

**SUBJECT:                   APPROVAL OF CONTRACT FOR CITY MANAGER  
RECRUITMENT SERVICES**

**DATE:                     SEPTEMBER 17, 2024**

**PRESENTED BY:   MAYOR PRO TEM CALEB DICKINSON  
COUNCILMEMBER BARBARA HAMLINGTON  
INTERIM CITY MANAGER SAMMA FOX  
INTERIM DEPUTY CITY MANAGER MEREDYTH MUTH  
INTERIM HR DIRECTION ROBIN BROOKHART**

**SUMMARY:**

On August 6, the City Council authorized city staff to execute a Request For Proposal (RFP) to provide City Manager Recruitment Services to the City of Louisville. On August 8, the RFP was sent to various identified Executive Search Firms, was posted on the City's website, and was posted to BidNet.

The City received 17 proposals from the following Executive Search Firms:

- Baker Tilly
- Bob Murray & Associates
- Colin Baenzinger & Associates
- Comcentric
- CPS Consulting
- Government Professional Solutions
- Hire Love
- Integrated People Solutions
- Matchstick
- MGT Impact Solutions
- Mosaic Public Partners
- Prothman Company
- Raftelis
- Strategic Government Solutions
- Slavin Management Consultants
- Synergized HR
- Twice as Nice

Mayor Pro Tem Dickinson, Councilmember Hamlington, Interim Human Resources Director Robin Brookhart, Interim Deputy City Manager Meredyth Muth, and Interim City Manager Samma Fox (Working Group) reviewed and discussed the proposals. Among the factors the group considered were:

**SUBJECT: CITY MANAGER RECRUITMENT SERVICES CONTRACT****DATE: SEPTEMBER 17, 2024****PAGE 2 OF 3**

- Team Qualifications
- Costs
- Guarantees
- Experience and familiarity with cities of comparable size and Colorado
- Ability to attract a diverse pool of candidates
- Focus on EDI
- Interview Support
- Process for Understanding Louisville's Specific Needs

Each firm charges fees in a slightly different fashion but in the end, the overall total costs (without additional work outside the scope of the project) vary from a low of \$16,000 to a high of \$62,000. Cost was a consideration in the decision but was not the deciding factor in making a recommendation. Candidate guarantees are also common in the industry with most firms guaranteeing to repeat the recruitment should a candidate not stay in the position for a designated length of time which ranges from one to two years.

Four of the firms, Bob Murray, Colin Baenzinger, MGT, and Mosaic, were selected to move forward in the process and were contacted for virtual interviews. The interviews gave each firm time to present about their processes and highlight any unique options they use during a recruitment process. Each firm was also asked questions about their processes and experience.

Based on the proposals and interviews, the Working Group recommends the Council approve a contract with Bob Murray and Associates for City Manager Recruitment services.

**FISCAL IMPACT:**

The base cost for the project is \$34,000. Additional costs could be incurred if the City chooses to have the consultant make additional trips to Louisville or complete additional services.

The City will also need to budget for finalists to travel to Louisville for the interview process. Costs will depend on how many finalists are out-of-state and the distance they need to travel.

As this was not an expense included in the 2024 budget, a budget amendment will be required.

**RECOMMENDATION:**

Approve the contract to hire Bob Murray & Associates as the Executive Search Firm to conduct the search for the City Manager and allow the City Manager and City Attorney to approve any non-substantive changes needed prior to execution of the document.

**SUBJECT: CITY MANAGER RECRUITMENT SERVICES CONTRACT****DATE: SEPTEMBER 17, 2024****PAGE 3 OF 3****ATTACHMENT(S):**

1. Agreement
2. Bob Murray & Associates Proposal

**STRATEGIC PLAN IMPACT:**

|                          |                                                                                                                                       |                                     |                                                                                                                           |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> |  <b>Financial Stewardship &amp; Asset Management</b> | <input checked="" type="checkbox"/> |  <b>Reliable Core Services</b>           |
| <input type="checkbox"/> |  <b>Vibrant Economic Climate</b>                     | <input type="checkbox"/>            |  <b>Quality Programs &amp; Amenities</b> |
| <input type="checkbox"/> |  <b>Engaged Community</b>                            | <input type="checkbox"/>            |  <b>Healthy Workforce</b>                |
| <input type="checkbox"/> |  <b>Supportive Technology</b>                        | <input type="checkbox"/>            |  <b>Collaborative Regional Partner</b>   |

**AN AGREEMENT BY AND BETWEEN THE CITY OF LOUISVILLE  
AND \_\_\_\_\_  
FOR CONSULTING SERVICES**

**1.0 PARTIES**

This AGREEMENT FOR CONSULTING SERVICES (this "Agreement") is made and entered into this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_ (the "Effective Date"), by and between the **City of Louisville**, a Colorado home rule municipal corporation, hereinafter referred to as the "City", and \_\_\_\_\_ [Name of Contractor], a \_\_\_\_\_ [State of Formation and Type of Entity] hereinafter referred to as the "Consultant".

**2.0 RECITALS AND PURPOSE**

- 2.1 The City desires to engage the Consultant for the purpose of providing \_\_\_\_\_ services as further set forth in the Consultant's Scope of Services (which services are hereinafter referred to as the "Services").
- 2.2 The Consultant represents that it has the special expertise, qualifications and background necessary to complete the Services.

**3.0 SCOPE OF SERVICES**

The Consultant agrees to provide the City with the specific Services and to perform the specific tasks, duties and responsibilities set forth in Scope of Services attached hereto as Exhibit "A" and incorporated herein by reference.

**4.0 COMPENSATION**

- 4.1 The City shall pay the Consultant for services under this agreement a total not to exceed the amounts set forth in Exhibit "B" attached hereto and incorporated herein by this reference. [Further revise as needed to reflect whether contract is hourly of flat amount]. The City shall not pay mileage and other reimbursable expenses (such as meals, parking, travel expenses, necessary memberships, etc.), unless such expenses are (1) clearly set forth in the Scope of Services, and (2) necessary for performance of the Services ("Pre-Approved Expenses"). The foregoing amounts of compensation shall be inclusive of all costs of whatsoever nature associated with the Consultant's efforts, including but not limited to salaries, benefits, overhead, administration, profits, expenses, and outside consultant fees. The Scope of Services and payment therefor shall only be changed by a properly authorized amendment to this Agreement. No City employee has the authority to bind the City with regard to any payment for any services which exceeds the amount payable under the terms of this Agreement.

- 4.2 The Consultant shall submit monthly an invoice to the City for Services rendered and a detailed expense report for Pre-Approved Expenses incurred during the previous month. The invoice shall document the Services provided during the preceding month, identifying by work category and subcategory the work and tasks performed and such other information as may be required by the City. The Consultant shall provide such additional backup documentation as may be required by the City. The City shall pay the invoice within thirty (30) days of receipt unless the Services or the documentation therefor are unsatisfactory. Payments made after thirty (30) days may be assessed an interest charge of one percent (1%) per month unless the delay in payment resulted from unsatisfactory work or documentation therefor.

## **5.0 PROJECT REPRESENTATION**

- 5.1 The City designates \_\_\_\_\_ as the responsible City staff to provide direction to the Consultant during the conduct of the Services. The Consultant shall comply with the directions given by \_\_\_\_\_ and such person's designees.
- 5.2 The Consultant designates \_\_\_\_\_ as its project manager and as the principal in charge who shall be providing the Services under this Agreement. [The Services shall not be provided by persons other than \_\_\_\_\_.] [or] [Should any of the representatives be replaced, particularly \_\_\_\_\_, and such replacement require the City or the Consultant to undertake additional reevaluations, coordination, orientations, etc., the Consultant shall be fully responsible for all such additional costs and services.]

## **6.0 TERM**

- 6.1 The term of this Agreement shall be from the Effective Date to \_\_\_\_\_, 20\_\_\_\_, unless sooner terminated pursuant to Section 13, below. The Consultant's Services under this Agreement shall commence on [(the Effective Date) or (on another date desired by the City, after the Effective Date)] and Consultant shall proceed with diligence and promptness so that the Services are completed in a timely fashion consistent with the City's requirements.
- 6.2 Nothing in this Agreement is intended or shall be deemed or construed as creating any multiple-fiscal year direct or indirect debt or financial obligation on the part of the City within the meaning of Colorado Constitution Article X, Section 20 or any other constitutional or statutory provision. All financial obligations of the City under this Agreement are subject to annual budgeting and appropriation by the Louisville City Council, in its sole discretion. Notwithstanding anything in this Agreement to the contrary, in the event of non-appropriation, this Agreement shall terminate effective December 31 of the then-current fiscal year.

