

**City of Carson City
Agenda Report**

Date Submitted: 11-12-13

Agenda Date Requested: 11-19-13

To: Carson City Board of Supervisors

Time Requested: 4 hours

From: Melanie Bruketta, HR Director

Subject Title: (For Possible Action) Presentations from several recruitment firms and possible action to hire a firm to assist with the City Manager's recruitment. (*Melanie Bruketta*)

Staff Summary: On October 7, 2013, Lawrence A. Werner, City Manager, tendered his letter of resignation effective December 19, 2013. The Board of Supervisors is responsible for the selection of a new City Manager. (*See Carson City Charter §3.020*) The City received nine proposals from firms. The proposals were reviewed and four firms are being presented to the Board of Supervisors for presentations and interviews. At the conclusion of the interviews, staff is requesting that the Board select the firm it believes is the most qualified to assist in the conducting the search.

Type of Action Requested: (check one)
 Resolution Ordinance
 Formal Action/Motion Other (Specify

Does This Action Require a Business Impact Statement: Yes No

Recommended Board Action: I move to enter into a contract with _____ to assist with the recruitment of the new City Manager.

Explanation for Recommended Board Action: On October 7, 2013, Lawrence A. Werner, City Manager, tendered his letter of resignation effective December 19, 2013. The City received nine proposals from firms. The proposals were reviewed and four firms are being presented to the Board of Supervisors for presentations and interviews. At the conclusion of the interviews, staff is requesting that the Board select the firm it believes is the most qualified to assist in the conducting the search.

Fiscal Impact: Not to exceed \$50,000.

Explanation of Impact: On November 7, 2013, the Board of Supervisors agreed to interview recruitment firms and to consider entering into a contract for assistance with the City Manager recruitment process.

Funding Source: Human Resources Professional Services budget 101-0705-415-0309 (\$1,027.00) with an augmentation from Finance

Supporting Material: Proposals from: Avery Associates, Marathon, Ralph Andersen and Murray & Associates.

Prepared By: Melanie Bruketta, HR Director *MB*

Reviewed By:

[Signature]

(City Manager)

[Signature]

(District Attorney)

[Signature]

(Finance Director)

Date: 6/12/13

Date: 4/12/13

Date: 11/12/13

Board Action Taken:

Motion: _____

1) _____

Aye/Nay

2) _____

(Vote Recorded By)

MARATHON STAFFING

"We Keep Your Business Running"®

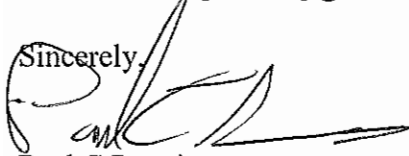
November 8, 2013
Melanie Bruketta
201 N. Carson Street-Suite 3
Carson City, NV 89701

Dear Melanie,

Please find the enclosed bid submitted for recruitment of City Manager for Carson City, Nevada. I believe that Marathon Staffing Group's experience and dedication in providing quality service would be an asset to our great city.

Thank you very much for the opportunity to present our proposal. We are excited about the prospect of expanding our business relationship with Carson City. Being part of the business community in Carson, we know the importance in finding the right individual for this position. I believe our current working relationship with the City will provide us with an advantage over an outside recruiting firm.

Please let me know if you have any questions about our proposal. I can be reached 775-200-0997 or email planning@marathonstaffing.com

Sincerely,

Paul C Lenning
Senior Account Manager
Marathon Staffing

MARATHON STAFFING

"We Keep Your Business Running"®

Marathon Staffing Group is highly qualified to provide the services outlined in the scope of work. Marathon Staffing was organized in February, 1987 by Chris Panagiotopoulos, current Owner and President, to provide staffing services for contract and direct hire placements.

In 1991, Marathon Staffing expanded its technical and informational technology business to include staffing services. This was in direct response to our clients asking to service the full breadth of their business. In 1992, Marathon enjoys a long-standing business relationship with one of our first onsite clients. We now support the recruiting, training, and retention efforts for their multiple facilities.

In 1996, the company opened offices in Alabama. In 1998, the Company expanded its operations to Arizona. From 1999 to 2001, the company expanded to Nevada, Ohio and Texas. In 2004, we opened operations in South Carolina. Marathon Staffing, with a network of 15 locations, has been providing high quality staffing services on a national basis. We opened our office in Carson City in March of 2013.

Since 2008 Marathon Staffing has been working with various government departments assisting them with their staffing needs. Currently, Marathon Staffing is an awarded vendor for the following contracts:

- Commonwealth of Massachusetts - ITS43 Technical Services, Solutions Providers
- University of Nevada at Las Vegas
- State of South Carolina - General Services Division
- City of New Orleans
- State of Nevada
- Carson City

INDUSTRY EXPERIENCE:

We place direct hire to clients that span from large Fortune 500 companies to small business enterprises.

Our strength as a leading Workforce Solutions provider correlates directly with the company's ability to employ the most effective recruitment strategies.

In summary, we combine customized, uncompromising personal service to our clients with respect and support for our staff to build winning teams for satisfied customers.

Our recruiting process is outlined below:

I RESEARCH PROCEDURE: DEFINING THE UNIVERSE

Each engagement has as its first step a well-organized research process. The development of the Position Profile guides us in defining the universe of potentially acceptable candidates and sources that need to be contacted during the course of the assignment.

III SOURCING AND IDENTIFICATION

It goes without saying that most desirable candidates are not actively seeking new employment and must be searched out and convinced that the position is a wise career move. The individuals identified in the research phase as well as our own applicable sources are contacted by phone, letter and/or email. Nominations from these qualified sources result in the identification of a relatively large population of prospective candidates and the screening process begins.

IV CANDIDATE SCREENING

The screening process is crucial because it establishes the slate of candidates to be interviewed by examining their credentials against the Position Profile. The process ultimately results in providing the Client with a handful of qualified candidates for consideration.

As the sourcing and identification phase gains momentum, the screening phase concurrently begins. A certain number of prospects will lack qualifications and be eliminated upon critical examination of their backgrounds. We will have the objective, with those who possess the general credentials, of stimulating their interest in pursuing the matter further. This step will take the form of lengthy telephone conversations with the individuals to fully explore their professional and personal qualifications. The remaining candidates will be further examined in detail, and of that group, the best suited and qualified will be considered for interview by Marathon.

V CANDIDATE COMPENSATION

The specific compensation range for the position is established by the Client. We conduct the search being guided by these parameters, simultaneously keeping the Client closely apprised of actual compensation levels of potential candidates and practices in the marketplace.

VI INTERIM REPORT

Prior to the actual interview process, we propose an Interim Report meeting to be held between our Firm and the Client to conduct a complete review of those individuals identified as prospective candidates (we call them Prospects). During this meeting; the Client will have an opportunity to review the specific backgrounds of potential candidates and discuss areas of interest allowing us to better focus our efforts and fine tune the process for the remainder of the search.

VII OUR CONSULTANT INTERVIEWS THE CANDIDATES

While the number of candidates to be interviewed is variable and based on the uniqueness of the search, our Firm customarily selects up to ten of the top Prospects identified in the screening process to conduct more in depth interviews further evaluating the suitability of the individual. From this population, and depending upon the Client's preferences, we select the most attractive three to five to be presented to the Client for final consideration. The evaluation concentrates on three specific areas including technical qualifications, professional and managerial experiences and personal attributes.

VIII CANDIDATE ASSESSMENTS

We utilize a matrix of assessment instruments which provides us with a scientific and necessarily objective index of specific characteristics offering insights into candidate strengths and their potential value to the Client organization. Areas of evaluation include individual skills what candidates can contribute; values and motivation why candidates do things; and workplace behavior how candidates do things. Each and every final candidate presented to our Clients undergoes this evaluation.

We also utilize a companion tool which defines the position itself. When this instrument is used in conjunction with the candidate assessment tool, the result is a comparison of final candidates to the defined position ideal. It offers additional information to insure your final selection will provide the best possible skills set to the organization, further insuring success.

IX CANDIDATE PRESENTATIONS

Presentable candidates are selected from among those interviewed. A formal written presentation of the background of those individuals includes Education, Professional Experience, including a narrative of each significant career assignment and a tracking of the pattern of achievement, recognition and accomplishments, Compensation, and finally an Appraisal, which summarizes the basis of the individual's candidacy and discusses technical, professional/managerial and personal attributes as they relate to the position being searched.

Also discussed are career goals and expectations, candidate attitude toward the opportunity and key factors in recruiting. The presentation offers a formal introduction of the candidates to the Client and provides the information points of departure in your interview process.

X THE CLIENT INTERVIEWS THE CANDIDATES

Arrangements are made for the presented candidates to be interviewed by you and other appropriate individuals. We generally anticipate a business day devoted to each candidate, although ultimately this is subject to your interviewing process.

XI REFERENCE AND BACKGROUND CHECKS

This step is critically important. While other venues accurately reflect 'what' a person has accomplished during a career, reference checking reveals 'how' a person achieved these accomplishments. Although some references may be obtained beforehand, especially information in the public domain, a complete background check is typically conducted after the Client has made a selection, but before a specific offer is extended. Some references regarding the successful candidate's current employment may not be completed until after the candidate has given notice, but prior to the candidate's start date.

We verify educational credentials, professional attainments, and dates of employment, and hold discussions with peers, superiors and subordinates at places of employment both past and present. The results of these conversations are compiled and presented to you in either verbal or written format, whichever you prefer.

We also offer criminal, credit and driving background checks, if desired by the Client organization.

XII NEGOTIATIONS

Although the successful selection of the desired candidate is the province and responsibility of the Client, Marathon is continually involved and can serve as the intermediary in arriving at specific salary and other employment conditions. Working through the third party consultant is often desirable for both the Client and candidate and offers some tactical assurances in arriving at a mutually agreed upon package.

XIII PROJECT TIMETABLE

A typical search engagement may require 3 to 6 months from the time the engagement begins until the selected candidate is in place. The primary objective of the search is to ensure a quality outcome. Consistent with this, the timetable may vary depending upon the scope and complexity of the project. The vast majority of our search assignments are completed within 90 days.

XIV FOLLOW-UP

We provide follow-up to ensure that the candidate has integrated smoothly and is performing to expectation. The Client is given support in following both the orientation and progress of the successful candidate. The new executive is counseled to facilitate the transition from the old job to the new one.

Who will you be working with?

Paul Lenning Senior Account Manager, Carson City

Lived in the area since 1986

Paul has been recruiting in the area since 1997

Filled positions such as CFO's, Corporate Attorney's, and Director level positions many of which have involved national searches

Knows and loves the area and is able to sell the lifestyle effectively

I have the support of 15 offices with recruiters that have experience placing with municipalities

Fee proposal:

We would like to offer a partial retained search.

\$7,500 nonrefundable retainer

\$22,500 due upon placement.



William Avery & Associates, Inc., is a management consulting firm dedicated to industry leadership through the quality, responsiveness and integrity of our work. We bring together experienced and diversified teams to provide customized management solutions to public and non-profit organizations. Each of us at Avery Associates has made the personal commitment that our services will always be provided with the highest standards of client service and ethical professionalism.

William Avery & Associates, Inc.
Consultants to Management



HUMAN RESOURCES
EXECUTIVE SEARCH
LABOR RELATIONS
MANAGEMENT SOLUTIONS



William Avery & Associates, Inc.
Consultants to Management

October 16, 2013

Melanie Bruketta, HR Director
City of Carson City
201 N. Carson Street, #4
Carson City, NV 89701

Dear Ms. Bruketta:

We are pleased to submit our proposal for the recruitment of the new City Manager for the City of Carson City. 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 recruitment needs in this assignment. Our firm has extensive experience in City Manager recruitments. Currently, we are conducting City Manager searches for the cities of Sunnyvale, Monterey, Lynwood and Hollister and have recently completed City Manager assignments for the cities of Pacifica and Emeryville, and a County Executive Officer for the County of Santa Barbara. During the past 24 months we have also completed City Manager recruitments for the cities of Chico, Los Altos, Riverbank, Menlo Park, Dixon and Greenfield. As a result of these assignments, we have a current and active database of City Manager candidates that would be utilized in this search.

We've also had experience in the Nevada market, **having completed several recruitments for Washoe County**. 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.

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. The enclosed proposal contains the following information:

- Company Overview
- Firm Qualifications/Experience
- Recruitment Team
- Recruitment Strategy
- References
- * Recruitment Schedule

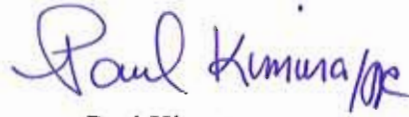
William Avery & Associates, Inc.
Consultants to Management

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

- Consulting Fee
- Guarantees & Ethics
- Profiles

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,



Paul Kimura

PK:jmc



PROPOSAL FOR THE CITY OF CARSON CITY RECRUITMENT FOR THE 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 the firm. He oversees the Labor Relations practice and also leads key searches. Paul Kimura is the Principal who oversees the Executive Search and Recruitment practice. Key staff members include Ann Slate, who supports the search practice and the firm's administrative staff includes Anne Matteini, the Finance/Contracts Administrator, and Jackie Collins and Jessica Towner. 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. Their professional profiles are enclosed as part of this proposal.

