City of South Lake Tahoe
City Council
Meeting Agenda
Tuesday, January 27, 2026 at 5:30 pm
City Hall - Council Chambers - 1901 Lisa Maloff Way, South Lake Tahoe

City Council
Cody Bass, Mayor
Keith Roberts, Mayor Pro Tem
Scott Robbins, Councilmember
David Jinkens, Councilmember
Heather Horgan, Councilmember

Mission of the City Council
We provide responsive and effective local government by maintaining a safe, livable, and well-managed city through smart investment, reliable services, and thoughtful planning.

Public Participation
City Council meetings are held in person at the time and location listed on this agenda. Meetings are live-streamed on Channel 21, City website at www.cityofslt.us, YouTube at https://www.youtube.com/channel/UC3LYne8Ih-kTPLnnuyJW9SQ/live and via ZOOM at this link: https://us02web.zoom.us/j/87487127827
A public agenda packet is available for review at City Hall, 1901 Lisa Maloff Way, on the City's Website at www.cityofslt.us, or by contacting the City Clerk's Office, (530) 542-6005 or sblankenship@cityofslt.us
Providing Public Comment:

In Person: Every agenda for regular meetings provides an opportunity for members of the public to directly address the legislative body (City Council), on any item of public interest which is within the jurisdiction of the City Council during Public Communications. For items on the agenda or in connection with any item which the City Council will consider, the public is given the opportunity to comment before or during the City Council's consideration of the item [Government Code Section 54954.3(a)].

Remote Participation: If you are joining the meeting via ZOOM and would like to make a comment, press the "raise a hand" button. If you are joining the meeting via Channel 21 or live stream and would like to make a comment, please call (530) 542-6500. The meeting ID is: 874 8712 7827. Press *9 to indicate a desire to make a comment. Press *6 to unmute your phone. The Clerk will call you by the last three digits of your phone number when it is your turn to speak. ***Note: The Mayor reserves the right to conduct the meeting with in-person public participation only, if there is a technology malfunction that precludes the use of remote public participation.***

In Writing: Written comments received by 3 p.m. the day before the meeting will be distributed to City Council prior to the meeting. Written public comment regarding any item on this agenda may be sent to PublicComment@cityofslt.us. When emailing comments, identify the agenda item number in the subject

line to which your comments relate. Any such comment that is a public record and is emailed to PublicComment@cityofslt.us or otherwise provided to a majority of the City Council before the meeting will be made available for public inspection during normal business hours at the City Clerk's Office located at City Hall, 1901 Lisa Maloff Way, South Lake Tahoe [Government Code Section 54957.5(b)]. Written comments will not be read out loud during the meeting.

The City Council Chambers meeting facility is accessible to people with disabilities. Every reasonable effort will be made to accommodate any person needing special assistance to attend this meeting. Contact the City Clerk at (530) 542-6005 at least 48 hours in advance of the meeting for assistance [28 CFR 35.102.35.104 ADA Title II and Brown Act Government Code Sections 54953.2, 54954.1, 54954.2, and 54957.5].

Spanish Interpretations: The public may access Spanish interpretation using the ZOOM link listed on the front of the Agenda from an internet device (smartphone, laptop, tablet, home computer) with audio capabilities and selecting the Spanish language option. Persons without an internet device may attend the meeting in-person and a device will be provided while supplies last. Requests for interpreter services to offer public comment may be made by contacting the City Clerk.

Land Acknowledgement

Land Acknowledgement - The City of South Lake Tahoe acknowledges the lands we occupy today are the lands and home of the Wašíšiw, the people from here known today as the Washoe Tribe of Nevada and California, a sovereign nation. Since the beginning of time and for thousands of years before the arrival of any other people, the Washoe lived here and cared for this place, with values and intention that we can all learn from. On behalf of the City Council, I would like to acknowledge, thank, and honor the Indigenous Washoe Tribal Communities that are the past, present, and future stewards of the Lake Tahoe Basin.

Call to Order/Pledge of Allegiance

Roll Call

Closed Session Report

Public Communications

This is the public's opportunity to speak on any topic NOT LISTED on this agenda. Comments shall be limited to four (4) minutes. In accordance with the Brown Act, the City Council cannot deliberate or vote on any matter raised under public communications, but may briefly respond to statements made or questions posed. (Government Code Sections 54954.2)

City Commission Reports

Consent Agenda

Public Comment - This is the public's opportunity to speak on any topic listed on the Consent Agenda. Comments shall be limited to three (3) minutes per item and six (6) minutes total per speaker.
The consent agenda consists of items of a repeating or routine nature considered under a single action. Any Councilmember may have an item on the consent agenda removed and considered separately upon request.

Pass a Motion to adopt the Consent Agenda in one motion except as indicated at each item.

1. City Council Meeting Minutes
Requested Action / Suggested Motions: Pass a Motion approving the minutes from the January 13, 2026, City Council meeting.
Responsible Staff Member(s): Michelle Davis, Assistant City Clerk and Susan Blankenship, City Clerk

Item 1- Executive Summary.pdf
01 13 2026 City Council Meeting Minutes.pdf

2. Amendment to Agreement with Lumos and Associates for James and Eloise Drainage Maintenance Project
Requested Action / Suggested Motions: Pass a Resolution authorizing and directing the Mayor to execute Amendment No. 2 to the Professional Services Agreement with Lumos and Associates, Inc. for engineering design services for the James and Eloise Drainage Maintenance Project, and transferring $5,700 from the General Fund Engineering Professional Services account to the James and Eloise Drainage Maintenance Project account.
CEQA Determination: This action is categorically exempt under CEQA Guidelines sections 15301 (existing facilities) and 15303(d) (new construction of small structures).
Responsible Staff Member(s): Lilian Iverson, Engineering Technician
Item 2- Executive Summary.pdf
01_SR_Amendment_2.docx
02-Resolution - Amendment 2.docx
03-Amendment No. 2 to Agreement with Lumos & Associates

3. One-Year Extension of Agreement with PT Revolution Physical Therapy PC for Public Safety Employee Wellness & Injury Prevention Program
Requested Action / Suggested Motions: Pass a Motion authorizing and directing the Mayor to execute a one-year extension amendment to the Professional Services Agreement with PT Revolution Physical Therapy PC and for an amount not to exceed $100,000.
Responsible Staff Member(s): Rebecca Penado, Risk Manager
Item 3- Executive Summary.pdf
01 - Staff Report - PT Revolution Wellness Program Agreement Extension.docx
02_-_PT_Revolution_Contract_Extension_Amendment.doc
03 - PT Revolution Report on CSLT First Responder Wellness Program.pdf
04_-_C-015-2023_PT_Revolution_Contract.pdf

4. Application for Grant From Tahoe Fund for Tahoe Valley Stormwater and Greenbelt Improvement Project, Phase 2
Requested Action / Suggested Motions: Pass a Motion authorizing staff to submit a grant application to Tahoe Fund for $427,020, including interpretive signage and lighting improvements, for the Tahoe Valley Stormwater and Greenbelt Improvement Project, Phase 2.
CEQA Determination: The Planning Commission adopted a Mitigated Negative Declaration for the Project on May 9, 2019, SCH# 2019029215, and adopted Addendum No. 1 adding the basin and associated improvements at the corner of 4th Street and Barton Avenue on February 20, 2025. This action does not require additional review under CEQA Guidelines section 15162.
Responsible Staff Member(s): Brianna Greenlaw, Senior Civil Engineer
Item 4- Executive Summary.pdf
01-Staff Report-Tahoe Fund Application.docx

5. Agreement with Sunwest Janitorial for Janitorial Services in the New Multigenerational Recreation & Aquatics Center
Requested Action / Suggested Motions: Pass a Motion authorizing and directing the Mayor to execute the Professional Service Agreement with Building Services of CA & Nevada, LLC. dba: Sunwest Janitorial Contract to provide janitorial services for the New Multigenerational Recreation & Aquatics Center in an amount not to exceed $308,544.00 for the initial two-year term.
Responsible Staff Member(s): John Stark, Director of Parks and Recreation
Item 5- Executive Summary.pdf
01-Staff Report - Janitorial Contract 01.27.26.docx
02-SUNWEST PSA Recreation and Aquatics Center.docx

6. Rockwood to Blackwood Drainage Improvements Project - Ratification of Contract Change Orders

No. 1-13 to FW Carson Co.
Requested Action / Suggested Motions: Pass a Motion ratifying Change Orders No. 1-13, for an additional $120,958, to FW Carson Co.'s contract for the Rockwood to Blackwood Drainage Improvements Project, for a final not to exceed amount of $1,871,379. The change orders added labor and materials for unforeseen field conditions, adjusted estimated quantities, and extended the time of the contract.
CEQA Determination: The Planning Commission adopted the CEQA Initial Study/Mitigated Negative Declaration for the project on November 19, 2020 (SCH # 202090564), and adopted Addendum No. 1, documenting minor changes for staging and access, and other minor adjustments to the footprint of the channel improvements and drainage designs, on May 16, 2024.
Responsible Staff Member(s): Brianna Greenlaw, Senior Civil Engineer
Item 6- Executive Summary.pdf
01-Staff Report-CCO Ratification.docx
02-Project Location Map.pdf
03-CCO 1-13.pdf

7. Annual Accountability Report for Bijou Area Erosion Control Project Community Facilities District (CFD2014-1) for Fiscal Year 2025-26
Requested Action / Suggested Motions: Receive and File.
Responsible Staff Member(s): Cameron Grant, Engineering Technician
Item 7- Executive Summary.pdf
01-Staff Report - Bijou CFD Annual Report.docx
02-Vicinity Map
03-Annual Report

8. Pioneer Trail HSIP Project - Ratification of Contract Change Orders No. 1, 2, and 3 with Globe Engineering and Development and Transfer of Funding
Requested Action / Suggested Motions: Pass a Resolution ratifying Contract Change Orders No. 1, 2, and 3 with Globe Engineering and Development for a total change order value of $61,225.87 and a total revised contract value of $565,756.87 and transferring $14,500 from the Engineering Professional Services Account (100-03210-42020) to the Pioneer Trail HSIP CIP Account (301-50038-48030).
CEQA Determination: This project is categorically exempt under CEQA Guidelines section 15304 (minor alteration to land).
Responsible Staff Member(s): Stephen Anderjack, Project Manager
Item 8- Executive Summary.pdf
01-Staff Report - Pioneer Trail HSIP Project.docx
02-Resolution - Pioneer Trail HSIP Project.docx
PTHSIP_-_CCO_001_-_signed.docx
PTHSIP_-_CCO_002_-_signed.docx
PTHSIP_-_CCO_003_-_signed.docx

Public Hearing

9.
Old Colony Inn Residences Tentative Subdivision Map for Condominium Purposes, 3794 Montreal Road, APN 029-720-007, File #TSM25-001

Requested Action / Suggested Motions: Pass a Resolution: 1) finding The Old Colony Inn Residence Tentative Subdivision Map for Condominium Purposes is exempt from CEQA pursuant to Section 15332, Class 32: 2) finding the Tentative Subdivision Map is consistent with the Subdivision Map Act; and, 3) approving the Old Colony Inn Residence Tentative Subdivision Map for Condominium Purposes.
CEQA Determination: This project is categorically exempt under CEQA Guidelines Section 15332 (infill development).

Responsible Staff Member(s): John Hitchcock, Planning Manager
Item 9- Executive Summary.pdf
01 - Staff Report - 3794 Montreal Tentative Map.docx
02 - Resolution 2024-021.pdf
03 - Old Colony Inn Residences Tentative Subdivision Map.pdf
04 - Caltrans Reservation of Easement 1970-14227.pdf
05 - Abandonment Letter to Caltrans.pdf
06 - Resolution - 3794 Montreal Tentative Map.docx
07 - PC Resolution 2025-017_Tentative Subdivision Map, 3794 Montreal Road, File #TSM25-001.pdf
08 - Tribune Proof.pdf
09-Proof of Mailing_Redacted.pdf

Regular-New Business

10. Selection of Executive Search Firm for City Manager Recruitment
Requested Action / Suggested Motions: Pass a Motion authorizing and directing the Mayor to execute a professional service agreement with the selected executive search firm.
Responsible Staff Member(s): Ember Buckman CGHR-CP, Human Resources Manager
Item 10- Executive Summary.pdf
01-Staff Report Executive Search Firm - City Manager Recruitment.docx
02 -RFP Executive Recruitment Firm for City Manager Recruitment.pdf
03 - Bob Murray Assoc CSLT City Manager Proposal.pdf
04 - CPS HR Proposal for CSLT Exec Search CM.pdf
05 - JGA Proposal for RFP City Manager Recruitment.pdf
06 -Koff Assoc SLT City Manager Proposal.pdf
07 -Prothman Lake Tahoe City Manager Recruitment Proposal.pdf
08 -Ralph Anderson Proposal SLT City Manager.pdf
09 - SGR Proposal SouthLakeTahoeCA CM.pdf
10 - WBCP Proposal City of South Lake Tahoe City Manager.pdf
11 -Altiora Consulting Proposal for RFP Executive Recruitment Firm.pdf
12 - Arndt South Lake Tahoe City Manager Proposal.pdf
13 - Duffy Group CSLT Proposal RFP Response City Manager.pdf
14 - MGT PROPOSAL City of South Lake Tahoe City Manager.pdf
15 -Netsynk Executive Recruitment Firm Proposal.pdf
16 -Raftelis Proposal.pdf
17 - Recruiting Source International RFP The City of South Lake Tahoe.pdf

11. Interim City Manager Contract and Salary Schedule Revision
Requested Action / Suggested Motions: Pass a Resolution authorizing and directing the Mayor to execute an Agreement with Assistant City Manager Hilary Roverud for the position of Interim City Manager and approving the revised City Salary Schedule for Interim City Manager.
Responsible Staff Member(s): Ember Buckman CGHR-CP, Human Resources Manager
Item 11- Executive Summary.pdf
01-Staff Report Interim City Manager Contract.docx
02-Resolution - Interim City Manager.docx
03-Interim City Manager Contract - Roverud (Exh. A to Reso).pdf
04-Salary Table Interim City Manager (Exh. B to Reso).pdf

12. Amended Funding Agreement with the South Shore Transportation Management Association (SS/TMA)
Requested Action / Suggested Motions: (1) Pass a Motion authorizing and directing the Mayor to execute the Amended and Restated Funding Agreement with SS/TMA for $3,050,000 to provide three years of microtransit service including expansion citywide; and (2) Pass a Resolution appropriating an additional $200,000 for Microtransit Service from Parking Garage Revenues into

account 520-05320-44032, Contributions/Sponsorships.
Responsible Staff Member(s): Hilary Roverud, Assistant City Manager
Item 12- Executive Summary.pdf
01-Staff Report - SS/TMA Funding Agreement
02-SSTMA SB125 Funding Approval
03-Amended Funding Agreement redline
04-Amended Funding Agreement clean
05-Resolution - Appropriating Funds for SS/TMA Agreement

Agenda Planning Calendar

13. Agenda Planning Calendar
Requested Action / Suggested Motions: Identify, with consent of at least two Council Members, any desired future agenda items, and/or modify the Agenda Planning Calendar as desired.
Responsible Staff Member(s): Susan Blankenship, City Clerk, and Joseph Irvin, City Manager
Item 13- Eecutive Summary.pdf
APC 2026.pdf

Updates and Announcements (City Attorney, City Clerk, City Manager)

Councilmember Reports and Comments - Assignments to Boards, Committees, and Commissions

Adjournment
I, Susan Blankenship, City Clerk for the City of South Lake Tahoe, declare that the foregoing agenda for the Tuesday January 27, 2026, City Council meeting was posted and available for review on Thursday, January 22, 2026, at City Hall, 1901 Lisa Maloff Way, South Lake Tahoe, CA 96150. The agenda was also available on the City's website at https://www.cityofslt.us.
Signed January 22, 2026

\\sb\\ Susan Blankenship, Elected City Clerk

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #: 1

Agenda Item: City Council Meeting Minutes

Executive Summary: City Council is asked to formally approve the January 13, 2026, meeting minutes.

Requested Action / Suggested Motions: Pass a Motion approving the minutes from the January 13, 2026, City Council meeting.

Responsible Staff Member: Michelle Davis, Assistant City Clerk and Susan Blankenship, City Clerk

Reviewed and Approved By: Heather Stroud, City Attorney

Attachments:

01 13 2026 City Council Meeting Minutes.pdf

City of South Lake Tahoe
City Council
Meeting Minutes
Tuesday, January 13, 2026 at 9:00 am
City Hall - Council Chambers - 1901 Lisa Maloff Way, South Lake Tahoe

NOTE: The Meeting Minutes represent actions taken during the meeting of the City Council. Complete Council member discussions on Regular Session meeting items can be viewed in archived video recordings on the City's website at http://www.cityofslt.us Public submittals on items are retained in the administrative record and can be viewed in the City Clerk's repository at http://www.cityofslt.us

Land Acknowledgement
Mayor Bass read the Land Acknowledgement.

Call to Order/Pledge of Allegiance
Mayor Bass called the meeting to order at 9:00 a.m. and the led the pledge of allegiance.

Roll Call
Present were Mayor Bass, and Councilmembers Robbins, Jinkens, Roberts, and Horgan.

Also present were City Manager Irvin, City Attorney Stroud, and City Clerk Blankenship.

Closed Session Report
Closed Session Report from January 13, 2026:

1. **Conference with Legal Counsel – Anticipated Litigation, Significant Exposure to Litigation - Government Code section 54956.9(d)(2). Regarding Liability Claim from Riccomini Family Trust Regarding Partial Refund of Inclusionary Housing Ordinance In-Lieu Fee.**
   Action: No reportable action.

2. **Conference with Legal Counsel – Existing Litigation – Government Code section 54956.9(d)(1).**
   Case: *South Lake Tahoe Property Owners Group v. City of South Lake Tahoe*, Third Appellate District Case No. C103980.
   Action: No reportable action.

Closed Session Report from October 15, 2025:

1. **Conference with Legal Counsel – Existing Litigation – Government Code section 54956.9(d)(1)**
   Case: *John Miller v. City of South Lake Tahoe*, Workers' Compensation Appeals Board Case Nos. ADJ17872997 and ADJ19215685.
   Action: Settled by compromise and release in the amount of $40,000.

Closed Session Report from December 9, 2025:

1. **Conference with Legal Counsel – Anticipated Litigation, Significant Exposure to Litigation - Government Code section 54956.9(d)(2)**
   Regarding Liability Claim from Chris Fanini Regarding Partial Refund of Inclusionary Housing Ordinance In-Lieu Fee.
   Action: Settled by compromise and release in the amount of $50,506.33

Public Communications

Public comments were heard from the following people:

1. Larry Pedigo- Councilmember Horgan, inflation, loss of businesses, cost of living, census change, insurance, "vision" as a strategic priority
2. Melissa Soderston- Kidnappings, VP Vance, SLTPD
3. Ed Mosur- City retiree benefits lawsuit
4. Kelly O'Haire- Thank you to City Manager Irvin, massage parlor blight, business window advertising blight
5. Robert Aaron – Fire hazards, child protection, community cleanup, Tamara Wallace, City Manager Irvin leaving position
6. Rafael- VHR buffer zone removal

Written public comment was received from the following person:

1. Anna Gaofano- Discounted parking in Stateline area

City Commission Reports

Student Advisors Sebastian Guerrero and Myra Donahue- provided verbal report.

Reorganization of the City Council

1. **2026 Mayor and Mayor Pro Tem Selection**
   Action: Moved/Seconded: Horgan/Bass
   Yes: Bass, Roberts, Jinkens, Horgan
   No: Robbins
   Action: Passed **Motion 2026-001** selecting Bass as Mayor and Roberts as Mayor Pro Tem for the year 2026.
   Public comment was heard from the following people:
   1. Lou Perini
   2. John Messina
   3. Larry Pedigo
   4. Melissa Soderston
   5. Ed Mosur

Consent Agenda

Action: Moved/Seconded: Jinkens/Roberts
Yes: Bass, Roberts, Robbins, Jinkens, Horgan
Note: Councilmember Robbins voted "No" on Item 8.
Note: Item 11 was pulled from the Consent Agenda by Councilmember Jinekns.
Action: Passed the Consent Agenda, without Item 11, and with noted "No" vote on Item 8.

2. **City Council Meeting Minutes**
   Action: Passed **Motion 2026-002** approving the minutes from the December 9, 2025, City Council meeting.

3. **Agreement with the Tahoe Resource Conservation District for General Forestry Services for Fuels Reduction Projects**
   Action: Passed **Motion 2026-003** authorizing and directing the Mayor to execute an agreement with the Tahoe Resource Conservation District **(C-006-2026)** for General Forestry Services for fuels reduction projects within the South Shore of Lake Tahoe.
   Public comment was heard from the following person:
   1. Melissa Soderston
   2. John Messina

4. **Data Sharing Agreement with Xylo Risk, Inc. (XyloPlan) for Tahoe Fund Smart Community Pilot Project**
Action: Passed **Motion 2026-004** authorizing and directing the Mayor to execute Data Sharing Agreement with XyloPlan **(C-007-2026)** for Tahoe Fund Fire Smart Community Pilot Project.
Public comments were heard from the following people:
1. Larry Pedigo

5. **Right of Entry Agreement with El Dorado County and Lake Valley Fire Protection District for Fuels Reduction work on County-Owned Properties**
Action: Passed **Motion 2026-005** authorizing and directing the Mayor to execute a Right of Entry Agreement between El Dorado County, the City of South Lake Tahoe, and Lake Valley Fire Protection District **(C-008-2026)** for Fuels Reduction work on County-owned properties.
Public comments were heard from the following people:
1. Melissa Soderston
2. John Messina

6. **Self-Contained Breathing Apparatus (SCBA) Purchase**
Action: Passed **Motion 2026-006** authorizing the City Manager to execute a Purchase Order for the purchase of new SCBA inventory from ALL STAR Fire Equipment **(C-009-2026)** for an amount not to exceed $361,799.51.

7. **Fire Department Purchase of Three Light Duty Vehicles**
Action: Passed **Motion 2026-007** authorizing the City Manager to execute a Purchase Order for three (3) Chevrolet Silverado 1500 PPV pickup trucks from Champion Chevrolet **(C-010-2026)**, for an amount not to exceed $162,255.84.
Public comments were heard from the following people:
1. Nick Speal
2. John Messina

8. **Authorization to Purchase Two Community Service Officers Vehicles from Champion Chevrolet**
Note: Councilmember Robbins voted ‘No” on this item.
Action: Passed **Motion 2026-008** authorizing the purchase of two 2026 Chevy Silverado 4WD pickups from Champion Chevrolet **(C-011-2026)**, using existing budget up to $101,766.60 and authorize the City Manager to execute the Purchase Order to Champion Chevrolet.
Public Comment was heard from the following person:
1. Nick Speal

9. **Grant Application to California Office of Traffic Safety for Special Enforcement of Traffic and Alcohol-Related Crimes**
Action: Passed **Resolution 2026-001** authorizing the Chief of Police to submit a grant application to the California Office of Traffic Safety for special enforcement of traffic and alcohol-related crimes, running of DUI checkpoints, and press releases, up to $100,000.00. Grant funds will be used to carry out enforcement related to a host of traffic and criminal violations in our community including, but not limited to, DUI enforcement, seatbelt violations, motorcycle, bicycle, and pedestrian details. It will also be used for in-state travel for related trainings, and to purchase supplies and equipment.
Public Comment was heard from the following person:
1. Ed Mosur
2. Larry Pedigo

10. Funding Transfer for Upper Truckee River Bridge Pier Protection Design Services

Action: Passed **Resolution 2026-002** authorizing the Transfer of $58,500 from General Fund Engineering Account to the new Upper Truckee River Bridge Pier Protection Capital Project Account

Public Comment was heard from the following person:

1. Alan Miller *written comment distributed

11. Reimbursement Agreement with Southwest Gas

Note: This item was pulled from the Consent Agenda. By Councilmember Jinkens

Action: Moved/Seconded: Jinkens/Horgan

Yes: Bass, Roberts, Robbins, Jinkens, Horgan

Action: Passed **Resolution 2026-003** authorizing and directing the Mayor to execute a reimbursement agreement with Southwest Gas **(C-012-2026)** for their 2025 construction project in the Tahoe Keys neighborhood and amending the Street Overlay Program account (301-50005) by appropriating $321,964.10 in paving funds from Southwest Gas into revenue code 34415 and expense code 48030 for the purpose of funding the Road Rehabilitation Projects.

Public Comment was heard from the following people:

1. Ed Mosur
2. Larry Pedigo

<u>Regular-Unfinished Business</u>

12. Amended and Restated Purchase and Sale Agreement with NDC Lake Tahoe, LP for Affordable Housing Project at 3900-3908 Lake Tahoe Boulevard

Action: Moved/Seconded: Horgan/Robbins

Yes: Bass, Roberts, Robbins, Jinkens, Horgan

Action: Passed **Motion 2026-009** granting a one-year extension on the closing deadline under the current Purchase and Sale Agreement to January 18, 2027.

Public Comment was heard from the following people:

1. Lou Perini
2. Ed Mosur
3. Amelia Richmond
4. Melissa Soderston
5. Deepak Sharma
6. Bobby Gonzales
7. Allan Miller *written comment submitted

Note: Mayor Bass announced this Item would be heard before Item 13 under Unfinished Business.

14. Reimbursement Agreement with South Tahoe Transit Joint Powers Authority

Action: Moved/Seconded: Roberts/Horgan

Yes: Bass, Roberts, Robbins, Jinkens, Horgan

Action: (1) Passed **Resolution 2026-005** authorizing budget appropriations in an amount of $51,551 (for the City's share) from General Fund Undesignated Excess Reserves for the South Tahoe Transit JPA FY 2025/2026 budget; and (2) Passed **Resolution 2026-006** authorizing and directing the Mayor to execute the Reimbursement Agreement for Managing Agency Services with South Tahoe Transit Joint Powers Authority **(C-015-2026)**.

Public comment was heard from the following people:

1. John Messina
2. Ed Mosur

13. Shelter Pass Program

Action: Moved/Seconded: Robbins/Jinkens
Yes: Bass, Roberts, Robbins, Jinkens, Horgan

Action: 1) Passed **Resolution 2026-004** approving the Program Guidelines, directing staff to establish the Shelter Pass Program, and approving budget appropriation of $80,000 from El Dorado County Opportunity Knocks Continuum of Care and $15,000 from General Fund Undesignated Excess Reserves; 2) Passed **Resolution 2026-005** ratifying the grant application and authorizing the City Manager to enter into agreement with the California Department of Housing and Community Development, Homeless Housing, Assistance and Prevention (HHAP) for receipt of grant funding through El Dorado County **(C-013-2026)**; and 3) Passed **Motion 2026-10** authorizing and directing the Mayor to execute the Subrecipient Agreement with Tahoe Coalition for the Homeless **(C-014-2026)**.

Public comments were heard from the following people:

1. Chris Proctor, Barton Health
2. Melissa Soderston
3. John Messina
4. Chelcee Thomas, Vista Rise Collective

15. 2026 City Council Meeting Schedule

Action: No changes were made to the 2026 City Council meeting schedule.

Public comment was heard from the following person:

1. John Messina

16. City Council Assignments to Boards and Commissions

Action: Moved/Seconded: Robbins/Jinkens
Yes: Bass, Roberts, Robbins, Jinkens, Horgan
Action: Passed **Motion 2026-011** making the following appointments:

1. Creation of Ad Hoc Sign Ordinance Committee: Bass, Robbins
2. California Tahoe Conservancy: Roberts
3. City Selection Committee: Bass
4. Local Agency Formation Commission: Jinkens, ALT: Bass
5. El Dorado Countywide Oversight Board: Horgan, ALT: Robbins
6. Tahoe Regional Planning Agency: Bass, ALT: Jinkens
7. Tahoe Transportation District: Robbins, ALT: Bass
8. South Tahoe Transit JPA: Bass, Roberts, ALT: Robbins
9. Abandoned Vehicle Abatement: Horgan
10. Cal Tahoe JPA: Roberts, Horgan, ALT: Robbins
11. Clean Tahoe: Roberts, Sara Letton (City's Sustainability Coordinator)
12. El Dorado County Commission on Aging: John Messina (Council Representative)
13. League of California Cities: Jinkens
14. Park Avenue Development Project Plaza Maintenance Association: Bass, Jinkens
15. South Lake Tahoe Recreation Facilities JPA: Robbins
16. Community Play Consortium JPA: Horgan
17. South Lake Tahoe Basin Waste Management JPA: Roberts, ALT: Horgan
18. Tahoe Prosperity Center: Removing this assignment.
19. Lake Tahoe Visitor's Authority Board: Bass
20. El Dorado County Community Action Council: Horgan
21. Tahoe Chamber of Commerce: Roberts
22. South Lake Tahoe Lodging Association: Roberts
23. South Tahoe Chamber of Commerce: Removing this assignment.
24. El Dorado County Transportation Commission: Bass, ALT: Robbins
25. Finance Subcommittee: Jinkens, Robbins

17. Update to City Council Protocols
Action: Moved/Seconded: Jinkens/Roberts
Yes: Bass, Roberts, Robbins, Jinkens, Horgan
Action: Passed **Motion 2026-012** approving amendment to City Council protocols as presented.
Note: Mayor Bass announced this item would be brought back for future discussion at a Special Meeting.

Regular-New Business

18. Roles and Expectations of City Commissions, Boards, and Committees
Action: Council made no changes to the Roles and Expectations of City Commissions, Boards, and Committees.
Public comment was heard from the following people:
1. Erika Gonzalez, Police Advisory Commission Chair
2. John Messina

19. Citizen Appointments to City Boards and Commissions
Note: Staff noted Steve Weiss withdrew his application.
Action: Moved/Seconded: Robbins/Jinkens
Yes: Bass, Roberts, Robbins, Jinkens, Horgan
Action: Passed **Motion 2026-013 making the following appointments:**
1. Parks and Recreation Commission: Jerry Bindel, Mark Costigan, David Gregorich
2. Planning Commission: Gavin Feiger, Julia Lucksinger, Erika Gonzalez (limited term)
3. Arts, Culture, Tourism: Samantha Rebrovich, Ryn Muat (LTVA nonvoting representative), and providing direction to the City Clerk to resolicit for a youth member.
4. Police Advisory Commission: John Messina, Alberto Manfredi, Rebecca Sheff (limited term)
5. Independent Citizens' Oversight Committee (Measure P): Alberto Manfredi (limited term)

Public comments were heard from the following people:
1. Mark Costigan (applicant)
2. Robert Gonzales (applicant)
3. John Messina (applicant)
4. Julia Lucksinger (applicant)
5. Gavin Feiger (applicant)
6. Erika Gonzalez (applicant) *written comment submitted
7. Erick Asbury (applicant)
8. Stacy Ballard
9. Rebecca Sheff (applicant)
10. Samantha Rebrovich (applicant)

Written public comment was received from the following people:
1. David Gregorich
2. Steve Weiss

20. Consideration of 2026 Paving Program Options – Johnson Boulevard with James & Eloise Neighborhood or Al Tahoe Neighborhood
Action: Moved/Seconded: Bass/Jinkens
Yes: Bass, Roberts, Jinkens, Horgan
No: Robbins
Action: Passed **Motion 2026-014** selecting Option 2: Johnson Blvd. and Al Tahoe Neighborhood.
Public comments were heard from the following people:
1. Nick Speal
2. John Messina

21. Agreement with Stantec Consulting Services, Inc. for Design and Permitting Services for El Dorado Beach Revetment and Improvements Project

Note: At this time, Councilmember Horgan left the meeting.
Action: Moved/Seconded: Robbins/Jinkens
Yes: Bass, Roberts, Robbins, Jinkens
Absent: Horgan
Action: 1) Passed **Motion 2026-015** authorizing and directing the Mayor to execute a Professional Services Agreement with Stantec Consulting Services, Inc. **(C-016-2026)** for Phase 1 services for the El Dorado Beach Revetment and Improvements Project for a not-to-exceed amount of $149,971; and 2) Passed **Motion 2026-016** directing staff to pursue planning, design, and permitting for preferred interim and permanent priorities for El Dorado Beach (structural protection of Lakeview Commons only or structural protection of Lakeview Commons and preservation of the beach.

Public comments were heard from the following people:

1. Melissa Soderston
2. John Messina
3. Lou Perini
4. Allen Miller *written comment submitted

Agenda Planning Calendar

22. Agenda Planning Calendar

Action: Received and filed.

Updates and Announcements (City Attorney, City Clerk, City Manager)

City Clerk Blankenship

1. Arts, Culture, and Tourism solicitation for a youth member will be brought back in February.

City Manager Irvin

1. Welcome to new Director of Public Works Dr. Mohammad Qureshi

Councilmember Reports and Comments - Assignments to Boards, Committees, and Commissions

Councilmember Robbins

1. Request for agenda item on Paving Prioritization Policy (Bass seconded).
2. Request for agenda item on discounted parking permits in Heavenly Village (Bass seconded).

Councilmember Jinkens

1. Thank you to Council for debate and agreements

Mayor Pro Tem Roberts

1. Upcoming City Council protocol special meeting

Adjournment

Mayor Bass adjourned the meeting at 5:51 p.m.

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #: 2

Agenda Item:
Amendment to Agreement with Lumos and Associates for James and Eloise Drainage Maintenance Project

Executive Summary: Staff is requesting City Council approval of an amendment to the Professional Services Agreement with Lumos and Associates, Inc. to complete final engineering design services for the James and Eloise Drainage Maintenance Project. The amendment authorizes an additional $7,500, reallocates $1,800 from Task 7 to Task 2, and transfers $5,700 from the Engineering Professional Services account (100-03210-42020) to the James and Eloise Drainage Maintenance Project account (301-40053-48020). These changes increase the total contract amount to $65,619 and extend the contract term through December 31, 2026.

Requested Action / Suggested Motions: Pass a Resolution authorizing and directing the Mayor to execute Amendment No. 2 to the Professional Services Agreement with Lumos and Associates, Inc. for engineering design services for the James and Eloise Drainage Maintenance Project, and transferring $5,700 from the General Fund Engineering Professional Services account to the James and Eloise Drainage Maintenance Project account.

Responsible Staff Member: Lilian Iverson, Engineering Technician

Reviewed and Approved By: Mohammad Qureshi, Director of Public Works Susan Blankenship, City Clerk Olga Tikhomirova, Director of Finance Heather Stroud, City Attorney

Attachments:

01_SR_Amendment_2.docx
02-Resolution - Amendment 2.docx
03-Amendment No. 2 to Agreement with Lumos & Associates

City of South Lake Tahoe
Report to City Council

Meeting Date: January 27, 2026

Title: Authorize Amendment No. 2 (C-XXX-2026) and Transfer $5,700 in Funds from the Engineering Professional Services account to the James and Eloise Drainage Maintenance Project

Location: James and Eloise Neighborhood

Responsible Staff Member: Lilian Iverson, Engineering Technician, 530-318-1900

Background:
Lumos and Associates (Lumos) serves as the civil engineering consultant for the James and Eloise Drainage Maintenance Project and has provided professional services under the Professional Services Agreement (C-172-2024) since July 2024. The project is intended to improve storm drainage infrastructure in the James and Eloise area.

On July 23, 2024, the City Manager approved a professional services contract with Lumos in the amount of $27,200. Amendment No. 1 increased the contract by $32,719 to support the development of construction plans for rerouting the storm drain, bringing the total contract amount to $59,919.

During final design, additional revisions expanded the scope of work, including changes to the private property storm drain connection, removal of the CMP/inlet on Eloise, addition of a new inlet and connection on Eloise, and offsite grading within the Eloise basin. Additional funding is required to complete final design and address remaining comments.

Issue and Discussion:
The original design budget has exceeded its not-to-exceed amount due to the additional design revisions. Amendment No. 2 authorizes an additional $5,700 and reallocates $1,800 of available funds from Task 7 to Task 2 to allow Lumos and Associates to complete final design services. The proposed budget transfer will move $5,700 from the Engineering Professional Services account to the James and Eloise Drainage Maintenance Project account.

Financial Implications:
Approval of Amendment No. 2 will increase the Lumos and Associates contract by $5,700, bringing the total contract amount to $65,619. Funding for this amendment will be provided through a $5,700 transfer from the Engineering Professional Services account (No. 100-03210-42020) to the James and Eloise Drainage Maintenance Project account (No. 301-40053-48020). Sufficient funds are available, and this action will not require additional appropriations or impact the General Fund.

Environmental Considerations:
This action is categorically exempt from review under the California Environmental Quality Act ("CEQA") under CEQA Guidelines sections 15301 (repair and minor alteration of existing public facilities involving negligible expansion of former use) and 15303(d) (new construction of small structures involving utility extensions including street improvements to serve such construction).

Policy Implications:
Completion of the James and Eloise Drainage Maintenance Project supports the City's infrastructure maintenance goals by improving stormwater management and drainage reliability. The project aligns with City Council priorities to maintain and upgrade existing public infrastructure while reducing long-term maintenance needs.

This contract aligns with the City's strategic priorities by furthering Priority #5, *Improve Transportation*, through protecting roadway infrastructure, enhancing drainage performance, and reducing the risk of storm-related damage.

Resolution 2026-XXX

Adopted by the City of South Lake Tahoe
City Council

January 27, 2026

Authorize Amendment No. 2 to Agreement Lumos & Associates and Transfer $5,700 in Funds from the Engineering Professional Services account to the James and Eloise Drainage Maintenance Project

BACKGROUND

A. On July 23rd, 2024, the City Manager approved a Professional Services Agreement (C-172-2024) with Lumos and Associates in the amount of $27,200 for civil engineering design services for the James and Eloise Drainage Maintenance Project.

B. Amendment No. 1 (C-318-2024) authorized changes to the initial proposal to proceed with developing construction plans for rerouting the storm drain. Amendment No. 1 increased the original contract amount by $32,719.00, for an amended total fee of $59,919.00.

C. Amendment No. 2 is requested due to unanticipated revisions that expanded the scope of engineering services. These changes included modifying the private property storm drain connection, removing the existing CMP/inlet on Eloise, adding a new inlet and connection on Eloise, and completing additional offsite grading work. To finish the final design and address remaining comments, additional funding is required. This amendment reallocates $1,800 from Task 7 to Task 2 and adds $5,700 to the contract, increasing the total contract amount to $65,619. The contract term will extend through December 31, 2026.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, BE IT RESOLVED that the City Council of the City of South Lake Tahoe:

1. Authorizes and directs the Mayor to execute Amendment No. 2 to the professional services agreement with Lumos and Associates in the amount of $5,700, increasing the total contract value to $65,619.

2. Authorizes the transfer of $5,700 from account number 100-03210-42020 (Engineering Professional Services) to account number 301-40053-48020 (James and Eloise Drainage Maintenance Project – Expense) to fund the amendment.

Adopted by the City of South Lake Tahoe City Council on January 27, 2026, by the following vote:

Ayes:
Noes:
Abstain:
Absent:

_____ Date:_____
Cody Bass, Mayor

Attest:

_____
Susan Blankenship, City Clerk

The presence of electronic signature certifies that the foregoing is a true and correct copy as approved by the South Lake Tahoe City Council.

AMENDMENT 2 (C-XXX-2026) TO PROFESSIONAL SERVICES AGREEMENT

The Professional Services Agreement entered into on July 23rd, 2024, between the City of South Lake Tahoe, a municipal corporation ("CITY") and Lumos and Associates ("CONSULTANT") is hereby amended as set forth below.

The terms of the Professional Services Agreement (C-172-2024) are hereby amended to read as follows:

The following language is hereby added to the end of Section 1: Scope of Services.

Project, as described in **Amendment 2 – Exhibit A**, which is attached hereto and incorporated herein by reference. Consultant shall provide said services at the time, place and in the manner specified in **Amendment 2 – Exhibit A** subject to the direction of the City. Consult shall have no power or authority by this Agreement to bind City in any respect.

