

Council Business Meeting

February 16, 2021

Agenda Item	Approval of a Contract for Professional Recruitment Services for an Executive Search for City Manager	
From	Tina Gray	Human Resource Director
Contact	Tina.gray@ashland.or.us ; (541) 552-2101	

SUMMARY

Staff is requesting approval from the City Council to engage with Peckham & McKenney to conduct the executive search for City Manager. Action by the Council will authorize the Human Resources Director to sign a Professional Services contract for \$26,000, allowing the recruitment to commence immediately.

POLICIES, PLANS & GOALS SUPPORTED

City Council 2009-2021 Biennial Goals:

A. Prioritize "Essential Services"

E. Analyze various departments/programs to gain efficiencies, reduce costs, and improve City services.

PREVIOUS COUNCIL ACTION

- 1) In March of 2020, City Administrator Kelly Madding resigned from the position.
- 2) In April of 2020, Mayor Stromberg appointed Assistant City Administrator Adam Hanks to Interim City Administrator
- 3) In the May 2020 Special Election, the Citizens of Ashland passed a Charter amendment dictating a shift in the City's leadership model from a strong Mayor/Council to one lead by a City Manager, effective January 1, 2021.
- 4) In [July of 2020](#), Council directed staff to create a job description for City Manager and outline a competitive recruitment and selection process for Council consideration.
- 5) In [August of 2020](#), staff outlined three options for the recruitment and selection of the City Manager. Council deferred the decision to the newly elected incoming Council.
- 6) In [November of 2020](#), Council approved Resolution 2020-22 clarifying the Interim City Administrator's transition to City Manager Pro Tem to meet the voter-approved Charter amendment structure and effective date of January 1, 2021.
- 7) In [December of 2020](#), at Mayor Stromberg's request, Council extended the contract for Adam Hanks to continue as Interim City Administrator/City Manager Pro Tem until September 1, 2021, or when Council appoints a permanent City Manager, whichever comes first.
- 8) Staff outlined and refined recruitment options with the newly seated City Council on [January 4, 2021](#).
- 9) At the [January 19, 2021 Business Meeting](#), Council directed staff to engage with a professional recruitment firm to search for Ashland's first City Manager.

BACKGROUND AND ADDITIONAL INFORMATION

The all-inclusive fee of \$26,000 for Peckham & McKenney's services includes professional recruitment services, a one-year placement guarantee, and covers all expenses associated with advertising, consultant travel, administrative support, postage, materials, technology, partial background check on recommended candidates, and a full background finalist selected for hire.

Staff will return to the Council for guidance on the steps to be used in the final selection process once the recruitment is underway.

FISCAL IMPACTS

Peckham & McKenney charges \$26,000 for an all-inclusive executive search. Staff did not anticipate a recruitment for City Manager in the adopted budget. Due to the pandemic, Human Resources has underspent the current budget and will work hard to accommodate the professional fee within budget.

In addition to the \$26,000 for professional fees, the City will incur additional expenses for the semi-finalists invited to Ashland for an interview. Examples of costs include hotel accommodations, travel expenses, and meals, which will vary based on the number of semi-finalists and how far they are traveling. The interview process has some costs for panelist lunches and the reproduction of documents. Staff will reduce expenses and try not to require additional appropriations through a supplemental budget request. Relocation expenses for the candidate selected would likely not occur until after July 1, 2021; staff can plan for those expenses in the upcoming budget process.

STAFF RECOMMENDATION

Based on previous discussions with the City Council, staff has returned with a recommendation of engaging with Peckham & McKenney for professional assistance with the search for a City Manager. The City received six proposals, and all the responding firms are excellent, making the decision difficult. Staff has had a positive experience with Peckham & McKenney in the past, and they have a solid reputation in the industry with many successful placements on the west coast. Three primary factors stood out in their proposal, which will be beneficial in this search.

- 1) **Ethics** – The firm is committed to honesty in presenting candidates to the City and being open with the candidate about the job's challenges. They never recruit their replacements, and they do not recruit staff away from a client, pitting one client's interest above the other to secure a placement.
- 2) **Fit** – The firm recognizes that each community is unique and that "fit" is critical. By learning about the organizational culture, the community and digging into issues and challenges, they find a candidate who is not just qualified but will be the best fit for Ashland. Nearly 89 percent of their placements stay for over five years, and Ashland needs stability in the City Manager position.
- 3) **Diversity** – The firm is committed to diversity, and 51 percent of their placements since 2014 have been minority placements, with female candidates representing 37 percent. Their proposal addressed specific resources, including the National Diversity Network, to engage a diverse audience with our recruitment.

One component not addressed in Peckham & McKenney's proposal was an online survey to engage the community on the City Manager recruitment. Staff was planning to conduct a Community Engagement Survey. If the Council prefers the Recruitment Firm complete the survey, we could talk with them about partnering on a survey as an additional service.

Based on prior discussion and at the City Council's request, staff will work with the recruiter to escalate the timeline to every extent possible with the hope of having a City Manager in-place following the budget process this summer. Typically travel to Ashland adds cost and time to the recruitment schedule; during the pandemic, technology has reduced the need for travel and may speed up the process favorably.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

- 1) I move to approve a contract with Peckham & McKenney for Professional Recruitment Services to select a City Manager and authorize the Human Resource Director to sign a contract and commence work on the recruitment immediately.

- 2) I move to approve a contract with another of the firms that responded to the City's RFP and authorize the Human Resource Director to sign a contract and commence work on the recruitment immediately.
- 3) I move to delay the contract for professional recruitment services and request that staff return with other City Manager Executive Search options.

REFERENCES & ATTACHMENTS

Attachment 1: Request for Proposal for Professional Recruitment Services

Attachment 2: Proposal for Recruitment Services Submitted by Peckham & McKenney



The City of Ashland is requesting proposals for PROFESSIONAL RECRUITMENT SERVICES

The City of Ashland, Oregon, requests proposals from qualified firms or individuals with experience in the development, design, and implementation of a Professional Executive Recruitment for City Manager.

PROJECT STATEMENT – Ashland voters passed a ballot measure initiative resulting in a change to a Council/Manager form of government effective January 1, 2021. Currently, the City's Assistant City Manager is serving as City Manager Pro Tem. This assists to ensure a smooth transition of duties and support the change to a new form of government. The City Council wishes to conduct a national search to appoint Ashland's first City Manager. The City is requesting professional help to develop a recruitment strategy that will attract Top-Tier candidates for this important and somewhat different leadership role for this organization and community.

The project scope will include: Developing a candidate profile and professional Job Announcement, creating a detailed recruitment schedule to include final interviews in Ashland with the full Council mid-year. The City is interested in prior successes and specific measures your firm uses to promote diversity, equity, and inclusivity in this recruitment process and attract qualified candidates from varying backgrounds.

The successful proposer will work under the City Council's direction with the City's Human Resources Department's support to create and develop a strategic recruitment process. The key personnel assigned to the recruitment process must be available to manage and oversee the recruitment process from inception to completion. The City will require thorough vetting on candidates under consideration for final interviews with the City Council and a complete background investigation for the individual selected for hire. The successful proposer will also aid in developing interview process, format and questions that will enable the City to choose the most qualified candidate.

A firm or individual will be selected to lead the recruitment for Ashland's City Manager based upon the proposed costs, experience of key personnel assigned to this project, and a proven track record of successful executive management recruitments with similar community demographics.

REQUIREMENTS - Please submit a brief proposal for providing recruitment services no later than **5:00 PM, Monday, January 18, 2021.** Proposals can be submitted by mail or email to:

Attn: Tina Gray, Human Resource Director
20 E. Main Street
Ashland, OR 97520
tina.gray@ashland.or.us
Phone: (541) 552-2101

Proposals should include:

- Outline of your firm's approach to the recruitment of a City Manager.
- Details relevant to convey specialized experience in recruitment services for a City Manager, City Administrator, County Administrator, or other Executive Public Sector Management. Experience and tools used to promote diversity, equity, and inclusivity and attract qualified candidates from varying backgrounds.
- A summary of qualifications for the consultant(s) assigned to this recruitment.
- A minimum of three client references.
- A draft timeline resulting in a final hiring decision by the Ashland City Council in early 2021.
- A fee schedule, including but not limited to the firm's hourly rates for the key personnel assigned to this project and an estimated maximum fee "range" for this project. Also, provide an outline of the anticipated reimbursable recruitment expenses. Billing terms and procedures should also be clearly defined.

