City of Santa Paula

City Council Special

MAYOR CARLOS JUAREZ
VICE MAYOR JENNY CROSSWHITE
COUNCILMEMBER LESLIE CORNEJO
COUNCILMEMBER PEDRO A. CHAVEZ
COUNCILMEMBER GABRIELA ORNELAS

CITY COUNCIL SPECIAL MEETING OF THE
SANTA PAULA CITY COUNCIL SPECIAL

MONDAY, NOVEMBER 23, 2026

4:30 PM - City Council Special Meeting

SANTA PAULA CITY HALL
970 VENTURA STREET
SANTA PAULA, CA 93060

JULIE LATSHAW, CITY CLERK
DAN SINGER, CITY MANAGER
KELLAN MARTZ, INTERIM CITY ATTORNEY

BRINGING ITEMS BEFORE THE CITY COUNCIL

City Council Regular meetings are held the first and third Wednesday of each month, at 6:30 p.m. in the City of Santa Paula City Hall Council Chamber, 970 Ventura Street, Santa Paula, and occasionally at the City of Santa Paula Community Center at 530 W Main Street, Santa Paula. Special and Closed Sessions vary by date and time.

HOW TO PARTICIPATE IN PERSON DURING THE MEETING: If you wish to speak at a City Council meeting, please fill out a ***Public Comment Form*** *located just outside the Council Chambers,* noting your name and address and submit the form to the City Clerk. Providing your name, address, or other identifying information on the form is voluntary and requested to assist the City with orderly meeting administration and provide context to comments. Include the Agenda item number you wish to speak on. Members of the public may address the Council on items on this agenda only. ***Public comments are limited to 3 minutes.*** Speakers using a translator will be provided at least twice the allotted time, unless simultaneous translation equipment is available and used by the City.

HOW TO PROVIDE REMOTE PUBLIC COMMENT: Members of the public may attend the open portions of the meeting remotely using the two-way audiovisual platform and call-in option at the following:

Join Zoom Meeting

https://us02web.zoom.us/j/88549939651?pwd=0uutaTI7IPam3n86k5VDxHO5yv3IYr.1

Meeting ID: 885 4993 9651

Passcode: 901684

One tap mobile

+16699006833
If the platform includes automatic captioning, the City will activate that function during the meeting. To provide remote oral public comment, use the platform's "raise hand" feature or press*9 by phone when the item is called; press *6 to unmute when prompted. No advance email request is required to attend remotely or to provide remote oral public comment. However, the City asks that anyone wishing to provide remote public comment send an email to the City Clerk's office at cityclerk@spcity.org on the day of the meeting by 3:00 p.m. and include the item number in the email subject line. This will help the City better facilitate public comment. Remote public comments are subject to the same time limits as in-person public comments. For technical assistance before the meeting, contact the City Clerk at cityclerk@spcity.org or (805) 933-4208.

HOW TO PARTICIPATE BEFORE THE MEETING: Members of the public are encouraged to submit email correspondence on any agenda item by sending an email to cityclerk@spcity.org. All public correspondence received by 3:00 p.m. (PT) on the meeting date will be provided to the legislative body before the meeting. Public Comments received after 3:00 p.m. will be provided to the legislative body the next day.

Your participation in this meeting is in the public domain. Meetings may occasionally be cablecast. Minutes of this meeting will reflect your participation in this meeting and are posted on the City's website.

TRANSLATED AGENDAS; INTERPRETATION ASSISTANCE; REQUESTS: This agenda and instructions for joining the meeting and providing remote public comment are available at the following link: https://www.spcity.org/523/Public-Meeting-Agendas. Members of the public may post additional translations of the agenda at Santa Paula City Hall, 970 Ventura Street, Santa Paula, CA 93060. Members of the public who wish to translate a meeting or receive interpretation from another member of the public may request reasonable assistance by contacting the City Clerk at cityclerk@spcity.org or (805) 933-4208. Assistance may include arranging space for interpreters, allowing additional time for interpretation, or allowing the use of personal equipment or facilities for commercially available interpretation services. To request meeting agendas or agenda documents by email or through the City's agenda management system, contact the City Clerk at cityclerk@spcity.org or at the following link: https://www.spcity.org/523/Public-Meeting-Agendas.

HOW TO VIEW ON YOUR TELEVISION, COMPUTER, OR MOBILE DEVICE: Watch from home live on the local Channel 10, or view the live feed on the city website at the following link: https://www.spcity.org/523/Public-Meeting-Agendas.

NOTE: Special Meetings are generally not recorded, nor generally available on Channel 10 or live feed on the City website.

PLEASE NOTE:
Be advised that if you bring a legal challenge to an action, you may be limited to raising only those issues you or someone else raised at the meeting described in this Agenda, or in written correspondence delivered to the City Council at or before the meeting. Any action is subject to the ninety-day time period set forth in Code of Civil Procedure § 1094.6.

*In compliance with the **Americans with Disabilities Act**, if you need a disability-related modification or accommodation, including auxiliary aids or services, to participate remotely or in person in this meeting, please contact the City Clerk at (805) 933-4208 or cityclerk@spcity.org. Notification 48 hours before the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. Requests will be received and resolved promptly, with any doubt resolved in favor of accessibility. (28 CFR 35, 102-35.104 ADA Title II).*

SPECIAL MEETING - COUNCIL CHAMBERS

1. **CALL TO ORDER**
   REMINDER: in order to minimize distractions during public meetings, all personal communication devices should be turned off or put in a non-audible mode.

2. **FLAG SALUTE**

3. **ROLL CALL**

4. **PUBLIC COMMENT**
   At this time, members of the public may comment on any item appearing on the agenda

only. Individual Councilmembers may briefly respond to Public Comments or ask questions for clarification. **Public Comments are limited to three minutes.**

5. ORDER OF BUSINESS

5.A

INTERVIEWS OF EXECUTIVE RECRUITMENT FIRMS FOR CITY MANAGER RECRUITMENT; FIRM SELECTION AND AUTHORIZATION TO NEGOTIATE AND ENTER INTO AN AGREEMENT

RECOMMENDATION:

Staff recommends that the City Council:

1. Conduct interviews and discussions with two recruitment firms: Ralph Andersen & Associates and Bob Murray & Associates.
2. Following the interviews and discussions, consider whether to select either firm to conduct the City Manager recruitment, and authorize the City Manager to execute an agreement with the selected firm, subject to City Attorney review and approval. The City Manager may make changes necessary to effectuate the Council's decisions, subject to City Attorney review and approval.