Section 2 is hereby repealed in its entirety and replaced with the following language:

> Section 2. Term/Time of Performance. The services by Consultant are to commence upon the execution of this Agreement and shall continue until all authorized work is approved by City. All such work shall be completed not later than December 31st, 2026. Time is of the essence, and failure of Consultant to perform the services required by this Agreement, as amended, by December 31st, 2026 shall constitute a material breach of this Agreement as amended.

Section 3 is hereby repealed in its entirety and replaced with the following language:

> Section 3. Compensation. Compensation to be paid to Consultant shall be in accordance with the Schedule set forth in Amendment 2 – Exhibit A, which is attached hereto and incorporated herein by reference. Pursuant to this amendment, the full budget from Task 7 (TRPA Permitting), totaling $1,800, will be reallocated to Task 2 (Civil Design, OPCC, and Construction Documents) to cover a portion of the ongoing Civil Improvement Plan revisions. An additional amount of $5,700.00 is authorized under this amendment. In no event shall Consultant compensation for work performed under this Agreement exceed the total contract amount of $59,919.00 (as amended by Amendment 1) plus the additional fee of $5,700.00 (Amendment 2), for a total amended fee of $65,619.00, without prior authorization from the City. Payment by the City under this Agreement shall not be deemed a waiver of defects, even if such defects were known to the City at the time of payment. Payment is contingent upon compliance with all terms and conditions of this Agreement, as set forth herein. Consultant shall obtain prior written authorization from the City Project Manager for any costs in excess of budgeted amounts for each line item, task, or obligation under the Scope of Services.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the date first written above.

CITY OF SOUTH LAKE TAHOE

By: _____
Cody Bass, Mayor

CONSULTANT

By: _____
Dan Stucky, P.E. Director of Engineering

Business License # 314513

APPROVED AS TO FORM:

_____
Heather Stroud, City Attorney

ATTEST:

_____
Susan Blankenship, City Clerk

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #:3

Agenda Item: One-Year Extension of Agreement with PT Revolution Physical Therapy PC for Public Safety Employee Wellness & Injury Prevention Program

Executive Summary: In 2023, the City entered into a contract with PT Revolution for a term of three years with two one-year renewal options and for an amount not to exceed $100,000 per year to provide specific and comprehensive wellness services to employees in the Police Department and Fire Department to improve the health of those employees and prevent work-related injuries. The program has been successful and well-utilized by public safety employees. Staff recommends extending the PT Revolution contract for the first of the two one-year renewal options.

Requested Action / Suggested Motions: Pass a Motion authorizing and directing the Mayor to execute a one-year extension amendment to the Professional Services Agreement with PT Revolution Physical Therapy PC and for an amount not to exceed $100,000.

Responsible Staff Member: Rebecca Penado, Risk Manager

Reviewed and Approved By: Heather Stroud, City Attorney Susan Blankenship, City Clerk Olga Tikhomirova, Director of Finance

Attachments:

01 - Staff Report - PT Revolution Wellness Program Agreement Extension.docx
02_-_PT_Revolution_Contract_Extension_Amendment.doc
03 - PT Revolution Report on CSLT First Responder Wellness Program.pdf
04 - C-015-2023 PT Revolution Contract.pdf

City of South Lake Tahoe
Report to City Council

Meeting Date: January 27, 2026

Title: One-Year Extension of Agreement with PT Revolution Physical Therapy PC for Public Safety Employee Wellness & Injury Prevention Program

Location: Citywide

Responsible Staff Member: Becky Penado, Risk Manager – 530-542-6064

Background:

In 2023, the City entered a three-year contract with two (2) one (1) year renewal options with PT Revolution to provide specific and comprehensive wellness services to employees in the Police Department and Fire Department. The purpose of the program is to improve the health of these employees and prevent work-related injuries in an amount not to exceed $100,000 per year. The program has been successful and well-utilized by public safety employees.

Services offered by the program include health risk appraisals, mental health services, physical training services, physical therapy services for non-work-related injuries, lifestyle/nutritional health coaching, and repetitive motion therapy for Police and Fire Department employees. The program and each of its services is on an opt-in basis for staff.

Issue and Discussion:

In January 2023, after conducting a Request for Proposals process, staff recommended and City Council approved passing a motion to authorize and direct the Mayor to execute a Professional Services Agreement with PT Revolution Physical Therapy PC to provide specific and comprehensive wellness services to both the sworn and civilian staff of the South Lake Tahoe Police Department and South Lake Tahoe Fire Rescue for a term of three years, with two (2) one (1) year renewal options, in an amount not to exceed $100,000 per year.

Based on the success of the program and positive feedback received , staff recommends passing a motion to authorize and direct the Mayor to execute a one-year extension amendment to the Professional Services Agreement with PT Revolution Physical Therapy PC and for an amount not to exceed $100,000.

Financial Implications: The contract amount is not to exceed $100,000 per year. Staff allocated money into account #100-01220-42020 – Risk Management Professional Services during the budgeting process to be to fund the program. Since beginning the program in 2023, the amount of lost time from work following a work-related injury in Police and Fire has been reduced by over 53%. Lost time from work is one of the most substantial costs for employers in California's workers' compensation system.

Environmental Considerations: This action is not a “project” subject to review under the California Environmental Quality Act (CEQA) under CEQA Guidelines section 15378(b)(5) (organizational or administrative activities that will not result in direct or indirect physical changes in the environment).

Policy Implications: The Public Safety Employee Wellness & Injury Prevention Program will continue to help improve the overall physical and mental health of all Fire and Police Department employees and reduce the number of work-related injuries.

CITY OF SOUTH LAKE TAHOE

FIRST AMENDMENT TO PROFESSIONAL SERVICES AGREEMENT Between the City of South Lake Tahoe and PT Revolution Physical Therapy PC

This First Amendment is entered into and effective as of the 27th day of January 2026 and modifies the Professional Services Agreement dated January 24, 2023 ("Agreement"), between the City of South Lake Tahoe, a municipal corporation ("City") and PT Revolution Physical Therapy PC ("Provider"), collectively referred to herein as the "Parties".

Recitals

A. WHEREAS, Provider agreed to provide City with services to provide specific and comprehensive wellness services to both sworn and non-sworn employees in the Police Department and Fire Department;

B. WHEREAS, the services of the Provider were not to exceed three (3) years' time under the Agreement, with two (2) one (1) year renewal options;

C. WHEREAS, the Parties now desire to amend the Agreement's Term/Time of Performance to renew the contract for one (1) year.

NOW, THEREFORE, in consideration of the mutual covenants contained in the Agreement as amended hereby, the Parties agree to the following:

Terms of First Amendment to the Agreement

The parties agree to exercise the first renewal option to extend the term of the agreement for one year, for an amount not to exceed $100,000.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the date first written above.

CITY OF SOUTH LAKE TAHOE:

By: _____
Mayor

PROVIDER:

By: _____
Jason Collin, President

Business License # 011703

APPROVED AS TO FORM:

_____
Heather Stroud, City Attorney

ATTEST:

_____
Susan Blankenship, City Clerk

First Responder Wellness & Injury Prevention Program

Program Update & Renewal Request

Submitted To:

Rebecca Penado, Risk Manager

PT Revolution

Dear City Council and Staff,

It is with great enthusiasm that we submit this program update and request renewal for the First Responder Wellness & Injury Prevention Program. The work proposed herein shall remain valid for a period of not less than 120 calendar days from the date of submission.

PT Revolution
2038 Lake Tahoe Blvd
South Lake Tahoe, CA 96150
(530) 208-9910

Jason Collin, MS, PT, EDD
President, PT Revolution
2038 Lake Tahoe Blvd
South Lake Tahoe, CA 96150
(530) 208-9910

Signature_____

Table Of Contents

04 Executive Summary

06 Program Intent & Scope

8 Participation & Utilization

10 Voices from the Field

12 Requested Council Action

Executive Summary

For the past three years, the City of South Lake Tahoe has invested in the health and readiness of its Police and Fire personnel through the PT Revolution First Responder Wellness & Injury Prevention Program. The program provides proactive access to physical therapy, performance training, nutrition services, massage therapy, and mental health support, all tailored to the physical demands and unpredictable schedules of first responder work.

First responders report faster recoveries, fewer nagging injuries, improved strength and mobility, better sleep and stress resilience, and greater confidence performing under pressure. Many describe the program as “life-changing,” noting earlier return to full duty and reduced lost work time following injury.

The program has also delivered meaningful mental and emotional health benefits, including improved coping skills, reduced stress, and access to confidential support that is otherwise difficult to obtain in this profession. This integrated approach supports both physical recovery and emotional resilience following cumulative exposure to traumatic events.

Importantly, the program has built trust that cannot be quickly replaced. Renewing the program will preserve readiness gains, prevent avoidable injuries and claims, and ensure continued support for the long-term health, resilience, and safety of those who protect the South Lake Tahoe community.

True Collaboration

A key strength of the program has been PT Revolution's collaboration with trusted local partners, including Integrate Therapy for mental health and Fuel Lab Nutrition for performance-focused nutrition support. This integrated model extends care beyond physical recovery, ensuring coordinated support for mental resilience and overall health. By working with specialized local providers who understand first responder demands, the program delivers high-quality, responsive care while strengthening the local healthcare community.

INTEGRATE THERAPY

FUEL LAB.

"BRILLIANT AND INNOVATIVE PROGRAM"

"The City of South Lake Tahoe's partnership with PT Rev is something other companies and government entities strive to implement. Sure, leadership wants what is best for their people and ideas flow, but it never comes to fruition. You made it happen. I believe that this is a pilot program that left other wellness-minded cities in the dust.

And this is just the beginning, I think we will see a huge impact years from now. Those metrics will be significant in an individual's healthcare and longevity in their career. Fewer WC claims, injuries, and mental health issues are a huge morale booster. If our bodies are strong, we are eating right, sleeping well, finances are in order, and we have a good work-life balance, we do better with critical thinking.

And that is where the rubber meets the road with law enforcement and fire services. It is about critical thinking, and your services directly support that in the fitness, PT, and dietitian worlds. These are also the benefits people consider when deciding to make a move to public/government jobs/careers."

Officer Michele Gigante
SLTPD Marine Unit

Program Intent & Scope

Background

- The program was awarded to PT Revolution in 2022 following an RFP
- Initial term: 3 years with two, 1-year renewal options
- Designed as a preventative, integrated wellness model

Original Scope of Services

- Physical Therapy (non-work-related injuries)
- Performance/Fitness Training
- Mental Health Counseling
- Nutritional Counseling
- High-Performance Coaching
- Massage Therapy (added after year 1)

Program Goals

- Reduce injury risk and lost work time
- Improve resilience, readiness, and recovery
- Provide early access to care
- Support long-term career sustainability

"...the [PT Rev program] has been a game-changer for me."

PT REV has been an outstanding addition to our fire department. The quick, easy access to PT has made dealing with the bumps and bruises that come with this job manageable. Having the Massage and sports stretching has been a game-changer for me. I have gained lost mobility and been able to reduce the aches and pains from the job. Not to mention being able to decompress mentally during the massage is the best! I hope we can retain this program with PT REV for years to come!

– Dustin Winter, Engineer/Paramedic, SLTFR

Eligible Population & Program Access

Eligible Departments

- South Lake Tahoe Fire Rescue
- South Lake Tahoe Police Department

Eligible Personnel Counts (YoY)

- 2023: ~110 employees
- 2024: ~114 employees
- 2025: ~117 employees

Access Model

- Voluntary Participation
- Confidential clinical services
- Flexible scheduling aligned with shift work
- No cost barrier to employees

Why This Matters

- Access and flexibility directly influence utilization and early intervention
- Program removes financial and logistical barriers comon in traditional care models

"The wellness program provided by PT Revolution has been life-changing for me."

"The wellness program provided by PTRevolution has been life-changing for me...I am forever grateful to the PTRevolution program through the City of South Lake Tahoe Police Department and to the guidance they have given me on my journey to better health."

— Katherine Imogene Lipsey, CSO, SLTPD

Participation & Utilization Metrics

Participation in preventive lifestyle interventions ranges from 7% to 21%, with fitness programs showing the highest uptake at 21%, while half of employers report participation rates of 10% or less.

Key workplace statistics for 2026. Yuna Health.

The PTRev-CSLT program has a *42%* participation rate.

Eligible Population

- All sworn Police and Fire personnel
- Avg eligible workforce: 114 employees per year
- Participation was voluntary, confidential, and shift-freindly

Program Reach (3-yr summary)

- *86 unique first responders (excluding massage)*
- *+40 additional unique users* accessed on-site massage services.
- Cumulative workforce reach: *42%*

Annual Participation Snapshot

Annual utilization reflected strong and consistent engagement despite staffing changes:

- Year 1: ~36% of eligible personnel participated
- Year 2: ~48% participated
- Year 3 (Year-to-Date): ~44% participated

Fluctuations in annual participation are primarily attributed to workforce turnover and staffing adjustments. Creating greater accessibility through on-site services is reflected in the year-two and year-three increases.

Responsive Program Design: They Ask. We Listen.

A defining strength of the program is PT Revolution's commitment to listening and adapting services to real operational needs. In response to first responder feedback about limited access due to shift work, on-site massage therapy was introduced at all three fire stations and the Police Department during shift changes—bringing care directly to the teams and significantly expanding participation.

As engagement increased, services were further tailored to specialized needs, including expanded nutrition education, individualized planning for the SWAT team, and increased access to performance training to support proactive conditioning and injury prevention.

Planned enhancements include 24-hour gym access and the addition of a "neck-up, check-up" mental health component to annual physicals to reduce access barriers further and strengthen long-term readiness and resilience.

"They asked. We listened—then redesigned access to bring care directly to the teams."

Voices from the Field: First Responder Experiences

Jim Drennan – Fire Chief, South Lake Tahoe Fire Rescue
Fire Chief Drennan highlights regular use of fitness training and physical therapy to improve mobility, strength, and recovery from injury. He also strongly endorses the mental health services, emphasizing the importance of confidential counseling and trust-building. He views the program as essential to firefighter readiness and long-term well-being.

Kevin Schryvers – Detective / SWAT Team Member, SLTPD
Detective Schryvers credits physical therapy with resolving chronic back pain and nutrition services with lab-informed supplementation for improving energy, sleep, and recovery. He notes the integrated approach helped him manage fatigue and maintain readiness for SWAT operations. He strongly supports continuation as critical to long-term performance and resilience.

Brenen Davis – Captain/Paramedic, South Lake Tahoe Fire Rescue
Captain Davis reports returning to full duty sooner than expected following ACL surgery due to customized physical therapy and rehabilitation services. He credits targeted care with restoring strength, mobility, and confidence while reducing the risk of reinjury. He strongly supports continued access to the program for operational readiness and workforce sustainability.

Katherine Imogene Lipsey – Community Service Officer, SLTPD
Officer Lipsey credits PT Revolution with transforming her health after a severe back injury through physical therapy, performance training, and nutrition coaching. She lost over 25 pounds, gained significant strength, and experienced notable improvements in mental health and confidence. These changes directly improved her ability to perform job duties and sustain a physically demanding career.

Lance Hubbard – Engineer, South Lake Tahoe Fire Rescue
Engineer Hubbard identifies massage therapy as a critical tool for maintaining mobility, reducing physical strain, and accelerating recovery. He also highlights meaningful mental stress relief, improved sleep, and enhanced focus. He strongly recommends continuing the program based on these outcomes.

Michele Gigante – Police Officer, Marine Unit, SLTPD
Officer Gigante describes the program as an innovative, full-spectrum wellness model integrating fitness training, physical therapy, nutrition, and mental health support. She emphasizes improved physical readiness, stress management, and critical thinking under pressure. She notes the program strengthens both individual officers and the community they serve.

Dustin Winter – Engineer/Paramedic, City of South Lake Tahoe
Engineer Winter highlights the value of physical therapy, massage therapy, and sports stretching in managing cumulative job-related wear and tear. He reports regained mobility, reduced aches, and significant mental decompression. He describes the program as a game-changer and supports long-term retention.

Voices from the Field: First Responder Experiences

Danny Vallejo – Captain, South Lake Tahoe Fire Rescue
Captain Vallejo credits the program with reducing nagging injuries through access to physical therapy, performance training, nutrition services, and massage therapy. He notes the program encouraged proactive care he would not typically pursue. This integrated approach improved both injury prevention and personal fitness outcomes.

Mike Mileski – Fire Captain, South Lake Tahoe Fire Rescue
Captain Mileski describes significant benefits from physical therapy, nutrition coaching, lab-informed supplementation, and recovery planning. PT resolved a persistent back issue while nutrition services improved energy, sleep, stress, and recovery. He strongly supports continuation as essential to long-term health and job performance.

Marty Rider – Engineer/Paramedic, South Lake Tahoe Fire Rescue
Engineer Rider reports improved pain levels, mobility, energy, and recovery through treatment, strength training, and recovery services. He emphasizes better management of both physical and mental stress. He describes the program as essential to staying resilient and mission-ready.

Mental Health Endorsements – Fire Rescue Leadership & Staff
Multiple testimonials highlight the value of confidential mental health counseling in reducing stigma and supporting emotional resilience. Participants report improved coping skills, greater trust, and a willingness to seek help early. Leadership strongly supports the continuation and expansion of these services.

Requested Council Action

Based on the documented utilization, outcomes, and first responder feedback presented in this report, PT Revolution respectfully requests City Council approval to renew the First Responder Wellness & Injury Prevention Program.

Renewal will allow the City to maintain continuity of care, preserve high participation levels, and continue proactive injury prevention, recovery, and resilience-building services that support workforce readiness, risk reduction, and long-term career sustainability for Police and Fire personnel.

PROTECTING THOSE WHO PROTECT OUR COMMUNITY REMAINS A COMMITMENT WORTH CONTINUING.

PT Revolution would like to thank the Police and Fire personnel who participated in the program and shared their experiences, as well as City leadership and community partners, for their continued commitment to protecting the health and readiness of those who protect the South Lake Tahoe community.

CITY OF SOUTH LAKE TAHOE

PROFESSIONAL SERVICES AGREEMENT

This Agreement is made and entered into as of the 24th day of January 2023 by and between the **City of South Lake Tahoe**, a municipal corporation ("City") and **PT Revolution Physical Therapy PC** ("Provider").

RECITALS

A. Provider is specially trained, experienced and competent to perform the special services which will be required by this Agreement.

B. Provider possesses the skill, experience, ability, background, certification and knowledge to provide the services described in this Agreement on the terms and conditions described herein.

C. City desires to retain Provider to render professional services as set forth in this Agreement.

AGREEMENT

1. Scope of Services. Provider shall perform the services set forth in this agreement and shall provide said services at the time, place, and in the manner specified in this agreement. Provider shall have no power or authority by this Agreement to bind City in any respect.

   The Provider agrees that it has satisfied itself by its own investigation and research regarding the conditions affecting the work to be done and labor and materials needed, and that its decision to execute this Contract is based on such independent investigation and research.

   All services provided by Provider pursuant to this Agreement will be provided in accordance with the terms set forth in the **Exhibit A, "Scope of Services,"** attached hereto and incorporated herein by reference. **Exhibit B, "Compensation Schedule,"** attached hereto and incorporated herein by reference, outlines the fees and compensation which shall be paid pursuant to this Agreement.

2. Term/Time of Performance. The services by Provider are to commence upon the execution of the Agreement and continue for three (3) years, with two (2) one (1) year renewal options.

3. Compensation. Compensation to be paid to Provider shall be in accordance with the Schedule set forth in **Exhibit B** which is attached hereto and incorporated herein by reference. In no event shall Provider's compensation, including travel and out-of-pocket expenses, exceed $100,000.00 per year without additional written authorization from City. Payment by City under this Agreement shall not be deemed a waiver of defects, even if such defects were known to City at the time of payment. Payment is contingent upon compliance with all terms and conditions of this Agreement, as set forth herein. Provider shall obtain prior written authorization from the City Project Manager for any costs in excess of budgeted amounts for each line item, task, or obligation under the Scope of Services.

4. Method of Payment. Provider shall submit monthly billings to City describing the work performed during the preceding month. Provider's bills shall include a brief description of the services performed, the date the services were performed, the number of hours spent and by whom, the applicable hourly rate, and a description of any reimbursable expenditures. City shall pay Provider no later than 30 days after approval of the monthly invoice by City staff.

5. Extra Work. At any time during the term of this Agreement, City may request that Provider perform extra work. As used herein, "Extra Work" means any work which is determined by City to be necessary for the proper completion of the Project, but which the parties did not reasonably anticipate would be necessary at the execution of this Agreement. Provider shall not perform, nor be compensated for, extra work without prior written authorization from City.

6. Termination. This Agreement may be terminated by City or Provider immediately for cause or without cause upon thirty days (30) days written notice of termination. Upon termination, Provider shall be entitled to compensation for services performed up to the effective date of termination, and City shall be entitled to all work performed to that date.

   Termination, revocation, or expiration of this Agreement shall not release either party from liability resulting from an event which occurred prior to such termination, revocation or expiration.

7. Ownership of Documents.
   All plans, studies, documents and other writings, including working notes and internal documents, prepared by and for Provider, its officers, employees and

agents and subcontractors in the course of implementing this Agreement, shall become the property of City upon payment to Provider for such work, and City shall have the sole right to use such materials in its discretion without further compensation to Provider or to any other party. Provider shall, at Provider's expense, provide such reports, plans, studies, documents and other writings to City upon written request. All documents prepared by Provider are confidential and shall be maintained to preserve their confidential nature. Release of any such documents to third parties shall only be made upon written consent of City.

8. Provider's Books and Records.

a. Provider shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services, or expenditures and disbursements charged to City for a minimum period of three (3) years, or for any longer period required by law, from the date of final payment to Provider for services provided pursuant to this Agreement.

b. Provider shall maintain all documents and records which demonstrate performance under this Agreement for a minimum period of three (3) years, or for any longer period required by law, from records shall be available at Provider's address indicated for the date of termination or completion of this Agreement.

c. Any records or documents required to be maintained pursuant to this Agreement shall be made available for inspection or audit, at any time during regular business hours, upon written request by the City Manager, City Attorney, City Auditor or a designated representative of these officers. Copies of such documents shall be provided to City for inspection at City offices when it is practical to do so. Otherwise, unless an alternative is mutually agreed upon, the receipt of notices in this Agreement.

d. Where City has reason to believe that such records or documents may be lost or discarded due to dissolution, disbandment or termination of Provider's business, City may, by written request by any of the above-named officers, require that custody of the records be given to City and that the records and documents be

maintained at City offices. Access to such records and documents shall be granted to any party authorized by Provider, Provider's representatives, or Provider's successor-in-interest.

9. Independent Contractor. It is understood that Provider, in the performance of the work and services agreed to be performed, shall act as and be an independent contractor and shall not act as an agent or employee of City. Provider shall obtain no rights to retirement benefits or other benefits which accrue to City's employees, and Provider hereby expressly waives any claim it may have to any such rights. All employees, agents, contractors or subcontractors hired or retained by Provider are employees, agents, contractors or subcontractors of Provider and not of the City.

   City is not required to make any deductions or withholdings form the compensation payable to Provider under the provisions of this Contract, and is not required to issue W-2 Forms for income and employment tax purposes for any of Provider's assigned personnel. Any third party persons employed by Provider shall be entirely and exclusively under the direction, supervision, and control of Provider. Provider hereby indemnifies and holds City harmless from any and all claims that may be made against City based upon any contention by any third party that an employer-employee relationship exists by reason of this Contract.

10. Interest of Provider. Provider, (and principals, associates and professional employees of Provider) covenants and represents that it does not now have any investment or interest in real property and shall not acquire any interest, direct or indirect, in the area covered by this Agreement or any other source of income, interest in real property or investment which would be affected in any manner or degree by the performance of Provider's services hereunder. Provider further covenants and represents that in the performance of its duties hereunder no person having any such interest shall perform any services under this Agreement.

    Provider is not a designated employee within the meaning of the Political Reform Act because Provider:

    a. Will conduct research and arrive at conclusions with respect to his/her rendition of information, advice, recommendation or counsel independent of the control and direction of City or of any City official, other than normal agreement monitoring; and,

b. Possesses no authority with respect to any city decision beyond rendition of information, advice, recommendation or counsel. [FPPC Reg. 18700(a)(2)].

11. Professional Ability of Provider. City has relied upon the professional training and ability of Provider to perform the services hereunder as a material inducement to enter into this Agreement. Provider shall therefore provide properly skilled professional and technical personnel to perform all services under this Agreement. All work performed by Provider under this Agreement shall be in accordance with applicable legal requirements and shall meet the standard of quality ordinarily to be expected of competent professionals in Provider's field of expertise.

12. Compliance with Laws. Provider shall comply with all applicable federal, state, regional and local laws, codes, ordinances and regulations in carrying out his/her duties under this Agreement. Provider shall observe and comply with all applicable laws, ordinances, regulations and codes of federal, state and local governments, and shall commit no trespass on any public or private property in performing any of the work authorized by this Agreement. The City, its officials, officers, elected officials, appointed officials and employees shall not be liable at law or in equity as a result of any failure of Provider to comply with this section.

    In the event it is determined that the Provider is required to pay prevailing wages for the work performed under this Agreement, the Provider shall pay all penalties and wages as required by law.

13. Licenses. Provider represents and warrants to City that it has all licenses, permits, qualifications, insurance and approvals of whatsoever nature which are legally required of Provider to practice its profession. Provider represents and warrants to City that Provider shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement, any licenses, permits, insurance and approvals which are legally required of Provider to practice its profession. Provider shall maintain a City of South Lake Tahoe business license at all times services are performed under this Agreement. Provider acknowledges that payments made pursuant to this Agreement may be withheld until this provision has been satisfied.

14. Indemnity. Provider hereby agrees to and shall indemnify and hold harmless City, its elected and appointed boards, officers, agents, employees and volunteers from and against any liability for any and all claims, demands, actions, losses, damages and injuries, direct or indirect (including any and all

costs and expenses in connection therein), arising out of this Agreement or caused in any way by Provider's negligent performance of this Agreement or its breach of its obligations contained in this Agreement, except for any such claims arising out of the negligence or willful misconduct of the City. Provider agrees to defend City from and against any and all losses, damages, claims costs and fees arising out Provider's negligent acts, errors, omissions, regarding this Agreement, the Provider's work under this Agreement, or the Provider's Scope of Work.

City does not, and shall not, waive any rights against Provider which it may have by reason of the aforesaid hold harmless agreement, because of the acceptance by City, or the deposit with City by Provider, of any of the insurance policies hereinafter set forth.

This hold harmless agreement by Provider shall apply to all damages and claims for damages, or alleged to have been suffered, by reason of any of the aforesaid operation of Provider or any subcontractor, regardless of whether or not such insurance policies shall have been determined to be applicable to any of such damages or claims for damages.

Provider further waives any and all rights to any type of express or implied indemnity or right of contribution from the City for any liability, claims, demands, costs, charges and expenses and causes of action of whatsoever arising out of or in any way connected with this Agreement, and Provider's work under this Agreement.

15. Insurance Requirements.

a. Provider, at Provider's own cost and expense, shall procure and maintain, for the duration of the contract, the following insurance policies.

i. Workers' Compensation Coverage. Provider shall maintain Workers' Compensation Insurance and Employer's Liability Insurance for his/her employees in accordance with the laws of the State of California. In addition, Provider shall require each subcontractor to similarly maintain Workers' Compensation Insurance and Employer's Liability Insurance in accordance with the laws of the State of California for all of the subcontractor's employees. Any notice of cancellation of all Workers' Compensation policies must be received by City

at least thirty (30) days prior to such change. Provider shall provide thirty (30) days written notice of nonrenewal of any Workers' Compensation policies. The insurer shall agree to waive all rights of subrogation against City, its officers, agents, employees and volunteers for losses arising from work performed by Provider for City.

ii. Commercial General Liability Coverage. Provider shall maintain commercial general liability insurance no less broad than ISO form CG 00 01 in an amount not less than one million dollars ($1,000,000) per occurrence for bodily injury, personal injury and property damage. Coverage must be made on the standard Occurrence form. Claims-Made forms are not acceptable without prior written consent of City. City of South Lake Tahoe must be endorsed as an additional insured for liability arising out of ongoing operation by on behalf of Provider. If a commercial general liability insurance form or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the work to be performed under this Agreement or the general aggregate limit shall be at least twice the required occurrence limit.

iii. Automobile Liability Coverage. Provider shall maintain automobile liability insurance covering bodily injury and property damage for all activities of the Provider arising out of or in connection with the work to be performed under this Agreement, including coverage for owned, hired and non-owned vehicles, in an amount of not less than one million dollars ($1,000,000) combined single limit for each occurrence.

iv. Professional Liability Coverage. Provider shall maintain professional errors and omissions liability insurance for protection against claims alleging negligent acts, errors or omissions which may arise from Provider or by its employees, or subcontractors. The amount of this insurance shall not be less than one million dollars ($1,000,000) on a claims-made annual aggregate basis, or a combined single-limit per occurrence basis.

b. Endorsements. Each general liability and automobile liability insurance policy shall be with insurers possessing a AM Best's rating of no less than A:VII and shall be endorsed with the following specific language:

i. City, its elected or appointed officers, officials, employees, agents and volunteers are to be covered as additional insured's under Provider's General Liability and Automobile Liability policies with respect to liability arising out of this Agreement and/or work performed by or on behalf of the Provider, including materials, parts or equipment furnished in connection with such work or operations.

ii. This policy shall be considered primary insurance as respects City, its elected or appointed officers, officials, employees, agents and volunteers. Any insurance maintained by City, including any self-insured retention City may have, shall be considered excess insurance only and shall not contribute with it.

iii. This insurance shall act for each insured and additional insured as though a separate policy had been written for each, except with respect to the limits of liability of the insuring Provider.

iv. The insurer waives all rights of subrogation against City except for Provider's Professional Liability and Employers' Liability policies, its elected or appointed officers, officials, employees or agents.

v. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to City, its elected or appointed officers, officials, employees, agents or volunteers.

vi. No policies of insurance carried by Provider shall be suspended, voided, canceled, or changed in coverage or in limits except after thirty (30) days written notice to the City Attorney by Certified Mail.

c. Deductibles and Self-Insured Retentions. The Provider shall be responsible for all deductibles in all of Provider's insurance policies.

The amount of deductibles for insurance coverage required herein shall be reasonable and approved by the City Attorney.

d. Certificates of Insurance. Provider shall provide certificates of insurance with original endorsements to City as evidence of the insurance coverage required herein. Provider shall not commence work under this contract until all insurance required under this section has been approved by City as to form, amount and carrier, nor shall Provider allow any subcontractor to commence work on any subcontract until all similar insurance required and reasonably consistent limits of the subcontractor has been so obtained and approved. Certificates of insurance shall contain no exclusions unless negotiated with the City Attorney and approved, in writing, by the City Attorney.

16. Notices. Any notice required to be given under this Agreement shall be in writing and either served personally or sent prepaid, first class mail. Any such notice shall be addressed to the other party at the address set forth below. Notice shall be deemed communicated within 48 hours from the time of mailing if mailed as provided in this section.

If to City:	City of South Lake Tahoe 1901 Lisa Maloff Way South Lake Tahoe, CA 96150
Provide a copy to:	City Attorney's Office City of South Lake Tahoe 1901 Lisa Maloff Way, Suite 300 South Lake Tahoe, CA 96150
If to Provider:	PT Revolution 2038 Lake Tahoe Blvd South Lake Tahoe, CA 96150
Provide a copy to:	Jason Collin, President PT Revolution 2038 Lake Tahoe Blvd South Lake Tahoe, CA 96150

17. Assignment and Subcontracting. The parties recognize that a substantial inducement to City for entering into this Agreement is the professional reputation, experience and competence of Provider. Assignments of any or

all rights, duties or obligations of the Provider under this Agreement will be permitted only with the express consent of City. Provider shall not subcontract any portion of the work to be performed under this Agreement without the written authorization of City. If City consents to such subcontract, Provider shall be fully responsible to City for all acts or omissions of the subcontractor. Nothing in the Agreement shall create any contractual relationship between City and subcontractor nor shall it create any obligation on the part of City to pay or to see to the payment of any monies due to any such subcontractor other than as otherwise required by law.

18. Waiver. Waiver of a breach or default under this Agreement shall not constitute a continuing waiver of a subsequent breach of the same or any other provision under this Agreement.

19. Dispute Resolution. Any dispute concerning this Agreement will be first submitted to the City Manager or his designee for resolution. If no resolution is reached, such dispute shall be submitted to the City Council. The decision of the City Council shall be final and shall be appealable only to the El Dorado Superior Court pursuant to California Code of Civil Procedure §1094.5, and as provided by law.

20. Controlling Law Venue. This Agreement and all matters relating to it shall be governed by the laws of the State of California and any action brought relating to this Agreement shall be held exclusively in the Superior Courts in the County of El Dorado, South Lake Tahoe Division.

21. Prohibited Interests. Provider maintains and warrants that it has not employed nor retained any Provider or person, other than the independent contractors hired in accordance with Provider's standard business practice, to solicit or secure this Agreement. Further, Provider warrants that it has not paid nor has it agreed to pay any Provider or person, other than a bona fide employee working solely for Provider or an independent contractor hired as discussed above, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, City shall have the right to rescind this Agreement without liability. For the term of this Agreement, no member, officer or employee of City, during the term of his or her service with City, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

22. Equal Opportunity Employment. Provider represents that it is an equal opportunity employer and it shall not discriminate against any subcontractor, employee or applicant for employment because of race, religion, color, national origin, disability, ancestry, sex or age. Such non-discrimination shall

include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination. Provider shall also comply with all relevant provisions of City's Minority Business Enterprise program, Affirmative Action Plan, or other related programs or guidelines currently in effect or hereinafter enacted.

23. Drug-Free Workplace Certification. By signing this Agreement, Provider hereby certifies under penalty of perjury under the laws of the State of California that the Provider will comply with the requirements of the Drug-Free Workplace Act of 1990 (Government Code Section 8350, et seq.) and will provide a drug-free work place by taking the following actions:

    a. Publish a statement notifying employees that unlawful manufacture, distribution dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355 (a).

    b. Establish a Drug-Free Awareness Program as required by Government Code Section 8355(b) to inform employees about all of the following:

        i. The dangers of drug abuse in the workplace;
        ii. The person's or organization's policy of maintaining a drug-free workplace;
        iii. Any available counseling, rehabilitation and employee assistance program; and
        iv. Penalties that may be imposed upon employees for drug abuse violations.

    c. Provide, as required by Government Code Section 8355(c), that every employee who performs grant activities under this Agreement:

        i. Will receive a copy of the Provider's drug-free policy statement; and
        ii. Will agree to abide by the terms of the Provider's statement as a condition of employment on this Agreement.

    Failure to comply with these requirements may result in suspension of payments under this Agreement or termination of the Agreement, or both, and Provider may be ineligible for award of any future City agreements if City determines that any of the following has occurred: the Provider (1) has made false certification, or (2) violates the certification by failing to carry out the requirements as noted above.

24. Anti-Lobbying Certification. Provider shall submit to City the Anti-Lobbying Certification contained in **Exhibit C**. Further, Provider shall require that the

language of the certification in **Exhibit C** be included in all contracts or subcontracts entered into in connection with this Agreement and that all Providers and contractors shall certify and disclose accordingly.

25. Debarment, Suspension, Ineligibility and Voluntary Exclusion. By signing this Agreement, Provider assures that neither it nor its principals, is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency.

26. Americans with Disabilities Act. By signing this Agreement, Provider assures the City that it complies with the American with Disabilities Act (ADA) of 1990, (42 U.S.C. 12101, et. seq.), which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to ADA.

27. Amendments. This Agreement may be modified or amended only by a written document executed by both Provider and City and approved as to form by the City Attorney.

28. Severability. If any term or portion of this Agreement is held to be invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions of this Agreement shall continue in full force and effect.

29. Entire Agreement. This Agreement constitutes the complete and exclusive statement of Agreement between City and Provider. All prior written and oral communications, including correspondence, drafts, memoranda, and representations, are superseded in total by this Agreement.

30. Execution. This Agreement may be executed in several counterparts, each of which shall constitute one and the same instrument and shall become binding upon the parties when at least one copy hereof shall have been signed by both parties hereto. In approving this Agreement, it shall not be necessary to produce or account for more than one such counterpart.

31. Time is of the Essence. Time is of the essence for this Agreement.

32. Authority to Enter Agreement. Provider has all requisite power and authority to conduct its business and to execute, deliver, and perform the Agreement. Each party warrants that the individuals who have signed this Agreement have the legal power, right, and authority to make this Agreement and to bind each respective party.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the date first written above.

CITY OF SOUTH LAKE TAHOE:

B *Cristi Creegan*
Cristi Creegan (Feb 1, 2023 10:04 PST)
Cristi Creegan, Mayor

Date Feb 1, 2023

PT Revolution Physcial Therapy PC:

Jason Collin

By Jason Collin (Feb 1, 2023 12:00 PST)
Jason Collin, President

Date Feb 1, 2023

Business License **# 011703**

APPROVED AS TO FORM:

By Heather Stroud (Jan 27, 2023 13:11 PST)
Heather L. Stroud, City Attorney

Date Jan 27, 2023

ATTEST:

By Sue Blankenship (Jan 27, 2023 11:44 PST)
Susan Blankenship, City Clerk

Date Jan 27, 2023

Attachments:

Exhibit A – Scope of Services
Exhibit B – Compensation Schedule
Exhibit C - Anti-Lobbying Certification

EXHIBIT A

SCOPE OF SERVICES

First Responder Wellness & Injury Prevention Program

Proposal

Submitted To:

Rebecca Penado, Risk Manager

City of South Lake Tahoe

Submitted By:

PT Revolution

www.ptrevolution.com

PT Revolution

Dear Ms. Penado,

It is with great enthusiasm we submit this proposal for the First Responder Wellness & Injury Prevention Program. The work proposed herein shall remain valid for a period of not less than 120 calendar days from the date of submission.

PT Revolution
2038 Lake Tahoe Blvd
South Lake Tahoe, CA 96150
(530) 208-9910

Jason Collin, MSPT, CHPC
President, PT Revolution
2038 Lake Tahoe Blvd
South Lake Tahoe, CA 96150
(530) 208-9910

Signature _____

Table Of Contents

04 Executive Summary

0 Company History, Background, & Experience

13 Scope of Work & Implementation

19 Project Budget

22 Recent Projects & References

Executive Summary

Proactively addressing the unique mental and physical demands of first responders is finally getting the attention it deserves. While the stress and strain inherent amongst this *heroic workforce* has been well identified, it is most often addressed after it has become a problem.

The First Responder Wellness & Injury Prevention Program being sought by the City of South Lake Tahoe demonstrates an *abundance of care and compassion* for the City employees who are putting *service above self*.

The alarming statistics around PTSD, suicide, divorce, burnout, sleep disorders, and cardiovascular disease amongst first responders is well documented. While the response to these issues is improving, we also know, as the adage goes, “an ounce of prevention is worth a pound of cure”.

By addressing mental and physical health before issues arise, our first responders are *more resilient* to these threats and are more likely to remain engaged to enjoy meaningful careers. Nonetheless, the nature of first responders’ work has inherent mental and physical demands which can not be eliminated.

PT Revolution is excited to bring a comprehensive wellness program to the City's First Responders to address *both the proactive and reactive aspects of healthcare and well-being*.