EVALUATION PROCESS - The City will award the contract to the proposer who will best serve the interests of the City of Ashland, taking into account price as well as other considerations including but not limited to: Experience with similar executive recruitments, expertise, suitability, and responsibility in the areas of professional recruitment services. The City may choose to negotiate with a proposer to clarify its proposal or effect modifications to make the proposal more acceptable.

The City will make a final choice no later than **February 16, 2021** and enter a contract with the successful proposer for professional recruitment services. Work will begin as soon as possible after the contract is signed.



January 15, 2021

Hon. Julie Akins, Mayor, and
Members of the City Council
c/o Ms. Tina Gray, Human Resource Director
City of Ashland
20 E. Main Street
Ashland, OR 97520
(via electronic mail to tina.gray@ashland.or.us)

Dear Mayor Akins and City Councilors:

Thank you for the opportunity to express our interest in assisting the City of Ashland (City) in the recruitment of a new City Manager. Based on our experience conducting similar searches, we are fully prepared to team with the City to ensure a successful outcome. It is our understanding the City is interested in a full recruitment and outreach process, leading to the successful placement of a candidate that “fits” the organization and community.

Peckham & McKenney has managed hundreds of successful executive searches throughout the western United States. We have conducted over 200 City Manager (or related) executive recruitments in a wide range of communities. Approaching our 17th anniversary, Peckham & McKenney has earned an excellent reputation in the industry for providing customized processes resulting in successful, long-term placements. We strictly limit our workload to ensure every client receives true personal attention.

Our firm’s first executive search in Oregon was in Ashland in 2005. In 2011, we placed the City Manager in Corvallis. Our Research Assistant, Kevin Johnson, is based in Portland. Our firm has also served Hood River (City Manager), Beaverton (Human Resources Director), Oregon Metro (Deputy COO), and Springfield (Police Chief). My most recent recruitments in Oregon were last fall in Corvallis for Benton County (Health Department Director and Chief Financial Officer).

Since 2017, I have successfully completed City or County Manager searches in five other states: Arizona (Flagstaff and Chino Valley), California (Barstow), Colorado (Telluride, Timnath, San Miguel County, Wellington, Windsor, and Winter Park), New Mexico (Rio Rancho), and Washington (Mill Creek).

I would serve as Ashlands’s recruiter. Peckham & McKenney hired me to manage executive searches because I have served 22 of the last 24 years in Colorado local government, including experience as Garfield County Manager, Garfield County Attorney, and Acting Glenwood Springs City Manager. I am very familiar with Oregon and the laws relevant to hiring a city manager, including pay equity, veteran preference, and public records and meetings, among others. My years as a local government employment lawyer have helped me serve clients in every executive recruitment.

The attached proposal includes more detailed information regarding the firm, the search process and timeline, professional fee and expenses, our guarantee, and client references. We look forward to the opportunity to work with you on this important search process. Please feel free to call me directly at (970) 987-1238 if you have any questions.

Sincerely,

Drew Gorgey

Andrew (Drew) Gorgey
Vice President, Western Region
Peckham & McKenney, Inc.
212 E. Columbia St.
Colorado Springs, CO 80907
drew@peckhamandmckenney.com
(970) 987-1238 (direct)

Attachment

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THE FIRM

Peckham & McKenney, Inc.

Peckham & McKenney provides executive search services to local government agencies throughout the western United States and is headquartered in Roseville, California. The firm was established as a partnership in June 2004 and incorporated in 2014 by Bobbi Peckham and Phil McKenney, who serve as the firm's President and Chief Operating Officer, respectively. Our team of Executive Recruiters is based in northern and southern California, Colorado, and Texas and brings over 60 years of experience in local government and executive search. We are supported by administrative and research specialists, marketing and design professionals, a web technician, and distribution staff.

Since 2004, we have conducted more than 500 executive level recruitments in the states of Arizona, California, Colorado, Idaho, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming. On behalf of elected Councils, Boards, and Commissions throughout the West, we have successfully placed hundreds of City and County Managers, Chief Administrative Officers, Executive Directors, General Managers, Administrators, and Legal Counsel, as well as their Assistants and Deputies.

In addition, we have placed hundreds of executives and organizational leaders in the areas of public safety (police and fire), community development and planning, economic development, public works and engineering, finance, human resources, city clerk, information technology, library services, parks and recreation, and community services.

Our Reputation

Peckham & McKenney is one of the most trusted and respected executive recruitment firms in the country. Time and again, we receive unsolicited compliments from clients and candidates relating to our integrity and high ethics. Not only are we committed to providing our clients with well-qualified candidates, but we also take pride in treating both our clients and candidates with utmost respect. This commitment has led to multi-year retainer agreements with a number of agencies, as well as numerous client and candidate testimonials to their experiences with us, which you can find on our web site at www.peckhamandmckenney.com.

"All about fit"

We recognize that every agency and community we serve is unique, and the candidate you ultimately select must "fit." We take the time to become familiar with your community, organizational culture, and issues and challenges in order to identify and recruit the best candidates for your consideration. Nearly 89% of our placements stay in those positions for over five years, which is a testament to their "fit."

Our Commitment to the Future

At Peckham & McKenney, we are committed to local government and sensitive to the challenges and issues faced by our clients and candidates. We have provided numerous workshops and training sessions in Arizona, California, Colorado, Oregon, and Washington to up-and-comers, mid-career professionals, and executives on resume and interview preparation and general career guidance. We also actively support ICMA's League of Women in Government, Women Leading Government, and the annual Women's Leadership Summits in California and Colorado. In addition, we serve as the Administrator for the Credentialed Government Leader program for the Municipal Management Associations of Northern & Southern California.

Peckham & McKenney is a Gold Level sponsor of the League of California Cities, California City Management Foundation, Colorado City & County Management Association, Arizona City/County Management Association, and the Washington City & County Management Association. We are members of a variety of industry associations including the International City/County Management Association, International Hispanic Network, and Women Leading Government.

YOUR RECRUITMENT TEAM

Our Approach

When you retain Peckham & McKenney, you are guaranteed that your Recruiter is fully responsible for the success of the recruitment process. Supported by experienced administrative, research, and marketing specialists, your Recruiter limits the number of active searches to which she or he is committed. Members of your recruitment team for this important search follow.

Bobbi C. Peckham, President

Bobbi Peckham brings over 30 years' experience as an Executive Recruiter as well as prior experience in a local government agency. Ms. Peckham is sought out and retained due to her high ethics, integrity, hands-on customer service, and unique ability to identify candidates that "fit" her client agencies and communities.

Ms. Peckham began her career in local government in the City Manager's office of the City of Naperville, Illinois, where she became familiar with all aspects of local government in the nation's fastest growing community at that time. Ms. Peckham was then recruited to join the Executive Search practice of a leading California recruitment firm. Later, she played an integral role in creating a national search business for what became the largest recruitment practice serving local government in the country. Here, she became Regional Director overseeing Northern California and a nine-state region. In 2004, Ms. Peckham formed Peckham & McKenney, Inc. in partnership with Phil McKenney, Chief Operating Officer.

Since 1987, Ms. Peckham has placed hundreds of executives in local government agencies. She is driven to helping the next generation of leaders to succeed in their careers and frequently contributes her time and knowledge in resume review, career guidance, and interview skills. She was also instrumental in writing the ICMA's *Job Hunting Handbook*. Ms. Peckham received a Bachelor of Science degree in Organizational Behavior from the University of San Francisco.

Phil McKenney, Chief Operating Officer

Phil McKenney has over 35 years' management experience and is very familiar with local government agencies, having led a county organization and having worked with numerous city governments and special districts. Mr. McKenney began his career in the resort and hospitality industry and served as General Manager for Mattakesett Properties on the island of Martha's Vineyard. He then relocated to Keystone Resort in Colorado, which is now acknowledged as a premiere all-season resort with special recognition for its level of guest services. Mr. McKenney later took over the helm of the Summit County Chamber of Commerce as their Executive Director. This hybrid-Chamber was the only countywide organization responsible for marketing all of Summit County, Colorado, home to Breckenridge, Keystone, and Copper Mountain resorts. Through his leadership and collaborative style, and working with the cities and county within Summit County, he led the Chamber to being a readily recognized and well-respected organization within Colorado and the Western United States.