## **7.0 INSURANCE**

- 7.1 The Consultant agrees to procure and maintain, at its own cost, the policies of insurance set forth in Subsections 7.1.1 through 7.1.4. The Consultant shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to this Agreement by reason of its failure to procure or maintain insurance, or by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types. The coverages required below shall be procured and maintained with forms and insurers acceptable to the City. All coverages shall be continuously maintained from the date of commencement of services hereunder. The required coverages are:
- 7.1.1 Workers' Compensation insurance as required by the Labor Code of the State of Colorado and Employers Liability Insurance. Evidence of qualified self-insured status may be substituted.
  - 7.1.2 General Liability insurance with minimum combined single limits of ONE MILLION DOLLARS (\$1,000,000) each occurrence and TWO MILLION DOLLARS (\$2,000,000) aggregate. The policy shall include the City of Louisville, its officers and its employees, as additional insureds, with primary coverage as respects the City of Louisville, its officers and its employees, and shall contain a severability of interests provision.
  - 7.1.3 Comprehensive Automobile Liability insurance with minimum combined single limits for bodily injury and property damage of not less than FOUR HUNDRED THOUSAND DOLLARS (\$400,000) per person in any one occurrence and ONE MILLION DOLLARS (\$1,000,000) for two or more persons in any one occurrence, and auto property damage insurance of at least FIFTY THOUSAND DOLLARS (\$50,000) per occurrence, with respect to each of Consultant's owned, hired or non-owned vehicles assigned to or used in performance of the services. The policy shall contain a severability of interests provision. If the Consultant has no owned automobiles, the requirements of this paragraph shall be met by each employee of the Consultant providing services to the City of Louisville under this Agreement.
  - 7.1.4 Professional Liability coverage with minimum combined single limits of ONE MILLION DOLLARS (\$1,000,000) each occurrence and ONE MILLION DOLLARS (\$1,000,000) aggregate.
- 7.2 The Consultant's general liability insurance, automobile liability and physical damage insurance, and professional liability insurance shall be endorsed to include the City, and its elected and appointed officers and employees, as additional insureds, unless the City in its sole discretion waives such requirement. Every policy required above shall be primary insurance, and any insurance carried by the City, its officers, or its employees, shall be excess and not contributory

insurance to that provided by the Consultant. Such policies shall contain a severability of interests provision. The Consultant shall be solely responsible for any deductible losses under each of the policies required above.

- 7.3 Certificates of insurance shall be provided by the Consultant as evidence that policies providing the required coverages, conditions, and minimum limits are in full force and effect, and shall be subject to review and approval by the City. No required coverage shall be cancelled, terminated or materially changed until at least 30 days' prior written notice has been given to the City. The City reserves the right to request and receive a certified copy of any policy and any endorsement thereto.
- 7.4 Failure on the part of the Consultant to procure or maintain policies providing the required coverages, conditions, and minimum limits shall constitute a material breach of contract upon which the City may immediately terminate this Agreement, or at its discretion may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by the City shall be repaid by Consultant to the City upon demand, or the City may offset the cost of the premiums against any monies due to Consultant from the City.
- 7.5 The parties understand and agree that the City is relying on, and does not waive or intend to waive by any provision of this Agreement, the monetary limitations or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, § 24-10-101 et seq., C.R.S., as from time to time amended, or otherwise available to the City, its officers, or its employees.

## **8.0 INDEMNIFICATION**

To the fullest extent permitted by law, the Consultant agrees to indemnify and hold harmless the City, and its elected and appointed officers and its employees, from and against all liability, claims, and demands, on account of any injury, loss, or damage, which arise out of or are connected with the services hereunder, if and to the extent such injury, loss, or damage is caused by the negligent act, omission, or other fault of the Consultant or any subcontractor of the Consultant, or any officer, employee, or agent of the Consultant or any subcontractor, or any other person for whom Consultant is responsible. The Consultant shall investigate, handle, respond to, and provide defense for and defend against any such liability, claims, and demands. The Consultant shall further bear all other costs and expenses incurred by the City or Consultant and related to any such liability, claims and demands, including but not limited to court costs, expert witness fees and attorneys' fees if the court determines that these incurred costs and expenses are related to such negligent acts, errors, and omissions or other fault of the Consultant. The City shall be entitled to its costs and attorneys' fees incurred in any action to enforce the provisions of this Section 8.0. The Consultant's indemnification obligation shall not be

construed to extend to any injury, loss, or damage which is caused by the act, omission, or other fault of the City.

## **9.0 QUALITY OF WORK**

Consultant's professional services shall be in accordance with the prevailing standard of practice normally exercised in the performance of services of a similar nature in the Denver metropolitan area.

## **10.0 INDEPENDENT CONTRACTOR**

It is the expressed intent of the parties that the Consultant is an independent contractor and not the agent, employee or servant of the City, and that:

- 10.1. Consultant shall satisfy all tax and other governmentally imposed responsibilities including but not limited to, payment of state, federal, and social security taxes, unemployment taxes, worker's compensation and self-employment taxes. No state, federal or local taxes of any kind shall be withheld or paid by the City.
- 10.2. **Consultant is not entitled to worker's compensation benefits except as may be provided by the Consultant nor to unemployment insurance benefits unless unemployment compensation coverage is provided by the Consultant or some entity other than the City.**
- 10.3. Consultant does not have the authority to act for the City, or to bind the City in any respect whatsoever, or to incur any debts or liabilities in the name of or on behalf of the City.
- 10.4. Consultant has and retains control of and supervision over the performance of Consultant's obligations hereunder and control over any persons employed by Consultant for performing the Services hereunder.
- 10.5. The City will not provide training or instruction to Consultant or any of its employees regarding the performance of the Services hereunder.
- 10.6. Neither the Consultant nor any of its officers or employees will receive benefits of any type from the City.
- 10.7. Consultant represents that it is engaged in providing similar services to other clients and/or the general public and is not required to work exclusively for the City.
- 10.8. All Services are to be performed solely at the risk of Consultant and Consultant shall take all precautions necessary for the proper and sole performance thereof.

- 10.9. Consultant will not combine its business operations in any way with the City's business operations and each party shall maintain their operations as separate and distinct.

## **11.0 ASSIGNMENT**

Except as provided in section 22.0 hereof, Consultant shall not assign or delegate this Agreement or any portion thereof, or any monies due or to become due hereunder without the City's prior written consent.

## **12.0 DEFAULT**

Each and every term and condition hereof shall be deemed to be a material element of this Agreement. In the event either party should fail or refuse to perform according to the terms of this Agreement, such party may be declared in default.

## **13.0 TERMINATION**

- 13.1 This Agreement may be terminated by either party for material breach or default of this Agreement by the other party not caused by any action or omission of the other party by giving the other party written notice at least thirty (30) days in advance of the termination date. Termination pursuant to this subsection shall not prevent either party from exercising any other legal remedies which may be available to it.

- 13.2 In addition to the foregoing, this Agreement may be terminated by the City for its convenience and without cause of any nature by giving written notice at least fifteen (15) days in advance of the termination date. In the event of such termination, the Consultant will be paid for the reasonable value of the services rendered to the date of termination, not to exceed a pro-rated daily rate, for the services rendered to the date of termination, and upon such payment, all obligations of the City to the Consultant under this Agreement will cease. Termination pursuant to this subsection shall not prevent either party from exercising any other legal remedies which may be available to it.

## **14.0 INSPECTION AND AUDIT**

The City and its duly authorized representatives shall have access to any books, documents, papers, and records of the Consultant that are related to this Agreement for the purpose of making audits, examinations, excerpts, and transcriptions.

## **15.0 DOCUMENTS**

All computer input and output, analyses, plans, documents photographic images, tests, maps, surveys, electronic files and written material of any kind generated in the

performance of this Agreement or developed for the City in performance of the Services are and shall remain the sole and exclusive property of the City. All such materials shall be promptly provided to the City upon request therefor and at the time of termination of this Agreement, without further charge or expense to the City. Consultant shall not provide copies of any such material to any other party without the prior written consent of the City.