The cornerstones of the PT Revolution program are:

Optimizing Mental & Physical Performance

Increasing Resilience

Preventing Injuries

Our team of highly skilled and experienced practitioners accomplishes this through:

- **TACTICAL EXERCISE WITH WORLD CLASS STRENGTH AND CONDITIONING COACHES**
- **NUTRITIONAL COACHING WITH AN ELITE LEVEL REGISTERED SPORTS DIETITIAN**
- **MINDFULNESS & COUNSELING WITH A LICENSED THERAPIST EXPERIENCED IN WORKING WITH FIRST RESPONDERS**
- **HIGH PERFORMANCE COACHING WITH A CERTIFIED HIGH PERFORMANCE COACH**
- **PHYSICAL THERAPY WITH A TEAM OF REHABILITATION EXPERTS AND THE ONLY BOARD CERTIFIED SPORTS THERAPIST IN TAHOE**

PT Revolution is well-equipped to implement and succeed with the First Responder Wellness & Injury Prevention Program. We are currently executing the program for the Police and Fire Rescue teams as well as a similar program with Vail Resorts. Additionally, we have run similar successful programs with the California Conservation Corps and a cohort of Elite and Professional Skiers/Snowboarders.

"MY OVERALL PHYSICAL FITNESS, MIND AND FOCUS IS ON THE NEXT LEVEL THANKS TO PT REVOLUTION!

Since we have been training at PT Rev, I feel faster, stronger, and healthier than ever before. Thanks to high performance coaching, my focus and clarity is now on track with my career goals and aspirations. Thanks to this program, I feel more active and less prone to injuries on and off the job which has created a healthier, happier life for myself.

BRENEN DAVIS
SOUTH LAKE TAHOE FIRE CAPTAIN
HAPPY HUSBAND & PROUD FATHER

The satisfaction data and biometric data of programs like ours show we are making a significant impact on the lives of first responders:

- **Improved physical, emotional, and spiritual resilience**
- **Reduced work-comp injuries and sick days**
- **Increased mental acuity**
- **Improved physical and emotional well-being and performance**
- **Improved sleep**
- **Decreased resting heart rate**
- **Decreased body fat**
- **Decreased cardiovascular risk**
- **Decreased stress**
- **Decreased frequency and incidence of suicide**

Executing a program of this magnitude is no small feat. It requires an operator who is *agile, responsive, and experienced*.

Our team exemplifies those qualities and has consistently demonstrated the ability to *fulfill expectations* during the First Responder Health & Wellness Services contract awarded to PT Revolution in 2022. The professionals on the PT Revolution Team have a *wealth of experience* implementing wellness and prevention programs and are eager to serve our first responders.

Company History, Background & Experience

Vison & Inspiration

PT Revolution was founded in 2020 by Jason Collin, Justin Dorn, Ian Anderson, and Angie Hagenah. The goal was simple: To become the hub for Tahoe's active population by providing world class rehabilitation and performance programs while ***improving access, decreasing cost, and exceeding expectations.***

That is exactly what we've done. PT Revolution has won ***Best Healthcare Facility*** in South Lake Tahoe each of our two years in operation and have ***untouchable google reviews***. We have a wide array of community partnerships including three of the largest employers in town: CSLT, Vail Resorts, and LTUSD.

There are eight core members on the PT Revolution team who support projects such as the First Responder Wellness & Injury Prevention Program. Collectively, this team has over 75 years of experience in health and wellness programming. Together, we have successfully implemented six comprehensive programs in just the past two years.

Tribune
BEST OF TAHOE™
2021, 2022

PT Revolution
5.0 ★★★★★ 52 reviews
Physical therapy clinic

Company History, Background & Experience

Excellence & Commitment

PT Revolution has assembled a team which is unrivaled in the Tahoe region. The breadth and depth of experience our practitioners bring to the First Responder Wellness & Injury Prevention Program is ***exactly what our local heroes deserve***.

Here are the resume highlights of our team:

JASON COLLIN, MSPT, CHPH
FOUNDER, PRESIDENT, CHIEF OFFICER OF AWESOMENESS

Jason has been immersed in high performance rehabilitation and performance for two decades. He has started two successful physical therapy and performance training centers, and was instrumental in building a number of hospital-based service lines including a medically-based fitness center and an integrated rehab and performance center. Jason is a dynamic leader who provides leadership development training to individuals and businesses seeking to achieve higher levels of performance.

Education

- BA, Kinesiology, University of Colorado Boulder
- MS, Physical Therapy, Regis University
- Selective Functional Movement Assessment Certificate, Functional Movement Systems (FMS)
- Executive & Health Coaching Certificate, International Coach Academy
- Certified High Performance Coach, High Performance Institute
- Leadership Lake Tahoe, Tahoe Chamber
- EdD, Organizational Leadership (in progress)

Experience

- 2000-2002 - North Hawaii Community Hospital
- 2002-2004 - Methodist Hospital
- 2004-2009 - The Physical Edge - Performance-based PT & Fitness
- 2009 - 2019 - Barton Health
- 2020 - Present - PT Revolution

JUSTIN DORN, DPT, EMT-B
FOUNDER, DIRECTOR OF REHABILITATION

Justin is an experienced Physical Therapist with extensive background in working both as a clinician/coach and manager with professional athletes as well as tactical teams including Fire Rescue and Police. He has in depth knowledge of the daily stressors, and physical/psychological demands of first responders. Justin has eight years of Emergency Medicine experience as a Sierra-at-Tahoe Ski Patroller, Training Director, and Assistant Snow Safety Director.

Education

- BS, Political Science, University of California Davis
- DPT, Physical Therapy, Chapman University
- EMT-B, Lake Tahoe Community College
- Selective Functional Movement Assessment Certificate, Functional Movement Systems (FMS)
- Certified Clinical Instructor - American Physical Therapy Association

Experience

- 2005 - 2013 - Sierra-at-Tahoe
- 2015 - 2017 - Pacific Pro Physical Therapy & Sports Medicine
- 2017 - 2020 - Tahoe Forest Physical Therapy & Rehab
- 2018 - 2020 - Barton Center for Orthopedics & Wellness
- 2020 - Present - PT Revolution

IAN ANDERSON, PT, DPT, SCS, CSCS, NREMT
FOUNDER, DIRECTOR OF PERFORMANCE

Ian is Tahoe's only Board-Certified Sports Clinical Specialist. He is driven to help athletes of all ages and skill levels recover from injuries and enhance performance. Ian has a passion for the evolving science of optimizing performance through breathing, manual therapy, recovery, exercising, and reducing health risk.

Education

- BS, Exercise Science, University of Kentucky
- DPT, Physical Therapy, Augusta University
- EMT-B, Lake Tahoe Community College
- Selective Functional Movement Assessment, Functional Movement System, and Y-Balance Certificates, Functional Movement Systems (FMS)
- Certified Clinical Instructor - American Physical Therapy Association

Experience

- 2015 - 2017 - Indianapolis Colts, Stanford University, Andrews Institute
- 2017 - 2018 - ATI Physical Therapy
- 2018 - 2019 - Stanford University
- 2019 - 2020 - Barton Center for Orthopedics & Wellness
- 2020 - Present - PT Revolution

SARAH PENDERGRAST, PT, DPT, ATC
PERFORMANCE THERAPIST

Sarah is a Physical Therapist and Athletic Trainer with a passion for proactive and collaborative care. She has experience working on multidisciplinary teams to provide care with an emphasis on both physical health and all around well being. From college athletics to private practice, Sarah is driven to help teams and individuals reduce injury risk, perform at their best, and get back into action after injuries.

Education

- BS, Athletic Training, Florida State University
- DPT, Physical Therapy, Mercer University
- Selective Functional Movement Assessment Certificate, Functional Movement Systems (FMS)
- Mental Health First Aid Certificate
- Certified Clinical Instructor - American Physical Therapy Association

Experience

- 2015 - 2018 Florida State Athletic Department
- 2019 - 2020 Concentra Physical Therapy, Vereen Rehab Center
- 2015 - 2017 - Pacific Pro Physical Therapy & Sports Medicine
- 2021 - Present - PT Revolution

ANGIE HAGENAH, PTA
PHYSICAL THERAPIST ASST

Angie is a local legend. Her selflessness and compassion to help and to heal is unprecedented. She has been taking care of Tahoe athletes for almost two decades; preparing them. rehabbing them, and coaching them for greatness. Angie's accolades include Olympic athletes, X-games athletes, professional, collegiate and high school athletes, police and fire crews, and so many more. She has worked alongside Tahoe's best orthopedic surgeons and has done extensive work with US Ski & Snowboard. Angie very likely the strongest hands in the business :)

Education

- BS, Athletic Training, Eastern Oregon University
- BS, Community Health & Wellness, Eastern Oregon University
- PTA, Physical Therapist Assistant, Sacramento City College
- Level 1 Coach, Girls gone strong
- Selective Functional Movement Assessment (SFMA) Certificate, Functional Movement Systems (FMS) Certificate

Experience

- 1999 - 2001 - Seattle Seahawks Football Camps
- 2001 - 2004 - Professional Rodeo Cowboy Association
- 2004 - 2020 - Barton Health
- 2015 - 2018 - EnduroCross
- 2020 - Present - PT Revolution

NICK WARD, MS, PES
PERFORMANCE COACH

Nick brings a level of coaching experience unrivaled by most in professional athletics. His talent and passion for coaching has led him around the world in coaching, consulting, and speaking roles. In additional to performance coaching at PT Revolution, Nick serves as the Program Director for the ALTIS Mentorship Program. He has worked with British Military Athletes, the Royal Canadian Military Police, and served on the Fitness Advisory panel to the Northumberland Police Force and Fire Service.

Education

- BA(hons), Sport Studies, University of Northumbria at Newcastle
- MS, Kinesiology, University of Calgary
- Accredited Coach - United Kingdom Strength & Conditioning Assoc.
- Performance Exercise Specialist - National Assoc. of Sports Medicine
- Master Coach (Level 2) - Precision Nutrition

Experience

- 1999 - 2003 - University of Durham Sports Performance
- 2003 - 2016 - Sheffield Wednesday FC, Bobleigh & Skeleton Canada, Talented Athlete Scholarship Scheme
- 2016 - 2020 - Barton Performance by ALTIS
- 2020 - Present - PT Revolution

MICKINZIE LOPEZ, MS, RDN, SNS
SPORTS DIETITIAN

Mickinizie has a special talent for developing tools and resources to communicate complex nutritional information clearly and effectively. She has provided high-level nutritional support to athletes in organizations such as: the San Francisco Giants, Indiana University, and Stanford University. Her passion for improving personal and professional performance through nutrition has proven very successful for individuals and organizations.

Education

- BS, Business Management, Arizona State University
- MS, Dietetics & Whole Food Sciences, Bastyr University
- Board Certified Eligible Sports Dietitian
- School Nutrition Specialist

Experience

- 2013 - 2015 - Momentum Nutrition & Health @ Nike
- 2015 -2016 - Meredith College
- 2016 -2017 - Indiana University
- 2017 -2019 - Stanford University, San Francisco Giants
- 2018 - Present - LunchAssist
- 2020 - Present - PT Revolution

JENNIFER KILE, LMFT
PSYCHOTHERAPIST

Jennifer is a highly skilled therapist with advanced training in Brainspotting, Trauma-Focused Cognitive Behavior Therapy, Dialectical Behavior Therapy, Mindfulness, and Self-Compassion. Her work with First Responders exemplifies her approach in created safe spaces for self-exploration while emphasizing dignity and respect. Jen is passionate helping find balance and harmony for those in stressful and often chaotic jobs. She worked alongside the PT Revolution Performance Team with the California Conservation Corps and continues with the Corpsmembers today.

Education

- BS, Business Administration, California State University Sacramento
- MA, Counseling Psychology, University of San Francisco
- Licensed Marriage and Family Therapist
- Trauma-informed therapist

Experience

- 2017 -2018 - Sierra Child and Family Services
- 2018 - 2021 - Live Violence Free
- 2021 - Present - Integrate Therapy
- 2022 - Present - PT Revolution

I have used several of the services provided by PT Revolution and cannot say enough good things about how valuable this program is for us. Their knowledge of how the body works far exceeds any personal trainer or physical therapists I have ever worked with. The crews are gaining so much strength and knowledge from their fitness program, greatly reducing our chances of injuries. We in the department are frequently talking about how much better we feel since starting their programs.

As the departments Behavioral Health Program Officer, I cannot express enough gratitude for the PT Revolution Mental Health Therapy program. Several department members have utilized it and are very grateful at how responsive Jennifer is.

This progressive program is truly valuable to the type of work we do in the police and fire departments. The PT Revolution team is phenomenal!!

LESLIE ASBURY - FIRE CAPTAIN/PARAMEDIC, CSLTFR

Company History, Background & Experience

Experience & Grit

Despite starting a business and running a business during the turbulence of the pandemic, PT Revolution has repeatedly demonstrated the ability to initiate, implement, and execute successfully. We believe our strong community partnerships, our focus on quality and client/program success, and an intense desire to serve the South Shore community have been the hallmarks of our success.

Additionally, we understand the rigors of our First Responders. They are athletes through and through.

As the Hub for Tahoe's Mountain Athletes, PT Revolution prioritizes building the physical and mental resilience required to both stay working/playing and get back to working/playing.

With our collective experience, individualized approach, and commitment to excellence, we have become the most sought after PT clinic for Tahoe's First Responders.

Scope of Work/ Implementation

Options

Throughout our endeavors with community partners, we have shown the agility and tenacity to meet the demands of participants with highly variable schedules.

This has included, and will continue to include:

- **On-site assessments and information sessions (Fire Stations or Police HQ)**
- **Virtual coaching, counseling, and nutritional sessions**
- **In-person services for performance training, rehabilitation, and restorative services at PT Revolution**
- **Remote fitness programming**

Access

As experienced partners working with City Police and Fire Rescue teams, we are committed to providing access to Injury Prevention & Wellness Services around the constructs of the unpredictable and highly demanding schedules of our first responders. PT Revolution will:

- **Provide flexibility with scheduling**
- **Provide rapid access to services**
- **Provide unlimited drop-in recovery & restoration services**

Scope of Work/ Implementation

Management, Metrics & Quality

ADMINISTRATIVE OVERSIGHT WILL OCCUR FOR ALL ASPECTS OF THE CONTRACT:

- Implementation & Provision of Services
- Access & Utilization
- Quality & Outcomes

TO ENSURE ACCURATE UTILIZATION TRACKING AND BILLING, PT REVOLUTION HAS ESTABLISHED COMPREHENSIVE SYSTEMS FOR THE MANAGEMENT OF THIS CONTRACT:

- PHYSICAL THERAPY VISITS - ALL SCHEDULING AND DOCUMENTATION IS COMPLETED VIA FULLY HIPPA COMPLIANT PROMPT EMR
- MENTAL HEALTH VISITS - ALL SCHEDULING AND DOCUMENTATION IS COMPLETED VIA FULLY HIPPA COMPLIANT SIMPLE PRACTICE EMR
- HIGH PERFORMANCE COACHING & NUTRITION VISITS - ALL SCHEDULING AND DOCUMENTATION IS COMPLETED VIA SECURE GOOGLE WORKSPACE
- PERFORMANCE TRAINING VISITS - ALL SCHEDULING AND DOCUMENTATION IS COMPLETED VIA SECURE GYM MASTER
- REMOTE FITNESS PROGRAMMING - COMPLETED VIA BRIDGE TRACKER

ALL UTILIZATION DATA IS UPDATED WEEKLY ON A SECURE GOOGLE SHEET SHARED WITH DEPT CHIEFS AND THE RISK MANAGER

Scope of Work/ Implementation

Management, Metrics & Quality

PT REVOLUTION STRIVES TO PROVIDE EXCELLENT QUALITY OF SERVICE AND WILL IMPLEMENT MULTIPLE QUALITY CONTROL METRICS TO BE USED THROUGHOUT THIS PROGRAM:

- **Weekly emails to every eligible CSLT employee with full list of resources and reminders of program availability**
- **Quarterly requests for feedback via reviews and polling sent to all participants**
  - **This data will be reviewed by PT Revolution staff and results shared with CSLT Risk Manager**
  - **Action items will be identified and implemented appropriately**
- **Quarterly FR and PD station visits for program overview, in person feedback and Q & A's**
- **Monthly report submitted to CSLT Risk Manager with full utilization statistics**
- **Quarterly report to CSLT Risk Manager regarding program trends, areas for improvement and proposed changes**
- **Individualized goal tracking will be monitored at intervals appropriate for the intended outcomes**

Scope of Work/ Implementation

Program Details

INITIAL EVALUATIONS

PERFORMED BY A LICENSED PHYSICAL THERAPIST

- Medical history/injury history review
- Work-related and recreational activity review
- Review of health, fitness, and physical performance goals
- Identify factors that are contributing to, or detracting from, individual health and performance
- Full program review and individualized recommendations based on evaluation

PHYSICAL THERAPY

PERFORMED BY A LICENSED PHYSICAL THERAPIST OR PT ASSISTANT

- Physical therapy evaluations completed by Physical Therapist
- Physical therapy treatment for minor, non-work-related injuries (The purpose of this is to encourage SLTPD and SLTFR employees to seek help for nonwork-related issues they may be having before they start to affect work performance and/or lead to a work-related injury)
- Maximum of three (3) visits per employee for each injury

NUTRITIONAL ANALYSIS/MEAL PLANNING

PERFORMED BY A REGISTERED DIETITIAN

- Current diet analysis and education on opportunities for improvement. Education on healthy lifestyle habits and skills
- Meal planning goals and tips

MENTAL HEALTH SERVICES

PERFORMED BY A LICENSED MARRIAGE & FAMILY THERAPIST

- Confidential assessments, short-term counseling, and follow-up services for SLTFR and SLTPD employees
- Address issues affecting mental and emotional well-being, such as substance abuse, stress, grief, and family struggles
- Maximum of six (6) visits per employee

Scope of Work/ Implementation

Program Details

PERFORMANCE TRAINING

PROVIDED BY A CERTIFIED FITNESS COACH OR A LICENSED PHYSICAL THERAPIST

- Functional Movement Screen/Assessment to identify opportunities for improvement (This would ideally take place on-site at City Fire Stations for SLTFR staff)
- Individualized performance training programs based on injury history and outcomes of the Functional Movement Screen/Assessment
- Ongoing programming and individualized coaching to optimize physical performance and reduce injury risk

OTHER BEHAVIORAL HEALTH & WELLNESS SUPPORTS AVAILABLE

HIGH PERFORMANCE COACHING

PROVIDED BY A CERTIFIED HIGH PERFORMANCE COACH

- Research-based, proactive approach to gain clarity, increase energy, improve productivity, and gain influence
- Proven strategies for increasing personal success and happiness
- Career enhancement and professional development

Maximum of six (6) sessions per employee

REMOTE FITNESS PROGRAMMING & MONITORING

PROVIDED BY A CERTIFIED FITNESS COACH OR A LICENSED PHYSICAL THERAPIST

- App-based programming for participants whose work/life schedules aren't conducive to training in-person
- Can be tailored specifically for fire station training facilities to allow crews to train on shift

RECOVERY LOUNGE

- Unlimited use of proven physical & mental restorative modalities
  - PHYSICAL - Sequential Compression Devices, Cold Therapy, Heat Therapy, Vibration Therapy
  - MENTAL - Meditation, Breathwork

Project Timeline

Ready for Takeoff!!

PT Revolution has been providing Injury Prevention & Wellness Services to the City's First Responders for the past six months. We have the programs, processes, and systems in place for ***IMMEDIATE IMPLEMENTATION.***

Momentum

With an existing program in place, PT Revolution is the only provider who can provide services without any gaps.

Trust

A successful Wellness Program is deeply rooted in the trust established between the providers, participants, and leaders. Our PT Revolution team has established, solid relationships amongst the PD and FR teams, chiefs, and City management.

Efficiency

Lowering barriers for entry is another hallmark characteristic of successful Wellness Programs. PT Revolution's current processes are simple, flexible, and effective.

Project Budget

Fiscal Responsibility

PT Revolution is committed to being fiscally prudent and responsible with the public funds used to fund this program. We understand the constraints of public sector funding and have devised a budget to serve our First Responders while keeping costs contained.

The proposed budget is based strictly on utilization of services. Additionally, as described in our Management Section, we monitor participation closely. This helps to avoid unnecessary costs and elevates awareness around the services and value provided.

Cost Proposal

Visit Type	Cost Per Visit ($)	Cost Per Month ($)
Initial Evaluation	$150.00	---
Physical Therapy Evaluation	$200.00	---
Physical Therapy Treatment	$125.00	---
Maximum of three (3) visits per employee for each injury		
Nutritional Analysis	$200.00	---
Mental Health	$200.00	---
Maximum of six (6) visits per employee		
High Performance Coaching	$200.00	---
Maximum of six (6) visits per employee		
RevFit Performance Training	---	$250.00
2 coached sessions/wk, Unlimited Gym Use		
RevFit Remote Programming	---	$150.00
Weekly monitoring via app, monthly review and updates w/ coach		
Recovery Lounge	INCLUDED	
Must complete Initial Evaluation prior		

Project Budget

Performance-based Forecasting

The 2022 First Responder Injury Prevention & Wellness Program provided by PT Revolution demonstrated very positive utilization and retention:

- **Overall Utilization Rate - 46% (>2x industry avg)**
- **Physical Therapy Utilization - 61%**
- **Performance Training Utilization - 68%**
  - **Retention Rate 66% after three months**

"My experiences and sessions at PT Revolution have always been outstanding. I have a very physically demanding job and I live an active Tahoe lifestyle so I am constantly getting new injuries or flaring up old ones. The folks at PT revolution were able to get me back 100% every time. Whether it was my knee from a complete ACL reconstruction, or simple lower back pain from wearing heavy gear around, I always left PT feeling better than when I went in. On top of the excellent care and treatment I received while at the facility, I was always sent home with a list of easy-to-do exercises and stretches to continue to fix me up between sessions. Their facility, equipment, and the overall vibe is awesome. Ian and Jason who I primarily worked with are friendly, knowledgeable, and will push you to your limit for maximum recovery. I would highly recommend PT Revolution for anyone seeking post-injury recovery. Also, try the puffy pants. IYKYK."

Derek Simon - Police Officer, CSLTPD

Project Budget

Performance-based Forecasting

With utilization rates similar to those mentioned above, the City investment for the First Responder Injury Prevention & Wellness Program with PT Revolution is approximately $100k per year.

At a $1.50 return on each dollar spent as Rand Corporation reported in a 2014 comprehensive review on the efficacy of Workplace Wellness Programs, we would expect at least *$150k in savings* to the City of South Lake Tahoe.

WELLNESS PROGRAMS WORK.

A 2010 PAPER PUBLISHED IN THE HARVARD BUSINESS REVIEW BY BARRY, ET AL REPORTS WELLNESS PROGRAMS SIMILAR TO THE FIRST RESPONDER INJURY PREVENTION & WELLNESS PROGRAM HAVE A 6X RETURN ON INVESTMENT IN HEALTHCARE SAVINGS AND A REDUCTION OF $1500 PER YEAR IN HEALTHCARE CLAIMS AMONGST PARTICIPANTS.

Research shows *additional financial savings* of the program are expected to be seen in:

- **Decreased Worker's Compensation Claims (up to 30%)**
- **Decreased employee turnover and position vacancies (up to 6%)**
- **Decreased absenteeism (up to 16%)**
- **Improved employee engagement and productivity (up to 10x)**

Recent Projects

California Conservation Corps - 2021-2022

- Physical performance and restoration program for crew members and leaders
- Concurrent Mental Health services with Jen Kile
- Executed the program on site up to four days/week
- Up to 40 crew members per session

Vail Corp - 2021 - 2023

- Performance, restoration, and optimization program for Ski Patrollers and Ski & Ride Instructors
- Execute(d) program five days/week
- Served over 70 team members in the 21-22 season

South Tahoe Ski & Ride Pros - 2021 - 2022

- Performance, restoration and optimization program for Tahoe's top winter athletes
- Executed program five days/week in pre-season
- Up to ten athletes in a session

City of SLT Police & Fire Rescue - 2022

- Performance, restoration and optimization program for CSLT PD and FR
- Execute(d) program five days/week
- Served over almost 46% of active first responders

REFERENCES

BRENEN DAVIS, CSLT, FIRE CAPTAIN - 530.318.3009

GENO FONDEROLI, HEALTH & SAFETY SR MANAGER, VAIL RESORTS - 815.343.1149

ROBIN BARNES, DIRECTOR OF SKIER SERVICES, VAIL RESORTS - 530.318.7121

GARY WHITEHOUSE, DISTRICT DIRECTOR, CCC - 530.577.0850

KYLE SMAINE, PROFESSIONAL SKIER - 530.318.0692

Why Choose Us

As a professional athlete I have had many serious injuries and have gone to many clinics. There is no one I trust more than PT Revolution with my body. They don't just get me back to where I was before, but make me stronger to *prevent future injuries*.

Maddie Bowman

Olympic Gold Medalist

X Games Gold Medalist x 4

Why Choose Us

The PRO Services at PT Revolution are a great fit for any company to help prevent various types of occupational injuries, especially to improve the body's range of motion and decrease the likelihood of cumulative musculoskeletal disorders. A huge upside is that the team at PT Revolution shows that they truly care for their patients.

Geno Fonderoli, CSP
Health and Safety Sr. Manager

Why Choose Us

Erin Walker
1 review

★★★★★ a year ago

I have been to many PTs over the last several years for chronic knee problems, and Ian and the team at PT Revolution are the best I have worked with by far! It is quick to get in for initial consultation, the therapists have ample availability for regular follow up sessions, and they really take the time with each patient to provide hands on manual work and then to work through the recommended exercise regimen tailored for you that day. I have see a huge improvement in my knee pain since starting out here. There's also a fun community vibe to the place that makes the hard work much more enjoyable! From front desk staff to the PTs everyone here is professional and friendly. They also contribute to the community by hosting events in their space benefitting great orgs like the Sierra Avalanche Center. Definitely highly recommend this spot to anyone in need of PT or coaching/training!

Erin Walker, PA-C
Tahoe WoRx Occupational Health & Wellness

EXHIBIT B

SCHEDULE OF CHARGES AND TIMELINE

BUDGET

Estimated fees (not to exceed)	**$100,000/year**
Hourly Rate:	**$N/A/hour**
Travel and out-of-pocket expenses	**$_____**
(travel is included in the TOTAL (not to exceed amount)	
TOTAL (not to exceed)	**$100,000/year**

TIMELINE

The services shall begin on a date agreed upon by both parties and last for a period of three (3) years, with two (2) one (1) year renewal options.

EXHIBIT C

ANTI-LOBBYING CERTIFICATION

Provider shall submit to City this certification prior to or at the time of the execution of this Agreement.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required certification shall be subject to a civil penalty not less than $10,000 and no more than $100,000 for such failure.

The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement; and

2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instruction.

Provider: PT Revolution Physical Therapy PC
Jason Collin, President

Jason Collin

By: Jason Collin (Feb 1, 2023 12:00 PST)

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

© [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

© [illegible]

HPSO

1100 Virginia Drive, Suite 250
Fort Washington, PA 19034-3278
Phone: 1-888-288-3534 Fax: 1-847-953-0134
Website: www.hpso.com

01/13/23

PT Revolution
2038 Lake Tahoe Blvd
South Lake Tahoe, CA 96150-6499

Dear Jason Collin:

Enclosed is the replacement certificate of insurance that you requested.

If you have any questions or need assistance, please call us toll free at 1-888-288-3534. Our Customer Service Representatives are available weekdays from 8:00 a.m. to 6:00 p.m., EST.

Sincerely,

Customer Service

Enclosure

Q032

Dedicated To Serving The Insurance Needs of Healthcare Providers

Healthcare Providers Service Organization is a registered trade name of Affinity Insurance Services, Inc.; (AR 244489); in CA & MN, AIS Affinity Insurance Agency, Inc. (CA 0795465); in OK, AIS Affinity Insurance Services Inc.; in CA, Aon Affinity Insurance Services, Inc., (0G94493), Aon Direct Insurance Administrators and Berkely Insurance Agency and in NY, AIS Affinity Insurance Agency.

CNA

HEALTHCARE PROVIDERS SERVICE ORGANIZATION PURCHASING GROUP

HPSO

Qtertificate of 3fn?urance

OCCURRENCE PROFESSIONAL LIABILITY POLICY FORM

Print Date: 1/13/2023

The application for the Policy and any and allsupplementary information, materials, and statements submitted therewith shall be maintained on file by us or our Program Administrator and will be deemed attached to and incorporated into the Policy as if physically attached.

PRODUCER	BRANCH	PREFIX	POLICY NUMBER	POLICY PERIOD
018098	970	HPG	**0697907948**	From: 12/03/22 to 12/03/23 at 12 01 AM Standard Time

Named Insured and Address:

PT Revolution
2038 Lake Tahoe Blvd
South Lake Tahoe, CA 96150-6499

Program Administered by:

Healthcare Providers Service Organization
1100 Virginia Drive, Suite 250
Fort Washington, PA 19034
1-888-288-3534
www.hpso.com

Medical Specialty:	Code:	Insurance Provided by:
Physical Therapist Firm Excludes Cosmetic Procedures	**80995**	American Casualty Company of Reading, Pennsylvania 151 N. Franklin Street Chicago, IL 60606

Professional Liability $ 1,000,000 **each claim** $ 3,000,000 **aggregate**

Your professional liability limits shown above include the following:

* Good Samaritan Liability * Malplacement Liability * Personal Injury Liability
* Sexual Misconduct Included in the PL limit shown above subject to $ 25,000 aggregate sublimit

Coverage Extensions

License Protection	$25,000	per proceeding	$25,000	aggregate
Defendant Expense Benefit	$1,000	per day limit	$25,000	aggregate
Deposition Representation	$10,000	per deposition	$10,000	aggregate
Assault Includes Workplace Violence Counseling	$25,000	per incident	$25,000	aggregate
Medical Payments	$25,000	per person	$100,000	aggregate
First Aid	$10,000	per incident	$10,000	aggregate
Damage to Property of others	$10,000	per incident	$10,000	aggregate
Enterprise Privacy Protection - Claims Made Retroactive Date: 12/03/2020(Defense inside limits)	$ 25,000	per incident	$ 25,000	aggregate
Media Expense	$ 25,000	per incident	$ 25,000	aggregate

Workplace Liability

Workplace Liability	Included in Professional Liability Limit shown above	
Fire & Water Legal Liability	Included in the PL limit shown above subject to $150,000	aggregate sublimit
Personal Liability	Excluded	

Total $ 2 999.00

Base Premium $2,999.00

Policy Forms and Endorsements (Please see attached list of policy forms and endorsements)

Chairman of the 'oard **Secretary**

Keep this Certificate of Insurance in a safe place. It and proof of payment are your proof of coverage. There is no coverage in force unless the premium is paid in full. To activate your coverage, please remit premium in full by the effective date of this Certificate of Insurance.

Coverage Change Date: **Endorsement Date:** Master Policy: 188711433

CNA93692 (11-2018)

© Copyright CNA All Rights Reserved.

C-015-2023

POLICY FORMS & ENDORSEMENTS

The following are the policy forms and endorsements that apply to your current professional liability policy.

COMMON POLICY FORMS & ENDORSEMENTS

FORM#	FORM NAME
G-121500-D (04-08)	Common Policy Conditions
G-121503-C (07-01)	Workplace Liability Form
G-121501-C1 (07-01)	Occurrence Policy Form - California
CNA94164 (11-18)	Amendment Definition of Claim Endorsement
G-145184-A (06-03)	Policyholder Notice - OFAC Compliance Notice
G-147292-A (03-04)	Policyholder Notice - Silica, Mold & Asbestos Disclosure
GSL15564 (10-09)	Sexual Misconduct Sublimits of Liability Professional Liability & Sexual Misconduct Exclusion
GSL15565 (03-10)	Healthcare Providers Professional Liability Assault Coverage
GSL17101 (02-10)	Exclusion of Specified Activities Reuse of Parenteral Devices and Supplies
GSL13424 (05-09)	Services to Animals
GSL13425 (05-09)	Business Owner Coverage Extension Endorsement
CNA80052 (10-14)	Distribution or Recording of Material or Information in Violation of Law Exclusion Endorsement
G-123846-D04 (07-01)	California Cancellation and Non-Renewal
CNA81753 (03-15)	Coverage & Cap on Losses from Certified Acts Terrorism
CNA81758 (01-21)	Notice - Offer of Terrorism Coverage & Disclosure of Premium
CNA82011 (04-15)	Related Claims Endorsement
CNA79575 (07-14)	Exclusion of Cosmetic Procedures
CNA79516 (10-14)	Enterprise Privacy Protection
CNA89026 (05-17)	Media Expense Coverage
G-141231-A (07-01)	Additional Insured Healthcare Entity

PLEASE REFER TO YOUR CERTIFICATE OF INSURANCE FOR THE POLICY FORMS & ENDORSEMENTS SPECIFIC TO YOUR STATE AND YOUR POLICY PERIOD.

For NJ residents: The PLIGA surcharge shown on the Certificate of Insurance is the NJ Property & Liability Insurance Guaranty Association.

For KY residents: The Surcharge shown on the Certificate of Insurance is the KY Firefighters and Law Enforcement Foundation Program Fund and the Local Tax is the KY Local Government Premium Tax. As required by 806 Ky. Admin Regs. 2:100, this Notice is to advise you that a surcharge has been applied to your insurance premium and is separately itemized on the Declarations page or billing instrument attached to your policy, as required KRS. §136.392.

For WV residents: The surcharge shown on the Certificate of Insurance is the WV Premium Surcharge.

For **FL** residents: The FIGA Assessment shown on the Certificate of Insurance is the **FL** Insurance Guaranty Association - 2022 Regular Assessment.

Form #:CNA93692 (11-2018)

Master Policy#: 188711433

Named Insured: **PT** Revolution

Policy #: 0697907948

© Copyright CNA All Rights Reserved.

[illegible]

[illegible]

[illegible]

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

- [illegible]
- [illegible]

[illegible]

[illegible]

[illegible]

Form **W-**

(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

▸ Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give Form to the requester. Do not send to the IRS.

Print or type. See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

PT Revolution Physical Therapy, PC

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☑ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▸

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ▸

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from FATCA reporting code (if any)

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

2038 Lake Tahoe Blvd

Requester's name and address (optional)

6 City, state, and ZIP code

South Lake Tahoe, CA 96150

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN,* later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

☐☐☐ – ☐☐ – ☐☐☐☐

or

Employer identification number

8 5 – 2 3 8 6 6 2 9

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ▸ Date ▸ 1/16/2023

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9.*

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, *later.*

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 01/17/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Fromarc Insurance Agency
1156 Emerald Bay Road
Suite C
South Lake Tahoe CA 96150

CONTACT NAME: Justine Anderson
PHONE (A/C, No, Ext): (530) 541-7797 FAX (A/C, No): (530) 541-8722
E-MAIL ADDRESS: justine@fromarc.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Ohio Security Insurance Company	0111
INSURER B : Markel Insurance Company	0785
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
PT Revolution Physical Therapy, PC
2038 Lake Tahoe Blvd
South Lake Tahoe CA 96150

COVERAGES **CERTIFICATE NUMBER:** CL2082004160 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE / X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY / PRO-JECT / LOC OTHER:	Y	Y	BKS63503592	08/19/2022	08/19/2023	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 15,000
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 2,000,000
							PRODUCTS - COMP/OP AGG	$ 2,000,000
								$
A	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY / SCHEDULED AUTOS X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY			BKS63503592	08/19/2022	08/19/2023	COMBINED SINGLE LIMIT (Ea accident)	$
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
							Hired & Non-Owned	$ 1,000,000
	UMBRELLA LIAB / OCCUR EXCESS LIAB / CLAIMS-MADE DED / RETENTION $						EACH OCCURRENCE	$
							AGGREGATE	$
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N: Y If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		MWC0190764-02	08/19/2022	08/19/2023	X PER STATUTE / OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

City of South Lake Tahoe, its elected officers, officials, employees, agents and volunteers are Additional Insured per attached endorsement, form #CG 88 10 04 13

Policy is primary and non-contributory and a waiver of subrogation applies

30 days notice of cancellation

CERTIFICATE HOLDER

City of South Lake Tahoe
1901 Lisa Maloff Way
South Lake Tahoe CA 96150

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.

C-015-2023 PT Revolution

Final Audit Report 2023-02-01

Created:	2023-01-27
By:	jo Mcdonough (jmcdonough@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAAwNj5flti7RAmLNZhRGGxefsLGDUIrEjQ

"C-015-2023 PT Revolution" History

Document created by jo Mcdonough (jmcdonough@cityofslt.us)
2023-01-27 - 6:55:57 PM GMT- IP address: 128.92.136.146

Document emailed to Sue Blankenship (sblankenship@cityofslt.us) for signature
2023-01-27 - 7:01:48 PM GMT

Email viewed by Sue Blankenship (sblankenship@cityofslt.us)
2023-01-27 - 7:44:17 PM GMT- IP address: 128.92.136.146

Document e-signed by Sue Blankenship (sblankenship@cityofslt.us)
Signature Date: 2023-01-27 - 7:44:40 PM GMT - Time Source: server- IP address: 128.92.136.146

Document emailed to Heather Stroud (hstroud@cityofslt.us) for signature
2023-01-27 - 7:44:43 PM GMT

Email viewed by Heather Stroud (hstroud@cityofslt.us)
2023-01-27 - 9:09:51 PM GMT- IP address: 166.137.163.71

Document e-signed by Heather Stroud (hstroud@cityofslt.us)
Signature Date: 2023-01-27 - 9:11:19 PM GMT - Time Source: server- IP address: 166.137.163.71

Document emailed to ccreegan@cityofslt.us for signature
2023-01-27 - 9:11:22 PM GMT

Email viewed by ccreegan@cityofslt.us
2023-02-01 - 6:04:19 PM GMT- IP address: 47.25.89.14

Signer ccreegan@cityofslt.us entered name at signing as Cristi Creegan
2023-02-01 - 6:04:31 PM GMT- IP address: 47.25.89.14

Document e-signed by Cristi Creegan (ccreegan@cityofslt.us)
Signature Date: 2023-02-01 - 6:04:33 PM GMT - Time Source: server- IP address: 47.25.89.14

Document emailed to jason@ptrevolution.com for signature

2023-02-01 - 6:04:37 PM GMT

Email viewed by jason@ptrevolution.com

2023-02-01 - 7:59:38 PM GMT- IP address: 66.249.84.91

Signer jason@ptrevolution.com entered name at signing as Jason Collin

2023-02-01 - 8:00:34 PM GMT- IP address: 174.83.174.17

Document e-signed by Jason Collin (jason@ptrevolution.com)

Signature Date: 2023-02-01 - 8:00:36 PM GMT - Time Source: server- IP address: 174.83.174.17

Agreement completed.

2023-02-01 - 8:00:36 PM GMT

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #:4

Agenda Item: Application for Grant From Tahoe Fund for Tahoe Valley Stormwater and Greenbelt Improvement Project, Phase 2

Executive Summary: The Tahoe Valley Stormwater and Greenbelt Improvement Project is a vital community and environmental improvement project. Based on feedback from the public received during the Area Plan process, subsequent design meetings and public survey for the Greenbelt area, the project has been developed to provide the benefits requested by the community and stakeholders, including drainage, water quality, public space, new naturalized play structures, and improved active transportation paths. Due to the size and diversity of the overall project, the City split it into two phases to secure funding from a variety of eligible and applicable funding sources. Phase 1 is complete. Phase 2 began in 2025 and is anticipated to be completed in 2026. On December 10, 2024, City Council awarded Phase 2 of the Tahoe Valley Stormwater and Greenbelt Improvement Project to Herback General Engineering (Herback) for $6,754,601.95 and approved a 10% construction continency ($675,460.20) as part of Resolution 2024-140. Bid Alternates A, D, and E were awarded with Herbackâ€™s contract (C-314-2024) but Bid Alternates B and C were not due to funding limitations. Staff indicated that funding for Bid Alternate C (furnishing and installing poles and luminaire system) was essential to provide safety for trail users. A separate Capital Improvements Project was made for the Tahoe Valley Phase 2 Lighting in order to request funding. While staff has been planning to request the anticipated budget shortfall for the lighting during mid-year budget FY25/26, an opportunity to apply for Tahoe Fund grant funds recently became available. The City plans to request $427,020 to fund the interpretive signage and unfunded lighting system improvements. No match is required. If awarded grant funds, acceptance of the award and amendment to Herbackâ€™s contract to award Bid Alternate C will be brought back to City Council.