Mr. McKenney was then selected by Placer County, California to lead the merger of the North Lake Tahoe Chamber of Commerce and the North Tahoe Visitors and Convention Bureau into the North Lake Tahoe Resort Association. As Executive Director of this new county organization, he represented the Tourism industry for all of North Lake Tahoe. The Resort Association is now a proactive, nationally recognized organization whose model of governance is being replicated in numerous resort communities across the Western United States.

Mr. McKenney began his career in executive recruitment in January 2003 and has since conducted hundreds of national recruitments throughout the Western states, including Colorado, Arizona, Idaho, Wyoming, Oregon, and California. Mr. McKenney has an undergraduate degree in Recreation from Slippery Rock State College as well as a Master of Business Administration from the University of Denver.

Andrew (Drew) Gorgey, Vice President, Western Region*

Since joining Peckham & McKenney in 2016, Drew Gorgey has quickly established himself as a sought-after industry professional, completing dozens of major executive recruitments in Arizona, California, Colorado, New Mexico, Oregon, Utah, and Washington. Before joining the firm, Mr. Gorgey served in Colorado local government for nearly 20 years, including 11 years at the executive and management levels, making his first executive hire in 2004. Mr. Gorgey served as County Manager and County Attorney for Garfield County in Glenwood Springs, Colorado. Mr. Gorgey also served as First Assistant and Chief Deputy County Attorney in El Paso County in Colorado Springs, Colorado. In addition, he served as Acting City Manager for the City of Glenwood Springs. Mr. Gorgey continues to serve local government as General Counsel to the Garfield County FML District, a part-time executive position he has held since June 2011. His strong skills in leadership, strategic planning, talent identification, recruitment, development and retention, and his commitment to excellence in the hiring process, have helped many diverse organizations advance, improve, and meet their strategic objectives quickly.

Moving to Colorado in 1987, Mr. Gorgey began his career in the resort and hospitality industry, serving as a Corporate Trainer for The Broadmoor, a Forbes Five-Star and AAA Five-Diamond Resort in Colorado Springs. He later served as Editor of *The Colorado Springs Business Journal*. Since his youth, Mr. Gorgey has been an enthusiastic student of leadership, dedicating substantial volunteer hours to leadership positions in various professional associations. The El Paso County Bar Association in Colorado Springs named Mr. Gorgey “Outstanding Young Lawyer” in 1999 and elected him one of the Association’s youngest Presidents in 2003-04. Mr. Gorgey twice served the Colorado Bar Association as Vice President. He is also Past President of the Association of Colorado County Administrators. Mr. Gorgey has lectured on leadership at the American Bar Association’s prestigious Bar Leadership Institute in Chicago, the Colorado Bar Association’s Bar Leadership Training course (COBALT), and the Special District Association of Colorado’s Leadership Academy, among others. He has lectured on recruitment, interviewing, and related topics at the City/County Management Association conferences in Arizona, Colorado, and Washington, and at the Arizona State University School of Public Affairs. He completed the International City/County Management Association’s (ICMA’s) Gettysburg Leadership Institute in 2017.

Mr. Gorgey has an undergraduate degree in English from the University of Colorado, as well as a Juris Doctor from the University of South Carolina School of Law. He works from his office in Colorado Springs.

(Note: For convenience and brevity, biographies of Executive Recruiters *Ellen Volmert*, *Josh Agnew*, and *Anton “Tony” Dahlerbruch* have been omitted.)

Joyce Johnson, Operations Manager*

Joyce Johnson joined Peckham & McKenney in 2005 and serves as the firm's Operations Manager. She has over 30 years' experience in the field of administrative and executive support for all aspects of the executive recruitment process. She oversees internal administration of the firm as well as directing contract administrative support in the areas of advertising and design, web posting, and duplication and mailing services. Prior to joining Peckham & McKenney, Ms. Johnson oversaw internal administration in the Western Region headquarters of two national management consulting and executive recruitment firms. Ms. Johnson is complimented regularly on her strong customer orientation working with both clients and candidates alike. Ms. Johnson holds an Associate of Arts degree from American River College.

Joyce Masterson, Research Assistant*

Joyce Masterson brings nearly 30 years' experience working in the City Manager’s office and as Director of Economic Development & Community Relations with the City of Escondido. She brings Peckham & McKenney extensive experience in general government administration, media relations, public information, and customer service. She has been active in various organizations over the years including the Municipal Management Assistants of Southern California and California Association of Public Information Officials. Ms. Masterson holds a Bachelor of Arts degree in Telecommunications from Brooklyn College, NY.

Kevin Johnson, Research Assistant*

Kevin Johnson has been a member of the Peckham & McKenney team since 2009 and currently serves as a Research Assistant. He supports the firm's Recruiters through his research of local government agencies and networks, potential candidates, and current candidates prior to recommendation to our clients. Mr. Johnson mastered his researching abilities while obtaining a Bachelor of Arts in Economics from Willamette University.

Linda Pucilowski, Graphic Designer*

With nearly 30 years experience, Linda Pucilowski provides her expert design and marketing skills to Peckham & McKenney. She is the firm's "go-to" professional for all advertising and brochure design and creation. Ms. Pucilowski holds a Bachelor's degree from California State University, Sacramento.

Rachel Moran, Website & Social Media Assistant*

Rachel Moran has been in the graphic design field since 2007 and prides herself on creating eye-catching visual art. She supports the Peckham & McKenney team by handling all website visual and technical design as well as social media. Ms. Moran graduated from the Art Institute of Houston obtaining her Bachelor's Degree in Fine Arts with a concentration in Graphic Design.

* Ashland Executive Recruitment Team Member. Mr. Gorgey leads the team and works from his office in Colorado Springs, CO.

THE SEARCH PROCESS

While it is our intent to customize the search and project schedule to fit the City's specific needs, the search process typically includes the following key steps:

Project Organization – Prior to beginning the recruitment, necessary documentation (contract, insurance, business license, retainer invoice, etc.) will be processed. We ask that the City identify a single point of contact. This individual will serve as our liaison throughout the recruitment, providing necessary information to us, responding to our questions, and receiving and distributing all correspondence. A single point of contact will ensure timely and clear communication throughout the process.

We will request a conference call with the City to discuss the process, listen to specific desires and expectations, and respond to any questions or concerns. We will discuss expected parameters of the search, the search timeline, and schedule future meeting dates.

At this time, the City will determine the extent of involvement of other individuals in the search process. This may include the agency's leadership team, staff members, labor representatives, appointed commission or committee members, business leaders, community stakeholders, residents, and others. In addition, we will discuss specific desires and expectations of the City relating to the development of the candidate profile, finalist interview process, and the various components to be considered.

Your Recruiter will provide recommendations on best practices. Please note that decisions on the extent of involvement of others as well as additional components to the finalist interview process will impact the search, search timeline, and ultimately the cost of the recruitment process.

Development of Candidate Profile (on-site meeting #1) – This step provides for the development of the Candidate Profile that will serve as a guide in the identification of potential candidates, outreach and recruitment efforts, screening and selection of your next City Manager. The Candidate Profile includes information relating to the City; current and future issues and opportunities; expectations, goals, and objectives leading to the success of the new City Manager; and the background and experience, leadership style, skills and abilities, and personality traits of the ideal candidate.

Your Recruiter will develop this profile following individual or group discussions with those individuals identified in the initial conference (see Project Organization above). Our proposal includes one day on site to develop the Candidate Profile. We will request information relating to compensation and benefits, organization charts, and budget data. In addition, we will request high-resolution photos to be used in an attractive brochure to market the opportunity.

A draft of the Candidate Profile will be provided to our point of contact for review. We ask that all revisions and corrections be provided to us in a timely manner in order to maintain the agreed-upon search timeline. Our marketing and design professional will then prepare an attractive marketing brochure incorporating the Candidate Profile. This brochure will be distributed to up to 500 identified industry professionals, and it will also be available on our firm's web site. Copies of the brochure will also be made available to the City.