## **16.0 ENFORCEMENT**

- 16.1 In the event that suit is brought upon this Agreement to enforce its terms, the prevailing party shall be entitled to its reasonable attorneys' fees and related court costs.
- 16.2 This Agreement shall be deemed entered into in Boulder County, Colorado, and shall be governed by and interpreted under the laws of the State of Colorado. Any action arising out of, in connection with, or relating to this Agreement shall be filed in the District Court of Boulder County of the State of Colorado, and in no other court. Consultant hereby waives its right to challenge the personal jurisdiction of the District Court of Boulder County of the State of Colorado over it.

## **17.0 COMPLIANCE WITH LAWS**

- 17.1 Consultant shall be solely responsible for compliance with all applicable federal, state, and local laws, including the ordinances, resolutions, rules, and regulations of the City; for payment of all applicable taxes; and obtaining and keeping in force all applicable permits and approvals.
- 17.2 Consultant acknowledges that the City of Louisville Code of Ethics provides that independent contractors who perform official actions on behalf of the City which involve the use of discretionary authority shall not receive any gifts seeking to influence their official actions on behalf of the City, and that City officers and employees similarly shall not receive such gifts. Consultant agrees to abide by the gift restrictions of the City's Code of Ethics.

## **18.0 INTEGRATION AND AMENDMENT**

This Agreement represents the entire Agreement between the parties and there are no oral or collateral agreements or understandings. This Agreement may be amended only by an instrument in writing signed by the parties.

## **19.0 NOTICES**

All notices required or permitted under this Agreement shall be in writing and shall be given by hand delivery, by United States first class mail, postage prepaid, registered or certified, return receipt requested, by national overnight carrier, or by facsimile transmission, addressed to the party for whom it is intended at the following address:

If to the City:

City of Louisville  
Attn: City Manager  
749 Main Street  
Louisville, Colorado 80027  
Telephone: (303) 335-4533  
Fax: (303) 335-4550

If to the Consultant:

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Any such notice or other communication shall be effective when received as indicated on the delivery receipt, if by hand delivery or overnight carrier; on the United States mail return receipt, if by United States mail; or on facsimile transmission receipt. Either party may by similar notice given, change the address to which future notices or other communications shall be sent.

## **20.0 EQUAL OPPORTUNITY EMPLOYER**

- 20.1 Consultant will not discriminate against any employee or applicant for employment because of race, color, religion, age, sex, disability or national origin. Consultant will take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, color, religion, age, sex, disability, or national origin. Such action shall include but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Consultant agrees to post in conspicuous places, available to employees and applicants for employment, notice to be provided by an agency of the federal government, setting forth the provisions of the Equal Opportunity Laws.
- 20.2 Consultant shall be in compliance with the applicable provisions of the American with Disabilities Act of 1990 as enacted and from time to time amended and any other applicable federal, state, or local laws and regulations. A signed, written certificate stating compliance with the Americans with Disabilities Act may be requested at any time during the life of this Agreement or any renewal thereof.

## **21.0 NO THIRD PARTY BENEFICIARIES**

It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, shall be strictly reserved to City and Consultant, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other third party on such Agreement. It is the express intention of the parties that any person other than City or Consultant receiving services or benefits under this Agreement shall be deemed to be an incidental beneficiary only.

## **22.0 SUBCONTRACTORS**

Consultant may utilize subcontractors identified in its qualifications submittal to assist with non-specialized works as necessary to complete projects. Consultant will submit any proposed subcontractor and the description of its services to the City for approval. The City will not work directly with subcontractors.

## **23.0 AUTHORITY TO BIND**

Each of the persons signing below on behalf of any party hereby represents and warrants that such person is signing with full and complete authority to bind the party on whose behalf of whom such person is signing, to each and every term of this Agreement.

In witness whereof, the parties have executed this Agreement to be effective on the date first above written.

CITY OF LOUISVILLE,  
a Colorado Municipal Corporation

By: \_\_\_\_\_  
Christopher M. Leh, Mayor

Attest: \_\_\_\_\_  
Meredyth Muth, City Clerk

CONSULTANT:

\_\_\_\_\_

By: \_\_\_\_\_  
Title: \_\_\_\_\_

## **Exhibit A – Scope of Services**

**[Insert Scope of Service(s)]**

## **EXHIBIT B**

**{Insert Consultant Service Pricing}**



**A Proposal to Conduct an Executive Recruitment**  
**for the Position of**  
**CITY MANAGER**  
**on behalf of the**



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

August 15, 2024

Mayor Chris Leh &  
Members of the City Council  
City of Louisville  
749 Main Street  
Louisville, CO 80027

**Submitted via email to: [muthm@louisvilleco.gov](mailto:muthm@louisvilleco.gov)**

Dear Mayor Leh & Members of the City Council:

Bob Murray & Associates is pleased to submit a proposal to conduct the City Manager recruitment for the City of Louisville. The following details our qualifications and describes our systematic—yet flexible—method of identifying, recruiting, and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, and guarantee.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments, non-profit agencies, and private firms by capitalizing on our decades of experience and vast network of contacts. As a minority and woman owned firm, Bob Murray & Associates' places diversity, equity, and inclusion at the forefront of each recruitment. We recognize the importance of meeting each client's unique recruitment needs and building a plan together to establish success. Our expertise ensures that the candidates we present to the City of Louisville will match the criteria you have established, be a positive addition to your organization, and be outstanding in their field.

Bob Murray & Associates recognizes that we work at the pleasure of the City Council and our job is to facilitate the Council in finding the City of Louisville's next City Manager. Our best practice is to establish a strong partnership with the Council, to ensure the placement of a City Manager who is ideally suited to its needs. In developing this collaborative approach, we will seek the opportunity to meet with the Council individually to discuss their expectations for the City of Louisville's new City Manager. The feedback received from Council will be essential in providing guidance when recruiting and screening candidates for the position.

Current and recent City Manager recruitments we have completed similar in size and scope to your upcoming search include the following:

**2024**

Murrieta, CA (City Manager) – *Current*  
Aliso Viejo, CA (City Manager) – *Current*  
Hayward, CA (City Manager) – *Current*  
Manhattan Beach, CA (City Manager) – *Current*  
Emeryville, CA (City Manager) – *Current*  
Reno, NV (City Manager) – *Current*  
Clovis, CA (City Manager) - *Current*  
Clayton, CA (City Manager)

Vancouver, WA (City Manager)  
Orinda, CA (City Manager)  
Pinole, CA (City Manager)  
Novato, CA (City Manager)  
Saratoga, CA (City Manager)  
Sparks, NV (City Manager)  
Salinas, CA (City Manager)  
Pacific Grove, CA (City Manager)  
Marin County, CA (County Administrator)

### 2023

Auburn, CA (City Manager)  
Desert Hot Springs, CA (City Manager)  
Downey, CA (City Manager)  
Merced, CA (City Manager)  
Moraga, CA (Town Manager)  
Pacific Grove, CA (Interim City Manager)  
Piedmont, CA (City Administrator)  
Rio Vista, CA (City Manager)  
San Bruno, CA (City Manager)  
San Marino, CA (City Manager)  
San Rafael, CA (City Manager)  
San Ramon, CA (City Manager)  
Santa Clara, CA (City Manager)

South Gate, CA (City Manager)  
Ventura, CA (City Manager)  
Winters, CA (City Manager)  
Yountville, CA (Town Manager)

### 2022

Calistoga, CA (City Manager)  
Livermore, CA (City Manager)  
Placer County, CA (County Executive Officer)  
Rohnert Park, CA (City Manager)  
St. Helena, CA (City Manager)  
Sonoma County, CA (County Administrator)  
Yolo County, CA (County Administrator)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Valerie Gaeta Phillips, Gary Phillips, or Yasmin Beers, who are highly experienced in guiding elected bodies through the decision-making process and would not only direct and supervise the project team from beginning to end but also serve as your Recruiter.

To learn first-hand of the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 13 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 with any questions.

Sincerely,



Valerie Gaeta Phillips  
President, Bob Murray & Associates

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## **THE RECRUITMENT PROCESS**

Bob Murray & Associates' recruiters are specialists in finding positive placements and providing security and fairness to candidates and clients while ensuring the integrity of the search process. We understand that superlative recruiting for the City Manager will lead to superlative results for the City of Louisville. Outlined below are the steps in our proven recruitment process, refined through our 30+ years of experience in executive search.

### **STEP 1 DEVELOP THE CANDIDATE PROFILE**

Our understanding of the City of Louisville's needs will be key to a successful search. Valerie Gaeta Phillips, Gary Phillips, or Yasmin Beers will meet with the City Council and key stakeholders to learn as much as possible about the ideal candidate for the City Manager position. We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the City of Louisville.

