

PROPOSAL

City of Glendale

Executive Recruitment for City Manager

February 27, 2015

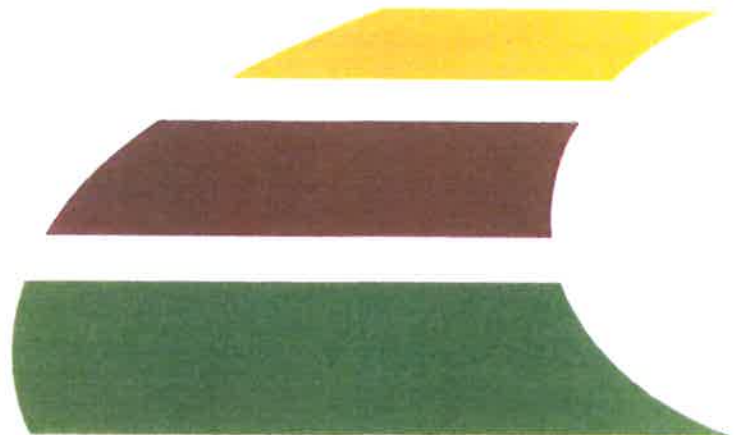
SUBMITTED BY:

VICKI QUINTERO BRASHEAR

Director of Products and Services

CPS HR Consulting
241 Lathrop Way
Sacramento, CA 95815
P: 916-471-3481
F: 916-561-7281
vicki@cpshr.us
Tax ID: 68-0067209

www.cpshr.us



Your Path to Performance

February 27, 2015

Jim Brown
Director of Human Resources and Risk Management
City of Glendale
5850 W. Glendale Avenue, Suite B56
Glendale, AZ 85301

Subject: City Manager Executive Recruitment

Dear Mr. Brown:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Glendale (City) with the recruitment of a new City Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We possess a number of important strengths to assist the City in accomplishing the goals for this recruitment, including:

- **Broad recruitment experience for public sector executive and managerial positions.** CPS HR has recruited executives and managers for a variety of positions with cities, counties, special districts, and nonprofit entities. We have extensive experience in the recruitment of all types of local government, executive, and professional staff, including council/board appointed executives, department directors, and key professional and management positions. We will apply this expertise to your recruitment.
- **A proven track record with more than 1,700 recruitments for 600+ clients.** We understand and appreciate the intricacies of managing the executive recruitment for an organization and bring that expertise and knowledge to the recruitment process. For this recruiting engagement, we will custom-tailor a program to fit your needs to provide a strong, competitive pool of candidates.
- **An in-depth understanding** of all state and local government operations, programs, and services. This understanding has been gained through consulting engagements with local government agencies throughout the United States.
- **Recent recruiting engagements within Arizona.** We have developed a thorough familiarity with regional issues such as housing costs, transportation, demographics, employment rates, and economic conditions. This, combined with our executive recruitment experience, strengthens our conversations with potential candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact Pam Derby at pderby@cpshr.us or (916) 471-3126.**

Sincerely,



Vicki Quintero Brashear
Director of Products and Services

Table of Contents

Our Understanding of the Scope of Work	4
Methodology	4
Key Stakeholder Involvement	4
City's Needs	4
Aggressive, Proactive, and Robust Recruitment	4
Selection	5
Three-Phase Project Approach for Success	5
Project Tasks	6
Project Timeline	12
Executive Recruitment Team	13
References	19
Professional Fees, Expenses, & Guarantee	21
Professional Services	21
Reimbursable Expenses	21
Two Year Guarantee	21
Qualifications	22
About CPS HR Consulting	24
Appendix A – Sample Brochure	26
Appendix B –Partial Recruitment History	30

Our Understanding of the Scope of Work

The City of Glendale (City) is seeking a professional search firm to conduct an executive recruitment for a new City Manager. CPS HR Consulting (CPS HR) realizes the importance of this leadership position and is prepared to assist the City with this endeavor from the initial kick-off meeting to the successful placement of a new incumbent. We envision the successful candidate leading the City in practice to achieve its strategic priorities of safety, service, quality of life, and diversity.

Methodology

Key Stakeholder Involvement

The City Council must be intimately involved in the search for a new City Manager. For this reason, our approach assumes their direct participation in key phases of the search process. Additionally, at the discretion of the City Council, other key stakeholders may also be invited to participate in focus group sessions or round-table meetings to provide input for the development of the candidate profile.

City's Needs

A critical first step in a successful executive search is for the City Council to define the professional and personal qualities required of the City Manager. To be certain this occurs, we have developed a very effective process that will permit the City Council to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the City Council wishes to establish with the City Manager; and ultimately, the professional and personal qualities that will be required of the City Manager.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

Selection

The selection of the best available candidate requires the use of tools specifically designed to evaluate each candidate against the personal and professional qualities identified by the City Council. For this reason, we tailor our selection techniques to the City's specific requirements. In addition, we also assume responsibility for administering the selection process for the City.

Three-Phase Project Approach for Success

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new City Manager who is uniquely suited to the City's needs.



Phase I: As desired by the City, our consultant will meet with the City Council and other City stakeholders to ascertain the City's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the City.

Phase II: The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the City. CPS HR will work with the City Council to determine the process best suited to the City of Glendale.

Project Tasks

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

The first step in this engagement is a thorough review of the following with the City Council:

- City's needs, culture, and goals
- Executive search process
- Schedule

This will ensure that the City's needs are met in the most complete manner possible.

Task 2 - Key Stakeholder Meetings

As desired by the City, CPS HR is prepared to meet with any additional key stakeholders to obtain input in developing the ideal candidate profile and to assist CPS HR in understanding key issues and challenges that will face a new City Manager. The specific nature of the involvement process would be developed in consultation with the City. The results of the above activities will be summarized by CPS HR and provided to the City as an additional source of information for developing the candidate profile and selection criteria.