Presented by: Kellan Martz, Interim City Attorney

6. ADJOURNMENT

State of California)-

County of Ventura)- ss

City of Santa Paula)-

I declare under penalty of perjury that I posted this City Council Agenda on the bulletin board near the front door of City Hall, 970 Ventura Street, Santa Paula, California.

On_____at_____Signed:_____

Julie Latshaw

City Clerk

CITY OF SANTA PAULA
MEMORANDUM

To: Honorable Mayor and Members of the City Council Special

From: Kellan Martz, Interim City Attorney

Subject: INTERVIEWS OF EXECUTIVE RECRUITMENT FIRMS FOR CITY MANAGER RECRUITMENT; FIRM SELECTION AND AUTHORIZATION TO NEGOTIATE AND ENTER INTO AN AGREEMENT

Date: November 23, 2026

Agenda Item: 5.A

RECOMMENDATION:

Staff recommends that the City Council:

1. Conduct interviews and discussions with two recruitment firms: Ralph Andersen & Associates and Bob Murray & Associates.
2. Following the interviews and discussions, consider whether to select either firm to conduct the City Manager recruitment, and authorize the City Manager to execute an agreement with the selected firm, subject to City Attorney review and approval. The City Manager may make changes necessary to effectuate the Council's decisions, subject to City Attorney review and approval.

Presented by: Kellan Martz, Interim City Attorney

BACKGROUND:

The City issued a request for proposals for executive recruitment services to assist the City Council in selecting the City's next City Manager. The City received proposals from Ralph Andersen & Associates, Bob Murray & Associates, and Peckham & McKenney.

At its October 7, 2026 regular meeting, the City Council reached a consensus to schedule interviews with all three firms. Ralph Andersen & Associates and Bob Murray & Associates subsequently confirmed their participation, while Peckham & McKenney withdrew from consideration because they were not comfortable doing a public interview.

ANALYSIS:

After the interviews, the Council may select either firm, defer selection for additional information or budget authority, or direct staff to pursue a new solicitation. Peckham & McKenney has withdrawn and is not available for selection.

The fees, schedules, and terms below are taken from the proposals previously submitted. The

firms' interview responses do not change those proposals; staff will confirm the terms with any firm selected before the City enters into an agreement.

FIRM NAME	FEE	SCHEDULE	STATUS AND MATERIAL TERMS
Ralph Andersen & Associates	$29,000	90-120 days	Confirmed availability for a November 23 interview. Fred Wilson is identified as Project Director. The fixed fee is billed at four milestones. Community surveying or listening sessions would add $2,500-$3,500.
Bob Murray & Associates	$33,000	13-16 weeks	Jon Lewis will represent the firm on November 23. The email does not state whether he is the proposed lead recruiter or how he will attend. The proposal includes stakeholder meetings, one online survey, two on-site meeting days, and final-candidate background review.
Peckham & McKenney (withdrawn)	$29,000	12-14 weeks	Withdrew from consideration.

The proposals also contain different replacement-search terms. Ralph Andersen & Associates would waive professional fees for a replacement search if the selected City Manager resigns or is dismissed for cause within one year. Bob Murray & Associates similarly offers to waive professional fees, while the City remains responsible for specified expenses.

After the interviews, if the Council selects either participating firm, the Council will authorize the City Manager to negotiate and enter into an agreement with the selected firm, subject to City Attorney review and approval. The City Manager may make changes necessary to effectuate the Council’s decisions, subject to City Attorney review and approval.

STRATEGIC PLAN:

Selection of a qualified executive recruitment firm supports continuity in City leadership and the City's goal of operational excellence.

FISCAL IMPACTS:

The October 7 staff report identified $30,000 budgeted in GL account 100-5-0512-205 for the recruitment. Ralph Andersen & Associates' proposed base fee is $29,000. Its optional community survey or listening sessions would add $2,500-$3,500, which could bring the cost above the current allocation. Candidate travel or other costs outside the included scope may also increase the total. Bob Murray & Associates' proposed base fee is $33,000, which exceeds the identified allocation by $3,000. Any amount beyond available appropriations would require additional budget authority before the City incurs the expense.

OPTIONS:

The City Council may:

1. Proceed with the November 23 interviews of Ralph Andersen & Associates and Bob Murray & Associates and, following the interviews, select a firm and authorize the City Manager to negotiate and enter into an agreement with the selected firm, subject to City Attorney review and approval.
2. Proceed with both interviews but defer selection and direct staff to obtain any additional information that the Council needs before considering an agreement.
3. Decline to proceed with the proposals currently under consideration and direct staff to issue a new solicitation or take another approach. This option would delay the recruitment and require additional staff time.

ATTACHMENTS:

Ralph Anderson & Associates_Proposal_-_Santa_Paula_City_Manager-1.pdf
Bob Murray & Associates_Santa_Paula_City_Manager__26-1.pdf

Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

September 16, 2026

Mayor Carlos Juarez and
Members of the City Council
City of Santa Paula
970 E Ventura Street
Santa Paula, California 93060

Via Email to: Henry Castillo, Assistant City Attorney at henry.castillo@bbklaw.com

RE: Proposal – City Manager Recruitment Services

Dear Mayor Juarez and Members of the City Council:

We are pleased to submit this Proposal to recruit for the position of City Manager for the City of Santa Paula.

Ralph Andersen & Associates is an extremely capable, high-performance search firm with a long-term, proven, and verifiable track record of exceeding our clients' expectations. At the same time, we remain a small, independently owned company that provides personal service and is extremely responsive to our clients. We also serve as the City Council's trusted advisor throughout this process, interacting and supporting as needed.

Our proposal outlines the firm's experience in conducting City Manager recruitments, the methodology/work plan and timeline to accomplish the search tasks, and the cost to conduct a comprehensive search process. If selected, the City will have Mr. Fred Wilson, Senior Consultant, as the Project Director. Mr. Wilson is highly qualified to lead this search, having completed over 100 searches at all levels of local government. As a former City Manager in California, Mr. Wilson provides unparalleled on-the-ground perspective for a successful City Manager search.

Mr. Wilson will work closely with the City Council to successfully conduct this recruitment and is prepared to begin upon official notice to proceed. We are prepared to devote considerable effort and use our resources to ensure that the recruited positions will represent the profession's highest standards.