Your recruiter will review and help define the City's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the City to identify expectations regarding education and experience. The City Council and Ms. Gaeta Phillips, Mr. Phillips, or Ms. Beers will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

#### *Optional Service: Community and Staff Involvement*

We find that many of our clients value a recruitment process that opens the opportunity for community members, business leaders, organization representatives, and employees to provide input regarding the ideal candidate. Our recruiters are skilled in designing and facilitating forums, town hall meetings, and online surveys that allow equitable involvement from a variety of constituencies and in consolidating feedback into a cohesive narrative of common themes.

If the City of Louisville so desires, we will work with the City Council to create a customized community and/or staff input process.

### **STEP 2 DESIGN / DISTRIBUTE BROCHURE AND ADVERTISEMENTS**

Your recruiter and your dedicated Recruitment Coordinator will use the candidate profile developed with the City of Louisville to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the City of Louisville that you feel best represent your organization and your community.

Upon your approval, your recruiter will send the brochure by postal mail and email to a targeted audience, personally inviting potential candidates to apply for the City Manager position. We will also place the recruitment brochure on our website, which attracts over 11,000 unique hits weekly

and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Your recruiter will also design an effective advertising campaign appropriate for the City Manager recruitment. Our broadest outreach comes through our active social media involvement on Facebook, LinkedIn, and Twitter, where upcoming and current positions are posted. Sources such as *Western City Magazine*, PublicCEO, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the City Manager field.

Suggested City Manager-specific advertising sources for the City of Louisville's search include:

- ICMA Newsletter
- Colorado City & County Management Association
- National League of Cities
- Colorado Municipal League

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

#### *Reaching Diverse Candidates*

Bob Murray & Associates, a woman- and minority-owned business, is proud of its commitment to attracting and placing diverse candidates. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women's Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Ms. Gaeta Phillips, Mr. Phillips, or Ms. Beers will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the City of Louisville, to maximize the potential for individuals from a wide variety of backgrounds, cultures, physical abilities, life experiences, and gender to be considered for the City Manager position.

### **STEP 3 RECRUIT CANDIDATES**

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through over 1,400 successful placements, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the City Manager recruitment.

#### **STEP 4 SCREEN CANDIDATES**

Following the closing date for the recruitment, Ms. Gaeta Phillips, Mr. Phillips, or Ms. Beers will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and Ms. Gaeta Phillips, Mr. Phillips, or Ms. Beers will discuss with the City Council how the City of Louisville wishes to proceed with these candidates.

#### **STEP 5 CONDUCT PRELIMINARY INTERVIEWS**

Ms. Gaeta Phillips, Mr. Phillips, or Ms. Beers will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Zoom or other convenient videoconferencing applications.

#### **STEP 6 SEARCH PUBLIC RECORDS**

Under the direction of Ms. Gaeta Phillips, Mr. Phillips, or Ms. Beers, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert Ms. Gaeta Phillips, Mr. Phillips, or Ms. Beers to any further detailed inquiries we may need to make before our recommendations are finalized.

#### **STEP 7 MAKE RECOMMENDATIONS**

Based on our findings during the preliminary interview process, your recruiter will recommend a limited number of candidates for your further consideration. Your recruiter will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of those to be considered will be up to you.

We typically recommend 6-8 candidates that we feel will best match your expectations, and we prepare a detailed written report on each candidate. This bound report provided to each member of the decision-making body includes:

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- Summary of experience and education for each Recommended Finalist candidate
- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

## **STEP 8 FACILITATE 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 work with the City of Louisville to craft and implement an interview approach that fits your needs. This may include individual and panel interviews by the City Council and key stakeholders, community/employee interview panels, writing and presentation samples, meet-and-greets, or another specialized process element Ms. Gaeta Phillips, Mr. Phillips, or Ms. Beers helps the City of Louisville to design.

Your recruiter will be present on-site during the interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided to each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews. Our goal is to ensure that each candidate has a very positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

## **STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS**

Your recruiter and your Recruitment Coordinator will conduct detailed reference checks for up to three (3) final candidates. 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. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

## **STEP 10 ASSIST IN NEGOTIATIONS**

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Your recruiter knows what other organizations have done to put deals together with great candidates and what the current market is like for City Manager positions in organizations like the City of Louisville's. Your recruiter will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome,

we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

## **COMPLETE ADMINISTRATIVE ASSISTANCE**

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the City of Louisville, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from your recruiter on behalf of the City of Louisville.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Ms. Gaeta Phillips, Mr. Phillips, or Ms. Beers will be available to the City of Louisville by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

## COSTS AND GUARANTEE

### PROFESSIONAL FEE AND EXPENSES

The fixed, flat professional services fee for conducting the City Manager recruitment on behalf of the City of Louisville is \$25,000. Services provided for in this fee consist of all steps outlined in this proposal, including two (2) meetings on site. The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the City of Louisville. Therefore, Ms. Gaeta Phillips, Mr. Phillips, or Ms. Beers will contact the City at the first anniversary of the placement to confirm an effective transition has occurred.

The City of Louisville will also be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$9,000. Reimbursable expenses include (but are not limited to) such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit 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. *In no instance will expenses exceed this estimate without prior approval from the City of Louisville.*

Expense reimbursement for candidate travel related to on-site interviews will be the responsibility of the City of Louisville.

| Professional Fees and Reimbursable Expenses                                                                                                                                                                                                                                                  |                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Professional Services (Fixed Flat Fee)</b>                                                                                                                                                                                                                                                | \$25,000        |
| <b>Reimbursable Expenses</b><br><i>Example costs and approximate amounts include:</i><br>Brochure Design and Printing (\$1,275)<br>Advertising (\$2,700)<br>Background Checks – 3 candidates (\$650)<br>Consultant Travel (\$3,500)<br>Other expenses – supplies, shipping, clerical (\$875) | \$9,000         |
| <b>Not-to-Exceed Total</b>                                                                                                                                                                                                                                                                   | <b>\$34,000</b> |

#### Optional Services

- Community/Staff Input Forum: \$1,500/day, plus travel expenses
- Online survey: \$1,000 (Surveys include formatting questions and preparing survey link. Services do not include summaries or analysis of data.)
- Additional on-site meeting days: \$1,500/day, plus travel expenses
- Additional background checks: \$250/candidate
- Additional reference checks: \$500/candidate
- Additional hires: \$9,000/candidate
- Other services: \$250/hour or \$1,500/day