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 Carson City

Paul Kimura will serve as the Project Lead. Mr. Kimura will be personally involved in the initial client discussions, strategy development, outreach, interview and assessment of candidates, presentation of final candidates and will be available throughout the search process to provide other related consulting services.

Recruitment Strategy and Services Provided

I. Position Profile and Organizational Assessment

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

In this assignment we would anticipate Mr. Kimura having individual meetings with the City Council and with key staff members to solicit their views on the ideal candidate. If desired, the team would also meet with community groups and key stakeholders identified by the City. Community/stakeholder input can occur in several ways. Most of our clients utilize either one or a combination of the following approaches: (1) Creation of an online survey that is accessible to the public through the City's website; (2) Convening a community meeting to solicit input on the ideal qualifications and attributes for the city manager; (3) Council identifies representatives from the community who would then be contacted and "interviewed" by the consulting firm; or (4) Creation of a link from the City's website to an Avery email box for forwarding direct input.

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. For this assignment, we feel it is critical to develop a high level of visibility with a comprehensive outreach program supplemented by a focused targeted recruitment approach. It is our experience that despite extensive mailing, postings and announcements, many qualified individuals will not know of a position being available. We would incorporate the following elements into this search:

- Development of a targeted candidate list based on our extensive database of key executive contacts, referrals and recommendations from key sources, and other current and former City Management personnel who have extensive contacts and networks in this area.
- Direct outreach and contact to various city managers and city/county executives who could be viable candidates for the position. This allows us to contact and market the position to potential candidates that are not actively seeking new opportunities. This aspect of outreach is essential to the success of the recruitment as many times, the successful candidate is not looking for another opportunity or is not aware the opportunity exists. Our role is to actively and aggressively, yet professionally, identify and contact individuals that meet the position specifications.
- To ensure we create as much visibility to the position as possible. This includes an extensive mailing campaign to current city managers in the state and where possible utilizing email blasts to city management membership. Additionally, we would utilize Internet posting on sites such as the ICMA, Western City and other appropriate online sites. We would also use print advertising the ICMA newsletter, Jobs Available and if turn around time allows for it, Western City magazine.

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. Kimura. These extended personal interviews typically take one hour and a thorough discussion of their experience, accomplishments, management philosophy and interpersonal style takes place.

In interviewing candidates, we utilize a methodology based on “behavioral” interview techniques. Fundamentally, this approach explores a candidate’s past accomplishments



and experiences 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.

Upon request, our firm will also arrange for summary background evaluations on the City's final one or two candidates. A copy of these confidential reports can be provided



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

VI. Position Closure and Follow-Up

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

References

- I. City of Culver City
 - Jeffrey Cooper, Mayor; 310.253.6041
 - Michael O’Leary, Council Member; 310.754.9787
 - John Nachbar, City Manager; 310.253.6000
 - Serena Wright, Personnel Director; 310.253.5640

- II. Town of Los Gatos
 - Joe Pirzynski, Vice Mayor; 408.356.3024
 - Greg Larson, Town Manager; 408.354.6837

- III. City of Los Altos
 - Valerie Carpenter, Mayor; 650.941.0487

Recruitment Schedule

Task	Scheduled Dates
<p><i>Search Initiation, Marketing & Advertising Development:</i></p> <ul style="list-style-type: none"> ▪ <i>Initial meetings with City Council, staff, key stakeholders/community to define the ideal candidate profile</i> ▪ <i>Develop working draft of the 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> 	<p><i>Weeks 1 - 4</i></p>



Task	Scheduled Dates
<i>Marketing, Advertisement and Outreach Period:</i> <i>Advertise in:</i> <ul style="list-style-type: none"> ▪ <i>Mailing to City Managers</i> ▪ <i>Jobs Available</i> ▪ <i>Western City</i> ▪ <i>ICMA newsletter and website</i> ▪ <i>City Management Internet advertising</i> <i>Preliminary candidate screening</i>	<i>Weeks 4 - 10</i>
<i>Candidate Review - Screening and Finalists Selection</i>	<i>Weeks 6 - 10</i>
<i>Development and finalization of Oral Board Interview process and interview questions</i>	<i>Weeks 11-13</i>
<i>Oral Board Interviews with City Council</i>	<i>Week 14</i>
<i>Department Head/Finance Staff/Council and/or Community representative interviews with finalists (if desired)</i>	<i>Week 14-15</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 \$17,900. If awarded the search, we would request an initial retainer of \$5,900 at the outset of the search. A second invoice of \$6,000 would be submitted upon the Clients acceptance of a finalist candidate group. The final balance of \$6,000 would be invoiced upon acceptance of a job offer constituting completion of the search. Our invoicing models ensures the firm will remain totally committed to the City throughout the duration of the search as the final invoice is not submitted until the City has an accepted candidate. 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 be a not-to-exceed amount of \$7,000 without the express consent of the City. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, summary background evaluations, and consultant travel for client discussions, meetings and local or out-of-area candidate interviews. All expense items will be detailed and billed on a monthly basis.



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 reasons which would have precluded his/her employment had they been known at the time employment started. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.



Avery Profile

William Avery

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

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

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

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

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

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



Avery Profile

Paul Kimura

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

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

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

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

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

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

"Just as Avery looks to form long-lasting relationships with its clients, I believe in making the same commitments within my community."





5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

October 21, 2013

Mayor Robert Crowell
and Members of the Board of Supervisors
City of Carson City
City Hall
201 N. Carson Street, Suite 2
Carson City, Nevada 89701

Dear Mayor Crowell and Members of the Board of Supervisors:

Ralph Andersen & Associates is pleased to submit our proposal to provide executive search services to the Consolidated Municipality of Carson City for the recruitment of a new City Manager.

The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 41 years. With the reputation of Ralph Andersen & Associates you will have the opportunity to consider candidates on a local level and statewide in Nevada and throughout the Western Region. Candidates from across the United States will be identified, if desired by the Board of Supervisors.

This project will be based out of Incline Village, Nevada. As a part-time Nevada resident, Ms. Renschler often works from this location to better serve clients on the Eastern and Western slopes of the Sierras. Additionally, she is very familiar with the area. Minimum travel (mileage only) will be incurred. A search firm with a local presence also allows for frequent meetings on short notice.

The firm has conducted a number of key local government related searches on a national level including City and County Manager for urban centers, rural areas, and resort communities. A sample recruitment brochure for **Washoe County (County Manager – in final stages of recruitment; selection pending)** is attached for further reference. Additionally, the firm has also conducted the recruitment for the **State of Nevada – Director, Legislative Counsel Bureau** (brochure also attached).

If Ralph Andersen & Associates is retained, I will be the Project Director on this search assignment and be the primary contact. ***Important to note, with our recent search experience in Nevada, we are very familiar with the Open Meeting/Public Records Law requirements when hiring a public sector executive.***

Thank you very much for your consideration of this proposal. We are excited about this opportunity to serve the City of Carson City.

Respectfully Submitted,

Heather Renschler
President/CEO

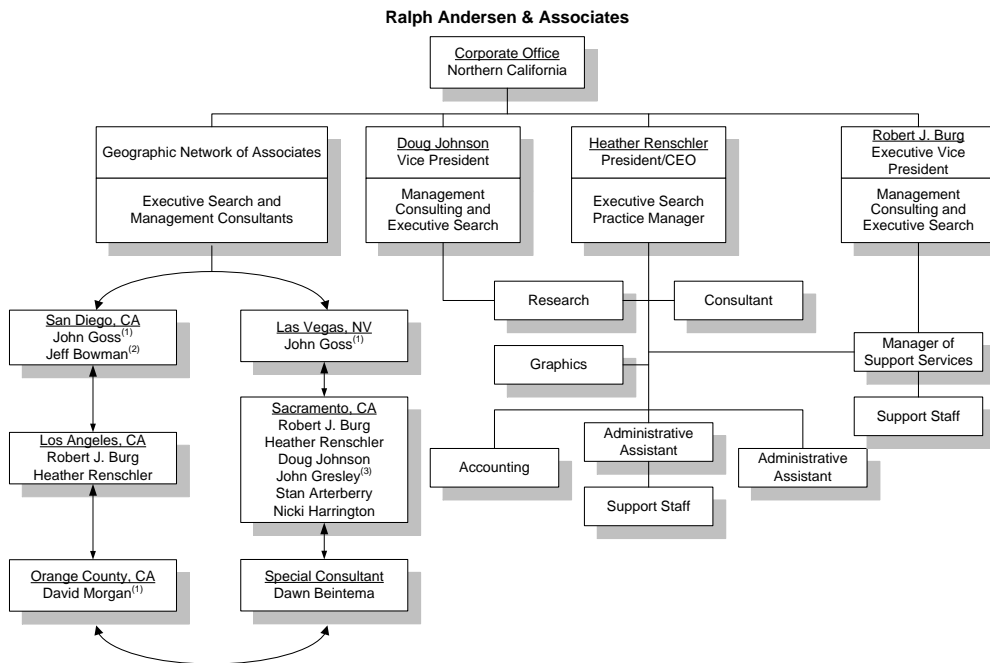
Qualifications and Experience

Organization Background

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

Ralph Andersen & Associates is a California Corporation and is not a subsidiary nor does it have any subsidiaries. The firm 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.

A multi-disciplined, full-service local government consulting organization, Ralph Andersen & Associates is dedicated to helping our clients improve operating efficiency and organizational effectiveness. Our staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our executive staff have personal, hands-on executive experience in the operation of public agencies and/or private businesses.



⁽¹⁾Experienced City Manager
⁽²⁾Former Fire Chief
⁽³⁾Former Housing Executive

Range of Services Offered

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

- **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 successful 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.
- **Public Safety** – Working closely with our clients to implement innovative emergency management solutions, Ralph Andersen & Associates helps organizations plan, protect and serve people better than ever before. We bring together practical solutions, plans, and processes that are operationally deployable to help our clients achieve their critical objectives. The firm's consultants have extensive, hands-on experience in planning and disaster preparedness training for private and public institutions including healthcare, public health, human services, and local, state and federal government agencies.
- **Executive Search** – At Ralph Andersen & Associates, there's always an entire team behind every recruitment assignment that we undertake. Our multi-disciplinary approach takes the best ideas in executive recruiting and creates innovative ways to get the right candidates for clients. When you retain Ralph Andersen & Associates, you actually get an entire team's worth of support and expertise working together to achieve your organization's objectives. The firm has conducted executive searches for large and small organizations throughout the nation. In addition to conducting searches for city manager and other chief executive officer positions, Ralph Andersen & Associates has successfully completed searches in every area of municipal service. Ralph Andersen & Associates believes the most important element of a successful executive search is to listen 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.

Statement of Qualifications

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 41 years. With the reputation of Ralph Andersen & Associates you will have the opportunity to consider candidates located throughout the State of Nevada and the Western Region as well as from across the United States.

We are proud of how we market and represent our clients; all of the development, graphics, and printing of our marketing material are done in-house so we can control the quality and production timing. Sample recruitment brochures (**County Manager, Washoe County and Director, Legislative Counsel Bureau**) have been attached for your reference.

To see additional samples of our recruitment brochures please visit the Career Opportunities page of our website at www.ralphandersen.com.

Related Recruitment Experience and Clients

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

Ralph Andersen & Associates is very familiar with the State of Nevada having conducted the following recent recruitments:

- Clark County, NV
 - General Manager, Water Reclamation District (2005)
- Las Vegas Valley Water District, NV
 - Finance Director (2011)
- Legislative Counsel Bureau, State of Nevada
 - Director (2012) (**Brochure Attached**)
- Washoe County, NV
 - County Manager (Current Search) (**Brochure Attached**)

A select listing of city and county management searches conducted on a national basis since 2005 by Ralph Andersen & Associates include:

- Alexandria, VA – City Manager (2011)
- Alpine County, CA – County Administrative Officer (2007)
- Anaheim, CA – City Manager (2013)

- Beverly Hills, CA – City Manager (2010)
- Calaveras County, CA – Chief Administrative Officer (2007)
- Ceres, CA – City Manager (2005)
- Chico, CA – City Manager (2007)
- Colma, CA – City Manager (Current Search)
- Corte Madera, CA – Town Manager (2006)
- Davis, CA – City Manager (2011)
- El Campo, TX – City Manager (2010)
- Fairfax County, VA – County Executive (2012)
- Flagstaff, AZ – City Manager (2007)
- Folsom, CA – City Manager (2006)
- Fountain Valley, CA – City Manager (2013)
- Grass Valley, CA – City Administrator (2007)
- Green River, WY – City Administrator (2012)
- Greensboro, NC – City Manager (2012)
- Healdsburg, CA – Assistant City Manager (2006)
- Huntington Beach, CA – Assistant City Manager (Current Search)
- Indio, CA – City Manager (2010)
- Kingsburg, CA – City Manager (Current Search)
- Lathrop, CA – City Manager (2012)
- Los Angeles County, CA – Chief Executive Officer (2007)
- Los Angeles, CA – City Administrative Officer (2008)
- Manhattan Beach, CA – City Manager (2010)
- Maricopa, AZ – City Manager (2007)
- Mendocino County, CA – Chief Executive Officer (2007)
- Mono County, CA – County Administrative Officer (2013)
- Morgan Hill, CA – City Manager (2013)

- Murrieta, CA – City Manager (2007)
- Oakland, CA
 - City Administrator (2011)
 - Interim City Administrator (2011)
- Pacific Grove, CA – City Manager (Background) (2008)
- Petaluma, CA – City Manager (2007)
- Placer County, CA – County Executive Officer (2012)
- Plumas County, CA – County Administrative Officer (2005)
- Port Hueneme, CA – City Manager (2006)
- Portola Valley, CA – Town Manager (2012)
- Rocklin, CA – City Manager (2010)
- Ross, CA – Town Manager (2012)
- Rossmoor (Golden Rain Foundation) – Chief Executive Officer (2007)
- San Bernardino, CA – Interim City Manager (Backgrounds) (2008)
- Santa Barbara County, CA – County Executive Officer (2010)
- Sausalito, CA – City Manager (2007)
- Simi Valley, CA – City Manager (2013)
- South Lake Tahoe, CA – City Manager (Background) (2012)
- Sutter County, CA
 - Assistant County Administrator (2007)
 - County Administrator (2010)
- Tehachapi, CA – City Manager (2008)
- Tiburon, CA – Town Manager (2006)
- Ukiah, CA – City Manager (2007)
- Upper Arlington, OH – City Manager (2011)
- Windsor, CA – Town Manager (2012)
- Yorba Linda, CA – City Manager (2013)

Ability of Consultant's Professional Personnel

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 Project Director will be Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates.** The firm is prepared to dedicate all of its resources to ensure the successful and timely completion of this recruitment for the position of City Manager. Ms. Renschler will be assisted by Mr. Robert Burg, Executive Vice President.