Requested Action / Suggested Motions: Pass a Motion authorizing staff to submit a grant application to Tahoe Fund for $427,020, including interpretive signage and lighting improvements, for the Tahoe Valley Stormwater and Greenbelt Improvement Project, Phase 2.

Responsible Staff Member: Brianna Greenlaw, Senior Civil Engineer

Reviewed and Approved By: Mohammad Qureshi, Director of Public Works Susan Blankenship, City Clerk Olga Tikhomirova, Director of Finance Heather Stroud, City Attorney

Attachments:

01-Staff Report-Tahoe Fund Application.docx

City of South Lake Tahoe
Report to City Council

Meeting Date: January 27, 2026

Title: Tahoe Fund Grant Application for interpretive signage, light poles, and luminaires as part of the Tahoe Valley Stormwater and Greenbelt Improvement Project, Phase 2

Location: Tahoe Valley "Greenbelt" area located behind The Crossing at the South Y

Responsible Staff Member: Brianna Greenlaw, Senior Civil Engineer

Background: The Tahoe Valley Stormwater and Greenbelt Improvement Project is a vital community and environmental improvement project. Based on feedback from the public received during the Area Plan process, subsequent design meetings, and public survey for the Greenbelt area, the project was developed to provide the benefits requested by the community and stakeholders, including drainage, water quality, public space, new naturalized play structures, and improved active transportation paths.

Due to the size and diversity of the overall project, the City split it into two phases to secure funding from a variety of eligible and applicable funding sources.

1. Phase 1 consisted of stormwater and water quality improvement work within the Bonanza neighborhood and downstream of James Avenue at 3rd Street to Tahoe Keys Blvd.
2. Phase 2 consists of the Central Greenbelt Area (behind the Crossings) spanning between Emerald Bay Road at B Street down to Highway 50 at 4th Street.

Phase 1 of the project is complete. Phase 2 construction began in 2025 and will be completed by the end of the 2026 construction season.

Issue and Discussion: On December 10, 2024, City Council awarded Phase 2 of the Tahoe Valley Stormwater and Greenbelt Improvement Project to Herback General Engineering (Herback) for $6,754,601.95 and approved a 10% construction continency ($675,460.20) as part of Resolution 2024-140. A summary of the alternates included in the bid and what they consisted of is included in **Table 1**. Bid Alternates A, D, and E (highlighted in green in **Table 1**) were awarded with Herback's contract (C-314-2024) but Bid Alternates B and C (highlighted in red in **Table 1**) were not due to funding limitations.

Table 1 – Bid Alternates

	Herback General Engineering Bid Prices	***Status***
Bid Alternate A – Includes furnishing and installing pipe and associated appurtenances to replace the existing failing storm drain on APN 023-241-040.	$82,505	Awarded with contract C-314-2024
Bid Alternate B – Includes full depth pavement rehab of Barton Ave. in project limits.	$200,100	Not awarded with contract C-314-2024, not needed
Bid Alternate C – Includes furnishing and installing poles and luminaire system.	$408,000	Not awarded with contract C-314-2024, **funding needed**
Bid Alternate D – Includes furnishing and installing various greenbelt site furnishings.	$78,031	Awarded with contract C-314-2024
Bid Alternate E – Includes furnishing and installing playground structures.	$95,225	Awarded with contract C-314-2024

Staff did not believe that Bid Alternate B was critical to the project's success but indicated that funding for Bid Alternate C (furnishing and installing poles and luminaire system) was essential to provide safety for trail users. Staff strategically created Bid Alternate C to only include the above ground lighting features (poles and luminaires), with the underground infrastructure to be completed as part of the awarded contract so disturbance to the newly installed multi-use paths would not occur.

A separate Capital Improvements Project (CIP) was made for the Tahoe Valley Phase 2 Lighting in order to request funding. While staff has been planning to request the anticipated budget shortfall for the lighting during mid-year budget FY25/26, an opportunity to apply for Tahoe Fund grant funds recently became available. The Tahoe Fund is a private charitable organization that offers a funding stream to support environmental improvement projects throughout the Basin. They are currently accepting grant proposals in the focus areas of "The Forest – Reducing the risk of catastrophic wildfire", "The Lake – Improving Lake health", and "The Experience – Making it easier to get around, enjoy and take care of Lake Tahoe". The City plans to request $427,020 to fund the interpretive signage and unfunded lighting system improvements. No match is required but they expect projects to leverage funding from other sources, which the Tahoe Valley Stormwater and Greenbelt Improvement Project has done.

Financial Implications: The grant request is for the cost of the playground sign ($14,800), Greenbelt interpretive signage ($4,220), and Bid Alternate C to install light poles and luminaires ($408,000). The playground sign and Greenbelt interpretive signage were previously allocated funds as part of the bid award to Herback. If awarded, already allocated general funds in those amounts could be reallocated elsewhere. The Bid Alternate C for the lighting system was not awarded with the Herback Contract as it is currently unfunded. Herback has indicated that they will honor the prices included in the 2024 bid. Staff recommend amending Herback's contract to include Bid Alternate C (lighting improvements) should grant funds be awarded. Due to long material procurement times, award for Bid Alternate C must be made no later than April to allow for successful installation in the 2026 construction season.

If we are awarded grant funds, then acceptance of the award and amendment to Herback's contract to award Bid Alternate C will be brought back to City Council.

Environmental Considerations: The Planning Commission adopted the CEQA, Mitigated Negative Declaration on May 9, 2019, SCH# 20190292152. Addendum No. 1 adding the basin and associated improvements at the corner of 4th Street and Barton Avenue was adopted by the Planning Commission on February 20, 2025.

Policy Implications: Installing interpretive signage and finishing the lighting system along the proposed trails in the Greenbelt advances the City Council Strategic Priority, ***Recreation and Equitable Access for All***, by facilitating safety and educational components along the trail. The new trails prioritize the connection of bicycle and walking trails, from neighborhoods near the Greenbelt to the South Y commercial area and beyond.

The project improvements also assist with advancing the City Council Strategic Priority, ***Protect the Natural Environment***, by meeting the sediment and nutrient reductions mandated by the Lake Tahoe Total Maximum Daily Load (TMDL) program. Fulfilling mandated TMDL reduction goals will assist with maximizing residential housing allocations under TRPA Code section 50.5.2.E.2 (Distribution and Administration of Residential Allocations – TMDL Implementation).

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #: 5

Agenda Item: Agreement with Sunwest Janitorial for Janitorial Services in the New Multigenerational Recreation & Aquatics Center

Executive Summary: Staff issued a Request for Proposals through Planetbids. Building Services of CA & Nevada, LLC. dba: Sunwest, was the sole applicant and provided an acceptable proposal. Sunwest is specially trained, experienced, and competent to perform the special services which will be required by this Agreement and possesses the skill, experience, ability, background, certification, and knowledge to provide the services. Services will commence upon the issuance of the Temporary Certificate of Occupancy (TCO) and continue for two years, with the ability to extend up to two (2) additional years. The anticipated TCO is February 16th, 2026. This contract will commence on the date the agreement is approved and awarded by City Council with costs not to exceed $308,544.00 over the initial two-year term.

Requested Action / Suggested Motions: Pass a Motion authorizing and directing the Mayor to execute the Professional Service Agreement with Building Services of CA & Nevada, LLC. dba: Sunwest Janitorial Contract to provide janitorial services for the New Multigenerational Recreation & Aquatics Center in an amount not to exceed $308,544.00 for the initial two-year term.

Responsible Staff Member: John Stark, Director of Parks and Recreation

Reviewed and Approved By: Susan Blankenship, City Clerk Olga Tikhomirova, Director of Finance Heather Stroud, City Attorney

Attachments:

01-Staff Report - Janitorial Contract 01.27.26.docx
02-SUNWEST PSA Recreation and Aquatics Center.docx

City of South Lake Tahoe
Report to **City Council**

Meeting Date: January 27, 2026

Title: Award Janitorial Contract for New Recreation & Aquatics Center

Location: Citywide

Responsible Staff Member: John Stark, Director of Parks & Recreation

Background: On August 26, 2025, City Council approved the annual budget for fiscal year 2025/26. Account 100-04220-42025 for contract services has allocated sufficient funding to support this PSA as outlined in exhibit B, Schedule of Charges and Timeline.

Staff followed the formal RFP process through Planetbids. Building Services of CA & Nevada, LLC. dba: Sunwest, was the sole applicant and provided a responsive and responsible proposal. Sunwest is specially trained, experienced, and competent to perform the special services which will be required by this Agreement and possesses the skill, experience, ability, background, certification, and knowledge to provide the services agreed upon in the PSA.

The services by consultant are to commence upon the execution of the Agreement at the issuing of the Temporary Certificate of Occupancy (TCO) and continue from this date for two years, with the ability to extend up to two (2) additional years, at the sole discretion of the City. The anticipated TOC is February 16th, 2026. This contract will commence on the date the agreement is approved and awarded by City Council with costs not to exceed $308,544.00 over the two-year contract period without additional written authorization from City.

Issue and Discussion: Building Services of CA & Nevada, LLC. dba: Sunwest agreed to provide janitorial services for the New Recreation & Aquatics Center as outlined in the PSA with specific duties outlined in Exhibit A, Scope of Service and Exhibit D, Janitorial Services Agreement Cleaning Schedule.

Financial Implications: The total cost of the agreement is not to exceed $308,544.00, as outlined in the attached Professional Service Agreement. The project will be funded from Account 100-04220-42025 as outlined in exhibit B, Schedule of Charges and Timeline.

Environmental Considerations: This is not a “project” subject to review under the California Environmental Quality Act (CEQA) Guidelines section 15378(b)(2) (continuing administrative or maintenance activities, such as purchases for supplies)

Policy Implications: This action is consistent with the 2025-2030 Strategic Plan Strategic Priority 7.1 complete the new Recreation and Swim Complex and maintain the current complex in the meantime and 7.7 Continue to improve access for people of all abilities to all public spaces.

CITY OF SOUTH LAKE TAHOE

CITY OF SOUTH LAKE TAHOE
PROFESSIONAL SERVICES AGREEMENT

This Agreement is made and entered into as of the **16th** day of **February 2026** by and between the City of South Lake Tahoe, a municipal corporation ("City") and **Building Services of CA & Nevada, LLC. dba: Sunwest** ("Consultant").

RECITALS

A. Consultant is specially trained, experienced, and competent to perform the special services which will be required by this Agreement.

B. Consultant possesses the skill, experience, ability, background, certification, and knowledge to provide the services described in this Agreement on the terms and conditions described herein.

C. City desires to retain Consultant to render professional services as set forth in this Agreement.

AGREEMENT

1. Scope of Services. Consultant shall perform the services set forth in this agreement and shall provide said services at the time, place, and in the manner specified in this agreement. Consultant shall have no power or authority by this Agreement to bind City in any respect.

The Consultant agrees that it has satisfied itself by its own investigation and research regarding the conditions affecting the work to be done and labor and materials needed, and that its decision to execute this Contract is based on such independent investigation and research.

All services provided by consultant pursuant to this Agreement will be provided in accordance with the terms set forth in the **Exhibit A, "Scope of Services,"** attached hereto and incorporated herein by reference. **Exhibit B, "Compensation Schedule,"** attached hereto and incorporated herein by reference, outlines the fees and compensation which shall be paid pursuant to this Agreement.

2. Term/Time of Performance. The services by consultant are to commence upon the execution of the Agreement at the issuing of the Temporary Certificate of Occupancy (TCO) and continue from this date for two years, **with the ability to extend up to two (2) additional years, at the sole discretion of the City. The anticipated TOC is February 16th, 2026. This contract will commence on the date the agreement is approved and awarded by City Council. Cost of Years 3 to 4 will be escalated by CPI each year, including optional hourly rates.**

3. Compensation. Compensation to be paid to Consultant shall be in accordance with the Schedule set forth in **Exhibit B** which is attached hereto and incorporated herein by reference. In no event shall Consultant's compensation, including travel and out-of-pocket expenses, exceed **$ 308,544.00** without additional written authorization from City. Payment by City under this Agreement shall not be deemed a waiver of defects, even if such defects were known to City at the

time of payment. Payment is contingent upon compliance with all terms and conditions of this Agreement, as set forth herein. Consultant shall obtain prior

written authorization from the City Project Manager for any costs in excess of budgeted amounts for each line item, task, or obligation under the Scope of Services.

4. Method of Payment. Consultant shall submit monthly billings to City describing the work performed during the preceding month. Consultant's bills shall include a brief description of the services performed, the date the services were performed, the number of hours spent and by whom, the applicable hourly rate, and a description of any reimbursable expenditures. City shall pay Consultant no later than 30 days after approval of the monthly invoice by City staff.

5. Extra Work. At any time during the term of this Agreement, City may request that Consultant perform extra work. As used herein, "Extra Work" means any work which is determined by City to be necessary for the proper completion of the Project, but which the parties did not reasonably anticipate would be necessary at the execution of this Agreement. Consultant shall not perform, nor be compensated for, extra work without prior written authorization from City. Additional services to be billed at $35/hour.

6. Termination. This Agreement may be terminated by City or Consultant immediately for cause or without cause upon thirty days (30) days written notice of termination. Upon termination, Consultant shall be entitled to compensation for services performed up to the effective date of termination, and City shall be entitled to all work performed to that date. Termination, revocation, or expiration of this Agreement shall not release either party from liability resulting from an event which occurred prior to such termination, revocation, or expiration.

7. Ownership of Documents. All plans, studies, documents, and other writings, including working notes and internal documents, prepared by and for Consultant, its officers, employees and agents and subcontractors in the course of implementing this Agreement, shall become the property of City upon payment to Consultant for such work, and City shall have the sole right to use such materials in its discretion without further compensation to Consultant or to any other party. Consultant shall, at Consultant's expense, provide such reports, plans, studies, documents, and other writings to City upon written request. All documents prepared by Consultant are confidential and shall be maintained to preserve their confidential nature. Release of any such documents to third parties shall only be made upon written consent of City.

8. Consultant's Books and Records.

a. Consultant shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services, or expenditures and disbursements charged to City for a minimum period of three (3) years, or for any longer period required by law, from the date of final payment to Consultant for services provided pursuant to this Agreement.

b. Consultant shall maintain all documents and records which demonstrate

performance under this Agreement for a minimum period of three (3) years, or for any longer period required by law, from records shall be available at Consultant's address indicated for the date of termination or completion of this Agreement.

c. Any records or documents required to be maintained pursuant to this Agreement shall be made available for inspection or audit, at any time during regular business hours, upon written request by the City Manager, City Attorney, City Auditor, or a designated representative of these officers. Copies of such documents shall be provided to City for inspection at City offices when it is practical to do so. Otherwise, unless an alternative is mutually agreed upon, the receipt of notices in this Agreement.

d. Where City has reason to believe that such records or documents may be lost or discarded due to dissolution, disbandment or termination of Consultant's business, City may, by written request by any of the above-named officers, require that custody of the records be given to City and that the records and documents be maintained at City offices. Access to such records and documents shall be granted to any party authorized by Consultant, Consultant's representatives, or Consultant's successor-in-interest.

9. Independent Contractor. It is understood that Consultant, in the performance of the work and services agreed to be performed, shall act as and be an independent contractor and shall not act as an agent or employee of City. Consultant shall obtain no rights to retirement benefits or other benefits which accrue to City's employees, and Consultant hereby expressly waives any claim it may have to any such rights. All employees, agents, contractors, or subcontractors hired or retained by Consultant are employees, agents, contractors, or subcontractors of Consultant and not of the City. City is not required to make any deductions or withholdings form the compensation payable to Consultant under the provisions of this Contract and is not required to issue W-2 Forms for income and employment tax purposes for any of Consultant's assigned personnel. Any third-party persons employed by Consultant shall be entirely and exclusively under the direction, supervision, and control of Consultant. Consultant hereby indemnifies and holds City harmless from any and all claims that may be made against City based upon any contention by any third party that an employer-employee relationship exists by reason of this Contract.

10. Interest of Consultant. Consultant, (and principals, associates, and professional employees of consultant) covenants and represents that it does not now have any investment or interest in real property and shall not acquire any interest, direct or indirect, in the area covered by this Agreement or any other source of income, interest in real property or investment which would be affected in any manner or degree by the performance of Consultant's services hereunder. Consultant further covenants and represents that in the performance of its duties hereunder no person having any such interest shall perform any services under this Agreement.

Consultant is not a designated employee within the meaning of the Political Reform Act because Consultant:

a. Will conduct research and arrive at conclusions with respect to his/her rendition of information, advice, recommendation, or counsel independent of the control and direction of City or of any City official, other than normal agreement monitoring; and,

b. Possesses no authority with respect to any city decision beyond rendition of information, advice, recommendation, or counsel. [FPPC Reg. 18700(a) (2)].

11. Professional Ability of Consultant. City has relied upon the professional training and ability of Consultant to perform the services hereunder as a material inducement to enter into this Agreement. Consultant shall therefore provide properly skilled professional and technical personnel to perform all services under this Agreement. All work performed by Consultant under this Agreement shall be in accordance with applicable legal requirements and shall meet the standard of quality ordinarily to be expected of competent professionals in Consultant's field of expertise.

12. Compliance with Laws. Consultant shall comply with all applicable federal, state, regional and local laws, codes, ordinances, and regulations in carrying out his/her duties under this Agreement. Consultant shall observe and comply with all applicable laws, ordinances, regulations, and codes of federal, state, and local governments, and shall commit no trespass on any public or private property in performing any of the work authorized by this Agreement. The City, its officials, officers, elected officials, appointed officials, and employees shall not be liable at law or in equity as a result of any failure of Consultant to comply with this section. In the event it is determined that the Consultant is required to pay prevailing wages for the work performed under this Agreement, the Consultant shall pay all penalties and wages as required by law.

13. Licenses. Consultant represents and warrants to City that it has all licenses, permits, qualifications, insurance, and approvals of whatsoever nature which are legally required of Consultant to practice its profession. Consultant represents and warrants to City that Consultant shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement, any licenses, permits, insurance and approvals which are legally required of Consultant to practice its profession. Consultant shall maintain a City of South Lake Tahoe business license at all times services is performed under this Agreement. Consultant acknowledges that payments made pursuant to this Agreement may be withheld until this provision has been satisfied.

14. Indemnity. Consultant hereby agrees to and shall indemnify and hold harmless City, its elected and appointed boards, officers, agents, employees, and volunteers from and against any liability for any and all claims, demands, actions, losses, damages and injuries, direct or indirect (including any and all costs and expenses in connection therein), arising out of this Agreement or caused in any way by Consultant's negligent performance of this Agreement or its breach of its obligations contained in this Agreement, except for any such claims arising out of the negligence or willful misconduct of the City. Consultant agrees to defend City from and against any and all losses, damages, claims costs and fees arising out Consultant's negligent acts, errors, omissions, regarding this Agreement, the Consultant's work under this Agreement, or the consultant's Scope of Work.

City does not, and shall not, waive any rights against Consultant which it may have by reason of the aforesaid hold harmless agreement, because of the acceptance by City, or the deposit with City by Consultant, of any of the insurance policies hereinafter set forth.

This hold harmless agreement by Consultant shall apply to all damages and claims for damages, or alleged to have been suffered, by reason of any of the aforesaid operation of Consultant or any subcontractor, regardless of whether such insurance policies shall have been determined to be applicable to any of such damages or claims for damages.

Consultant further waives any and all rights to any type of express or implied indemnity or right of contribution from the City for any liability, claims, demands, costs, charges, and expenses and causes of action of whatsoever arising out of or in any way connected with this Agreement, and consultant's work under this Agreement.

15. Insurance Requirements.

a. Consultant, at Consultant's own cost and expense, shall procure and maintain, for the duration of the contract, the following insurance policies.

i. Workers' Compensation Coverage. Consultant shall maintain Workers' Compensation Insurance and Employer's Liability Insurance for his/her employees in accordance with the laws of the State of California. In addition, Consultant shall require each subcontractor to similarly maintain Workers' Compensation Insurance and Employer's Liability Insurance in accordance with the laws of the State of California for all the subcontractor's employees. Any notice of cancellation of all

Workers' Compensation policies must be received by City at least thirty (30) days prior to such change. Consultant shall provide thirty (30) days written notice of nonrenewal of any Workers' Compensation policies. The insurer shall agree to waive all rights of subrogation against City, its officers, agents, employees, and volunteers for losses arising from work performed by Consultant for City.

ii. Commercial General Liability Coverage. Consultant shall maintain commercial general liability insurance no less broad than ISO form CG 00 01 in an amount not less than one million dollars ($1,000,000) per occurrence for bodily injury, personal injury, and property damage. Coverage must be made on the standard Occurrence form. Claims-Made forms are not acceptable without prior written consent of City. City of South Lake Tahoe must be endorsed as an additional insured for liability arising out of ongoing operation by on behalf of Consultant. If a commercial general liability insurance form or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the work to be performed under this Agreement or the general aggregate limit shall be at least twice the required occurrence limit.

iii. Automobile Liability Coverage. Consultant shall maintain automobile liability insurance covering bodily injury and property damage for all activities of the Consultant arising out of or in connection with the work to be performed under this Agreement, including coverage for owned, hired, and non- owned vehicles, in an amount of not less than one million dollars ($1,000,000) combined single limit for each occurrence.

iv. Professional Liability Coverage. Consultant shall maintain professional errors and

omissions liability insurance for protection against claims alleging negligent acts, errors or omissions which may arise from Consultant or by its employees, or subcontractors. The amount of this insurance shall not be less than one million dollars ($1,000,000) on a claims made annual aggregate basis, or a combined single-limit per occurrence basis.

b. Endorsements. Each general liability and automobile liability insurance policy shall be with insurers possessing an AM Best's rating of no less than A:VII and shall be endorsed with the following specific language:

i. City, its elected or appointed officers, officials, employees, agents, and volunteers are to be covered as additional insureds under Consultant's General Liability and Automobile Liability policies with respect to liability arising out of this Agreement and/or work performed by or on behalf of the Consultant, including materials, parts or equipment furnished in connection with such work or operations.

ii. This policy shall be considered primary insurance as respects City, its elected or appointed officers, officials, employees, agents, and volunteers. Any insurance maintained by City, including any self-insured retention City may have, shall be considered excess insurance only and shall not contribute with it.

iii. This insurance shall act for each insured and additional insured as though a separate policy had been written for each, except with respect to the limits of liability of the insuring Consultant.

iv. The insurer waives all rights of subrogation against City except for Consultant's Professional Liability and Employers' Liability policies, its elected or appointed officers, officials, employees, or agents.

v. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to City, its elected or appointed officers, officials, employees, agents, or volunteers.

vi. No policies of insurance carried by Consultant shall be suspended, voided, canceled, or changed in coverage or in limits except after thirty (30) days written notice to the City Attorney by Certified Mail.

c. Deductibles and Self-Insured Retentions. The Consultant shall be responsible for all deductibles in all of Consultant's insurance policies. The amount of deductibles for insurance coverage required herein shall be reasonable and approved by the City Attorney.

d. Certificates of Insurance. Consultant shall provide certificates of insurance with original endorsements to City as evidence of the insurance coverage required herein. Consultant shall not commence work under this contract until all insurance required under this section has been approved by City as to form, amount, and carrier, nor shall Consultant allow any subcontractor to commence work on any subcontract until all similar insurance required and reasonably consistent limits of the subcontractor has been so obtained and approved. Certificates of insurance shall contain no exclusions unless negotiated with the City Attorney and approved, in writing, by the City Attorney.

16. **Notices.** Any notice required to be given under this Agreement shall be in writing and either served personally or sent prepaid, first-class mail. Any such notice shall be addressed to the other party at the address set forth below. Notice shall be deemed communicated within 48 hours from the time of mailing if mailed as provided in this section.

If to City:	City of South Lake Tahoe 1901 Lisa Maloff Way South Lake Tahoe, CA 96150
Provide a copy to:	City Attorney's Office 1901 Lisa Maloff Way South Lake Tahoe, CA 96150
If to Consultant:	Attn: Alfonso Juarez, Owner 2560 Fieldcrest Dr. Carson City, NV 89701
Email:	sunwestca@sbcglobal.net

17. Assignment and Subcontracting. The parties recognize that a substantial inducement to City for entering into this Agreement is the professional reputation, experience, and competence of Consultant. Assignments of any or all rights, duties or obligations of the Consultant under this Agreement will be permitted only with the express consent of City. Consultant shall not subcontract any portion of the work to be performed under this Agreement without the written authorization of City. If City consents to such subcontract, Consultant shall be fully responsible to City for all acts or omissions of the subcontractor. Nothing in the Agreement shall create any contractual relationship between City and subcontractor nor shall it create any obligation on the part of City to pay or to see to the payment of any monies due to any such subcontractor other than as otherwise required by law.

18. Waiver. Waiver of a breach or default under this Agreement shall not constitute a continuing waiver of a subsequent breach of the same or any other provision under this Agreement.

19. Dispute Resolution. Any dispute concerning this Agreement will be first submitted to the City Manager or his designee for resolution. If no resolution is reached, such dispute shall be submitted to the City Council. The decision of the City Council shall be final and shall be appealable only to the El Dorado Superior Court pursuant to California Code of Civil Procedure §1094.5, and as provided by law.

20. Controlling Law Venue. This Agreement and all matters relating to it shall be governed by the laws of the State of California and any action brought relating to this Agreement shall be held exclusively in the Superior Courts in the County of El Dorado, South Lake Tahoe Division.

21. Prohibited Interests. Consultant maintains and warrants that it has not employed nor retained any Consultant or person, other than the independent contractors hired in accordance with Consultant's standard business practice, to solicit or secure this

Agreement. Further, Consultant warrants that it has not paid, nor has it agreed to pay any Consultant or person, other than a bona fide employee working solely for Consultant or an independent contractor hired as discussed above, any fee, commission, percentage, brokerage fee, gift, or other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, City shall have the right to rescind this Agreement without liability. For the term of this Agreement, no member, officer, or employee of City, during the term of his or her service with City, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

22. Equal Opportunity Employment. Consultant represents that it is an equal opportunity employer, and it shall not discriminate against any subcontractor, employee, or applicant for employment because of race, religion, color, national origin, disability, ancestry, sex, or age. Such non-discrimination shall include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff, or termination. Consultant shall also comply with all relevant provisions of City's Minority Business Enterprise program, Affirmative Action Plan, or other related programs or guidelines currently in effect or hereinafter enacted.

23. Drug-Free Workplace Certification. By signing this Agreement, Consultant hereby certifies under penalty of perjury under the laws of the State of California that the Consultant will comply with the requirements of the Drug- Free Workplace Act of 1990 (Government Code Section 8350, et seq.) and will provide a drug-free workplace by taking the following actions:

a. Publish a statement notifying employees that unlawful manufacture, distribution dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as

required by Government Code Section 8355 (a).

b. Establish a Drug-Free Awareness Program as required by Government Code Section 8355(b) to inform employees about all of the following:

i. The dangers of drug abuse in the workplace.
ii. The person's or organization's policy of maintaining a drug-free workplace.
iii. Any available counseling, rehabilitation, and employee assistance program; and
iv. Penalties that may be imposed upon employees for drug abuse violations.

c. Provide, as required by Government Code Section 8355(c), that every employee who performs grant activities under this Agreement:

i. Will receive a copy of the Consultant's drug-free policy statement; and
ii. Will agree to abide by the terms of the Consultant's statement as a condition of employment on this Agreement.

Failure to comply with these requirements may result in suspension of payments under this Agreement or termination of the Agreement, or both, and Consultant may be ineligible for award of any future City agreements if City determines that any of the following has occurred: the Consultant. (1) has made false certification, or (2) violates the certification by failing to carry out the requirements as noted above.

24. Anti-Lobbying Certification. Consultant shall submit to City the Anti-Lobbying Certification contained in **Exhibit C**. Further, Consultant shall require that the language of the certification in **Exhibit C** be included in all contracts or subcontracts entered into in connection with this Agreement and that all Consultants and contractors shall certify and disclose accordingly.

25. Debarment, Suspension, Ineligibility and Voluntary Exclusion. By signing this Agreement, Consultant assures that neither it nor its principals, is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency.

26. Americans with Disabilities Act. By signing this Agreement, Consultant assures the City that it complies with the American with Disabilities Act (ADA) of 1990, (42 U.S.C. 12101, et.seq.), which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to ADA.

27. Amendments. This Agreement may be modified or amended only by a written document executed by both Consultant and City and approved as to form by the City Attorney.

28. Severability. If any term or portion of this Agreement is held to be invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions of this Agreement shall continue in full force and effect.

29. Entire Agreement. This Agreement constitutes the complete and exclusive statement of Agreement between City and Consultant. All prior written and oral communications, including correspondence, drafts, memoranda, and representations, are superseded in total by this Agreement.

30. Execution. This Agreement may be executed in several counterparts, each of which shall constitute one and the same instrument and shall become binding upon the parties when at least one copy hereof shall have been signed by both parties hereto. In approving this Agreement, it shall not be necessary to produce or account for more than one such counterpart.

31. Time is of the essence. Time is of the essence for this Agreement.

32. Authority to Enter Agreement. Consultant has all requisite power and authority to conduct its business and to execute, deliver, and perform the Agreement. Each party warrants that the individuals who have signed this Agreement have the legal power, right, and authority to make this Agreement and to bind each respective party.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the date first written above.

CITY OF SOUTH LAKE TAHOE: CONSULTANT:

By: **By:**

Mayor Alfonso Juarez, Owner

Date Date

Business License #:

APPROVED AS TO FORM:

By:

City Attorney Date

ATTEST

By:

City Clerk Date

Attachments:

Exhibit A Scope of Services
Exhibit B Schedule of Charges and Timeline
Exhibit C Anti-Lobbying Certification
Exhibit D Janitorial Services Agreement Cleaning Schedule
Exhibit E Cleaning Area Location Map
Exhibit F Cleaning Equipment Inventory List
Exhibit G Displaced Janitor Opportunity Act
Exhibit H Payment and Performance Bonds
Exhibit I Certificate of Insurance

CITY OF SOUTH LAKE TAHOE CITY OF SOUTH LAKE TAHOE

EXHIBIT A

SCOPE OF SERVICES

EXHIBIT A SCOPE OF WORK

The owner will be supervising the initial cleaning with the staff to ensure they know exactly what needs to be done in each area. The owner was on the walk through and understood what the expectations were and the needs of the city. We have been in this industry for over 40 years, and we know we can provide excellent service to the city.

Upon award of this project, we will assign two to three employees on rotating schedules to clean the Recreations and Aquatics Center. Per the scope this work will be 7 days a week. The owner will periodically check work.

If an assigned employee is unavailable, we have more than enough employees to cover the schedule. If this happens to be the supervisor, Alfonso Juarez, the owner, will oversee the job.

The costs as provided in the project budget include Payroll, insurance, bonds. We will be ready to start immediately upon execution of contract. The Recreation and Aquatics Center will be cleaned to meet or exceed City requirements.

*This bid is for service only. All paper products and waste liners are to be supplied by the client.

ADDITIONAL WORK NOT INCLUDED IN COST:

Window Cleaning: We can provide exterior window cleaning on a ground floor only. This bid does not include this cost. Any exterior higher than single story will be contracted out and billed accordingly.

CITY OF SOUTH LAKE TAHOE

EXHIBIT B

SCHEDULE OF CHARGES AND TIMELINE

Recreation & Aquatics Facility Monthly Rate $12,856.00

Hourly Rate for Optional Services $35.00

Total **Two Year** Not to Exceed Cost for Recreation and Aquatics Center with Scope of Services Provided. Includes Daily, Weekly and Quarterly Cleaning costs: $308,544.00

Cost for Years 3 and 4 will be escalated by CPI each year, including optional hourly rates and therefore, no additional compensation will be allowed. The undersigned has carefully checked all the above figures and understands that the City Council and the City of South Lake Tahoe will not be responsible for any errors or omissions on the part of the undersigned in making this proposal.

Notes: Billing to be invoiced Monthly on the 1st of the month starting the 1st of March 2026.

The City reserves the right to amend the contract scope *of work at any time during the contract period. This includes increasing the* scope *of work, changing cleaning schedules,* or *conversely reducing the* scope *of work depending on conditions and/or recommendations from Federal, State* or *County Public Health officials.*

CITY OF SOUTH LAKE TAHOE CITY OF SOUTH LAKE TAHOE

EXHIBIT C

ANTI-LOBBYING CERTIFICATION

Consultant shall submit to City this certification prior to or at the time of the execution of this Agreement.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required certification shall be subject to a civil penalty not less than $10,000 and no more than $100,000 for such failure.

The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement; and

2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instruction.

Consultant:

By: Date:

_____ _____

Alfonso Juarez

CITY OF SOUTH LAKE TAHOE

EXHIBIT D

Janitorial Services Agreement Cleaning Schedule

Area to Clean	SUN	MON	TUES	WED	THURS	FRI	SAT
Lobby & Front Entrance	x	x	x	x	x	x	x
Admin Offices/Pool Offices, including break areas.	x	x	x	x	x	x	x
Gymnasium	x	x	x	x	x	x	x
Pool Party Room	x	x	x	x	x	x	x
Community Room	x	x	x	x	x	x	x
Fitness and Dance Studio	x	x	x	x	x	x	x
1 st and 2nd Floor Restrooms	x	x	x	x	x	x	x
Pool Locker Hallway, Locker Rooms, Family Changing Rooms	x	x	x	x	x	x	x
Hallways, Staircases, and Elevator	x	x	x	x	x	x	x
Event Room and Pre Function Room	x	x	x	x	x	x	x
Event Deck	x	x	x	x	x	x	x
Fitness Room	x	x	x	x	x	x	x
Track	x	x	x	x	x	x	x
Commercial Kitchen	x	x	x	x	x	x	x

Quarterly Facility Deep Clean

Quarterly deep cleans are designed to supplement daily and weekly cleaning addressing high detailed, less frequent tasks that maintain cleanliness, safety, and longevity of the facility.

Lobby & Front Entrance

Deep clean flooring, clean glass doors/frames, polish hardware, wipe walls/baseboards, high dust fixtures/vents.

Administration Offices/ Pool Offices

Shampoo carpet or scrub floors, wipe/disinfect walls, clean chairs/upholstery, dust all surfaces including blinds and HVAC vents

Break Areas

Sanitize tables/chairs, de-grease appliances, clean walls/cabinetry, deep clean flooring.

Conference Room

Deep clean tables/chairs, walls, AV equipment, and flooring.

Gymnasium

Dust/clean wall pads, hoops, scoreboards, scrub/refinish floor, clean bleachers, clean beneath bleachers high dust beams/vents.

Pool Party Room

Deep clean flooring, sanitize tables/chairs, clean walls, high dust fixtures.

Dance & Fitness Studio

Clean mirrors, scrub flooring, wipe barres and equipment, high dust fixtures/vents.

Event Space

Scrub flooring, clean walls, dust chandeliers/vents, sanitize warming kitchen.

First & Second Floor Bathrooms, Pool Locker Room, Family Changing Rooms

Descale fixtures, scrub tile/grout, clean partitions/doors, polish stainless steel, pressure wash showers, remove mildew, sanitize lockers/benches.

Hallways

Machine scrub/extract flooring, wipe walls/baseboards, high dust fixtures.

Staircases

Clean stair treads/railings, scrub landings, high dust fixtures/corners.

Elevator

Polish walls/doors/floor, clean buttons/panels, wipe tracks, high dust shaft lighting.

Indoor Track

Sweep/scrub track, clean railings/glass, high dust lighting/beams, wipe walls/scuffs.

Facility-Wide

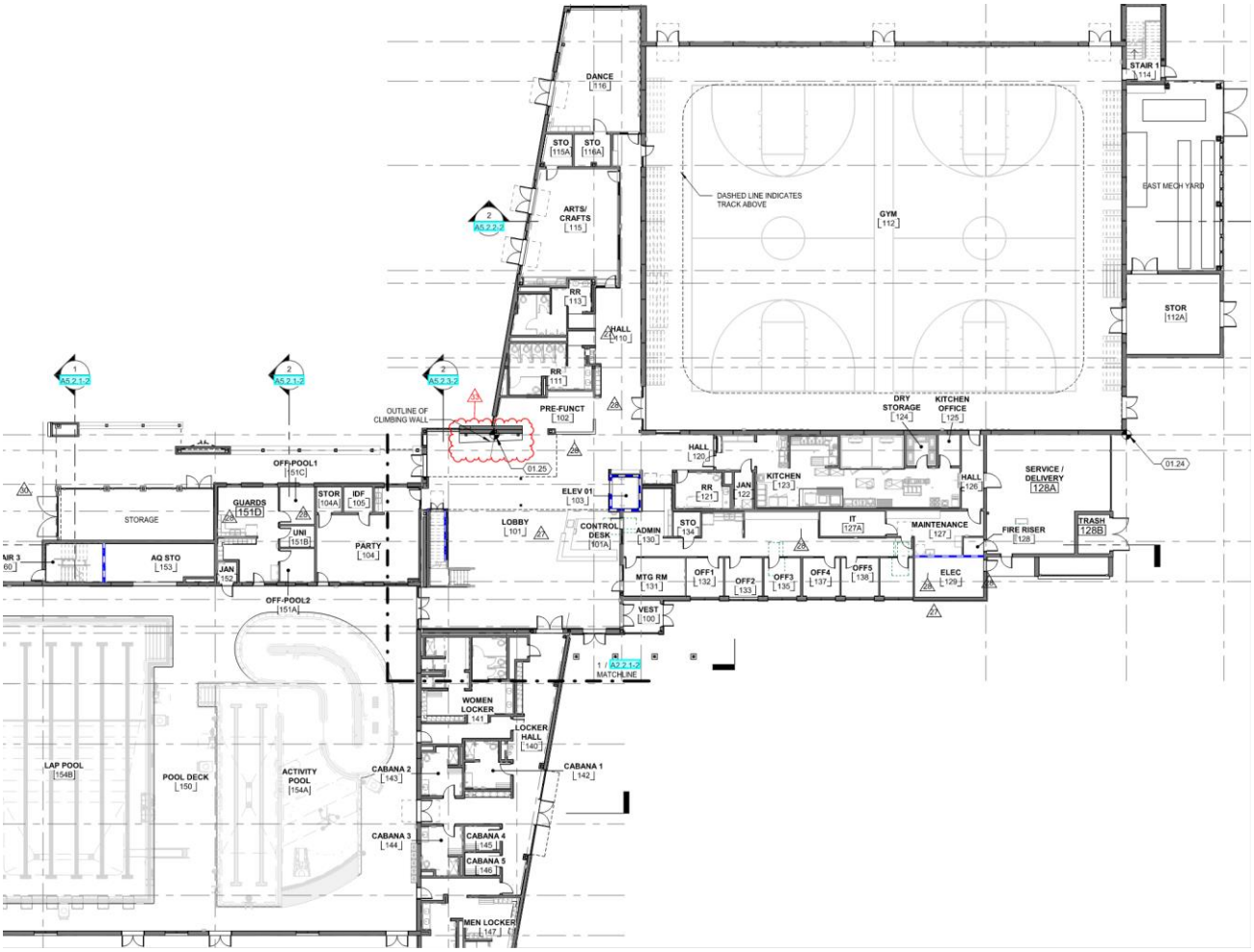
Clean HVAC vents/returns, wash windows, deep clean walls/doors/baseboards, log maintenance issues.