Advertisements will be placed in the appropriate industry publications and websites, and our firm will assume responsibility for presenting your opportunity in an accurate and professional manner. Social media, including LinkedIn and other venues, will be used as appropriate. Full information on the position will be posted on the Peckham & McKenney website and provided to the City for posting as well.

Recruitment –The main focus of our outreach will be direct phone contact with quality potential candidates. With over 50 combined years of executive search experience, we have developed an extensive candidate database that is continuously updated and utilized. Our recruiting efforts will focus on direct and aggressive recruiting of individuals within the search parameters established during the Candidate Profile Development. We believe direct recruiting produces the most qualified candidates.

Throughout this active search process, we will regularly update the City regarding the recruitment status and share questions, concerns, and comments received from potential candidates as they consider the opportunity. By doing so, we will “team” with the City to ensure that all issues and concerns of candidates are discussed and understood thereby eliminating “surprises” once the resume filing deadline has occurred.

As resumes are received, they will be promptly acknowledged within 48 hours, and we will personally respond to all inquiries. Once the resume filing deadline has passed, we will update the City on the status of the recruitment, the number of resumes received, and our intent for preliminary interviews.

Preliminary Interviews – Upon our review of the resumes received, supplemental questionnaires will be sent to candidates who appear to meet qualifications and descriptions in the Candidate Profile. Following a thorough review of the supplemental questionnaires, we will conduct preliminary interviews with those individuals most closely matching the qualifications and description of the Ideal Candidate in the Candidate Profile. We will also conduct internet research, so that we may probe the candidate regarding any areas of concern. Candidates will be advised of the search schedule and updated regularly as to their status.

Recommendation of Candidates/Selection of Finalists (on-site meeting #2) – A bound report will be provided to the City prior to our meeting to discuss our recommendation of leading candidates. This report will include a full listing of all candidates who applied for the position, as well as the cover letters, resumes, and supplemental questionnaires of the recommended group of candidates for further consideration. We may include a first and second tier of candidates within our recommendation.

Your Recruiter will meet with the City in a one- to two-hour meeting and will provide an overview of each recommended candidate as well as share any concerns or negative information. Once a group of finalists has been selected by the City, we will revisit early decisions relating to the finalist interview process. A one-day finalist interview process is standard for initial finalist interviews, however, the City may want to include multiple interview panels, tours, meet-and-greet sessions, one-on-one interviews, presentations, and other selection options. Your Recruiter will provide further recommendations on finalist process steps during this meeting.

Peckham & McKenney will notify all candidates of their status. Those candidates selected as finalists will be notified and provided with all necessary information to attend finalist interviews with the City. We will prepare an interview schedule and confirm all necessary details with our point of contact.

If necessary, finalists will make their own travel plans and reservations. It is customary that the City reimburse finalists for round-trip airfare, car rental, and lodging necessary to attend the interviews with the City. We will confirm this with the City at our meeting to recommend candidates.

Finalist Interview Process (on-site meeting #3)

Your Recruiter will provide on-site facilitation during the finalist interview process. An orientation session will be held at the beginning of the process, and we will facilitate a review and discussion of the finalists at the end of the day. Interview materials, including suggested interview questions, evaluation and ranking sheets will be provided. A standard finalist interview process is typically conducted within one day. Should the process desired by the City require more than one day, an additional fee will be charged. Please see “**A Special Word on Community Engagement**” below.

A Special Word on Community Engagement – Community Engagement is essential to the executive recruitment process. Peckham & McKenney will customize the Community Engagement component of your process to fit the City’s specific needs. Community Engagement most frequently occurs during the Finalist Interview Process, when your community members and stakeholders are introduced to finalists. Your Recruiter will facilitate Community Engagement to the extent you see fit, and will advise you on how best to capture this valuable feedback and route it back effectively to your decision-makers. We are also able to provide options on the composition of citizen and stakeholder interview panels, and to offer sample interview questions, as needed. To the extent the City would like to introduce Community Engagement earlier in the recruitment process, your Recruiter will be happy to discuss those options with you.

Qualification – Once the finalist candidate has been selected and a contingent offer has been made by the City, a thorough background check will be conducted that is compliant with the Fair Credit Reporting Act and Investigative Consumer Reporting Agencies Act. Peckham & McKenney utilizes the services of Sterling Talent Solutions (www.sterlingtalentsolutions.ca), the world’s largest company focused entirely on conducting background checks. This investigation will verify professional work experience; degree verification; certifications; and criminal, civil, credit, and motor vehicle records. We encourage our clients to consider further vetting the candidate through a Department of Justice LiveScan (California clients) in order to ensure that all known criminal history records (beyond seven years) are investigated.

Professional references will also be contacted by your Recruiter, and a full report will be provided. This comprehensive process ensures that only the most thoroughly screened candidate is hired. In addition, negotiation assistance will be provided as requested by the City.

Peckham & McKenney’s qualification process of internet-based research, background checking through Sterling Talent Solutions, and reference checking has proven successful for our clients through the years. In addition to relying on our services, clients are encouraged to utilize the background checking protocols they normally would use in hiring a position of this type. Enhanced reference checking and background investigation, if any, beyond the scope of this proposal is the client’s responsibility.

Our ultimate goal is to exceed your expectations and successfully place a candidate who “fits” your organization and community’s needs now and into the future.

CITY MANAGER
ASHLAND, OR
SEARCH SCHEDULE
(subject to modification and approval)

This sample schedule for a full recruitment anticipates a 14-week process. I frequently finish sooner than that.

<u>ACTIVITY</u>	<u>TIME FRAME</u>
I. Project Organization	Immediate
<ul style="list-style-type: none"> • Conference call discussion of recruitment process • Formalize project schedule 	
II. Development of Candidate Profile	Two Weeks
<ul style="list-style-type: none"> • On-site meeting with Ashland representatives to discuss Candidate Profile • Develop Candidate Profile/Marketing Brochure and obtain approval from Ashland • Develop advertising and recruiting plan 	
III. Recruitment	Six Weeks
<ul style="list-style-type: none"> • Advertise, network, and electronically post in appropriate venues • Send Candidate Profile to 300-400 industry professionals • Post opportunity on firm's web site as well as Ashland's site, ICMA, LOC, AOC, OCCMA, etc. • Search for/identify/recruit individuals within the parameters of the Candidate Profile • Respond to all inquiries and acknowledge all resumes received in a timely manner 	
IV. Preliminary Interviews/Recommendation	Three Weeks
<ul style="list-style-type: none"> • Review resumes and supplemental questionnaires • Conduct preliminary interviews with leading candidates • Conduct Internet research and credit/criminal checks • Present written recommendation of finalists to Ashland • Notify all candidates of search status 	
V. Final Interviews/Selection	Two Weeks
<ul style="list-style-type: none"> • Schedule finalist interviews • Design process and facilitate finalist interviews with Ashland • Assist Ashland throughout process and provide recommendations • Ashland selects candidate or leading 2-3 candidates for further consideration • Ashland conducts second interview process. 	
VI. Qualification	One Week
<ul style="list-style-type: none"> • Conduct thorough background and reference checks on leading candidate • Negotiation assistance • Exceed expectations and successfully place candidate who "fits." 	

COST OF SERVICES

Cost of Services

Our all-inclusive fee to conduct the search process for your next City Manager is \$26,000. The all-inclusive fee includes professional fees and expenses (out-of-pocket costs associated with advertising, consultant travel, administrative support/printing/copying/postage/materials, telephone/technology, partial background checks on recommended candidates, and full background check on selected finalist only).

The fee quoted above is for a full recruitment process as described in The Search Process, including three to four days of on-site meetings. The first on-site meeting is to develop the Candidate Profile; the second on-site meeting is to provide a recommendation of candidates; and the third on-site meeting includes up to two consecutive days to facilitate finalist interviews.

Additional Service Costs

The following “menu” details fees for additional requested services. Some fees may be negotiated.