Thank you very much for considering this proposal. We are ready to proceed upon notification of approval. Should you have any questions or need further clarification, you may reach me at (916) 630-4900 or directly on my cell phone (415) 317-1555.

Thank you very much for considering this proposal.

Respectfully Submitted,

Sabrina Landreth
President/CEO

Qualifications of the Firm

Executive Summary

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

The City has requested our proposal to assist in identifying and recruiting a highly qualified group of candidates for the new City Manager position. In particular, the City is seeking a firm with a strong national presence and professional experience to clearly assess the City's needs and formulate a strategy to ***deliver results.***

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

We begin each search by working closely with the City's leadership, stakeholders, staff, and, if desired, the community, to develop a complete picture of the desired candidate pool. Our team-oriented approach, combined with this 360-degree perspective, ensures that a complete understanding of the organization's mission and culture translates into the specific traits and characteristics that will enable the selected candidate to succeed in the position.

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

Ralph Andersen & Associates serves a nationwide clientele focused on local government. The principal of the firm is Ms. Sabrina Landreth, President/CEO, and she has the full authority to legally bind the firm.

Why Choose Ralph Andersen & Associates?

Ralph Andersen & Associates, a California Corporation, has been providing executive search and management consulting for more than five decades. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 54 years.

With Ralph Andersen & Associates, there is an entire team behind every recruitment. Our firm takes a multi-disciplined, team approach to executive search. Successful outreach relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. By drawing on the combined expertise of our associates and our network of professional contacts, we address outreach from a wide variety of perspectives and find unique ways to identify and recruit the best and brightest.

Project Staffing

The search firm's reputation and the recruiters' personal commitment determine the success or failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in local government management, executive search, and related disciplines.

The City of Santa Paula will have Mr. Fred Wilson, Senior Consultant of Ralph Andersen & Associates, as the Project Director on this engagement. Mr. Wilson will have all the resources and full support of other members of the firm dedicated to ensuring the highest quality outcome during this important recruitment process.

Mr. Fred Wilson, Project Director



Mr. Wilson joined Ralph Andersen & Associates in 2019 and has a professional career in local government serving in different leadership roles. Prior to joining Ralph Andersen & Associates, Mr. Wilson served as City Manager for 10 years in Huntington Beach as well as in other leadership roles in various local government organizations in California. His skills in identifying, recruiting, and retaining high-quality employees, and talent management, coupled with succession planning have contributed significantly to the successes of those organizations. Mr. Wilson has extensive experience in all aspects of governance including organizational development, succession planning, municipal finance, community development, and general city management. Since joining Ralph Andersen & Associates in 2019, Mr. Wilson has personally conducted over 100 recruitments at all levels of local government and special districts. He firmly believes that recruiting and retaining top talent for local government positions positively contributes to the long-term success of the organization.

Mr. Wilson holds a Bachelor of Science degree in Urban Planning from Cal Poly Pomona, and a Master's degree in Public Administration from California State University, Northridge.

Mr. Wilson may be reached directly on his cell at (714) 421-3258 or via email at fred@ralphandersen.com.

The Project Director will be assisted (if needed) by the following key members of our Search Team:

Sabrina Landreth, President / CEO



Ms. Sabrina Landreth is a respected public administrator with 25 years of experience in leadership roles at public agencies. Ms. Landreth is now serving as Chief Executive Officer of Ralph Andersen & Associates, focused on municipal search and consulting at the national level.

Before joining Ralph Andersen & Associates, Ms. Landreth served as the General Manager of the East Bay Regional Park District, one of the largest special districts in the country, spanning 33 cities and two counties. Prior to her appointment at the Park District, Ms. Landreth served as the City Administrator for the City of Oakland, where she oversaw a $2 billion annual budget, more than 5,000 employees. She has held roles at all levels of municipal government, having also served as the Emeryville City Manager, a Deputy City Administrator, Budget Director, Administrative Services Manager, and Legislative Analyst in local agencies. She has worked in the California State Assembly and with several state agencies.

As a trusted advisor to elected and appointed boards, and a mentor to scores of public sector executives, Ms. Landreth has a deep understanding of the intricacies of different governance structures and how best to recruit, hire, and retain world-class staff while building cohesive teams tailored to each agency's unique needs. She has cultivated an unparalleled nationwide network of top talent and has a proven record of placing more than one hundred public sector executives in roles that produce lasting community and organizational success. Ms. Landreth holds candidates to the highest standards of integrity, accountability, transparency and values-based leadership.

Ms. Landreth is widely recognized as a municipal budget and finance expert, with broad technical expertise across the full spectrum of public agency operations, including Human Resources, Police, Fire, IT, Emergency Management, Communications, Public Works, Housing & Community Development, Human Services, Library, Parks & Recreation, Planning & Building, Legal Affairs and Economic & Workforce Development services.

Ms. Landreth contributes as a volunteer Board Member for several civic and community organizations, including the UC Berkeley Goldman School of Public Policy, Oakland Museum of California, and the Head-Royce School. She serves as a graduate course lecturer in Public Budgeting, and she holds a B.S. from the Massachusetts Institute of Technology (MIT) and a Master of Public Policy from UC Berkeley.

Ms. Landreth may be reached at (916) 630-4900 or directly on her cell at (415) 317-1555 or via email at sabrina@ralphandersen.com.

Mr. Ian Appleyard, Senior Consultant



Ian Appleyard is a seasoned human resources executive with 30 years of public sector experience. His areas of expertise include executive recruitment and coaching, strategic planning, organizational assessment, and labor relations. He has also managed board and administration relations, risk management, and workforce training initiatives. Established as a trusted advisor to all public stakeholders throughout his career, Mr. Appleyard brings a rare combination of technical expertise and practical wisdom to every engagement, helping public agencies build stronger organizations, develop exceptional leaders, and deliver the quality of service their communities deserve.

Mr. Appleyard served as Director of Human Resources for both the City of Oakland and the City of Emeryville, California. In Oakland, he oversaw all aspects of a comprehensive human resources program serving more than 5,000 employees. He maintains an extensive professional network across California and nationally, and served on the board of the California Public Employers Labor Relations Association (CalPELRA), the state's leading professional association for public sector labor relations practitioners, from 2015 to 2023.

Mr. Appleyard earned a Master of Public Administration from the University of Colorado Denver and a Bachelor of Arts in International Relations from San Francisco State University.