Ms. Heather Renschler, Project Director

Ms. Renschler has been with Ralph Andersen & Associates for more than 28 years and is the firm's Chief Executive Officer. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 16 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working with city councils, boards, staff members, and selection committees in the recruitment and selection process. Her network of contacts and potential candidates is extensive not only within the Western Region but also on a national scale.



Ms. Renschler was the Project Director on the Washoe County, County Manager search and the Director, Legislative Counsel Bureau. Brochures for both search engagements are attached for further review and consideration.

Prior to joining Ralph Andersen & Associates, Ms. Renschler had private sector experience working with firms in the areas of construction management, health care, and public accounting. Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism. She obtained her Bachelor's degree in Public Administration from the University of San Francisco.

Robert Burg, Executive Vice President

Mr. Burg is the Executive Vice President of Ralph Andersen & Associates and joined the firm to co-lead the national recruitment practice and as a stockholder in the firm. As a senior executive, his area of concentration is on executive search and management consulting. His client base, as a retained consultant and high-level advisor, is focused on all facets of government, non-profit and private enterprise. Mr. Burg has a total of 34 years of experience in the area of government. Mr. Burg has successfully completed some of the most challenging, complex recruitments in the United States. Mr. Burg has extensive leadership and consulting experience in both the public and private sectors. He has held senior administrative positions in organizations ranging in size from less than 100 employees to over 1,000. Mr. Burg has a Bachelor of Arts degree in Economics and a Masters of Business Administration with a specialty in Healthcare both from the University of Miami, Coral Gables, Nevada. He has taught business management courses and lectured at several prestigious organizations.



Project Understanding and Approach

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

The City 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, Carson City is seeking a firm with the national reach and professional experience to clearly assess your organizational 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.

This project will be based out of Incline Village, Nevada. As a part-time Nevada resident, Ms. Renschler often works from this location to better serve clients on the Eastern and Western slopes of the Sierras. Additionally, she is very familiar with the area. Minimum travel (mileage only) will be incurred. A search firm with a local presence also allows for frequent meetings on short notice.

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

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

Search Work Plan

This section describes the usual steps in the search for a new City Manager for Carson City.

Task 1 – Review Project Management Approach

The Project Director on this assignment will be Ms. Heather Renschler. The Project Director will meet with the Board of Supervisors, management staff, and others as appropriate to discuss the project management for the search. The discussion will include a review of the work plan, confirmation of timing, and communication methods.

Task 2 – Develop Position Profile and Recruitment Brochure

The position profile for the City Manager is the guide for the entire search process. The development of the profile includes the collection of technical information and recruitment criteria.

Technical Information

The Project Director will conduct a series of meetings. The purpose of these meetings is to gain an understanding of the experience and professional background requirements desired in the new City Manager. These meetings will also help the search consultant gain an understanding of the work environment and the issues facing the City.

Recruitment Criteria

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

Subsequent to the development and adoption of the candidate profiles, the technical information and recruitment criteria will be documented in information or recruitment brochures.

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 outreach and advertising campaign will be developed. It will include the placement of ads in appropriate professional publications and Internet sites such as the International City/County Managers Association (ICMA), National Association of Counties (NACo), the Nevada Association of Counties (NACO), the Nevada League of Cities & Municipalities, and other professional organizations. Specific Internet sites related to government will be used, including *Careers in Government*, as a method of extending the specific outreach in a short period of time.

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

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

Preliminary Interviews via Skype

The Project Director will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary reference review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using Skype or via telephone. No consultant travel for preliminary in-person interviews has been included in this proposal.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately five (5) to eight (8) individuals. Those individuals will be reviewed with the City prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, the search consultant will meet with the City to review the search report on the five (5) to eight (8) top candidates. The report divides all of the candidates into three groups including 1) Highly Qualified; 2) Qualified; and 3) No Further Interest. The search report will include resumes for candidates in both the highly qualified and qualified groups. The results of reference reviews and interviews will be provided in writing. From this meeting will come a confirmed group of finalist candidates (typically 6).

Task 6 – Selection

The final selection process will vary depending upon the desires of the City. The typical services provided by Ralph Andersen & Associates in the selection process are described briefly below. ***Important to note, with our recent search experience in Nevada, we are very familiar with the Open Meeting/Public Records Law requirements when hiring a public sector executive.*** 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.

The search consultant will prepare an interview booklet that includes the executive candidate summary, resume, and candidate report (with interview comments, reference checks, and other relevant information) 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 Board of Supervisors 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.

Address the presentation and interviews of finalist candidates under the laws governing the State of Nevada. Important to note – Our firm recently worked with the Legislative Council Bureau and, as a result, we are very familiar with how this must be handled. We have done this successfully.

Additionally verifications will be made on the top two (2) candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. Additionally, Ralph Andersen & Associates will verify any stated certifications that candidates may have to verify they are currently in good standing and review any notations on their licenses in the form of any public complaints against the individual. The results of these verifications will be discussed with the Board of Supervisors at the appropriate time.

The search consultant is available to provide assistance to the City 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

If desired, 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.

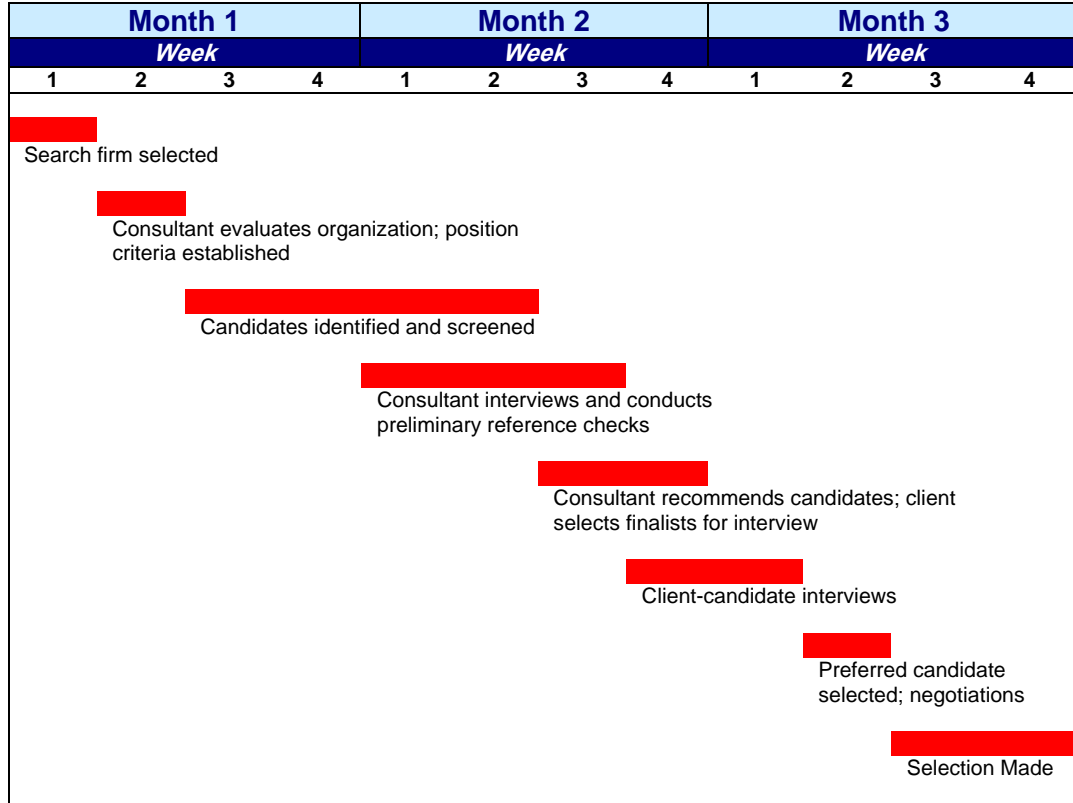
Task 8 – Close Out

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 final candidates of the status of the search by telephone.

Project Timeline

Typically, a search will be conducted within a 75 – 90 day period of time from the execution of the agreement between the City and Ralph Andersen & Associates. Following selection, negotiation with the top candidate will take an additional week or two after finalist interviews.

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



Project Cost

The search effort for a new City Manager will be national in scope with a focus on candidates in Nevada and the Western Region.

The professional services fee to perform the City Manager search will be a fee of \$26,750 inclusive of all professional services and expenses.

Ralph Andersen & Associates will bill the City in four equal installments. Progress payments will be due upon receipt. The first installment will be due upon execution of the contract.

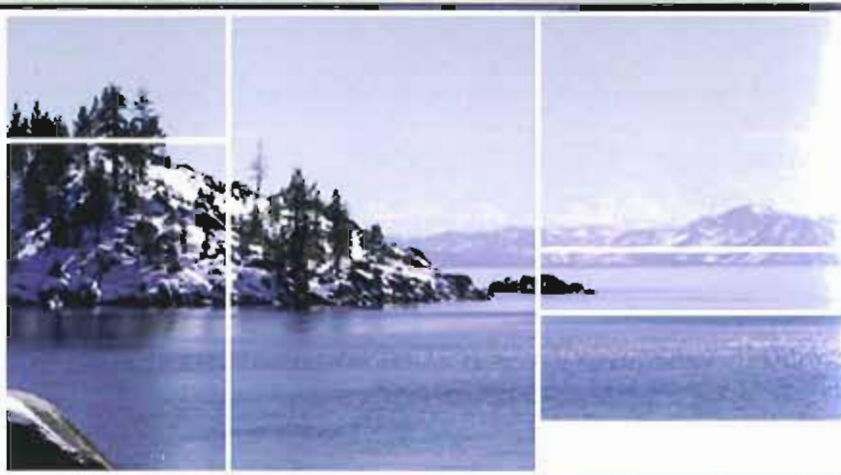
Exclusions: The City will be responsible for all costs associated with candidate travel to and from the finalist on-site interviews and for consultant travel for in-person screening interviews (if desired) for selected finalist candidates.

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 would be expected to pay for the reimbursement of all incurred costs.



Washoe County, State of Nevada



invites your interest in the position of

County Manager

Apply Immediately; Review of Resumes Currently Underway

recruitment services provided by Ralph Andersen & Associates





The County of Washoe

Washoe County is located along the eastern slopes of the majestic Sierra Nevada Mountains in northwestern Nevada. The County covers an area of 6,600 square miles bordering California and Oregon. Washoe County's pleasant climate spans the full range of the four seasons and is characterized by low humidity and rainfall, moderate snowfall, and sunshine more than 300 days per year. A population of approximately 421,000 enjoys an excellent quality of life with abundant recreational activities, arts and cultural amenities, fine dining, and a variety of entertainment options. Known for recreational activities, Washoe County offers world-class ski and golf resorts, 24-hour gaming and entertainment, lakes, fishing, and hiking, all within minutes of the metropolitan area.

Diverse lifestyle choices are available. Housing is plentiful, and the cost of living is moderate. The City of Reno is the county seat and the third largest city in Nevada. Known as the "Biggest Little City" for its variety of cultural and entertainment activities, Reno has a bustling downtown, diverse neighborhoods, a major university, and a top ranked international airport. Nearby are the communities of Sparks and Incline Village at Lake Tahoe. Miles of high desert and mountains provide additional options in the County's vast unincorporated areas. So whether you prefer an urban setting, suburban, or rural living, Washoe County offers it all.

The population base for the County is split with nearly half the population in the incorporated City of Reno (225,221), one quarter in Sparks (90,264) and one quarter in the unincorporated areas. Incline Village, located in the unincorporated area of the County, has a population of 8,777.

The Governing Body / County Organization

A five-member Board of County Commissioners (BCC), elected by district, governs Washoe County. Responsibility for policy implementation and overall operations rests with an appointed County Manager who serves at the pleasure of the Board. The County employs over 2,500 people in 35 departments, which are led by both appointed and elected department heads. The County fulfills major roles including providing services as an administrative arm-of-the-state, a regional and community service provider, as well as administrative support service functions. Washoe County provides nationally recognized regional and urban services to a diverse population including public safety, criminal justice, public works, and health and human services. Approximately 80% of the County workforce is represented by one of nine bargaining units. The County budget is comprised of 19 government funds and six proprietary funds. The total budgeted appropriation across all funds is approximately \$541 million.