Additional on-site meeting day	\$500 - 1,000/each + travel expenses
Each additional full background check	\$300/each

Process of Payment

One-third of the all-inclusive fee is due as a retainer upon execution of the agreement. This retainer covers upfront and necessary expenses incurred by Peckham & McKenney on the City’s behalf for consultant travel and advertising. If the retainer is not received by Peckham & McKenney within 30 days of execution of the agreement, we will suspend the recruitment process until payment is received.

The second third of the full payment will be invoiced one month from contract execution, and it is due within 30 days following the invoice date.

The final third of the full payment will be invoiced two months from contract execution, and it is due within 30 days following the invoice date.

If the City requires a different payment schedule, this must be agreed upon within the contract. Peckham & McKenney expects payment of all invoices in a timely manner. Services may be suspended until payment is received.

Insurance

Peckham & McKenney carries Professional Liability Insurance (\$1,000,000 limit), Commercial General Liability Insurance (\$2,000,000 General Liability, and \$4,000,000 Products) and Automobile Liability Insurance (\$1,000,000). Our Insurance Broker is Wells Fargo Insurance, Inc., Charlotte, NC, and coverage is provided by Sentinel Insurance Company and Hiscox Insurance Co. Limited.

Necessary insurance documentation will be provided to the City in a timely manner.

GUARANTEE AND ETHICS

Placement Guarantee

Our placement record is particularly strong in that 89% of the candidates we have placed remain in those positions for over five years. In the unlikely event, however, that a candidate recommended by our firm (external candidates only) leaves your employment ***for any reason within the first year*** (except in the event of budgetary cutbacks, promotion, position elimination, or illness/death), we agree to provide a one-time replacement at no additional charge, except expenses.

Ethics

Time and again, we receive unsolicited comments from clients and candidates relating to our integrity and ethics.

- First, we believe in honesty. No client should ever appoint an individual without being fully knowledgeable of the candidate's complete background and history. Conversely, no candidate should ever enter into a new career opportunity without full disclosure of any organizational "issues."
- We strive to keep everyone involved in a recruitment process informed of the status. Not only do we provide regular updates to our clients, but we also have a reputation for keeping our candidates posted.
- As recruitment professionals, we do not recruit our placements — *ever*. Should a placement of ours have an interest in a position for which we are recruiting, they may choose to apply. However, if they become a finalist, we ask that they speak to their supervisor to alert them of their intent.
- During an active engagement, we do not recruit staff from our client agencies for another recruitment. Nor do we "parallel process" a candidate, thereby pitting one client against another for the same candidate.
- We are retained only by client agencies and not by our candidates. While we have a reputation for being actively involved in the profession and providing training, workshops, and general advice to candidates, we represent only our clients. In addition, we *always* represent and speak of our clients in a positive manner, during the recruitment engagement as well as years after.

Reopening the Recruitment

Throughout the recruitment process, all efforts are made to ensure a successful placement of a candidate who fits the Candidate Profile. It is extremely rare that the recruitment process fails to produce a preferred candidate in the first instance. If the search process, however, does not produce a successful placement in the first instance, and there is an understanding that the City and Peckham & McKenney each take responsibility for whatever errors may have been made, if any, we will conduct a second recruitment process for the cost of expenses (approximately \$6,000), and a professional fee limited to additional on-site meeting day(s) (approximately \$1,000/day).

As Albert Einstein said, the definition of insanity is "doing the same thing over and over again and expecting different results." Prior to reopening the recruitment, we will thoroughly review with the City what adjustments in approach, compensation, or other variables may be necessary to ensure a successful outcome.

CLIENT REFERENCES

Please feel free to contact any of the following current and recent clients to inquire about their experience with Andrew Gorgey. In addition, we would be pleased to furnish the client contact and phone numbers for any past clients.

Mr. Gorgey's most recent recruitments in Oregon:

Benton County, OR – Health Department Director and Chief Financial Officer (both in 2020)

Joe Kerby, County Administrator
(970) 596-2003, Joseph.Kerby@Co.Benton.or.us
Tracy Martineau, Human Resources Director
(541) 766-6389, tracy.martineau@co.benton.or.us

Mr. Gorgey's most recent City Manager Recruitments:

Chino Valley, AZ – Town Manager (2020)

Mayor Jack Miller
(928) 713-2408, jwmiller@chinoaz.net

Town of Timnath, CO – Town Manager (2020), Town Attorney (current)

Mayor Mark Soukup
(970) 215-8115, msoukup@timnathgov.com

Town of Wellington, CO – Town Administrator (2020)

Mayor Troy Hamman
(303) 912 2151, hammantl@wellingtoncolorado.gov
Ashley Macdonald, Town Trustee
(970) 744-9817, macdonas@wellingtoncolorado.gov

Mr. Gorgey's notable regional recruitments:

City of Bothell, WA – (Seven positions in three years) Fire Chief, Assistant City Manager, Human Resources Director (all in 2017); Community Development Director, Parks and Recreation Director, Economic Development Manager, and Finance Director (all in 2018).

City Manager Jennifer Phillips
(425) 806-6140, jennifer.phillips@bothellwa.gov
(Ms. Catherine Jansen, Executive Assistant to the City Manager, (425) 806-6145)
Human Resources Director Mathew Pruitt
(425) 806-6200, mathew.pruitt@bothellwa.gov

City of Kent, WA – Finance Director and Human Resources Director (both in 2019)

Derek Matheson, Chief Administrative Officer
253-856-5700, DMatheson@kentwa.gov
Natalie Winecka, Deputy Director of Human Resources
Phone 253-856-5282, NWinecka@kentwa.gov

City of Mill Creek, WA – City Manager (2019) and Director of Finance (2020)

Michael Ciaravino, City Manager
(425) 954-9018, michaelc@cityofmillcreek.com

Also fee free to contact *Stayton City Manager Keith Campbell* at kcampbell@ci.stayton.or.us or (913) 940-5950 as a general reference for Andrew Gorgey.

PLACEMENT GUARANTEE AND ETHICS

Our placement record is particularly strong in that 80% of the candidates we have placed since 2010 continue in those positions today. In the unlikely event, however, that a candidate recruited and recommended by our firm leaves your employment ***for any reason within the first year*** (except in the event of budgetary cutbacks, promotion, position elimination, or illness/death), we agree to provide a one-time replacement at no additional charge, except expenses.

Time and again, we receive unsolicited comments from clients and candidates relating to our integrity and high ethics.

- First, we believe in honesty. No client should ever appoint an individual without being fully knowledgeable of the candidate's complete background and history. Conversely, no candidate should ever enter into a new career opportunity without full disclosure of any organizational "issues."
- We strive to keep everyone involved in a recruitment process informed of the status. Not only do we provide regular updates to our clients, but we also have a reputation for keeping our candidates posted, even to the extent of informing them as to who was eventually selected.
- As recruitment professionals, we do not recruit our placements – ***ever***. Should a placement of ours have an interest in a position for which we are recruiting, they may choose to apply. However, if they become a finalist, we ask that they speak to their supervisor (Council member or Manager) to alert them of their intent.
- We do not recruit staff from our client agencies for another recruitment during an active engagement. Nor do we "parallel process" a candidate, which means placing the same candidate in two of our searches at the same time, thereby pitting one client against another for the same candidate.
- We do not misrepresent our client list. Only those searches that we personally conducted appear on our list.
- We are retained only by client agencies and not by our candidates. While we have a reputation for being actively involved in the profession and providing training, workshops, and general advice to candidates, we represent only our clients. In addition, we ***always*** represent and speak of our client in a positive manner, during the recruitment engagement, as well as years after.

DIVERSITY STATEMENT

Peckham & McKenney, Inc., is committed to diversity in its broadest possible definition in every aspect of each executive recruitment our firm provides.

Peckham & McKenney does not discriminate on the basis of race, color, religion, creed, sex/gender, national origin/ancestry, disability, pregnancy, sexual orientation (including transgender status), marriage or family status, military status, or age. We are fully compliant with all applicable federal and state employment laws and regulations in all of our recruitments.

Our average for female and minority placements since 2014 is approximately 51%. Of that average, 37% of our placements are female.

Also, for over 30 years, firm principal and founder Bobbi Peckham has been a champion of women seeking executive leadership positions within local government, succeeding in the field as few other women have. As a “minority” owner of her own firm, Ms. Peckham and her partner and co-founder, Phil McKenney, have gone to great lengths to support the management profession, women, minorities, and all involved in the recruitment and hiring processes.