EXHIBIT E

South Lake Tahoe Recreation and Aquatics Center
1100 Rufus Allen Blvd
South Lake Tahoe, CA 96150

First Floor

Dance and Fitness studio = Dance (116)
Arts and Crafts = Community Room (115)
Party = Pool Party Room (104)
Guards = Life Guard Offices (151 A-D)
MTG RM = Conference Room (131)
OFF = Administration (130, 132-139)



Second Floor

MP Event = Lakeside Room (206)
Fitness= Fitness Center (212)
Warming = Warming Kitchen (205)

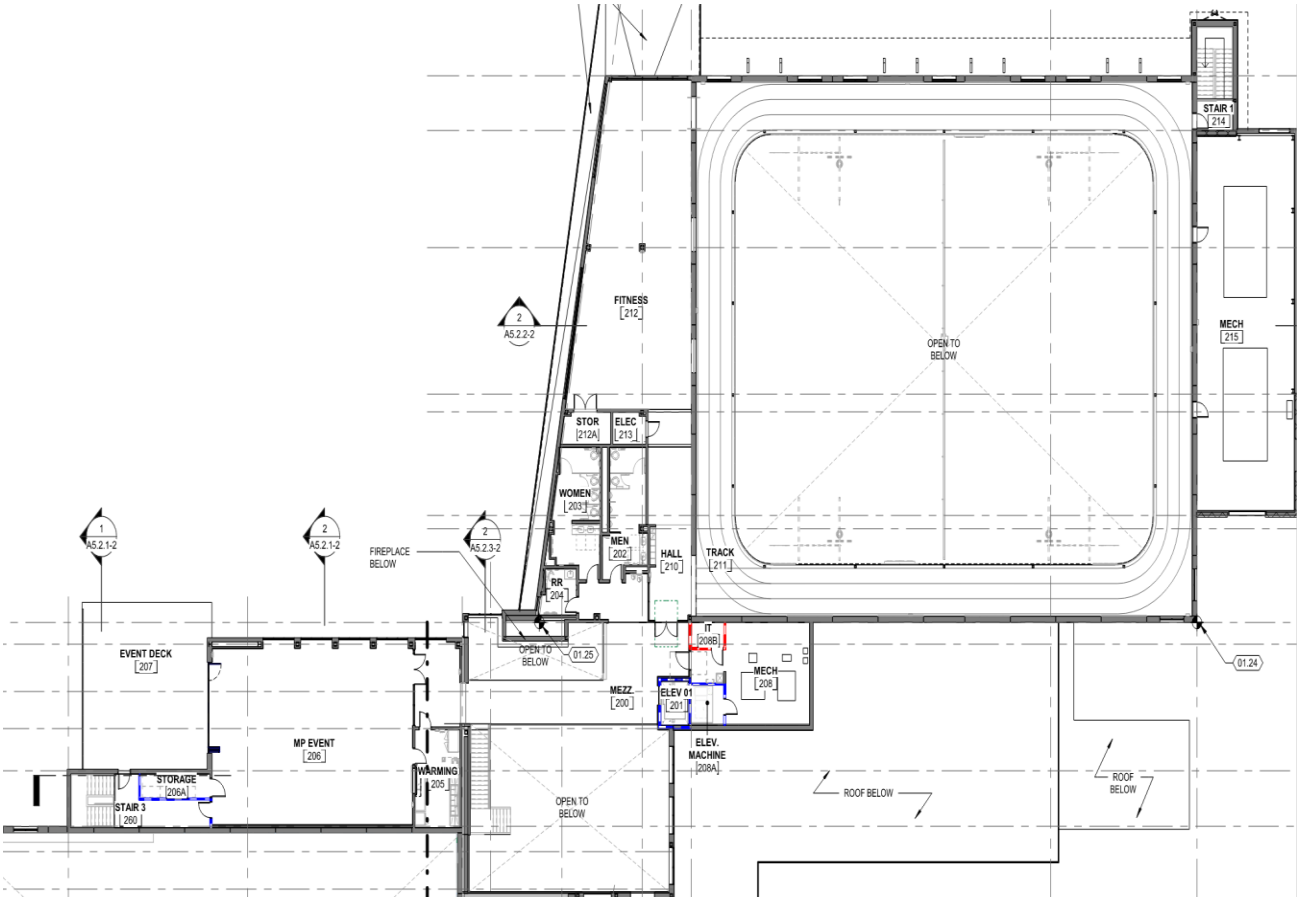


EXHIBIT F

Janitorial Equipment List Supplied by City of South Lake Tahoe

Quantity	Item	Condition
2	Mops & Mop Buckets	Good
2	Small Brooms and Dust Pans	Good
2	Commercial Upright Vacuum Clean	Good
1	Backpack Vacuum	New
1	Kivac 1750	New
2	Push Dust Broom	Good
1	Auto scrubber	New

EXHIBIT G

DISPLACED JANITOR OPPORTUNITY ACT

California Labor Code

Division 2 Employment Regulation and Supervision Part 3 Privileges and Immunities

Chapter 4.5 Displaced Janitor Opportunity Act

Sections 1060-1065

1060. The following definitions shall apply throughout this chapter:

(a) "Awarding authority" means any person that awards or otherwise enters into contracts for janitorial or building maintenance services performed within the State of California, including any subcontracts for janitorial or building maintenance services.

(b) "Contractor" means any person that employs 25 or more individuals and that enters into a service contract with the awarding authority.

(c) "Employee" means any person employed as a service employee of a contractor or subcontractor who works at least 15 hours per week and whose primary place of employment is in the State of California under a contract to provide janitorial or building maintenance services. "Employee" does not include a person who is a managerial, supervisory, or confidential employee, including those employees who would be so defined under the federal Fair Labor Standards Act.

(d) "Person" means any individual, proprietorship, partnership, joint venture, corporation, limited liability company, trust, association, or other entity that may employ individuals or enter into contracts.

(e) "Service contract" means any contract that has the principal purpose of providing services through the use of service employees.

(f) "Subcontractor" means any person who is not an employee who enters into a contract with a contractor to assist the contractor in performing a service contract.

(g)"Successor service contract" means a service contract for the performance of essentially the same services as were previously performed pursuant to a different service contract at the same facility that termination of a predecessor service contract shall be considered a "successor service contract" if its execution was delayed for the purpose of avoiding application of this chapter.

1061. (a) (1) If an awarding authority notifies a contractor that the service contract between the awarding authority and the contractor has been terminated or will be terminated, the awarding authority shall indicate in that notification whether a successor service contract has been or will be awarded in its place and, if so, shall identify the name and address of the successor contractor. The terminated contractor shall, within three working days after receiving that notification, provide to the successor contractor identified by the awarding authority, the name, date of hire, and job

classification of each employee employed at the site or sites covered by the terminated service contract at the time of the contract termination.

(2) If the terminated contractor has not learned the identity of the successor contractor, if any, the terminated contractor shall provide that information to the awarding authority, which shall be responsible for providing that information to the successor contractor as soon as that contractor has been selected.

(3) The requirements of this section shall be equally applicable to all subcontractors of a terminated contractor.

(b) (1) A successor contractor or successor subcontractor shall retain, for a 60-day transition employment period, employees who have been employed by the terminated contractor or its subcontractors, if any, for the preceding four months or longer at the site or sites covered by the successor service contract unless the successor contractor or successor subcontractor has reasonable and substantiated cause not to hire a particular employee based on that employee's performance or conduct while working under the terminated contract. This requirement shall be stated by awarding authorities in all initial bid packages that are governed by this chapter.

(2) The successor contractor or successor subcontractor shall make a written offer of employment to each employee, as required by this section, in the employee's primary language or another language in which the employee is literate. That offer shall state the time within which the employee must accept that offer, but in no case may that time be less than 10 days. Nothing in this section requires the successor contractor or successor subcontractor to pay the same wages or offer the same benefits as were provided by the prior contractor or prior subcontractor.

(3) If at any time the successor contractor or successor subcontractor determines that fewer employees are needed to perform services under the successor service contract or successor subcontract than were required by the terminated contractor under the terminated contract or terminated subcontract, the successor contractor or successor subcontractor shall retain employees by seniority within the job classification.

(c) The successor contractor or successor subcontractor, upon commencing service under the successor service contract, shall provide a list of its employees and a list of employees of its subcontractors providing services at the site or sites covered under that contract to the awarding authority. These lists shall indicate which of these employees were employed at the site or sites by the terminated contractor or terminated subcontractor. The successor contractor or successor subcontractor shall also provide a list of any of the terminated contractor's employees who were not retained either by the successor contractor or successor subcontractor, stating the reason these employees were not retained.

(d) During the 60-day transition employment period, the successor contractor or successor subcontractor shall maintain a preferential hiring list of eligible covered employees not retained by the successor contractor or successor subcontractor from which the successor contractor or

successor subcontractor shall hire additional employees until such time as all of the terminated contractor's or terminated subcontractor's employees have been offered employment with the successor contractor or successor subcontractor.

(e) During the initial 60-day transition employment period, the successor contractor or successor subcontractor shall not discharge without cause an employee retained pursuant to this chapter. Cause shall be based only on the performance or conduct of the particular employee.

(f) At the end of the 60-day transition employment period, a successor contractor or successor subcontractor shall provide a written performance evaluation to each employee retained pursuant to this chapter. If the employee's performance during that 60-day period is satisfactory, the successor contractor or successor subcontractor shall offer the employee continued employment. Any employment after the 60-day transition employment period shall be at-will employment under which the employee may be terminated without cause.

1062. (a) An employee, who was not offered employment or who has been discharged in violation of this chapter by a successor contractor or successor subcontractor, or an agent of the employee may bring an action against a successor contractor or successor subcontractor in any superior court of the State of California having jurisdiction over the successor contractor or successor subcontractor. Upon finding a violation of this chapter, the court shall award backpay, including the value of benefits, for each day during which the violation has occurred and continues to occur. The amount of backpay shall be calculated as the greater of either of the following:

(1) The average regular rate of pay received by the employee during the last three years of the employee's employment in the same occupation classification multiplied by the average hours worked during the last three years of the employee's employment.

(2) The final regular rate of pay received by the employee at the time of termination of the predecessor contract multiplied by the number of hours usually worked by the employee.

(b) The court may order a preliminary or permanent injunction to stop the continued violation of this chapter.

(c) If the employee is the prevailing party in the legal action, the court shall award the employee reasonable attorney's fees and costs as part of the costs recoverable.

(d) In the absence of a claim by an employee that he or she was terminated in violation of this chapter, an employee may not maintain a cause of action under this chapter solely for the failure of an employer to provide a written performance evaluation.

1063. (a) This chapter only applies to contracts entered into on or after January 1, 2002.

(b) Except for the obligations specified in subdivisions (a) and (b) of Section 1061, nothing in this chapter changes or increases the relationship or duties of a property owner or an awarding authority, or their agents, with respect to contractors, subcontractors, or their employees.

(c) Nothing in this chapter limits the right of a property owner or an awarding authority to terminate a service contract or to replace a contractor with another contractor or with the property owner's or awarding authority's own employees.

1064. Nothing in this chapter shall prohibit a local government agency from enacting ordinances relating to displaced janitors that impose greater standards than, or establish additional enforcement provisions to, those prescribed by this chapter.

1065. If any provision or provisions of this chapter or any application thereof is held invalid, that invalidity shall not affect any other provisions or applications of this chapter that can be given effect notwithstanding that invalidity.

EXHIBIT H

JANITORIAL SERVICES BOND REQUIREMENTS

THE CONTRACTOR'S ATTENTION IS DIRECTED TO THE BONDING REQUIREMENTS BELOW. IT IS HIGHLY RECOMMENDED THAT THE CONTRACTOR CONFER WITH THEIR RESPECTIVE INSURANCE AGENT OR BROKER TO DETERMINE, IN ADVANCE OF BID SUBMISSION, THE AVAILABILITY OF THE BONDS AS PRESCRIBED AND PROVIDED FOR HEREIN. IF AN APPARENT LOW CONTRACTOR FAILS TO COMPLY STRICTLY WITH THE BONDING REQUIREMENTS, THAT CONTRACTOR MAY BE DISQUALIFIED FROM AWARD OF THE CONTRACT.

A. JANITORIAL FIDELITY BOND: Before execution of any Contract entered into by the City, the Contractor shall file with the City, a Janitorial Fidelity Bond. The Contractor shall obtain Fidelity Bonding for all employees performing work under this contract against theft of personal property. Include a copy of bond endorsement affecting such coverage or provide a letter from surety stating that your firm is bondable for the limit required (minimum of $5,000 per occurrence) if awarded the contract. Said bond must be furnished to the City within ten (10) days after notification of award. Such bond shall either name the City as the insured oblige or include an endorsement naming the City as an additional oblige and providing for customary property coverage in favor of the City. If the Contractor does business as an individual, such Blanket Fidelity Bond shall cover himself or herself also as an individual as a protection to the City.

B. UNSATISFACTORY SURETIES: Should any Surety at any time be deemed unsatisfactory by the City notice will be given the Contractor to that effect. No further payments shall be deemed due or will be made under the Contract until a new Surety shall qualify and be accepted by the City.

C. EFFECT OF CHANGES IN THE WORK/EXTENSIONS OF TIME ON THE SURETY: Changes in the work, or extensions of time, made pursuant to the Contract, shall in no way release the Contractor or the Surety from their obligations under the bond. Notice of such changes or extensions shall be waived by the Surety.

D. INSUFFICIENCY OF THE BONDS: Should any bond(s) required under this section become insufficient, the Contractor shall renew the bond(s) within ten (10) calendar days after receiving notice from the City of the bond's insufficiency.

E. PROCUREMENT OF BONDS:

1. All bonds required under this section, shall be procured from a California licensed and admitted surety company, listed by the Fiscal Service of The United

States Department of the Treasury under the Notice for "Companies Holding Certificates of Authority as Acceptable Sureties on Federal Bonds and as Acceptable Reinsuring Companies", current on the date of the notice of award.

2. All bonds required pursuant to this section shall be secured from a surety company satisfactory to the City.

F. **ATTORNEY-IN-FACT**: The Attorney-in-Fact (Resident Agent) who executes the bonds on behalf of the Surety Company shall attach a notarized copy of their power-of-attorney as evidence of their authority to bond the Surety Company on the date of execution of the bonds.

G. **HOW BONDS ARE TO BE PAYABLE:** All bonds shall be made payable to the City of South Lake Tahoe.

H. **SIGNATURES REQUIRED ON BONDS**:

1. Each bond required under this section shall incorporate, by reference, the Contract and be signed by both the bidder and the Surety.

2. The signature of the authorized agent of the Surety and the Contractor shall be notarized.

I. COST OF BOND ACQUISITION:

1. The bidder shall be responsible for the cost of all bond premiums, costs, and incidentals necessary to secure the bonds.

2. The costs to secure all bonds required under this section shall be included in the Contractor's bid.

EXHIBIT I

COPY OF INSURANCE

ACORD@ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
07/07/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER		
Leavitt United Insurance Services, Inc. 1662 US Highway 395 N. ste 101 Lic # 1028838 Minden NV 89423	CO TA Liz Escarsega NAME:	
	PHONE (775) 782-5489 AIC No Ext •	(775) 782-3630 NC No :
	E L liz-escarsega@leavitt.com ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURERA: Insurance Company of the West	27847
INSURED Building Services of California and Nevada, LLC DBA: Sunwest PO Box 9027 4100 Lake Tahoe Blvd South Lake Tahoe CA 96150	INSURER B :	
	INSURER C .	
	INSURER D .	
	INSURER E :	
	INSURER F :	

COVERAGES CERTIFICATE NUMBER:25-26 WC only REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD

INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

I-TR	TYPE OF INSURANCE	INSD	POLICY NUMBER	MM/D	MM/DD	LIMITS
	COMMERCIAL GENERAL LIABILITY					EACH OCCURRENCE
	CLAIMS-MADE OCCUR PREMISES Ea occurrence					
						MED EXP (Any one person
						PERSONAL & ADV INJURY
	GEN'L AGGREGATE LIMIT APPLIES PER:					GENERAL AGGREGATE

POLICY
OTHER:
PRODUCTS - COMP/OP AGG

AUTOMOBILE LIABILITY
COMBINED SINGLE LIMI Ea accident

ANY AUTO
BODILY INJURY (Per person)

OWNED AUTOS ONLY
SCHEDULED AUTOS
HIRED AUTOS ONLY
NON-OWNED AUTOS ONLY
BODILY INJURY (Per accident)
ROPERTY DAMAGE Per accident

UMBRELLA LIAB
OCCUR
EXCESS LIAB
EACH OCCURRENCE
AGGREGATE

CLAIMS-MADE
DED
RETENTION $
WORKERS COMPENSATION PER STATUTE
AND EMPLOYERS' LIABILITY
ANY

OFFICER]MEMBER PROPRIETOR/PARTNER/EXECUTIVEEXCLUDED?WSA506133204
07/01/2025 07/01/2026 E.L. EACH ACCIDENT

(Mandatory in NH)
If yes, describe under
DESCRIPTION OF OPERATIONS below
E.L. DISEASE - EA EMPLOYEE

E.L. DISEASE - POLICY LIMIT

DESCRIPTION OF OPERATIONS 1 LOCATIONS 1 VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Evidence of Coverage

CERTIFICATE HOLDER	CANCELLATION
	SHOULD ANY OF THE ABOVE DESCRIBED POUCIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE w1TH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

01988-2015 ACORD CORPORATION. Al/ rights reserved.

ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #:6

Agenda Item: Rockwood to Blackwood Drainage Improvements Project - Ratification of Contract Change Orders No. 1-13 to FW Carson Co.

Executive Summary: The Upper Bijou Park Creek Watershed Restoration Project includes nine subprojects that will restore SEZ and floodplain areas, provide drainage solutions to support future active transportation improvements, and include distributed natural treatment systems to reduce sediment and nutrient loads in urban runoff that have the potential to impact Lake Tahoe. During the 2025 construction season, one of the subprojects, the Rockwood to Blackwood Drainage Improvements Project, was constructed. On November 5, 2024, the Rockwood to Blackwood Drainage Improvements Project contract was awarded to FW Carson Co. for $ 1,750,421.00 and a 10% construction contingency was approved (Resolution 2024-120). During the construction of the project, extra work and materials were required to address various site conditions that were not foreseen during the preparation of the plans and bid documents. Thirteen total Contract Change Orders (CCOs) were approved during construction, which includes a final balancing change order accounting for decreases to the bid item quantities. Of the authorized 10% contingency ($175,042.10), $120,958 was utilized for a total of 6.9% of the total contract.

Requested Action / Suggested Motions: Pass a Motion ratifying Change Orders No. 1-13, for an additional $120,958, to FW Carson Co.'s contract for the Rockwood to Blackwood Drainage Improvements Project, for a final not to exceed amount of $1,871,379. The change orders added labor and materials for unforeseen field conditions, adjusted estimated quantities, and extended the time of the contract.

Responsible Staff Member: Brianna Greenlaw, Senior Civil Engineer

Reviewed and Approved By: Mohammad Qureshi, Director of Public Works Susan Blankenship, City Clerk Olga Tikhomirova, Director of Finance Heather Stroud, City Attorney

Attachments:

01-Staff Report-CCO Ratification.docx
02-Project Location Map.pdf
03-CCO 1-13.pdf

City of South Lake Tahoe
Report to City Council

Meeting Date: January 27, 2026

Title: Rockwood to Blackwood Drainage Improvements Project – Ratification of Contract Change Orders No. 1-13 to FW Carson Co. ($120,958)

Location: Rockwood Drive, Blackwood Road, and Heavenly Valley Estates Mobile Home Park (Refer to Attachment 02 for Project Location Map.)

Responsible Staff Member: Brianna Greenlaw, Senior Civil Engineer

Background: The Upper Bijou Park Creek Watershed Restoration Project is a watershed-scale project seeking to address water quality and flooding issues in a phased approach to provide treatment for urban runoff from roadways, commercial and residential areas in an approximately 850-acre watershed that discharges to Lake Tahoe via the Ski Run Marina. The City is currently focused on the large upper watershed area subject to historic flooding, development impacts in stream environment zones (SEZ), and water quality issues. The upper watershed project includes plans to restore SEZ and floodplain areas, provide drainage solutions to support future active transportation improvements, and include distributed natural treatment systems to reduce sediment and nutrient loads in urban runoff that have the potential to impact Lake Tahoe. During the 2025 construction season, the Rockwood to Blackwood Drainage Improvements Project, a subproject developed as part of the Upper Bijou Park Creek Watershed Restoration Project, was constructed.

Issue and Discussion: On November 5, 2024, the Rockwood to Blackwood Drainage Improvements Project (Project) contract was awarded to FW Carson Co. for $ 1,750,421.00 (Base Bid $1,726,869.00 + Bid Alternate 1 $23,552.00) and a 10% Construction Contingency ($175,042.10) was approved (Resolution 2024-120).

During the construction of the project, extra work and materials were required to address various site conditions that were not foreseen during the preparation of the Project plans, specifications, and estimate (PS&E) bid documents. This included additional procurement of an electrical vault, additional tree removal, storm drain manhole additions, additional concrete slurry for backfill, and adjustments in quantities for bid items included in the bid based on field conditions. Some Project quantities were less than the amount estimated in the awarded contract to FW Carson Co. and some were more. To ensure the best overall construction of the Project, staff directed the Contractor to perform extra work through contract change orders (CCOs). Thirteen total CCOs were approved during Project construction, which includes a final balancing change order accounting for decreases to the bid item quantities. The bid quantities and change order execution were closely monitored during Project construction to ensure the authorized 10% contingency was not exceeded. **Table 1** includes a summary of the contract change orders.

Table 1 – Contract Change Orders (CCOs)

CCO No.	CCO Description	Reason for CCO	CCO Amount
1	Liberty Utilities 504 Vault – Material Procurement	Vault needed during the lowering conflicting electrical utilities (material purchase only)	$11,192
2	Liberty Utilities and Southwest Gas Quantity Adjustments	Error in quantities included in the bid. CCO rectified.	$65,896
3	Liberty Utilities 504 Vault Installation	Vault needed during the lowering conflicting electrical utilities (labor and equipment only)	$15,655
4	Water Laterals	Field conditions varied from quantities included in bid. CCO rectified.	$5,091
5	Sewer Lateral Conflict	Two unexpected sewer laterals found in mobile home park easement that conflicted with proposed storm drain. Field directives given resulted in final CCO to resolve.	$35,057
6	Tree Removal	Excavation for storm water vault too close to an existing tree that forester deemed removal was necessary.	$6,844
7	Manhole Addition	Two additional manholes were determined to be needed to fit field conditions.	$26,000
8	Additional Concrete Slurry	During construction, additional concrete slurry was needed to meet project specifications. CCO ratified quantity overage.	$11,010
9	Contract Time Extension	CCOs no. 2, 3, and 6 allowed for additional contract days. CCO added days to final completion date.	$0
10	Contract Time Extension	One week of additional contract time was given to align with granted Lahontan variance and TRPA grading season exception.	$0
11	Additional Paving	Final paving quantity differed from that included in bid. CCO rectified.	$37,500
12	Revegetation Type A and Type D	Revegetation areas needed differed from those included in bid. CCO rectified.	$7,566
13	Contract Balance Deleted Work	Quantities included in the bid for items no. 8, 10, 13, 20, 23, 39, 45, and 47 were estimated to be higher than needed. CCO rectified to remove from the contract.	-$100,853
			$120,958

Of the authorized 10% contingency ($175,042.10), $120,958 was utilized for a total of 6.9% of the total contract. The total paid to FW Carson Co. will be $1,871,379.

Financial Implications: On June 15, 2021, the City Council approved Resolution 2021-046, which authorized staff to apply for Lake Tahoe Restoration Reauthorization Act funding from the U.S. Forest Service, accepted the grant funds, and appropriated the $750,000 in grant revenue. On June 7, 2022, the City Council approved Resolution 2022-066, which authorized a grant amendment for the project to increase the funding from the US Forest Services by an additional

$1,000,000 with 12% ($120,000) of City Matching funds. The grant funding was divided between design ($538,184.09) and construction ($1,211,815.91).

Because the South Tahoe Public Utility District (District) owns and maintains sanitary sewer and potable water utility facilities within the project's limits that required relocation and/or modifications to accommodate the City's project's improvements, the District agreed to pay the City for the approved work outlined in a reimbursement agreement that was approved by the District's Board at their May 1, 2025 Board meeting and by City Council on August 12, 2025 (Resolution 2025-060). While the reimbursement agreement was for $59,728.75, it was an estimate with built-in contingency and final project construction resulted in a total of $14,862 to be reimbursed to the City.

Public Works requested the release of $189,374 of SEZ Mitigation Funds, $82,551 of Water Quality Mitigation Funds and $128,075 of Water Quality Interest Mitigation Funds for a total of $400,000 from TRPA. The TRPA Governing Board approved the mitigation fund release on August 28, 2024, and on September 10, 2024, City Council approved the allocation to the Upper Bijou Park Creek Watershed Restoration Project (Resolution 2024-095).

To maximize the utilization of available funding and to meet the timing requirements for American Rescue Plan Act (ARPA) funding obligation and spending, $482,655 in ARPA funding was allocated to the Upper Bijou Park Creek Watershed Restoration Project (Resolution 2024-064). The remaining $173,545 in ARPA funding the City Council previously allocated to the Dennis Machida Memorial Trail Project (Resolution 2022-004 and 2022-065) was transferred to the Upper Bijou Park Creek Watershed Restoration Project on November 5, 2024 (Resolution 2024-0120). This funding was utilized first for the agreement with FW Carson, to ensure timely obligation and expenditure. Grant funds from the U.S. Forest Service were expended next, leaving TRPA mitigation funds to be spent last since they are the most flexible and able to be reallocated if unused.

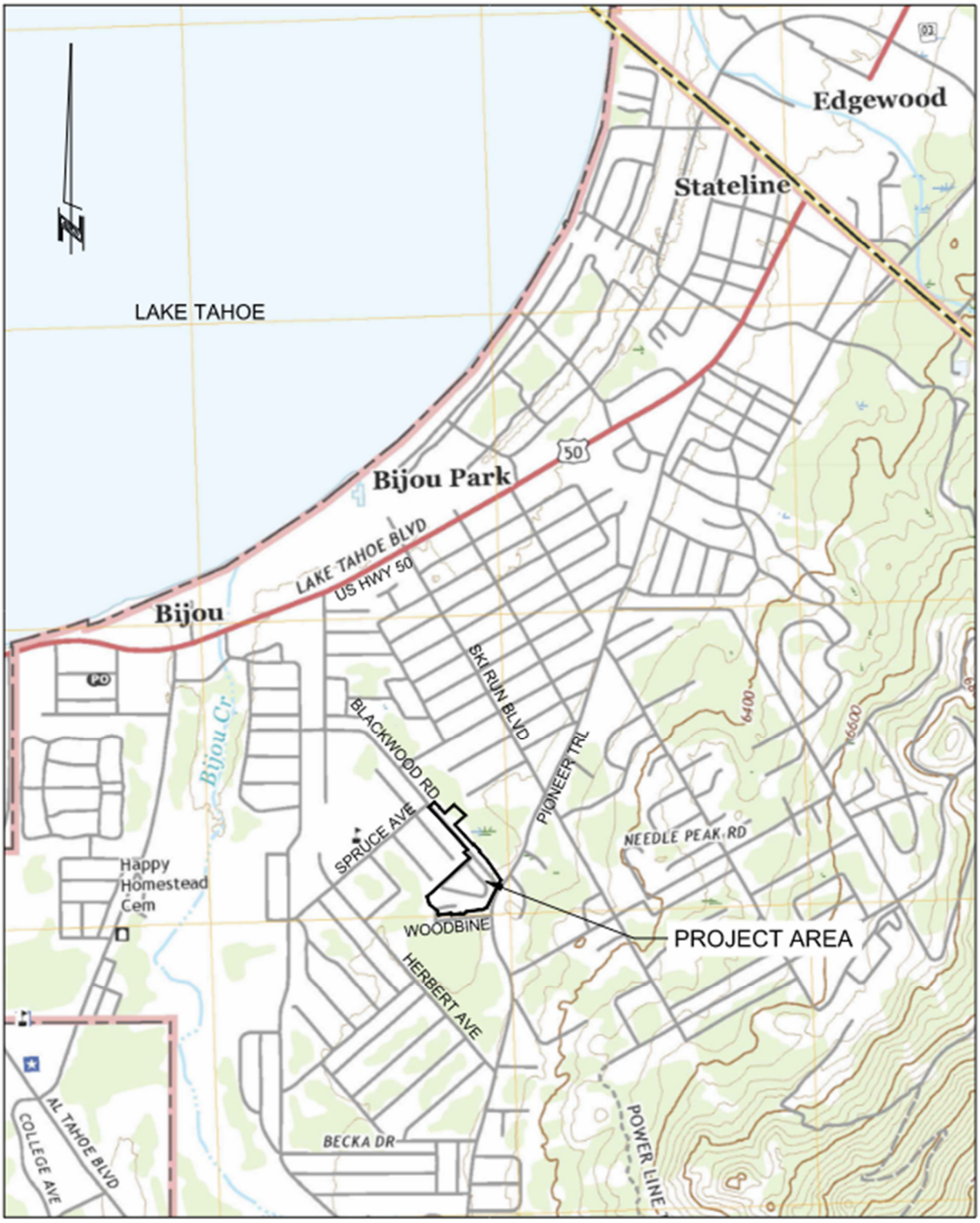
Remaining funds in the account have been and are being used for ancillary project expenses such as required regulatory permits, pre-construction wildlife surveys, labor code compliance, survey monument preservation, material testing, etc. After all associated project expenses have been paid, remaining funding will be available for other projects. It is anticipated that leftover funds in the account will be needed for construction expenses for the upcoming Tamarack culvert and Needle Peak Localized Treatment subprojects part of the overall Upper Bijou Park Creek Watershed Improvement Project. Staff will return to the TRPA Governing Board and City Council to authorize reallocation of any remaining TRPA mitigation funds as necessary.

Environmental Considerations: The Planning Commission adopted the CEQA Initial Study/Mitigated Negative Declaration for the project on November 19, 2020 (SCH # 202090564). Addendum No. 1, documenting minor changes for staging and access, and other minor adjustments to the footprint of the channel improvements and drainage designs, was adopted by the Planning Commission on May 16, 2024.

Policy Implications: Completing project improvements assisted with advancing the City Council Strategic Priority, ***Protect the Natural Environment***, by installing stormwater and water quality infrastructure that helps meet the sediment and nutrient reductions mandated by the Lake Tahoe Total Maximum Daily Load (TMDL) program. Fulfilling mandated TMDL reduction goals will assist with maximizing residential housing allocations under TRPA Code section 50.5.2.E.2 (Distribution and Administration of Residential Allocations – TMDL Implementation).

Rockwood to Blackwood Drainage Improvements

Project Location Map



CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: April 7, 2025
Contract Change Order No. 1: Liberty Utilities 504 Vault – Material Procurement

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO). Prior to procurement of materials included in this CCO, submittal(s) shall be approved by the City.

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: +$11,192
CONTRACT TIME ADJUSTMENT: 0 days

REASON FOR CHANGE: In order to install the proposed storm drain through Heavenly Valley Estates Mobile Home Park, the City requested Liberty Utilities to relocate their facilities in conflict with the alignment and elevation of the storm drain. In the interest of time, the City included the record plans from Liberty Utilities as an appendix to the bid documents rather than the proposed Liberty Utilities design as timeline on final Liberty Utilities design was unknown. Though the old Liberty Utilities design is largely reflected in the proposed design with drop sections installed at crossings, a new 504 vault was also determined by the Liberty Utilities engineer to be needed. Since this was not previously included in the plans and specs provided to the contractor during bidding, a change order is needed.

COST OF CHANGE: The lump sum price to complete the procurement of the 504 vault as shown on the attached Liberty Utilities plans and required for relocation of Liberty Utilities facilities is $11,192. There will be a subsequent change order to capture installation expenses associated with this work.

This contract change order constitutes full and complete compensation for all materials, jobsite and home office overhead, profit, and all indirect costs associated with material procurement to perform the above-described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw

Brianna Greenlaw,
Associate Civil Engineer

Apr 7, 2025
Date

John Dickinson

John Dickinson,
Acting Director of Public Works

Apr 7, 2025
Date

ACCEPTED BY:

Kyle La Fave

Kyle La Fave,
Contractor Project Manager

Apr 8, 2025
Date

F.W. Carson Co.
Incline Village, Nev.
GENERAL ENGINEERING CONTRACTORS

4/2/2025 REVISED 4/4/25 EW # *99.01 REV1*

Change Order Request

City of Southlake Tahoe
Ph: (530) 542-6042 Fax: -
Attn: **Brianna Greenlaw**

RE: *Rockwood to Blackwood Drainage Improvement Project*

F.W. Carson Co. is pleased to submit you with a price for the extra work on the above referenced project.

Our scope of work includes:
Supply 504 vault with traffic rated lid per Liberty Energy Drawing.

Exclusions:
Price is for vault procurement only, installation direct costs to be submitted under seperate Liberty & SWG change order forthecoming.

Our price for the extra work is: **$11,192**

Our additional time for the extra work is: **0 days**

Sign:_____ Date:_____
City of Southlake Tahoe Representative - acting agent for Douglas County

If you have any questions call me at (530) 721-0966

Sincerely,

Kyle La Fave
Project Manager

F.W. Carson Co.

1064 Tahoe Blvd.
Incline Village, NV 89451
Phone: (530) 721-0966 Fax: (775) 831-5068

99.01

Materials

Description	Qty		Price	Total
504 LU Vault with Traffic Rated Lid	*1*	*LS*	*$8,989.00*	*$8,989.00*

Subtotal		*$8,989.00*
Tax	8.265 %	*$742.94*
Material Total		*$9,731.94*

Extra Work Subtotal	*$9,732*
15% OH & P	*$1,460*
Extra Work Total	*$11,192*

PROJECT DESCRIPTION:

THE CITY OF SOUTH LAKE TAHOE IS INSTALLING A NEW STORM DRAIN SYSTEM THROUGH THE HEAVENLY MOBILE HOME PARK. THERE ARE 7 LOCATIONS WHERE A NEWLY INSTALLED 24" PVC STORM DRAIN PIPE WILL BE INSTALLED WHICH WOULD BE IN CONFLICT WITH EXISTING LIBERTY UTILITIES UNDERGROUND PRIMARY, SECONDARY AND SERVICE LINES. THE UNDERGROUND CABLES WERE INSTALLED DURING A 1981 TRENCH SOUTHWEST GAS AND LIBERTY UTILITIES PROJECT IN 2019. THE UNDERGROUND CABLES WILL NEED TO BE REINSTALLED FROM THE CONDUITS ALLOWING THE STORM DRAIN CIVIL CONTRACTOR TO DIG THE NEEDED TRENCH AND REINSTALL LIBERTY CONDUIT BURIED BELOW THE NEW STORM DRAIN PIPE. ONE PRIMARY 504 PULL BOX IS REQUIRED AS ADDITIONAL CONDUIT BENDS WILL CAUSE CABLE PULLING CALCULATIONS TO FAIL THIS (THAT RUN OF PRIMARY) CABLE WILL NEED SAID BOX INSTALLED TO MEET LIBERTY UTILITIES CABLE PULLING STANDARD

COORDINATION WITH LIBERTY INSPECTOR AND CREWS WILL BE NEEDED TO SCHEDULE OUTAGES AND EXECUTION OF WORK

LIBERTY UTILITIES TO FURNISH AND INSTALL:

- APPROX. 1,450 CKT. FT. (515 CBL. FT.) OF 1 PHASE UG SECONDARY BUSS C/O 1,350 TX IN 4#6 OF (E) 1" AND 36" (P) 3" CONDUIT (CONDUIT BY APPLICANT)
- APPROX. 239 CKT. FT. (945 CBL. FT.) OF 1 PHASE UG SERVICE CABLE TO 12-100 AMP PANELS C/O 1,32 TX IN 6#1 OF (E) 3" AND 144' (P) 3" CONDUIT (CONDUIT BY APPLICANT)
- APPROX. 840 CKT. FT. (1055 CBL. FT.) OF 1 PHASE UG PRIMARY CABLE C/O 2-1/0 15 KV IN 3#1 OF (E) 4" AND 42' (P) 4" CONDUIT (CONDUIT BY APPLICANT)

LIBERTY UTILITIES TO REMOVE:

- APPROX. 470 CKT. FT. OF 1 PHASE UG SECONDARY BUSS C/O 1,350 TX AND 50 FT. OF 3" CONDUIT
- APPROX. 211 CKT. FT. OF 1 PHASE UG SERVICE CABLE TO 1,400 AMP PANELS C/O 1,32 TX AND 120 FT. OF 3" CONDUIT
- APPROX. 840 CKT. FT. OF 1 PHASE UG PRIMARY CABLE CONSISTING OF 2-1/0 15 KV AND 20 FT. 4" CONDUIT

APPLICANT TO FURNISH AND INSTALL:

- APPROX. 90 FT. 3" PVC SECONDARY CONDUIT
- APPROX. 110 FT. 3" PVC SERVICE CONDUIT
- APPROX. 42 FT. 4" PVC PRIMARY CONDUIT
- FOOTAGE INCLUDES SWEEPS AND RISERS

WR-01 - procurement of vault only

[redacted]

UNLESS OTHERWISE NOTED ON THE MAP OR BY THE LIBERTY UTILITIES INSPECTOR, ALL CONDUITS TO BE GRAY PVC, GRAY, AND MANDRILLED BY THE APPLICANT. SEE LIBERTY UTILITIES STANDARDS C0D0010 AND C0D0014

INSTALL IN ALL CONDUIT 1/4" POLYESTER PULL LINE WITH SEQUENTIAL FOOTAGE MARKINGS AND A MINIMUM BREAKING STRENGTH OF 400 LBS. PULL LINE SHALL EXTEND A MIN. OF 4 FT. FROM EACH END OF THE CONDUIT

ALL CONDUITS TO HAVE 36" RADIUS SWEEPS UNLESS OTHERWISE NOTED ON THE MAP OR BY THE LIBERTY UTILITIES INSPECTOR. SWEEPS ARE NOT TO BE CUT

ALL TRENCHING AND BACKFILL PER APPLICABLE LIBERTY UTILITIES STDS. TE0001, TE0003, TE0005, TE0020 AND SUB01X (BACKFILL PER LIBERTY UTILITIES STD. [illegible])

ALL STAKING AS REQUIRED BY LIBERTY UTILITIES STANDARDS G0000U03 AND G0020 WHICH INCLUDES TRENCH CENTERLINE, PAD, VAULT, JUNCTION ENCLOSURE AND SECONDARY BOX LOCATIONS AND GRADE. THIS IS TO ENSURE THAT THE PLACEMENT OF ALL LIBERTY UTILITIES FACILITIES ARE WITHIN ALL NEEDED RIGHT EASEMENTS

ALL STREET CUT PERMITS, PAVEMENT AND CONCRETE CUTTING AND REPLACEMENT AS REQUIRED

ALL FENCING, BLOCK WALL, PAVERS, AND LANDSCAPING REMOVAL AND REPLACEMENT AS REQUIRED

GENERAL NOTES:

ALL WORK SHALL BE PERFORMED IN ACCORDANCE WITH THE REQUIREMENTS ENFORCED BY THE APPLICABLE REGULATORY AGENCIES INCLUDING FEDERAL, STATE AND LOCAL ORDINANCES AND CODES IN EFFECT AT THE TIME OF CONSTRUCTION INCLUDING BUT NOT LIMITED TO THE FOLLOWING:

- CALIFORNIA CODE OF REGULATIONS
- GENERAL ORDER 95
- LIBERTY UTILITIES CONSTRUCTION STANDARDS
- LOCAL CITY/COUNTY CODES

THIS MAP INCLUDES DATA COLLECTED FROM VARIOUS SOURCES AND MAY NOT REPRESENT A SURVEY OF THE PREMISES. NO RESPONSIBILITY IS ASSUMED AS TO THE SUFFICIENCY OR ACCURACY OF THE DATA DISPLAYED HEREON

SYMBOLS MAY NOT TO SCALE AND DO NOT NECESSARILY REPRESENT ACTUAL LOCATION OF FACILITIES

ALL EXCAVATIONS IN EXCESS OF 3 CUBIC YARDS MUST BE DONE BETWEEN MAY 1 AND OCTOBER 15 PER LRWQCB GRADING SEASON REGULATIONS

WOOD POLES ARE DOUGLAS FIR UNLESS OTHERWISE SPECIFIED

WHERE INDICATED IN CONSTRUCTION NOTES, EXISTING ANCHORS MAY BE REUSED IF INSPECTED AND ACCEPTED BY LIBERTY UTILITIES. OTHERWISE REFER TO CONSTRUCTION NOTES FOR PROPOSED ANCHOR TYPE OR PLACEMENT. POSITION THE NEW ANCHOR WITH THE SAME LEAD ANGLE AND LEAD LENGTH AS THE EXISTING ANCHOR

ADDING OVERHEAD FACILITIES TO EXISTING POLES REQUIRES AN INTRUSIVE POLE TEST. DESIGNERS ASSUME NO POLE DEGRADATION. SHOULD DEGRADATION BE FOUND, REPORT DEFAULTS BACK TO DESIGNER

WORK LOCATION DESCRIPTIONS:

NOTE:
ALL EXISTING METER PANELS ARE 120/240V 100 AMP

(P1) REMOVE PRIMARY CABLE RUN FROM (A) POSITION ON TRANSFORMER 550494 TO (C) 504 BOX. REMOVE SECONDARY FROM N-36 BOX ACROSS FROM UNIT #11 TO N-36 BOX IN FRONT OF #49. REMOVE SERVICE CABLE TO UNIT #18. INSTALL NEW CONDUITS UNDER PROPOSED STORM DRAIN. PULL IN NEW PRIMARY, SECONDARY AND SERVICE CABLE. OUTAGES REQUIRED

(P2) REMOVE PRIMARY CABLE RUN FROM (D) POSITION ON TRANSFORMER 550494 TO (B) POSITION OF TRANSFORMER LT 234. REMOVE SECONDARY CABLE FROM TRANSFORMER 550494 TO N-36 BOX ACROSS FROM UNIT #19. INSTALL CONDUIT AND NEW TRAFFIC RATED 504 BOX FOR PRIMARY PULL IN NEW PRIMARY AND SECONDARY CABLE. OUTAGES REQUIRED

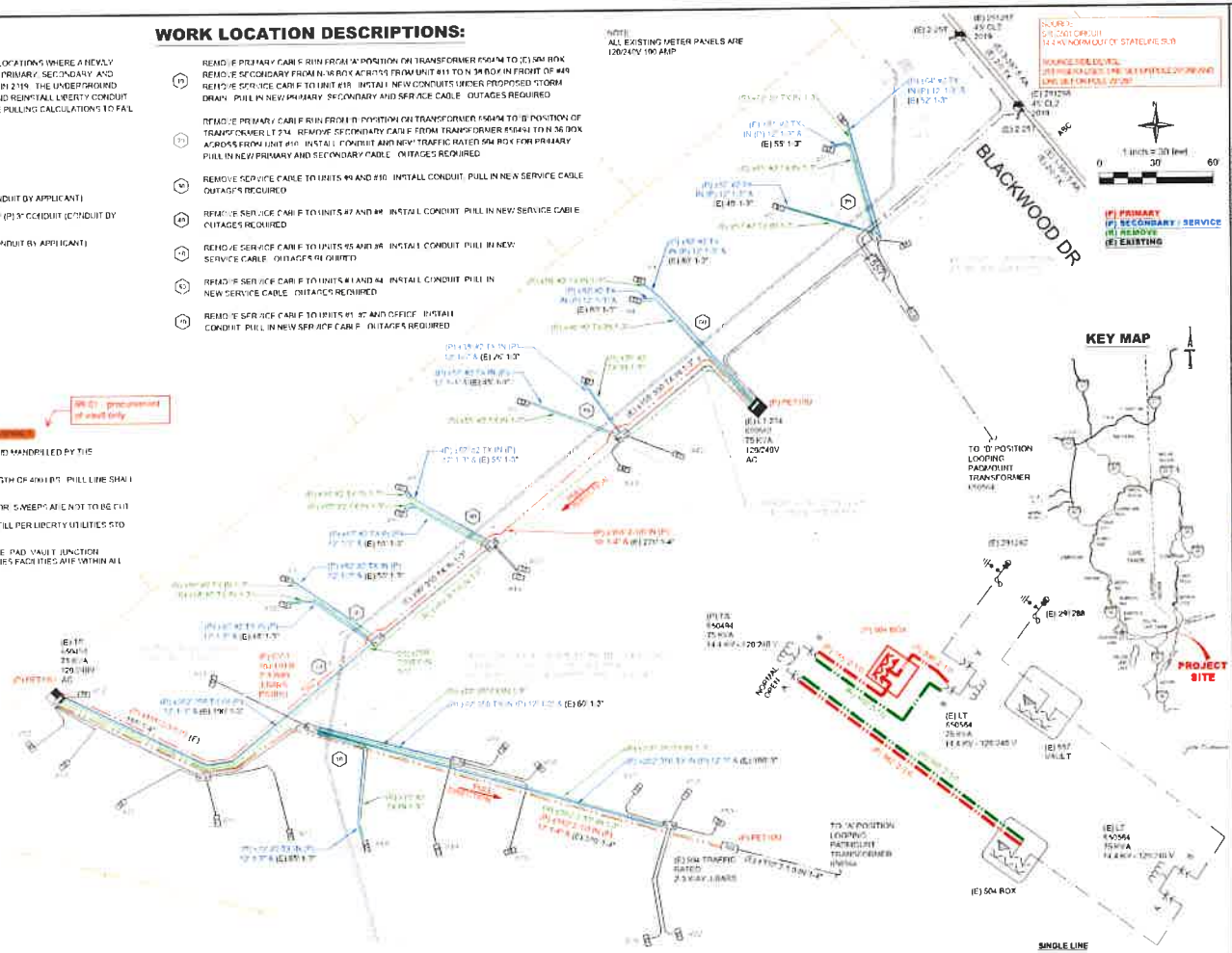
(P3) REMOVE SERVICE CABLE TO UNITS #9 AND #10. INSTALL CONDUIT, PULL IN NEW SERVICE CABLE. OUTAGES REQUIRED

(P4) REMOVE SERVICE CABLE TO UNITS #47 AND #48. INSTALL CONDUIT, PULL IN NEW SERVICE CABLE. OUTAGES REQUIRED

(P5) REMOVE SERVICE CABLE TO UNITS #35 AND #36. INSTALL CONDUIT, PULL IN NEW SERVICE CABLE. OUTAGES REQUIRED

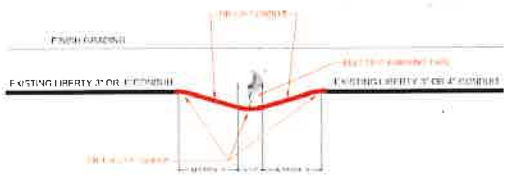
(P6) REMOVE SERVICE CABLE TO UNITS #41 AND #42. INSTALL CONDUIT, PULL IN NEW SERVICE CABLE. OUTAGES REQUIRED

(P7) REMOVE SERVICE CABLE TO UNITS #1, #2 AND OFFICE. INSTALL CONDUIT, PULL IN NEW SERVICE CABLE. OUTAGES REQUIRED



STORM DRAIN CROSSING DETAIL

N T S



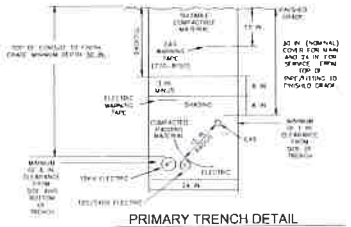
1) CONDUIT CROSSING TO MATCH EXISTING CONDUIT SIZE - 3" FOR SECONDARY/SERVICE AND 4" FOR PRIMARY

2) UTILIZE BELL END OF SWEEP CONDUIT OR CONDUIT COUPLERS

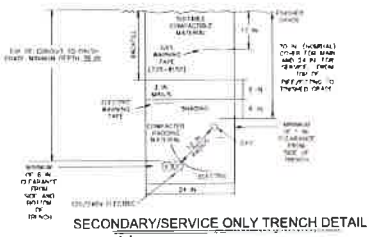
3) FINAL INSTALLATION NEEDS TO PROVIDE A 12 RADIAL CLEARANCE FROM TOP OF CONDUIT TO NEW STORM DRAIN PIPE PER LIBERTY UTILITIES SUBSTRUCTURE STANDARD TE0001.13 SHEET 3 & 31

4) FOLLOW LIBERTY UTILITIES SUBSTRUCTURE STANDARDS SECTION 3 & 4

5) TRENCHES, BACKFILL, WARNING TAPE, ETC. TO FOLLOW LIBERTY UTILITIES STANDARD AND TO BE APPROVED BY LIBERTY UTILITIES INSPECTOR



PRIMARY TRENCH DETAIL



SECONDARY/SERVICE ONLY TRENCH DETAIL

CUSTOMER NOTES:

APPLICANT RESPONSIBLE FOR IDENTIFICATION OF EXISTING UTILITIES AND ACQUIRING ALL APPLICABLE CIVIL CONSTRUCTION AND TRPA PERMITS (IF NECESSARY)

APPLICANT TO OBTAIN EASEMENT FROM OWNER(S) OF RECORD(S) AS NEEDED

OUTAGES REQUIRED. WORK WITH LIBERTY UTILITIES TO SCHEDULE

SUBSTRUCTURE ELECTRIC CONSTRUCTION STANDARDS

Call before you Dig. Dial 811

VICINITY MAP - N.T.S.

REVISIONS

REV	DESCRIPTION	DRAWN	DESIGN	CHKD	APPD	DATE

Liberty

PLANNER: ERIC PROHASKA

ORIGINAL DRAWING SIZE: 24"X36"

SCALE: 1:30

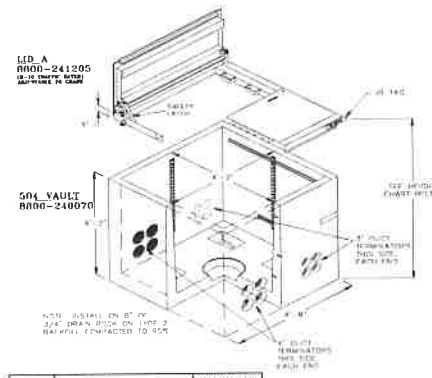
ROCKWOOD TO BLACKWOOD STORM DRAIN

3740 BLACKWOOD RD. SOUTH LAKE TAHOE CA

CITY OF SOUTH LAKE TAHOE

COPYRIGHT 2023 LIBERTY UTILITIES

504 VAULT ISOMETRIC DETAIL



Liberty Utilities

504 VAULT CONCRETE
SECONDARY & 1 PH PRIMARY
50" X 50" X 44-1/2" I.D.

CONSTRUCTION

VB0065U

504 VAULT CONSTRUCTION NOTES:

Vault to be used for H-20 traffic design loading. All live loads shall be for HS-20-44 (MS-18) as per AASHTO Standard Specification, Div. I, Sec 3.

Vault excavation and backfill to conform to LU Specification SUB01X

Butyl rubber or neoprene gasket seal required betw each vault sections and/or extensions

Additional 6" extension needed if vault is placed in or adjacent to collector or major street right of way

Unistrut or 1/2" inserts will be cast into vault (See Details A/B)

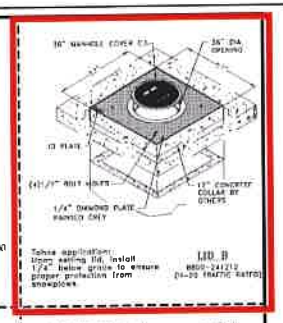
Lids to be marked "LU Electric"

All weights to be clearly marked

Cable steps 4-12" steps are supplied with vault. Optional 15" steps SIK # 8800-253600

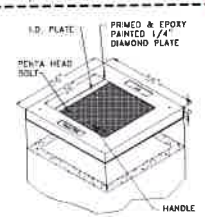
Grounding: See expanded view for grounding applications and inserts

Ladder not supplied with vault but required for access

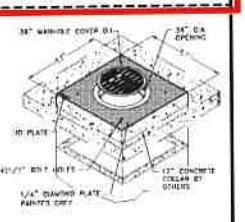


Takes application: Upon setting lid, install 1/4" below grade to ensure proper protection from snowplows.

LID B
8800-241212
(H-20 TRAFFIC RATED)



LID D
8800-241200
(H-10 TRAFFIC RATED)
OBSOLETE–MAINTENANCE ONLY



Takes application: Upon setting lid, install 1/4" below grade to ensure proper protection from snowplows.

LID B2
8800-241300
(H-20 TRAFFIC RATED)
OBSOLETE MANHOLE

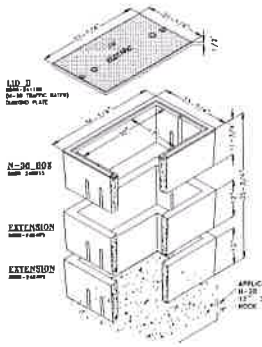
Liberty Utilities

504 VAULT CONCRETE
SECONDARY & 1 PH PRIMARY
50" X 50" X 44-1/2" I.D.

CONSTRUCTION

VB0065U

17" X 30" BOX H-20 TRAFFIC RATED CONCRETE ISOMETRIC DETAIL



CONSTRUCTION NOTES

1. BOX TO BE USED IN H-20 TRAFFIC APPLICATIONS. SEE T0000U, SECTION 2.
2. INSTALLATION: H-20 BOX TO BE PLACED ON 12" OF 3/4" DRAIN ROCK, COMPACTED TO 95%. A FULL CONCRETE WRAP OF THE TOP SECTION OF BOX WILL BE REQUIRED. SEE T0000U, "BOX PLAN VIEW".
3. BOX REQUIRES 2 EXTENSIONS AND SLAB BASE. AT INSPECTOR'S DISCRETION THE USE OF THE SECOND EXTENSION COULD BE ELIMINATED.
4. ALL LIDS/COVERS TO BE MARKED "LU ELECTRIC".
5. LID TO BE SECURED WITH 2 PENTA HEAD BOLTS.

SIK#	DESCRIPTION	WEIGHT (LBS)
	CONCRETE 17"X30" BOX WITH SLAB BASE	[illegible]
	12" COVER EXTENSION	[illegible]
	TRIP BLOCK SAFETY PLATE	[illegible]

MAXIMUM CONDUCTORS				
Size Box	Size Ducts	#6	#4	#2
17"x30"	[illegible]	[illegible]	[illegible]	[illegible]
17"x30"	[illegible]	[illegible]	[illegible]	[illegible]

Liberty Utilities

17" X 30" BOX
H-20 TRAFFIC RATED
CONCRETE

CONSTRUCTION

VB0057U

TYPICAL SPLICE BOX INSTALLATION

Example: Boxes in H10/H20 Unpaved Area Applications:

NOTES:

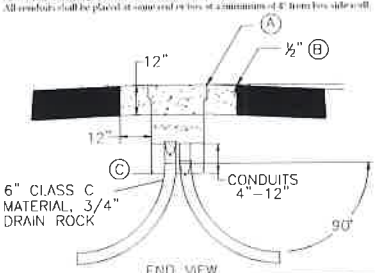
A Box will be installed 1/2" above finished grade with a 12" x 12" concrete wrap around the top section.

B Concrete will match the top of box and slope away at 1/2" per 12" (24:1) where it will match the grade of unpaved material. Note: Exception in the snow removal areas where the box will be installed a minimum of 1/2" below the finish grade to reduce exposure to snow removal equipment.

C All excess concrete will be removed from the box cavity.

General Notes

1. Leave 4'-12" of conduit above bottom at deepest extension. A 1/4" flat polyester pull line w/ sequential footage markings and a minimum 400 lb. breaking strength, to be installed in each conduit by customer. See C0000U, Section 20 of substructure, Conduit Section.
2. Ends of all conduits will be capped or plugged with a temporary plug as referenced in C0000U, Section 12.0, of substructure, Conduit Section.
3. All conduits shall be placed at equal or less of a minimum of 6" from the sides of all

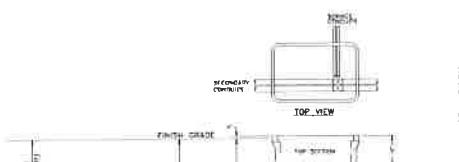


Liberty Utilities

EQUIPMENT
LOCATION DETAILS -
RESIDENTIAL

CONSTRUCTION

TE0020U



N-9 & N-36 BOX CONDUIT DETAIL

Liberty Utilities

EQUIPMENT
LOCATION DETAILS -
RESIDENTIAL

CONSTRUCTION

TE0020U

REVISIONS

REV	DESCRIPTION	DRAWN	DESIGN	CHKD	APPD	DATE

Liberty

PLANNER

ROCKWOOD TO BLACKWOOD STORM DRAIN
3740 BLACKWOOD RD. SOUTH LAKE TAHOE, CA
CITY OF SOUTH LAKE TAHOE

SCALE

REV | SHEET # | PAGE # | WBS | PROJECT NUMBER | PROJECT NAME

Infrastructure
JENSEN

Quotation K101984

Quotation Date: 3/12/25
Revision No: 1
Customer No: 103619
Project Name:
Payment Terms: Net 30 Days

Quoted By: TORREY ELDRIDGE

Document Address:
F.W. Carson Company
1064 Tahoe Blvd.
Incline Village CA 89451

Delivery Address:
F.W. Carson Company
3740 BLACKWOOD RD
South Lake Tahoe CA 96150

Group	Part No	Description	Shipping Code	Qty	Unit	Unit Price	Net Amount
	200078503	Pull Box Package 5050x44 (504-LU) 5050C HD36 Liberty Utilities B	Other As Specified	1	PCS	7,964.00	7,964.00

Notes: Please Allow 4-5 Weeks for concrete prodction. Cover has a 1 month lead time if part is not in stock at time of PO.

Delivery Address: F.W. Carson Company 911 Kuenzil St Reno NV 89502

1	PCS	**100001276**	Pull Box Bottom 5050x44 (504) NV Energy
1	PCS	**100013828**	CAST IRON COVER NC-2250 5520 36" LIBERTY ENERGY IMPORT NAT CAST
4	PCS	**100002574**	CABLE RACK ARM 10" GALVANIZED
1	PCS	**100013648**	JOINT SEALANT CONSEAL 1" DIA. X 14.5' LONG CS-102
1	PCS	**100007996**	COVER ASSEMBLY 5050 504NV HEAVY DUTY 36C POLY PLUG GALV *36" LID SOLD SEPARATE*

DELIVERY	Delivery and Handling	Other As Specified	1	PCS	1,025.00	1,025.00

Delivery Address: F.W. Carson Company 911 Kuenzil St Reno NV 89502

Net Total:	**8,989.00**
Estimated Tax:	**742.94**
Gross Total	**9,731.94**

All orders are subject to credit acceptance by seller.
A 3% credit card service fee may be added for all credit card payments.
Delivery trips, setting time, or materials not noted above will be billed accordingly.
Offer to sell subject to Jensen Precast's company policies, terms and conditions.
Please refer to https://www.jensenprecast.com/terms-of-service/ for complete terms and conditions which are hereby incorporated by reference.
All specialized product may be subject to a deposit prior to submittals and/or fabrication.
Quotation is valid for 30 days.
Thank you for choosing Jensen Precast!

F.W. Carson Company Signature

4/2/2025
Date

JOB #25.01 PO #99.01
F.W. Carson Company PO

Infrastructure
JENSEN

Quotation K101984

Quotation Date: 3/12/25
Revision No: 1
Customer No: 103619
Project Name:
Payment Terms: Net 30 Days

TERMS AND CONDITIONS

ORDERING INSTRUCTIONS

Please refer to the quotation number and date on all orders. Indicate desired delivery dates, quantities and item priority if applicable. Please contact our office for delivery schedules. Delivery lead-time will be estimated upon receipt of order, and is based on actual demand at that time. Any dates discussed prior to order are non-binding estimates. Orders for non-standard products should be accompanied by specifications, and blue prints or scale drawings. Notify us as soon as possible to insure prompt delivery.

COMPANY POLICIES TERMS AND CONDITIONS

THE POLICY TERMS AND CONDITIONS, DELINEATED HEREIN SHALL APPLY TO ALL QUOTATIONS, OR OFFERS TO SELL

1. Goods to Be Provided: Jensen Enterprises, Inc. dba Jensen Precast ("Jensen Precast") agrees to sell to Customer, on the terms and conditions stated herein, the materials and related items (the "goods") identified in Jensen Precast's quotation to Customer. Customer is solely responsible for determining whether the goods listed are the correct types and/or sufficient in number to meet Customer's needs and/or requirements. Jensen Precast's offer to sell is based on customer approval of Jensen Precast standard product drawings or submittals, and not in accordance with any plans and specifications, unless agreed to in writing by a duly authorized representative of Jensen Precast.
2. No Additional Terms of Sale: Customer's acceptance of Jensen Precast's quotation is limited to these Terms and Conditions of Sale. Any new or different terms or conditions stated or proposed by Customer in its acceptance of Jensen Precast's quotation or in any accompanying or related purchase order or other document are hereby rejected by Jensen Precast and shall not be binding upon Jensen Precast. The entire contract is embodied in this writing. This writing constitutes the final expression of the parties' agreement, and it is a complete and exclusive statement of the terms of that agreement.
3. Payment Terms: Jensen Precast may require payment in full prior to manufacture or shipment of any goods. If Jensen Precast agrees to provide materials on a "Cash on Delivery" basis, payment in full is due upon arrival of Jensen Precast's equipment, prior to setting of product or unloading of trucks. Credit sales will be made only after receipt of a signed Jensen Precast credit application and written credit approval by Jensen Precast's credit manager. On all credit sales, payment in full is due within 30 days after Customer's receipt of materials or services. Customer agrees to pay a service charge of 1.5% per month on all invoices not paid when due. At its option, Jensen Precast may decline to make delivery or shipment to Customer if any invoice remains past due. Customer waives and releases any claim against Jensen Precast for loss or damage allegedly sustained by Customer as a result of Jensen Precast's refusal to make delivery or shipment under such circumstances. All payments shall be made in U.S. dollars and, unless otherwise designated by Jensen Precast in writing, shall be sent to Jensen Precast's Corporate Office, 9895 Double R Blvd, Reno, NV 89521.
4. Price: The price(s) stated in Jensen Precast's quotation to Customer are firm for 30 days. The prices stated in Jensen Precast's quotation are subject to sales and use tax. Customer shall reimburse Jensen Precast for all sales and use taxes imposed upon: (a) the sale of the goods; and/or, (b) the use of any materials consumed by Jensen Precast; and/or, (c) the sale of any fixtures or equipment incident to this contract. Prices are subject to delivery charges unless quoted as delivered (see shipping code definitions on quotation). Jensen Precast reserves the right to increase the cost of delivery or shipment if Customer increases mileage or number of trucks specified in the original quotation. Prices quoted are based on quantities indicated, and on customer acceptance of the entire quote. Jensen Precast reserves the right to accept or reject partial orders.
5. Time for Performance: Jensen Precast will endeavor to meet any reasonable shipping date(s) requested by Customer. However, Jensen Precast does not guarantee that the goods will be furnished by any particular date. All shipping dates stated or indicated are estimates only and are based upon conditions known at the time the dates were stated or indicated. Jensen Precast shall not in any event be liable for any loss or damage sustained by Customer on account of failure to meet any delivery or shipping date.
6. Delivery: Customer or its designated representative shall be prepared to unload, receive, and accept the goods at the time specified on the order. Customer shall provide assistance in delivering the goods, including but not limited to assisting in backing and directing Jensen Precast's truck at the delivery site, providing access to the delivery site that is acceptable to Jensen Precast, and providing a setting location for the truck, crane or other delivery equipment that is acceptable to Jensen Precast. Jensen Precast shall not be liable for any property damage arising from or related to delivery of the goods, including without limitation damage to sidewalks, curbs, fences, valves, conduit, pipes, concrete, asphalt, lawns, trees, or landscaping. All excessive unloading or stand-by time, resetting or re-delivery will be charged for at the current hourly or mileage rates of the equipment involved. If for any reason Jensen Precast cannot set the goods at the time of delivery, Customer shall be responsible for setting the goods by other means, at no cost to Jensen Precast.
7. Customer Responsibilities: The Customer or its designated representative shall be solely responsible for accomplishing the following:
a. Finish grade, leveling and position of the goods.
b. Grouting and/or sealing of vault sections, grade rings, risers, frames, covers, pipes or similar structures, unless a duly authorized representative of Jensen Precast has stated in writing that Jensen Precast will perform installation and sealing of the goods.
c. Excavation, bedding, shoring, backfilling, compacting and grading.
d. Water and/or flotation control.
e. Setting and adjusting ladders, racking, grates or other hardware.
f. Providing a one- or two-person ground crew to assist the Jensen Precast crane operator.
g. All other site work not specified above.
8. Returns: The goods shall not be returned for credit without prior written authorization and approval by a duly authorized representative of Jensen Precast. A minimum handling charge of 15% plus actual shipping or delivery costs shall be made on all goods returned to compensate for costs of accounting, reconditioning, restocking and delivery, except when due to fault or error of Jensen Precast. No credits shall be allowed on used, damaged, custom, specially ordered or specially manufactured goods. Customer shall bear the cost of any labor, damage or transportation associated with return of the goods.
9. Equipment: Unless otherwise agreed to in a writing signed by a duly authorized representative of Jensen Precast, equipment belonging to Jensen Precast cannot be left at any job site for the purpose of unloading or setting by others.
10. Project Information: Customer agrees to furnish to Jensen Precast promptly upon request all project information necessary for Jensen Precast to perfect or provide notice of its mechanic's lien, stop notice, and/or payment bond rights.
11. Buy America(n) Requirements. Purchaser must clearly and affirmatively notify Jensen Precast of the applicability of any order, law, regulation or other requirement that the Products be produced, manufactured, or substantially transformed in the United States, or consist wholly or partly of materials or components produced, manufactured, or substantially transformed in the United States, or that the raw material comprising the Products be of domestic origin. If Purchaser fails to notify Jensen Precast of any such requirements, Purchaser must accept delivery and pay for the Products, regardless of any such requirements, and Purchaser agrees to fully indemnify and hole Jensen Precast harmless from and against any liability, costs and expenses, including reasonable attorney fees, incurred by Jensen Precast in connection with Purchaser's omission.
12. Force Majeure: Jensen Precast will not be liable for any delay or for failure to perform its obligations hereunder resulting from any cause beyond Jensen Precast's reasonable control including, but not limited to: Customer's failure to timely supply Jensen Precast with necessary data or specifications; any changes in such data or specifications at Customer's request; fires; explosions; floods; acts of God; epidemics; quarantine; embargoes; strikes; work stoppages or slowdowns or other industrial disputes; accidents; riots or civil disturbances; acts of civil or military authorities; inability to obtain any license or consent necessary in respect of any the goods; inability to obtain equipment, materials, labor, fuel or supplies; and delay by suppliers or material shortages.
13. Limited Warranty: For a period of one year from the date of shipment or delivery to Customer, Jensen Precast warrants all of the goods which it has manufactured to be free of material defects. If any such goods are found to be materially defective during the warranty period, Jensen Precast agrees to, in its sole discretion, repair or replace the defective goods without charge to Customer. Customer's remedy with respect to such goods is limited to repair or replacement. For goods not manufactured by Jensen Precast, Customer agrees to accept as its sole remedy the warranty, if any, offered by the manufacturer or manufacturers of such goods.

AS TO ALL GOODS SOLD BY JENSEN PRECAST TO CUSTOMER, THE WARRANTY DESCRIBED IN THIS PARAGRAPH SHALL BE IN LIEU OF ANY OTHER WARRANTY, EXPRESS OR IMPLIED, INCLUDING BUT NOT LIMITED TO ANY IMPLIED WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

Infrastructure
JENSEN

Quotation K101984

Quotation Date: 3/12/25
Revision No: 1
Customer No: 103619
Project Name:
Payment Terms: Net 30 Days

JENSEN PRECAST SHALL NOT BE LIABLE FOR ANY SPECIAL, INDIRECT, INCIDENTAL, CONSEQUENTIAL OR LIQUIDATED DAMAGES OF ANY KIND, WHETHER THE CUSTOMER'S CLAIM IS BASED UPON CONTRACT, TORT OR ANY OTHER LEGAL THEORY.

14. Indemnity: Customer is solely responsible for the selection, installation, and use of the goods. Therefore, to the fullest extent permitted by law, Customer agrees to defend and indemnify Jensen Precast from and against any claim for loss or damage, including attorneys' fees and experts' or consultants' fees, arising from or relating to such selection, installation, and use. This indemnity applies regardless of any active and/or passive negligent act or omission on the part of Jensen Precast or its employees; provided, however, Customer shall not be obligated to indemnify Jensen Precast for the sole negligence or willful misconduct of Jensen Precast or its employees.
15. Risk of Loss: The risk of loss shall pass to Customer based on the applicable shipping code:
a. "Delivered and Set": Risk of loss shall pass to Customer when Jensen Precast's delivery truck has unloaded the product.
b. "Delivered - F.O.B. Truck": Risk of loss shall pass to Customer when Jensen Precast's delivery truck arrives at Customer's jobsite.
c. "Delivered and offloaded": Risk of loss shall pass to Customer when Jensen Precast's delivery truck arrives at Customer's jobsite.
d. "F.O.B. Jensen Precast Yard": Risk of loss shall pass upon tender of delivery of the goods to a common carrier or Customer's truck. Buyer shall procure and maintain insurance on the goods sufficient to protect its interests.
16. Dispute Resolution: All disputes arising from or relating to these Terms and Conditions of Sale and/or the furnishing of any goods by Jensen Precast to Customer shall be heard and decided exclusively in the state or federal court where the delivery or pick up of the Product(s) is located. The construction, interpretation and performance of this order and all transactions hereunder shall be governed by the laws of the state where delivery or pick up the Products is located, without regard to its choice of law principles. These Terms and Conditions of Sale (the "Terms") apply to all quotations and sales by Jensen Precast's (including its Water Resources, Metal Tech and other branded products) products, materials, services, components, accessories, and panels (collectively, "Products"). No terms or conditions other than those stated in these Terms, and no agreement or understanding, oral or written, purporting to modify these Terms, whether contained in a purchaser's purchase forms or elsewhere, will be binding on Jensen Precast unless signed by an authorized executive manager of Jensen Precast. Customer consents to these Terms for all Products. In any legal proceedings, the prevailing party shall be entitled to recover its reasonable attorneys' fees and costs.
17. Submittals and Tests: Jensen Precast reserves the right to charge customers for the cost of submittals, engineering or tests that are in addition to those customarily provided.
18. Custom Products: Jensen Precast will charge customer for any work completed at the time of cancellation of a custom or special order. All custom orders will be invoiced to customer if not released for delivery within 30 days past estimated date of delivery.
19. Storage Fees: For every month beyond the requested manufacture date that the product remains in Jensen Precast's possession, a fee of 3% per month of total sale price of product will be added to the invoice total due upon final delivery/pick up.
20. Invoice Date: Customer will be invoiced for product at either, date of delivery or 60 days past date of originally requested delivery/pick up date.

SHIPPING POLICY

1. The customer will be prepared to receive products at the specified delivery time. Excessive unloading or stand-by time, resetting or re-delivery not caused by Jensen Precast will be charged at the hourly rate for the equipment involved.
2. The customer will be solely responsible for the following:
a. Finish grade, leveling, and position of product.
b. Grouting, and/or sealing of vault sections, grade rings, risers, frames and covers, pipes, etc.
c. Excavation, bedding, shoring, backfilling, compacting and grading.
d. Water and/or flotation control.
e. Setting and adjusting ladders, racking, grates or other hardware.
f. All other site work not specifically referred to.
3. Equipment belonging to the company cannot be left at any jobsite for the purpose of unloading or setting by others unless previously agreed to in writing between Jensen Precast and the customer.
4. Carriers are responsible for goods lost or damaged in transit. Damages or shortages should be indicated on the carrier's delivery receipt and any claims should be made in writing directly to the carrier.
5. All products are to be delivered in the number of trips specified. Charges will be added for additional trips.

SHIPPING CODE DEFINITIONS

Code #1 - DELIVERED AND SET

Quoted prices include product delivery and setting with our boom truck subject to the following provisions:
a. Jensen Precast will provide driver/crane operator services only using Jensen Precast's boom truck, unless otherwise specified.
b. Customer will be solely responsible for all other site work associated with setting and installing this product unless specifically referred to in writing.
c. Most products require assistance from the customer in setting (generally one or two laborers). Contact Jensen Precast for the specific requirements of each product.
d. The customer will provide a properly prepared, sized and graded, excavation. Access and setting location for our boom truck must be acceptable to our driver or representative.
e. Since site conditions, products, and delivery equipment vary, the logistics must be considered to determine the best approach for setting the product.
Attention must be given to the variables of the set, including:
a. Capacity of the Jensen Precast boom truck and truck crane to be used.
b. The maximum product weight relative to the setting distance from the center of the crane to the center of the excavation cannot exceed the boom truck rated capacity.
c. The route to the setting location must be accessible for the boom truck without towing or pushing.
d. The type of terrain, site slope, and ground conditions for outrigger footings, at the setting location.
e. Overhead restrictions and other physical constraints.
f. Any or all of the above could prevent Jensen Precast from setting the product. In cases where Jensen Precast cannot set the product, we will off load the product in accordance with shipping code definition #3 herein.
NOTE: If for any reason Jensen Precast cannot set the product, Jensen Precast will not be responsible, or charged, for setting by any other means.

Code #2 - DELIVERED - F.O.B. TRUCK:

Quoted prices include product delivery to the job site only; "Free On Board" the truck. Generally, this would be a flatbed truck without a crane or other unloading equipment subject to the following provisions:
a. The company will provide driver services only and the customer will supply means of unloading and setting products at time of delivery. 1 hour of off-load time is allotted per truck from time of arrival at delivery location or entry point. Additional standby time not caused by Jensen Precast will be charged at the hourly rate for the equipment involved.

Code #3 - DELIVERED AND OFFLOADED:

Quoted prices include product delivery to the job site and unloaded from our truck subject to the following provisions:
a. Jensen Precast will provide driver services and a means of unloading products.

Infrastructure JENSEN

Quotation K101984

Quotation Date: 3/12/25
Revision No: 1
Customer No: 103619
Project Name:
Payment Terms: Net 30 Days

b. The customer will provide an acceptable location for unloading and storing products, and the means for setting the product in the permanent location.

Code #4 - F.O.B. - JENSEN PRECAST YARD:

Quoted prices include product loading on customer or common carrier trucks in the yard subject to the following provisions:
a. Customer will be responsible for any additional charges, including charges for freight, shipping, delivery and setting.
b. Customer or common carrier will be responsible for tie down, dunnage, pallets, etc., unless specifically referred to.
c. Yard location will be addressed in section one of the quotation.

Code #5 - OTHER AS SPECIFIED:

If not specified in section one of this quotation, please consult our office for more specific information or written clarification.

CCO-1-Liberty504Vault_Material

Final Audit Report 2025-04-08

Created:	2025-04-07
By:	Brianna Greenlaw (bgreenlaw@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAAqKaWq67MfcU2ZZw0v6ID-mUibOXZTVeW

"CCO-1-Liberty504Vault_Material" History

Document created by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-04-07 - 8:50:58 PM GMT

Document e-signed by Brianna Greenlaw (bgreenlaw@cityofslt.us)
Signature Date: 2025-04-07 - 8:52:55 PM GMT - Time Source: server

Document emailed to John Dickinson (jdickinson@cityofslt.us) for signature
2025-04-07 - 8:52:57 PM GMT

Email viewed by John Dickinson (jdickinson@cityofslt.us)
2025-04-07 - 8:59:05 PM GMT

Document e-signed by John Dickinson (jdickinson@cityofslt.us)
Signature Date: 2025-04-07 - 8:59:23 PM GMT - Time Source: server

Document emailed to kyle@fwcarsonco.com for signature
2025-04-07 - 8:59:25 PM GMT

Email viewed by kyle@fwcarsonco.com
2025-04-08 - 2:01:36 PM GMT

Signer kyle@fwcarsonco.com entered name at signing as Kyle La Fave
2025-04-08 - 2:03:00 PM GMT

Document e-signed by Kyle La Fave (kyle@fwcarsonco.com)
Signature Date: 2025-04-08 - 2:03:02 PM GMT - Time Source: server

Agreement completed.
2025-04-08 - 2:03:02 PM GMT

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: May 9, 2025
Contract Change Order No. 2: Liberty Utilities and Southwest Gas Quantity Adjustments

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: +$65,896
CONTRACT TIME ADJUSTMENT: 3 days

REASON FOR CHANGE: There was a mistake made in the bid quantities for Southwest Gas and Liberty Utilities Relocations (Bid items #17 and 21). Additionally, Southwest Gas prefers to have their own contractor complete all work in the City ROW for gas relocations. This reduced Bid item #16 from 11 to 6.

COST OF CHANGE: The lump sum price to adjust quantities for Southwest Gas and Liberty Utilities Relocations is $65,896 which includes $77,206 in extra work and $11,310 in credits.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, and all indirect costs and contract time adjustment to perform the above-described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw

Brianna Greenlaw,
Associate Civil Engineer

05/09/25
Date

Anush Nejad,
Director of Public Works

05/09/25
Date

ACCEPTED BY:

Kyle La Fave

Kyle La Fave,
Contractor Project Manager

05/16/25
Date

F.W. Carson Co.
Incline Village, Nev.
GENERAL ENGINEERING CONTRACTORS

EW # *99.02*

Change Order Request

City of Southlake Tahoe
Ph: (530) 542-6042 Fax: -
Attn: **Brianna Greenlaw**

RE: *Rockwood to Blackwood Drainage Improvement Project*

F.W. Carson Co. is pleased to submit you with a price for the extra work on the above referenced project.

Our scope of work includes:
Liberty Energy & Southwest Gas quantity adjustments add #17 (2 EA) SWG Main Lowering add #21 (6 EA) Liberty Utility Relocation and deduct #16 (5 EA) SWG ROW Lateral Relocation

Exclusions:

Our price for the extra work is: **$65,896**

Our additional time for the extra work is: **3 days**

Price is good for (30) days from the date of this proposal. Sign below to accept the extra work proposal.

Sign:_____ Date:_____
City of Southlake Tahoe Representative

If you have any questions call me at (530) 721-0966

Sincerely,

Kyle La Fave
Project Manager

F.W. Carson Co.