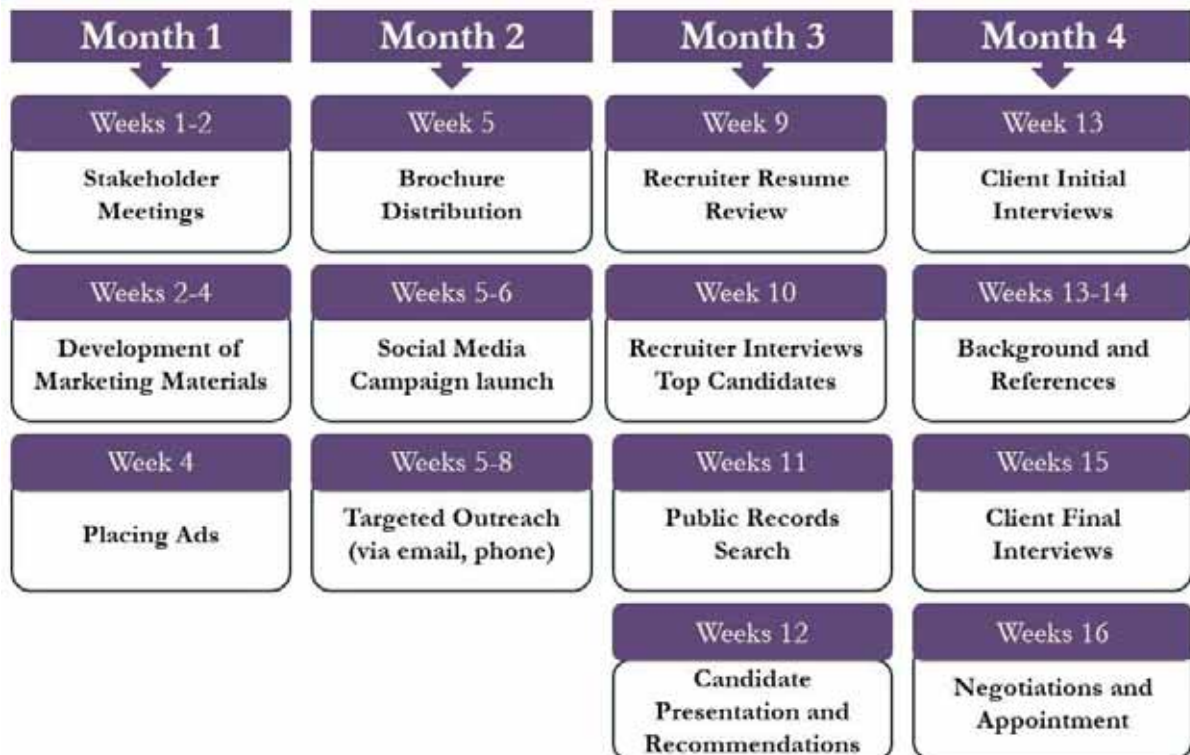
## **GUARANTEE**

Should a candidate recommended by our firm position resign or be terminated within the first 12 months of employment, we will provide the City of Louisville with professional services to secure a replacement. Services will be provided at no cost, aside from expenses incurred on the City of Louisville's behalf during the new search. We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision of our proposal.

## **RECRUITMENT SCHEDULE**

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with City of Louisville. A typical timeline of tasks and events is included here for reference.



## FIRM PROFILE

### *OUR STAFF*

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of thirteen (13):

- Bob Murray, *Founder*
- Valerie Gaeta Phillips, *President*
- Gary Phillips, *Executive Vice President*
- Joel Bryden, *Vice President*
- Yasmin Beers, *Senior Executive Recruiter*
- Adele Fresé, *Senior Executive Recruiter*
- Stacy Stevenson, *Senior Executive Recruiter*
- Jon Lewis, *Executive Recruiter*
- Stephanie Dietz, *Executive Recruiter*
- Alexandria Kopack, *Recruitment and Operations Manager*
- Kathy Lolas, *Senior Recruitment Coordinator*
- Grace Marshall, *Senior Recruitment Coordinator*
- Steph Souza, *Assistant Recruitment Coordinator*

Please see your lead recruiter's biography below:

### **VALERIE GAETA PHILLIPS, PRESIDENT AND RECRUITER**

Ms. Gaeta Phillips has over 18 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Since joining Bob Murray & Associates, Valerie has completed over 160 searches in a diverse range of fields, including city and general management, planning, finance, human resources, transportation, communication and public relations, community and economic development, information technology, parks and recreation, and operations. She has recruited at all levels of municipal and non-profit organizations, from technicians and engineers to Executive Directors and Chief Executive Officers.

Valerie 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; she is also active in a variety of industry organizations and in diversity-focused associations. Valerie is called upon often to serve as an expert speaker on topics such as managing one's online reputation, diversity issues in municipal and non-profit leadership, and how to identify a positive placement for the organizational culture.

Ms. Gaeta Phillips, along with Executive Vice President Gary Phillips, has a passion for helping people, evidenced by fundraising, sponsorship, and involvement in raising awareness for organizations such as Autism Speaks, the UC Davis M.I.N.D. Institute, and the Northern California Special Olympics.

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

Since joining Bob Murray & Associates, Mr. Phillips has completed over 125 searches for executives and professionals in a wide variety of fields including animal services, city and general management, planning, legal counsel, cyber security, and human resources. Gary's clients have ranged from municipal government to non-profit and private sector organizations, and he has sourced outstanding candidates for positions from the level of division managers up to City Managers, Executive Directors, and General Managers.

Gary started his career with a New York-based Fortune 100 company and quickly became a Senior Manager, building and running a large customer service organization that eventually expanded to 13 countries in Europe. He proceeded to hold senior leadership positions in several Fortune 500 companies, with noted successes such as building an organization from two to 250 employees worldwide and growing a company from 800 to 1200 employees.

As part of an executive acquisition and recruiting team, Gary helped build a start-up enterprise software company in San Francisco, recruiting top-notch talent and building a world-class organization. He has maintained customer relationships in the public sector and the private sector, including medical and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips, along with Ms. Gaeta-Phillips, is involved in his community as a soccer coach, as an organizer of fundraisers for Autism Speaks and the UC Davis M.I.N.D. Institute, and as a sponsor of the Northern California Special Olympics. Mr. Phillips received his Associate of Science degree and completed additional coursework at Rochester Institute of Technology, NY.

### **YASMIN BEERS, SENIOR EXECUTIVE RECRUITER**

Yasmin Beers brings over 33 years of municipal government experience to Bob Murray and Associates. Yasmin retired as the City Manager for Glendale with a population of over 200,000. She served as Chief Executive Officer overseeing close to 2,000 employees serving in Police, Fire, Public Works, Parks, Community Development, Library Arts & Culture, Innovation Performance & Audit, and Water & Power to name a few.

Yasmin's three decades of experience in public service brings extensive background in public sector finance, human resources management, contract negotiations, strategic planning & organizational leadership, policy development, emergency response & planning, team building and performance improvement. Throughout her career, Yasmin has had a great deal of experience in recruiting, selecting and hiring employees for executive and management level positions with a focus on the organizational needs and culture.

Yasmin currently serves on the Glendale Adventist Medical Center's Civic Advisory Board and the Advisory Board for Village Christian School. Yasmin is a past member of Soroptimist International of Glendale where she served as President in 1999/2000. She is a past board member of Glendale Healthy Kids, Salvation Army and the American Red Cross. In 2011 the Glendale Chamber of Commerce recognized Yasmin as Woman of the Year; in 2013 she was the recipient of The Armenian American Woman of Excellence Award; in 2014 Yasmin was recognized by the Glendale Educational Foundation for her distinguished service and

philanthropic efforts; in 2015, YWCA awarded Yasmin with the Heart & Excellence Award; in 2017, she was recognized by Business Life Magazine as a Women Achiever; and in 2018 the California State Senate recognized Yasmin as one of the Woman of the Year, each a tribute to her core values that represent her civic responsibilities, volunteerism and community service.

Yasmin has a Bachelor of Arts degree in Political Science from California State University, Northridge and a Master's degree in Organizational Leadership from Woodbury University.

## ***CORPORATION***

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates  
1544 Eureka Road, Ste. 280  
Roseville, CA 95661  
(916) 784-9080  
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

## ***PROFESSIONAL ASSOCIATIONS***

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like City of Louisville:

- California Special Districts Association
- California City Management Foundation (CCMF)
- Engaging Local Government Leaders (ELGL)
- International City/County Management Association (ICMA)
- International Network of Asian Public Administrators (I-NAPA)
- League of California Cities
- League of Women in Government
- Municipal Management Association of Northern California (MMANC)
- Municipal Management Association of Southern California (MMASC)
- National Forum for Black Public Administrators (NFBPA)

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues.

Recent and upcoming speaking engagements and trainings provided by our staff include:

- “Role of the Chief” class, annually presented by Jon Lewis on behalf of the California Police Chiefs Association;
- MMANC and MMASC annual mock interviews;
- Annual League of California Cities Booth; and
- Annual League of California Cities City Manager’s Conference (City Manager hosted event).

