Prepared by: Frank J. Spevacek, City Manager

Attachments: 1. Recruiter Proposals:

- Avery Associates
- Ralph Anderson & Associates
- Roberts Consulting Group Inc.
- Teri Black & Company

ATTACHMENT 1

RECRUITER PROPOSALS

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AVERY ASSOCIATES

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December 20, 2018

Teresa Thompson, Management Specialist
City of La Quinta
78495 Calle Tampico
La Quinta, CA 92253

Dear Ms. Thompson:

Thank you for the opportunity to submit our recruitment proposal for the position of City Manager for the City of La Quinta. We take great pride in providing our clients exceptional service and excellent results. These successful client partnerships result from an active and comprehensive level of Principal involvement leading to positive business relationships and highly satisfied clients.

We feel well suited to support your city in this assignment. Currently, we are conducting a City Manager recruitment for the City of Martinez and in 2018 completed City Manager searches for the cities of Half Moon Bay, Hermosa Beach, Anaheim, Fremont, Vallejo and Visalia. Additionally, we've completed City Manager searches for the cities of Fullerton (06/2017), Redding (06/2017), South El Monte (06/2017), Monte Sereno (05/2017), Benicia (03/2017), Port Hueneme (12/2016) and Beaumont (09/2016). Overall, during the past three years our firm has completed 26 city manager assignments. We feel these recently completed assignments are highly complimentary to your recruitment needs.

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

Additionally, I am in Southern California virtually on a weekly basis. This allows me an opportunity to be available to meet with your Council as needed.

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

- Company Overview
- Firm Qualifications/Experience
- Recruitment Team

William Avery & Associates, Inc.
Consultants to Management

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

- Recruitment Strategy
- Recruitment Schedule
- Consulting Fee
- Guarantees & Ethics

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

Sincerely,

William H. Avery

William H. Avery

WHA:jmc



PROPOSAL FOR THE CITY OF LA QUINTA RECRUITMENT FOR CITY MANAGER

William Avery & Associates, Inc. – Overview

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

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

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

Firm Qualifications/Experience – What Differentiates Avery Associates

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

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



Recruitment Team for the City of La Quinta

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

Recruitment Plan

I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Avery will individually meet with members of the City Council and as appropriate, members of the City's leadership team to discuss the organizational needs and position requirements and to formalize the job description. Our goal for this aspect of the recruitment process is to:

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

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

II. Development of the Search Strategy

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

- Original research, which consists of identification and contact of current incumbents or other candidates who meet the profile, but are not actively seeking other employment.



- Development of a targeted candidate list based on our extensive database of key executive contacts, referrals and recommendations from key sources, and other current and former City Management personnel who have extensive contacts and networks in this area.
- Public information sources that include various membership listings such as the League of California Cities, ICMA and the various municipal organizations within the U.S.
- An extensive mailing campaign to current city managers and select assistant managers throughout the U.S.
- Print advertising in ICMA Newsletter, Jobs Available and any other print publications deemed appropriate by the City.
- Internet job postings on national public sector employment bulletin boards, City Management and Municipal association-based web sites, and our company website.

III. Candidate Assessment

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

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

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

IV. Candidate Presentation

Upon completion of formal interviews, a selection of candidates for presentation is made. We feel our extensive qualification, interview, and reference interviewing process and the



knowledge gained during our initial assessment period; enable our client to proceed with fewer rather than more finalists. However, we will not restrict or limit the number of candidates recommended as this decision is related to the overall strength and depth of the candidate pool.

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

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

V. Selection Process

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

VI. Position Closure and Follow-Up

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

As a matter of policy, Avery Associates monitors the transition and progress of any executive we place with a client. Within the first three to six months following the hired individual joining the City, we will speak with that individual to ensure the transition has effectively occurred. During the same period we will also review the individual’s status with your office.



Recruitment Schedule

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

Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$19,400. We would provide our first consulting invoice in the amount of \$7,400 at the outset of the search. A second invoice of \$6,000 would be billed with the presentation of candidate recommendations and the final invoice of \$6,000 for the retainer will be submitted at the completion of the search. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

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



Guarantees and Ethics

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

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

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



RALPH ANDERSEN & ASSOCIATES

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5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

January 2, 2019

Mayor Linda Evans
and Members of the City Council
City of La Quinta
78495 Calle Tampico
La Quinta, California 92253

Dear Mayor Evans and Members of the City Council:

Ralph Andersen & Associates is pleased to submit this proposal to conduct a search for the position of City Manager for the City of La Quinta.

If selected to conduct this search, Mr. David Morgan will be the Project Director for this engagement. As the former city manager for the City of Anaheim until July 2009, Mr. Morgan, brings extensive knowledge and experience that will benefit the City Council in this search process. Mr. Morgan has been the Project Director on the following City Manager recruitments:

- Beverly Hills, California
- Carlsbad, California
- Fountain Valley, California
- Laguna Niguel, California
- Lake Forest, California
- Monterey, California
- Pacific Grove, California
- Palm Desert, California
- San Juan Capistrano, California
- Santa Barbara, California
- Santa Rosa, California
- Solana Beach, California

The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 47 years. With the reputation of Ralph Andersen & Associates you will have the opportunity to consider candidates located throughout the California as well as from across the nation.

We are proud of how we market and represent our clients; all of the design, graphics, and printing of our marketing material is done in-house so we can control the quality and production timing. Sample recruitment brochures for City Manager searches from the cities of Monterey and Palm Desert are attached for your further reference and review.

Should you need any clarification, please feel free to contact our firm at (916) 630-4900. Thank you very much for your consideration of this proposal. We are ready to proceed upon notification of approval.

Respectfully Submitted,

Heather Renschler
President / CEO



5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

Overview of the Firm

Executive Summary

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

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

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

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

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

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

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

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

Range of Services Offered

Ralph Andersen & Associates specializes in the following primary service areas: executive search, management consulting, and human resources consulting.

- **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 carefully 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.
- **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 assessment, 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.
- **Human Resources Consulting** – The firm provides a full range of contemporary human resources consulting including classification studies, compensation studies, benefits analysis, pay plan development, executive pay, and pay for performance. Key staff have proven success in working with labor groups and elected officials in identifying solutions and solving challenging problems. Services also include expert witness services for mediation and arbitration hearings. Our approach to consulting services is characterized by proven methods, extensive data collection, accurate analysis, and effective communication and messaging.

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 La Quinta will have Mr. Dave Morgan, Senior Consultant with Ralph Andersen & Associates, as the Project Director. Mr. Morgan's contact information is (916) 630-4900 (office) and dave@ralphandersen.com.

Mr. David M. Morgan, Project Director

Mr. Morgan is a Senior Consultant with Ralph Andersen & Associates and brings more than 35 years of public sector leadership and experience to the firm.



With a distinguished career as City Manager for the City of Anaheim, Mr. Morgan oversaw California's 10th largest city (population 336,265) for eight years (2001 – 2009). In his role as City Manager, Mr. Morgan was responsible for a full-service city including implementing the policies established by the Anaheim City Council, overseeing the City's \$1.3 billion budget, staff of 2,200 full-time and 1,000 part-time employees and shepherding the City's five-year \$678 million Capital Improvement Budget. He had a lead role in working with professional sports teams and facilities as well as overseeing the City's Enterprise operations including the Convention Center and Electric and Water Departments. During his career with the City of Anaheim beginning in December 1974, Mr. Morgan worked in many City Departments. From 1993 through 2001, as the Assistant City Manager, Mr. Morgan directly oversaw the City's Finance, Human Resources, Information Systems, Audit, Intergovernmental Relations, Convention Center, Stadium, Arena, Parks, Recreation, Library and Community Services operations. Since retiring from Anaheim, he has taught at the Graduate level in Local Government Leadership and served as a consultant for local Government Agencies.

Mr. Morgan holds both a Bachelor's and Master's degree in public administration from California State University, Fullerton. Mr. Morgan is a member of the International City/County Management Association and served as a Board Member for the California City Management Foundation. He also has been an adjunct faculty member for the Graduate Center for Public Policy and Administration at California State University, Long Beach.

Paraprofessional and support staff will provide graphic design, research, and administrative support on recruitment assignments. These staff may include:

- Ms. Diana Haussmann
- Ms. Hannah Jones
- Ms. Christen Sanchez
- Ms. Blanche Velazquez
- Ms. Teresa Heple
- Ms. Karen AllGood
- Ms. Tina Keller

Qualifications and Experience

Why Choose Ralph Andersen & Associates?

Ralph Andersen & Associates, a California Corporation, has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 47 years. The Corporate Office of Ralph Andersen & Associates is located in the Sacramento Area (Rocklin).

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.

Summary of Our Search Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 47 years.

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

- Developing a comprehensive position profile based upon information obtained in meetings with the City Council and key staff members.
- Extensive **personal outreach**, in-person, via telephone, and through internet technology, to qualified candidates throughout California and the Western Region. Outreach to qualified candidates on a national scale will also be included should this be the desire of the City Council.
- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, uses the Internet and social media, and also uses our already established professional contacts throughout the region.
- A screening and assessment process that narrows the field of candidates to those that most closely match the needs of the City and is based on extensive reference checks and telephone interviews with the top candidates.
- Delivering a product in the form of a search report that recommends the top group of candidates and provides the decision-makers with detailed information about their backgrounds and experience.
- Assistance during the interview and selection process and in the negotiation of a compensation package.

Relevant Search Experience

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

Ralph Andersen & Associates' significant experience in city management searches is supported by a successful track record of highly regarded managers.

Below is a listing of related recruitments for City Manager positions conducted or in-progress by Ralph Andersen & Associates since 2012:

- Apple Valley, CA – Town Manager (2018)
- Auburn, CA – City Manager (2017)
- Austin, TX
 - Assistant City Manager for Economic Opportunity & Affordability (2018)
 - Assistant City Manager for Health & Environment / Culture & Lifelong Learning (2018)
 - Assistant City Manager for Mobility (Current Search)
 - Assistant City Manager for Safety (Current Search)
- Belvedere, CA – City Manager (2017)
- Beverly Hills, CA – City Manager (2015)
- Bishop, CA – City Administrator (Current Search)
- Brownsville, TX – City Manager (2018)
- Calabasas, CA – City Manager (2018)
- Carlsbad, CA – City Manager (2014)
- Carmel-by-the-Sea, CA
 - Assistant City Administrator (2017)
 - City Administrator (Backgrounds) (2016)
- Carson City, NV – City Manager (2014)
- Charlotte, NC – City Manager (2016)
- Cincinnati, OH – City Manager (2014)
- Colma, CA – City Manager (2013 & 2017)
- Cupertino, CA – City Manager (Current Search)
- Davis, CA – City Manager (2014)
- Dublin, OH – City Manager (2014)
- Fountain Valley, CA – City Manager (2013 & 2017)

- Goleta, CA – Deputy City Manager (2017 & Current Search)
- Greensboro, NC – City Manager (2012)
- Henderson, NV – City Manager (2015)
- Huntington Beach, CA – Assistant City Manager (2013)
- Irvine, CA
 - Assistant City Manager (2016)
 - City Manager (2018)
- Kingsburg, CA – City Manager (2013)
- Laguna Niguel, CA – City Manager (2017)
- Lake Forest, CA – City Manager (2017)
- Lathrop, CA – City Manager (2012)
- Lawrence, KS – City Manager (2016 & Current Search)
- Lincoln, CA – City Manager (2014)
- Loomis, CA – Town Manager (2017)
- Los Banos, CA – City Manager (2016)
- McKinney, TX
 - Assistant City Manager (2017)
 - City Manager (2016)
- Monterey, CA – City Manager (2018) – **Brochure Attached**
- Moorpark, CA – City Manager (2018)
- Morgan Hill, CA – City Manager (2013)
- Morro Bay, CA – City Manager (2017)
- Norfolk, VA – City Manager (2017)
- Pacific Grove, CA – City Manager (2016)
- Palm Desert, CA – City Manager (2016) – **Brochure Attached**
- Paso Robles, CA – Assistant City Manager (2018)
- Portola Valley, CA – Town Manager (2012)
- Reno, NV – City Manager (2017)
- Riverside, CA – City Manager (2015)
- Ross, CA – Town Manager (2012)

- Sacramento, CA
 - Assistant City Manager (Backgrounds) (2016)
 - Assistant City Manager – Public Safety (Current Search)
 - Assistant City Manager – Municipal Services (Current Search)
 - City Manager (2017)
- San Bruno, CA – City Manager (2018)
- San Juan Capistrano, CA – City Manager (2015)
- Sanger, CA – City Manager (2015)
- Santa Barbara, CA
 - City Administrator (2015)
 - Assistant City Administrator (2015)
- Santa Rosa, CA
 - City Manager (2014)
 - Deputy City Manager (2015)
- Simi Valley, CA – City Manager (2013)
- Solana Beach, CA – City Manager (2015)
- South Lake Tahoe, CA – City Manager (Background) (2012)
- South Jordan, UT – Assistant City Manager (2016)
- South Padre Island, TX – City Manager (2016)
- Suisun City, CA – City Manager (Current Search)
- Sun City West, AZ – General Manager (Current Search)
- Tiburon, CA – Town Manager (2015)
- Watsonville, CA – City Manager (2015)
- Waxhaw, NC – Town Manager (2015 & 2017)
- Westlake Village, CA – City Manager (Current Search)
- Windsor, CA – Town Manager (2012)
- Yorba Linda, CA – City Manager (2013)

Recruitment Strategy

Search Work Plan

This section describes the usual steps in the search for a new City Manager for the City of La Quinta. This recruitment will be under the direction of Mr. Dave Morgan, Project Director/Search Consultant.

Task 1 – Review Project Management Approach

Mr. Morgan, Project Director/Search Consultant, will meet with the City Council and others, as appropriate, to discuss the project management for the search. The discussion will include a review of the work plan, confirmation of timing, and communication methods. The Search Consultant will provide status updates to the City during the entire recruitment process. The frequency and method of these updates will be decided during these discussions.

Task 2 – Develop Position Profile

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

Technical Information

Mr. Morgan will meet with the City Council, the Human Resources Manager, key staff members, and others as directed by the City Council to gain an understanding of the experience and professional background requirements desired in the City Manager. These meetings will also help the Search Consultant gain an understanding of the work environment and the issues facing the City of La Quinta.

Recruitment Criteria

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

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

Community Outreach (Included in Base Contract) – The City Council may desire to obtain input from the Community on the qualities they would like to see in the new City Manager. To facilitate Community input, the City Council may elect to include one public meeting (anticipated to be one evening or one Saturday morning). The cost to conduct a meeting is included in this proposal with the exception of any public announcements or advertisements that would be handled and paid for by the City's Public Information Office.

Supplemental Community Outreach (Supplemental to Base Contract) – Additionally, the City Council may offer (supplemental to this base contract) the ability to submit comments through an on-line survey instrument. Additionally, this process will allow for email comments to Ralph Andersen & Associates relative to the desired qualities in the next City Manager.

Task 3 – Outreach and Recruiting

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

Outreach

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

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

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Search Consultant will target those individuals who meet the criteria set by the City. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

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

Task 4 – Candidate Evaluation

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

Screening

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

Preliminary Research and Internet Review

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

Preliminary Interviews via Video Technology

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

Consultant will confirm any preferences regarding in-person interviews during the course of the search to ensure the most cost-effective approach is utilized.