Task 3 - Candidate Profile and Recruitment Strategy Development

This task will be accomplished during a workshop session involving the City Council and CPS HR. It will result in the identification of the personal and professional attributes required for the position and will include the following activities:

- The City Council will identify key priorities for the new City Manager.
- CPS HR will assist the City Council in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- The City Council will describe the type of working relationship they wish to establish with the City Manager.
- CPS HR will assist the City in generating lists of specific competencies, experiences, and personal attributes needed by the new City Manager in light of the analyses conducted above.
- CPS HR will present several recruitment and selection strategies for the City's consideration. The City will choose the recruitment and selection process most likely to produce the intended results.

Task 4 – Develop Recruitment Brochure

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review prior to printing. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/search.

Task 5 – Place Advertisements

Advertisements (which will include a direct link to your brochure) will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, social media, and websites to attract candidates on a nationwide, regional, local, or targeted basis, depending on the preference of the City. CPS HR will present examples to the City for review and approval. Examples may include:

Websites	Magazines/Print
<ul style="list-style-type: none">• League of Arizona Cities and Towns• Western City Magazine• Jobs Available• Public CEO	<ul style="list-style-type: none">• International City/County Management Association• LinkedIn

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the City Manager brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. CPS HR will specifically research other jurisdictions in which the demographics mirror those of the Maricopa County area and target outreach to those individuals. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past five years, we have successfully placed more than 170 minority and female candidates in executive level positions.

Phase II – Aggressive Recruitment

Task 1 - Identify and Contact Potential Candidates

This very crucial task will include a variety of activities. CPS HR will:

- Contact respected and experienced industry leaders to identify outstanding potential candidates on a referral basis. CPS HR maintains a comprehensive, up to date database of such professionals; however, we do not rely solely upon our current database. We also conduct specific research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates. These individuals, as well as other potential candidates, are typically contacted very soon after they have received a recruitment brochure in order to maximize the impact of the multiple contacts.
- Select top quality candidates for consideration from past recruitments.
- Provide each potential candidate with a copy of the recruitment brochure.
- Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume. Oftentimes this component necessitates multiple conversations with the same person to pique their interest and to answer their questions sufficiently.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks. The approach utilized by CPS HR employs the following techniques:



- Communicating to candidates, through advertising materials and verbal conversations, a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Providing guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area. We have found that potential candidates sometimes make the decision not to apply based on

rumored information, rather than facts and research. It is our job to ensure the candidates we are in communication with have accurate and helpful information.

- Actively seeking individuals who are highly visible in the field – widely published, frequent presenters and/or thought leaders – who are seemingly ready for the challenge. These highly qualified candidates may be attracted by the prospect of collaboration with other City departments, providing exceptional leadership to the City of Glendale, or continuing to ensure the public confidence in the integrity of the City.

Task 2 – Resume Review and Screening Interviews

All resumes will be submitted directly to CPS HR for initial screening. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include:

- A thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials.
- Interviews with the candidates who appear to best meet the City's needs. CPS HR will spend extensive time ascertaining each candidate's long term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will also gather data on any other unique aspects specific to this recruitment based upon the candidate profile.
- Internet research on each candidate interviewed.



Task 3 – City Council Selects Finalists

At the conclusion of the previous tasks, CPS HR will prepare a written report that summarizes the results of the recruitment processes and recommends candidates for further consideration by the City. Typically the report will recommend five to eight highly qualified candidates, and will include resumes and a profile on each interviewee's background. CPS HR will meet with the City Council to review this report and to assist the City in selecting a group of finalists for further evaluation.

Phase III – Selection

Task 1 - Design Selection Process

Based on the results of the meeting conducted in Phase I, CPS HR will design a draft selection process. CPS HR will meet with the City to review this process and discuss the City's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate, but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

Task 2 - Administer Selection Process

CPS HR will coordinate all aspects of the selection process for the City. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the City with deliberation of the results; and contacting both the successful and unsuccessful candidates.



Task 3 – Final Preparation for Appointment

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the City wish to arrange follow-up interviews or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360 evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made contingent upon that reference being successfully completed so as not to jeopardize the candidates' current employment situation.) The candidates are requested to provide a minimum of six reference sources. CPS HR is able to ascertain significant, detailed information from reference sources due to our assurance and commitment to each individual that their comments will remain confidential, which leads to a willingness to have an open and candid discussion, resulting in the best appointment for the City. A written (anonymous) summary of the reference checks is provided to the City.
- **Conduct Background Checks:** We will arrange for a background records check of a candidate's driving record, criminal and civil court, credit history, education verification, newspaper article publishing's, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion

with the finalist(s) and will present a full picture of the situation to the City for further review.

Task 4 – Contract Negotiation

Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

In addition, during each phase in the process, we are corresponding with candidates and advising them of their status. We place the highest level of importance on customer service and



responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process; as a result, we have many long term relationships with clients that have resulted in the opportunity to assist them with multiple recruitments.

CPS HR's communication extends once you have selected the new City Manager. We will contact both the City Council and the newly appointed City Manager within six months of appointment to ensure an effective transition has occurred.

Project Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new City Manager can be completed in 14 to 16 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/Printed Place Ads			➤													
Aggressive Recruiting							➤									
Final Filing Date							➤									
Preliminary Screening									➤							
Present Leading Candidates to the City										➤						
City Interviews													➤			
Reference/Background Checks														➤		
Appointment															➤	
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Executive Recruitment Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. For this engagement, Ms. Pam Derby has been selected to serve as the project manager. Mr. Stuart Satow and Mr. Frank Rojas will be available as additional resources throughout the recruitment efforts.

PROJECT MANAGER CONTACT INFORMATION	
Name	Pam Derby
Title	Project Manager/Senior Executive Recruiter
Address	241 Lathrop Way Sacramento, CA 95815
Phone	(916) 471-3126
Fax	(916) 561-7205
Email	pderby@cpshr.us

Pamela H. Derby

Profile

Since joining CPS HR Consulting in 2003, Pam Derby has conducted a wide range of recruitments for county, city, special district and association executives including city attorney, executive director, general manager, city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, public works director, registrar of voters, library director, and director of information technology in addition to specialized support positions.

Ms. Derby is currently conducting recruitments for Dallas County, TX; the California Department of Insurance; CalPERS; and the City of San José.