1064 Tahoe Blvd.
Incline Village, NV 89451
Phone: (530) 721-0966 Fax: (775) 831-5068

Activity Description

Description	Qty		Price	Total
Bid Item #17 South West Gas - Gas Main Lowering	*2*	*EA*	*$29,705.00*	*$59,410.00*
Bid Item #21 Liberty Utility Relocation	*6*	*EA*	*$2,966.00*	*$17,796.00*
			Total	*$77,206.00*

Extra Work Subtotal	*$77,206*
0% OH & P	*$0*
Extra Work Total	*$77,206*

CREDIT

Description	Qty		Price	Total
Bid Item #16 Southwest Gas ROW Lateral CREDIT	*5*	*EA*	*$2,262.00*	*$11,310.00*
			CREDIT TOTAL	*$11,310.00*

Credit Subtotal	*$11,310*
0% OH & P	*$0*
Credit Total	*$11,310*
Change Order Total	*$65,896*

CCO-2-Liberty-SWG Adjustment

Final Audit Report 2025-05-16

Created:	2025-05-09
By:	Brianna Greenlaw (bgreenlaw@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAAy9WtuT-EiVZRpkZ3PsAArdWX276r_rms

"CCO-2-Liberty-SWG Adjustment" History

Document created by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-05-09 - 7:10:10 PM GMT

Document emailed to Brianna Greenlaw (bgreenlaw@cityofslt.us) for signature
2025-05-09 - 7:10:15 PM GMT

Email viewed by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-05-09 - 7:10:59 PM GMT

Document e-signed by Brianna Greenlaw (bgreenlaw@cityofslt.us)
Signature Date: 2025-05-09 - 7:11:16 PM GMT - Time Source: server

Document emailed to Anush Nejad (anejad@cityofslt.us) for signature
2025-05-09 - 7:11:18 PM GMT

Email viewed by Anush Nejad (anejad@cityofslt.us)
2025-05-09 - 7:52:44 PM GMT

Document e-signed by Anush Nejad (anejad@cityofslt.us)
Signature Date: 2025-05-09 - 7:53:52 PM GMT - Time Source: server

Document emailed to Kyle La Fave (kyle@fwcarsonco.com) for signature
2025-05-09 - 7:53:54 PM GMT

Email viewed by Kyle La Fave (kyle@fwcarsonco.com)
2025-05-09 - 8:02:35 PM GMT

Document e-signed by Kyle La Fave (kyle@fwcarsonco.com)
Signature Date: 2025-05-16 - 2:46:49 PM GMT - Time Source: server

Agreement completed.
2025-05-16 - 2:46:49 PM GMT

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: May 28, 2025
Contract Change Order No. 3: Liberty 504 Vault Installation

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: +$15,655
CONTRACT TIME ADJUSTMENT: 2 days

REASON FOR CHANGE: In order to install the proposed storm drain through Heavenly Valley Estates Mobile Home Park, the City requested Liberty Utilities to relocate their facilities in conflict with the alignment and elevation of the storm drain. In the interest of time, the City included the record plans from Liberty Utilities as an appendix to the bid documents rather than the proposed Liberty Utilities design as timeline on final Liberty Utilities design was unknown. Though the old Liberty Utilities design is largely reflected in the proposed design with drop sections installed at crossings, a new 504 vault was also determined by the Liberty Utilities engineer to be needed. Since this was not previously included in the plans and specs provided to the contractor during bidding, a change order is needed. CCO #1 included the cost for the procurement of the vault only in order to not delay the purchase. This CCO covers the cost for the installation of the vault and associated items.

COST OF CHANGE: The lump sum price to complete the installation of the 504 vault as shown on the attached Liberty Utilities plans and required for relocation of Liberty Utilities facilities is $15,655. The procurement of the materials was previously completed in a separate change order.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, and all indirect costs and contract time adjustment to perform the above-described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw

Brianna Greenlaw,
Associate Civil Engineer

05/28/25
Date

Anush Nejad

Anush Nejad,
Director of Public Works

05/28/25
Date

ACCEPTED BY:

Kyle La Fave

Kyle La Fave,
Contractor Project Manager

05/29/25
Date

F.W. Carson Co.
Incline Village, Nev.
GENERAL ENGINEERING CONTRACTORS

4/23/2025 REV 5/14/25
REV 2
5/27/25

EW # *99.03*

Change Order Request

City of Southlake Tahoe
Ph: (530) 542-6042 Fax: -
Attn: **Brianna Greenlaw**

RE: *Rockwood to Blackwood Drainage Improvement Project*

F.W. Carson Co. is pleased to submit you with a price for the extra work on the above referenced project.

Our scope of work includes:
504 Liberty Vault Installation; includes asphalt demolition, vault excavation and installation, concrete collar and AC patch

Exclusions:

Our price for the extra work is: **$15,655**

Our additional time for the extra work is: **2 days**

Price is good for (30) days from the date of this proposal. Sign below to accept the extra work proposal.

Sign:_____ Date:_____
City of Southlake Tahoe Representative

If you have any questions call me at (530) 721-0966

Sincerely,

Kyle La Fave
Project Manager

F.W. Carson Co.

1064 Tahoe Blvd.
Incline Village, NV 89451
Phone: (530) 721-0966 Fax: (775) 831-5068

504 Vault Insta

Labor

Date	Description	Hours	Rate	Total
	Superintendent	*5.0*	*$104.00*	*$520.00*
	Foreman	*8.0*	*$99.00*	*$792.00*
	Operator	*8.0*	*$95.00*	*$760.00*
	Labor	*8.0*	*$69.00*	*$552.00*
			Labor Total	*$2,624.00*

504 Vault Insta

Equipment

Description		Hrs/Qty	Rate	Total
	Foreman Truck / Utility Truck	*8.0*	*$55.00*	*$440.00*
	Medium Excavator	*8.0*	*$180.00*	*$1,440.00*
	Loader (45,000#)	*5.0*	*$150.00*	*$750.00*
	Wacker	*5.0*	*$50.00*	*$250.00*
			Equipment Total	*$2,880.00*

504 Vault Insta

Trucking

Description	Hrs/Qty	Rate	Total
Transport Truck		*$ 180.00*	
End Dump	*2.0*	*$ 170.00*	*$340.00*
10 Wheeler		*$ 170.00*	
Fuel Surcharge	*0%*		*$0.00*
		Trucking Total	*$340.00*

Materials

Description	Qty		Price	Total
Drain Rock	*10*	*Ton*	*$35.00*	*$350.00*
Misc. Materials	*1*	*LS*	*$500.00*	*$500.00*
			Subtotal	*$850.00*
			Tax 8.265 %	*$70.25*
			Material Total	*$920.25*

AC Patch & Collar

Labor

Date	Description	Hours	Rate	Total
	Superintendent		*$104.00*	
	Foreman	*3.0*	*$99.00*	*$297.00*
	Operator	*8.0*	*$95.00*	*$760.00*
	Labor	*8.0*	*$69.00*	*$552.00*
			Labor Total	*$1,609.00*

AC Patch & Collar

Equipment

Description	Hrs/Qty	Rate	Total
Foreman Truck / Utility Truck	*4.5*	*$55.00*	*$247.50*
Medium Excavator		*$180.00*	
Loader (45,000#)	*5.0*	*$150.00*	*$750.00*
		Equipment Total	*$997.50*

AC Patch & Collar

Trucking

Description	Hrs/Qty	Rate	Total
Transport Truck		*$ 180.00*	
End Dump	*4.0*	*$ 170.00*	*$680.00*
10 Wheeler		*$ 170.00*	
Fuel Surcharge	*0%*		*$0.00*
		Trucking Total	*$680.00*

Materials

Description	Qty		Price	Total
Asphalt	*8*	*Tons*	*$125.00*	*$1,000.00*
			Subtotal	*$1,000.00*
			Tax 8.265 %	*$82.65*
			Material Total	*$1,082.65*

Subcontractor

Description	Qty		Price	Total
Survey	*1*	*LS*	*$1,280.00*	*$1,280.00*
Concrete	*1*	*LS*	*$1,200.00*	*$1,200.00*
			Subcontractor Total	*$2,480.00*

Extra Work Subtotal	*$13,613*
15% OH & P	*$2,042*
Extra Work Total	*$15,655*

CCO-3-LibertyVaultInstall

Final Audit Report 2025-05-29

Created:	2025-05-28
By:	Brianna Greenlaw (bgreenlaw@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAAecTTa8MVWqKU46QXrPm6AMRjbuHgCzzB

"CCO-3-LibertyVaultInstall" History

Document created by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-05-28 - 4:59:35 PM GMT

Document emailed to Brianna Greenlaw (bgreenlaw@cityofslt.us) for signature
2025-05-28 - 4:59:40 PM GMT

Email viewed by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-05-28 - 5:00:17 PM GMT

Document e-signed by Brianna Greenlaw (bgreenlaw@cityofslt.us)
Signature Date: 2025-05-28 - 5:00:29 PM GMT - Time Source: server

Document emailed to Anush Nejad (anejad@cityofslt.us) for signature
2025-05-28 - 5:00:31 PM GMT

Email viewed by Anush Nejad (anejad@cityofslt.us)
2025-05-28 - 11:20:38 PM GMT

Document e-signed by Anush Nejad (anejad@cityofslt.us)
Signature Date: 2025-05-28 - 11:21:11 PM GMT - Time Source: server

Document emailed to Kyle La Fave (kyle@fwcarsonco.com) for signature
2025-05-28 - 11:21:13 PM GMT

Email viewed by Kyle La Fave (kyle@fwcarsonco.com)
2025-05-29 - 12:48:32 PM GMT

Document e-signed by Kyle La Fave (kyle@fwcarsonco.com)
Signature Date: 2025-05-29 - 12:50:45 PM GMT - Time Source: server

Agreement completed.
2025-05-29 - 12:50:45 PM GMT

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: August 1, 2025
Contract Change Order No. 4: Water Lateral Quantity Adjustment

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: +$5,091
CONTRACT TIME ADJUSTMENT: 0 days

REASON FOR CHANGE: During construction, it was found that there were eight water services in Heavenly Valley Estates Mobile Home Park that were in conflict with the proposed storm drain instead of six included in the bid (bid item #19) and only one water service in the Blackwood Road right of way needed to be adjusted instead of the two included in the bid (bid item #18). This change order reconciles the quantity adjustments accordingly.

COST OF CHANGE: The lump sum price to reconcile the quantities for bid item #18 and bid item #19 is $5,091.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, and all indirect costs and contract time adjustment to perform the above-described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw

Brianna Greenlaw,
Associate Civil Engineer

08/01/25
Date

Anush Nejad

Anush Nejad,
Director of Public Works

08/04/25
Date

ACCEPTED BY:

Kyle La Fave

Kyle La Fave,
Contractor Project Manager

08/04/25
Date

F.W. Carson Co.
Incline Village, Nev.
GENERAL ENGINEERING CONTRACTORS

7/30/2025 EW # *99.06*

Change Order Request

City of Southlake Tahoe
Ph: (530) 542-6042 Fax: -
Attn: **Brianna Greenlaw**

RE: *Rockwood to Blackwood Drainage Improvement Project*

F.W. Carson Co. is pleased to submit you with a price for the extra work on the above referenced project.

Our scope of work includes:
Utility Relocations - Balance Change Order - Add 2 ea bid item #19 Utility Relocation Water Lateral HVEMHP. Deduct 1 ea Utility Relocation Water Lateral City ROW

Exclusions:

Our price for the extra work is: **$5,091**

Our additional time for the extra work is: **N/A**

Price is good for (30) days from the date of this proposal. Sign below to accept the extra work proposal.

Sign:_____ Date:_____
City of Southlake Tahoe Representative

If you have any questions call me at (530) 721-0966

Sincerely,

Kyle La Fave
Project Manager

F.W. Carson Co.

1064 Tahoe Blvd.
Incline Village, NV 89451
Phone: (530) 721-0966 Fax: (775) 831-5068

Bid Item Description	Qty		Price	Total
Bid Item #18 Deduct	*-1*	*EA*	*$5,263.00*	*($5,263.00)*
Bid Item #19 Add	*2*	*EA*	*$5,177.00*	*$10,354.00*
			Items Total	*$5,091.00*

Extra Work Subtotal *$5,091*
Extra Work Total *$5,091*

Signature: Kyle La Fave
Kyle La Fave (Aug 4, 2025 07:45 55 PDT)

Email: kyle@fwcarsonco.com

CCO-4-Water Laterals

Final Audit Report 2025-08-04

Created:	2025-08-01
By:	Brianna Greenlaw (bgreenlaw@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAAjnT1pK1McFrxF0VW-uC-_PYogHZbllhy

"CCO-4-Water Laterals" History

Document created by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-08-01 - 11:36:06 PM GMT

Document emailed to Brianna Greenlaw (bgreenlaw@cityofslt.us) for signature
2025-08-01 - 11:36:10 PM GMT

Document emailed to Anush Nejad (anejad@cityofslt.us) for signature
2025-08-01 - 11:36:10 PM GMT

Document emailed to Kyle La Fave (kyle@fwcarsonco.com) for signature
2025-08-01 - 11:36:10 PM GMT

Email viewed by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-08-01 - 11:36:44 PM GMT

Document e-signed by Brianna Greenlaw (bgreenlaw@cityofslt.us)
Signature Date: 2025-08-01 - 11:37:03 PM GMT - Time Source: server

Email viewed by Anush Nejad (anejad@cityofslt.us)
2025-08-04 - 2:36:57 PM GMT

Document e-signed by Anush Nejad (anejad@cityofslt.us)
Signature Date: 2025-08-04 - 2:37:21 PM GMT - Time Source: server

Email viewed by Kyle La Fave (kyle@fwcarsonco.com)
2025-08-04 - 2:45:22 PM GMT

Document e-signed by Kyle La Fave (kyle@fwcarsonco.com)
Signature Date: 2025-08-04 - 2:45:55 PM GMT - Time Source: server

Agreement completed.
2025-08-04 - 2:45:55 PM GMT

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: August 1, 2025
Contract Change Order No. 5: Sewer Lateral Conflict

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: +$35,057
CONTRACT TIME ADJUSTMENT: 6 days

REASON FOR CHANGE: Two unexpected sewer laterals in Heavenly Valley Estates Mobile Home Park were encountered that were found to be in direct conflict with the proposed storm drain design. The contractor had to complete further sewer lateral investigation for mobile home units #1-11, including horizontal and vertical adjustments for the sewer lateral connected to units #1-4, and adjustments to storm drain to avoid conflict with the sewer lateral connected to units #5-11. Work was tracked by the City and Contractor on a Time & Materials (T&M) basis, totaling the lump sum price of this change order.

COST OF CHANGE: The lump sum price to complete the investigation, adjustment of sewer lateral for units #1-4 and associated work including paver, fence, asphalt, and curb removal and replacement, and adjustment of storm drain to avoid conflict with sewer lateral for units #5-11 is $35,057. This does not include addition of storm drain manhole at Station 5+52, which will be included in a separate change order for original bid item price.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, and all indirect costs and contract time adjustment to perform the above-described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw — 08/01/25

Brianna Greenlaw,
Associate Civil Engineer

Date

Anush Nejad — 08/04/25

Anush Nejad,
Director of Public Works

Date

ACCEPTED BY:

Kyle La Fave — 08/04/25

Kyle La Fave,
Contractor Project Manager

Date

F.W. Carson Co.
Incline Village, Nev.
GENERAL ENGINEERING CONTRACTORS

7/28/2025 EW # *99.05*

Change Order Request

City of Southlake Tahoe
Ph: (530) 542-6042 Fax: -
Attn: **Brianna Greenlaw**

RE: *Rockwood to Blackwood Drainage Improvement Project*

F.W. Carson Co. is pleased to submit you with a price for the extra work on the above referenced project.

Our scope of work includes:
Sewer Laterals - Change Order includes discovery of conflicts and relocation efforts for two sewer laterals at STA 7+10 & STA 5+25

Exclusions:

Our price for the extra work is: **$35,057**

Our additional time for the extra work is: **6 days**

Price is good for (30) days from the date of this proposal. Sign below to accept the extra work proposal.

Sign:_____ Date:_____
City of Southlake Tahoe Representative

If you have any questions call me at (530) 721-0966

Sincerely,

Kyle La Fave
Project Manager

F.W. Carson Co.

1064 Tahoe Blvd.
Incline Village, NV 89451
Phone: (530) 721-0966 Fax: (775) 831-5068

Labor

Date	Description	Hours	Rate	Total
7/9/25	Foreman	3.5	$121.77	$426.20
7/9/25	Operator	2.0	$116.85	$233.70
7/9/25	Labor	3.5	$84.87	$297.05
7/9/25	Laborer Apprentice	4.0	$63.65	$254.61
7/10/25	Foreman	1.0	$121.77	$121.77
7/11/25	Foreman	5.5	$121.77	$669.74
7/11/25	Operator Apprentice	5.0	$87.64	$438.19
7/14/25	Foreman	1.0	$121.77	$121.77
7/14/25	Operator	0.5	$116.85	$58.43
7/14/25	Operator Apprentice	7.0	$87.64	$613.46
7/14/25	Labor	7.0	$84.87	$594.09
7/15/25	Foreman	6.0	$121.77	$730.62
7/15/25	Operator	8.0	$116.85	$934.80
7/15/25	Laborer Apprentice	10.0	$63.65	$636.53
7/16/25	Foreman	2.0	$121.77	$243.54
7/16/25	Operator	4.0	$116.85	$467.40
7/17/25	Foreman	2.0	$121.77	$243.54
7/17/25	Operator	7.0	$116.85	$817.95
7/17/25	Laborer Apprentice	7.0	$63.65	$445.57
7/18/25	Foreman	5.0	$121.77	$608.85
7/18/25	Operator	8.0	$116.85	$934.80
7/18/25	Laborer Apprentice	12.5	$63.65	$795.66
7/21/25	Foreman	9.5	$121.77	$1,156.82
7/21/25	Operator	15.0	$116.85	$1,752.75
7/21/25	Laborer Apprentice	18.0	$63.65	$1,145.75
7/22/25	Foreman	5.5	$121.77	$669.74
7/22/25	Operator	14.5	$116.85	$1,694.33
7/22/25	Laborer Apprentice	12.5	$63.65	$795.66
7/23/25	Laborer Apprentice	8.0	$63.65	$509.22
7/24/25	Foreman	6.0	$121.77	$730.62
7/24/25	Operator	12.0	$116.85	$1,402.20
7/24/25	Laborer Apprentice	12.0	$63.65	$763.83
7/24/25	Operator	1.0	$116.85	$116.85
			Labor Total	$21,425.99

Equipment Description		Hrs/Qty	Rate	Total
7/11/25	Mini Excavator	0.5	$75.00	$37.50
7/14/25	Mini Excavator	1.0	$75.00	$75.00
7/14/25	5 CY Dump Truck	1.0	$110.00	$110.00
7/15/25	Mini Excavator	1.0	$75.00	$75.00
7/15/25	Backhoe	1.0	$110.00	$110.00
7/16/25	Mini Excavator	1.0	$75.00	$75.00
7/17/25	Foreman Truck / Utility Truck	4.0	$55.00	$220.00
7/17/25	Mini Excavator	2.0	$75.00	$150.00
7/17/25	5 CY Dump Truck	2.0	$110.00	$220.00
7/18/25	Foreman Truck / Utility Truck	4.0	$55.00	$220.00
7/18/25	Mini Excavator	3.0	$75.00	$225.00
7/18/25	5 CY Dump Truck	2.0	$110.00	$220.00
7/21/25	Foreman Truck / Utility Truck	4.0	$55.00	$220.00
7/21/25	Mini Excavator	3.5	$75.00	$262.50
7/21/25	5 CY Dump Truck	2.0	$110.00	$220.00
7/22/25	Foreman Truck / Utility Truck	4.0	$55.00	$220.00
7/22/25	Mini Excavator	3.0	$75.00	$225.00
7/22/25	5 CY Dump Truck	2.0	$110.00	$220.00
7/22/25	Backhoe	2.5	$110.00	$275.00
7/24/25	Mini Excavator	2.0	$75.00	$150.00
7/24/25	Trench Compactor	0.5	$50.00	$25.00
			Equipment Total	$3,555.00

Trucking

Description	Hrs/Qty	Rate	Total
10 Wheeler	*12.0*	*$ 170.00*	*$2,040.00*
Fuel Surcharge	*0%*		*$0.00*
		Trucking Total	*$2,040.00*

Materials

Description	Qty		Price	Total
Trench Plates (Rental)	*1*	*LS*	*$600.00*	*$600.00*
Cold Patch	*2*	*Ton*	*$125.00*	*$250.00*
Drain Rock	*5*	*CY*	*$25.00*	*$125.00*
Concrete	*2*	*CY*	*$250.00*	*$500.00*
WNS Invoice # 11854042	*1*	*LS*	*$650.16*	*$650.16*
WNS Invoice # 11850773	*1*	*LS*	*$1,073.64*	*$1,073.64*
			Subtotal	*$3,198.80*
		Tax	**8.265 %**	*$264.38*
		Material Total		*$3,463.18*

Extra Work Subtotal	*$30,484*
15% OH & P	*$4,573*
Extra Work Total	*$35,057*

Daily Time and Materials (T&M) Report

Date: 7/9/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain

Quantity: 8 LF

Notes:

Temp repair SS lateral 8LF

Was found at 8:30, to 11:30

2 flaggers stayed longer to keep closure up

Labor	Hours	Overtime Hours	Total Hours
1001 - Garrett Hamlin (OP4MAN - Operator Foreman)	2	1.5	3.5
1141 - Lance Olivas (LABAPP - Labor Apprentice)	2	0	2
1323 - John Cooks (LABAPP - Labor Apprentice)	2	0	2
1289 - Clayton Hummel (OP - Operator)	2	0	2
1251 - Elliot Lovett (LAB - Labor)	1	1	2
1329 - Thomas Williams (LAB - Labor)	1	0.5	1.5

Total Labor Hours: 13

Daily Time and Materials (T&M) Report

Date: 7/10/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain

Quantity: 0 LF

Notes:
Removed trench plate and monitored lateral to see if dye test worked

Labor	Hours
1001 - Garrett Hamlin (OP4MAN - Operator Foreman)	1

Total Labor Hours: 1

Daily Time and Materials (T&M) Report

Date: 7/11/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain

Quantity: 0 LF

Notes:
SS lat investigation 8:30-2:00 Pm

Units 1-4 was video verified and dye tested. All 4 units confirmed that they go to the 4" main line crossing the SD at STA 7+10.

CAMERA NOTES: existing 4" main line crossing at SD STA 7+10 had bellies and roots Protruding the line. And all units 1-4 had spots where existing flow was minimal, and the water had little to no flow.

Units 5-9 was video verified and confirmed to share a 4" mainline under the foundations running Pharrell with the road. Unit 5 shows a sweep heading east crossing the SD. Was not yet verified exact SD crossing. Locator tool found 4" mainline crossing around STA 5+25.

CAMERA NOTES: units 5,6,8 could not get camera down due to how existing pipe was plumbed into mainline. Those units showed little to no flow. Videoed down existing sewer vent to mainline at unit 7,9, ran camera all the way to STA 5+25 at SD crossing.Existing pipe had section of bellies and roots as well..

Units 10,11 not videoed due to video machine breakage.

Labor	Hours
1001 - Garrett Hamlin (OP4MAN - Operator Foreman)	5.5
1319 - Anthony Jones (OPAPP - Operator Apprentice)	5

Total Labor Hours: 10.5

Equipment	Hours
RENTAL- 308- 8640 - COAN- 308 Excavator- 25-01	0.5

Total Equipment Hours: 0.5

Daily Time and Materials (T&M) Report

Date: 7/14/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain

Quantity: 0 LF

Notes:

Potholed STA 5+25 where potential SS crossing was, 6 ft deep, was not located.

Labor	Hours
1001 - Garrett Hamlin (OP4MAN - Operator Foreman)	1
1319 - Anthony Jones (OPAPP - Operator Apprentice)	7
1318 - Patrick Ferro (LAB - Labor)	7
1269 - Sia Shamshirpouri (OP - Operator)	0.5

Total Labor Hours: 15.5

Equipment	Hours
EX-11 - EX-11 Small Excavator 10,500# , thumb, rubber track	7
RENTAL - 5YRD- 1997 - H&E 5 Yard Dump Truck 24-39	8

Total Equipment Hours: 15

Daily Time and Materials (T&M) Report

Date: 7/15/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain

Quantity: 0 LF

Notes:
Potholed down stream for 4" SS lat at 21' falls at .45%. Ntpud came out to find tie in point at main line 45' downstream.nwhere we will be tiring in to lower sewer for optimal fall…

Potholed station 5+25 for sewer crossing. Service found

Labor	Hours
1001 - Garrett Hamlin (OP4MAN - Operator Foreman)	6
1141 - Lance Olivas (LABAPP - Labor Apprentice)	5
1289 - Clayton Hummel (OP - Operator)	4
1269 - Sia Shamshirpouri (OP - Operator)	4
1323 - John Cooks (LABAPP - Labor Apprentice)	5

Total Labor Hours: 24

Equipment	Hours
RENTAL- 308- 8640 - COAN- 308 Excavator- 25-01	1
RENTAL- BH450- 0760 - Empire/ Cashman Backhoe 450 25-01	1

Total Equipment Hours: 2

Daily Time and Materials (T&M) Report

Date: 7/16/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain — Quantity: 1 LF

Labor	Hours
1001 - Garrett Hamlin (OP4MAN - Operator Foreman)	2
1289 - Clayton Hummel (OP - Operator)	2
1269 - Sia Shamshirpouri (OP - Operator)	2

Total Labor Hours: 6

Equipment	Hours
RENTAL- 308- 8640 - COAN- 308 Excavator- 25-01	1

Total Equipment Hours: 1

Daily Time and Materials (T&M) Report

Date: 7/17/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain

Quantity: 0 LF

Notes:
Potholed and started excavation on SS lateral crossing 7+10 on downhill side at the point at tie in. Found that we have plenty of fall to work with….current TOP of pipe EL: at SD crossing 64.88
45' LF downhill new tie in point Top of pipe EL: 63:00(+-) will allow 2% flow for new pipe but minimum separation under SD

Current residential unit had fencing, and other yard structures and debris that needed to be removed. And temporary fencing installed

Labor	Hours
1001 - Garrett Hamlin (OP4MAN - Operator Foreman)	2
1289 - Clayton Hummel (OP - Operator)	7
1323 - John Cooks (LABAPP - Labor Apprentice)	7

Total Labor Hours: 16

Equipment	Hours
25-01 Garrett Hamlin - 25-01 Foreman Truck	8
EX-11 - EX-11 Small Excavator 10,500# , thumb, rubber track	8
RENTAL - 5YRD- 1997 - H&E 5 Yard Dump Truck 24-39	8

Total Equipment Hours: 24

Daily Time and Materials (T&M) Report

Date: 7/18/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain

Quantity: 0 LF

Notes:
station 7+10 Sanitary sewer conflict. Due to current orientation of Transite pipe connection to the 6 inch main, a section replacement with a new way fitting is required to achieve 2% fall.

Excavation and layout for new SS.

Station 5+75 SS conflict,

Potholed downstream found that exsisting fall is 1.29%..after we offset new percentage is .19% not optimal. Tahoe inspector is finding solution to continue work.

Labor	Hours	Overtime Hours	Total Hours
1001 - Garrett Hamlin (OP4MAN - Operator Foreman)	4.5	0.5	5
1141 - Lance Olivas (LABAPP - Labor Apprentice)	4.5	0	4.5
1289 - Clayton Hummel (OP - Operator)	8	0	8
1323 - John Cooks (LABAPP - Labor Apprentice)	8	0	8

Total Labor Hours: 25.5

Equipment	Hours
25-01 Garrett Hamlin - 25-01 Foreman Truck	8
EX-11 - EX-11 Small Excavator 10,500# , thumb, rubber	8

track RENTAL - 5YRD- 1997 - H&E 5 Yard Dump Truck 24-39	8

Total Equipment Hours: 24

Daily Time and Materials (T&M) Report

Date: 7/21/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain

Quantity: 67 LF

Notes:

Installed 64 LF Of 4” SDR26, 2LF 6” 1 6” wye, 3x 45 2x 22 2x 6” max adapters 1x 4” max adapter.

Installed 4” at 2% slope

Labor	Hours	Overtime Hours	Total Hours
1001 - Garrett Hamlin (OP4MAN - Operator Foreman)	8	1.5	9.5
1141 - Lance Olivas (LABAPP - Labor Apprentice)	8	1	9
1289 - Clayton Hummel (OP - Operator)	8	1	9
1323 - John Cooks (LABAPP - Labor Apprentice)	8	1	9
1269 - Sia Shamshirpouri (OP - Operator)	5	1	6

Total Labor Hours: 42.5

Equipment	Hours
25-01 Garrett Hamlin - 25-01 Foreman Truck	8
EX-11 - EX-11 Small Excavator 10,500# , thumb, rubber track	8
RENTAL - 5YRD- 1997 - H&E 5 Yard Dump Truck 24-39	8

Total Equipment Hours: 24

Daily Time and Materials (T&M) Report

Date: 7/22/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain

Quantity: 0 LF

Notes:
Backfill,grouted max adapters, landscape

Labor	Hours	Overtime Hours	Total Hours
1001 - Garrett Hamlin (OP4MAN - Operator Foreman)	5	0.5	5.5
1141 - Lance Olivas (LABAPP - Labor Apprentice)	5	0	5
1289 - Clayton Hummel (OP - Operator)	7	0	7
1323 - John Cooks (LABAPP - Labor Apprentice)	7.5	0	7.5
1269 - Sia Shamshirpouri (OP - Operator)	7.5	0	7.5

Total Labor Hours: 32.5

Equipment	Hours
25-01 Garrett Hamlin - 25-01 Foreman Truck	8
8STTC - 8STTC Walk Behind Compactor	8
EX-11 - EX-11 Small Excavator 10,500# , thumb, rubber track	2
RENTAL - 5YRD- 1997 - H&E 5 Yard Dump Truck 24-39	8
RENTAL- 308- 8640 - COAN- 308 Excavator- 25-01	7.5
RENTAL- BH450- 0760 - Empire/ Cashman Backhoe 450 25-01	7.5

Total Equipment Hours: 41

Daily Time and Materials (T&M) Report

Date: 7/23/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain

Quantity: 0 LF

Notes:
Graded and reset pavers and landscape

Labor	Hours
1141 - Lance Olivas (LABAPP - Labor Apprentice)	2
1323 - John Cooks (LABAPP - Labor Apprentice)	6

Total Labor Hours: 8

Materials	Qty Installed
2A210 - Cold Patch	0 TON
2WNS - Western Nevada Supply	0 LS
3T800 - Trench Plates	0 EA

Daily Time and Materials (T&M) Report

Date: 7/24/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain

Quantity: 4 LF

Notes:
Repaired second SS lateral permanently, re graded 28 Lf of SD for redesign and backfill, finished landscape and fence repair on property with STA 7+10 crossing.

Labor	Hours
1001 - Garrett Hamlin (OP4MAN - Operator Foreman)	6
1141 - Lance Olivas (LABAPP - Labor Apprentice)	6
1289 - Clayton Hummel (OP - Operator)	6
1323 - John Cooks (LABAPP - Labor Apprentice)	6
1269 - Sia Shamshirpouri (OP - Operator)	6

Total Labor Hours: 30

Equipment	Hours
CTL-11 - CTL-11 Compact Track Loader / Skid Steer, Rubber tracks, Fusion coupler, forks, kick broom, sweeper box	6.5
EX-11 - EX-11 Small Excavator 10,500# , thumb, rubber track	8
STTC-3 - Bomag 8500 Trench Compactor	7

Total Equipment Hours: 21.5

Materials	Qty Installed
2C900 - Grout	0
2A210 - Cold Patch	0 TON

2WNS - Western Nevada Supply	0 LS
3DRAIN ROCK - 3/4 Drain Rock	0
3T800 - Trench Plates	0 EA

Daily Time and Materials (T&M) Report

Date: 7/25/2025
Foreman: Garrett Hamlin (1001)
FW Carson Co.

25-01 (Rockwood to Blackwood)

99.05 - Sewer Lateral Conflicts with Storm Drain — Quantity: 0 LF

Notes:
Poured curb that was demoed on property for SS lat with left over concrete from manhole

Labor	Hours
1289 - Clayton Hummel (OP - Operator)	1

Total Labor Hours: 1

Materials	Qty Installed
2A210 - Cold Patch	0 TON
2WNS - Western Nevada Supply	0 LS
2C900 - Grout	0
3DRAIN ROCK - 3/4 Drain Rock	0
3T800 - Trench Plates	0 EA

INVOICE

WESTERN NEVADA SUPPLY 19 64 BLUE TEAM

INSPIRE
Kitchen and Bath Showroom

950 S. Rock Blvd. • Sparks, NV 89431
(775) 359-5800 • goblueteam.com

REMIT PAYMENT TO:
WESTERN NEVADA SUPPLY
950 S. ROCK BLVD.
SPARKS, NV 89431-5922

Access your account online at:
https://Shop.Goblueteam.com

INVOICE#	INVOICE DATE
11850773	07/18/25
ACCOUNT NO.	**CUSTOMER P.O.**
32175M	25-01 99.05
JOB ACCT. NO.	**PAGE**
32175.25-01	1 of 1

SOLD TO:	SHIP TO:	ORDER DATE
32175M	32175.25-01	07/17/25
CARSON , FW CONST.	**CARSON , FW CONST.**	**REQ. DATE**
1064 TAHOE BLVD.	"ROCKWOOD/BLACKWOOD DRAINAGE"	07/18/25
INCLINE VILLAGE, NV 89451	ROCKWOOD DRIVE	**SHIP DATE**
	South Lake Tahoe, CA. 96150	07/18/25

JOB NAME	JOB CONTACT	CONTACT PHONE	WRITTEN BY	FOB	SHIP-VIA
ROCKWOOD/BLACKWOOD DRAINAGE	GARRETT	775-225-7983	CARRIE RITTER	FULL FREIGHT	OUR TRUCK

ITEM NUMBER	DESCRIPTION	QTY ORD	QTY SHIP	QTY B/O	UNIT PRICE	UNIT	EXT. PRICE	DISC %	NET AMOUNT
WPZ1901492	4 X 14 SDR 26 PVC SWR PIPE	98	98	0	8.19	FT	802.62	50	401.80
WXZ1A00100	MAXADAPTOR MAX4 4.13-5.56 SWR CPLG	4	4	0	99.35	EA	397.40	NET	397.40
WFI1908171	4 SG PVC SWR 22 1/2	4	4	0	61.21	EA	244.84	54.5	111.40
WFI1906143	4 SG PVC SWR 45	4	4	0	61.26	EA	245.04	54.5	111.48
WFI1907157	4 SG PVC SWR ST 45	1	1	0	55.13	EA	55.13	54.5	25.08
WFI1908172	4 SG PVC SWR ST 22-1/2	1	1	0	58.19	EA	58.19	54.5	26.48
	* ORDER REMARKS *								
	garrett ORDERED MAT'L								
	THANK YOU FOR YOUR BUSINESS!								
	THANK YOU FOR YOUR BUSINESS!								

SEE NOTE Material signed for by: Na 07/18/25 09:14:32 ||||||notes|Deliver three boxes and one bundle of sewer pipe 14-footers to blacky

INCOMING FREIGHT:	0.00	OUTGOING FREIGHT:		FREIGHT TOTAL	0.00
				MDSE TOTAL	1,073.64
				TAX	93.94
				ORDER TOTAL	1,167

Purchaser acknowledges delivery and receipt of the above goods in good condition. No material accepted for credit without approval. Returned merchandise subject to handling and transportation charges. Delinquent accounts will be charged a 1 1/2 % Service Charge per month (18% annually). If legal action is necessary to collect a delinquent account, purchaser agrees to pay a reasonable attorney's fee.

ALL RETURNED MATERIAL MUST BE ACCOMPANIED BY THE ORIGINAL INVOICE NUMBER & DATE. TERMS NET 30 DAYS

INVOICE

WESTERN NEVADA SUPPLY 19 64 BLUE TEAM

INSPIRE
Kitchen and Bath Showroom

950 S. Rock Blvd. • Sparks, NV 89431
(775) 359-5800 • goblueteam.com

REMIT PAYMENT TO:
WESTERN NEVADA SUPPLY
950 S. ROCK BLVD.
SPARKS, NV 89431-5922

Access your account online at:
https://Shop.Goblueteam.com

INVOICE#	INVOICE DATE
11854042	07/21/25
ACCOUNT NO.	**CUSTOMER P.O.**
32175M	9905
JOB ACCT. NO.	**PAGE**
32175.25-01	1 of 1

SOLD TO:	SHIP TO:	ORDER DATE
32175M	32175.25-01	07/18/25
CARSON , FW CONST.	**CARSON , FW CONST.**	**REQ. DATE**
1064 TAHOE BLVD.	"ROCKWOOD/BLACKWOOD DRAINAGE"	07/21/25
INCLINE VILLAGE, NV 89451	ROCKWOOD DRIVE	**SHIP DATE**
	South Lake Tahoe, CA. 96150	07/21/25

JOB NAME	JOB CONTACT	CONTACT PHONE	WRITTEN BY	FOB	SHIP-VIA
ROCKWOOD/BLACKWOOD DRAINAGE	KYLE	530-721-0966	ANTHONY OLIVERO	FULL FREIGHT	OUR TRUCK

ITEM NUMBER	DESCRIPTION	QTY ORD	QTY SHIP	QTY B/O	UNIT PRICE	UNIT	EXT. PRICE	DISC %	NET AMOUNT
WFI1904077	6 X 4 SG PVC SWR WYE	1	1	0	214.25	EA	214.25	54.5	97.48
WPZ1901494	6 X 14 SDR 26 PVC SWR PIPE	14	14	0	18.22	FT	255.08	50	127.54
WXZ1A00105	MAXADAPTOR MAX6 6.27-7.75 SWR CPLG	2	2	0	147.99	EA	295.98	NET	295.98
WXZ1A02755	FERN 1056 66RC CI/PL X CI/PL SB CPLG	2	2	0	71.75	EA	143.50	10	129.16
	*** ORDER REMARKS ***								
	kyle ORDERED MAT'L								
	THANK YOU FOR YOUR BUSINESS!								
	THANK YOU FOR YOUR BUSINESS!								

SEE NOTE Material signed for by: Na 07/21/25 08:51:48 ||||||notes|Deliver one 6-in sewer PVC 14 ft pipe one box and one pvc y to drop s

INCOMING FREIGHT:	0.00	OUTGOING FREIGHT:		FREIGHT TOTAL	0.00
				MDSE TOTAL	650.16
				TAX	56.89
				ORDER TOTAL	707

Purchaser acknowledges delivery and receipt of the above goods in good condition. No material accepted for credit without approval. Returned merchandise subject to handling and transportation charges. Delinquent accounts will be charged a 1 1/2 % Service Charge per month (18% annually). If legal action is necessary to collect a delinquent account, purchaser agrees to pay a reasonable attorney's fee.

ALL RETURNED MATERIAL MUST BE ACCOMPANIED BY THE ORIGINAL INVOICE NUMBER & DATE. TERMS NET 30 DAYS

CCO-5-Sewer Lateral Conflict

Final Audit Report 2025-08-04

Created:	2025-08-01
By:	Brianna Greenlaw (bgreenlaw@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAA_wTMVOnwlBqUHzpjgKTz0CxSWG7AlqvL

"CCO-5-Sewer Lateral Conflict" History

Document created by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-08-01 - 11:40:24 PM GMT

Document emailed to Brianna Greenlaw (bgreenlaw@cityofslt.us) for signature
2025-08-01 - 11:40:30 PM GMT

Document emailed to Anush Nejad (anejad@cityofslt.us) for signature
2025-08-01 - 11:40:30 PM GMT

Document emailed to Kyle La Fave (kyle@fwcarsonco.com) for signature
2025-08-01 - 11:40:31 PM GMT

Email viewed by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-08-01 - 11:40:49 PM GMT

Document e-signed by Brianna Greenlaw (bgreenlaw@cityofslt.us)
Signature Date: 2025-08-01 - 11:41:05 PM GMT - Time Source: server

Email viewed by Anush Nejad (anejad@cityofslt.us)
2025-08-04 - 2:37:28 PM GMT

Document e-signed by Anush Nejad (anejad@cityofslt.us)
Signature Date: 2025-08-04 - 2:37:46 PM GMT - Time Source: server

Email viewed by Kyle La Fave (kyle@fwcarsonco.com)
2025-08-04 - 2:43:23 PM GMT

Document e-signed by Kyle La Fave (kyle@fwcarsonco.com)
Signature Date: 2025-08-04 - 2:43:59 PM GMT - Time Source: server

Agreement completed.
2025-08-04 - 2:43:59 PM GMT

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: August 14, 2025
Contract Change Order No. 6: Tree Removal

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: +$6,844
CONTRACT TIME ADJUSTMENT: 0 days

REASON FOR CHANGE: During installation of the storm water vault at STA 1+56.5, the excavation was too close to an existing 28" Jeffrey Pine tree. California Tahoe Conservancy (CTC) forester came out to evaluate and determined that the tree should be removed by the City as the damage to the roots compromised the tree.