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

Task 5 – Search Report

After completing Task 4, the Project Director will meet with the City Council to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed in-person by the City Council; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include candidate resumes. The results of preliminary research and interviews will be reviewed with the City Council.

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

Task 6 – Selection

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

- The Search Consultant will coordinate the selection process for the finalist group of candidates. This includes handling the logistical matters with candidates and with the City.
- Ralph Andersen & Associates will prepare an interview booklet that includes the resumes and candidate report (with interview comments, preliminary research, and other relevant information about the candidates) for each candidate. In addition, the booklet will contain suggested questions and areas for discussion based upon the recruitment criteria. Copies of the interview booklet will be provided in advance of the candidate interviews.
- The Search Consultant will attend the interviews to assist the City through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.
- Additionally, verifications will be made on the top candidates (1 to 3) and will include education verifications, Department of Motor Vehicle check, and credit check. Due to legislation, criminal checks ("Ban the Box") are only permissible when a contingent offer of employment is made. The results of these verifications will be discussed with the City at the appropriate time.
- Reference checks will be conducted on the top candidate. The results of these reference checks will be discussed with the Mayor and City Council at the appropriate time during a closed session.
- As needed, the Search Consultant is available to provide assistance to the City Council in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

Task 7 – Negotiation

The Search Consultant is available to assist the City in negotiating a compensation package with the selected candidate. This may include recommendations on setting compensation levels.

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. These activities will include advising all of the finalist candidates of the status of the search by telephone.

Project Cost

The recruitment effort for a new City Manager will be a comprehensive search process, giving the City the ability to select from a broad field of qualified candidates. ***The fee to perform this search will be a fixed fee of \$26,500 for professional services and all related expenses.***

Expenses included in this fixed fee include such items as advertising, consultant travel (unlimited due to location), clerical, graphics, research, printing and binding, postage and delivery, and long-distance telephone charges. On top candidates, Internet and Lexis/Nexis searches will be conducted. Additionally, education verifications, DMV check, wants and warrants, civil and criminal litigation search, and credit check will be conducted on the top (1 to 3) candidates. Reference checks will be conducted on the top candidate.

Community Internet Survey (Supplemental Services) – Should the City Council wish to include a community survey to solicit comments throughout the search process and be available for informational purposes only, ***the cost will be an additional \$1,850.*** Results of the survey will become a public document and will be shared with the City Council after the information is compiled by Ralph Andersen & Associates.

Brochure – A full color brochure similar to the submitted samples will be developed for the City of La Quinta. All pictures will be the responsibility of the City.

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

- Upon Execution of the Agreement (Invoice #1 of #4) – \$8,000
- Following Closing Date (Invoice #2 of #4) – \$8,000
- Following Presentation of Finalist Candidates (Invoice #3 of #4) – \$8,000
- Upon Acceptance of Offer (Invoice #4 of #4) – \$2,500

Progress payments will be due upon receipt.

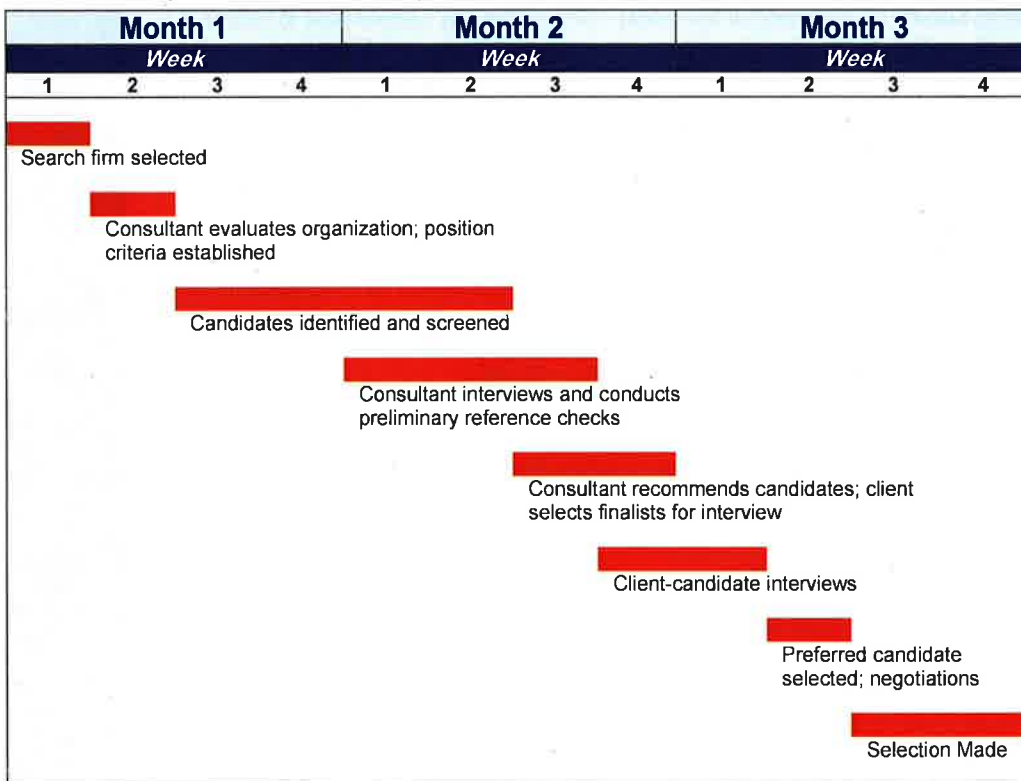
The City will be responsible for all costs associated with candidate travel to and from the finalist on-site interviews; and, if desired, for consultant travel for in-person screening interviews for selected finalist candidates as well as site visits or speaking, in person, to references or other relevant individuals.

Project Timing

Typically, a search will be conducted within a 90 to 120-day period of time from the execution of the agreement between the City and Ralph Andersen & Associates. An accelerated search process is always an additional possibility although this may incur additional costs. Following selection, negotiation with the top candidate will take an additional week or two after interviews are conducted with the top candidates.

Ralph Andersen & Associates is prepared to begin this search upon notification of contract award and will schedule kick-off meetings as appropriate.

A brief overview of a 90-day recruitment schedule is presented below (schedule does not include transition time by Selected Candidate to join the City).



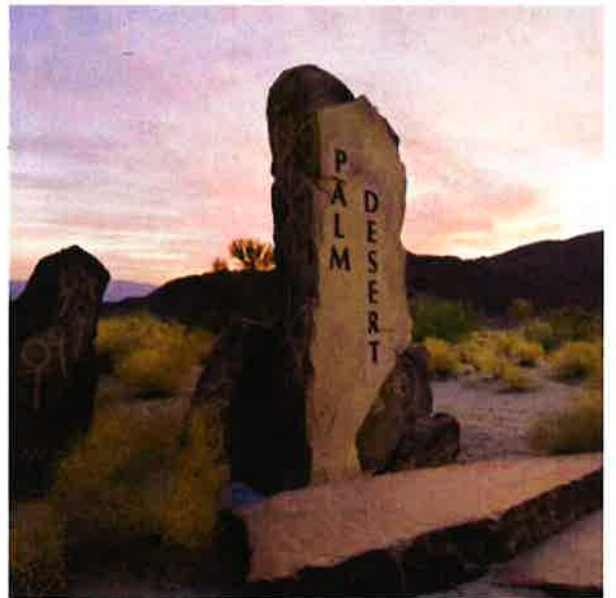
Ralph Andersen & Associates' Guarantee

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



PALM DESERT

CALIFORNIA



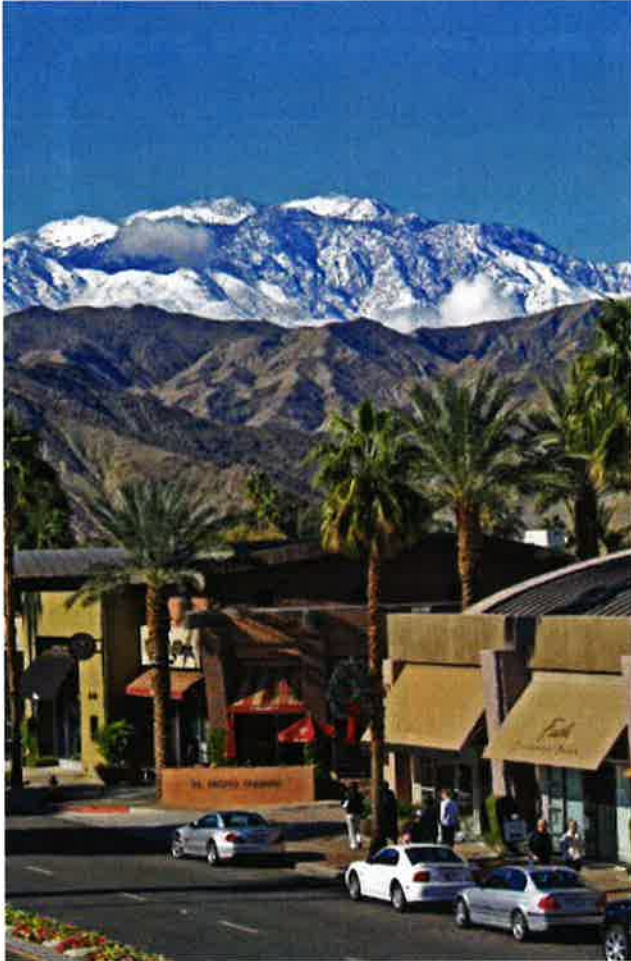
CITY MANAGER

Recruitment Services Provided by Ralph Andersen & Associates

About the City of Palm Desert



The City of Palm Desert is a thriving, year-round community with the natural beauty, cultural and recreational amenities of a resort destination. The City features big-city resources in a friendly, small-town setting, offering first class educational opportunities, safe and clean streets, as well as plentiful shopping and community events. Palm Desert is considered the geographical center of the Coachella Valley. With stunning mountain views, 350 days of sunshine a year, and an environment that encourages an active lifestyle, the City attracts a wide variety of people. Set within a beautiful desert environment, the City's 50,000 full-time residents and 32,000 seasonal residents enjoy outdoor activities such as golfing, hiking, and tennis, while also delighting in vibrant options for arts, culture, and retail. The City's must-see attraction is **The Living Desert Zoo & Botanical Garden**, a wildlife park devoted to desert flora and fauna from around the world — and the proud exhibitor of a collection of model trains that will delight the whole family. Add to this the arts and culture offerings of **McCallum Theatre** and Palm Desert's continued popularity is easily understood.



A variety of educational opportunities are also available, providing our residents with a lifetime of learning from kindergarten to advanced college degrees. Palm Desert has three college campuses: **College of the Desert**; **California State University, San Bernardino**; and **University of California, Riverside**.

Developed and owned by the City of Palm Desert, Desert Willow Golf Resort is operated by Kemper Sports Management. The stunning clubhouse contains a well-equipped pro shop as well as a full-service restaurant. Desert landscaping; panoramic mountain vistas, numerous water features, and the many bunkers are inviting characteristics which make it one of the finest public golf facilities built. When completed, the resort will contain more than 1,000 hotel rooms, convention facilities, and a 700-unit vacation complex.

In addition, Palm Desert has nearly 500 acres of remaining undeveloped land, with another 135 acres dedicated to the Universities, offering the opportunity for talented individuals to be part of shaping an even brighter future for the community.

The City Organization

Incorporated in 1973, the City of Palm Desert operates under the Council-Manager form of government. The political leadership of five Council Members elected to four-year overlapping terms is combined with the daily leadership of the City Manager. Palm Desert contracts for many services, including public safety, through Riverside County. Park operations and recreational activities are contracted through the Desert Recreation District. The City's 115 employees are proud to work for the preservation and growth of the community and take pride in providing exceptional customer service to residents and visitors alike.

The City's collective efforts to remain fiscally prudent resulted in a sound and balanced budget, without utilizing any of the approximately \$66 million City reserve funds. The fiscal year 2015/2016 budget continues the commitment to keep City operations lean and allocates funds to the City's highest priorities: public safety, economic development, completion of capital projects, and maintenance of the City's neighborhoods, parks and roadways.

The City Organization has identified the following Core Values:

- Accountability and Fiscal Responsibility
- Exemplary Customer Service
- Teamwork
- Honesty and Integrity
- Creativity and Innovation
- Leadership
- Accessibility



The Position of City Manager

The City Manager functions as the Chief Executive Officer for the City Organization. The mission of the Palm Desert City Manager's Office is to provide professional leadership to City departments in administering and executing the objectives and policies of the City Council; develop and recommend solutions to community matters for Council consideration; prepare the City's annual budget; develop and plan new and innovative programs to address future community needs; and promote pride and excellence in City government by providing exceptional customer service.

Through collaboration with its citizens, other public agencies, private businesses, elected officials and City departments, the City Manager's Office can meet or exceed these goals and the expectations of its customers, the Palm Desert Community.

The Ideal Candidate

The City of Palm Desert is a dynamic community that prides itself on a long history of civic involvement and a solution-oriented government. The City of Palm Desert is looking for a City Manager who will thrive in this environment and provide proactive and innovative ideas to meet the changing needs of the community and advance the vision of the City Council. Specific traits and characteristics the next City Manager should have include:

- The successful candidate will be a proven leader with passion for public service and an ability to work with the City Council to keep and build upon a vibrant vision for Palm Desert.
- He/She will have a track record of professionalism and integrity.
- The individual will be high energy with a commitment to operating in a transparent manner.
- The person will be able to quickly establish trust with all community stakeholders.
- The ideal candidate must be professional and non-political, with strong fiscal discipline who can balance the priorities of departments and work to continue and improve efficient City operations.
- He/She should be a confident team leader with strong communication and listening skills who can work with diverse populations and translate and clarify information and discern what is significant and what is not. Someone who can work to establish and advance a common vision is critical.

- This person should have strong skills in organization, and be able to manage multiple projects and priorities.
- The selected candidate should have a proven track record in hiring and building a strong organization.
- This person should have experience in running a city that is sensitive to sustainability and land use; he/she should seek out new ideas that will further the City's growth and development.
- He/She should be involved, visible, and care about the community.
- This person shall have high ethical standards and the integrity and courage to say no and explain why.
- The City Manager should be proactive in bringing issues to the Council and treat all Council Members evenhandedly. The successful candidate will understand the roles of the Policy Makers and the Administration and will ensure they are appropriately respected and maintained.
- He/She should keep the Council informed in a timely and accurate manner and provide his/her best professional recommendations in helping the Council shape the vision of the City.

In addition, he/she should be entrepreneurial with a strong customer service orientation as well as committed to providing a high level of service and best practices to the community. This person should be a strategic thinker and a calculated risk taker who is able to develop ideas and implement them through teamwork and collaboration. This person should also be organized and respectful of other's opinions, but not afraid to express their own views.

Other characteristics of the ideal candidate include:

- Knowledge and experience with the operations of a contract-service city.
- In-depth knowledge of the laws and core issues facing California cities.
- A visionary approach, in tune with long-term issues.
- Extensive understanding of all facets of municipal finance and budgeting, including experience with infrastructure planning and financing.
- Knowledgeable about land use and community development.