Prior to joining CPS HR, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local government. She is sensitive to balance the wants of the community with the needs of the City so as to tailor a recruitment process that reaches out to the most appropriate candidates and ensures a diverse group of individuals from which to make a selection. She has successfully employed these techniques in jurisdictions ranging from under 10,000 to 10 million. Moreover,

she employs a firmly-held personal philosophy that candidates must be treated with the same respect and careful consideration as her client. Previous to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations where she was responsible for the management of several large consumer groups.

Employment History

- Senior Executive Recruiter, CPS HR Consulting
- Professional Management Consultant, CPS HR Consulting
- Administrative Technician, CPS HR Consulting
- Aide to the Board of Supervisors, Yuba County, CA
- Special Cases Manager, Consumer Relations, The Money Store, CA
- Supervisor, Trailing Documents, The Money Store, CA
- Executive Assistant, Randlett Associates, CA

Professional Experience

- Project manager for local government, special district and non-profit executive recruitments. Responsible for all facets of process including proposal interviews, all client meetings, creating marketing and advertising materials, conducting candidate screening interviews and developing finalist candidate interview processes.
- Assisted executive recruiting team in the recruitment of local government and public agency executives.
- Managed staff responsible for addressing escalated customer complaints. Negotiated and mediated pre-litigation settlements with attorneys, state regulators, and other state agencies, involving home improvement loans. Served as department fraud coordinator.
- Provided administrative support to SVP, including drafting correspondence, report writing and special projects as assigned. Supervised department receptionist, responsible for interfacing with vendors and facilities management.
- Provided administrative and research support for private professional lobbying firm. Researched legislative bills, corresponded with professional association members regarding legislative proposals.

Education

- California State University, Chico, major course emphasis – Physical Education/ English

Stuart Satow

Profile

Since joining CPS HR Consulting in 2002, Stuart Satow has conducted over 175 successful recruitments covering all areas of public sector executive search including city, county, state, special district, and regional governments. Mr. Satow has extensive experience in conducting high-level recruitments for council/board appointed positions, as well as executive recruitments for mid-management and department head level positions in community development/planning, finance, human resources, information technology, legal, parks and recreation, public safety, and public works/utilities.

Previously, as a sportscaster for ABC affiliate KXTV Channel 10, Mr. Satow interviewed hundreds of management-level executives, university officials, and professional and amateur athletes. He is a popular public speaker and emcee who has long been involved in community events in the Sacramento region. With a BA degree in Communication Studies from California State University, Sacramento and 27 years of experience in the communications industry, Mr. Satow is an experienced writer and interviewer who has excellent people skills and a positive track record in staff and project management.

Employment History

- Senior Executive Recruiter, CPS HR Consulting
- Sports Director, KXTV-10, Sacramento, CA
- Sports Reporter / Weekend Sports Anchor, KXTV-10, Sacramento, CA
- Sports Reporter / Weekend Sports Anchor, KNTV Channel 11, San Jose, CA
- Sports Reporter / News/Sports Photographer, KTXL, Channel 40, Sacramento, CA

Professional Experience

- Conducting public sector recruitments for executive level positions (includes upper- and mid-management, department directors, and council/board appointed positions).
- Managing entire recruitment process: develop and submit responses to proposals, meet with clients to understand their recruitment needs and develop a project plan, develop marketing brochures for recruitments, place advertisements, and research and identify potential candidates. Proactively contact potential candidates; market the position to them. Conduct screening interviews. Facilitate the entire interview process. Perform thorough reference checks and oversee extensive background checks on candidates. Negotiate employment agreements.
- Coordinating activities of the Sports Department for local television news station
- Reporting on local sports events/teams of interest including high school, college and professional sports (and others)

- Liaison to local and regional sports contacts (including local and bay area professional teams, universities/colleges, high school athletic directors/coaches, and other key sports contacts)
- Experienced writer and interviewer with excellent people skills and a positive track record in staff and project management.

Education

- Bachelor of Arts degree, Communication Studies (with honors), California State University, Sacramento

Frank Rojas

Profile

Frank Rojas is a Senior Executive Recruiter with CPS HR Consulting. Frank brings more than 30 years of recruiting experience from the highly competitive direct placement and contract labor industries as well as the corporate environment. Mr. Rojas has significant experience placing corporate leaders, executive, professional, and technical staff including individual contributors for government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation and private industry. In addition to just completing recruitments for City of San Jose, CA 32nd Agricultural District, Casitas MWD and the City of Compton, recent successful efforts include positions of Chief Executive Officer, Chief Information Officer, Vice President of Risk, Director of Community Development, Corporate and Government Controllers, General In-House Counsel, Fire Chief, and Director-level hires for Human Resources, Administrative Services, Engineering, Emergency Services, Fleet, Environmental, Regulatory Compliance, Training, and Division/Site General Managers. Mr. Rojas has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.

Mr. Rojas began his career in Contract Labor and over the next 20+ years launched seven start-up offices in several states and locations providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment managing and building talent acquisition support during significant growth periods. Having been a speaker at several networking and career coaching venues, Frank believes in utilizing traditional recruiting methodology with social media. He was named in the top 1% viewed profiles on LinkedIn.

Employment History

- Senior Executive Recruiter, CPS HR Consulting
- Employment Director and Senior Recruiter, PRIDE Industries
- Corporate Recruiter, EMF Broadcasting
- Branch Manager and Acting Vice President, Fastek Technical Services

Professional Experience

- Managed and led recruiting efforts including client interface to define and write position descriptions, profiles, and goals. Responsible for creating marketing plans, screening and selection strategies, conducting interviews and participating in final hire and post-hire activities including reference and background checks.
- Assisted in salary evaluation and competitive comparisons. This includes candidate negotiations, travel and relocation (if appropriate), benefits, and confirmation and acceptance of any requirements prior to the submittal process and acceptance of offer.
- Managed in-house staff to ensure adherence of company policies and legal compliance. Developed and maintained positive, team-building methodologies that increased

productivity, created a positive, productive staff, and maintained cooperativeness and trust.