Mr. Appleyard may be reached at (916) 630-4900 or via email at ian@ralphandersen.com.

Heather Renschler, Senior Advisor



Ms. Renschler has been with Ralph Andersen & Associates for more than 40 years and previously served as the firm's President/CEO. Ms. Renschler oversaw the recruitment practice of Ralph Andersen & Associates for the last 27 years and as a result, is often involved with recruitments on a national scale and with those of a highly sensitive and critical nature. She is experienced at working with boards, city councils, staff members, and selection committees in the recruitment and selection process. Over the years, Ms. Renschler has had significant experience recruiting for public safety executives – both police and fire. Her network

of contacts and potential candidates in law enforcement is strong in California and on a national scale.

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

Paraprofessional and Support Staff

Paraprofessionals, graphics, and support staff will provide administrative support to the consultant team on recruitment assignments. These may include Ms. Diana Haussmann, Mr. Dane Jackson, and Ms. Karen AllGood.





Relevant Experience

Ralph Andersen & Associates conducts a wide array of searches in the public sector. Our experience spans populations of all sizes, from the largest in the country to small and mid-size municipalities. While we have a strong focus in California, we also conduct recruitments on a national scale.

Expansive network of City Manager Searches – We have one of the strongest track records of conducting City Manager searches. The following listing represents contracts that were awarded to Ralph Andersen & Associates and staffed by a member of our recruitment team from 2020 to Present.

- Artesia, CA – Manager (2022) and (2024)
- Barstow, CA – City Administrator (2021)
- Calabasas, CA – City Manager (2021)
- California City, CA – City Manager (2022)
- Calistoga, CA – Assistant City Manager (2024)
- Carpinteria – City Manager (2023)
- Cerritos, CA – City Manager (2023)
- Colma, CA – City Manager (2023)
- Commerce, CA – City Manager (Partial Search) (2024)
- Compton, CA – City Manager (2022 & 2024)
- Coronado, CA
    - Assistant City Manager (2022)
    - City Manager (2021)
    - Deputy City Manager (2025)
- Costa Mesa, CA – Assistant City Manager (2023)
- Cypress, CA – City Manager (2025)
- Eastvale, CA – City Manager (2022)
- El Segundo, CA – City Manager (2022)
- Emeryville, CA – City Manager (2022)
- Encinitas, CA – City Manager (2020)
- Fairfax, CA – Town Manager (2021)
- Foster City, CA – City Manager (2022)
- Gilroy, CA – City Administrator (2025)
- Goleta, CA
    - Assistant City Manager (2024)
    - City Manager (2022)
- Grand Terrace, CA – City Manager (2021)

- Gustine, CA – City Manager (2022)
- Hemet, CA – City Manager (2026) *(Current Search)*
- Highland, CA – City Manager (2024)
- La Palma, CA – City Manager (2020 & 2025)
- La Verne, CA – City Manager (2022)
- Laguna Beach, CA – City Manager (2024)
- Loma Linda, CA – Assistant City Manager (2025)
- Los Altos, CA – City Manager (2021)
- Los Altos Hills, CA – City Manager (2026)
- Los Banos, CA – City Manager (2025)
- Mill Valley, CA – City Manager (2020 & 2022)
- Modesto, CA – Deputy City Manager (2022 & 2023)
- Montebello, CA – City Manager (2023)
- National City, CA – City Manager (2026)
- Nevada City, CA – City Manager (2022 & 2025)
- Norco, CA – City Manager (2022)
- Oakland, CA – City Administrator (2020 & 2023)
- Ojai, CA – City Manager (2024)
- Palm Desert, CA – City Manager (2021)
- Palm Springs, CA – Assistant City Manager (2021)
- Palos Verdes Estates, CA – City Manager (2023)
- Pismo Beach, CA – City Manager (2023)
- Riverside, CA – City Manager (2022)
- San Bernardino, CA – City Manager (2025)
- Santa Monica, CA – City Manager (2021)
- Sierra Madre, CA – City Manager (2021)
- Stockton, CA – Deputy City Manager II (Two Placements) (2020)
- Solvang, CA – City Manager (2023)
- South Pasadena, CA – City Manager (2025)
- Upland, CA – City Manager (2021)
- Watsonville, CA – City Manager (2024)
- West Hollywood, CA – City Manager (2025)
- Whittier, CA – City Manager (2025)
- Yorba Linda, CA – City Manager (2025)
- Yountville, CA – Town Manager (2026)

Work Plan

Summary of Our Search Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 54 years.

- Developing a comprehensive position profile based upon information obtained in various meetings with the City Council, Human Resources staff, and other designated City staff and stakeholders.
- Reviewing current compensation and recommending changes based upon market and competitive conditions, if desired by the City.
- Extensive ***personal outreach***, via telephone and through internet technology, to qualified candidates throughout California, the Western Region, and nationally, if desired.
- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, uses the Internet and social media, and also uses our already established professional contacts throughout the region.
- A screening process that narrows the field of candidates to those that most closely match the needs of the City and is based on screening interviews with the top candidates. Candidates' education, experience, and credentials are matched to the criteria established in the position profile.
- Delivering a product in the form of a search report that recommends a top group of candidates and provides the City with detailed information about their backgrounds and experience.
- Conduct final background and verifications, including references, on the top candidate.
- Assist in negotiations of employment offer.
- Close out the search and notify all candidates not selected.

Ralph Andersen & Associates has an outstanding reputation for being thorough and professional in its recruitment approach. Each candidate's match with the position is based on the individual's professional experience, management style, education, credentials, and overall fit with the organization and executive leadership.

Search Work Plan

This section describes the usual steps in the search for a new City Manager for the City of Santa Paula. This recruitment will be under the direction of Mr. Fred Wilson as Project Director.

Task 1 – Review Project Management Approach

The Project Director will begin work on this project within 10 days (or sooner) after the City provides a contract or, alternatively, an official notice to proceed. The first task will include established individual and/or group meetings with the City Council, Human Resources, or key City staff, as appropriate, to finalize the recruiting and selection process (in-person or via video). This will include discussion of the project management for this search, review of the work plan, confirmation of timing, and communication methods. Working collaboratively with the City Council, Human Resources, and key City staff, this task will result in a more definitive timetable.

As part of our overall approach to this project, the Project Director will deliver regular updates (typically done orally) throughout each stage of the search. In addition, the Project Director will be accessible and responsive to client requests and inquiries.