- Business-oriented and results driven with the ability to identify, research, and recommend creative public/private partnerships, grant opportunities, economic development opportunities, and operational improvement strategies.
- Possess strong interpersonal skills.
- Take pride in running a lean, nimble, and efficient organization.
- Politically savvy with the ability to take controversial issues and defuse then resolve them.
- Decisive, forward thinker.
- Strong negotiator on the City's behalf, and excellent long-term planner.
- Creative problem-solver.
- Flexible and adaptable.

Experience and Education

The City Manager shall be chosen on the basis of his or her executive and administrative qualifications.

Candidates must have 5 years of experience as a Manager, Chief Administrative Officer, assistant or deputy to such Manager or Chief Administrative Officer of a city or county, or shall have had at least 5 years of experience in the management of a business or other organization, or shall have had commensurate and equal public or private administrative experience. Prior experience as a City Manager in a comparable, diverse, full-service city is highly desirable.

Candidates must have a Bachelor's degree from an accredited college or university. A Master's degree in public administration or business is highly desirable.

Compensation

This position offers a highly competitive salary with an excellent executive benefit package as outlined below. The starting salary for this position will be based on the competitive labor market and the successful candidate's qualifications, experience, and salary history. The City Council will negotiate a mutually approved employment agreement with the selected candidate and may include relocation assistance.

Benefits

- **Retirement:** CalPERS 2% @ 62 (employees pay 7% of salary for this benefit). Classic CalPERS members are eligible for the 2% @ 55 formula.
- **Retiree Health Savings Account:** 1% contribution that the City matches

- **Medical Insurance:** IRC125 cafeteria plan that includes CalPERS medical insurance (fully paid PPO and HMO options for employees and dependents)
- **Dental Insurance:** Fully paid in IRC 125 cafeteria plan
- **Vision Insurance:** Fully paid in IRC 125 cafeteria plan
- **Holidays:** 12 annual holidays
- **Sick Leave:** 12 annual sick days
- **Vacation:** A competitive number of days will be negotiated as part of overall benefit package days
- **Life Insurance:** Amount equal to annual salary
- **Long Term Disability Insurance:** City paid long-term disability insurance
- **Deferred Compensation:** A voluntary deferred compensation program—457 and 401A
- **Tuition Reimbursement:** An educational incentive program
- **Employee Assistance Program:** City paid
- **Ride-share program:** An alternative transportation incentive program

To Apply

This recruitment will be handled with strict confidentiality. References will not be contacted until mutual interest has been established. Candidates are encouraged to apply by July 8, 2016. Electronic submittals are strongly preferred. Email compelling cover letter, comprehensive resume, and salary history to apply@ralphandersen.com.

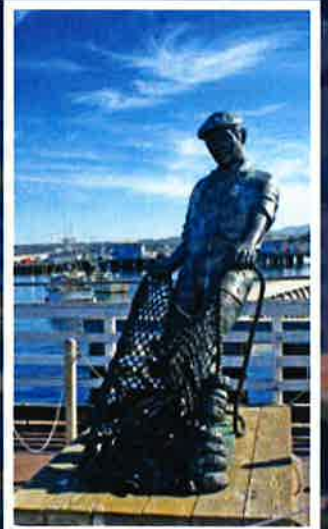
Ralph Andersen & Associates will conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. The evaluation and selection process may consist of a supplemental questionnaire and/or written exercise(s) to further evaluate relative experience and overall suitability for this position. Confidential inquiries welcomed to Dave Morgan at (916) 630-4900.



PALM DESERT



THE CITY OF
Monterey



invites your interest in the position of
City Manager

The Opportunity

The City of Monterey and Ralph Andersen & Associates invite applications for this exciting career opportunity to join a widely recognized, well-managed City as its next City Manager. Offering an exceptional quality of life, the City of Monterey is seeking high level, respected professionals who are looking for the opportunity to help lead and support this wonderful, first class, historic community.

The Community

The City of Monterey is one of California's most historic cities. Established in 1770 by Father Junipero Serra, Monterey was the original state capital of Spanish California and features more historic buildings in its downtown than any other city west of Santa Fe. Known for preservation of its history, culture, and natural environment, Monterey also is a leader in creating a sustainable community by striking a balance between tourists and residents.

The City covers an area of approximately 8 square miles and has a resident population of approximately 30,000. The average daily population rises to 70,000, when visitor and employment populations are included. Monterey is famous for its dazzling waterfront including the Monterey Bay Aquarium, Fisherman's Wharf, and Cannery Row along with the Natural Marine Sanctuary featuring harbor seals, sea otters, and pelicans in a magnificent coastal setting.

The Monterey Peninsula is an area of ever increasing economic and communal diversity. Monterey has three military installations and an increasing number of educational facilities, in addition to its breathtaking scenery. Embracing family, prosperity, and a commitment to a better way of living, the Monterey Peninsula is a thriving region offering a rich culture, strong business and industry, quality education, and unmatched hospitality.

Monterey Peninsula and the Big Sur coast comprise one of the world's most spectacular shorelines, skirted with cypress trees, rugged shores, and crescent-shaped bays. Residents and visitors alike benefit from the spectacular natural beauty of the Monterey Peninsula. Because of its climate and location, the Peninsula affords locals and tourists ample recreation and leisure activities including wine tasting in the Carmel Valley, art gallery hopping in beautiful Carmel-by-the-Sea, hiking the wild trails of Big Sur, golfing on one of the areas numerous championship golf courses, or watching the hang gliders in Marina and Seaside. Adventure-seekers, seafarers, artists, writers, and vacationers find the area ideal for work and play.

The City Government

The City of Monterey is a Charter City operating under the council-manager form of government. Four members of the City Council are elected to overlapping terms of four years with the Mayor directly elected for a two-year term. The City Council is the legislative body responsible for the overall policies and direction of the City. The Council appoints the City Manager and City Attorney.

Monterey provides a full array of municipal services including the following departments: Police, Fire, Public Works, Community Development, Community Services (which includes Recreation, the Sports Center, the Conference Center, Parking, and Harbor), Library, Finance, Human Resources, Information Resources, and City Clerk's office. The annual City budget is approximately \$127 million and the City currently has 456 full-time and regular part-time employees.

The Position and Ideal Candidate Profile

The successful candidate for the position of City Manager must be a professional with outstanding judgment, management skills, and integrity. The City Manager will be an experienced executive who has knowledge of a variety of municipal functions. The ideal candidate will also need to be energetic, self-confident, and have an open, approachable personal style. He or she must be able to provide leadership that will inspire, motivate, and empower key staff and department heads to achieve established goals. The new City Manager must have awareness and sensitivity to neighborhoods and residents. There are 15 neighborhood associations that reflect the thoughts, aspirations, and interests of protecting Monterey's quality of life. The position requires someone who is fiscally prudent, politically astute, and has a comfort with and desire for interacting with elected officials, local and regional government entities, business leaders, residents, and diverse stakeholders.

Other characteristics of the ideal candidate include:

- A visionary approach, in tune with long-term issues and policy direction.
- Extensive understanding of all facets of municipal finance and budgeting, including experience with infrastructure planning and financing.
- An understanding of water quality and supply management.
- Knowledgeable about land use, affordable housing, and community development.
- In-depth knowledge of the laws and core issues facing California cities.
- Be well-versed in labor relations and the labor negotiations process.

Council Vision

"Monterey is committed to being a model city for its quality of life driven by responsiveness of local government, historical and cultural preservation, mobility opportunities emphasizing pedestrians over vehicles, economic sustainability, a strong sense of place, and good stewardship of the natural environment."

- Experience in responding to social issues such as homelessness.
- Knowledge of traffic and parking management.
- Business-oriented and results driven with the ability to identify, research, and recommend creative public-private partnerships, grant opportunities, economic development opportunities, and operational improvement strategies.
- Be innovative and entrepreneurial with strong interpersonal skills and the ability to relate to a diverse community.
- Takes pride in running a lean, nimble, and efficient organization.
- Committed to succession planning
- Be a decisive, forward thinker with excellent verbal and written communication skills.
- A good listener, strong negotiator on the City's behalf, and excellent long-term planner.
- Be a flexible and adaptable, as well as a creative problem-solver.

The ideal candidate will have the ability to:

- Manage the City's finances in a proactive and prudent manner, identify potential issues and alternatives, and take the appropriate action.
- Provide clear communication to the City Council, staff, and community.
- Promote transparency in government.
- Build and maintain a cohesive, talented, and engaged staff.
- Manage a diverse array of work and large projects simultaneously.
- Maintain high quality service levels.
- Possess a healthy sense of humor and an optimistic attitude.

The ideal background will include management of a destination community with an appreciation of both the historic culture and environmental sensitivity of Monterey. A history of establishing collaborative relationships with regional agencies and community stakeholders is essential in this role and a history of positive engagement with the military is desirable. The City Manager will be an innovative and effective administrator that will develop a strong relationship with the Mayor and City Council based on partnership, mutual trust, respect, regular and candid communication, and equal treatment of all members. The successful candidate will need to be able to see the forest from the trees in dealing with issues.

Additionally, the ideal candidate will seek an active, long-term engagement with the City and community in addition to developing and maintaining a strong connection with the business community.

Qualifying Education and Experience

Education – Candidates must have a bachelor's degree from an accredited college or university. A master's degree in public administration or business administration is preferred but not required.

Experience – Experience as a City Manager or Assistant City Manager in an engaged, high quality of life, diverse community. Knowledge





of California local government is highly desirable. Skills and experience managing a dynamic city with high expectations for performance and responsiveness to the citizens. The City Council reserves the right to select any combination of experience, education, and career history that will uphold the ideals and values of this organization and continue to provide the highest level of service to the City Council and the organization. The City Council will conduct interviews with the top tier of candidates.

Compensation and Benefits

The compensation package for the City Manager will be negotiated with the City Council and will include a base salary range of \$200,000 – \$250,000 annually D.O.Q. The City offers an attractive benefit package, certain elements of which are negotiable, that includes:

- **Retirement** - CalPERS 2.7% @ 55 plan (single highest year) for qualified "classic" employees as defined by CalPERS; 2% @ 62 plan (highest three years) for others. The City participates in the Medicare portion of Social Security.
- **Deferred Compensation** - City match of employee contributions to maximum of \$70 per month.
- **Medical** - Various plans available through the PERS Health Plan Program.
- **Dental** - Fully paid employee coverage.
- **Vision** - Fully paid for employee and eligible dependents.
- **Life Insurance** - Term Life Insurance policy equal to one (1) year's salary.
- **Holidays** - Thirteen paid holidays and one floating holiday annually.
- **Vacation** – 10 days for years 1-5; 15 days for years 6-10; 17 days for years 11-15; 20 days for 15+ years; and 23 days for 20+ years.

- **Management Leave** - Forty hours beginning of each calendar year. Newly hired executives will be awarded leave on a prorated basis depending on hire date.
- **Sick Leave** - Twelve days annually.
- **Short Term/Long Term Disability Insurance** - City paid benefit.

To Be Considered

This is a **confidential recruitment** and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references **will not** be contacted until mutual interest has been established. Candidates are encouraged to apply immediately, with the recruitment closing on May 28, 2018. Electronic submittals are strongly preferred via email to Ralph Andersen & Associates at apply@ralphandersen.com, and should include the following:

- Compelling cover letter;
- Comprehensive resume; and
- Five (5) professional references.

Ralph Andersen & Associates will work in concert with the City to conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. Confidential inquiries welcomed to Dave Morgan, Ralph Andersen & Associates, at (916) 630-4900.



The City of Monterey is an equal opportunity employer.

ROBERTS CONSULTING GROUP

[Click Here to Return to Agenda](#)



January 4, 1019

VIA EMAIL

CONFIDENTIAL

Mayor and Members of the City Council
c/o Ms. Teresa Thompson
Management Specialist, Office of the City Manager
City of La Quinta
78-495 Calle Tampico
La Quinta, CA 92253

Dear Mayor and Members of the City Council:

In response to your request, ROBERTS CONSULTING GROUP, INC. is pleased to submit this proposal to assist the City of La Quinta in recruiting and evaluating candidates for the position of City Manager.

In this proposal we outline our general understanding of your requirements and present the process we recommend to conduct this recruitment. It is a process we have successfully utilized for more than 20 years. However, if you desire some modification, we would be pleased to discuss this with you.

We look forward with great interest to working with you on this very important assignment.

Sincerely,

A handwritten signature in blue ink that reads "Valerie Roberts".

Valerie S. Roberts

VSR/sf



**PROPOSAL TO RECRUIT
A CITY MANAGER
FOR THE CITY OF LA QUINTA, CA**

January 2019

TABLE OF CONTENTS

	<u>Page</u>
Why ROBERTS CONSULTING GROUP?	1
Statement of Work	3
The Client's Role	5
Proposed Time Schedule	6
Fees and Expenses	7
Exhibit A – Chief Executive Recruitments for General Purpose Local Governments Managed and/or Conducted by Norman Roberts	
Exhibit B – Our Consultants	
Exhibit C – Sample Recruitment Brochure	

WHY ROBERTS CONSULTING GROUP?

The primary objective of ROBERTS CONSULTING GROUP, INC. is to provide our clients with unsurpassed excellence in executive recruitment. Accepting only a limited number of recruitments, we are able to provide senior level, hands on service of the highest quality. From ascertaining our client's needs, to identifying and recruiting qualified candidates, and extensively verifying background information, the work is conducted by senior level consultants with numerous years of experience and judgment. We are also skilled in negotiating final offers, increasing the likelihood of successfully hiring the desired candidate.

Norm Roberts has been responsible for recruiting thousands of chief executives and senior level executives for public agencies throughout the United States. We have assisted our clients in finding highly talented individuals with a commitment to serving the public, and our placements are some of the best and brightest in their fields. These individuals play a critical role in how services are provided to the public and how local government, special district and not-for-profit organization resources are utilized, and we take great pride in working with our clients to find the best possible fit.

We have extensive experience recruiting chief executives for general purpose local governments. Norm Roberts has managed/conducted chief executive recruitments for the following California cities (some of which have been conducted multiple times over the years): Albany, Arcadia, Bakersfield, Baldwin Park, Banning, Belmont, Berkeley, Beverly Hills, Brea, Buellton, Burbank, Camarillo, Carson, Citrus Heights, Corte Madera, Covina, Culver City, Cypress, Dana Point, Desert Hot Springs, Diamond Bar, East Palo Alto, Eastvale, El Segundo, Encinitas, Fontana, Fresno, Glendale, Glendora, Hemet, Hercules, Hidden Hills, Huntington Beach, King City, Laguna Niguel, Lawndale, Livermore, Lomita, Los Altos Hills, Malibu, Marina, Martinez, Modesto, Monterey Park, Moreno Valley, Morgan Hill, Norco, Novato, Oakland, Ontario, Oxnard, Palm Springs, Palo Alto, Piedmont, Pomona, Porterville, Rancho Palos Verdes, Redding, Redlands, Redondo Beach, Redwood City, Riverside, Rolling Hills, Salinas, San Buenaventura, San Diego, San Fernando, San Jacinto, San Jose, Santa Ana, Santa Clarita, Santa Monica, Signal Hill, Solvang, Stanton, Sunnyvale, Tulare, Turlock, Vallejo, Visalia, Vista, Walnut Creek, West Covina, West Hollywood, Whittier and Yorba Linda. **We have also recruited chief executives and senior level executives for many of the counties in California.** For example, most recently our firm recruited chief executives for the counties of Butte, Contra Costa, Fresno, Riverside, Sacramento, Santa Clara and Sonoma. A list of chief executive searches managed and/or conducted by Norm Roberts can be found in Exhibit A. **Finally, we are familiar with the Coachella Valley and Riverside County from being headquartered here and from prior recruitments conducted in the area.**

We believe the primary advantages in utilizing our firm, and what may differentiate us from others, include:

- **Experience** – Norm Roberts pioneered the field of public sector recruiting and has managed/conducted more executive recruitments in this area than anyone else in the business. He was a leader in setting professional standards for the industry and, while our thoroughness and commitment to excellence have never changed, our approaches have evolved with the times.