Securing the Apple Data Center recently in the unincorporated area of the County has been a plus for the local economy and continues to reinforce the region's emphasis on expanding in the areas of technology and entrepreneurialism. The construction of the data center, currently underway, has created approximately 900 jobs during this build-out of facilities. Completion is scheduled for mid-2014, at which time nearly 200 positions will be filled to support on-going operations.

An organization chart of the County is included on the insert to this brochure. The following is additional key information about the County:

Legal Representation – The District Attorney (DA) is independently elected and also serves as County Counsel. The DA appoints a Deputy DA to provide assistance to the Board.

Board of Fire Commissioners – Serving as the Board of Fire Commissioners of the Truckee Meadows Fire Protection District, the five elected commissioners (BCC) appoint the District Fire Chief.

District Board of Health – The provision of health services in Washoe County is unique. There is a District Board of Health consisting of appointed members. The District Health Officer is the chief executive of the Health District and works for the Health Board. The County Manager has no authority over the Health District, but the District's budget is part of the County's budget and the employees are under the County umbrella for human resources, payroll and risk management.

Dillon's Rule – Washoe County abides by a strict interpretation of Dillon's Rule, which balances power between the State of Nevada and the counties. This ruling, which dates back to 1868, established a common-law rule of statutory interpretation that limits the powers of local governments to those powers expressly granted by the Nevada Legislature.

The Position / Responsibilities of the County Manager

The County Manager is an at-will executive level position reporting to the Board of County Commissioners. This recent vacancy is the result of retirement. The position was held for more than 15 years by the prior incumbent, Ms. Katy Simon.

The County Manager has the following key duties, responsibilities, and authority in the management of the County:

- Serve as the primary advisor to the Board of County Commissioners on all matters relating to the efficient and effective administration of County government.
- Assume responsibility for both the operating and capital budget planning processes and compatibility with approved County policies and long-range plans. The County Manager also directs the preparation and evaluation of budget requests for all departments including actual and estimated expenditures, revenues, reserves, and designations.
- Manage all County functions and operations except those duties assigned to elected or appointed officers of the County, assuring the BCC that all administrative policies, regulations, and operating programs are implemented.
- Assume authority to hire or recommend hiring and supervise non-elected Department Directors.
- Provide executive leadership and guidance to the BCC in the development and implementation of the County's strategic plan, goals, and priorities, as well as assigning responsibility for their implementation.

More About Washoe County

The Strategic Plan

The strategic plan is extremely important to the Board and a great deal of effort goes into making sure it thoroughly addresses the needs of those who live and work within the County. It is the document that details the direction the County will take; it is essentially a window into the County's future.

Board of County Commissioners' Strategic Objectives

1. Sustainability of our financial, social and natural resources
2. Economic development and diversification
3. Safe, secure and healthy communities
4. Public participation and open, transparent communication
5. Valued, engaged employee workforce

Vision Statement

Washoe County is home to Lake Tahoe, one of the most beautiful places on earth; to the majestic Sierra Nevada Mountains; to the life-giving Truckee River; to vast open ranges and blue sky; to pastoral ranches; and to friendly, vibrant communities including the cities of Reno and Sparks.

The Board's vision is that Washoe County is the best place in the country to live, work, recreate, visit, and invest.

Mission Statement

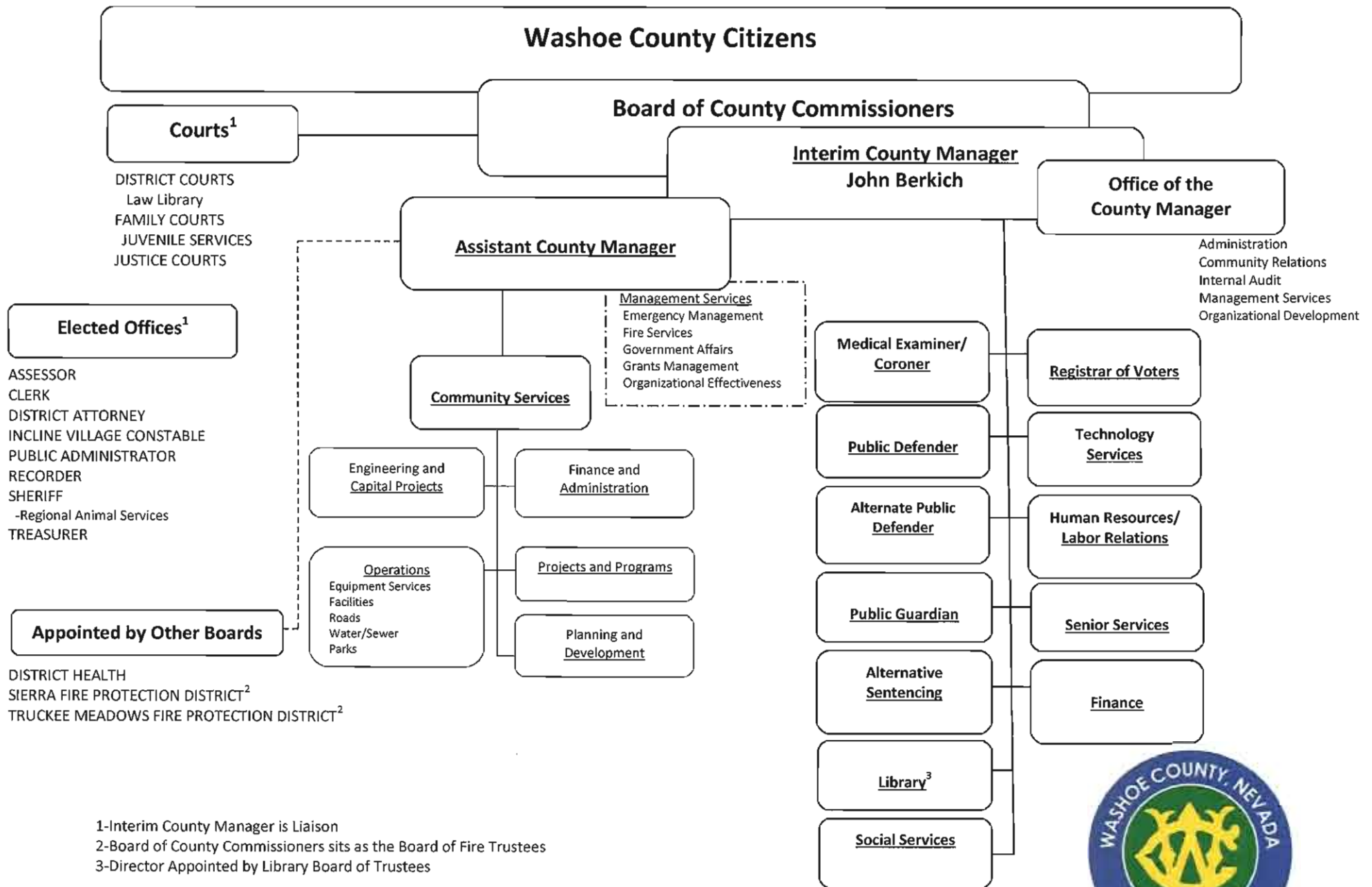
Working together regionally to provide and sustain a safe, secure and healthy community.

Our Values:

- Many Communities, One County, One Region
- Quality Public Service
- Dignity and Respect
- Teamwork
- Communication
- Accountability
- Transparency
- Professionalism
- Innovation
- Sustainability



Washoe County Organizational Chart



1-Interim County Manager is Liaison
2-Board of County Commissioners sits as the Board of Fire Trustees
3-Director Appointed by Library Board of Trustees



- Serve as executive agent of the BCC in the County's intergovernmental relationships, with responsibility for the implementation of authorized projects and programs and ensuring appropriate coordination of departmental operations including resolving problems and disputes.
- Conduct research and authorize studies, investigations, and recommendations that result in greater economy, efficiency, and effectiveness in County operations including comprehensive management reviews of programs. Additionally, the County Manager recommends to the BCC the creation, dissolution, merger, or modification of organizational elements, departments, or work programs as necessary.
- Review and prepare recommendations on agenda items and staff presentations, and ensure that agenda items are complete for Board decision-making.

- Lead with integrity and unquestionable ethics supported by a successful career history;
- Promote access, openness, and responsiveness, personally setting the example throughout the organization and community;
- Demonstrate strategic and forward-thinking, blending innovation and creativity with an entrepreneurial style and a true appreciation for the benefits of technology;
- Consistently use superior communication skills and welcome dialogue and debate, often in a public forum;
- Be an accomplished leader recognizing the role of policy-makers and other elected officials;
- Passionately promote the organization as a strong contributor to economic and community development while dealing with and balancing quality-of-life, business, commerce, and tourism issues;
- Possess commitment and dedication to continuous process improvement;
- Embrace and instill a customer-service orientation and "how can we make it happen" approach throughout the organization; and
- Contribute on a regional basis in support of the BCC and other elected officials including involvement with statewide and other policy initiatives including pending legislation on a national basis.

Opportunities and Challenges

Washoe County is extremely stable financially due to fiscally prudent decision-making, organizational right-sizing, and effective policy setting over the past few years. As a result of this, the future County Manager will be expected to ensure that the organization continues to be accessible, responsible, and accountable, and that all services provided are reflective of superior customer service, while administering sound fiscal management of resources and assets.

The Board believes strongly in the importance of their Strategic Plan and Objectives, Vision and Mission Statements, and Values, as noted on the insert to this brochure. The County Manager will need to eagerly embrace these same principles in providing leadership and guidance to both the Board and the organization.

The Ideal Candidate

The new County Manager will be a dedicated public servant who supports and implements the policies of the Board of County Commissioners. This highly effective executive with outstanding people skills will also be comfortable in providing options on a variety of complex topics so that the Board will consider an array of choices, inclusive of staff recommendation and fiscal impacts, in order to set policy direction. Additionally, the BCC is seeking an experienced individual that will inspire, motivate, and empower key staff and Department Directors – critically important leadership traits during these challenging economic times. This ideal candidate will have strong public finance and budgetary expertise combined with the ability to continually review, evaluate and optimize services and opportunities (i.e. public/private partnerships) that benefit the community. He or she will have superior interpersonal and communication skills and have a proven track record as an effective, confident and innovative leader who is comfortable operating in a dynamic environment where transparency and openness has become paramount.

To successfully lead this organization, this ideal candidate will also:

- Possess a strong business sense and financial expertise;

In summary, the County Manager will demonstrate a solution-oriented approach by providing sound, fair, and unbiased advice to the Board while leading this premier government organization.

Education and Experience

Education equivalent to graduation from an accredited college or university with a Master's Degree in Business Administration, Political Science, Public Administration, Law, Accounting, or a closely related field and five years of responsible management experience, preferably in government or public administration; or an equivalent combination of training and experience.

Note: Interested candidates with less than a Master's degree (or no advanced degree) are encouraged to contact Ralph Andersen & Associates for a review of qualifying career experience in lieu of education.

Compensation and Benefits

The current annual salary for this position is \$199,763. Candidates should be aware that placement at this salary level or above will be based on the Board's overall review of career history, experience, and credentials of the selected candidate. The Board of County Commissioners wishes to attract a broad and diverse pool of candidates for consideration and, as a result, may consider increasing the compensation level to be commensurate with the leadership/management qualities desired and also to be competitive in the local area. An



employment agreement will be negotiated with the top candidate that may include moving/relocation expenses. **All highly qualified executives are encouraged to submit credentials and qualifications for review and consideration along with current compensation.**

The County also offers an excellent executive benefits package, which includes:

- Nevada PERS Retirement (fully paid)
- Auto Allowance
- Vacation Accrual
- Sick Leave
- Paid Holidays
- Health, Dental, Vision, and Life Insurance

There are no Social Security deductions (although a 1.45% deduction for Medicare is required). Candidates should be aware that there is no state income tax in Nevada.

To Be Considered

It is important to note that this recruitment will be handled in accordance with Nevada's Open Meeting/Public Records Law (see section to the right for more details). Candidates are encouraged to apply immediately, review of resumes is currently underway. This recruitment is considered open until filled. Electronic submittals are strongly preferred and should be submitted to Ralph Andersen & Associates via email to apply@ralphandersen.com. Ralph Andersen & Associates will maintain the confidentiality of the submitted records until applicant finalists are established.

Submissions should include the following:

- Compelling cover letter;
- Comprehensive resume;
- Current compensation; and
- Professional references.

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. References will not be contacted until mutual interest is established.

Currently, Mr. John Berkich is serving as the Interim County Manager. It is anticipated that the newly-selected County Manager will join Washoe County in December 2013 / January 2014, or based on a mutually agreeable date.

Confidential inquiries are welcomed by Heather Renschler, Ralph Andersen & Associates, at (916) 630-4900.

Washoe County is an Equal Opportunity Employer.

For additional information regarding Washoe County, please visit www.washoecounty.us.