## REFERENCES

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

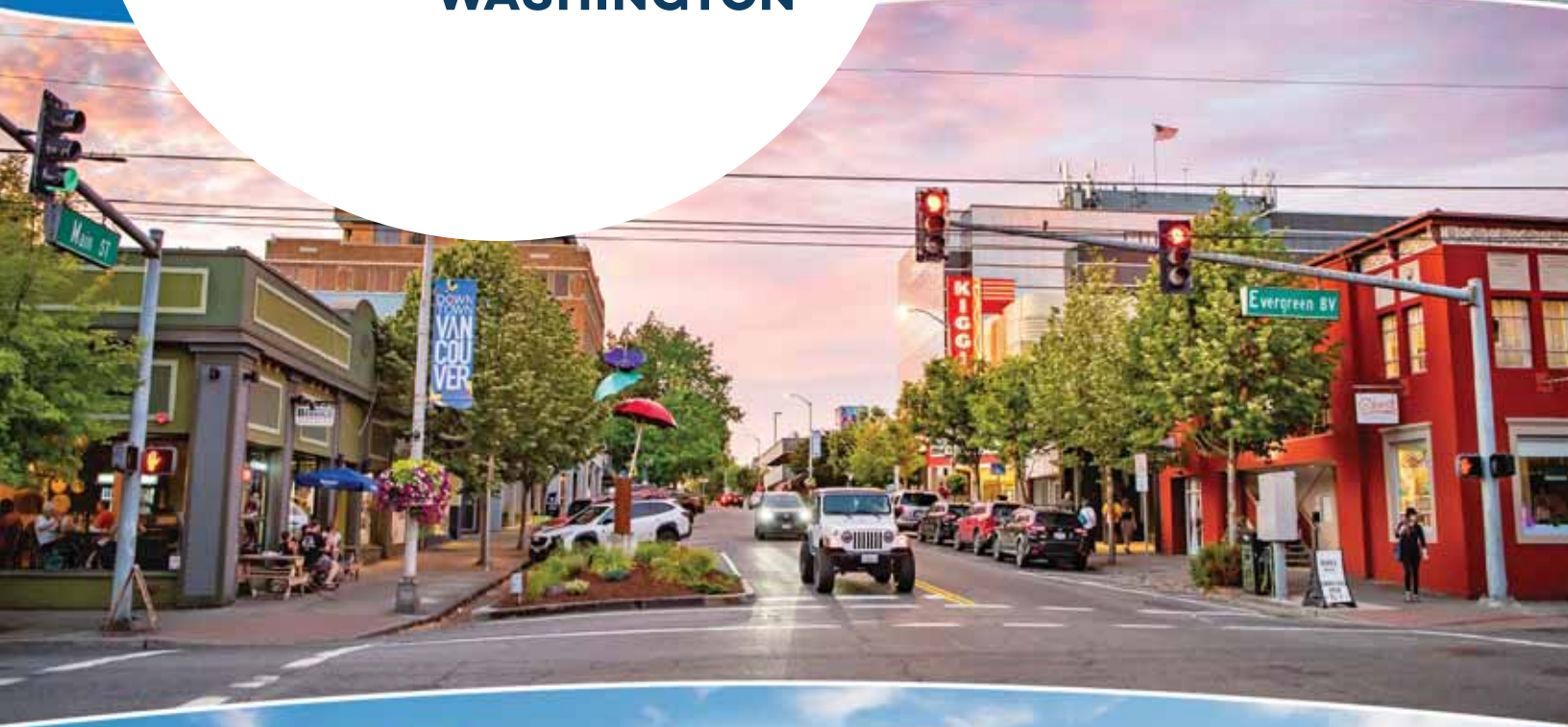
|                   |                                                                           |
|-------------------|---------------------------------------------------------------------------|
| <b>CLIENT:</b>    | City of Ventura, CA                                                       |
| <b>POSITION:</b>  | City Manager                                                              |
| <b>REFERENCE:</b> | Ms. Danielle Keys, Human Resources Director<br>(805) 654-7852             |
| <b>CLIENT:</b>    | City of Sparks, NV                                                        |
| <b>POSITION:</b>  | City Manager                                                              |
| <b>REFERENCE:</b> | Mr. Chris Crawforth, Interim City Manager/Police Chief<br>(775) 3842-2063 |
| <b>CLIENT:</b>    | City of Santa Clara, CA                                                   |
| <b>POSITION:</b>  | City Manager                                                              |
| <b>REFERENCE:</b> | Ms. Aracely Azevedo, Director of Human Resources<br>(408) 615-2161        |
| <b>CLIENT:</b>    | City of Vancouver, WA                                                     |
| <b>POSITION:</b>  | City Manager                                                              |
| <b>REFERENCE:</b> | Ms. Anne McEnerny-Ogle, Mayor<br>(360) 487-8629                           |

***We appreciate the City of Louisville's consideration of our proposal and look forward to working with you.***





CITY OF  
**Vancouver**  
WASHINGTON



**CITY  
MANAGER**





Click on the image below to learn about  
what Vancouver has to offer...



# The Community

Vancouver is situated on the north bank of the Columbia River directly across from Portland, Oregon. The Pacific Coast is less than 90 miles to the west and the Cascade Mountain Range rises on the east. Mount St. Helens National Volcanic Monument and Mt. Hood are less than two hours away while the spectacular Columbia River Gorge National Scenic Area lies 30 minutes to the east. Home to indigenous tribes for millennia prior to European settlement, Vancouver is one of the oldest cities in the northwest with a rich history that precedes Washington statehood. Its heritage includes Hudson's Bay Company, US military history, the Kaiser Shipyards of WWII, and significant growth since the late 20th century - all major contributions to the cultural and economic fabric of the city of today. The Fort Vancouver National Historic Reserve, a national park, is adjacent to downtown and honors the rich history and heritage of the city. The Columbia River is a central feature of the region as it connects and sustains the community. Vancouver combines the excitement of a major metropolitan area with a welcoming atmosphere and abundant recreational opportunities.

A vibrant, growing city, Vancouver has an incorporated population of 200,000, a direct service population of nearly 300,000 (utilities and fire/EMS), and an urban growth area population of nearly 400,000. The city is in a sustained period of significant growth and urbanization, adding more than 30,000 new residents in the last 10 years. This growth has brought within it a vibrant diversity that is quickly evolving the community's tapestry of cultures and identity. A language other than English is spoken at home in 20% of households – predominantly Spanish - and there are 100 languages spoken by students in the Vancouver School District and in communities throughout the city. New community-based organizations, cultural events and partnerships are continuously emerging and evolving to reflect Vancouver's evolution.

There are multiple urban center developments planned or underway across the city, such as the Fourth Plain Corridor, where the city has committed significant ARPA and transportation funds; The Waterfront Vancouver; the city-led Heights District redevelopment project; the Vancouver Innovation Center; and the Riverview Gateway District, which includes the HQ redevelopment and Columbia Palisades mixed use centers. Additional significant district development and redevelopment is occurring or planned to occur throughout the city.

The current pipeline of development projects could add as many as 30,000 more residents and more than 10,000 new jobs in the next 6-10 years. This growth is expected to continue to cement Vancouver's emerging identity as a leading community in the greater metropolitan area. Other economic drivers in the community include industries such as healthcare and education (with Washington State University – Vancouver and Clark College campuses) as well as headquarters and traded sector businesses such as Banfield Pet Hospital headquarters, HP Inc., ZoomInfo, Papa Murphy's Pizza, and significant silicon-based technology and biotech industry clusters that include Shin Etsu Handotai America and AbSci.

**Click to learn about:**

[Vancouver's Awards and Recognition](#)



# The Organization

The City of Vancouver operates as a first-class charter city under a Council-Manager form of government. The City Council is comprised of seven members including the Mayor, all of whom are elected at large. Under the city Charter, the Mayor serves as the presiding officer of the Council and the ceremonial head of the city and members of Council serve as policy makers with no regular administrative duties. The City Council adopts a vision for the community, appoints the City Manager, sets policy direction and adopts a biennial budget. The City Manager advises Council on vision and policy, develops a recommended biennial budget and leads the city organization to carry out policy direction in support of achieving the community vision and policies of the Council.

Vancouver is a full-service city, providing high quality direct services to incorporated (full service) and unincorporated (sewer, water, fire & EMS) areas. Services are provided by more than 1,300 full time employees and hundreds of seasonal employees who are committed to providing services aligned with the city's values. The city has a 2023-24 general fund of \$566 million and a total biennial budget of \$2 billion, including a \$362 million capital budget. The city is fiscally sound with a AA credit rating, carries a very low debt burden, and maintains reasonable budget reserves. Vancouver is a leader in innovation and results oriented services in the region and has become known for transformative approaches to affordable housing, transportation planning, urban redevelopment, addressing homelessness, and evolving community expectations related to policing and public safety.

After 17 years of service with the city – 14 as City Manager - the current City Manager is retiring from public employment. The organization is remarkably stable due to the departing City Manager's long tenure of leadership, and has an organizational structure that includes a leadership core of two Deputy City Managers and 14 department directors that collaborate on organizational direction and strategy in alignment with policy direction from the Council. Most department directors were appointed to their roles within the last 3 years, suggesting a prospective period of stability in these key senior leadership positions.

All members of the city organization are committed and aligned to build a city of the future along the Columbia River through a shared commitment to equity, stewardship, resilience, and community safety. In doing so, all employees embrace the practice of the city's organization values of being **collaborative, innovative, compassionate, empowered, and inclusive**.