- **Focused** – Accepting only a limited number of recruitments, we are able to provide senior level, hands on service of the highest quality. From ascertaining our client’s needs, to identifying and recruiting qualified candidates, and extensively verifying background information, the work is conducted by senior level consultants with numerous years of experience and judgment.
- **Clients** – Our consultants have worked for organizations of all sizes, both urban and rural, and in virtually every state in the nation, including the District of Columbia. And, we have conducted recruitments in all functional areas within the public sector. A substantial number of our clients have hired us multiple times over a span of many years (including one California county which hired us over 40 separate times). While at the present time our clients are limited to California, we are capable of conducting local/regional, statewide or nationwide recruitments.
- **Partnership** – We work in conjunction with our clients to help find the right candidates. It is very much a team effort. We work closely with boards/councils, chief executives, department heads and human resources executives to ensure a successful outcome. And, we communicate regularly with our clients and candidates throughout the process.
- **Industry Relations** – Because of both the breadth and depth of our experience, we have garnered a network of relationships with industry leaders. We are discreet, but thorough, in sourcing potential candidates and verifying credentials.
- **Proactive** – We do not want to overlook candidates who are not actively seeking a new position and may not be looking at advertisements, or who come from non-traditional sources. We have a database of many individuals who may be a good fit, but we also do new research for every recruitment we undertake to ensure that we are targeting those people who will best meet our client’s needs. Not only do we send brochures with letters inviting potential candidates to apply, we follow up by telephone to encourage their interest and to make sure they have a clear understanding of the opportunity. We believe that there is no substitute for personal contact.
- **Confidentiality** – Many of the best qualified candidates are reluctant to apply for a potential new opportunity due to concerns about confidentiality. We place great emphasis on this with our clients, and do everything within our ability to keep candidate names confidential, where allowed by law.
- **Diversity** – Since the beginning, our consultants have had a commitment to diversity in recruiting. Norm Roberts placed the first person of color as City Manager of a large city, and has continued to recruit and place well-qualified candidates in all areas of the public sector.
- **Thorough Evaluations** – We do not ask for a blanket list of references from candidates. We are very specific in asking for reference names to ensure that we get a complete picture about a candidate’s background. It is also important to know how and what to ask, and our consultants have numerous years of experience in this area. Our background checks are very thorough, including a review of news articles, degree/certification verifications and credit/criminal/civil litigation/motor vehicle record checks.
- **Fit** – There is no one “right” candidate for any position. Our job is to identify candidates who best match what our client is looking for, and who are available or will consider a career

change at this particular point in time. It is our mission to find someone who is a good match with the culture of the organization.

- **Results** – Whether it is delivering on time with candidates that meet the specifications identified in the Recruitment Brochure, conducting background checks that are accurate and thorough, or assisting with critical negotiations to hire the person desired, our consultants are relentless in ensuring results. Our placement and retention rates are among the highest in the industry, if not *the* highest.
- **Timing** – A typical recruitment takes approximately 90 days from the first meeting with a client until the date our client interviews leading candidates. We work with our client in setting a schedule and meeting deadlines.
- **Pricing** – We work on a fixed fee basis, including our firm's expenses. Our clients know exactly how much to budget and there are no conflicts of interest in assisting with compensation negotiations.

STATEMENT OF WORK

Our objective is to find the best qualified candidates for our clients. While notices in professional journals may be helpful, many of the best candidates must be sought out and their interest encouraged. Our familiarity with the Coachella Valley, knowledge of the field, and our relationships with professional organizations (e.g., we recruited the prior Executive Directors for both the League of California Cities and the California State Association of Counties) make us well qualified to assist you.

Our clients have found that we are able to: 1) build consensus among those involved in the hiring process; 2) develop the appropriate specifications for a position; 3) encourage the interest of top-level people who would otherwise be reluctant to respond to an advertisement; 4) preserve the confidentiality of inquiries, consistent with State public disclosure and open meeting laws; 5) save a considerable amount of time for client staff in developing and responding to candidates; and 6) independently and objectively assess the qualifications and suitability of candidates for the particular position for which we are recruiting.

Norm Roberts and Valerie Roberts will be the consultants on this assignment. Our background information can be found in Exhibit B.

If selected to conduct this recruitment, we will do the following:

Information Gathering and Analysis

We will meet with the Mayor, Members of the City Council and other appropriate individuals to obtain views of the position and expectations regarding desirable training, experience and personal characteristics of candidates. We will also gather/review relevant information about the City and the position.

After summarizing our findings, we will submit a draft Recruitment Brochure with the desired qualifications and characteristics for your approval. The Recruitment Brochure that will be sent to potential candidates will include information about the City, the job and the criteria established by you. A sample Recruitment Brochure can be found in Exhibit C.

Candidate Recruitment/Outreach

Once you have approved the Recruitment Brochure, we will proactively seek out individuals with superior qualifications and invite and encourage their interest. Announcements will be placed on-line and in professional journals. However, we will rely heavily on our own experience and contacts.

We will not discriminate against any applicant for employment on the basis of race, religion, creed, age, color, marital status, sex, sexual preference, disabilities, medical condition, veteran status or national origin. A substantial percentage of the placements made by us over the years have been minority and/or female candidates

Initial Screening

We will review, acknowledge and evaluate all resumes received. Initial screening will be based upon criteria contained in the Recruitment Brochure, information contained in the resumes submitted to us, and our knowledge of the people and organizations in which they work. Telephone screening will be conducted with the most promising candidates to gain a better understanding of their backgrounds.

Interim Reporting

Upon completion of our initial screening, we will assemble and submit a report of the leading candidates. This report will include summary resumes, supplemental information, and the original resumes of those candidates we believe to be best qualified for the position.

Supplemental information on a candidate typically includes: the size of the organization for which the person works, reporting relationships, budget responsibility, the number of people supervised, related experience and reasons for interest in the position. Any other specific information will be dictated by the criteria set forth in the Recruitment Brochure.

The purpose of our interim report is to allow our client an opportunity to review the candidates prior to the conclusion of the search, and it allows us to receive feedback on the caliber of the candidates recruited. In this way, you will not be surprised by the candidates, as you will have seen their qualifications prior to the final interviews. Of course, we are flexible and may consider other individuals as final candidates who are subsequently identified and were not included in the interim report.

Candidate Assessment

We will interview (either in person or via video-conference) those candidates whose qualifications most closely match the criteria established by you. We will examine their qualifications and achievements in view of the selection criteria. Additionally, we will verify degrees and certifications, and gather news articles via the internet.

As part of our process in evaluating external candidates, we make telephone reference checks. In conducting these references, it is our practice to speak directly with individuals who are, or have been, in a position to evaluate the candidate's performance on the job. These references and our evaluations provide you with a frank, objective appraisal of the candidates. Following interviews by the City, we will conduct references for the top candidate and conduct credit/criminal/civil litigation/motor vehicle record checks through an outside service (with the recent change in State law, criminal record checks will not be done until after a conditional offer of employment is extended).

Client Interviewing

We will assist you in scheduling final candidates for interview with your organization. In addition, we will prepare a brief written report for those candidates most nearly meeting your specifications, and will provide you with interviewing/selection tips, suggested interview questions, and rating forms for your use. Candidates will not be ranked, for we believe it will then be a matter of chemistry between you and the candidates. We will conduct a "briefing session" immediately preceding your interviews to make sure that the process flows smoothly, and will assist you in a "debriefing" immediately following the interviews. Once we finalize references on the top candidate, we will provide you with a detailed, supplemental written report.

Additional Consultant Assistance

Our efforts do not conclude with the presentation of the final report. We are committed to you until a successful placement is made. Services that are routinely provided include:

- Arranging the schedule of interviews and the associated logistics for final candidates.
- Advising on starting salary, fringe benefits, relocation trends and employment packages.
- Acting as a liaison between client and candidate in discussing offers and counter offers.
- Conducting a final round of reference checking with current employers (if not previously done for reasons of confidentiality).
- Notifying unsuccessful candidates, who were not recommended for interview, of the decision.

THE CLIENT'S ROLE

We work in partnership with our clients in conducting a search. While we may identify and recommend qualified candidates, it is the client who must make the decision about which candidate(s) to hire. In order to ensure that the best candidates are available from which to choose, our clients should be willing to do the following:

- Clearly inform us about matters relevant to the search that you wish to keep confidential (e.g., personnel issues and other privileged information).
- Supply us with the names of people you have previously interviewed/considered for this position.

- Forward to us copies of the resumes you receive, to avoid duplication of effort.
- Provide feedback regarding the information and recommendations provided by us.
- Promptly decide upon and follow up in scheduling interviews with the most promising candidates.
- Assist in providing information to candidates that will enable them to make their career decisions.

By doing the above, we will maximize the likelihood of mutual success.

Finally, please be reminded that the United States Immigration Reform and Control Act of 1986 requires that all employers verify an employee's eligibility to work in the United States. Since we cannot serve as your agent in this matter, your hiring process should include this verification procedure.

PROPOSED TIME SCHEDULE

The following is a typical schedule to conduct a thorough recruitment. However, we would be pleased to discuss modifications to this to meet your needs:

Weeks 1 to 4	Meet with the Mayor, Members of the City Council and other appropriate individuals to gather background information. Develop and obtain approval for the Recruitment Brochure. Develop a list of potential candidates to target. Prepare and place advertisements.
Weeks 5 to 9	Proactive recruitment—solicit, receive and acknowledge resumes. Evaluate resumes and gather supplemental information. Conduct preliminary telephone interviews with leading candidates.
Week 10	Submit interim report and meet with you to review leading candidates.
Weeks 11 and 12	Verify degrees and certifications, gather news articles via the internet, and interview the best qualified candidates.
Week 13	Submit report on final candidates and initiate the interview process with you.
Following Interviews	Finalize references, conduct credit/criminal/civil litigation/motor vehicle record checks, and assist with negotiations.

FEES AND EXPENSES

We propose a total fixed fee of \$27,000 for this recruitment, which includes our firm's expenses. Our budget provides for the following three meetings with the client: 1) to develop the Recruitment Brochure; 2) to present the Interim Report; and 3) to attend interviews of final candidates. Please note that our budget does not include reimbursement of candidates who travel to be interviewed by you. Unless you notify us to the contrary, we will assume that you will handle these reimbursements directly. We will submit three equal invoices for fees, due and payable within 30 days. Our first billing will be upon submission of the draft Recruitment Brochure, the second at the deadline for receipt of resumes, and the third upon presentation of our report on the day of interviews (or 90 days from the start of the recruitment, whichever comes first).

Though we are committed to working with you until a placement is made, our fees are not contingent upon our success in placing a candidate with your organization. However, if the selected candidate (if recommended by us for hire, and other than an internal candidate) should be terminated within one year from the date of hire, we will redo the search for no additional professional fee. We would, however, expect to be reimbursed for any expenses that might be incurred.

You may discontinue this assignment at any time by written notification. In the unlikely event that this occurs, you will be billed for fees based upon the time elapsed from the commencement of the assignment to the date of cancellation. If a cancellation occurs within the first 30 days of the assignment, following either verbal or written authorization to proceed, one-third of the professional fee will be due. If a cancellation occurs thereafter, the fee beyond the first one-third will be prorated based upon the number of calendar days which have elapsed. If a cancellation occurs after 90 days, all professional fees will be due in full.

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

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

EXHIBIT A

**CHIEF EXECUTIVE RECRUITMENTS FOR
GENERAL PURPOSE LOCAL GOVERNMENTS
MANAGED AND/OR CONDUCTED BY NORMAN ROBERTS**

ALABAMA, STATE OF
Anniston, City of

City Manager

ALASKA, STATE OF
Ketchikan, City of
Ketchikan-Gateway, Borough of
Valdez, City of

City Manager
Borough Manager
City Manager

ARIZONA, STATE OF
Coconino County
Glendale, City of
Maricopa County
Mesa, City of
Phoenix, City of
Scottsdale, City of
Tucson, City of

County Manager
City Manager
County Administrative Officer
City Manager
City Manager
City Manager
City Manager

CALIFORNIA, STATE OF
Alameda, City of
Alameda County
Albany, City of
Arcadia, City of
Bakersfield, City of
Baldwin Park, City of
Banning, City of
Belmont, City of
Berkeley, City of
Beverly Hills, City of
Brea, City of
Buellton, City of
Burbank, City of
Butte County
Camarillo, City of
Carson, City of
Citrus Heights, City of
Contra Costa County
Corte Madera, Town of
Culver City, City of
Cypress, City of
Dana Point, City of
Desert Hot Springs, City of

City Manager
County Administrator
City Administrator
City Manager
City Manager
City Manager
City Manager
City Manager
City Manager
City Manager
City Manager
County Administrative Officer
City Manager
City Administrator
City Manager
County Administrator
Town Manager
Chief Administrative Officer
City Manager
City Manager
City Manager

Diamond Bar, City of	City Manager
East Palo Alto, City of	City Manager
Eastvale, City of	City Manager
El Dorado County	Chief Administrative Officer
El Segundo, City of	City Manager
Encinitas, City of	City Manager
Fontana, City of	City Manager
Fresno, City of	City Manager
Fresno County	County Administrative Officer
Glendale, City of	City Manager
Glendora, City of	City Manager
Hemet, City of	City Manager
Hercules, City of	City Manager
Hidden Hills, City of	City Manager
Humboldt County	Chief Administrative Officer
Huntington Beach, City of	City Administrator
King City, City of	City Manager
Laguna Niguel, City of	City Manager
Lawndale, City of	City Manager
Livermore, City of	City Manager
Lomita, City of	City Administrator
Los Altos Hills, Town of	City Manager
Los Angeles County	Chief Administrative Officer
Malibu, City of	City Manager
Marin County	County Administrator
Marina, City of	City Manager
Mariposa County	County Administrative Officer
Martinez, City of	City Manager
Millbrae, City of	City Manager
Modesto, City of	City Manager
Monterey County	County Administrator
Monterey Park, City of	City Manager
Moreno Valley, City of	City Manager
Morgan Hill, City of	City Manager
Newport Beach, City of	City Manager
Norco, City of	City Manager
Novato, City of	City Manager
Oakland, City of	City Manager
Ontario, City of	City Manager
Oxnard, City of	City Manager
Palm Springs, City of	City Manager
Palo Alto, City of	City Manager
Piedmont, City of	City Administrator
Pomona, City of	City Manager
Porterville, City of	City Manager
Rancho Palos Verdes, City of	City Manager
Redding, City of	City Manager