State of Nevada Open Meeting/ Public Records Law

In accordance with Nevada's Open Meeting/Public Records Law, candidates should be aware that all information submitted to Ralph Andersen & Associates is expected to remain confidential unless the candidate is selected as an "Applicant Finalist," at which time the candidate will be required to authorize the release of his or her information or withdraw. Once authorization is provided by the Applicant Finalist, his or her name, cover letter, resume, and any summary information prepared by Ralph Andersen & Associates will be provided to the Board of County Commissioners (included in the Agenda Packet), with certain identifying information redacted. Applicant Finalists will be interviewed by the Board of County Commissioners in a public meeting.

Recruitment Schedule

- **Closing Date:** Apply Immediately
- **Preliminary Screening by Ralph Andersen & Associates:** Upon receipt of resume and throughout the month of September
- **Overview / Update to Board (Public Session – *Note: No Public Disclosure of Names):** Tuesday, September 10, 2013
- **Candidates recommended to continue in process ("Applicant Finalist") will be required to acknowledge and sign release related to Nevada's Open Meeting / Public Records Law:** Friday, September 20, 2013
- **Release of Agenda Packet including List of Applicant Finalists (including cover letter / resume):** Thursday, October 3, 2013
- **Selection by Board of County Commissioners of Applicant Finalists to Proceed in Process (Public Session):** Tuesday, October 8, 2013
- **Invitation to Interview made by Ralph Andersen & Associates:** Wednesday, October 9, 2013
- **Panel Interviews (not including Board) comprised of Community, Business Leaders, Department Directors, etc.:** Thursday, October 17 – Friday, October 18, 2013
- **Public Reception / Meet & Greet (Potential):** Thursday (evening), October 17, 2013
- **Board of County Commissioners' Interviews:** Tuesday, October 22, 2013
- **Contract Negotiations with Selected Candidate:** Week of October 28, 2013
- **Contract Approval for County Manager (Public Session):** Tuesday, November 12, 2013
- **Start Date:** December 2013 / January 2014 (or mutually agreeable date)



Recruitment Brochure

Director

*Legislative
Counsel
Bureau*



Apply by Monday, April 16, 2012



Outstanding Career Opportunity

The Legislative Commission is searching for a new Director of the Legislative Counsel Bureau (LCB), a nonpartisan agency that provides professional, technical, and administrative support to the Nevada Legislature. The Director serves as the executive head of the LCB. In addition to general

The LCB is a nonpartisan agency serving both houses and all members of the Nevada Legislature.

supervision of the LCB, the Director acts as the liaison between the staff of the LCB and the Nevada Legislature and between the public and the Nevada Legislature. The Director responds to requests for information from the media,

often acting as the voice for the Nevada Legislature and the LCB. The position of Director is an executive level position and the successful candidate must possess outstanding leadership, communication, and management skills. The Director must be able to build trust and confidence among all of the members of the Nevada Legislature, the staff of the LCB, the media, and the public. The Director must be able to work effectively and efficiently in a political environment while remaining politically neutral and must possess the general management skills to ensure that the Nevada Legislature receives the necessary services to conduct its work effectively, often under demanding deadlines.

The offices of the LCB are mostly based in Carson City within and adjacent to the Legislative Building. In addition, the LCB maintains offices in the Grant Sawyer Building in Las Vegas. The Director periodically is required to travel to the Las Vegas office. The office of the Director is housed within the Legislative Building which was originally constructed in 1969 and underwent major renovation in 1997. The Legislative Building shares grounds with the State Capitol, providing a beautiful and pleasant work environment for the Director. Carson City and the surrounding areas offer an array of housing options. In addition, Carson City is surrounded by the beautiful Sierra mountains that offer world class skiing and golfing as well as hiking, biking, and various other outdoor activities and cultural events, not to mention an average of over 265 days of sunshine each year.



The Origin of the LCB


In March of 1945, the Nevada Legislature recognized the need to obtain more information in order to address increasingly complex issues and the need for other assistance to carry out the functions of the Nevada Legislature. As a result, the LCB was created to provide support to the Nevada Legislature by offering research regarding policy, drafting legislation and providing legal advice, providing fiscal analysis, as well as providing an array of other functions to assist the Nevada Legislature to operate more effectively and efficiently. The LCB was established as a nonpartisan agency that serves both houses and all members of the Nevada Legislature. As such, none of the members of the staff of the LCB, including the Director, participate in a partisan manner when carrying out their responsibilities for the Nevada Legislature. Instead, the staff provides nonpartisan opinion and support and offers neutral advice to the Nevada Legislature.

Organization of the LCB

The LCB is created by statute and consists of the Legislative Commission, the Interim Finance Committee, the LCB Director, an Audit Division, a Fiscal Analysis Division, a Legal Division, a Research Division, and an Administrative Division. The Legislative Commission appoints the Director and the Director appoints the Chiefs of each of the Divisions of the LCB with the approval of the Legislative Commission. The Legislative Commission consists of 12 legislators, six of whom are members of the Senate and six of whom are members of the Assembly. The Director serves as the nonvoting recording secretary to the Legislative Commission. The Legislative Commission is charged with various responsibilities, including assuring that the most effective use is made of the audit, fiscal, legal, and research services and facilities provided by the Legislative Counsel Bureau to the Legislature and its members. Therefore, the Director accepts direction from the Legislative Commission and also meets periodically with a Subcommittee of the Legislative Commission which is appointed specifically to consult with the Director when the Legislature is not in session.

The Legislative Commission has delegated to the Subcommittee to Consult with the Director the duty of conducting a comprehensive search for a new Director. Upon completion of the search process, the Committee will make an appropriate recommendation for the appointment of a new Director by the Legislative Commission.

The Interim Finance Committee consists of all of the members of the Assembly Standing Committee on Ways and Means and of the Senate Standing Committee on Finance. The Director serves as a nonvoting secretary for the Interim Finance Committee. The Interim Finance Committee generally only exercises its powers when the Legislature is not in a regular or special session, with the exception of certain specified duties.



Overview of the Nevada Legislature

The Nevada Legislature consists of a total of 63 legislators, 21 of whom serve as Senators and 42 of whom serve as members of the Assembly. The Legislators are elected from legislative districts throughout the State. The Nevada Legislature holds regular legislative sessions only during odd-numbered years. The first day of each such legislative session begins on the first Monday in February of the odd-numbered year. By constitutional limitation, these regular sessions have a duration of not more than 120 days. During this limited time, the Legislature will consider more than 1,000 pieces of legislation and will review and approve the budget for the State of Nevada for the ensuing two-year period. Special sessions may also be called at other times by the Governor. The last special session that was called by the Governor was held in 2010 and was the 26th special session in the history of the State. However, in the last 10 years, there have been nine special sessions. During the interim period between regular legislative sessions, the legislators continue to carry out the work of the Nevada Legislature through the Legislative Commission, the Interim Finance Committee, and various other committees and subcommittees to which the members of the Legislature are appointed.

Responsibilities

The LCB is divided into five Divisions, each of which provides different services to the Nevada Legislature: the Administrative Division, the Audit Division, the Fiscal Analysis Division, the Legal Division, and the Research Division. The Director appoints the Chief of each Division with the approval of the Legislative Commission. The Director develops the budget for the LCB with input from each division which must then be approved by the Nevada Legislature. According to the approved budget, the Director has authority to allow the employment of staff for the LCB. The current Chiefs of the divisions of the LCB, as well as many of the staff, are long-tenured employees. Those serving in professional positions have outstanding credentials and a reputation for excellent service. Under the current organization, the Director oversees approximately 250-300 nonpartisan staff. During each legislative session, an additional 75-100 persons are hired to assist with the increased work necessary during the session. In addition to the staff of the LCB, the Assembly and Senate each employ staff and will increase the staff to serve the legislators during each legislative session. Including employees of the Senate and the Assembly, the total number of employees serving the Legislature during a legislative session will often reach a total of more than 600 employees.

In addition to overseeing the activities of the LCB, the Director must respond to requests for information from members of the media concerning the Legislature and the Legislative Counsel Bureau. The Director also oversees the general maintenance of the Legislative Building and other buildings used by the LCB. When authorized by the Legislative Commission or when directed by the Nevada Legislature, the Director may enter into agreements to acquire property necessary to support the Nevada Legislature and the LCB. The Director is responsible for registering lobbyists and for investigating any reports



of misconduct by lobbyists. The Director serves as the nonvoting secretary to the Legislative Commission and the Interim Finance Committee and may provide support to various other legislative committees. The Director is the ex-officio Legislative Fiscal Officer and maintains a complete set of accounting records and reports for all legislative operations. The payroll records for all legislators and employees of the LCB and the Legislature are maintained by the staff of the LCB under the authority of the Director. The Director performs any other duties necessary to ensure the proper and effective functioning of the LCB.

The Ideal Candidate

The Director must be a leader who is decisive, credible, trustworthy, and result-oriented. The ideal candidate must have exceptional analytical skills and strong political acumen. The Director must understand human resources management and employment law and have the ability to develop a budget for the LCB. The Director must have top level management skills, be an exceptional communicator and possess experience presenting information in a public forum. The Director must be an effective and accomplished leader dealing with a legislative body or with other elected officials. The Director must be able to inspire loyalty from within the LCB, to be trusted by the legislators, and to represent the LCB and the Nevada Legislature to the media and the general public. This professional must be effective and efficient in overseeing a large organization which is responsible for producing a large volume of work within tight deadlines. The Director must be customer-service oriented and be able to anticipate the needs of both the Legislature and the LCB.



Compensation and Benefits

The current annual salary of the Director is \$138,350 under the "employee-employer paid" retirement option, and \$123,672 under the "employer paid" retirement option. The annual salary stated here does not include a reduction for the 48 hours of mandatory furlough leave required per fiscal year through June 30, 2013. The position has state retirement and health insurance benefits. An explanation of the "employee-employer paid" and "employer paid" retirement options and information regarding state retirement benefits may be accessed at: www.nvpers.org. A description of the current health benefits available to all employees of the State of Nevada may be accessed at: www.pebp.state.nv.us/all_plan_benefits.htm. Frequent overtime, especially during the legislative session, is required.



Qualifying Experience and Education

Experience – With a proven track record of success, top candidates will have achieved recognition through a progressively responsible career path. Preference may be given to candidates with direct and applicable experience, especially experience working in a legislative or similar environment. Career history must include a verifiable record of success with recognition for exceptional integrity and unquestionable ethics. Experience managing professional staff is essential for further consideration of top candidates.

In its effort to locate the best candidate for the position, the Legislative Commission will consider persons with an array of experience, both from within and outside the State of Nevada. All highly qualified candidates are strongly encouraged to apply. Qualifying experience may come from a combination of experience that can effectively demonstrate a keen understanding of the mission of the LCB and the overall functions of the position. Knowledge of Nevada law and the Nevada Legislature is preferable.

Education – This position requires a minimum of a Bachelor's degree from a fully accredited college or university. Preference may be given to candidates with an advanced degree or demonstrated and significant experience supervising professional staff.

Besides a great climate throughout the year, Nevada also promotes the fact that the State is one of a select number of locations that has no personal income tax.

Evaluation of Experience – Top candidates will be evaluated based on qualifications presented through their own submittal of a comprehensive package that outlines their career highlights and notable achievements. The final determination will be made based on the best combination of experience, education, industry credentials, and overall leadership that will best serve the Nevada Legislature.

To Be Considered

Candidates are advised that references will not be contacted until mutual interest is established. Candidates are encouraged to submit their comprehensive packages early, but not later than 5:00 p.m. on April 16, 2012. Evaluation of candidates determined to be highly qualified will begin the week of April 16, 2012.

Confidential inquiries are encouraged to be made through Heather Renschler who has been retained by the Nevada Legislature to assist with screening candidates for the position of Director. Ms. Renschler may be reached by telephone at (775) 832-6973 or (916) 630-4900. Electronic submittals are required. Interested candidates should submit a resume as soon as possible together with a compelling cover letter of interest, salary history, and professional references to:

Heather Renschler
Ralph Andersen & Associates
apply@ralphandersen.com

The top candidates will be interviewed by the Subcommittee to Consult with the Director at a date determined by the Subcommittee, likely in early May. The Subcommittee will then submit its recommendation to the Legislative Commission, which will make the final appointment. The person selected as the new Director of the LCB will assume responsibilities in June or at a mutually agreeable date.

Interested candidates are requested to submit a resume, cover letter, salary history, and professional references. All such information will remain confidential unless the candidate is selected as an applicant finalist and the candidate authorizes the release of his or her information. Once authorization is provided by the applicant finalist, his or her name, cover letter and resume will be provided to the Subcommittee to Consult with the Director, with certain identifying information redacted. Applicant finalists will be interviewed by the Subcommittee to Consult with the Director in a public meeting and the information released to the Subcommittee to Consult with the Director will become public information.