- Recruited and identified senior-level management for several federal locations including General Managers, Assistant General Managers, HR Directors, Site Controllers, Quality Managers, T-4 Water and Environmental Director and Departmental Leadership at Fort Bliss, El Paso; Fort Polk, Louisiana; Joint Base McGuire-Dix-Lakehurst; New Jersey; Los Angeles Air Force Base; Cape Canaveral, Florida; and the Lawrence Livermore National Laboratory.
- Set up staff procedures and office functions; negotiated service agreements, ensured EEO, safety/OSHA quality, and all local, state, and federal compliance policies. Migrated and implemented several Applicant Tracking Systems including participation as Systems Administrator.
- Initiated effort to define the mission and business plans of expanding organizations. Developed road maps to build client base, relevant labor pools, and resources to sustain growth for the entire enterprise. Started corporate recruiting department and initiated recruiting strategies, hiring processes, retention, and integrated cost-effective marketing tools.
- Hired and motivated in-house talent and created cross-functional business/sales and recruiting process allowing for growth, skills development, and achievement to meet customer needs and provide for an effective team-oriented environment.

Education

- B.A. Political Science, University of California at Berkeley, Berkeley, CA

References

Provided below is a partial list of clients we have recently worked with in providing executive recruitment services. We are confident that these public sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT	POSITION	CONTACT
Chandler, City of	City Manager (2011)	Debra Stapleton Human Resources Director (480) 782-2350 Debra.stapleton@chandleraz.gov
	Assistant City Manager (2013)	
Gilbert, Town of	Town Manager (2011)	Mark Boynton HR Analyst (480) 503-6823 Mark.boynton@gilbertaz.gov
	Public Works Director (2013)	Or John Lewis Mayor (480) 503-6860 John.Lewis@gilbertaz.gov
Marana, Town of	Deputy Town Manager (2014)	Gilbert Davidson Town Manager (520) 382-1900 gdavidson@marana.com
		or Fanni Acosta Sr. Human Resources Analyst (520) 382-1934 facosta@marana.com

CLIENT	POSITION	CONTACT
Maricopa, City of	City Manager (2014)	Christian Price Mayor (520) 316-6828 Christian.Price@maricopa-az.gov Or Gregory Rose City Manager (520) 316-6811 Gregory.rose@maricopa-az.gov
Paradise Valley, Town of	Town Manager (2014)	Michael Collins Mayor (elect) (480) 348-3690 mcollins@paradisevalleyaz.gov

Professional Fees, Expenses, & Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services associated with **Phases I, II, and III** of the recruitment process, including the necessary field visits (up to three) to develop the candidate profile and recruitment strategy, assist the City with finalist selection, and facilitate candidate interviews.

Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, advertising, marketing, printing/copying, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses and ***we will work proactively with the City to ensure that the dollars being spent for expenses are in keeping with the City's expectations.*** Travel expenses for candidates who are invited forward in the interview process are not included under our reimbursable range. The listed reimbursable expenses range includes a background check on the selected finalist candidate.

Professional Fixed Fee & Reimbursable Expenses*	
Professional Services (Fixed Flat Fee)	\$17,000
Reimbursable Expenses, Not to Exceed	
Approximate recruitment costs include:	
<ul style="list-style-type: none">■ Brochure Design and Printing (\$1,500)■ Advertising (\$3,000)■ Consultant travel based on three trips with one overnight (\$1,250)■ Background check for one candidate (\$400)■ Other recruitment expenses such as supplies and shipping (\$200)	\$6,500-\$7,000
Not-to-Exceed Total	\$24,000

**Professional fees and reimbursable expenses would be billed and paid monthly.*

Two Year Guarantee

If the employment of the candidate selected and appointed by the City, as a result of a full executive recruitment (Phases I, II, and III), comes to an end for any reason before the completion of the first two years of service, CPS HR will provide the City with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for reimbursable expenses. Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted.

Qualifications

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through more than 13 years of placing top and mid-level executives in public agencies throughout the United States.

■ **Unmatched Recruitment Experience for Government Agencies**

CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.

■ **Seasoned Executive Recruiters**

Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.

■ **Detailed Needs Assessments**

We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.

■ **Vast Pool of Public Agency Contacts**

CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.

■ **Success Recruiting Non-Job Seeking Talent**

We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.

■ **Diversity Sensitivity**

CPS HR encourages applicant diversity and incorporates a variety of activities to attract the best available candidates. We have successfully recruited and placed minority and female candidates for a variety of executive-level positions.

■ **Cost Effective**

The combination of CPS HR's seasoned recruitment management and highly qualified staff enable us to reliably deliver successful results on time and on budget.

■ **Satisfied Clients**

Our client satisfaction rating averages 4.6 on a scale of 5. While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

■ **Strong Base of Repeat Clients**

We make sure we understand our client's challenges and customize our process to fit their needs. As a result, we have a long and growing list of returning clients who seek our services for multiple engagements.

■ **Proven Placement Success**

Please refer to **Appendix B** for a partial three year listing of successful placements.

About CPS HR Consulting

CPS HR Consulting has been assisting organizations with their talent management needs for 30 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America.

CPS HR's core competency is its knowledge of and expertise in the public sector. As a public agency, we understand the challenges and issues facing our client base. As a self-supporting public entity, we also understand the need for innovative yet practical results. CPS HR can provide expertise that is unique because we share with our clients a common perspective. There is no competitor in the industry that can make this claim.



CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR is a public agency governed by regulations and public sector concerns. We understand what it is to work with and within government. Unlike other public sector organizations, CPS HR is self-supporting. We employ the strategy, innovation, and flexibility found in the private sector to the client's advantage. CPS HR's unique position in the public arena attracts professionals from both public and private sectors who are driven to help the client reach its organization's vision and mission. We work collaboratively with the client to generate solutions that are creative yet practical, to meet the organization "where it is" while also moving it to the next level.