Redlands, City of	City Manager
Redondo Beach, City of	City Manager
Redwood City, City of	City Manager
Riverside, City of	City Manager
Riverside County	County Executive Officer
Rolling Hills, City of	City Manager
Sacramento County	County Executive
Salinas, City of	City Manager
San Buenaventura, City of	City Manager
San Diego, City of	City Manager
San Diego County	County Manager
San Fernando, City of	City Administrative Officer
San Jacinto, City of	City Manager
San Joaquin County	County Administrator
San Jose, City of	City Manager
San Luis Obispo County	County Administrative Officer
San Mateo County	County Manager
Santa Ana, City of	City Manager
Santa Clara County	County Executive
Santa Clarita, City of	City Manager
Santa Monica, City of	City Manager
Shasta County	County Administrative Officer
Signal Hill, City of	City Manager
Solvang, City of	City Administrative Officer
Sonoma County	County Administrator
Stanton, City of	City Manager
Sunnyvale, City of	City Manager
Tulare, City of	City Manager
Tulare County	County Executive
Turlock, City of	City Manager
Vallejo, City of	City Manager
Ventura County	Chief Administrative Officer
Visalia, City of	City Manager
Vista, City of	City Manager
Walnut Creek, City of	City Manager
West Covina, City of	City Manager
West Hollywood, City of	City Manager
Whittier, City of	City Manager
Yorba Linda, City of	City Manager

COLORADO, STATE OF

Arapahoe County	County Administrator
Aurora, City of	City Manager
Boulder, City of	City Manager
Estes Park, Town of	Town Administrator
Lakewood, City of	City Administrative Officer
Northglenn, City of	City Manager

CONNECTICUT, STATE OF

Hartford, City of	City Manager
Meriden, City of	City Manager
West Hartford, Town of	Town Manager

DISTRICT OF COLUMBIA

District of Columbia Financial Responsibility & Management Assistance Authority	Chief Management Officer
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FLORIDA, STATE OF

Clearwater, City of	City Manager
Gainesville, City of	City Manager
Hillsborough County	County Administrator
Lee County	County Administrator
Miami, City of	City Manager
Miami Beach, City of	City Manager
Miami-Dade County	County Manager
Naples, City of	City Manager
Pensacola, City of	City Manager
Sarasota County	County Administrator
St. Petersburg, City of	City Manager

GEORGIA, STATE OF

Albany, City of	City Manager
Fulton County	County Manager

ILLINOIS, STATE OF

Des Plaines, City of	City Manager
Downers Grove, Village of	Village Manager
DuPage County	County Administrator
Elgin, City of	City Manager
Flossmoor, Village of	Village Manager
Hazel Crest, Village of	Village Manager
Mount Prospect, Village of	Village Manager
Naperville, City of	City Manager
Peoria, City of	City Manager
Skokie, Village of	Village Manager
Wood River, City of	City Manager

IOWA, STATE OF

Ames, City of	City Manager
Sioux City, City of	City Manager

KANSAS, STATE OF

Sedgwick County	County Administrator
Wichita, City of	City Manager

MARYLAND, STATE OF Prince George's County Rockville, City of	Chief Administrative Officer City Manager
MICHIGAN, STATE OF Ann Arbor, City of Grand Rapids, City of Kalamazoo, City of Saginaw, City of Washtenaw County Ypsilanti, City of	City Administrator City Manager City Manager City Manager County Administrator City Manager
MINNESOTA, STATE OF Brooklyn Park, City of Minneapolis, City of Ramsey County St. Louis Park, City of	City Manager City Coordinator County Executive City Manager
MISSOURI, STATE OF Columbia, City of Kansas City, City of St. Charles, City of	City Manager City Manager City Administrator
MONTANA, STATE OF Great Falls, City of	City Manager
NEVADA, STATE OF Las Vegas, City of	City Manager
NEW JERSEY, STATE OF Plainsboro Township	Village Administrator
NEW YORK, STATE OF Garden City, Village of Scarsdale, Village of	Village Manager Village Manager
NORTH CAROLINA, STATE OF Charlotte, City of Winston-Salem, City of	City Manager City Manager
OHIO, STATE OF Cincinnati, City of	City Manager
OKLAHOMA, STATE OF Bartlesville, City of Enid, City of Mustang, City of	City Manager City Manager City Manager

OREGON, STATE OF

Lake Oswego, City of
Milwaukie, City of

City Manager
City Manager

SOUTH CAROLINA, STATE OF

Myrtle Beach, City of

City Manager

TEXAS, STATE OF

Austin, City of
Bellaire, City of
Brownsville, City of
Bryan, City of
Carrollton, City of
Corpus Christi, City of
Dallas, City of
El Paso, City of
Gaston County
Grapevine, City of
Longview, City of

City Manager
City Manager
City Manager
City Manager
City Manager
City Manager
City Manager
City Manager
Chief Administrative Officer
County Manager
City Manager
City Manager

VIRGINIA, COMMONWEALTH OF

Alexandria, City of
Chesapeake, City of
Chesterfield County
Fairfax County
Richmond, City of
Virginia Beach, City of

City Manager
City Manager
County Administrator
County Executive
City Manager
City Manager

WASHINGTON, STATE OF

Bellevue, City of

City Manager

WYOMING, STATE OF

Casper, City of
Laramie, City of

City Manager
City Manager

EXHIBIT B

OUR CONSULTANTS

NORMAN ROBERTS

Norm Roberts pioneered the field of public sector recruitment over 35 years ago. During his career, he has managed/conducted more than 3,000 chief executive and senior level recruitments.

Mr. Roberts started his career as a staff assistant to the City of Los Angeles' Board of Public Works, served as an Assistant City Administrator for a newly incorporated city, and then became a senior member of the Executive Director's staff of a \$60 million federally funded program. He was a senior consultant with Peat, Marwick, Mitchell & Co., during which time he managed major consulting engagements for public agencies. He was also a consultant with Arthur D. Little, Inc., where he conducted general consulting assignments and recruited executives for local governments and associations.

Mr. Roberts was a Senior Vice President with Korn/Ferry International, and was founder and manager of the firm's national public sector, not-for-profit, education and health care executive search practices. Among the many placements made by Mr. Roberts was the President of the Los Angeles Olympic Organizing Committee, Peter Ueberroth.

For eleven years, he was co-founder and President of Norman Roberts & Associates, Inc., then the largest executive search firm in the U.S. specializing in nationwide public sector recruitment. The firm was acquired by a Fortune 1000 company, and he continued with them until co-founding ROBERTS CONSULTING GROUP, INC. in 2003 to provide executive recruitment services to public agencies.

Mr. Roberts received a Bachelor of Arts degree in Political Science from the University of California, Los Angeles, and a Master's degree in Public Administration from the University of Southern California.

In the book *The Career Makers*, which profiled the top 150 executive recruiters in the nation, Mr. Roberts was ranked as *the* leading recruiter for both Government Agencies/Municipalities and Engineering. He was among the top ten for Transportation, MIS/Computer Operations, and Women/Handicapped/Minorities, as well as being named a leader in several other areas, including Associations/Societies/Non-Profit Organizations, Health Services/Hospitals, Universities/Colleges/Schools, Public Relations/Government Affairs, Legal, Law/Accounting/Consulting Firms, Construction and Retail.

Mr. Roberts is a Past President of both the Los Angeles and San Francisco chapters of the American Society for Public Administration, and has been involved with numerous other public sector and recruitment organizations. He also served on the Board of Children's Institute International and is a Past President. Mr. Roberts has authored numerous articles and spoken before national organizations on the subject of recruitment issues.

VALERIE ROBERTS

Valerie Roberts has over 25 years of executive recruitment experience. She co-founded ROBERTS CONSULTING GROUP, INC. in 2003 to provide executive recruitment services to public agencies. Previously, she was co-founder and Executive Vice President of Norman Roberts & Associates, Inc., then the largest executive search firm in the U.S. specializing in nationwide public sector recruitment. The firm was acquired by a Fortune 1000 company, and she continued with them for several years.

Ms. Roberts started her career in international banking, and then worked for Theodore Barry & Associates and Management Systems Consulting Corporation, specializing in management development, strategic planning and organizational development. She worked for Korn/Ferry International, doing executive recruiting in the areas of financial services, the public sector and within the general practice. She also held the position of Assistant to the President of the Arden Group, a holding company with interests in supermarkets and telecommunications.

Ms. Roberts received a Bachelor of Arts degree from Colorado Women's College (now a part of the University of Denver), where she was valedictorian and graduated summa cum laude. She earned a Master of Business Administration degree from the University of California, Los Angeles.

EXHIBIT C
SAMPLE RECRUITMENT BROCHURE

[Click Here to Return to Agenda](#)

CITY MANAGER
City of Newport Beach, CA

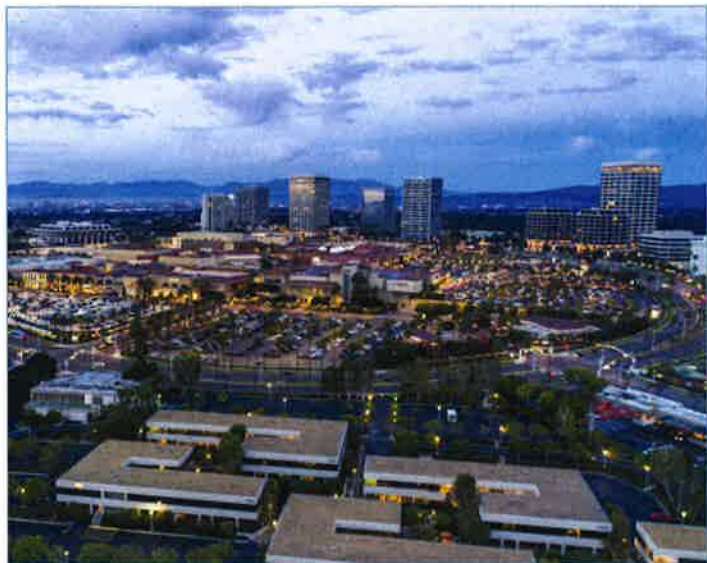


Photo of Newport Beach Civic Center courtesy of David Wakely

CITY MANAGER
CITY OF NEWPORT BEACH, CA

CITY MANAGER

City of Newport Beach, CA



THE CITY

Newport Beach is an affluent and educated community located in the coastal center of Orange County, 50 miles south of Los Angeles and 85 miles north of San Diego County. The permanent population of the City is approximately 87,000 and the daytime population could be as high as 128,000. The City of Newport Beach has a total area of 53 square miles – 24 square miles of land and 29 square miles of water.

Newport Beach has a temperate Mediterranean climate. The Pacific Ocean greatly moderates Newport Beach's climate by warming winter temperatures and cooling summer temperatures.

Newport Harbor is one of the largest recreational harbors in the nation and welcomes visitors from around the world. Its shores are occupied mostly by private homes and private docks.

The City is made up of several villages, including Balboa Island, Balboa Village and Corona del Mar. Balboa Island boasts a long and fascinating history. One can learn about its marine history and sense of community at the Balboa Island Museum & Historical Society. Balboa Peninsula features the original Ruby's Diner. The Wedge, at the end of the Peninsula, offers surfers and body boarders some of the area's largest waves, and is a favorite place to watch the sunset.

Balboa Village is home to the Balboa Fun Zone, along with boat rentals, bike rentals, two boardwalks and a pier. Cannery Village, once a popular spot for fishermen to count their haul, is enjoying a major resurgence. Along with great art and cuisine is the Regency Lido Theater, one of the home venues of the Newport Beach Film Festival. Cannery Village has been nicknamed the "Montmartre by the Sea." Following a dramatic renovation in 2016, Lido Marina Village, overlooking Newport Harbor, has become Newport Beach's newest luxury lifestyle center.

The quaint neighborhood of Corona del Mar, known as the "Crown of the Sea," has vintage cottages mixed with stunning new homes. A must see attraction is the Sherman Library & Gardens.

With an open-air elegance, Fashion Island/Newport Center boasts chic luxury boutiques, cafes and restaurants. World-class hotels and the new nearby Civic Center mirror the Center's sophisticated coastal style. Mariner's Mile, a stretch of Pacific Coast Highway, is home to yachts and luxury cars, and is known for numerous dining options, featuring Dock & Dine valet service.

The Westcliff neighborhood is rich in active outdoor adventures, with trails and walking paths among the Upper Newport Bay Park. Upper Newport Bay Nature Preserve and Ecological Reserve draws naturalists and scientists from around the world to observe the 35,000 migratory birds and four endangered species that make their home on the 1,000 acres of coastal wetlands. Castaways Park offers spectacular bay and harbor views.

Newport Coast, located at the southernmost tip of Newport Beach, has the newest urban developments in the City. Crystal Cove State Park offers residents and visitors 3.5 miles of pristine coastline. The Crystal Cove Historic District has an enclave of 46 vintage, rustic coastal cottages originally built in the 1920s and 1930s.

The City is known for hosting a number of popular annual events. Among these are the Newport Beach International Film Festival, the start of the Newport to Ensenada International Yacht Race, Toshiba Classic PGA Tour, Corona del Mar Scenic 5K, Orange County Marathon, Balboa Island Parade, several parades and celebrations over the Fourth of July, free summer concerts on the Civic Center Green, Susan J. Komen Race for the Cure, Christmas Boat Parade in Newport Harbor, Corona del Mar Christmas Walk, Restaurant Week, cultural exhibitions at the Central Library, sculptures in Civic Center Park, the annual Newport Beach Art Exhibition, Concerts on the Green, Shakespeare by the Sea, and a variety of art lectures and special events.

Minutes from Newport Beach, John Wayne Airport serves 9.6 million travelers annually, offering nonstop flights to over 20 cities and service to Canada and Mexico.

Health care in Newport Beach is provided through Hoag Memorial Hospital and Newport Bay Hospital, as well as many other nearby facilities.

Sixteen public and private non-profit schools are within 15 miles of Newport Beach, including the University of California, Irvine. Coastline Community College and Santa Ana College offer two-year college programs. Within the City, Newport-Mesa Unified School District provides K-12 education through six elementary schools, nine middle schools, and three high schools, and there are also seven private schools serving K-12 students.

THE CITY GOVERNMENT

The City of Newport Beach was incorporated in 1906 and adopted its City Charter in 1954. It is a full service charter city with a City Council-Manager form of government. Those services include police, fire, lifeguards, and water/wastewater departments.

The seven City Council members are nominated from and by the electors of their districts, and elected from each of the districts by the voters of the City at large. Council members are elected on a non-partisan basis and serve four-year staggered terms with a two-term limit. The Mayor is chosen annually by the City Council.

CITY MANAGER City of Newport Beach, CA

The FY2018-19 proposed operating budget is almost \$291 million, which includes a General Fund operating budget of approximately \$208 million. The current portion of the CIP is just under \$46 million. There are 874 budgeted full-time and FTE staff positions.

KEY CHALLENGES AND OPPORTUNITIES

Among the key challenges and opportunities facing the City are:

- * Protecting Newport Beach residents from the impacts of commercial aircraft operations at and from John Wayne Airport.
- * Issues pertaining to Newport Harbor, including water quality (e.g., NPDES, dredging and eelgrass), maintenance in the harbor, and rental issues.
- * Finding a balance with development and the increased traffic that it brings.
- * Addressing unfunded pension liability.
- * Homelessness.