A PROPOSAL TO CONDUCT AN EXECUTIVE
RECRUITMENT FOR A
City Manager
ON BEHALF OF THE
City of Carson City



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

October 16, 2013

Mayor Robert Crowell and Members of the Board of Supervisors
City of Carson City
201 N. Carson St #6
Carson City, NV 89701

Via email to mbruketta@carson.org

Dear Mayor Crowell and Board Members:

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

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

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

- Bob Murray & Associates brings over 25 years of experience and an unmatched record of success in recruiting local government professionals. Bob Murray & Associates has conducted over 1,000 recruitments for local government professionals throughout the United States and has placed over 200 City Managers. We are currently conducting City Manager recruitments on behalf of the cities of Albany, Cathedral City, Chino Hills, Oceanside, and San Fernando, CA and the City of Dallas, TX. In the past three years, we have placed City Managers in the cities of Arvada and Centennial, CO; Fort Lauderdale and Miami Beach, FL; and Glendale and Tucson, AZ; in addition to the California cities of Arcadia, Atherton, Calistoga, Chino, Chowchilla, Colton, Concord, El Monte, Escalon, Fortuna, Hemet, Laguna Beach, Lake Elsinore, Loomis, Marina, Menifee, Monrovia, Montebello, Monterey Park, Mountain View, Patterson, Pittsburg, Rancho Santa Margarita, San Carlos, San Marcos, San Rafael, Santa Ana, Santa Rosa, South Gate, South Lake Tahoe, St. Helena, Ventura, Walnut Creek, and Woodland. For a complete list of our previous City Manager Placements, please see the enclosed "Client List Since 2000." Our extensive contacts and knowledge of outstanding candidates will ensure you have a quality group of finalists from which to select the City of Carson City's next City Manager.

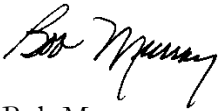
- Our experience in the State of Nevada is diverse and will be an asset when presenting opportunities to prospective candidates. We are currently conducting the Finance Director recruitment on behalf of Washoe County and recently completed the Deputy Director recruitment on behalf of McCarran International Airport-Clark County, the Chief Financial Officer search for the Las Vegas Valley Water District, the Chief Financial Officer recruitment on behalf of the City of West Wendover, the Chief Financial Officer and Comptroller recruitments for Clark County, and the Finance Director and Human Resources Director recruitments in White Pine County. Our previous experience includes conducting recruitments on behalf of the cities of North Las Vegas, Reno, and Sparks. In addition, we have worked with the Nevada State Contractor's Board to recruit its Building Official. Our knowledge of the region, its issues, and its outstanding quality of life will be an asset in presenting this opportunity to prospective candidates.

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

To learn firsthand of the quality of our service and our recruitment successes, we invite you to contact the references listed on page 9 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 should you have any questions.

Sincerely,



Bob Murray
President
Bob Murray & Associates

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THE RECRUITMENT PROCESS

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

STEP 1 DEVELOPING THE CANDIDATE PROFILE

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

STEP 2 ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

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

STEP 3 RECRUITING CANDIDATES

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

STEP 4 SCREENING CANDIDATES

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

STEP 5 PERSONAL INTERVIEWS

We will conduct personal interviews with the top 10 to 12 candidates with the goal of determining which candidates have the greatest potential to succeed in your organization. During the interviews we will explore each candidate's background and experience as it relates to the City Manager position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of his/her knowledge, skills and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 PUBLIC RECORD SEARCH

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

STEP 7 RECOMMENDATION

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

STEP 8 FINAL INTERVIEWS

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

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

STEP 9 BACKGROUND CHECKS /DETAILED REFERENCE CHECKS

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

STEP 10 NEGOTIATIONS

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

STEP 11 COMPLETE ADMINISTRATIVE ASSISTANCE

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

BUDGET AND TIMING

PROFESSIONAL FEE AND EXPENSES

The consulting fee for conducting the City Manager recruitment on behalf of the City of Carson City is \$20,500 plus expenses. Services provided for in the fee consist of all steps outlined in this proposal including three (3) days of meetings on site. The City of Carson City will be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project to be \$7,500. Reimbursable expenses include such items as the cost of recruiter travel; clerical support; placement of ads; credit, criminal and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate.

TIMING

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

GUARANTEE

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

PROFESSIONAL QUALIFICATIONS

BOB MURRAY, PRESIDENT

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

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

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

REGAN WILLIAMS, VICE PRESIDENT

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

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

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

VALERIE PHILLIPS, VICE PRESIDENT

Ms. Phillips has over 15 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Ms. Phillips has expertise in the full recruiting cycle, from process design and outreach through candidate assessment and selection. She has placed senior-level candidates in a variety of industries and fields, including Finance, Information Technology, and Engineering. Ms. Phillips is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success. Ms. Phillips has a passion for helping people, evidenced by her fundraising and efforts to raise awareness for organizations such as Autism Speaks and the M.I.N.D. Institute.

JOEL BRYDEN, VICE PRESIDENT

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having recently retired as the Chief of Police in Walnut Creek, CA.

Throughout his career, Mr. Bryden has been involved in public sector consulting. He has vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government. Mr. Bryden has a solid reputation as a leader in the public sector, and clients find his ability to find and evaluate outstanding applicants invaluable.

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

FRED FREEMAN, VICE PRESIDENT

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

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

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

SARAH KENNEY, PRINCIPAL CONSULTANT

As Senior Consultant with Bob Murray & Associates, Ms. Kenney is responsible for the development and distribution of recruitment materials, candidate research and interview coordination, compilation and development of interview materials, reference checks, and background verifications.

Ms. Kenney brings over a decade of client service and management experience to Bob Murray & Associates. Her focus is customer service, and she works closely with our clients and candidates to ensure all parties involved are satisfied with every step of recruitment at our firm.

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

STACY HARJER, SENIOR CONSULTANT

Ms. Harjer provides support in the search for highly qualified and diverse individuals for cities, counties and special districts. With a focus on exceptional customer service, she strives to serve the valued clients of our firm with integrity and professionalism.

Ms. Harjer has six years of local government experience representing California cities and counties before the Legislature and Administration. She also successfully recruited for a “Forbes Top 200” motor shipping carrier, as well as for one of the nation’s largest staffing firms.

Ms. Harjer graduated Magna Cum Laude with her Bachelor of Arts degree from California State University, Sacramento.

ROSA GOMEZ, ADMINISTRATIVE MANAGER

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

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

REFERENCES

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

- CLIENT:** Clark County, NV
POSITION: Airport Automated Transit System Manager, Assistant County Manager, Assistant Director of Aviation-Construction & Engineering, Assistant Director-Aviation Finance, Chief Information Officer, Comptroller, Public Works Director, Airport Engineers – McCarran Airport, and Information Technology Project Managers
REFERENCE: Mr. George Stevens, Chief Financial Officer, (702) 455-3530 or Mr. Randall Walker, Director of Aviation, (702) 261-5150
- CLIENT:** City of West Wendover, NV
POSITION: Chief Financial Officer
REFERENCE: Ms. Chris Melville, City Manager, (775) 664-3081
- CLIENT:** White Pine County, NV
POSITION: Finance Director and Human Resources Director
REFERENCE: Ms. Patrice Lytle, Department Manager, (775) 293-6562

BOB MURRAY & ASSOCIATES
CLIENT LIST SINCE 2000

CITY MANAGER

Airway Heights, WA
Albany, CA (City Administrator)
Albany, CA
Albany, OR
Antioch, CA
Apple Valley, CA (Town Manager)
Arcadia, CA
Arcata, CA
Arvada, CO
Barstow, CA
Benicia, CA
Campbell, CA
Capitola, CA
Carmel, CA
Castle Rock, CO (Town Manager)
Cathedral City, CA
Centennial, CO
Chico, CA
Chino, CA
Chino Hills, CA
Chowchilla, CA (City
Administrator)
Chula Vista, CA
Claremont, CA
Colton, CA
Concord, CA
Coos Bay, OR
Corcoran, CA
Corona, CA
Coronado, CA
Corte Madera, CA (Town Manager)
Dallas, TX
Dixon, CA
Dublin, CA
El Monte, CA
Elk Grove, CA
Escalon, CA
Eugene, OR
Fairfield, CA
Fort Lauderdale, FL
Fortuna, CA
Fremont, CA
Glendale, AZ
Goleta, CA
Grover Beach, CA
Half Moon Bay, CA
Hemet, CA
Hollister, CA
Imperial, CA
Ione, CA
Irwindale, CA
Kalamazoo, MI
Kirkland, WA
La Mesa, CA
La Palma, CA
Laguna Beach, CA
Lake Elsinore, CA
Lakeport, CA
Lancaster, CA
Lathrop, CA
Lemon Grove, CA
Loomis, CA (Town Manager)
Los Alamitos, CA
Manteca, CA
Marina, CA
Martinez, CA
Menifee, CA
Menlo Park, CA
Merced, CA
Miami Beach, FL
Millbrae, CA
Mill Valley, CA
Milwaukie, OR
Monrovia, CA
Montebello, CA (City
Administrator)
Monterey Park, CA
Mountain View, CA
Needles, CA
Newberg, OR
Newcastle, WA
Novato, CA
Oak Creek, WI (City
Administrator)
Oakdale, CA
Oakley, CA
Oceanside, CA
Ojai, CA
Orinda, CA
Pacifica, CA
Palo Alto, CA
Pasadena, CA
Patterson, CA
Phoenix, AZ
Pittsburg, CA

Pico Rivera, CA
Pismo Beach, CA
Pittsburg, CA
Poway, CA
Rancho Cordova, CA
Red Bluff, CA
Rio Vista, CA
Roseville, CA
Salem, OR
Salinas, CA
San Antonio, TX
San Carlos, CA
San Clemente, CA
San Fernando, CA
San Marcos, CA
San Pablo, CA
San Rafael, CA
San Ramon, CA
Santa Ana, CA
Santa Paula, CA
Santa Rosa, CA
Shoreline, WA
Sonoma, CA
South Lake Tahoe, CA
South Pasadena, CA
Springfield, OR
St. Helena, CA
Stanton, CA
Stockton, CA
Temple City, CA
Thousand Oaks, CA
Topeka, KS
Tracy, CA
Truckee, CA (Town Manager)
Tualatin, OR
Tucson, AZ
Turlock, CA
Vallejo, CA
Ventura, CA
Walnut Creek, CA
Westminster, CA
Woodland, CA
Yuba City, CA

ASSISTANT/DEPUTY CITY

MANAGER

Alameda, CA
Arlington, TX
Arvada, CO
Barstow, CA

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

COUNTY ADMINISTRATOR

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

ADMINISTRATIVE SERVICES

DIRECTOR

Garden Grove, CA
Lincoln, CA
Los Alamitos, CA
Oakland, CA
Ontario, CA
Placer County Water Agency, CA
Pleasanton, CA
San Carlos, CA
Stockton, CA
Union City, CA
Yucca Valley, CA

ANIMAL SERVICES DIRECTOR

Oakland, CA
Rancho Cucamonga, CA
Sacramento County, CA

AVIATION/AIRPORT

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

BUILDING

OFFICIALS/INSPECTION

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

CITY CLERK

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

COMMUNITY DEVELOPMENT

DIRECTOR

Benicia, CA
Beverly Hills, CA
Capitola, CA
Chino Hills, CA
Concord, CA
Cotati, CA
Daly City, CA
Dublin, CA
Fremont, CA
Fullerton, CA
Inglewood, CA
Los Banos, CA
Maple Valley, WA
Marin County, CA
Modesto, CA
Moreno Valley, CA
Morgan Hill, CA
Newark, CA
Newcastle, WA
Oakland, CA
Oceanside, CA
Palo Alto, CA
Phoenix, AZ
Pleasanton, CA
Redlands, CA
Salem, OR
San Antonio Housing Authority,
TX
San Carlos, CA
Santa Cruz, CA
Stockton, CA
Sumter County, FL
Vacaville, CA
Vallejo, CA
Walnut Creek, CA
Yuba City, CA
Yucca Valley, CA

CONVENTION AND VISITOR'S

BUREAU DIRECTOR

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

ECONOMIC DEVELOPMENT

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

ENGINEERING

Bakersfield, CA
Barstow, CA
Bob Hope Airport, CA
Central Contra Costa Sanitary
District, CA
Chino Hills, CA
Clark County, NV – McCarran
Airport
Corona, CA
Damascus, OR
Dublin San Ramon Services
District, CA
Elk Grove, CA
Imperial Irrigation District, CA
Los Banos, CA
Monterey County Water Resources
Agency, CA
Needles, CA

Nevada County, NV
Nye County, NV
Oceanside, CA
Omnitrans, CA
Pico Rivera, CA
Pismo Beach, CA
Pomona, CA
Richmond, CA
Reno, NV
Stockton, CA
San Luis Obispo County,
Nacimiento Project, CA
South Pasadena, CA
Tiburon, CA
Tracy, CA
Visalia, CA

EXECUTIVE DIRECTOR

Association of Monterey Bay Area
Governments, CA
Arizona Municipal Water Users
Association, AZ
Bay Area Air Quality Management
District, CA
Broward County, FL (Port
Everglades Chief Executive/Port
Director)
California Peace Officers
Association, CA
California State Association of
Counties, CA
California School Boards
Association, CA
Central Contra Costa Solid Waste
Authority, CA
Chula Vista Redevelopment
Agency, CA
Cooperative Agricultural Support
Services Authority (CASS), CA
Early Learning Coalition of
Broward County, Inc (CEO)
Elk Grove-Rancho Cordova-El
Dorado Connector JPA, CA
El Paso Water Utilities-Public
Service Board, TX
(President/CEO)
Florida Public Transportation
Association (FPTA), FL
Hillsborough County, FL-Head
Start Division (Division Director)