Task 2 – Develop Position Profile

The City Manager position profile serves as the guide for the entire search process. The development of the profile includes collecting technical information and defining recruitment criteria.

Technical Information

The Project Director will conduct meetings with the City Council, Human Resources, key staff members, and others, as directed by the City, to gain an understanding of the experience and professional background requirements for the City Manager. These meetings will also help the Project Director understand the work environment and the issues facing the City of Santa Paula. Meetings will be held in person, or video meetings can also be arranged.

Recruitment Criteria

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

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

Optional Service (Community Survey) – The City Council may desire to obtain input from the Community on the qualities they would like to see in the new City Manager. To facilitate Community input, the Project Director is available to conduct an online survey, and/or community "listening sessions". Additionally, our process can allow for email comments to Ralph Andersen & Associates relating to the desired qualities of the next City Manager. See Cost Section for more details on pricing.

Task 3 – Outreach and Recruiting

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

Outreach

An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as *Western City Magazine, International City/County Management Association (ICMA),* and other professional publications. Additionally, a select number of other government-related websites will be used to extend the targeted outreach in a short period of time.

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

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus on the recruiting effort. In making these contacts, the Project Director will reach out directly to individuals who meet the City's criteria. Each candidate identified through the recruiting efforts will

receive an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

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

Task 4 – Candidate Evaluation

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

Screening

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

Preliminary Research and Internet Review

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

Preliminary Interviews (by Recruiters)

The Project Director will conduct preliminary interviews with the top candidates identified through screening, preliminary research, and Internet review. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using video technology.

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

Task 5 – Search Report

After completing Task 4, all documentation will be electronically supplied to the City (preferred method). The Project Director will prepare detailed information for review, including resumes uploaded to a file-sharing system (i.e., OneDrive or ShareFile). The Project Director will meet with the City Council (in-person or via video) to review the search report on the top candidates. The report divides all of the candidates into four groups, including 1) the top group of candidates that are recommended to be interviewed by the City Council; 2) a backup group to the first group; 3) a group for which no further consideration is required; and 4) a group that lacks minimum qualifications. The Search Report will include candidate resumes and cover letters. The results of preliminary media research will be included. This meeting will result in a confirmed group of top candidates for the City to further consider.

The traditional approach is to conduct a partial background on the top 2-3 candidates with various verifications, internet search, and limited references (outside of the current employer). References for current employers are often not released by candidates until the final stage of the search process when they are assured of being the candidate of choice. Verifications such as credit check, DMV Report, and civil/criminal are typically conducted once a contingent offer is made to the selected

candidate unless the finalist candidate(s) gives explicit approval and sign a release to proceed. Education checks are conducted *before* the slate of candidates interviews with the City Council.

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

Task 6 – Selection

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

- The Project Director will coordinate the selection process for the finalist group of candidates. This includes handling logistical matters with candidates and with the City.
- Ralph Andersen & Associates will prepare an electronic interview booklet (uploaded to OneDrive file-sharing program) that includes the resume, cover letter, and preliminary media research for each candidate. In addition, this electronic information will include suggested questions and discussion topics based on the recruitment criteria. Electronic copies of the interview booklet will be provided in advance of the candidate interviews.
- The Project Director will facilitate the Interviews to assist the City through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.
- Additionally, verifications will be made on the top two candidates and will include education verifications, Department of Motor Vehicle check, criminal and civil check, and credit check. The results of these verifications will be discussed with the City at the appropriate time.
- Reference checks will be conducted on the top candidate. The results of these reference checks will be discussed with the City Council at the appropriate time during a closed session.
- As needed, the Project Director is available to provide assistance to the City Council in the final selection as may be desired. This assistance may include providing or obtaining any additional information needed to support the final selection decision.

Task 7 – Negotiation

The Project Director is available to assist the City Council in negotiating a compensation package with the selected candidate. This includes recommendations on setting compensation levels.

Additionally, Ralph Andersen & Associates can work closely with the City Attorney on the deal points to be included in the employment agreement. As required by the Brown Act, the employment agreement for the new City Manager must be approved and voted on at a regularly scheduled City Council meeting.

Task 8 – Close Out

After the City has reached an agreement with the individual selected for the position, the Project Director will close out the search. These activities will include advising all finalist candidates by telephone on the status of the search.

Project Timing

We anticipate a timeframe of approximately 90 – 120 days (or less) from the execution of the agreement between the City and Ralph Andersen & Associates to the presentation of the finalists for an interview. Negotiation with the top candidate will take an additional week after finalist interviews.

A brief overview of the recruitment schedule is presented below (the schedule does not include the transition time for the selected candidate to join the City).

Task	Estimated Week of Completion
Task 1 – Review Project Management Approach	Week One
Task 2 – Develop Position Profile and Recruitment Brochure	Week One – Week Two
Task 3 – Outreach and Recruiting	Week Two – Seven
Task 4 – Candidate Evaluation	Ongoing Throughout Process (typically more focused during Week Six and Week Seven)
Task 5 – Search Report	Week Eight – Week Nine
Task 6 – Selection	Week Nine - Week Ten
Task 7 – Negotiation	Week Ten – Week Eleven
Task 8 – Close Out	Week Twelve

Additionally, the Project Director has the capacity to focus on this recruitment to meet the process's timing and milestones, as outlined above.

References

- **City of Cypress, California**
  Mayor David Burke
  (714) 229-6699 (work)
  Email: dburke@cypressca.org
  Recruitment: City Manager

- **City of Gilroy, California**
  Mayor Greg Bozzo
  (669) 766-5771
  Email: greg.bozzo@cityofgilroy.org
  Recruitment: City Administrator

- **City of Yorba Linda**
  Mayor Carlos Rodriguez
  (714) 961.7110
  Email: crodriguez@yorbalindaca.gov
  Recruitment for City Manager

Project Cost

The recruitment effort for a new City Manager for the City of Santa Paula will be a comprehensive search process with a focus primarily in California, the Western Region, and nationally, if so desired. The review of resumes and qualifications will be conducted on all candidates who submit, giving the City the ability to select from a broad field of qualified candidates. The professional services fee to perform this search will be a **fixed fee of $29,000** for recruitment services and all related expenses (not including a supplemental fee for the Community Survey).