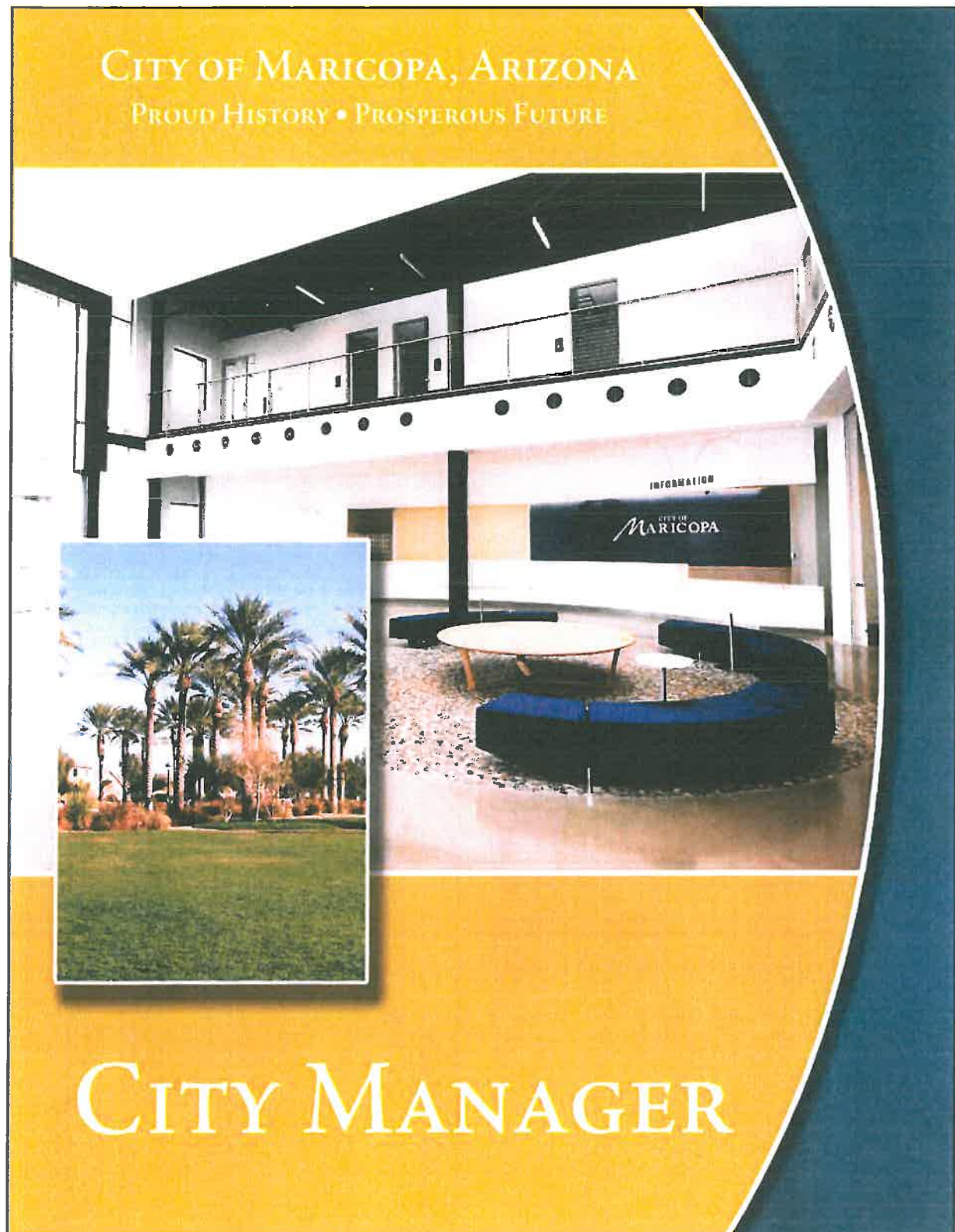
CPS HR currently has a staff of 80+ full-time employees and more than 1,200 subject matter experts and contract employees who have a wide variety of government, public, and private sector human resources experience. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Rockville, Maryland and Austin, Texas.



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the City of Glendale in this important endeavor.

Appendix A EXHIBIT Sample Brochure





UNIQUE OPPORTUNITY

The steadily growing and dynamic community of Maricopa, Arizona seeks an innovative, collaborative, service oriented leader to serve as its new City Manager. This is an exceptional opportunity for a creative, forward-looking professional to help shape the future development of one of Arizona's newest, up-and-coming communities.

THE COMMUNITY

The City of Maricopa, a community with a "Proud History and Prosperous Future," is strategically connected to the nearby Metro Phoenix and Central Arizona region. It is located just 30 minutes from the Phoenix Metropolitan area and 35 minutes from Sky Harbor International Airport. Maricopa was incorporated as Arizona's 88th municipality in 2003. Since then, rapid growth has transformed the City from a population of less than 5,000 residents into a bustling population of over 45,000. Growth projections place the population at well over 100,000 by the year 2040 and over 200,000 at build-out.

From 2000 to 2010, Maricopa experienced more than 4.030% growth and was the fastest growing small city in the United States according to the U.S. Census Bureau.

With strong ties to its agricultural roots, Maricopa has enjoyed an influx of young families and retirees seeking a family-oriented environment and separation from urban issues while enjoying ready access to "big city" amenities. Maricopa's local amenities are growing with current and planned access to quality dining, retail, lodging, recreational and cultural amenities. Maricopa neighborhoods boast local healthcare, attractive lakes, parks, athletic venues, and educational opportunities. A new city hall complex was opened in September, as well as the first phase of a new community college campus. Within the next year, residents will enjoy a new regional park, and a new multi-generational and aquatic center.

The average household income in Maricopa is \$75,000 – among the highest in the state of Arizona. Approximately 88% of adult residents have some post-high school education and 47% hold a bachelor's or graduate degree.

The City of Maricopa is the Phoenix Valley's 2nd safest city – FBI Uniform Crime Reports

Maricopa's housing affordability, quality of life, and family-oriented atmosphere continue to attract newcomers who enjoy the area's full-service city library, newly constructed public and charter schools, city parks, and growing retail and entertainment venues.

CITY GOVERNMENT

The mission of the City of Maricopa is to be open, responsive and accountable while serving the public with integrity.