THE POSITION

The City Manager (1) is responsible for the administrative branch of City government and provides professional, non-partisan administration within the framework of the law and policies as set by the City Council, (2) serves the City Council, carries out their dictates, and keeps them informed on all important phases of City activities, (3) is responsible for appointment and effective coordination of the tasks of all department heads, and (4) is also responsible for enforcement of the laws of the State pertaining to the City, provisions of the City Charter and ordinances of the City. The City Manager provides direct supervision to all department heads, except the City Clerk and the City Attorney, and to the City Manager's immediate staff.

The City Manager is appointed by and serves at the pleasure of the City Council. Duties of the position may include, but are not limited to the following:

- * Keeps the City Council informed in a timely manner on all significant matters relative to services and activities of the City;

- * Advises City Council on the most appropriate organizational structure for the City;
- * Exercises general supervision over public facilities and properties;
- * Provides leadership for civic movements when so authorized by the City Council;
- * Exercises control over all administrative offices and departments of the City except those appointed by the City Council;
- * Appoints, suspends or removes, subject to provisions of the City Charter, all department heads under his/her supervision;
- * Prepares the annual budget for City Council consideration and administers it after adoption;
- * Prepares and submits to the City Council as of the end of the fiscal year a complete report on the finances and administrative activities of the City for the preceding fiscal year;
- * Keeps the City Council advised of the financial condition and future needs of the City, and makes such recommendations as may seem to him/her desirable;
- * Establishes and maintains a centralized purchasing system for all City offices, departments and agencies;
- * Prepares rules and regulations governing the contracting for, purchasing, storing, distribution or disposal of all supplies, materials and equipment required by any office, department or agency of the City government and recommends them to the City Council for adoption;
- * Assumes general responsibility for public relations of the City and assures that all franchises, permits and contracts granted by the City are faithfully observed;
- * Sees that the laws of the State pertaining to the City, the provisions of the Charter, and the ordinances of the City are enforced; and
- * Performs related duties as assigned.



Photo of Marina Park courtesy of Dan Herman
65

CITY MANAGER

City of Newport Beach, CA

THE CANDIDATE

Education, Experience and Licenses

Any combination of experience and training that would likely provide the required knowledge and abilities may be qualifying. California experience is preferred, as is experience with a full-service city, as a City Manager, Assistant City Manager or other executive position with a city. County experience will also be considered. A graduate degree in public/business administration would be a plus, as would some private sector experience. Strength in financial management is important.

The selected candidate will need to work with the California Coastal Commission, the Federal Aviation Administration, the California State Water Resources Control Board and regional boards, and the South Coast Air Quality Management District, among others. As such, experience dealing with any of these entities would be ideal.

Requires possession of, or the ability to obtain, an appropriate and valid California driver's license (accommodations for a disability may be made).

Knowledge, Skills and Abilities

The selected candidate should have excellent interpersonal and communication skills and be a strong manager of people and resources. In addition, he/she should be able to:

- * Deal with a wide variety of people in an effective manner;
- * Provide direction to a large municipal organization;
- * Make public presentations and prepare and deliver oral and written reports;
- * Analyze a wide range of complex issues and execute timely decisions;
- * Work effectively with other levels of government (e.g., federal, state and county);
- * Master complex financial matters; and
- * Maintain the respect of others.

Management Style and Personal Traits

The selected candidate should be a strong leader who acts in accordance with his/her role as set forth in the City Charter. The City is seeking someone who is kind to residents, ethical, and respectful, as well as a problem solver who is able to think outside of the box.

He/She should be collaborative and willing to empower and delegate to staff, yet monitor departmental operations. This person should provide options in making recommendations to the Mayor and City Council, and follow up and implement Mayor/City Council policy decisions in a timely and accurate manner.

The ideal candidate will also be self-confident, energetic, positive with a "can do" attitude, straightforward and decisive. In addition, he/she should be politically astute, yet apolitical, as well as innovative, approachable, open and transparent, and honest with integrity. Finally, this person should be a good listener and have a sense of humor.

COMPENSATION

The annualized salary range for this position is \$188,219 to \$282,318, with hiring dependent upon the qualifications and experience of the selected candidate. This position belongs to the Key and Management group and is provided the following benefits:

- * The City offers an employee benefits program that includes a paid flex leave program based on the individual's length of service (employees have the option of selling back flex leave hours in excess of 160 hours twice per year); holidays, bereavement leave, administrative leave, and jury duty; the City contributes \$1,725 per month, plus the CalPERS medical contribution, toward a cafeteria plan for medical, dental and vision benefits (employees with proof of other group medical coverage may opt-out of the City plan and receive the maximum cafeteria allowance of \$1,000 as taxable cash back); disability insurance; City-paid life insurance up to \$50,000 in coverage based on annual salary; Employee Assistance Program (EAP); tuition reimbursement up to \$2,000 per fiscal year for job related, off-duty courses that are in furtherance of a degree or certificate; and a retiree health benefits program through a Retiree Health Savings plan (contributions paid by both the City and the employee). The City does not participate in the federal Social Security program.

- * Retirement: California Public Employee Retirement System (CalPERS) plan, which offers reciprocity between certain agencies. Classic employees receive a defined benefit pension based on the 2.5% at 55 formula. Classic tier II employees, who have been in the CalPERS system and are new to the City of Newport Beach, will receive a 2% at 60 formula. Employees new to the City and CalPERS, who do not belong to a reciprocal agency of PERS, will receive the tier III formula of 2% at 62.

Other benefits considered for this position might include an automobile allowance, reimbursement for general business expenses, and relocation assistance, if needed.

HOW TO APPLY

Email resumes by **June 25, 2018** to:

ROBERTS CONSULTING GROUP INC
 PO Box 1127
 Rancho Mirage, CA 92270
 Phone: 424.522.2251
 Email: robertsrcg@msn.com
 Web: www.robertsrcg.com

Equal Opportunity/ADA Employer

Additional information about the City of Newport Beach can be found on their website at www.newportbeachca.gov



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January 10, 2019

Mayor Linda Evans
City of La Quinta
78-495 Calle Tampico
La Quinta, CA 92253

Dear Mayor Evans:

Teri Black & Company (TBC) is pleased to present this proposal to assist the **City of La Quinta** with its efforts to successfully recruit a new **City Manager**. We are the recruiter of choice for many California communities and would be honored to assist the City Council with a recruitment for a new City Manager and build on the previous work that we have done for the City.

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

TBC is not driven by volume which helps set us apart from our competitors. We are committed to providing customized and flexible service to our clients and will only take on a select number of recruitments at any given time. Based in Los Angeles, TBC is one of only two woman-owned executive search firms on the west coast serving local government. Detailed information about the firm and our clients is available on our website – www.tbcrecruiting.com.

If retained, you will have my commitment that La Quinta's recruitment will receive the highest level of attention and will not be delegated to junior level consultants. Please do not hesitate to call if you have any questions or need additional information regarding our services or qualifications.

Sincerest regards

A handwritten signature in purple ink, appearing to read 'Teri Black', is written over the typed name.

Teri Black
President
teri@tbcrecruiting.com
424.285.1548 direct

PROPOSAL

Executive Search Services

for the

CITY OF LA QUINTA

to recruit a

CITY MANAGER



January 2019



TABLE OF CONTENTS

SECTION	PAGE
I. CREDENTIALS & QUALIFICATIONS	1
II. RECRUITMENT STRATEGY	2
III. PROJECT TIMELINE	6
IV. REFERENCES	7
V. RECRUITERS & STAFF PROFILES	8
VI. PRICING & GUARANTEE	12
VII. COMPANY CONTACT INFORMATION	13
VIII. COMPREHENSIVE LIST OF CLIENTS	14

SAMPLE RECRUITMENT BROCHURES ARE INCLUDED AS SEPARATE ATTACHMENTS

I. CREDENTIALS & QUALIFICATIONS

Teri Black & Company, LLC (TBC) has a solid reputation for providing exemplary service to its clients and has enjoyed great success in **recruiting impressive local government professionals** for our clients throughout the western United States. In addition to La Quinta, our **Southern California** municipal client base is broad and includes the Cities of Long Beach, Burbank, Del Mar, Pasadena, South Pasadena, Agoura Hills, Glendale, Indian Wells, Ventura, Santa Monica, Manhattan Beach, Huntington Beach, Newport Beach, Fullerton, Laguna Niguel, Poway, Aliso Viejo, Signal Hill, Indio, Murrieta and Tustin, among numerous others. As evidence of our **clients' high satisfaction levels**, more than **90%** of our projects are generated through repeat business and client referrals.

Our completed City Manager searches include successful placements for the Cities of Arroyo Grande, Anaheim, Del Mar, Lompoc, Pismo Beach, Manhattan Beach, Tustin, Aliso Viejo, San Mateo, Redwood City, and Los Gatos.

In addition, we have successfully placed Assistant/Deputy City Manager searches for the Cities of Long Beach, Signal Hill, Carlsbad, Napa, Pleasanton, Half Moon Bay, Palo Alto, Goleta, and Healdsburg. In addition, we currently have two active City Manager searches in progress for the City of Poway and the Town of Hillsborough. Lastly, we are a few days away from launching a City Manager recruitment for the City of Indian Wells along with two Assistant City Manager searches for the Cities of Ventura and Napa.

TBC has an **excellent track record** for recruiting well-qualified candidates and has been very successful in consistently attracting diverse candidate pools. We are frequently called upon to manage exceptionally challenging assignments which are attributable to our commitment to personalized services and not limiting the amount of resources we dedicate to any given project. Because we are driven by a concern for **quality results rather than volume**, we limit the number of recruitments the firm handles at any given time. Lastly, our **Placement Guarantee** of two years (Section VI) is typically **double the industry standard** and is consistent with the International City/County Managers Association (ICMA) Code of Ethics.

If we are fortunate enough to conduct this important search for La Quinta, Teri Black will serve as the lead recruiter on this project and will be supported by Senior Recruiter Bob McFall and the entire TBC support team. Our recruiters maintain strong networks throughout various local government disciplines through their involvement and membership with numerous professional associations.

Profiles on the recruiters and staff who will be actively engaged in this assignment can be found in Section V.

II. RECRUITMENT STRATEGY

The executive search strategy that follows describes four complete phases of a comprehensive recruitment for a Council appointed position.

PHASE I

Client Feedback & Involvement

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

With respect to community input, most of our clients who desire extensive input rely on an online survey that can be posted on the City's website. This has proven to be the most popular, convenient and cost-effective strategy for our clients to obtain input throughout the duration of a recruitment and is the most accessible and user-friendly for constituents.

At the City Council's discretion, the recruiter can also meet with various stakeholders including department heads, and other internal stakeholders as deemed appropriate. These supplemental meetings sometimes allow us to obtain additional feedback and gain a broader understanding of the community along with the organization's culture and inner workings. This additional knowledge can often be helpful to the recruiters as they assess the critical factors relating to candidate "fit" later on in the process. Because our clients know their organizations best, we rely on their guidance to determine the best sources of information upon launching each assignment.

Strategy Refinement

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

Material Development & Production

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

PHASE II

Advertising & Marketing

After our recruiters develop a clear understanding of what the Client is seeking, we will create aggressive advertising, marketing and social media campaigns for the recruitment. Both the traditional and electronic campaigns will be interrelated to ensure the position has a powerful presence in the marketplace.

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



Personalized Outreach

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

Our clients pay for results and that's exactly what we deliver. TBC dedicates an extraordinary amount of time to discovering new talent. With the maturation of enhanced retirement programs, there has been a tremendous loss of executive/management talent throughout the country. In response, we invest more time and resources in finding undiscovered superstars across the country as well as within the state. While most of our competitor's charge additional consulting fees beyond a specific threshold, we do not limit the number of consulting hours, travel or meetings dedicated to any given project.

PHASE III

Resume Assessment

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

The TBC online application system was introduced to the market 12 years ago and was the first in the public sector executive search industry. Leveraging the power, reach, and accessibility of the internet, TBC pioneered a modern digital experience for both candidates and clients. Since then, some of our competitors have followed suit, but TBC continues to set the bar with **enhanced website and online application security features**, two-step authentication, strong passwords, and secure candidate database storage to keep candidate information safe and confidential.

Screening Interviews

TBC does not restrict the number of candidates to be screened. Rather, we interview every candidate who meets our Client's criteria. As a rule, this group frequently amounts to 6-12 candidates per recruitment. The number of candidates screened ranges from just a handful of professionals for highly specialized positions to more than 20 for highly coveted opportunities.

Recruitment Report

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

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

Candidate Communications & Care

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

TBC is **extremely attentive to internal candidates**. Our recruiters make sure they understand the process and are kept informed at every juncture as they may have never worked with a recruiter before. We strive to exceed the expectations of candidates throughout our engagements as it is critical that all the participants, regardless of whether or not they are selected, have a **positive** experience, and leave the process with a **favorable impression** of the City of La Quinta.

PHASE IV

Selection Process

TB&Co. will design and administer an appropriate final selection process in partnership with the Client. Most City Manager selection processes entail at least one interview with the City Council supplemented by follow-up interviews with the very top-ranking candidate(s). Our team will prepare the materials for the panel interviews, arrange for follow-up interviews with the Client, and coordinate all logistics with the candidates. If additional selection activities are desired, TBC will assist with designing and facilitating written exercises, presentations, problem solving scenarios, etc. We tailor the process to best meet the Client's needs and will assist the decision makers with deliberations. Lastly, it is critical that candidates' confidentiality be respected and maintained to the greatest degree possible to maintain the integrity of the process.

Background & References

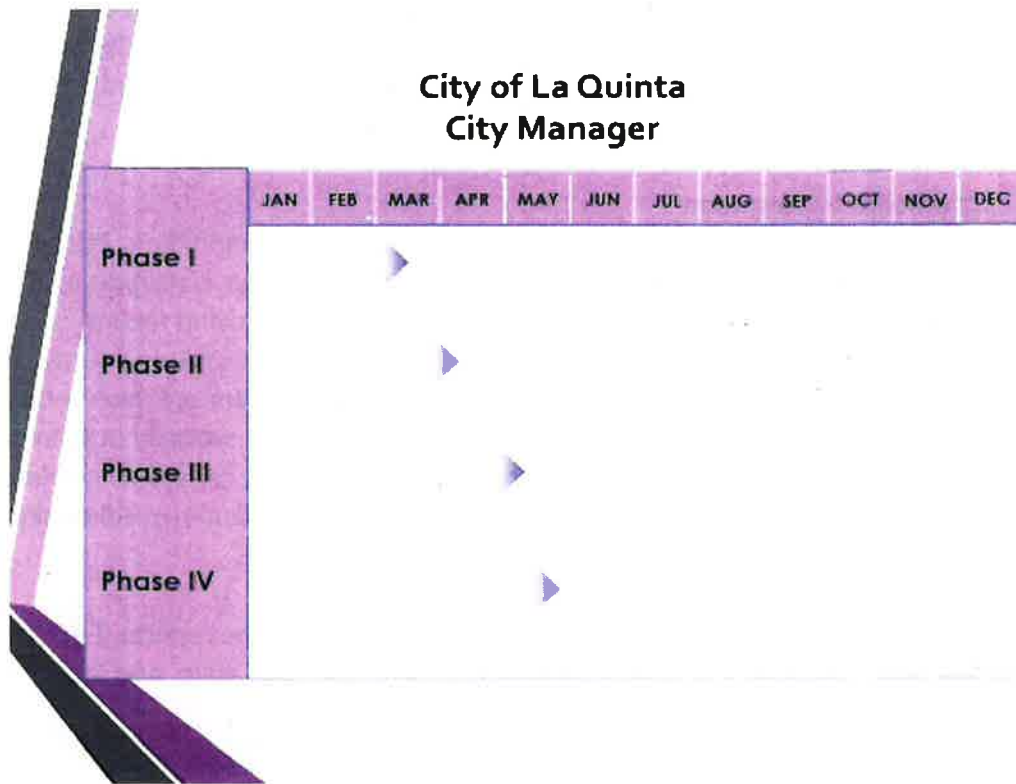
Following the final process and the Client's selection of its top candidate, TBC will conduct **thorough background** and **in-depth reference checks**. Our background checks are performed by a licensed private investigator and entail credit, driving record, civil, criminal, and academic credential records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

Negotiations

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

III. PROJECT TIMELINE

TBC is prepared to begin work upon formal engagement as early as March. The entire recruitment can be completed within approximately 100-120 days. A visual of a projected timeline is portrayed below and assumes that work will commence by March.