Housing Authority of the City of Austin, TX (President/CEO)
Housing Authority of the City of Los Angeles, CA
Housing Authority of the County of Butte, CA
Housing Authority of the County of Santa Cruz, CA
Hub Cities Consortium, CA
Kings Community Action Organization, CA
Mammoth Lakes Visitors Bureau, CA
March Joint Powers Authority, CA
Metro, Portland, OR
Oregon Cascades West Council of Governments, OR
Palos Verdes Library District, CA
Pima Association of Governments and Regional Transit Association, AZ
Sacramento Area Flood Control Agency, CA (Executive & Deputy)
San Bernardino Associated Governments, CA
San Diego Association of Governments, CA
Children's Board of Hillsborough County (Executive Director)
Louisiana Housing Corporation (Executive Director)
San Francisco Estuary Institute, CA
San Joaquin Council of Governments, CA
Santa Clara Valley Water District, CA (CEO)
SOS Children's Villages – Florida (CEO)
South Bayside Waste Management Authority, CA
Southern California Association of Governments (Deputy)
Housing Authority of the City of Stamford d/b/a Charter Oak Communities (Executive Director/COO)
Vancouver Housing Authority, WA (Executive & Deputy)
West Contra Costa Integrated Waste Management District, CA

West Contra Costa Transportation Advisory Committee, CA
Yolo Emergency Communications Agency, CA

FINANCIAL

Alameda County Congestion Management Agency, CA
Aurora, CO
Baldwin Park, CA
Barstow, CA
Boulder, CO
Boulder City, NV
Calaveras County Water District, CA
Campbell, CA
Chino Hills, CA
Clark County, NV
Corona, CA
Cotati, CA
Damascus, OR
D.C. Government, DC
East Bay Municipal Utility District, CA
Elk Grove, CA
Grants Pass, OR
Half Moon Bay, CA
Healdsburg, CA
Hercules, CA
Housing Authority of the City of Los Angeles, CA
Imperial Beach, CA
Imperial Irrigation District, CA
Inglewood, CA
Ione, CA
Lancaster, CA
Las Vegas Valley Water District, NV
Lincoln, CA
Los Altos, CA
McCarran International Airport-Clark County, NV
Menlo Park Fire Protection District, CA
Modesto, CA
Monterey Park, CA
Norfolk, VA (Assistant Director)
Oakland, CA
Oceanside, CA
Palmdale Water District, CA

People Assisting the Homeless, CA
Pinellas Suncoast Transit
Authority, FL
Pleasanton, CA
Sacramento County, CA
San Bernardino International
Airport, CA
San Carlos, CA
San Diego, CA
San Francisco, CA
San Leandro, CA
San Jose, CA
Santa Monica, CA
Sparks, NV
Stockton, CA
Thornton, CO
Union City, CA
Washoe County, NV
Wayne County, MI
West Hollywood, CA
West Wendover, NV
White Pine County, NV
Yolo County, CA

FIRE CHIEF

Alameda, CA
Arroyo Grande (Director of
Building & Fire)
Aurora, CO
Chino Valley Independent Fire
District, CA
Chula Vista, CA
Encinitas, Del Mar, and Solana
Beach, CA
Eugene, OR
Fremont, CA
Folsom, CA
Fullerton, CA
Glendale, CO
Hillsboro, OR
Lodi, CA
Livermore – Pleasanton Fire
District, CA
Milpitas, CA
Monrovia, CA
Montebello, CA
Mountain View, CA
Newark, CA (Assistant & Chief)
Oceanside, CA
Peoria, AZ

Petaluma, CA
Piedmont, CA
Poudre Fire Authority, CO
Rancho Cucamonga, CA (Deputy
& Chief)
Rancho Santa Fe Fire Protection
District, CA
Sacramento County, CA
Salinas, CA
San Mateo, CA
San Miguel Fire Protection District,
CA
Santa Cruz, CA
Sonoma Valley Fire & Rescue
Authority, CA
Sumter County, FL
Sunnyvale, CA (Public Safety
Director)
University of California, Davis
Union City, CA (Assistant & Chief)
Upland, CA
Vacaville, CA
Walla Walla, WA

GENERAL MANAGER

Big Bear City Community Services
District, CA
Calaveras County Water District,
CA
Central Contra Costa Sanitation
District, CA
Central Marin Sanitation Agency,
CA
Coachella Valley Mosquito Vector
Control District, CA
Cordova Recreation and Park
District, CA (District
Administrator)
East Bay Dischargers Authority,
CA
Fallbrook Public Utilities District,
CA
Hilton, Famkopf, and Hobson
LLC, CA
Joshua Basin Water District, CA
Jurupa Community Services
District, CA
Kennewick Irrigation District, WA
(District Manager)

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

HOUSING

City of West Hollywood, CA (Rent
Stabilization and Housing Manager)
Housing Authority of the City of
Austin, TX
Housing Authority for the City of
Brownsville, TX
Housing Authority for the City of
Los Angeles, CA
Housing Authority for the County
of Butte, CA
Housing Authority for the County
of Santa Cruz, CA
Louisiana Housing Corporation
Milpitas, CA

San Antonio Housing Authority,
TX
Housing Authority the City of
Stamford d/b/a Charter Oak
Communities
Vancouver Housing Authority, WA

LEGAL COUNSEL

Aurora, CO
Broward County, FL
Cupertino, CA
Fremont, CA
Gainesville, FL
Hayward, CA
Lathrop, CA
Lee County, FL
Monterey, CA
Morgan Hill, CA
Newport Beach, CA
North Las Vegas, NV
Oceanside, CA
Orange, CA
Palo Alto, CA
Port of San Diego, CA
Sacramento Area Flood Control
Agency, CA
Sacramento County, CA
Salinas, CA
San Benito County, CA
San Bernardino Associated
Governments, CA
San Mateo, CA
Santa Ana, CA
Stockton, CA
Sunnyvale, CA
Thousand Oaks, CA
Ventura, CA
Walnut Creek, CA
Yolo County, CA

LIBRARY

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

**PARKS/RECREATION/
COMMUNITY SERVICES**

Anaheim, CA
Arlington, TX
Bakersfield, CA
Commerce, CA
Corona, CA
El Segundo, CA
Emeryville, CA
Half Moon Bay, CA
Lemoore, CA
Long Beach, CA
Lynwood, CA
Maple Valley, WA
Milpitas, CA
Monterey County, CA
Peoria, AZ
Pleasanton, CA
Pleasant Valley Recreation and
Park District, CA
Pomona, CA
Sacramento County, CA
Sacramento, CA
San Carlos, CA
San Jose, CA
Santa Clarita, CA
Stockton, CA
Ventura, CA
Whittier, CA

**PERSONNEL/HUMAN
RESOURCES**

Alameda County, CA
Anaheim, CA
Apple Valley, CA
Arcadia, CA
Barstow, CA
Bellevue, WA
Benicia, CA
Clark County, NV
Colusa County, CA
Commerce, CA
Corona, CA
Desert Water Agency, CA
Fremont, CA
Inland Empire Utilities Agency, CA
Glendale, AZ
Grants Pass, OR

Judicial Council of California –
Administrative Office of the
Courts, CA
Las Virgenes Municipal Water
District, CA
Moreno Valley, CA
Monterey Park, CA
Napa, CA
Newark, CA
Norfolk, VA
North Las Vegas, NV
Oakland, CA
Oceanside, CA
Ontario, CA
Patterson, CA
Palmdale Water District, CA
Petaluma, CA
Pomona, CA
Rancho Cordova, CA
Redlands, CA
Rocklin, CA
Roseville, CA
San Antonio Housing Authority,
TX
San Francisco International Airport
(SFO), CA
Scottsdale, AZ
Stockton, CA
Tehama County, CA
Walla Walla, WA
Wayne County, MI
White Pine County, NV
Yucca Valley, CA

PLANNING

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

Oceanside, CA
Pacifica, CA
Palo Alto, CA
Palm Springs, CA
Pleasanton, CA
Reno, NV
Riverside, CA
Robson Homes, CA
Roseville, CA
Sacramento, CA
Santa Clara County, CA
San Benito County, CA
San Luis Obispo County, CA
Santa Cruz, CA
Santa Monica, CA
Stockton, CA
Sumter County, FL
Tracy Unified School District, CA
Washington County, OR

POLICE CHIEF/SAFETY

Arroyo Grande, CA
Ashland, OR
Aurora, CO
Bay Area Rapid Transit, CA
Bellevue, WA
Berkeley, CA
California State University, East Bay
California State University, Sacramento
California State University, San Francisco
Capitola, CA
Carlsbad, CA
Chandler, AZ
Chico, CA
Concord, CA
Corona, CA
Coronado, CA
Culver City, CA
El Cerrito, CA
Eugene, OR
Fairfield, CA
Folsom, CA
Fullerton, CA
Glendale, AZ
Glendora, CA
Half Moon Bay, CA
Hayward, CA

Huntington Beach, CA
Irvine, CA
Irwindale, CA
La Mesa, CA
Lake Oswego, OR
Littleton, CO
Livingston, CA
Lodi, CA
Los Angeles, CA
Los Angeles World Airports, CA
Los Banos, CA
Mammoth Lakes, CA (Interim)
Manhattan Beach, CA
Maywood, CA
Menlo Park, CA
Merced, CA
Mesa, AZ
Modesto, CA
Monrovia, CA
Montebello, CA
Monterey, CA
Monterey County Sheriff's Department, CA
Morgan Hill, CA
North Las Vegas, NV
Novato, CA
Oakdale, CA
Oceanside, CA
Orange County, CA
Orange County, FL (Chief of Corrections)
Palm Springs, CA
Palo Alto, CA
Pasadena, CA
Pasadena City College, CA
Peoria, AZ
Petaluma, CA
Piedmont, CA
Pismo Beach, CA
Pittsburg, CA
Placentia, CA
Pleasanton, CA
Port of Long Beach, CA
Port of San Diego, CA
Port of Seattle, WA
Redlands, CA
Reno, NV
Rio Vista, CA
Rocklin, CA
Roseville, CA

Sacramento, CA
Salinas, CA
San Bernardino, CA
San Diego State University, CA
San Fernando, CA
San Francisco, CA
San Diego State University, CA
San Jose State University, CA
San Rafael, CA
Santa Rosa Junior College, CA
Sausalito, CA
Seaside, CA
Signal Hill, CA
South Gate, CA
Sunnyvale, CA
Tulsa, OK
Turlock, CA
University of California at Davis,
CA
University of California at Santa
Barbara, CA
University of Oregon
Vacaville, CA
Vancouver, WA
Virginia Commonwealth University
Walla Walla, WA
Walnut Creek, CA
West Sacramento, CA
Whittier, CA

POLICE COMMAND STAFF

Atascadero, CA
Bay Area Rapid Transit, CA
California State University,
Sacramento
California State University, San
Francisco
Menlo Park, CA
Monterey County, CA
Pleasanton, CA
Santa Rosa, CA
Port of San Diego, CA
University of California at Merced,
CA
University of Oregon, OR

POLICE OVERSIGHT

Bay Area Rapid Transit, CA
San Francisco, CA
San Jose, CA

**PUBLIC AFFAIRS/
INTERGOVERNMENTAL
RELATIONS DIRECTOR**

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

**PUBLIC SAFETY
COMMUNICATIONS**

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

PUBLIC WORKS

Belmont, CA
Chandler, AZ
Clark County, NV
Commerce, CA
Dallas, TX
Elk Grove, CA
Fresno, CA
Galt, CA
Grants Pass, OR
Half Moon Bay, CA
Healdsburg, CA
Huntington Beach, CA
Inglewood, CA
Lathrop, CA
Los Banos, CA
Mammoth Lakes, CA
Maple Valley, WA
Monrovia, CA
Morro Bay, CA
Needles, CA

Pico Rivera, CA
Pismo Beach, CA
Pomona, CA
Poway, CA
Provo, UT
Redlands, CA
Roseburg, OR
Roseville, CA
San Benito County, CA
San Carlos, CA
San Diego, CA
San Jose, CA
Santa Cruz, CA
South Pasadena, CA
Stockton, CA
Sumter County, FL
Tehama County, CA
Tiburon, CA
Upland, CA
Woodland, CA
Yuba City, CA

PURCHASING

Central Contra Costa Sanitary
District, CA
Housing Authority of the City of
Los Angeles

TRANSPORTATION

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

WASTE WATER/SANITATION/ SOLID WASTE

Central Contra Costa Sanitation
District, CA

Tacoma, WA

RISK MANAGEMENT

Central Contra Costa Sanitary
District, CA
Central Marin Sanitation Agency,
CA
Riverside Transit Agency, CA

TECHNOLOGY

Clark County, NV
Durham, NC
Fresno, CA
Hayward, CA
Hillsboro, OR
Inland Empire Utilities Agency, CA
Modesto, CA
Oakland, CA
Port of Los Angeles, CA
San Antonio Housing Authority,
TX
San Francisco, CA
State Bar of California
Tucson, AZ
West Hollywood, CA

Central Contra Costa Solid Waste
Authority, CA
Central Marin Sanitation Agency,
CA
Dublin San Ramon Services
District, CA
East Bay Dischargers Authority,
CA
Monterey Regional Waste
Management District, CA
Monterey Regional Water Pollution
Control Agency, CA
Oro Loma Sanitary District, CA
Redlands, CA
Richmond, CA
Roseville, CA
Ross Valley Sanitary District, CA
Salinas Valley Solid Waste
Authority, CA
Sanitary District No. 5 of Marin
County, CA
San Jose, CA