The City of Maricopa operates under the council-manager form of government. Six members of the City Council are elected at-large to overlapping terms of four years with the Mayor being directly elected for a two-year term. There are no term limits for the Mayor or City Council members. The City Council is the legislative body responsible for the overall policies and direction of the City. The City Council appoints the City Manager, City Attorney, and City Magistrate and members of a number of City Boards, Committees and Commissions. City Council meetings are held on the first and third Tuesdays of the month. The City operates under the constitution and laws of the State of Arizona.

Maricopa provides a full array of municipal services including public safety (police and fire); transportation and development services; community services; economic development; and all the traditional internal management support functions. The City has an operating and capital budget of \$186.4 million and a workforce of 217.

Maricopa is an organization fully committed to providing high quality service. The Maricopa City Council Strategic Plan is focused on the following five target areas:

- Economic Sustainability
- Transportation
- Quality of Life
- Public Safety
- Quality Municipal Services

View the Strategic Plan at: www.strategicplan.maricopa-az.gov.

THE CITY MANAGER

The City Manager is appointed by the Mayor and City Council. He/she is the chief administrative officer of the City and is responsible to the City Council for the administration of City affairs. Under the Council-Manager form of government, the City Council develops policies with guidance from the City Manager, who is responsible for implementing those policies. The City Manager has the responsibility for preparing the City's annual budget for Council's consideration.





The City Manager directly supervises an Assistant City Manager, City Clerk, Police Chief, Fire Chief, Finance Director, Economic Development Director, Human Resources Director, Public Information Officer and Media Specialist. Community Services and Development Services report to the Assistant City Manager. The soon to be filled position of Chief Information Officer will also report to the City Manager's office. With hiring authority for all departments and department heads except the Council-appointed City Attorney and City Magistrate, the City Manager is the administrative head of City government operations and also plays a key role in intergovernmental relations and legislative monitoring.

ISSUES AND PRIORITIES

In preparation for the recruitment of a new City Manager, key City stakeholders including the Mayor and City Council, Department Directors and Mid-Managers, Employee Group representatives, and community leaders have identified the following issues and priorities that will need to be addressed by the successful candidate.

Growth/Development – Maricopa has experienced explosive growth over the last decade, with residential development expected to rise again as the housing market rebounds. As the City continues its growth, the new City Manager will be tasked with focusing on economic development to attract new businesses and jobs to the City as it transitions from a bedroom community to a place where citizens can truly live, work, play and learn. Additionally, developing positive working relationships with the development community is critical. As the City continues its growth, the City Manager must also be receptive to viewpoints from both the long-time residents, and the wave of new community members calling Maricopa home.

Manager-Council Relations – The new City Manager will be expected to quickly develop a strong relationship with the Mayor and City Council that is based on a partnership philosophy, mutual respect, trust, open communication and equal treatment to all members. The City Manager will be expected to be actively involved in the policy development process by bringing creative ideas to the Council and working collaboratively on a vision for the community as it matures and develops.

Capital Improvement Program – The City's CIP has very recently completed a number of major projects (City Hall, Police Administration, Fire Station), with several others underway (Regional Park, Multi-Generational and Aquatics Center, Public Works Yard) that will require the continuing oversight of Development Services and the City Manager. Additionally, current and future major transportation projects need attention and prioritizing to enhance the safety, mobility, and connectivity of the City's intra-city transportation system.

Employee Development – There has been significant turnover of staff in the City of Maricopa organization, including a number of current vacancies at the management level. The new City Manager will be tasked with making some critical hires who will

ideally provide strong and stable leadership for the organization. A focus on employee development, retention and succession planning will be a key priority.

Floodplain Management – Working in conjunction with various flood control management agencies to provide for the health and safety of Maricopa residents. This includes the ongoing updates of the floodplain maps in coordination with FEMA and the Pinal County Flood Control District.

Interagency Cooperation – Efforts continue to seek partnership opportunities with neighboring cities and other jurisdictions to address transportation and other regional issues to better serve the residents of the region. Establishing relationships with these regional partners, including members of the Native American communities, will require the attention of the new City Manager.

Fiscal Responsibility – Maricopa City government has a history of providing responsive services while operating according to sound fiscal principles. It is an ongoing challenge to continue the high quality services that provide for the health and safety of the community while facing ongoing challenging financial times. A focus on the long-term sustainability of the community and strategically addressing the budget challenges will be paramount for the new Manager.

THE IDEAL CANDIDATE

The ideal candidate is a strongly committed individual with a passion for public service who has a positive record of achievement and a history of developing constructive working relationships with both internal and external stakeholders. He or she will actively solicit good ideas from all levels of the organization and will have the ability to earn respect and to foster innovative solutions to City issues through sound administrative practices and strategic planning skills. Successful candidates will have a demonstrated track record of effective staff management, process improvement, community relations, and significant experience working with a council or board of directors. Candidates who have experience in comparable municipalities that have are experiencing rapid growth will be favorably considered. To be a successful complement to the City's Management Team, highly qualified candidates will be outstanding leaders, effective delegators, superior problem solvers, notably innovative, as well as confident/clear communicators. Council seeks candidates who are interested in establishing a long-term commitment with the City.

Specific requirements are as follows:

Qualifications

Experience: At least six years of progressively responsible executive level experience in a public sector environment which includes substantial relevant experience in development services, building safety, public works, finance, budget, performance measurement, financial planning and forecasting, and capital improvement planning.





Education: A Master's degree in public or business administration or closely related field.

Any equivalent combination of education, training, and experience, which provides the requisite knowledge, skills, and abilities may be substituted for evaluation at the discretion of the City.