***Note** – Expenses included in this fixed fee include such items as advertising, consultant interaction (anticipated to be done in-person or via video), clerical, graphic design, research, and long-distance telephone charges. On top candidates, Internet and Lexis/Nexis searches will be conducted. Additionally, education verifications, DMV checks, wants and warrants, civil and criminal litigation search, and credit check will be conducted on the top two candidates. Detailed reference checks will be conducted on the top candidate.

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

- Following kick-off and finalization of recruitment brochure - $8,700
- After the closing date - $8,700
- After finalist interviews - $8,700
- Upon placement - $2,900

Progress payments will be due upon receipt.

Brochure – A full-color electronic brochure will be developed for the City Manager recruitment. All pictures will be the City's responsibility. The City will also be responsible for ensuring that there are no copyright restrictions on the photographs supplied to Ralph Andersen & Associates and for agreeing to pay any and all related charges or fines if a copyright violation is incurred, either during the search itself or subsequently.

Optional Service (Community Survey) – Should the City choose to conduct a Community Survey and/or community "listening sessions", with summarized results, this service would cost an additional $2,500-$3,500, depending on the scope of agreed upon services.

Exception – All candidate travel is the full responsibility of the City.

Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our full search services. If the City Manager resigns or is dismissed for cause within one year of appointment, we will conduct another search free of all professional services charges.

If a placement is not made in the first outreach effort, the Consultant will conduct a second outreach effort with no charge for Professional Services.

BOB MURRAY
& ASSOCIATES
Experts In Executive Search

A Proposal to Conduct an Executive Recruitment

for the Position of

CITY MANAGER

on behalf of the

City of
SANTA
PAULA

1544 Eureka Road, Suite 180
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

September 11, 2026

Mayor Carlos Juarez &
Members of City Council
City of Santa Paula
970 Ventura St.
Santa Paula, CA 93060

Submitted via email to: henry.castillo@bbklaw.com

Dear Mayor Juarez & Members of City Council:

Bob Murray & Associates is pleased to submit a proposal to conduct the City Manager recruitment for the City of Santa Paula. The following details our unique qualifications and describes our systematic–yet flexible–method of identifying, recruiting, and screening outstanding candidates on your behalf. Bob Murray & Associates is proud to offer straightforward, ***all-in pricing***, eliminating surprises and making the experience simple and stress-free. This proposal includes information on our proven process, a timeline, and a guarantee.

As the premier public sector executive search firm specializing in positions that report directly to elected boards/councils, we understand the unique dynamics, high expectations, and political acumen required of leaders in these critical roles. We don't just fill positions–we ensure the candidates we present to City of Santa Paula are well-aligned with your organization's goals, values, and culture. Our team is composed of experienced executive recruiters and former public-sector executives–professionals who are passionate about public service and attuned to current trends in government leadership. With over 34 years of experience and a network of more than 40,000 professionals and organizations, we've built a strong reputation for delivering exceptional candidates and achieving repeat success with our clients.

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

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

2026

- Richmond, CA (City Manager) – *Current*
- Compton, CA (City Manager) – *Current*
- California City, CA (City Manager) – *Current*
- St. Helena, CA (City Manager) – *Current*
- Pacific Grove, CA (City Manager) – *Current*
- Pleasanton, CA (City Manager) – *Current*
- Auburn, CA (City Manager) – *Current*
- Lemon Grove, CA (City Manager)
- Lawndale, CA (City Manager)
- Sonoma, CA (City Manager)
- South Lake Tahoe (City Manager)
- Concord, CA (City Manager)
- Pacifica, CA (City Manager)
- Monterey, CA (City Manager)
- Eugene, OR (City Manager)
- Apple Valley, CA (Town Manager)
- Hanford, CA (City Manager)
- Cathedral City, CA (City Manager)
- Marina, CA (City Manager)

2025

- Hayward, CA (City Manager)
- Davis, CA (City Manager)
- Live Oak, CA (City Manager)
- Oakdale, CA (City Manager)
- Fowler, CA (City Manager)
- Louisville, CO (City Manager)

2024

- Vernon, CA (City Administrator)
- Folsom, CA (City Manager)
- Murrieta, CA (City Manager)
- Aliso Viejo, CA (City Manager)
- Manhattan Beach, CA (City Manager)
- Emeryville, CA (City Manager)
- Reno, NV (City Manager)
- Clovis, CA (City Manager)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Valerie Phillips, Gary Phillips, Adele Fresé, Yasmin Beers, or Jon Lewis, who would not only direct and supervise the project team from beginning to end but also serve as the Recruiter for the project as well.

To learn first-hand about the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 16 of the attached proposal.

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

Sincerely,

Valerie Gaeta Phillips

Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding positive placements and providing security and fairness to candidates and clients while ensuring the integrity of the search process. Outlined below are the steps in our proven recruitment process, refined through our 34+ years of experience in executive recruiting.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the City of Santa Paula's needs will be key to a successful search. Valerie Phillips, Gary Phillips, Adele Fresé, Yasmin Beers, or Jon Lewis will meet virtually with the City Council and key stakeholders to learn as much as possible about the ideal candidate for the City Manager position. Key stakeholders often include:

- Council/Board Members – up to five virtual one-on-one meetings with the Recruiter
- Internal Stakeholders (e.g. Department Heads) – up to two virtual group meetings with the Recruiter
- External Stakeholders (e.g. Chamber of Commerce, Community Groups) – one virtual one-on-one or group meeting with the Recruiter

Internal and External Stakeholders

We find that many of our clients value a recruitment process that opens the opportunity for employees, community members, business leaders, and organization representatives to provide input regarding the ideal candidate. Our recruiters are skilled in virtually facilitating group staff meetings, forums for the business community, and/or town hall meetings that provide for equitable involvement from a variety of constituencies.

If the City of Santa Paula desires, we will work with the City Council to create a customized virtual community and/or staff input process. *Please note: Virtual facilitation of stakeholder meetings is included in the professional fee. On-site Recruiter facilitation is available for an additional fee – please refer to "Costs and Guarantee" on page 8 for pricing information.*

Online Stakeholder Surveys

Sometimes clients are seeking input from a wider range of stakeholders—such as community members, business leaders, and organization representatives—online surveys are ideal to solicit input regarding qualities of the ideal candidate. Our experienced recruiters excel at crafting targeted, thoughtful, open-ended questions and can design a customized survey, providing a link for easy sharing on your website. After closing, your dedicated Recruitment Coordinator will send you the survey

response data for your review and analysis. This proposal includes one Online Survey. Additional Online Surveys are available under Optional Services (please refer to page 8).