# The Position

The City Manager is appointed by City Council and is the head of the administrative branch of the city government, responsible for the proper administration of all affairs of the city and for leading and managing the city organization in support of achieving community vision and Council goals. Pursuant to city Charter, the City Manager has the power and is required to:

- » prepare and submit to the City Council a recommended biennial budget, and be responsible for its administration upon adoption;
- » prepare and submit to the City Council as of the end of the fiscal year a complete report on the finances and administrative activities of the city for the preceding year;
- » keep the City Council advised on the financial condition and future needs of the city and make such recommendations as may to the manager seem desirable;
- » appoint or remove the City Attorney, subject to the approval of the City Council;
- » appoint and, when necessary, remove all officers and employees of the city except as otherwise provided by the charter, or state laws;
- » perform such other duties as may be prescribed by this Charter or required by the City Council, not inconsistent with the Charter.

*(continued)*



# The Position

The City Council has established three universal policy themes that guide all work of the city: **climate action, equity and inclusion**, and **community safety**. Aligned with these universal themes, the city adopted a strategic plan in 2023 that includes eight focus areas for the next six years:

- **Transportation and Mobility**
- **Economic Opportunity**
- **Housing and Human Needs**
- **Vibrant and Distinct Neighborhoods**
- **Culture and Heritage**
- **Safe and Prepared Community**
- **Climate and Natural Systems**
- **High Performing Government**

The City Council is seeking a dynamic and accomplished executive leader to advance all aspects of the strategic plan. Immediate priorities include:

- » **Housing and homelessness:** the city is experiencing a housing crisis rooted in a lack of sufficient housing supply. Related to this, the city is also in a declared emergency relative to homelessness. In 2023, voters renewed an affordable housing levy that will raise \$10 million annually over the next decade that the next City Manager will need to leverage to implement both a housing action plan and emergency response plan to address this critical issue.
- » **Climate Action:** the city has adopted bold climate action goals in a Climate Action Framework that targets carbon neutrality by 2040. The next City Manager will need to be able to lead and support the organization's transformation of municipal operations as well as catalyze community change through policies and programs to achieve this ambitious goal.
- » **Community Safety:** safety is a paramount duty of the city. In 2021, voters approved a fire levy that includes new and additional staffing as well as replacement and retrofit of several fire stations. In addition, the city is currently engaged in a community conversation about police resourcing. The next City Manager will be expected to lead and deliver major investments in each of these areas.
- » **Transportation and Mobility:** the city is committed to transforming its street system into a mobility system that is safe and effective for all users regardless of how they move. In 2023 the Council adopted a forward leaning Transportation System plan that will be a guide for this work, and the next City Manager will need to be a champion of this transformation.
- » **Comprehensive plan:** the city is in the early stages of a major update to its 20-year comprehensive growth management plan. State law mandates planning for an additional 75,000 new residents within the current city limits by 2045. The city is embracing this opportunity to embed a clear vision for the future of Vancouver as a thriving urban community, and the next City Manager will play a critical role in supporting and delivering this work.
- » **Interstate Bridge replacement:** While not led by the city, planning for a replacement of the I-5 interstate bridge connecting Portland and Vancouver across the Columbia River is well underway with the city as a key stakeholder and regional partner. This \$6+ billion project will occur immediately adjacent to Vancouver's downtown, will enhance safety, regional connectivity and freight mobility as well as connect Vancouver to the Portland region's light rail system. Construction is currently forecasted to begin in 2026, and last for up to 10 years. The next City Manager will play a critical leadership role in assuring the project delivers the full potential of value add to Vancouver.

# The Ideal Candidate

The City Council is seeking a candidate that can reinforce and accelerate the current trajectory of the city and support a seamless transition of leadership. Vancouver's next City Manager will be a seasoned municipal leader with demonstrated skill and experience in the full range of core leadership and management competencies. They will be actively engaged with all facets of the city organization and be skilled at cultivating relationships and partnerships external to the organization.

As a **proven strategic leader** with high interpersonal competence and emotional intelligence, the next City Manager will be capable of defining and communicating a unified vision and purpose, leveraging all resources and tools to achieve it. They will be masterful at championing the organization's mission and vision with staff and others, and will foster a safe place for employees to take risks and initiative. The new City Manager will serve as an example to others by applying lessons learned to future initiatives in support of achieving the vision. The next manager will be capable of examining the full scope of factors that influence an issue, determining calculated risks, and developing and using relationships and interpersonal skills to build consensus. Further, the successful candidate will have a track record of creating new and innovative strategies to deal with rapid change and instilling a culture of continuous improvement.

The successful candidate will be an **exceptional communicator** and have a proven record of ensuring and managing community involvement in local government to support good decision making. The City Manager will be capable of building relationships among local, state, and federal elected and appointed officials to advocate for the community. In doing so, they will play a critical role in ensuring robust public outreach in the policy-making process, promoting civility in public discourse, and advocating for diverse viewpoints to be considered. They will learn, respect and be a steward of Vancouver's history with various political, social, and economic issues, and be skilled at identifying a range of engagement, positive communication, and conflict resolution methods appropriate to the issue at hand.

**Equity and inclusion** is a foundational policy and operational value for the City of Vancouver, and the successful candidate will be experienced and skilled at creating an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community. The new City Manager will be able to authentically bring everyone, including historically excluded individuals and groups, into processes, activities, and decision making, and will take a proactive approach to service delivery and decision making that accounts for underlying inequities to equitably improve the quality of life for all.

The next City Manager will also offer a demonstrated record of success in **discerning community needs and providing responsive, equitable strategies** using data, technology, and contemporary communications channels. The successful candidate will be skilled at convening, encouraging, and ensuring that all facets of the community are represented and have the opportunity to engage in community discussions and issues, celebrating that engagement and building a culture of transparency throughout the organization. While the city is financially strong and stable, the next manager will be capable and experienced in developing strategic funding recommendations and building consensus for those recommendations when needed.

Qualified candidates possess a bachelor's degree in public administration, Planning, Business Administration, or a closely related field as well as fifteen (15) years of increasingly responsible municipal experience, including a minimum of five (5) years as a City Manager or Deputy City Manager of a comparatively large, complex, full-service organization. A master's degree is preferred. The City Council may consider any relevant combination of skills, education and experience as qualifying for this position.

# The Compensation

The City Manager is an at-will position. While an employment agreement is expected, Washington state law prohibits fixed term contracts for city managers. The retiring manager has an executive compensation package that includes a base salary of \$344,000 plus fringe benefits, and the successful candidate will be competitively compensated based on the knowledge, skills, abilities and experience they bring to the role.

**Residency inside the city limits is required by city Charter.** Vancouver also offers an excellent benefits package, including the following:

**Retirement Plan** – The city participates in the Washington Public Employees' Retirement System (PERS) as well as 457(b) and 401(a) plans.

**Health Insurance** – The city offers multiple plan choices and pays a majority of the premium for the level of coverage the employee has selected.

The city pays the full amount of premiums for dental and vision plans.

**Holidays** – 11 paid holidays per year.

**Paid leave** – The city provides Paid Time Off (PTO) accrued at a minimum of 180 hours per year that may be used for vacation and/or sick leave. In addition, the city provides 40 hours of exempt leave per year (prorated) to be used in the year granted.

**Life Insurance** – city provides term life insurance in the amount of up to double the salary not to exceed \$300,000.

**Vehicle Allowance**



# To Apply

If you are interested in this opportunity, please  
apply online at:

[www.bobmurrayassoc.com](http://www.bobmurrayassoc.com)

**Filing Deadline: May 26, 2024**

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 following candidate approval. Finalist interviews will be held with the City of Vancouver. Candidates will be advised of the status of the recruitment following selection of the City Manager.



**BOB MURRAY  
& ASSOCIATES**

*Experts In Executive Search*

If you have any questions, please do not hesitate to call

**Ms. Valerie Phillips at:**

**(916) 784-9080**



The logo for the City of Ventura, featuring the words "CITY OF" in a small, blue, sans-serif font above the word "VENTURA" in a larger, blue, serif font. The text is enclosed within a white circle with a blue border.

CITY OF  
VENTURA

# CITY MANAGER



## THE COMMUNITY

The beautiful, coastal community of Ventura is considered one of the most desirable places to live, offering miles of beaches and oceanfront recreation. Incorporated in 1866, the City has a rich history and is home to Mission Basilica San Buenaventura, the ninth of the California missions. Encompassing diverse art, architecture and cultural heritage, Ventura is known for its friendly people and phenomenal climate. Surfers' Point and historic Downtown (with shopping, music, and nightlife) are just a few of Ventura's gems. For seaside fun, the Ventura Harbor, on the southern end of the city, offers more shops, restaurants, and family friendly fun, including pedal boats for rent.