Competencies and Personal Characteristics

In addition to the requirements stated above, the ideal candidate will possess the following additional characteristics, competencies and style:

- Experienced local government administrator with outstanding leadership skills who can motivate, empower, and mentor staff while holding them accountable.
- Willingness to develop a strong identification with the community, its citizenry, and its unique characteristics; sensitive to a diverse group of stakeholders; experience engaging the Native American community a plus.
- Will be totally committed to the job and the community; seek to make a long-term impact on the future of Maricopa.
- Honest, straightforward, transparent; maintains open lines of communication and keeps Council informed (no surprises); will work with Council to establish appropriate parameters of responsibility between Council and staff.
- Community involved and engaged; an effective marketer, spokesperson and representative of the City organization.
- Open and approachable – encourages new ideas and input; excellent listening skills.
- Innovative and creative; willing to approach issues with an open mind to effect positive change in a "leading edge" way.
- Person of humility – is caring and compassionate.
- Effective multi-tasker; capable of dealing with multiple issues and successfully prioritizing.
- Proven negotiating skills; effectively persuasive.
- Possesses a healthy sense of humor; able to build morale and create a positive work environment.

COMPENSATION AND BENEFITS

The salary range for the City Manager is negotiable and will be based on the experience and qualifications of the successful candidate. The City also offers an attractive benefits package including the following elements:

Retirement Plan – Arizona State Retirement System (ASRS)

Health Plan – Medical, dental, and vision benefits

Insurance – Paid employee life insurance, AD&D, short and long-term disability benefits

Deferred Compensation Plan – 457 Plan

Holidays – 11 days per year

Vacation – negotiable

Sick Leave – Accrued at the rate of one day per month

Maricopa City Hall operates on a 4-10 schedule and is closed on Fridays.

Note: The City Manager must establish residence within the City of Maricopa within 12 months of appointment.

APPLICATION AND SELECTION PROCEDURE

To be considered for this exceptional career opportunity, submit a cover letter, resume, six work-related references and indication of current salary by Friday, November 22, 2013. Resume should reflect years and months of employment, beginning/ending dates as well as size of staff and budgets you have managed. Forward your materials to Stuart Satow:

CPS HR CONSULTING

CPS HR Consulting
241 Lathrop Way
Sacramento, California 95815
Tel: 916 253-1401
Fax: 916 551-7205
E-mail: resumes@cpshr.us
Website: www.cpshr.us/search
City Website: www.maricopa-az.gov

Resumes will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. CPS HR Consulting will report the results to the City of Maricopa. City officials will select a smaller group of finalists to participate in an assessment process to be coordinated with the City in January. Please contact Stuart Satow with questions: ssatow@cpshr.us

The City of Maricopa is an Equal Opportunity Employer



Appendix B –Partial Recruitment History

Agency	State	Title	Year Completed
32nd Agricultural District Association/Orange County Fair	CA	Chief Executive Officer	2014
Alameda County Bar Association	CA	Chief Executive Officer	2014
Alameda County Employees' Retirement Association	CA	Chief Executive Officer	2011
Anaheim, City of	CA	Chief of Police	2013
Apache Junction, City of	AZ	Director of Development Services	2014
Arlington, City of	TX	Director of Water Utilities	2012
Bar Association of San Francisco	CA	Executive Director	2015
Berkeley, CA, City of	CA	Planning Director	2012
Brentwood, City of	CA	Assistant City Attorney	2012
Brentwood, City of	CA	Assistant Director of Public Works, Engineering	2011
Brentwood, City of	CA	Director of Parks and Recreation	2014
California Board of Equalization	CA	Executive Director	2012
California Delta Stewardship Council	CA	Executive Director	2012
California Department of Consumer Affairs-California	CA	Executive Director of the California Medical Board	2014
California Department of Developmental Services	CA	Executive Director of Sonoma Development Center	2013
California Earthquake Authority	CA	Chief Information Officer	2013
California Health Benefit Exchange	CA	Chief Counsel	2012
California High-Speed Rail Authority	CA	Chief Executive Officer	2012
California Rivers and Mountains Conservancy	CA	Executive Officer	2011

Agency	State	Title	Year Completed
Capital Metro Transportation Authority	TX	Chief Counsel	2012
Carmichael Recreation and Park District	CA	District Administrator	2013
Chandler, City of	AZ	Assistant City Manager	2013
Chandler, City of	AZ	City Manager	2011
Chino Valley Fire District	AZ	Fire Chief	2012
Citrus Heights Water District	CA	Assistant General Manager	2014
Coconino, County of	AZ	Chief Health Officer	2012
Coconino, County of	AZ	County Manager	2013
Compton, City of	CA	Director of Community Development	2014
Concord, City of	CA	Director of Information Technology	2014
Dallas, City of	TX	Assistant Director of Communications and Information Services	2012
Dallas, City of	TX	City Secretary	2012
Davis, City of	CA	Finance Administrator	2014
East Bay Regional Park District	CA	Assistant General Manager of Operations	2011
East Bay Regional Park District	CA	General Manager	2011
East Bay Regional Park District	CA	Assistant General Manager-Land Division	2012
East Bay Regional Park District	CA	Chief of Stewardship	2013
East Bay Regional Park District	CA	Chief of Interpretive and Recreation Services	2014
East Bay Regional Park District	CA	District Counsel	2014
East Bay Regional Park District	CA	Human Resources Manager	2014

Agency	State	Title	Year Completed
East Bay Regional Park District	CA	Assistant District Counsel	2014
East Bay Regional Park District	CA	Chief of Park Operations	2014
East Bay Regional Park District	CA	Chief Financial Officer/Controller	2014
East Palo Alto Sanitary District	CA	General Manager	2012
El Dorado Hills Fire Department (District)	CA	Fire Chief	2011
Fairfield, City of	CA	Assistant Public Works Director/City Engineer	2014
Fairfield, City of	CA	Transit Manager	2015
First 5 California	CA	Executive Director	2012
Five Cities Fire Authority	CA	Fire Chief	2014
Florin Resource Conservation District (Elk Grove Water)	CA	Finance Manager	2011
Florin Resource Conservation District (Elk Grove Water)	CA	General Manager	2011
Florin Resource Conservation District (Elk Grove Water)	CA	Finance Manager	2014
Fresno, City of	CA	Special Projects Engineer	2012
Gilbert, Town of	AZ	Fire Chief (Partial)	2013
Gilbert, Town of	AZ	Public Works Director	2013
Gilbert, Town of	AZ	Town Manager	2011
Goodyear, City of	AZ	Engineering Director	2014
Greater Vallejo Recreation District	CA	Maintenance and Development Manager	2014
Housing Authority of the County of Marin	CA	Executive Director	2012
Housing Authority of Stanislaus County	CA	Executive Director	2015
King, County of	WA	County Administrative Officer	2012