We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the City of Santa Paula.

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

Step 2 Design/Distribute Brochure and Advertisements

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

Upon your approval, your Recruiter will send the brochure by email (and postal mail if desired) to a targeted audience, personally inviting potential candidates to apply for the City Manager position. We will also place the recruitment brochure on our website, which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

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

Suggested City Manager-specific advertising sources for the City of Santa Paula's search include but are not limited to:

- International City County Management Association
- National League of Cities
- California City Management Foundation
- California League of Cities (Western City Magazine)

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

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is proud of its commitment to attracting and placing diverse candidates. Nearly 50% of our last 100 placements were women; Hispanic placements 25%; African American placements 13%; Asian placements 21%; and Native American placements at 1%. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women's Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Your Recruiter will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the City of Santa Paula, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the City Manager position.

Step 3 Recruit Candidates

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through over 2,100 successful placements, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time–time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the City Manager recruitment.

Step 4 Screen Candidates

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

Step 5 Conduct Preliminary Interviews

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

Step 6 Search Public Records

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

Step 7 Make Recommendations

Based on our findings during the preliminary interview process, your Recruiter will meet with the City Council virtually or on site to share the complete applicant list and recommend a limited number of candidates for your further consideration. Your Recruiter will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of interviewees will be up to you.

We typically recommend 6-8 candidates that we feel best match your expectations and prepare a detailed report on each candidate. This virtual "Recommended Finalist" eBook is provided to each member of the decision-making body and includes:

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

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

Step 8 Facilitate Panel Interviews

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the City of Santa Paula to craft and implement an interview approach that fits your needs. This may include panel and/or individual interviews by the City Council; key stakeholders, community/employee interview panels; writing and presentation samples; meet-and-greets; or other specialized process elements your Recruiter helps the City of Santa Paula to design.

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

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

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

Step 9 Conduct Background and Reference Checks

Your Recruiter and your Recruitment Coordinator will conduct detailed reference checks for up to two (2) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with the two (2) final candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

Step 10 Assist in Negotiations

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

COMPLETE ADMINISTRATIVE ASSISTANCE

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

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

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

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The **all-inclusive professional services fee** for conducting the City Manager recruitment on behalf of the City of Santa Paula is **$33,000**. Services provided for in this fee consist of all steps outlined in this proposal, including design and distribution of the recruitment brochure, advertising, marketing and promotion, administrative support, public records research, comprehensive background reporting on the final candidates, postage, technology, and two days of on-site meetings. This proposal is valid for 60 days from the date of the proposal.

Optional Services are listed below and are in addition to the professional services fee. Expense reimbursement for ***Consultant travel*** *related to additional on-site meeting days is billed at the actual rate (airfare/mileage, lodging) and is the responsibility of the City of Santa Paula.*

The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the City of Santa Paula. Therefore, your Recruiter will contact the City at the first anniversary of the placement to confirm an effective transition has occurred.

Optional Services

- **Additional virtual stakeholder meetings**: $250/meeting
- **Additional on-site meeting days**: $1,500/day/Consultant, plus travel expenses
- **Online Surveys**: $500/each (includes preparing recommended questions, preparing and sharing the survey link, closing the survey, and sending the survey response data for your review and analysis
- **Additional background checks**: $300/candidate
- **Additional reference checks**: $500/candidate
- **Additional hires**: $9,000/candidate

Guarantee

In the event a candidate recommended by our firm resigns or is terminated within the first 12 months of employment, Bob Murray & Associates will provide the City of Santa Paula with professional services to secure a replacement. Services will be provided at no cost, aside from the following *reimbursable* expenses incurred on the City of Santa Paula's behalf during the new search:

- Brochure design and distribution ($695 reprint only, $1,275 edit/reflow/reprint)(*if needed*)
- Advertising actual costs (estimated at $2,975)
- Public records search for all new candidates ($500)
- Background Checks ($300/candidate)
- Reference Checks ($500/candidate)
- Consultant travel reimbursement (if travel is needed)
- *Plus any applicable Optional Services, if desired*

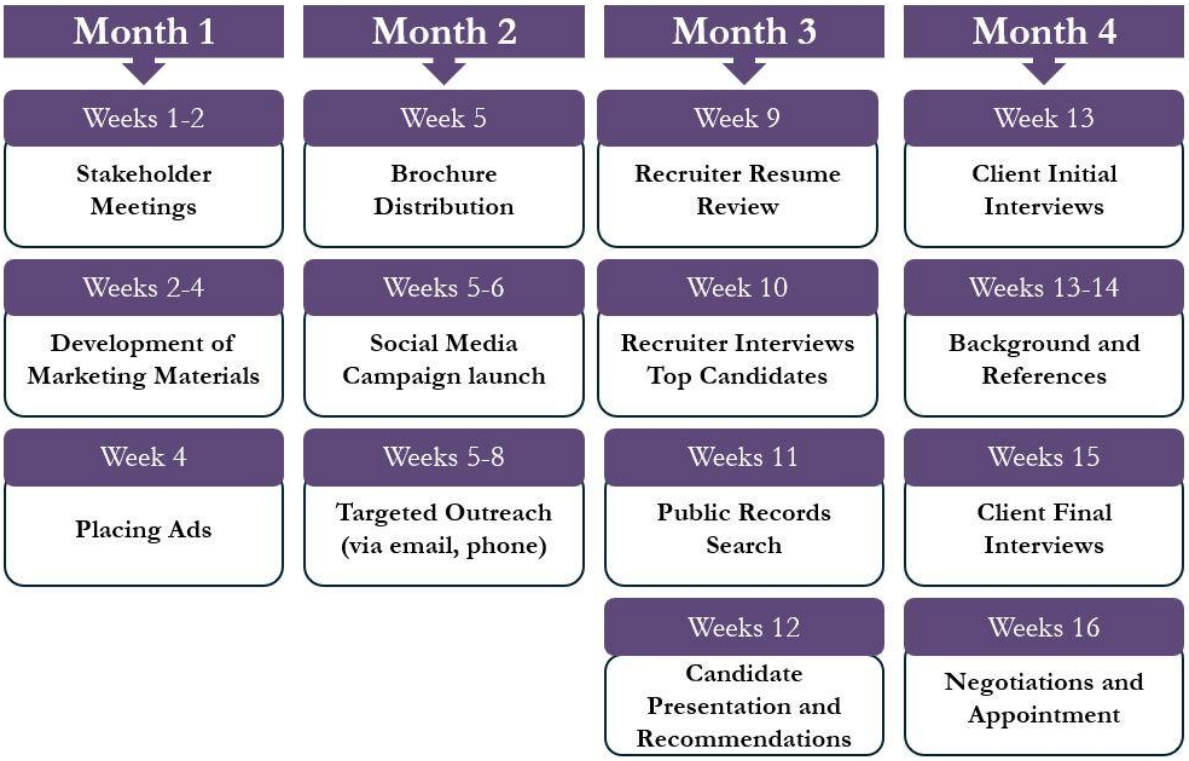
In the event that a placement is not made from the initial recruitment, Bob Murray & Associates will provide professional services to conduct one additional recruitment. Services will be provided at no cost. However, the City of Santa Paula will be responsible for the *reimbursable* expenses as noted above.