In addition to all other outreach methods, our firm utilizes the National Diversity Network, which ensures placement of your opportunity with the following online venues.

- African American Job Network
- Asian Job Network
- Disability Job Network
- Latino Job Network
- LGBT Job Network
- Retirement Job Network
- Veteran Job Network
- Women’s Job Network

EXECUTIVE SEARCHES CONDUCTED (2004 to PRESENT*)

(* 100's of additional searches were conducted from 1987-2004)

City/County Manager, Executive Director, and Related

Alameda County Waste Management Authority, CA	Executive Director
American Canyon, CA	City Manager
American Canyon, CA	Assistant City Manager
Anderson, CA	City Manager
Antioch, CA	City Manager
Arroyo Grande, CA	City Manager
Ashland, OR	City Administrator
Aspen, CO	City Manager
Auburn, CA	City Manager
Azusa, CA	City Manager
Barstow, CA	City Manager
Basalt, CO	City Manager
Bell, CA	City Manager
Belmont, CA	City Manager (2010 and 2019)
Belvedere, CA	City Manager
Benicia, CA	City Manager
Big Bear Lake, CA	City Manager
Brentwood, CA	City Manager
Brookings Economic Development Agency, SD	Executive Director
Buellton, CA	City Manager
Burbank, CA	City Manager
Burlingame, CA	City Manager
Calistoga, CA	City Manager
Camarillo, CA	City Manager
Campbell, CA	City Manager (2011 & 2016)
Canby, OR	City Administrator
Carmel-by-the-Sea, CA	City Administrator
Centennial, CO	City Manager (2007 & 2017)
Chino Valley, AZ	Town Manager (current)
Cordillera Metropolitan District, CO	General Manager
Corvallis, OR	City Manager
Cosumnes Community Services District, CA	Chief Administrative Officer
Cupertino, CA	City Manager
Del Mar, CA	City Manager
Douglas County, NV	County Manager
Duarte, CA	City Manager
Durango, CO	City Manager
Eagle County, CO	County Manager
El Dorado Hills Community Services District, CA	General Manager
Encinitas, CA	City Manager
Escondido, CA	City Manager
Eureka, CA	City Manager
Exeter, CA	City Administrator
Flagstaff, AZ	City Manager
Foothills Park & Recreation District, CO	Executive Director
Fort Bragg, CA	City Manager
Fort Lupton, CO	City Administrator
Galt, CA	City Manager (2015 & 2019)
Garfield County, CO	County Manager
Gilroy, CA	City Administrator (2007 & 2016)
Glendora, CA	City Manager (2007 & 2018)
Grand Junction, CO	City Manager
Greeley, CO	City Manager

Gustine, CA	City Manager
Hayward, CA	City Manager
Hood River, OR	City Manager
Hughson, CA	City Manager
Humboldt CSD, CA	General Manager
Huntington Beach, CA	Assistant City Manager
Indian Wells, CA	City Manager
Incline Village General Improvement District, NV	General Manager
Ketchum, ID	City Administrator
La Plata County, CO	County Manager
La Quinta, CA	City Manager
La Palma, CA	City Manager
Lone Tree, CO	City Manager
Loveland Downtown Partnership/DDA, CO	Executive Director
Manitou Springs Chamber of Commerce, CO	Chief Operating Officer
Marin County LAFCO, CA	Executive Officer
Martinez, CA	City Manager
McCall, ID	City Manager
Midpeninsula Regional Open Space District, Los Altos, CA	General Manager (2007 & 2018)
Mill Creek, WA	City Manager
Mill Valley, CA	City Manager
Milpitas, CA	City Manager
Moorpark, CA	Assistant City Manager
Moraga, CA	Town Manager (2011, 2013, & 2017)
Mountain House Community Services District, CA	General Manager
Mountain Village, CO	Town Manager
Napa County, CA	County Executive Officer
North Lake Tahoe Public Utility District, CA	General Manager (2004 & 2007)
Novato, CA	City Manager
Oceanside, CA	Assistant City Manager
Orinda, CA	City Manager
Pacifica, CA	City Manager
Palmdale, CA	City Manager (2011 & 2015)
Palos Verdes Estates, CA	City Manager (2007 & 2013)
Park City Municipal Corporation, UT	City Manager
Piedmont, CA	City Administrator (2013 & 2019)
Placer County, CA	County Executive Officer
Pleasant Hill, CA	City Manager
Point Arena, CA	City Manager
Port Townsend, WA	City Manager
Portola Valley, CA	Town Manager
Public Agency Risk Sharing Authority of California	General Manager/CEO (2004 & 2016)
Rancho Murieta Community Services District, CA	General Manager
Ranch Palos Verdes, CA	City Manager
Rancho Santa Fe Association, CA	Chief Administrative Officer
Redlands, CA	City Manager
Redwood City, CA	City Manager
Redwood Empire Joint Powers Insurance Authority, CA	Executive Director
Rio Rancho, NM	City Manager
Rohnert Park, CA	City Manager
San Bernardino Water Department, CA	General Manager
San Clemente, CA	City Manager
San Diego Local Agency Formation Commission, CA	Executive Officer
San Mateo County, CA	County Manager (2008 & 2018)
San Miguel County, CO	County Manager
Santa Clara, CA	City Manager
Santa Clara County Open Space Authority, San Jose, CA	General Manager

Santa Cruz County, CA
 Sea Ranch Association, CA
 Sedona, AZ
 Sierra Madre, CA
 Snowmass Village, CO
 Solana Beach, CA
 Sonoma, CA
 South Pasadena, CA
 South Suburban Parks & Recreation District, CO
 St. Helena, CA
 Stayton, OR
 Steamboat Springs, CO
 Sunnyvale, CA
 Telluride, CO
 Teton County, WY
 Timnath, CO
 Tracy, CA
 Truckee, CA
 Truckee Donner PUD, CA
 Tulare, CA
 Turlock, CA
 Ventura, CA
 Walnut Creek, CA
 Waterford, CA
 Wellington, CO
 West Sacramento, CA
 Western Eagle County Metropolitan Recreation District, CO
 Windsor, CO
 Winter Park, CO
 Woodside, CA
 Yakima Regional Clean Air Authority, WA
 Yolo County, CA

County Administrative Officer
 Community Manager
 City Manager (2008 & 2014)
 City Manager
 Town Manager (2006 & 2013)
 City Manager
 City Manager
 City Manager
 Executive Director
 City Manager
 City Manager
 City Manager (2005 & 2008)
 City Manager
 City Manager
 County Administrator
 Town Manager
 City Manager (2007 & 2014)
 Town Manager (1992 & 2017)
 General Manager
 City Manager (2005 & 2011)
 City Manager
 City Manager
 City Manager
 City Administrator
 Town Administrator
 City Manager
 Executive Director
 Town Manager
 Town Manager
 Town Manager
 Executive Director
 County Administrator

Assistant City/County Manager and Deputy Manager

American Canyon, CA
 Arvada, CO
 Atherton, CA
 Bothell, WA
 Brentwood, CA
 Carlsbad, CA
 Concord, CA
 Contra Costa County, CA
 Daly City, CA
 Douglas County, CO
 Douglas County, NV
 Escondido, CA
 Foster City, CA
 Fremont, CA
 Gilroy, CA
 Gilroy, CA
 Glendale, AZ
 Hayward, CA
 Hayward, CA
 Huntington Beach, CA
 Metro, Portland, OR
 Midpeninsula Regional Open Space District, Los Altos, CA
 Oceanside, CA

Assistant City Manager
 Deputy City Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Manager
 Chief Assistant County Administrator (2)
 Assistant City Manager
 Deputy County Manager
 Assistant County Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Manager
 Assistant City Administrator
 Deputy City Manager, Economic Development
 Assistant City Manager
 Deputy City Manager
 Assistant City Manager (2006, 2010 & 2016)
 Assistant City Manager
 Deputy Chief Operating Officer
 Assistant General Manager (2)
 Assistant City Manager, Development Services