Outdoor activities abound with biking, hiking, kayaking, sailing, surfing, and more. More than a surf town, the City has an expansive, 800 acres of open, green space, a state-of-the-art aquatic center, and an impressive 32 parks. The Ventura Botanical Gardens is a 107-acre world-class site with spectacular views of the California coastline. Ventura has a charming, small-town feel, along with a mix of more than 12,000 businesses and a City government committed to economic vitality. It's not a surprise that companies like Patagonia, The Trade Desk, and XponentialWorks, are headquartered in the City.

To learn more about Ventura, visit: [www.visitventura.com](http://www.visitventura.com).

## THE CITY

The City of Ventura is a business-friendly community with a refreshing mix of sophisticated urban destinations and small-town escapes. Ventura is a Charter City operating with a Council/City Manager form of government. There are seven Councilmembers, each elected by Districts. The Mayor serves a term of two years and has the responsibility to act as the City Council's ceremonial representative at public events and functions. Councilmembers serve staggered four-year terms. The City Council appoints the City Manager and the City Attorney. The City also has legislative bodies consisting of boards, commissions, and committees that call upon its residents to participate meaningfully in decisions that affect them. Residents may apply to serve on a volunteer board, commission, or committee that assists and advises the City Council on various programs and projects.

The City of Ventura is a full-service municipality with fire, police, and utilities, serving 109,000 residents. Nearly 700 full time employees, in 11 departments, focus on delivering key services to businesses, residents and visitors to ensure the City remains a fiscally stable, safe, and vibrant community. The City is currently updating its General Plan to establish long-term growth and maintain the wonderful and unique character of Ventura. The General Plan articulates a shared vision for the future and a set of goals, policies, and concrete actions that



PHOTO CREDIT: TAMMY SIMS

can be pursued. Ventura has a general fund operating budget of \$398.3 Million for FY 22/23.

## THE POSITION

The City Manager is the Chief Executive Officer of City government and provides overall organizational leadership and efficient administration of city affairs. Responsibilities include comprehensive management and leadership for the organization, policy development and interpretation, administration of programs, processes, and functions, and oversight of about 700 staff. The City Manager will advise the City Council on policy matters and carry out the policy directives of the City Council. The City Manager will also ensure effective delivery of programs, services, and projects guided by the City's General Plan. The City Manager will prepare the annual budget and advise City Council on the City's financial status and issues, recommending long and short-range plans for the City. The City Manager will also build a culture of mutual trust and respect with City Council, City staff, and with the community.

Other duties include, but are not limited to:

- Preparing and submitting to the City Council reports of finance and administrative activities, keeping the City Council advised of financial conditions, program progress, and present/future needs of the City.
- Implementing recommendations of the development review process; defining and developing a plan for improvements to the wellness district; working with businesses and enhancing the business incubator program for the City's economic development.
- Working in partnership with the County to develop a homelessness plan to include conducting an analysis with community, department, agency, and stakeholder engagement.
- Developing incentives that would encourage environmental sustainability

through the use of green technology; reviewing priorities contained in the Climate Action and Resiliency Plan (CARP) and developing a list of targeted green technologies with incentives for Council consideration.

- Overseeing the enforcement of all City ordinances.
- Maintaining good relationships with residents, businesses, and other individuals, groups, and outside agencies having an interest or potential interest in affairs of City concern.
- Managing multi-year goals, such as the Citywide Classification and Compensation Study, Historic Preservation Process, and Fire Department Strategic Plan.
- Implement incentives for economic development to help bring new businesses into the City.



## THE IDEAL CANDIDATE

The City is seeking an experienced, team oriented, and innovative leader. The successful candidate will serve effectively as the administrative agent of the City Council, and will have knowledge of federal and state laws, and rules and regulations. The City Manager will be a collaborative and transparent leader advocating for the City's interests, working to increase the City's influence as a leader in the region. The City of Ventura is looking for a leader who prioritizes community engagement, actively listens, communicates effectively, and thinks strategically. Candidates who will nurture an environment of trust, both in the organization and the community, will do well in this role.

The ability to promote a culture of exceptional customer service internally and externally is of principal importance to the City Council. The incoming City Manager will have a customer service mindset and will listen to the needs and concerns of the community. The ideal candidate will be approachable and ready to roll up their sleeves to meet the challenges, changes, and opportunities that Ventura holds. The new City Manager will instill trust and inspire confidence with City Council, department directors, staff and within the community. The new City Manager will keep City Council well informed, provide well supported recommendations, and will be respectful and responsive in implementing Council policies. The City Manager must have knowledge of principles and practices of public administration, budgeting, personnel administration, organization, and management.

Qualified candidates possess a Bachelor's degree in public administration or related field, with a robust financial background. A Master's degree in public or business administration is



preferred. Experience as a City Manager, Assistant City Manager, or Department Director (in a community of comparable size and complexity), with many years of increasingly responsible management experience in a local public or private agency is essential.

## COMPENSATION

The annual salary for the City Manager is \$236,417 - \$316,800; placement within this range is dependent upon qualifications and experience. The City also offers an attractive benefits package including:

### Retirement – CalPERS\*

**Tier I** – 2% @ 55; single highest year of compensation (Classic CalPERS members first employed by the City of Ventura and established CalPERS membership prior to 7/23/11).

**Tier II** – 2% @ 60; three-year final compensation period (Classic members with less than a six month break in service from another CalPERS agency).

**Tier III** – 2% @ 62; three-year final compensation period (new CalPERS members).

*\* The City does not participate in Social Security.*

**Medicare** – Employees participate only in the Medicare portion of Social Security. There is a 1.45% payroll deduction for this benefit.

**Retirement Health Savings Plan (RHS)** – Executive Managers contribute 1% of salary for 1-14 years of service with the City.

**Medical/Dental Insurance** – City contribution of up to \$865 per month towards a selection of plans.

**Optional Benefits Plan** – City contribution of \$549 monthly, to be applied to medical and dental insurance premiums. If enrolled in a City medical insurance plan, unused Optional Benefit dollars are cashed out semi-monthly.

**Vision Insurance** – City paid coverage for employees and their eligible dependents.

**Life Insurance** – City paid basic term life insurance, including AD&D, equal to the employee's annual salary (up to \$300,000) and dependent life insurance of \$5,000 per eligible dependent.

**Disability Insurance** – City paid Short- and Long-Term Disability insurance coverage.

**Flexible Spending Accounts** – Medical and Dependent Care Flexible Spending Accounts are available for annual participation.

**Deferred Compensation** – City contributes \$3,536 per year to a 457 plan, and will match \$1,000 per year by the employee, for a total benefit of \$4,536 per year. Contribution to a 401(a) plan may be available.

**Vacation** – Up to 6.67 Hours Semi-Monthly, or 160 Hours (4 Weeks)/Year. Maximum bank accrual is 400 Hours. At the end of seven (7) years and again at the end of twelve (12) years of City service in an Executive Management position, employees are granted an additional two weeks (80 hours) of vacation accrual for that year.

**Annual Vacation Leave Cash Out** – After utilizing 40 hours of vacation during the fiscal year, Executive Management is eligible to cash out up to 120 hours of accrued vacation in July of each year.

**Sick Leave** – 96-hour-bank granted upon employment and additional accruals of 2 hours semi-monthly beginning after 6 months of employment.

**Holidays** – 10 paid holidays (9 hours/holiday) and 2 optional floating holidays (9 hours/holiday) per year.

**Winter Holiday Break** – 18 hours of Winter Holiday hours per year, which may be used during City Hall closure between Christmas and New Year's Day (December 25th to January 1st).

**Administrative Leave** – Up to 80 hours per fiscal year.

**Auto allowance** – \$380 per month.

**Flexible Workweek** – A 9/80 workweek is available. City Hall is closed on alternating Fridays.

**Other Benefits** – Wellness Program, Tuition Reimbursement, Student Loan Forgiveness.

## TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

[www.bobmurrayassoc.com](http://www.bobmurrayassoc.com)

**Filing Deadline:**

**May 5, 2023**

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 following candidate approval. Finalist interviews will be held with the City of Ventura. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Ms. Yasmin Beers at:

(916) 784-9080



PHOTO CREDIT: J. SCHAF