We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision of our proposal.

RECRUITMENT SCHEDULE

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

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



FIRM PROFILE

Our Staff

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of sixteen (16):

- Valerie Gaeta Phillips, *President and Owner*
- Gary Phillips, *Executive Vice President*
- Yasmin Beers, *Vice President & Senior Executive Recruiter*
- Adele Fresé, *Senior Executive Recruiter*
- Stacy Stevenson, *Senior Executive Recruiter*
- Jon Lewis, *Senior Executive Recruiter*
- Jeff Mori, *Executive Recruiter*
- Michael Ishii, *Executive Recruiter*
- Ian Schmutzler, *Executive Recruiter*
- Troy Brown, *Executive Recruiter, Career Coach*
- Stephanie Dietz, *Career Coach*
- Melanie Richardson, *Career Coach*
- Kathy Lolas, *Executive Recruitment Coordinator and Operations Manager*
- Grace Owens, *Senior Recruitment Coordinator*
- Steph Souza, *Recruitment Coordinator*
- Alexandria Huesca, *Recruitment Support*

Please see your lead recruiter's biography below:

Valerie Gaeta Phillips, President and Recruiter



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

Valerie is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success; she is also active in a variety of industry organizations and in diversity-focused associations. Valerie is called upon often to serve as an expert speaker on topics such as managing one's online reputation, diversity

issues in municipal and non-profit leadership, and how to identify a positive placement for the organizational culture.

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

Gary Phillips, Executive Vice President and Recruiter



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

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

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

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

Yasmin Beers, Vice President & Senior Executive Recruiter



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

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

Yasmin currently serves on the Glendale Memorial Hospital Community Board of Directors and the Advisory Board for Village Christian School. Yasmin is a past member of Soroptimist International of Glendale where she served as President in 1999/2000. She is a past board member of Glendale Healthy Kids, Salvation Army and the American Red Cross. In 2011 the Glendale Chamber of Commerce recognized Yasmin as Woman of the Year; in 2013 she was the recipient of The Armenian American Woman of Excellence Award; in 2014 Yasmin was recognized by the Glendale Educational Foundation for her distinguished service and philanthropic efforts; in 2015, YWCA awarded Yasmin with the Heart & Excellence Award; in 2017, she was recognized by Business Life Magazine as a Women Achiever; and in 2018 the California State Senate recognized Yasmin as one of the Woman of the Year, each a tribute to her core values that represent her civic responsibilities, volunteerism and community service.

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

Adele Fresé, Senior Executive Recruiter



Adele Fresé brings 27 years of local government experience to Bob Murray & Associates, having retired as Chief of Police in Salinas, CA prior to joining the firm in 2021. Adele began her public service career in 1985 as an active-duty member of the United States Marine Corps before serving the City of Corpus Christi for 20 years.

Adele has extensive experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

During her 7 years as Chief of Police, Adele exercised strong leadership and implemented monumental changes leading to the diversification of her agency's sworn staff. Adele's commitment to collaboration with the public and law enforcement agencies earned her the Partner of the Year Award from Homeland Security Investigations, and her Department the Community Policing Award from the Community Policing Institute of California.

Adele received her Bachelor of Science degree in Criminal Justice Administration from California State University at Hayward, and a minor degree in Sociology. She earned a Master of Science in Public Safety, completed the Senior Executives in State and Local Government program at the Harvard Kennedy School, and PERF's Senior Management Institute for Police. She is a Texas Certified Public Manager.

JON LEWIS, SENIOR EXECUTIVE RECRUITER



Jon Lewis brings over 30 years of municipal government experience to Bob Murray and Associates. Jon began his career in public service in 1991 with the City of Newport Beach, an iconic coastal community of 53 square miles in Southern California. After successfully working his way through the ranks of the Police Department, he honorably retired in December of 2022 after serving as the Chief of Police for nearly seven years. Jon is known for his commitment to selfless service, ethical leadership and maintaining longstanding community partnerships. During his tenure as Chief of Police, the Newport Beach Police Department achieved reduction in crime to historic lows through effective, data-driven community policing strategies as well as excellence in emergency response and 911 call answer times.

Jon graduated with honors from California State University Long Beach with a Bachelor of Science degree in Criminal Justice and Speech Communication and holds a Master of Arts degree in Criminal Justice from Chapman University. He is a graduate of several advanced law enforcement training courses including the California Commission on Peace Officer Standards and Training Command College. Jon has authored two university-level textbooks in criminal justice and is an instructor with the Center for Criminal Justice Research and Training at California State University Long Beach.

He and his wife, Darcy, have two children and reside in Orange County.

Corporation

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

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 180
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

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

Professional Associations

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

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

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues. Recent and upcoming speaking engagements and trainings provided by our staff include:

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

REFERENCES

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

CLIENT:	City of Lawndale, CA
POSITION:	City Manager
REFERENCE:	Ms. Raylette Felton, Deputy City Manager/Human Resources Director rfelton@lawndale.ca.gov
CLIENT:	City of Reno, NV
POSITION:	City Manager
REFERENCE:	Ms. Norma Santoyo, Assistant City Manager (775) 300-0677
CLIENT:	City of Sonoma, CA
POSITION:	City Manager
REFERENCE:	Jenny Yankovich, Assistant to the City Manager (707) 933-2203
CLIENT:	City of Monterey, CA
POSITION:	City Manager
REFERENCE:	Mayor Tyller Williamson, (831) 760-5173 twilliamson@monterey.org

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

BOB MURRAY & ASSOCIATES
EXPERTS IN EXECUTIVE SEARCH