Pacifica, CA	Assistant City Manager
Palo Alto, CA	Assistant City Manager
Placer County, CA	Assistant County Executive Officer
Porterville, CA	Deputy City Manager
Sacramento County, CA	Assistant County Administrator
San Clemente, CA	Assistant City Manager
San Pablo, CA	Assistant City Manager
San Rafael, CA	Assistant City Manager (2006 & 2015)
South Lake Tahoe, CA	Assistant City Manager
Summit County, CO	Assistant County Manager
Thousand Oaks, CA	Assistant City Manager
Tracy, CA	Assistant City Manager (2007 & 2015)

City Attorney/Legal Counsel

Antioch, CA	City Attorney (2005 & 2015)
Archuleta County, CO	County Attorney
Ashland, OR	City Attorney
Aurora, CO	City Attorney
Bellevue, WA	City Attorney
Brighton, CO	City Attorney
Brisbane, CA	City Attorney
Burlingame, CA	City Attorney (2008 & 2012)
Castle Rock, CO	Town Attorney
Eureka, CA	City Attorney
Garfield County, CO	County Attorney
Hayward, CA	City Attorney
Loveland, CO	City Attorney
Mesa County, CO	County Attorney
Midpeninsula Regional Open Space District, Los Altos, CA	General Counsel
Milpitas, CA	Assistant City Attorney
Mountain View, CA	City Attorney
Mountain Village, CO	Town Attorney
Pittsburg, CA	City Attorney
Pleasanton, CA	City Attorney
Redwood City, CA	City Attorney
Richmond, CA	City Attorney
Rocklin, CA	Assistant City Attorney
San Bruno, CA	City Attorney
San Pablo, CA	City Attorney
Santa Clara Valley Water District, CA	District Counsel (Current)
Santa Cruz County, CA	County Counsel
Simi Valley, CA	City Attorney
South Lake Tahoe, CA	City Attorney
South San Joaquin Irrigation District, CA	General Counsel
Timnath, CO	Town Attorney (Current)
Yolo County, CA	County Counsel
Yuba City, CA	City Attorney

Community Development/Planning/Building/Economic Development

Alameda, CA	Economic Development Manager
Alhambra, CA	Director of Development Services
Ashland, OR	Community Development Director
Astoria, OR	Community Development Director
Beaverton, OR	Building Official
Bell, CA	Community Development Director
Benicia, CA	Community Development Director

Beverly Hills, CA	Community Development Director
Bothell, WA	Community Development Director
Bothell, WA	Chief Economic Development Officer
Burbank, CA	Community Development Director
Concord, CA	Principal Planner
Dana Point, CA	Community Development Director
Delano, CA	Economic Development Manager
Elk Grove, CA	Economic Development Director
Encinitas, CA	Development Services Director
Fremont, CA	Deputy Director of Community Development
Fremont, CA	Deputy Redevelopment Agency Director, Housing
Gilroy, CA	Community Development Director
Gilroy, CA	Deputy City Administrator/Economic Development
Glendale, AZ	Planning Director
Hayward, CA	Deputy City Manager, Economic Development
Hayward, CA	Community Development Director
Hayward, CA	Economic Development Manager
Jefferson County, CO	Planning & Development Director
Laguna Niguel, CA	Director of Community Development
Livermore, CA	Economic Development Director
Long Beach, CA	Deputy Director, Development Services
Long Beach, CA	Planning Bureau Manager, Development Services
Manhattan Beach, CA	Community Development Director
Martinez, CA	Community Development Director
Milpitas, CA	Director of Planning & Neighborhood Services
Mountain Village, CO	Director of Community Development & Housing
North Tahoe Public Utility District, CA	Planning & Engineering Manager
Novato, CA	Community Development Director
Oceanside, CA	Development Services Director
Pacifica, CA	Planning Director
Pacific Grove, CA	Community/Economic Development Director
Palo Alto, CA	Development Services Director
Pittsburg, CA	Community Development Director/City Engineer
Placer County, CA	Community Development Resources Agency Director
Rancho Palos Verdes, CA	Senior Planner
Rancho Santa Margarita, CA	Development Services Director
Reno, NV	Redevelopment Administrator
San Bernardino, CA	Director of Housing & Economic Development
San Bruno, CA	Community Development Director
San Clemente, CA	Community Development Director
San Clemente, CA	Economic Development & Housing Director
San Clemente, CA	City Planner
San Clemente, CA	Deputy Community Development Director
San Joaquin County, CA	Building Official
San Mateo, CA	Community Development Director
San Mateo, CA	Economic Development Manager
San Miguel County, CO	Planning Director
San Miguel County Regional Housing Authority, CO	Executive Director
San Pablo, CA	Asst. to the City Manager, Economic Development
San Rafael, CA	Community Development Director
Santa Clara County, CA	Director, Planning & Development
Santa Rosa, CA	Planning & Economic Development Director
Seaside, CA	Planning Services Manager
Seaside, CA	Redevelopment Services Manager
Sebastopol, CA	Planning Director
South Lake Tahoe, CA	Development Services Director
St. Helena, CA	Planning & Community Improvement Director

Stockton, CA
Stockton, CA
Stockton, CA
Stockton, CA
Teton County, CO
Vail, CO
Walnut Creek, CA
Walnut Creek, CA
West Hollywood, CA
Windsor, CA
Winters, CA
Yuba City, CA
Yuba City, CA

Community Development Director
Assistant Director of Community Development
Deputy CDD-Planning and Engineering
Deputy Building Official
Planning & Development Director
Director of Community Development
Economic Development Manager
Planning Manager
Property Development Manager
Community Development Director
Community Development Director
Development Services Director
Planning Manager

Public Works/Engineering and Related

American Canyon, CA
Ashland, OR
Aurora Water, CO
Benicia, CA
Benicia, CA
Benicia, CA
Big Bear Lake, CA
Carlsbad, CA
Concord, CA
Concord, CA
Dublin San Ramon Services District, CA
Fremont, CA
Galt, CA
Gilroy, CA
Gonzales, CA
Greeley, CO
Greeley, CO
Greenfield, CA
Hayward, CA
Hayward, CA
Jefferson County, CO
Livermore, CA
Louisville, CO
Mariposa County, CA
Metro, Portland, OR
Millbrae, CA
Millbrae, CA
Milpitas, CA
Morgan Hill, CA
Pacifica, CA
Pacifica, CA
Port San Luis Harbor District, CA
Rancho Palos Verdes, CA
Rancho Palos Verdes, CA
Rancho Palos Verdes, CA
Sacramento County, CA
Salt Lake City Corporation, UT
Salt Lake City Corporation, UT
San Bernardino Water Dept., CA
San Jose, CA
San Leandro, CA
San Pablo, CA

Public Works Director
Public Works Director
Director of Water
Land Use & Engineering Manager
Public Works Director
Deputy Public Works Director (2)
Assistant General Manager, Dept. of Water & Power
Deputy Public Works Director
Infrastructure Maintenance Manager
Transportation Manager
Operations Compliance Officer
Manager of Maintenance Operations
Public Works Director
Building Field Services Manager
Public Works Director
Public Works Director
Water & Sewer Director
Public Works Director
Director of Public Works
Deputy Director of Public Works
Airport Manager
Public Works Director
Public Works Director
Public Works Director
Property & Environmental Services Director
Deputy Public Works Director/Operations
Development Services Engineer
Public Works Director/City Engineer
Engineering & Utilities Director
Deputy Director, Public Works
Deputy Director, Wastewater Treatment
Facilities Manager
Director of Public Works
Deputy Director of Public Works
Senior Engineer
Associate Civil Engineer
Transportation Director
City Engineer
General Manager
General Services Director
Engineering & Transportation Director
City Engineer

San Pablo, CA
San Rafael, CA
Santa Clara, CA
South Lake Tahoe, CA
Steamboat Springs, CO
Suisun City, CA
Telluride, CO

Public Works Director
Public Works Director
Assistant Director of Water/Sewer Utilities
Public Works Director
Public Works Director
Public Works Director
Water/Wastewater Division Manager