Sewer Authority Mid-Coastside,
CA
South Bayside Waste Management
Authority, CA
Stockton, CA
Union Sanitary District, CA
West Contra Costa Integrated
Waste Management Authority, CA

WATER

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

OTHER

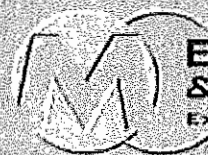
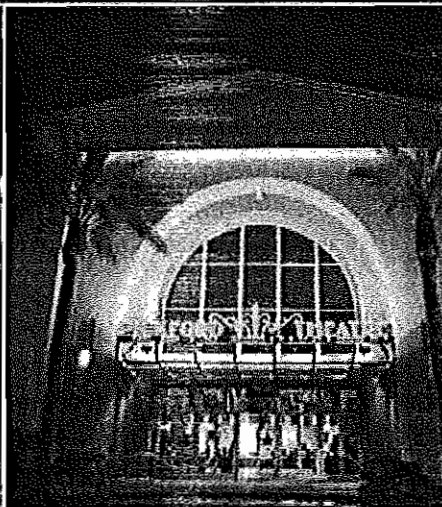
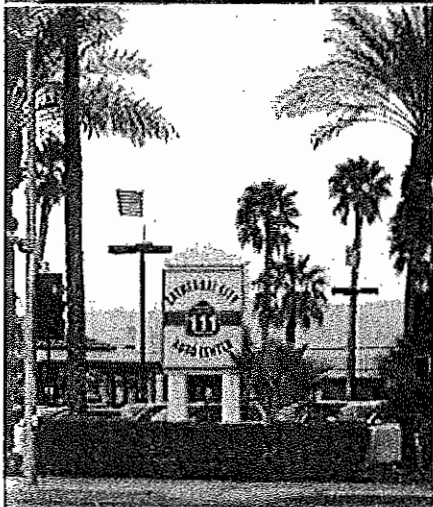
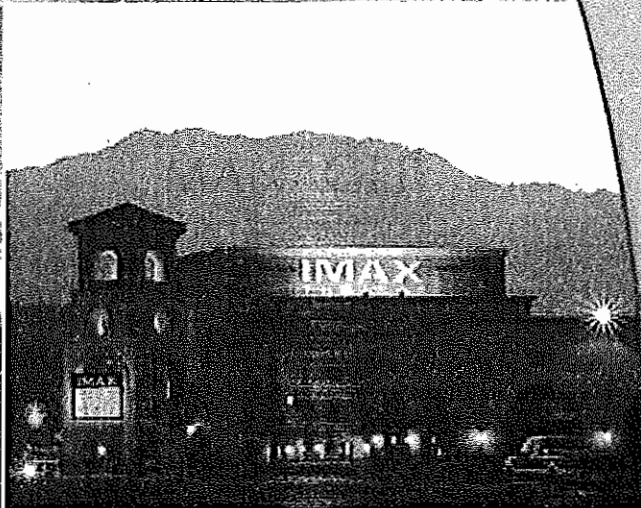
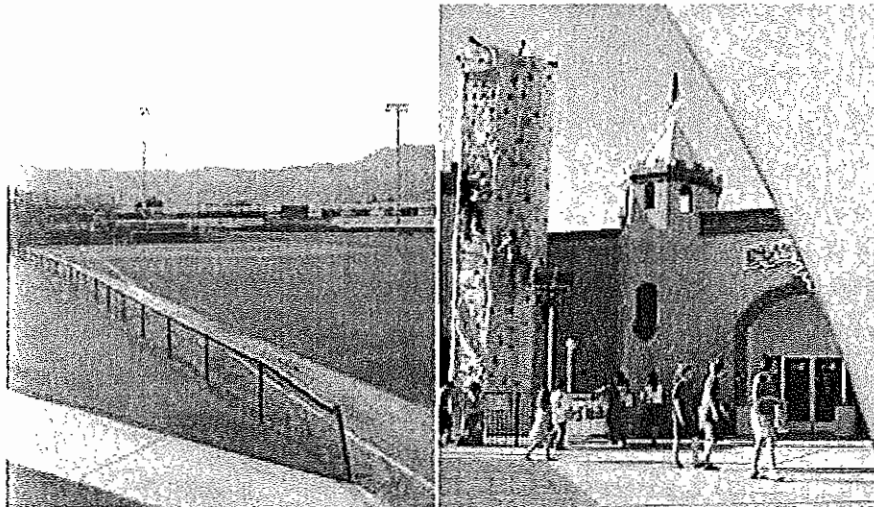
Bay Area Air Quality Management
District, CA (Deputy Air Pollution
Control Officer)
Benton County, OR (Health
Director)
Broward County, FL (Port
Everglades Director of Business
Development)
Bureau Veritas, CA (Vice President
– Operations)

Central Contra Costa Sanitary
District (Director of Collection
System Operations and Director of
Plant Operations)
Cordova Recreation & Park
District (District Administrator and
Maintenance Superintendent)
Government Services Group, Inc.
(Municipal Services Manager)
Housing Authority of the City of
Los Angeles (Director of General
Services)
Imperial Irrigation District
(Assistant Manager of Construction
Operations and Maintenance)
Hilton, Farnkopf, and Hobson
LLC (Manager/Vice President)
Las Vegas Convention and Visitors
Authority, NV (Director of Facility
Projects)
Monterey Bay Unified Air
Pollution Control District, CA (Air
Pollution Control Officer)
Port of Long Beach, CA (Managing
Director)
Port of San Diego, CA (Senior
Director of Real Estate)
Redlands, CA (8 Mid-Level
Managers)
Robson Homes (Forward Planner
and Land Acquisition Manager)
Sacramento, CA (Preservation
Director)
Sacramento, CA (Urban Design
Manager)
San Jose, CA (Assistant Director of
Environmental Services and
Environmental Services Director)
San Manuel Band of Tribal Indians,
CA (Tribal Manager)
Superior Court of California,
County of San Luis Obispo, CA
(Assistant Court Executive Officer)
Washoe County, NV (Senior
Services Director)
Washoe County, NV (Social
Services Director)
Monterey Park, CA (Director of
Management Services)

CITY OF
CATHEDRAL CITY, CA

INVITES YOUR
INTEREST IN
THE POSITION OF

CITY
MANAGER



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

THE COMMUNITY

With a population of 53,000, Cathedral City is conveniently located between Palm Springs and Rancho Mirage in Riverside County. Cathedral City is the second-largest city in the popular Coachella Valley. General Henry Washington discovered Cathedral City in 1850, naming it after nearby rock formations resembling a grand cathedral. The City is proud of its cultural diversity and rich history; the Agua Caliente Band of Cahuilla Indians established their reservation in 1876, and the City housed its first subdivision in 1925.

Cathedral City is an ideal base from which to enjoy all that sunny Southern California has to offer. Conveniently located off the I-10 freeway and less than five miles from the Palm Springs Airport, Cathedral City boasts the greatest amount of family friendly recreational activities in the Coachella Valley to include Desert Ice Castle (the only ice skating rink in the Coachella Valley) where Olympic Athletes train; Boomers (miniature golf, bumper cars & batting cage); a 17-acre soccer park, where State championships have been held; Big League Dreams Sports Park which hosts NCAA Women's softball; and three top notch golf courses. Of course, let's not forget the diverse dining opportunities. One of the most visually captivating and historically rich pieces of art in the City is the "Fountain of Life" located in Town Square. Featuring mosaic tiles, stone sculptures and a "spray ground," the fountain provides for beauty and a place for adults and children to cool off in the summer's heat. Residents and visitors can also enjoy dinner and a movie at the Mary Pickford Theater and Desert Imax (the largest movie screen in the Coachella Valley).

The City offers public, private, and charter K-12 and preschools and is part of the Palm Springs Unified School District. The University of California at Riverside; California State University San Bernardino; and the College of Desert

With a population of 53,000, Cathedral City is conveniently located between Palm Springs and Rancho Mirage in Riverside County.

are all located within 5 miles of Cathedral City. The University of Redlands and the Claremont Colleges are located 60 miles away. Residents also have access to top-notch health care at the Eisenhower Medical Center and Desert Regional Medical Center, which includes a trauma center.

THE ORGANIZATION

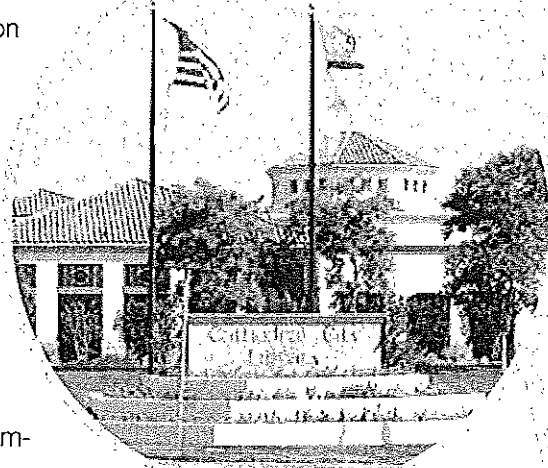
Cathedral City has a Council-Manager form of local government. The City Council is made up of five members, including the Mayor, Mayor Pro Tem and three Council Members. The City Clerk and City Treasurer are elected positions. The City Manager is responsible for the administration and management of the day-to-day operations of the City.

Cathedral City is a full-service city delivering municipal services in several departments, including City Manager; City Attorney; City Clerk; Public Safety (Police & Fire); Administrative Services (Finance, Human Resources & Management Information Systems); Community Development (Building, Planning, Engineering & Public Works); Parks; Environmental Conservation and RDA Dissolution. Cathedral City has a General Fund operating budget of approximately \$31 million, a Capital Improvement budget of \$53 million, annual RDA dissolution debt administration of



\$17 million and \$265 million in assets. The City has been awarded the Government Finance Officers Association Certificate of Achievement for its Comprehensive Annual Financial Report for 10 years and Biennial Budget for the last 6 years.

The City has 155 full-time employees, with 2 out of 3 employees from the public safety sector. Sales and Use Tax from the automobile industry is the largest source of General Fund revenues.



ISSUES, CHALLENGES & OPPORTUNITIES

As Cathedral City was incorporated in 1981, after Proposition 13 went into effect, it is like many California cities that have faced challenges during the recent economic downturn. The key challenge for the City Manager will be to ensure continued economic and financial health of Cathedral City. One of the City's most vital sources of revenue depends on an extension of Measure "H" that was passed by voters in June 2010 and is to expire September 30, 2015. This temporary, one percent transaction and use tax is critical to the vitality of the City.

Cathedral City is considering plans for a major annexation fronting I-10 that will provide significant retail, commercial and industrial opportunities. This project will bring significant growth and development to the area and will contribute to the City's tax base.

THE IDEAL CANDIDATE

The City Council is looking for a confident and mature professional to assume the duties of City Manager. The ideal candidate will be a dynamic and bold leader who can garner the respect of the Council, staff, and members of the community with impeccable communication and interpersonal skills. The City Manager will guide, follow up with and hold staff

accountable while including staff in the decision-making process.

Candidates should be capable of making an assessment of the current organization, offering recommendations and implementing change with confidence after due consideration. As a leader, the candidate should possess the ability to make strategic decisions and take action with assurance and poise once the Council has given policy direction. The City is seeking a dynamic and innovative individual who utilizes creative thinking to achieve the City's goals. Enthusiasm and energy are highly desirable in the candidate.

The new City Manager should have a demonstrated background of

success in economic development and should possess an outcome-based mindset. A strong understanding of financial management will be a key to success in this position.

A Bachelor's Degree in Public Administration, Business Administration or a related field is desired. The City Council is open to considering a person with private or public sector experience, and candidates need not necessarily possess experience in the City Manager role.

The ideal candidate will be a dynamic and bold leader who can garner the respect of the Council, staff, and members of the community with impeccable communication and interpersonal skills.

THE COMPENSATION

The salary range for the incoming City Manager is open dependent upon qualifications. The City also offers an attractive benefits package including:

Retirement – The City is a member of CalPERS offering a defined benefit retirement plan. It provides benefits based on the members' years of service, age and final compensation.

Medical/Dental/Vision – Employees and eligible dependents may select from several medical health plans up to a predetermined dollar cap. If a lower-cost medical health plan is selected, the City will apply the savings towards the purchase of dental and vision benefits.

Vacation – Accrual of 10.15 hours per biweekly pay period.

Sick Leave – Accrual of 3.69 hours per biweekly pay period.

Holidays – The City currently provides 12 paid holidays, including 3 floating holidays.

Domestic Partner Coverage – Employees are eligible for coverage of registered domestic partners and dependents in the City's insurance plans.

Group Life/AD&D – City provides employee group term life insurance coverage at (2) times the annual salary rate, as well as Accidental Death and Dismemberment Insurance.

Long-Term Disability – City provides salary continuation insurance at 66 percent of the employee's weekly salary after 180 days.

TO APPLY

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

**Filing Deadline:
November 8, 2013**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only with candidate approval. Finalist interviews will be held with the City of Cathedral City. Unsuccessful Candidates will be advised of the status of the recruitment following selection of the City Manager. The final candidate will be required to pass a physical, drug screen and background check.

If you have any questions, please do not hesitate to call Mr. Bob Murray at:

(916) 784-9080