IV. REFERENCES

CITY MANAGER SEARCHES

Client: City of Tustin **Tel:** 714.573.3044
Contact: Derick Yasuda, Director of Human Resources
Searches: City Manager, Police Chief, Human Resources Director, Assistant Public Works Director, Finance Director, Field Services Manager, Director of Parks & Recreation, Police Civilian Commander

Client: City of San Mateo **Tel:** 415.377.4462
Contact: Mayor Diane Papan
Searches: City Manager, Public Works Director, Community Development Director, Deputy City Librarian, Deputy Community Development Director

Client: Town of Hillsborough **Tel:** 650.375.7412 (Mayor)
650.375.7407 (Kathy)
Contact: Mayor Shawn Christianson
Kathy Leroux, City Manager
Searches: City Manager (current + advisor to Council in 2014-2015), Finance Director

DESERT REGION/ RIVERSIDE COUNTY

Client: City of Indio **Tel:** 760.574.9562
Contact: Mark Scott, City Manager
Searches: Development Services Director, General Manager – Water Authority (upcoming in 2019)

Client: City of Murrieta **Tel:** 760.900.6020
Contact: Kim Summers, City Manager
Searches: Assistant City Manager, Finance Director, Director of Human Resources, Fire Chief, Administrative Services Director, Development Services Director, Economic Development Director, Deputy Director of Development Services – Economic Development

V. RECRUITERS & STAFF PROFILES

Teri Black, President

Following a distinguished career in local and federal government, Teri has been dedicated to public sector executive search since 1999. Serving communities with populations in the millions to as small as 1,500 over the last 18 years, she has built a substantial base of clients across the Western United States that continually rely on her personalized service and recruitment expertise. In addition to cities and counties, Teri's clients also include special districts, utility agencies, and non-profit organizations. She has managed a multitude of high profile and sensitive recruitments over the years. Prior to starting her own firm in 2006, Teri was affiliated with Shannon Executive Search/CPS Human Resource Services and The Oldani Group.

Before entering the executive search profession, Teri served as Chief of Staff in the U.S. Department of Justice/COPS Office in a previous Presidential Administration. Her local government experience includes management positions in the Cities of Santa Ana, Lakewood, and Oakland, California. As a consultant, clients find her prior government experience to be of tremendous value as they often comment, "She has walked in our shoes and understands our business."

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

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

Bob McFall, Senior Recruiter

Joining TBC Recruiting, Bob continues with a distinguished professional career that spans over 43 years, with 35 as an executive manager in local government and the past 8 years in private management consulting. His tenure with local government included nearly 25 years as the Assistant City Manager with the City of Glendale, involving oversight of the budget, operations and service delivery effectiveness with a dedicated emphasis on human resource practices and organizational development. Working with other HR professionals, Bob focused on recruitment, retention and development practices to model best industry methods. During this time, Bob also served as the City's Administrative Hearing office, and played a leadership role in all Glendale's executive level recruitments, as well as assisting other communities with similar recruitments. Bob served as liaison to the City Council and regional elected officials and initiated aggressive public accountable practices through the establishment of an independent Internal Audit Unit and public oversight board.

Bob's consulting career has emphasized his extensive experience and interest in human resources, public policy and development of organizational teams, providing services focused on executive recruitment, strategic planning, organizational effectiveness, team building and human resource practices. Clients have included both non-profit and public agencies, the most recent including engagements with the City of Arroyo Grande as Interim City Manager while overseeing the recruitment process for the permanent City Manager.

Earning his Bachelor's degree from California State University at Pomona, Bob has been actively engaged in leadership roles with many professional organizations at the local, state and federal level, including the International City Manager's Association, California Innovation Group, and the California and National Parks and Recreation Societies. He is based in Ojai, California.

Tracey Carlson, Director of Client & Candidate Care

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

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

Prior to joining the firm more than 7 years ago, Tracey held a variety of finance, IT and project management related positions with Northrop Grumman and Toyota Motor Sales, USA.

Lucia Vo, Executive Assistant

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

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

Ingrid Safranek, CFO/Business Manager

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

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

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

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

VI. PRICING & GUARANTEE

The **professional fee** for this executive level assignment is **\$19,000**. This includes all work outlined in Phases I – IV in the proposal's scope of work. Because of our results-oriented philosophy, the professional fee covers the entire scope of work and does not cap the number of visits or the amount of time invested in bringing the project to a successful conclusion.

Reimbursable expenses will not exceed **\$8,500**. Reimbursable expenses include administrative support, report supplies, printing/copying, postage and delivery charges, as well as recruiter travel related to client meetings and interviews. Marketing and advertising costs normally encompass about 65-75 percent of the expense budget.

Fees are billed monthly as work is completed. Expenses are billed at their actual level and are never marked-up or inflated with special fees.

Placement Guarantee

Because we have a high degree of confidence in our work, TBC's placement guarantee for Council appointed positions is **double the industry standard**. Consistent with the ICMA Code of Ethics, if a candidate selected and appointed as City Manager by La Quinta Council as a result of a TBC recruitment terminates employment for any reason before the completion of the first two years of service, TBC will provide La Quinta with the necessary consulting services required to secure a replacement. Professional consulting services are provided at no cost to the Client; expenses are covered by the City.

Fee for Additional Placements

Because of the challenging market for top talent, our clients are increasingly taking advantage of selecting more than one outstanding candidate from a single recruitment that will benefit the organization in a different capacity. In these instances, a \$5,000 placement fee per additional candidate placed will apply and will include completion of background records review as well as reference checking.

VII. COMPANY CONTACT INFORMATION

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

Telephone: 424.296.3111
Web site: www.tbcrecruiting.com

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

Primary Contact: Teri Black
teri@tbcrecruiting.com
Office: 424.296.3111 Mobile: 310.781.0878

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

VIII. COMPREHENSIVE LIST OF CLIENTS

Cities

- ◆ Agoura Hills
- ◆ Alameda
- ◆ Aliso Viejo
- ◆ Anaheim
- ◆ Arlington, TX
- ◆ Arroyo Grande
- ◆ Ashland, OR
- ◆ Belmont
- ◆ Berkeley
- ◆ Beverly Hills
- ◆ Brisbane
- ◆ Buena Park
- ◆ Burbank
- ◆ Burlingame
- ◆ Cannon Beach, OR
- ◆ Carlsbad
- ◆ Carmel-by-the-Sea
- ◆ Carpinteria
- ◆ Chandler, AZ
- ◆ Colorado Springs, CO
- ◆ Concord
- ◆ Costa Mesa
- ◆ Daly City
- ◆ Davis
- ◆ Del Mar
- ◆ Denver, CO
- ◆ Dublin
- ◆ East Palo Alto
- ◆ El Cajon
- ◆ Eugene, OR
- ◆ Fairfield
- ◆ Fort Worth, TX
- ◆ Fremont
- ◆ Fresno
- ◆ Fullerton
- ◆ Glendale
- ◆ Goleta
- ◆ Half Moon Bay
- ◆ Hayward
- ◆ Healdsburg
- ◆ Hermiston, OR
- ◆ Hermosa Beach
- ◆ Hillsborough
- ◆ Huntington Beach
- ◆ Imperial Beach
- ◆ Indian Wells
- ◆ Indio
- ◆ Laguna Niguel
- ◆ La Habra
- ◆ La Palma
- ◆ La Quinta
- ◆ Lakewood, CO
- ◆ Livermore
- ◆ Lomita
- ◆ Lompoc
- ◆ Long Beach
- ◆ Los Altos
- ◆ Los Banos
- ◆ Los Gatos
- ◆ Lynwood
- ◆ Manhattan Beach
- ◆ Marina
- ◆ Menlo Park
- ◆ Milpitas
- ◆ Modesto
- ◆ Moreno Valley
- ◆ Morgan Hill
- ◆ Mountain View
- ◆ Murrieta
- ◆ Napa
- ◆ National City
- ◆ Newport Beach
- ◆ Oakland
- ◆ Palo Alto
- ◆ Pasadena
- ◆ Piedmont
- ◆ Pismo Beach
- ◆ Pittsburg
- ◆ Pleasanton
- ◆ Prescott Valley, AZ
- ◆ Pomona
- ◆ Poway
- ◆ Provo City, UT
- ◆ Rancho Cordova
- ◆ Redlands
- ◆ Redwood City
- ◆ Riverside
- ◆ Roseville
- ◆ San Diego
- ◆ San José
- ◆ San Leandro
- ◆ San Luis Obispo

- ◆ San Mateo
- ◆ Santa Barbara
- ◆ Santa Paula
- ◆ Santa Clara
- ◆ Santa Clarita
- ◆ Santa Cruz
- ◆ Santa Monica
- ◆ Santa Rosa
- ◆ Sierra Vista, AZ
- ◆ Signal Hill
- ◆ South Pasadena
- ◆ South San Francisco
- ◆ Sunnyvale
- ◆ Surprise, AZ
- ◆ Torrance
- ◆ Tracy
- ◆ Turlock
- ◆ Tustin
- ◆ Vallejo
- ◆ Ventura
- ◆ Vista
- ◆ Walnut Creek
- ◆ West Sacramento
- ◆ Woodside, Town of
- ◆ Yucca Valley, Town of

Counties

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

Special Districts/Authorities

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

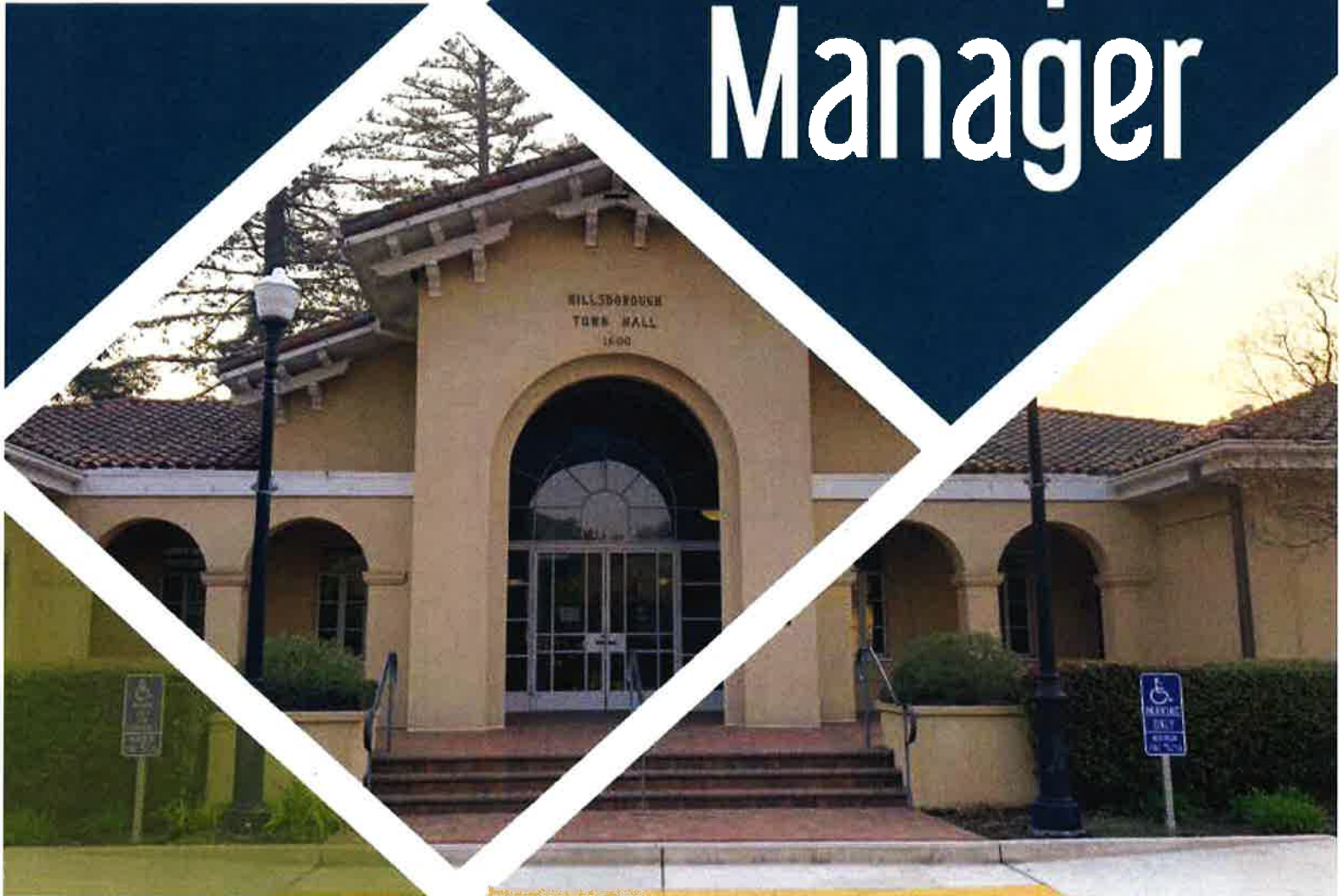
Universities

Cal State Los Angeles

[Click Here to Return to Agenda](#)



City Manager





THE COMMUNITY

Located in the heart of the San Francisco Peninsula, the Town of Hillsborough is a residential community of 6.23 square miles with approximately 11,000 residents. The Town is known for its superior quality of life, outstanding municipal services, and exceptional schools. Incorporated in 1910, Hillsborough has managed to preserve its rural charm and small-town atmosphere while being bordered by urban amenities.

Consisting largely of rolling hills and canyons, Hillsborough is picturesque and incredibly safe, with only a few stoplights and a quiet environment valued by its educated, engaged residents. Hillsborough's constituents are committed to the preservation of the Town's character, working to sustain the admirable standards and expectations for which the community is known. This special community also proudly supports the Town's numerous award-winning public and private schools. Annual special events include the Memorial Day Parade and Music Festival and Light up the Town which add to the hometown feel of one of the country's most affluent and safest communities.

Conveniently situated in San Mateo County just 17 miles south of San Francisco and 20 miles north of Silicon Valley, Hillsborough is bordered by the cities of Burlingame and San Mateo, and Crystal Springs Reservoir. Its accessible location west of Highway 101 and east of Highway 280 is just a short drive to San Francisco and only minutes from the San Francisco International Airport.