Finance Director/Controller/Treasurer

Alhambra, CA
American Canyon, CA
American Canyon, CA
American Canyon, CA
Arvada, CO
Atherton, CA
Aurora, CO
Azusa, CA
Bell, CA
Benton County, OR
Bothell, WA
Brentwood, CA
Concord, CA
Cosumnes Community Services District, CA
Daly City, CA
Durango, CO
Encinitas, CA
Fairfield, CA
Fairfield, CA
Greeley, CO
Hayward, CA
Hayward Area Recreation District, CA
Kent, WA
Laguna Woods, CA
La Quinta, CA
Marin County, CA
Mill Creek, WA
Milpitas, CA
Modesto, CA
Oceanside, CA
Orange County Fire Authority, CA
Orange County Fire Authority, CA
Pacific Grove, CA
Pasadena, CA
Pittsburg, CA
Rancho Cordova, CA
Reno, NV
San Joaquin County, CA
San Marino, CA
San Mateo, CA
San Mateo, CA
Santa Barbara, CA
Santa Clara, CA
Santa Clarita, CA
Seaside, CA
Silverthorne, CO
Sonoma, CA
South Lake Tahoe, CA

Finance Director
Administrative Services Director
Finance Director
Finance Manager
Director of Finance
Finance Director
Finance Director
Director of Finance
Finance Director
Chief Financial Officer (current)
Finance Director
City Treasurer/Administrative Services Director
Budget Officer
Fire Chief (current)
Director of Finance
Finance Director
Finance Director
Director of Finance
Assistant Director of Finance
Finance Director
Director of Finance/CFO (2006 & 2017)
Administrative Services Director
Finance Director
Administrative Services Director/City Treasurer
Finance Director
Assistant Director of Finance
Finance Director
Finance Director
Director of Finance
Director of Finance
Assistant Chief, Business Services
Treasurer
Finance Director
Accounting Manager
Finance Director
Assistant Finance Director
Finance Director
Dir. of Purchasing/Support Services
Finance Director
Finance Director
Deputy Director of Finance
Economic Development Manager
Accounting Division Manager
Finance Manager
Financial Services Manager
Director of Finance/Administrative Services
Finance Director
Administrative Services Director

Steamboat Springs, CO
San Mateo County, Office of Superior Court, CA
Truckee Donner PUD, CA
Westlake Village, CA
Winter Park, CO
Yavapai County, AZ

Finance Director
Finance Director
Chief Financial Officer
Administrative Services Director
Finance Director
Finance Director

Human Resources/Personnel

Anaheim, CA
Beaverton, OR
Belmont, CA
Benicia, CA
Bothell, WA
Brentwood, CA
Brookings, SD
Concord, CA
Cosumnes Community Services District, CA
Eagle County, CO
Emeryville, CA
Encinitas, CA
Folsom, CA
Hayward, CA
Hayward Area Recreation & Parks District, CA
Jefferson County, CO
Kent, WA
Lakewood, CO
Manhattan Beach, CA
Mariposa County, CA
Metro, Portland, OR
Midpeninsula Regional Open Space District, CA
Milpitas, CA
Oceanside, CA
Pacific Grove, CA
Palo Alto, CA
Parker, CO
Placer County, CA
Porterville, CA
Rancho Cucamonga, CA
Rancho Santa Margarita, CA
Redwood City, CA
Rocklin, CA
San Bruno, CA
San Clemente, CA
San Rafael, CA
Santa Barbara County, CA
Santa Barbara County, CA
Seaside, CA
Silverthorne, CO
South Lake Tahoe, CA
Stockton, CA

Human Resources Director
Human Resources Director
Human Resources Director
Human Resources Manager
Human Resources Director
Human Resources Director
Director of Human Resources
Human Resources Director
Human Resources Director
Director of Human Resources
Human Resources Director
Human Resources Manager
Human Resources Director
Human Resources Director
Administrative Services Director
Human Resources Director
Human Resources Director
Employee Relations Director
Human Resources Director
Human Resources Director/Risk Manager
Human Resources Director
Manager of Administration/Human Resources
Human Resources Director
Human Resources Director
Human Resources Manager
Chief People Officer
Human Resources Director
Human Resources Director
Administrative Services Manager
Director of Human Resources
Human Resources/Risk Management Administrator
Human Resources Director
Human Resources Director
Human Resources Director
Human Resources Manager
Human Resources Director
Human Resources Director
Assistant Human Resources Director
Personnel Services Manager
Human Resources Director
Human Resources Manager
Director of Human Resources

Public Safety/Law Enforcement

Alhambra, CA
Alhambra, CA
Antioch, CA
Atherton, CA

Chief of Police
Fire Chief
Police Chief
Police Chief

Benicia, CA
 Bell, CA
 Beverly Hills, CA
 Bothell, WA
 Calistoga, CA
 Coast Life Support District, CA
 Contra Costa County, CA
 El Centro, CA
 Eureka, CA
 Galt, CA
 Gilroy, CA
 Gilroy, CA
 Hayward, CA
 Lone Tree, CO
 Lone Tree, CO
 Los Altos, CA
 Menlo Park, CA
 Mill Creek, WA
 Milpitas, CA
 Oceanside, CA
 Piedmont, CA
 Porterville, CA
 Prescott Valley, AZ
 Rocklin, CA
 San Pablo, CA
 San Pablo, CA
 San Rafael, CA
 Santa Monica, CA
 Sebastopol, CA
 Severance, CO
 Silverthorne, CO
 Sonoma Valley Fire & Rescue District, CA
 Springfield, OR
 Telluride, CO
 Vail, CO
 Yuba City, CA

Fire Chief
 Police Chief
 Police Chief
 Fire Chief
 Police Chief
 District Administrator
 Chief Probation Officer
 Police Chief
 Police Chief
 Police Chief
 Fire Chief (2004 & 2019)
 Police Captain
 Fire Chief
 Patrol Operations Commander
 Police Chief
 Police Captain
 Police Chief
 Chief of Police (current)
 Police Chief
 Fire Chief
 Fire Chief
 Chief of Police
 Police Chief
 Fire Chief
 Police Chief
 Police Chief
 Police Chief
 Police Chief
 Fire Chief
 Police Chief
 Chief Marshal
 Fire Chief
 Assistant Fire Chief

Parks & Recreation

Anaheim, CA
 Bell, CA
 Bothell, WA
 Hayward Area Recreation & Park District, CA
 Hayward Area Recreation & Park District, CA
 Lafayette, CA
 Oxnard, CA
 Pacifica, CA
 Palo Alto, CA
 Piedmont, CA
 Pleasanton, CA
 Roseville, CA
 San Clemente, CA
 San Juan Capistrano, CA
 Tracy, CA

Director of Community Services
 Community Services Director
 Director of Parks & Recreation
 Parks & Facilities Maintenance Director
 Recreation, Arts & Community Services Director
 Director of Parks & Recreation
 Cultural & Community Services Director
 Director of Parks, Beaches & Recreation
 Community Services Director
 Recreation Director (2014 & 2019)
 Director of Parks & Community Services
 Parks, Recreation & Libraries Director
 Director of Beaches, Parks & Recreation
 Community Services Director
 Parks & Community Services Director

City/County Clerk

Beverly Hills, CA

City Clerk

Hayward, CA
Long Beach, CA
Midpeninsula Regional Open Space District, CA
Midpeninsula Regional Open Space District, CA
Mountain View, CA
Palo Alto, CA
Rancho Santa Margarita, CA
Redwood City, CA
San Mateo, CA
Walnut Creek, CA

City Clerk
City Clerk
Clerk of the Board
Public Affairs Manager
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk

Community Relations

Pleasant Hill, CA

Community Relations Manager

Library Director

Beaverton, OR
Boulder, CO
Hayward, CA
Huntington Beach, CA
Pacific Grove, CA
Palo Alto, CA

Library Director
Library Director
Library Director
Library Director
Library Director
Library Director

Information Technology

Fremont, CA
Jefferson County, CO
San Mateo County, Office of Superior Court, CA
San Mateo County, Office of Superior Court, CA

Information Services Technology Director
Information Technology Director
Information Technology Director
Court Information Technology Manager

Health and Human Services

Benton County, OR
Douglas County, CO
Eagle County, CO
Mariposa County, CA
Washington County, OR

Health Department Director (current)
Human Services Director
Director of Human Services
Public Health Officer
Director of Health & Human Services