Agency	State	Title	Year Completed
King, County of	WA	Section Manager in Public Health	2013
Las Vegas, City of	NV	Assistant Fire Chief	2012
Las Vegas, City of	NV	Fire Chief	2013
Las Vegas, City of	NV	Municipal Court Administrator	2011
Las Vegas, City of	NV	Parking Services Manager	2011
Las Vegas, City of	NV	Director of Parks and Recreation	2014
Los Angeles, Port of	CA	Assistant Port Police Chief	2013
Marana, Town of	AZ	Deputy Town Manager	2014
Maricopa, City of	AZ	Chief Information Officer	2014
Maricopa, City of	AZ	City Manager	2014
Maricopa, City of	AZ	Development Services Director	2013
Maricopa, City of	AZ	Director of Human Resources	2014
Maricopa, City of	AZ	Assistant to the City Manager	2014
Maricopa, City of	AZ	Finance Manager	2011
Marinwood Community Services District	CA	District Manager	2015
McKinleyville Community Services District	CA	Finance Director	2012
McKinleyville Community Services District	CA	General Manager	2012
Merced County Employees' Retirement Association	CA	Plan Administrator	2014
Modesto Irrigation District	CA	Assistant General Manager, Finance	2013
Modesto Irrigation District	CA	Controller	2011
Modesto Irrigation District	CA	General Counsel	2013

Agency	State	Title	Year Completed
Monterey Peninsula Regional Park District	CA	General Manager	2013
Monterey Regional Water Pollution Control Agency	CA	Director of Operations and Maintenance/Deputy General	2014
Monterey Regional Water Pollution Control Agency	CA	Chief Financial Officer	2015
Morgan Hill, CA, City of	CA	Community Development Director	2013
Morgan Hill, CA, City of	CA	Community Services Director	2013
Napa Sanitation District	CA	Wastewater Treatment Plant Manager	2012
Nevada Irrigation District	CA	Finance Manager	2012
Nevada Irrigation District	CA	General Manager	2013
Oakland, Port of	CA	Chief Technology Officer	2013
Oakland, Port of	CA	Director Administration	2011
Oakland, Port of	CA	Director of External Affairs	2011
Oakland, Port of	CA	Labor Advisor	2011
Paradise Valley, Town of	AZ	Town Manager	2014
Puget Sound Clean Air Agency	WA	Human Resources Manager	2015
California Rivers & Mountains Conservancy	CA	Executive Officer	2011
Sac Regional Fire/EMS Communications Center	CA	Communications Center Manager	2012
Sacramento Metropolitan Air Quality Management District	CA	Division Manager Administrative Services	2014
Sacramento Steps Forward	CA	Executive Director	2011
Sacramento, City of	CA	City Attorney	2012
Sacramento, City of	CA	City Manager	2011
Sacramento, City of	CA	Fire Chief	2014

Agency	State	Title	Year Completed
Sacramento-San Joaquin Delta Conservancy	CA	Executive Officer	2011
San Francisco Estuary Institute	CA	Executive Director	2014
San Francisco Municipal Transportation Agency	CA	Deputy Director of Rail Maintenance	2014
San Francisco Municipal Transportation Agency	CA	Deputy Director Program Delivery	2014
San Francisco Municipal Transportation Agency	CA	Director of Sustainable Streets	2014
San Francisco Municipal Transportation Agency	CA	Senior Operations Manager, Cable Car	2014
San Francisco Municipal Transportation Agency	CA	Director of Taxis	2014
San Jose, City of	CA	Finance Division Manager, Accounting	2011
San Jose, City of	CA	Assistant Director, Environmental Services	2012
San Jose, City of	CA	Deputy Director, Wastewater Plant Operations	2012
San Jose, City of	CA	Deputy Director, Watershed Protection	2012
San Jose, City of	CA	Deputy Director of Transportation for Planning, Policy, and Program Delivery	2013
San Jose, City of	CA	Division Manager, Sanitary Sewer Maintenance/Division Manager of Sewer and Storm Services	2014
San Jose, City of	CA	IT Manager, Department of Transportation	2013
San Jose, City of	CA	Operations Division Manager-Regional Wastewater Facility	2013
San Jose, City of	CA	Division Manager of Pavement Services	2014
San Jose, City of	CA	Deputy Director of Emergency Services (Fire)	2014
San Jose, City of	CA	Deputy Director of Treasury	2014
San Jose, City of	CA	Assistant Finance Director	2014

Agency	State	Title	Year Completed
San Jose, City of	CA	Assistant Library Director	2014
San Mateo County Schools Insurance Group	CA	Executive Director	2012
Santa Clara Valley Habitat Agency	CA	Executive Officer	2014
Santa Clara Valley Water District	CA	Deputy Operating Officer of the Water Utility Operations and Maintenance Division	2013
Santa Clara, County of	CA	Deputy Director of Parks & Recreation	2011
Southern Nevada Health District	NV	Chief Health Officer	2013
Southern Nevada Health District	NV	Director of Administration	2013
Stanislaus, County of	CA	Community Services Agency Director	2012
Stanislaus, County of	CA	Director of Child Support Services	2012
Stanislaus, County of	CA	Director of Environmental Resources	2012
Superior Court of California, County of Orange	CA	Chief Technology Officer	2014
Superior Court of California, County of Orange	CA	General Counsel	2011
Surprise, City of	AZ	Chief Financial Officer	2013
Surprise, City of	AZ	Community Development Director	2014
Surprise, City of	AZ	Fire Chief	2014
Tacoma Employees' Retirement System	WA	Retirement Director	2014
Tucson, City of	AZ	Director of Transportation	2012
Twin Rivers Unified School District	CA	Superintendent	2013
Vallejo, City of	CA	Chief Assistant City Attorney	2013
Welfare Client Data Systems Consortium	CA	Executive Director	2014