For more information about the Town of Hillsborough, its history and numerous amenities, visit www.hillsborough.net.

TOWN GOVERNMENT

The Town of Hillsborough is a general law city operating with a Council/Manager form of government. Essential services provided by the Town include police protection, building permitting and inspection, land use management, and maintenance of roads, public facilities, water, sewer and storm drainage infrastructures. The Town contracts with two neighboring cities for library services and with the local school district for recreation services. The Town funds fire protection services provided by the Central County Fire Department in partnership with the neighboring City of Burlingame. The City of Millbrae contracts with CCFD for fire services. The Town's services and operations are supported by 88 employees and a total fiscal year 2018-2019 budget of \$59.8 million (\$27.5 million General Fund).

The City Council acts as the policymaking and legislative authority for the Town and consists of a Mayor, Vice Mayor, and three Councilmembers. Councilmembers are elected to overlapping four-year terms in even-numbered years and with no term limits. The City Council selects the Mayor and Vice Mayor every year. The elected body is responsible for appointing the City Manager and City Attorney.

Hillsborough benefits from both a stable political history and a stable financial position. The City Council has identified the following Key Priorities for the 2018-2019 Fiscal Year:

- Community Service
- Financial Stability
- Land Use Planning
- Community Partnerships
- Regional Partnerships

During the early stages of his/her tenure, the new City Manager will be expected to devote attention to topics and priorities such as succession planning, water use and supply issues, pension costs, and wireless communications facilities, as well as maximizing and modernizing use of civic center property and exploring opportunities for organizational and technological improvements.





Mission Statement

The Town of Hillsborough serves the needs of our diverse community by providing for its safety and well-being while promoting a superior quality of life.

Organizational Culture

As a small, high-performing organization, the Town takes its culture seriously and is dedicated to superior work, service delivery and in providing an incomparable quality of work life. Executive team members are mutually supportive of one another and take pride in the group as well as individual achievements. Dedication to quality work, impressive customer orientation, integrity, and concern for the success and well-being of one another are hallmarks of Hillsborough's enviable professional environment.

Hillsborough's next City Manager will benefit from the governing of an especially stable elected body and the competency of a talented executive team. The Town has a rare and longstanding history of fostering healthy and effective working relationships between the elected officials and professional staff that are based on mutual respect and a commitment to excellence. In addition, Hillsborough has long enjoyed well-established working relationships with other local government entities in the region.

THE IDEAL CANDIDATE

The City Council is seeking a visionary and high energy local government professional with experience leading through significant issues that have community-wide impact. The ideal candidate will be a strategic and results-oriented leader who offers proven agility in anticipating and managing complex matters and projects.

The professional selected will exhibit an exceptional customer focus and be committed to adhering to high standards. He/she will have a history of delivering excellent

services and work products as well as inspiring teams to produce impressive outcomes. Guided by a strong partnership mindset, this individual will be known for working well with the community. A true collaborator, he/she will have a reputation for being extremely responsive and receptive to feedback and input.

The ideal candidate will be known for his/her extraordinary work ethic, impeccable integrity, and dedication to public service. A history of exercising sound judgment and sophisticated problem solving will also be expected. Further, the ability to balance multiple priorities simultaneously and facilitate well-informed, high-level decision making will be thoughtfully evaluated.

An excellent communicator and skilled listener, the ideal candidate will be respected for his/her diplomacy, knowledge of issues and the ability to engender trust. He/she will be an outstanding relationship builder who proactively creates opportunities for meaningful interaction. Hillsborough's City Manager must be an accessible and visible representative of the Town and embrace opportunities to interact with the community on a regular basis. Familiarity with contemporary approaches to community engagement and participation will be considered favorably.

Hillsborough's City Manager will be an empowering manager capable of maintaining an environment where people feel valued, engaged and respected, and will bring demonstrated success in attracting and retaining top talent. A collaborative and supportive manager, he/she will be clear about roles and expectations and will be engaged with his/her team members without micromanaging. A commitment to ongoing professional growth and succession planning will be required to keep the organization strong and progressive.

Competitive candidates will be well-rounded generalists or experienced professionals with depth in areas most relevant to Hillsborough. Large-scale project and initiative management experience is desirable. A good fiscal acumen that includes extensive experience managing substantial budgets and a sophisticated understanding of local government finance will be expected. A minimum of seven



(7) years of increasingly responsible local government service that includes considerable management/ supervisory experience along with a Bachelor's degree from an accredited college or university is required. A Master's degree is strongly preferred.

COMPENSATION & BENEFITS

The annual salary will be competitive and DOQE. In addition, the Town offers a competitive benefits package that includes, but is not limited to:

Retirement: CalPERS retirement 2% @ 60 formula for Classic members (employee pays 7%); 2% @ 62 formula for new members (employee currently pays 6.5%). Hillsborough also participates in Social Security.

Health Insurance: Choice of medical plans available through CalPERS. The Town contributes up to the Blue Shield family rate towards medical coverage; up to \$2,000 of dental coverage annually per family member; and up to \$325 of vision coverage annually per family member.

Life Insurance: Town-paid life insurance equal to 2 times annual salary.

Retirement Health Savings Account: The Town contributes \$75 per month towards a retirement HSA.

Automobile Allowance: \$343.65 per month.

Technology Allowance: The Town contributes up to \$50 per month internet; \$75 per month cell phone; \$1,500 bi-annual for a computer allowance.

401(a) Retirement Savings Plan: Negotiable.

Vacation Leave: 10-25 days per year; accrual rate based on years of service; 11 paid holidays plus one personal holiday.

Sick Leave: 14 days per year.

Management Leave: 80 hours annually.



Additional Programs: Include but not limited to Deferred Compensation, unreimbursed medical expenses, and dependent care; Employee Assistance Program; and credit union membership.

APPLICATION & SELECTION PROCESS

This recruitment will close just prior to **midnight on Sunday, December 16, 2018**. To be considered for this opportunity, upload your cover letter, resume, and list of six professional references using the "Apply Now" feature at www.tbcrecruiting.com.

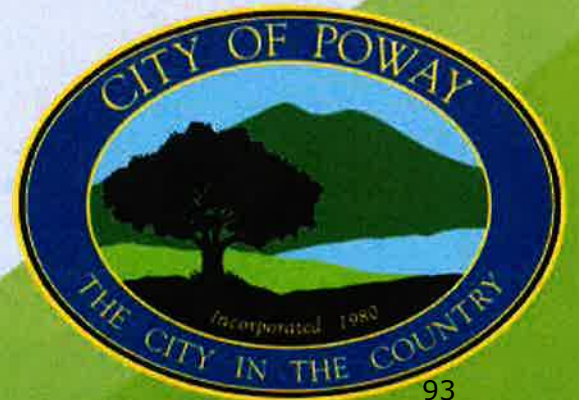


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www.tbcrecruiting.com



Following the closing date, resumes will be screened in relation to the criteria articulated in this brochure. Applicants with the most relevant qualifications will immediately be granted **preliminary interviews** by the consultants in late December through early January. Candidates deemed to be the best qualified will be invited to **interview with the City Council on Thursday, January 31st & Friday, February 1st**. The City Council anticipates making an appointment shortly thereafter following the completion of compensation negotiations as well as extensive background and reference checks. Please note that references will not be contacted until the end of the process and, at that time, will be done so in close coordination with the candidate impacted.

City Manager





THE COMMUNITY

The City of Poway is strategically located in the center of the San Diego County, just three miles east of Interstate 15 and 20 miles north of downtown San Diego. Nestled in the coastal foothills, Poway has successfully maintained the feel of a traditional American hometown despite its size (population 50,207).

A family-oriented community, Poway repeatedly ranks as one of the best places in the area to raise a family and as one of the safest cities in California. This community has distinguished itself as the "City in the Country," boasting both rural and cosmopolitan amenities, and is as much characterized by mature landscaping and rolling foothills as it is by a state-of-the-art business park and broad range of shopping and dining opportunities. Attractive residential neighborhoods are complemented by 55 miles of hiking, riding and jogging trails, over 7,000 acres of dedicated open space, and many recreational facilities, including Lake Poway Recreation area and Old Poway Park. A wide range of community events, classes, and recreational opportunities also take place throughout the year, contributing to the City's sense of community and small town feel.

Serving over 35,000 students, the Poway Unified School District is dedicated to providing powerful 21st-century learning experiences. In 2018, four out of five district high schools were ranked in the top 1,000 nationwide by U.S. News & World Report, and the district as a whole has gained statewide and national recognition for excellence in curriculum and teaching methods. Additionally, many outstanding universities, including University of California at San Diego, San Diego State University, California State University-San Marcos and the University of San Diego, plus community college options are only a short distance away from city limits.

For more information regarding the City of Poway, please visit <http://www.poway.org>

CITY GOVERNMENT

The City of Poway incorporated in December 1980 as a general law city operating under the Council-Manager form of government. The City Council is comprised of five members elected to serve overlapping four-year terms; beginning in November 2018, Councilmembers are elected by district rather than at-large. Each year, the City Council chooses one of its members to serve as the Deputy Mayor, while the Mayor is directly elected. There are no term limits in Poway and the community benefits from the city's long-term political stability. Known for being an active and engaged elected body, Councilmembers typically serve for numerous terms and, in recent past, incumbents have been easily reelected.

Poway's City Manager is appointed by the City Council, as are the City Attorney and the members of the City's citizen advisory committees. The Council is accountable to the residents of Poway for all services and programs provided by the municipality and serves as the City's policy-making body. Poway provides the traditional spectrum of municipal services, including water and sewer, and contracts with the San Diego County Sheriff's Department for law enforcement services. Additionally, the invaluable contributions of time and energy from hundreds of volunteers bolster services and address other community needs.

The City is supported by 213 full-time employees and a total operating budget of \$88 million (\$46 million General Fund) for Fiscal Year 2018-19. Poway's primary sources of revenue are sales tax, property tax, and fees. The City benefits from a balanced budget, healthy reserves and sound financial policies and practices, attributable to its longstanding conservative approach to financial management.

THE IDEAL CANDIDATE

The City Council is seeking a dynamic mission focused leader known for promoting high expectations and standards. He/she will take pride in leading an organization





known for consistency and stability yet motivated by a continuous improvement mindset. This experienced public sector manager will display a strong customer orientation along with the demonstrated ability to reinforce superior service delivery as a core organizational value. Further, he/she will have a history of balancing multiple priorities simultaneously as well as proven success with exercising organizational discipline around council adopted priorities.

The ideal candidate will be an outstanding critical thinker and problem solver who exhibits high emotional intelligence and self-awareness. He/she will have a reputation for always being prepared and well-informed about issues of concern to elected officials and the community. A responsible steward of resources, he/she will possess a history of exercising a conservative approach to fiscal matters. Well-developed political acumen and the ability to assist with high-level and well-informed decision making are other skills deemed valuable by the Council.

The Council is desirous of attracting candidates who bring in-depth familiarity with effective project management. Experience overseeing teams with impressive track records in large-scale project execution and delivery is highly desirable. Previous experience with development services, economic development and housing will be considered favorably. General knowledge of land use issues combined with experience in working effectively with developers and business stakeholders will help to ensure an efficient transition into the role.

The individual selected will bring experience with process improvement and enhancing organizational efficiency. A sophisticated understanding of the fundamentals related to streamlined and reliable systems and processes is strongly preferred. He/she will be known for embracing technology and convey a general awareness of contemporary approaches to major municipal functions and be accomplished in guiding and managing change.

The ideal candidate will have an empowering leadership style and be known for holding staff accountable to high standards and for maintaining productive relationships

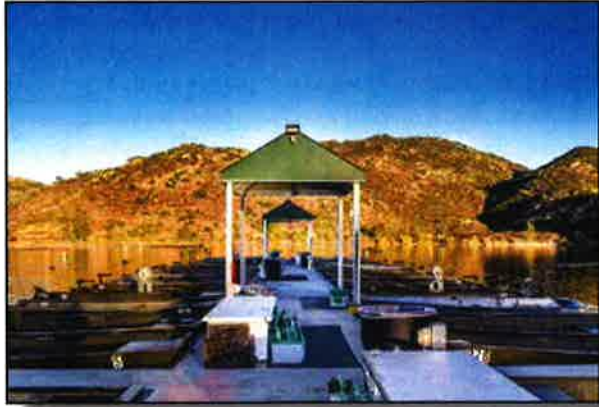
across department lines. He/she will be attentive to attracting and retaining a talented workforce and fostering a culture that inspires and expects people to do their best work. Dedicated to continuous mentoring and succession planning, this professional will be committed to building future leaders and managers in the organization.

The professional selected will be an approachable relationship builder who easily develops trust and rapport with people. Respecting the hometown nature of Poway, he/she will enjoy preserving strong connections with stakeholders. Sensitive to the importance of messaging, the ideal candidate will appreciate the value of communicating proactively and generously with the public. He/she will be a skilled diplomat and empathetic listener who is familiar with contemporary community engagement tools and strategies.

The ideal candidate will be a responsive and accessible leader with flawless integrity. This professional will also be a superior writer and communicator whose work reflects the importance of clarity and transparency and is attentive to the varying information needs of elected officials. A resilient and even keeled leader, Poway's City Manager must also be collaborative and work well with other government agencies and key stakeholders.

Current or previous experience in a City Manager, Assistant or Deputy City Manager, department head or equivalent role will be expected. Ten (10) years of management or administrative experience in a local government setting that includes at least five (5) years of management or supervisory experience along with a bachelor's degree are required. Experience serving a community with comparable challenges and opportunities will be considered favorably. California experience is desirable but not required.





COMPENSATION & BENEFITS

Salary will be competitive and DOQE as well as fiscally responsible. Salary is supplemented by an attractive benefits package that includes, but is not limited to:

Retirement – CalPERS program – Classic Members participate in the 2% @ 60 formula with the employee contributing 8% of base salary. New CalPERS Members will participate in the 2% @ 62 formula with the employee contributing 6-25% of base salary. The City participates in Medicare but does not participate in Social Security.

Health Benefits – Health benefit premiums for each employee are paid in full by the City. Dependents of each employee may also be covered by health benefit coverage, upon proper application and acceptance. The cost of dependent coverage of the medical and dental plan will be shared equally between the City and the employee for any PPO plans. The City will pay 60% of the contribution for dependent care for HMO medical plans. The employee contributes 40% of the dependent contribution. Family vision insurance is provided at no cost to the employee. An IRS Section 125 plan (Flexible Spending Account) for reimbursement of medical and dependent care expenses is also available.

Leave Benefits – The City provides up to 199.2 hours of vacation leave per year depending on years of service. Sick leave accrues at 96 hours per year. Additionally, Poway provides 10 paid holidays and two floating Benefit Days on an annual basis.

Executive Leave – 64 hours per year

Work Schedule – Poway operates on a 9/80 work schedule, with other every Friday off.

Additional benefits including but not limited to Auto Allowance, Life Insurance, Long-term Disability, Tuition Reimbursement, and Deferred Compensation, among other benefits are provided or are available.

APPLICATION & SELECTION PROCESS

This recruitment will close just prior to **midnight on Sunday, February 3, 2019**. To be considered for this opportunity, upload your cover letter, resume, and list of six professional references using the "Apply Now" feature at www.tbcrecruiting.com.



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