COST OF CHANGE: The lump sum price to have a subcontractor remove the tree is $6,844 which is the original bid price for tree removal.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, and all indirect costs and contract time adjustment to perform the above-described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw

Brianna Greenlaw,
Associate Civil Engineer

08/14/25
Date

John Dickinson,
Interim Director of Public Works

08/14/25
Date

ACCEPTED BY:

Kyle La Fave

Kyle La Fave,
Contractor Project Manager

08/15/25
Date

F.W. Carson Co.
Incline Village, Nev.
GENERAL ENGINEERING CONTRACTORS

8/11/2025 EW # *99.07*

Change Order Request

City of Southlake Tahoe
Ph: (530) 542-6042 Fax: -
Attn: **Brianna Greenlaw**

RE: *Rockwood to Blackwood Drainage Improvement Project*

F.W. Carson Co. is pleased to submit you with a price for the extra work on the above referenced project.

Our scope of work includes:
Bid Item #15 - Add 1 Tree Removal

Exclusions:

Our price for the extra work is: **$6,844**

Our additional time for the extra work is: **N/A**

Price is good for (30) days from the date of this proposal. Sign below to accept the extra work proposal.

Sign:_____ Date:_____
City of Southlake Tahoe Representative

If you have any questions call me at (530) 721-0966

Sincerely,

Kyle La Fave
Project Manager

F.W. Carson Co.

1064 Tahoe Blvd.
Incline Village, NV 89451
Phone: (530) 721-0966 Fax: (775) 831-5068

Activity Description	Qty		Price	Total
Bid Item #15 Tree Removal 28"	*1*	*EA*	*$6,844.00*	*$6,844.00*
			Misc Items Total	*$6,844.00*

Extra Work Subtotal *$6,844*
Extra Work Total *$6,844*

CCO-6-Tree Removal

Final Audit Report 2025-08-15

Created:	2025-08-14
By:	Brianna Greenlaw (bgreenlaw@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAAUNp-Oz0_Lo3rQJwaZLPOUOAevIdMjKIU

"CCO-6-Tree Removal" History

Document created by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-08-14 - 11:47:12 PM GMT

Document emailed to Brianna Greenlaw (bgreenlaw@cityofslt.us) for signature
2025-08-14 - 11:47:15 PM GMT

Email viewed by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-08-14 - 11:47:40 PM GMT

Document e-signed by Brianna Greenlaw (bgreenlaw@cityofslt.us)
Signature Date: 2025-08-14 - 11:47:59 PM GMT - Time Source: server

Document emailed to John Dickinson (jdickinson@cityofslt.us) for signature
2025-08-14 - 11:48:00 PM GMT

Email viewed by John Dickinson (jdickinson@cityofslt.us)
2025-08-14 - 11:53:01 PM GMT

Document e-signed by John Dickinson (jdickinson@cityofslt.us)
Signature Date: 2025-08-14 - 11:53:14 PM GMT - Time Source: server

Document emailed to Kyle La Fave (kyle@fwcarsonco.com) for signature
2025-08-14 - 11:53:16 PM GMT

Email viewed by Kyle La Fave (kyle@fwcarsonco.com)
2025-08-15 - 10:36:07 PM GMT

Document e-signed by Kyle La Fave (kyle@fwcarsonco.com)
Signature Date: 2025-08-15 - 10:36:28 PM GMT - Time Source: server

Agreement completed.
2025-08-15 - 10:36:28 PM GMT

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: September 25, 2025
Contract Change Order No. 7: Storm Drain Manhole Addition

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: +$26,000
CONTRACT TIME ADJUSTMENT: 0 days

REASON FOR CHANGE: During installation of the storm drain system, it was determined that an extra manhole was needed at the angle point from Blackwood Road into the mobile home park. This was due to the straight precast inlet in the JDS unit. An additional manhole was needed in the mobile home park in order to adjust the grade of the storm drain to skim over the top of the existing sewer lateral that was determined to be left in place rather than relocated. Field Directive was made that allowed this work to occur.

COST OF CHANGE: The lump sum price to install two additional cast in place 48" diameter manholes is $26,000 ($13,000 per each price included in original bid item #32).

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, and all indirect costs and contract time adjustment to perform the above-described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw
Brianna Greenlaw, Sep 25, 2025 15:31:13 PDT

Brianna Greenlaw,
Associate Civil Engineer

09/25/25
Date

John Dickinson

John Dickinson,
Interim Director of Public Works

09/25/25
Date

ACCEPTED BY:

Kyle La Fave
Kyle La Fave, Sep 29, 2025 09:53:13 PDT

Kyle La Fave,
Contractor Project Manager

09/29/25
Date

F.W. Carson Co.
Incline Village, Nev.
GENERAL ENGINEERING CONTRACTORS

9/23/2025 EW # *99.04*

Change Order Request

City of Southlake Tahoe
Ph: (530) 542-6042 Fax: -
Attn: **Brianna Greenlaw**

RE: *Rockwood to Blackwood Drainage Improvement Project*

F.W. Carson Co. is pleased to submit you with a price for the extra work on the above referenced project.

Our scope of work includes:
Add 1 (ea) SDMH for JDS alignment correct and add 1 (ea) SDMH to avoid existing sewer lateral for a total of 2 (ea) SDMH added

Exclusions:

Our price for the extra work is: **$26,000**

Our additional time for the extra work is: **N/A**

Price is good for (30) days from the date of this proposal. Sign below to accept the extra work proposal.

Sign:_____ Date:_____
City of Southlake Tahoe Representative

If you have any questions call me at (530) 721-0966

Sincerely,

Kyle La Fave
Project Manager

F.W. Carson Co.

1064 Tahoe Blvd.
Incline Village, NV 89451
Phone: (530) 721-0966 Fax: (775) 831-5068

Bid Item Description	Qty		Price	Total
Bid Item # 32 SDMH City Furnished Poured Base	*2*	*EA*	*$13,000.00*	*$26,000.00*
			Items Total	*$26,000.00*

Extra Work Subtotal *$26,000*
Extra Work Total *$26,000*

CCO-7-SDMH Addition

Final Audit Report 2025-09-29

Created:	2025-09-25
By:	Brianna Greenlaw (bgreenlaw@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAAWCYw7DsFehpVJ4MpTMVXg2iY9YBuDDBJ

"CCO-7-SDMH Addition" History

Document created by Brianna Greenlaw (bgreenlaw@cityofslt.us)
2025-09-25 - 10:30:22 PM GMT

Document emailed to Brianna Greenlaw (bgreenlaw@cityofslt.gov) for signature
2025-09-25 - 10:30:26 PM GMT

Email viewed by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
2025-09-25 - 10:30:55 PM GMT

Document e-signed by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
Signature Date: 2025-09-25 - 10:31:13 PM GMT - Time Source: server

Document emailed to John Dickinson (jdickinson@cityofslt.gov) for signature
2025-09-25 - 10:31:14 PM GMT

Email viewed by John Dickinson (jdickinson@cityofslt.gov)
2025-09-25 - 10:31:33 PM GMT

Document e-signed by John Dickinson (jdickinson@cityofslt.gov)
Signature Date: 2025-09-25 - 10:31:48 PM GMT - Time Source: server

Document emailed to Kyle La Fave (kyle@fwcarsonco.com) for signature
2025-09-25 - 10:31:49 PM GMT

Email viewed by Kyle La Fave (kyle@fwcarsonco.com)
2025-09-29 - 4:49:48 PM GMT

Document e-signed by Kyle La Fave (kyle@fwcarsonco.com)
Signature Date: 2025-09-29 - 4:50:13 PM GMT - Time Source: server

Agreement completed.
2025-09-29 - 4:50:13 PM GMT

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: September 25, 2025
Contract Change Order No. 8: Additional Concrete Slurry

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: +$11,010
CONTRACT TIME ADJUSTMENT: 0 days

REASON FOR CHANGE: During installation of the storm drain system, it was determined that additional concrete slurry was needed in order to meet project specifications (backfill shall be slurry for any storm drain where the pipe cover is 18" or less. More concrete slurry was needed than anticipated for the storm drain design modification that avoided the sewer lateral as well. The use of additional slurry was a field directive and was completed as needed.

COST OF CHANGE: The lump sum price for additional concrete slurry needed to complete the project is $11,010. An additional 30 CY were needed at original bid item #25 price of $367/CY.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, and all indirect costs and contract time adjustment to perform the above-described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw

Brianna Greenlaw,
Associate Civil Engineer

09/25/25
Date

John Dickinson

John Dickinson,
Interim Director of Public Works

09/25/25
Date

ACCEPTED BY:

Kyle La Fave
Kyle La Fave (Sep 29, 2025 09:48:03 PDT)

Kyle La Fave,
Contractor Project Manager

09/29/25
Date

F.W. Carson Co.
Incline Village, Nev.
GENERAL ENGINEERING CONTRACTORS

9/23/2025 EW # *99.08*

Change Order Request

City of Southlake Tahoe
Ph: (530) 542-6042 Fax: -
Attn: **Brianna Greenlaw**

RE: *Rockwood to Blackwood Drainage Improvement Project*

F.W. Carson Co. is pleased to submit you with a price for the extra work on the above referenced project.

Our scope of work includes:
Add 30 (CY) of slurry backfill - Added to shallow storm drain in order to miss unforseen sewer laterals

Exclusions:

Our price for the extra work is: **$11,010**

Our additional time for the extra work is: **N/A**

Price is good for (30) days from the date of this proposal. Sign below to accept the extra work proposal.

Sign:_____ Date:_____
City of Southlake Tahoe Representative

If you have any questions call me at (530) 721-0966

Sincerely,

Kyle La Fave
Project Manager

F.W. Carson Co.

1064 Tahoe Blvd.
Incline Village, NV 89451
Phone: (530) 721-0966 Fax: (775) 831-5068

Bid Item Description	Qty		Price	Total
Bid Item #25 SlurryCement	*30*	*CY*	*$367.00*	*$11,010.00*
			Items Total	*$11,010.00*

Extra Work Subtotal *$11,010*
Extra Work Total *$11,010*

CCO-8-Additional Concrete Slurry

Final Audit Report 2025-09-29

Created:	2025-09-25
By:	Brianna Greenlaw (bgreenlaw@cityofslt.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAARYv-V77UCYdS9GRFz_1iZHEuYAab7lbT

"CCO-8-Additional Concrete Slurry" History

Document created by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
2025-09-25 - 11:18:20 PM GMT

Document emailed to Brianna Greenlaw (bgreenlaw@cityofslt.gov) for signature
2025-09-25 - 11:18:24 PM GMT

Email viewed by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
2025-09-25 - 11:18:35 PM GMT

Document e-signed by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
Signature Date: 2025-09-25 - 11:18:44 PM GMT - Time Source: server

Document emailed to John Dickinson (jdickinson@cityofslt.gov) for signature
2025-09-25 - 11:18:46 PM GMT

Email viewed by John Dickinson (jdickinson@cityofslt.gov)
2025-09-25 - 11:36:19 PM GMT

Document e-signed by John Dickinson (jdickinson@cityofslt.gov)
Signature Date: 2025-09-25 - 11:36:54 PM GMT - Time Source: server

Document emailed to Kyle La Fave (kyle@fwcarsonco.com) for signature
2025-09-25 - 11:36:55 PM GMT

Email viewed by Kyle La Fave (kyle@fwcarsonco.com)
2025-09-29 - 4:47:03 PM GMT

Document e-signed by Kyle La Fave (kyle@fwcarsonco.com)
Signature Date: 2025-09-29 - 4:48:09 PM GMT - Time Source: server

Agreement completed.
2025-09-29 - 4:48:09 PM GMT

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: October 14, 2025
Contract Change Order No.: ~~8~~ 9 - Contract Time Extension

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: $0

REASON FOR CHANGE: Contract time was adjusted through change orders #2, 3 and 6 to allow for additional days associated with those change orders. This totals 11 contract days. The current contract requires final completion by October 15, 2025 or as TRPA grading exceptions and Lahontan variances allow. With the addition of 11 contract working days, this change order will amend the contract to require final completion by October 30, 2025. Work proposed to be completed between October 15th and October 30th that includes ground disturbance must be approved by TRPA and Lahontan through grading exceptions and variances. Outstanding work includes striping on Rockwood Drive, installation of trash capture unit in existing DI, minor punch list items, and installation of headwall and trash rack at system inlet. It is anticipated that the headwall and trash rack installation will require approval from TRPA and Lahontan. Contractor shall coordinate with the City to obtain those approvals.

COST OF CHANGE: No cost increase to contract.

CONTRACT TIME ADJUSTMENT: Final completion by October 30, 2025.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, all indirect costs and contract time adjustment to perform the above described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw

Brianna Greenlaw,
Project Manager

10/14/25
Date

John Dickinson

John Dickinson,
Interim Director of Public Works

10/14/25
Date

ACCEPTED BY:

Kyle La Fave
Kyle La Fave Oct 15, 2025 13:16:37 PDT

Kyle La Fave,
Contractor Project Manager

10/15/25
Date

CCO-9-Contract Time

Final Audit Report 2025-10-15

Created:	2025-10-15
By:	Brianna Greenlaw (bgreenlaw@cityofslt.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAEt5ytrIp1BnhZ8ZpL3aY5yU-EUciWgIg

"CCO-9-Contract Time" History

Document created by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
2025-10-15 - 0:00:19 AM GMT

Document emailed to Brianna Greenlaw (bgreenlaw@cityofslt.gov) for signature
2025-10-15 - 0:00:23 AM GMT

Email viewed by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
2025-10-15 - 0:00:57 AM GMT

Document e-signed by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
Signature Date: 2025-10-15 - 0:01:09 AM GMT - Time Source: server

Document emailed to John Dickinson (jdickinson@cityofslt.gov) for signature
2025-10-15 - 0:01:10 AM GMT

Email viewed by John Dickinson (jdickinson@cityofslt.gov)
2025-10-15 - 0:01:23 AM GMT

Document e-signed by John Dickinson (jdickinson@cityofslt.gov)
Signature Date: 2025-10-15 - 0:01:32 AM GMT - Time Source: server

Document emailed to Kyle La Fave (kyle@fwcarsonco.com) for signature
2025-10-15 - 0:01:33 AM GMT

Email viewed by Kyle La Fave (kyle@fwcarsonco.com)
2025-10-15 - 7:19:50 PM GMT

Document e-signed by Kyle La Fave (kyle@fwcarsonco.com)
Signature Date: 2025-10-15 - 8:16:37 PM GMT - Time Source: server

Agreement completed.
2025-10-15 - 8:16:37 PM GMT

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: October 30, 2025
Contract Change Order No.: 10 - Contract Time Extension

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: $0

REASON FOR CHANGE: Contract time was adjusted through change order #9 to allow for final completion by October 30, 2025 based on additional time allotted from previous change orders for unforeseen conditions. The contract states that final completion shall be October 15th or as TRPA grading exceptions and Lahontan variances allow. TRPA has approved a grading exception through 11/7/25 and Lahontan has approved a variance through 11/4/25. Other minor work not needing additional authorization from TRPA and Lahontan are anticipated to be finalized by 11/7/25. Outstanding work includes striping on Rockwood Drive, minor punch list items, and installation of wing walls and trash rack at system inlet.

COST OF CHANGE: No cost increase to contract.

CONTRACT TIME ADJUSTMENT: Final completion by November 7, 2025.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, all indirect costs and contract time adjustment to perform the above described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw

Brianna Greenlaw,
Project Manager

Oct 31, 2025
Date

John Dickinson
John Dickinson Oct 31, 2025 09:34 22 PDT

John Dickinson,
Interim Director of Public Works

Oct 31, 2025
Date

ACCEPTED BY:

Kyle La Fave
Kyle La Fave Nov 19, 2025 07:49 27 PST

Kyle La Fave,
Contractor Project Manager

Nov 19, 2025
Date

Brianna Greenlaw

From: no-reply@trpa.gov
Sent: Tuesday, October 28, 2025 1:36 PM
To: Brianna Greenlaw
Subject: GRADING EXCEPTION APPROVED GEXC2025-1406 510-101-00

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Property Owner or Owner's Representative,

This correspondence is official notification that you have been approved for a Grading Season Exception (GSE) from 10/31/2025 to 11/07/2025.

Address: 101 General, South Lake Tahoe, CA 00000
GSE File Number: GEXC2025-1406
Assessor's Parcel Number: 510-101-00
TRPA Inspector: JLANOFF

The following activity is approved under this GSE:
Work on inlet headwall, backfill, and install trash rack.

Any activity not described above is subject to the standard Seasonal Limitations (TRPA Code 33.3)

Approval is based on the following conditions:

1. Applicant agrees to check the weather forecast http://forecast.weather.gov/MapClick.php?zoneid=CAZ072 each day prior to excavation/grading. No grading or soil disturbance shall occur during periods of precipitation or when the soil is saturated or in a muddy condition.

2. Vehicles and equipment shall remain on a paved surface at all times unless otherwise approved by the TRPA inspector.

3. Applicant shall abide by the Winterization Requirements https://www.trpa.gov/wp-content/uploads/documents/archive/Winterization-Guidelines.pdf

for the Lake Tahoe Basin.

4. All work under this exception must be performed so that the project can be winterized within 12 hours.

5. Applicant shall not discharge sediment from the construction site at any time during the project.

6. TRPA will be notified when grading has been completed and the site has been winterized.

Failure to comply with any conditions of the GSE, the permit, or winterization requirements may result in a penalty of up to $5,000 per violation per day. TRPA may suspend this GSE at any time. Grading during a GSE suspension or after GSE expiration is strictly prohibited.

If you have any additional questions, please contact the appropriate TRPA staff listed above. Complete details regarding Grading Season Exceptions are available at grading.trpa.gov

Thank you,
Tahoe Regional Planning Agency

Lahontan Regional Water Quality Control Board

Date: October 28, 2025
Discharger/Owner:

City of South Lake Tahoe
Attn: Brianna Greenlaw
1740 D Street
South Lake Tahoe, CA 96150
bgreenlaw@cityofslt.gov

VARIANCE TO THE OCTOBER 16, 2025, THROUGH APRIL 30, 2026, SOIL DISTURBANCE PROHIBITION PERIOD

Staff of the California Regional Water Quality Control Board, Lahontan Region (Lahontan Water Board) reviewed your request to conduct earth-disturbing activities on your project between October 15, 2025, and May 1, 2026. Your project is regulated under:

☐ Board Order No. 6-91-31, General Waste Discharge Requirements for Construction of Small Commercial, Multi-Family Residential Utility and Public Works Projects Lake Tahoe Basin,
WDID No.: _____ Project: _____

☒ Board Order No. R6T-2016-0010, General Waste Discharge Requirements and National Pollutant Discharge Elimination System Permit No. CAG616002 for Storm Water Discharges Associated with Construction Activity in the Lake Tahoe Hydrologic Unit,
WDID No.: 6A09LT000138 Project: Rockwood to Blackwood Drainage Improvement Projects

☐ Board Order No. R6T-2017-0010, or Board Order R6T-2022-0046 Renewed Waste Discharge Requirements and National Pollutant Discharge Elimination System Permit No. CAG616001 for Storm Water/Urban Runoff Discharges from El Dorado County, Placer County, and the City of South Lake Tahoe, within the Lake Tahoe Hydrologic Unit,
WDID No.: _____ Project: _____

☐ Board Order No. R6T-2003-0004, General Waste Discharge Requirements for Small Construction Projects, including Utility, Public Works, and Minor Streambed/ Lakebed Alteration Projects in the Lahontan Region Excluding the Lake Tahoe Hydrologic Unit
WDID No.: _____ Project: _____

☐ State Board Order No. 2022-0033-DWQ, National Pollutant Discharge Elimination System (NPDES) Statewide Storm Water Permit No. CAS000003, Waste Discharge Requirements (WDRs) for State of California, Department of Transportation
WDID No.: 5S34CT000001, Application ID ___ Project _____

☐ Board Order No. R6T-2014-0030, Conditional Waiver of Waste Discharge Requirements for Waste Discharges Resulting from Timber Harvest and Vegetation Management Activities in the Lahontan Region.
WDID No.: _____ Project: _____

☐ Board Order No. R6T-2019-0240 Conditional Waiver of Waste Discharge Requirements for Waste Discharges Resulting from Timber Harvest and Vegetation Management Activities in the Lahontan Region.
WDID No.: _____ Project: _____

☐ Individual Board Order R6T-2018-0023-A1
WDID No.: _____ Project: _____
These Waste Discharge Requirements or Water Board directives prohibit the removal of vegetation and/or soil disturbance between October 16 and April 30 of the following year.

A variance to the soil disturbance prohibition period is hereby granted for the earth-disturbing activities described in your variance request received on **October 28, 2025** (attached), **except** for the following:

WORK THAT IS NOT PERMITTED DURING THE SOIL DISTURBANCE PROHIBITION PERIOD

Permitted work under this variance is limited to the scope of work requested in the request form for variance (see attached).

This variance allows soil-disturbing activities to be conducted on **October 28, 2025, through November 4, 2025**. All soil disturbance activities must stop, and all project areas must be permanently stabilized or winterized during all other times of the prohibition period. "Winterized" means stabilized to prevent soil movement in a manner that will remain effective through the prohibition period.

We look forward to working with you in your efforts to protect water quality. If you have any questions, please contact me at jcarolan@waterboards.ca.gov or 530-542-5477.

James N Carolan

Lahontan Water Board Staff

Attachments:
(1) Variance letter signed by Ben Letton, Executive Officer
(2) Variance request form

Lahontan Regional Water Quality Control Board

September 17, 2025

Regulated Dischargers

VARIANCE – LAHONTAN REGIONAL WATER QUALITY CONTROL BOARD SOIL DISTURBANCE PROHIBITIONS

I hereby grant a variance from the soil disturbance prohibition for the period beginning October 16, 2025, and ending April 30, 2026, for approved construction and other soil disturbance projects regulated under waste discharge requirements (WDRs) or other orders. Chapter 5, section 5.3, of The Water Quality Control Plan for the Lahontan Region prohibits land-disturbing activities in the Lake Tahoe Hydrologic Unit from October 16 through April 30 of the following year (Prohibition Period) unless an exception is granted by the Lahontan Water Board Executive Officer. Additionally, certain WDRs and other orders for projects located outside of the Lake Tahoe Hydrologic Unit include a similar soil disturbance prohibition.

Lahontan Water Board staff reviewed your request to conduct soil-disturbing activities on your project during the Prohibition Period. Based on the information contained in your request, Lahontan Water Board staff determined that granting a variance to the soil disturbance prohibition period would not cause or contribute to the degradation of water quality.

This variance allows soil-disturbing activities described in the attached project approval letter provided that the discharger complies with all other provisions of the applicable waste discharge requirements, or other order requirements for your activity and the additional conditions listed below.

- When adverse weather conditions are predicted by the National Weather Service or, for Lake Tahoe Basin projects, when the Tahoe Regional Planning Agency's (TRPA's) Website below sets grading restrictions, the discharger must take every reasonable measure to winterize all areas subject to this variance prior to the storm event. "Adverse" conditions refer to conditions that may threaten the ability to control erosion and siltation from the project or may result in temporarily or permanently stopping work on the project due to a snowfall or rainstorm. For Lake Tahoe Basin projects, please check the TRPA's website for daily updates on the grading conditions (https://www.trpa.gov/).

- No multiple-day excavation activity (those activities where an excavation will be left exposed until the following day) shall be conducted when a forecast of precipitation is predicted during the period of excavation and stabilization.

- Designated personnel shall inspect active areas and temporary control measures within 24 hours of, but at least 4 hours prior to, any expected storm events, and during and immediately after each storm event. Written documentation of each inspection shall be kept at your office/project site. Any necessary corrective actions shall be implemented within 24 hours of identifying the need for corrective action or before the next storm event, whichever comes first.

- At a minimum, all temporary control measures identified in the Storm Water Pollution Prevention Plan (SWPPP), Water Pollution Control Plan (WPCP), or Best Management Practices (BMP) Plan for the project will be implemented, monitored, and maintained throughout the activities.

- This variance authorizes no other soil-disturbing activity beyond what is described in the approved request.

- All other project areas where soil was disturbed prior to October 16, 2023, must be winterized, or permanently stabilized. "Winterization" means the disturbed areas are stabilized or protected to prevent soil movement in a manner that will remain effective for the duration of the prohibition period.

This variance is only valid if accompanied by the attached project approval letter prepared and signed by Lahontan Water Board staff.

Keep in mind the time required to close your construction site and plan accordingly, regarding winterization. Lahontan Water Board staff recommend one full day of work to fully winterize each acre of disturbance. Therefore, if a site includes six acres of soil disturbance, active grading should cease six days prior to winterization being initiated and completed.

BEN LETTON
EXECUTIVE OFFICER

REQUEST FORM FOR VARIANCE TO THE OCTOBER 16, 2025, THROUGH APRIL 30, 2026 SOIL DISTURBANCE PROHIBITION PERIOD

To request a variance when you have one of the following valid and current permits for your activity, you must submit the following form with all the requested information items 1 through 7. Please allow a reasonable amount of time for the Water Board staff to review your request and make a determination.

Board Order No. 6-91-31, General Waste Discharge Requirements for Construction of Small Commercial, Multi-Family Residential Utility and Public Works Projects Lake Tahoe Basin,

Board Order No. R6T-2016-0010, General Waste Discharge Requirements and National Pollutant Discharge Elimination System Permit No. CAG616002 for Storm Water Discharges Associated With Construction Activity in the Lake Tahoe Hydrologic Unit,

Board Order No. R6T-2016-0038, General Waste Discharge Requirements and National Pollutant Discharge Elimination System Permit for Storm Water Runoff Associated with Marina Operations in the Lake Tahoe Hydrologic Unit-El Dorado and Placer Counties,

Board Order No. R6T-2022-0046, Updated Waste Discharge Requirements and National Pollutant Discharge Elimination System Permit for Storm Water/Urban Runoff Discharges from El Dorado County, Placer County, and the City of South Lake Tahoe**,**

Board Order No. R6T-2003-0004, General Waste Discharge Requirements for Small Construction Projects, including Utility, Public Works, and Minor Streambed/ Lakebed Alteration Projects in the Lahontan Region Excluding the Lake Tahoe Hydrologic Unit,

Board Order No. R6T-2024-0035, Conditional Waiver of Waste Discharge Requirements for Waste Discharges Resulting from Timber Harvest and Vegetation Management Activities in the Lahontan Region,

State Board Order No. 2012-0011-DWQ (as amended), National Pollutant Discharge Elimination System (NPDES) Statewide Storm Water Permit No. CAS00003, Waste Discharge Requirements (WDRs) for State of California, Department of Transportation, and other individual or general orders issued by the Water Board which state, in effect:

Grading, filling, and clearing of vegetation that disturbs soil, and all other disturbances of soil between **October 15 of any year and May 1 of the following year in the Lake Tahoe Hydrologic Unit is prohibited**.

All disturbed areas not subject to a variance granted by Water Board staff prior to October 15 must be winterized by October 15 in a manner that will remain effective until May 1. Where the Discharger shows that granting a variance would not cause or contribute to the degradation of water quality, an exception to the dates stated above may be granted in writing by the Executive Officer. Dischargers are advised to maintain compliance with all

requirements and complete and provide this form to the California Regional Water Quality Control Board, Lahontan Region (Water Board) to ensure that all necessary information is provided to Water Board staff in adequate time for consideration of a variance.

1. APPLICANT INFORMATION

Discharger/Owner:	City of South Lake Tahoe
Address:	1740 D Street South Lake Tahoe, CA 96150
Phone No.	(530) 542-6042
Fax No.	N/A
E-mail Address:	bgreenlaw@cityofslt.gov

2. AGENT INFORMATION

Agent:	N/A
Address:	
Phone No.	
Fax No.	
E-mail address:	

3. PROJECT INFORMATION

Project Name	Rockwood to Blackwood Drainage Improvements Project
Project Location	End of Rockwood Dr, through Heavenly Valley Estates Mobile Home Park, down Blackwood Rd, outfall at 3707 Blackwood Rd.
Board Order	R6T-2016-0010
Project Identification Number (e.g. WDID)	6A09LT000138

4. DURATION OF EXTENSION REQUESTED

10/29/25 - 11/5/25

5. REASON FOR THE NEEDED EXTENSION

All project areas are winterized other than the inlet where the proposed work under this variance will take place. BMPs have been removed as the site has been seeded and temporarily stabilized. Contractor has added fiber rolls and wood chips around the inlet. This variance will allow the contractor to pour the concrete headwall and install the trash rack at the pipe inlet. No ground distrubing activities should take place unless the existing compacted base is over saturated and needs to be replaced. The concrete truck will need to drive on the wood chip/pine needle mulch approximately 40' from the end of the paved road to the inlet on Rockwood Dr.

6. SCHEDULE OF THE PROPOSED WORK THAT WOULD BE CONDUCTED DURING SOIL DISTURBANCE PROHIBITION PERIOD

Remaining work and anticipated date of completion of each remaining task	
Task	Date
(1) Install headwall and trash rack at inlet on Rockwood Dr. Backfill around headwall and install riprap.	10/29 -10/30 11/3 -11/5
(2)	
(3)	
(4)	
(5)	

7. HOW WILL WATER QUALITY BE PROTECTED DURING AN EXTREME WEATHER EVENT WHILE THE PROPOSED WORK (Item #5 above) IS COMPLETED?

Project areas are winterized other than the inlet area. If weather does not allow, contractor will install temporary BMPs to protect water quality over the winter. Contractor will have a designated concrete washout with secondary containment and will reapply mulch as needed where equipment/concrete truck accesses. Site will be able to be winterized quickly. Concrete will not be poured unless weather forecast allows for full cure.

8. **BY CHECKING THIS BOX [✓], I CERTIFY UNDER PENALTY OF PERJURY THAT MY PROJECT SITE, WITH EXCEPTION TO SPECIFIC AREAS SUBJECT TO A VARIANCE GRANTED BY WATER BOARD STAFF PRIOR TO OCTOBER 15, IS FULLY WINTERIZED. ALL ACTIVE AREAS WHERE THE PROPOSED WORK IS BEING CONDUCTED DURING THE SOIL DISTURBANCE PROHIBITION PERIOD SHALL BE FULLY WINTERIZED ACCORDING TO THE FOLLOWING CRITERIA (AS APPLICABLE):**
    a. **THE COMPLETION OF THE PROPOSED WORK IN THE APPROVED VARIANCE.**
    b. **THE CLOSE OF BUSINESS ON THE LAST DATE OF THE APPROVED VARIANCE.**
    c. **PRIOR TO PRECIPITATION EVENT(S).**

I certify under penalty of law that this document and all attachments were prepared under my direction or supervision in accordance with a system designed to ensure that qualified personnel properly gather and evaluate the information submitted. I certify that my project site will be fully winterized in accordance with waste discharge requirements during the prohibition period in the event that a variance is not granted.

"Winterized" means implementing erosion and/or sediment controls that will minimize or prevent the discharge of earthen materials from the site and the controls will remain effective throughout the rainy/snow season without requiring maintenance. In general, this requires stabilizing bare disturbed soils with mulch, erosion protection blankets, or other suitable materials, and installing perimeter sediment controls such as fiber logs or other similar materials that will remain effective during significant rain and snow events.

To the best of my knowledge and belief, including information gathered from the project manager, the information submitted is, true, accurate, and complete. I am aware that there are significant penalties for submitting false information, including the possibility of fine and imprisonment for knowing violations.

Brianna Greenlaw (on behalf of CSLT)

Owner/Discharger Name (Print)

Brianna Greenlaw 10/27/25

Signature Date

The end of Rockwood Dr.

Upstream end of the Rockwood Swale.

Rockwood Swale looking towards Rockwood Dr.

Rockwood Swale looking towards Rockwood Dr

Rockwood swale inlet structure where concrete will be poured.

Rockwood swale inlet structure where concrete will be poured.

Rockwood swale inlet structure where concrete will be poured.

Rockwood swale taken from Rockwood Dr.

CONTRACT /AGREEMENTAUTHORIZATION ROUTING FORM

STAFF CONTACT INFORMATION

- NAME: Brianna Greenlaw
- DEPARTMENT: Public Works
- PHONE: 530-542-6042
- DATE OF SUBMITTAL: 10/30/25

CONTRACT/ AGREEMENT INFO.

- NAME: FW Carson Co.
- CONTRACTOR/CONSULTANT: Contractor
- START: 10/30/25 END: 11/7/25 OPTION TO RENEW: ☐
- AMOUNT OF CONTRACT: $ Time only Original contract was $1,750,421 + 10% contingency

BUDGET INFORMATION

ACCOUNT NO.: 30140051-48030
BUDGET AVAILABLE: yes, but no funds associated with this CCO
FUNDING VERIFIED:
GRANT FUNDING? Source USFS Grant, ARPA TRPA mitigation Federal? Yes ☑ No ☐

Type of Contract

Professional Services Agreement ☐ License ☐ MOU ☐ Lease ☐
Purchase Order ☐ Purchase Agreement ☐ Construction ☑
Revenue Contract ☐ Operation/Concession Agreement ☐ Deed ☐
Maintenance Agreement ☐ Public Works Contract ☐ Vehicle ☐
Motorized Equipment ☐ IT/Electronic Equipment ☐

Brief Description:

This is change order #10 to the FW Carson Co. contract for the Rockwood to Blackwood Drainage Improvements Project modifying time only. All change orders are scheduled to be ratified by City Council on 12/9 after the project construction is complete. The overall contract approved was $1,750,421 with 10% contingency. It is anticipated that total contract will be slightly over the 10% contingency, but it was previously discussed that this can be taken as a ratification to City Council to not hold up construction as there is available budget.

Does this contract involve the following: construction, reconstruction, alteration, renovation, improvement, demolition, painting, re-painting, and/or repair work involving any publicly owned, leased, or operated facility?
Yes ☑ No ☐ If **yes**, forward to Public Works for review
(Public Works Director authorization required)

Does this contract require special permitting, environmental review, CEQA/NEPA, Planning Dept. review, Commission approval? Yes ☐ No ☑ If yes, forward to Development Services Department for review ***(Director of Developmental Services authorization required)***

Reviewing Authority	Signature	Date Signed
Department Head		
Public Works Director *(where applicable)*	John Dickinson (Oct 31, 2025 21:24 PST)	Oct 31, 2025
Dev. Services Director *(where applicable)*		
Finance Director	C. Tikkanen	Nov 18, 2025
City Attorney	Heather Stroud (Nov 18, 2025 15:11:23 PST)	Nov 18, 2025
City Manager	Joseph D. Irvin (Nov 18, 2025 16:06:30 PST)	Nov 18, 2025
City Clerk	Susan Blankenship (Nov 18, 2025 16:07:30 PST)	Nov 18, 2025

City Council Meeting Date ***(over $60K or where applicable)***: _____

CCO-10-Contract Time

Final Audit Report 2025-11-19

Created:	2025-10-31
By:	Kelli Durocher (kdurocher@cityofslt.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAA-Ep4V8d6QpNlvx_eTJFPwcH1I1UCguQS

"CCO-10-Contract Time" History

Document created by Kelli Durocher (kdurocher@cityofslt.gov)
2025-10-31 - 2:48:21 PM GMT

Document emailed to Brianna Greenlaw (bgreenlaw@cityofslt.gov) for signature
2025-10-31 - 2:51:30 PM GMT

Email viewed by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
2025-10-31 - 2:56:58 PM GMT

Document e-signed by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
Signature Date: 2025-10-31 - 2:57:14 PM GMT - Time Source: server

Document emailed to jdickinson@cityofslt.us for signature
2025-10-31 - 2:57:16 PM GMT

Email viewed by jdickinson@cityofslt.us
2025-10-31 - 3:34:01 PM GMT

Signer jdickinson@cityofslt.us entered name at signing as John Dickinson
2025-10-31 - 3:34:20 PM GMT

Document e-signed by John Dickinson (jdickinson@cityofslt.us)
Signature Date: 2025-10-31 - 3:34:22 PM GMT - Time Source: server

Document emailed to Olga Tikhomirova (otikhomirova@cityofslt.gov) for signature
2025-10-31 - 3:34:25 PM GMT

Email viewed by Olga Tikhomirova (otikhomirova@cityofslt.gov)
2025-11-18 - 9:46:52 PM GMT

Document e-signed by Olga Tikhomirova (otikhomirova@cityofslt.gov)
Signature Date: 2025-11-18 - 9:47:59 PM GMT - Time Source: server

Document emailed to Heather Stroud (hstroud@cityofslt.gov) for signature
2025-11-18 - 9:48:01 PM GMT

Email viewed by Heather Stroud (hstroud@cityofslt.gov)
2025-11-18 - 11:10:40 PM GMT

Document e-signed by Heather Stroud (hstroud@cityofslt.gov)
Signature Date: 2025-11-18 - 11:11:23 PM GMT - Time Source: server

Document emailed to jirvin@cityofslt.us for signature
2025-11-18 - 11:11:25 PM GMT

Email viewed by jirvin@cityofslt.us
2025-11-19 - 0:05:32 AM GMT

Signer jirvin@cityofslt.us entered name at signing as Joseph D. Irvin
2025-11-19 - 0:06:28 AM GMT

Document e-signed by Joseph D. Irvin (jirvin@cityofslt.us)
Signature Date: 2025-11-19 - 0:06:30 AM GMT - Time Source: server

Document emailed to Susan Blankenship (sblankenship@cityofslt.gov) for signature
2025-11-19 - 0:06:32 AM GMT

Email viewed by Susan Blankenship (sblankenship@cityofslt.gov)
2025-11-19 - 0:07:11 AM GMT

Document e-signed by Susan Blankenship (sblankenship@cityofslt.gov)
Signature Date: 2025-11-19 - 0:07:30 AM GMT - Time Source: server

Document emailed to kyle@fwcarsonco.com for signature
2025-11-19 - 0:07:33 AM GMT

Email viewed by kyle@fwcarsonco.com
2025-11-19 - 0:08:37 AM GMT

Signer kyle@fwcarsonco.com entered name at signing as Kyle La Fave
2025-11-19 - 3:40:25 PM GMT

Document e-signed by Kyle La Fave (kyle@fwcarsonco.com)
Signature Date: 2025-11-19 - 3:40:27 PM GMT - Time Source: server

Agreement completed.
2025-11-19 - 3:40:27 PM GMT

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: December 8, 2025
Contract Change Order No. 11: Additional Paving

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: +$37,500
CONTRACT TIME ADJUSTMENT: 0 days

REASON FOR CHANGE: Quantities included in the original bid were incorrect. Pavement replacement was completed per plan with minor field deviations to ensure the best product was constructed. Pavement areas were surveyed with GPS to capture the as-built quantities. Only the quantities of the original bid were billed, and this change order reconciles the additional amount due to the Contractor.

COST OF CHANGE: The lump sum price for additional pavement is $37,500. This includes an additional 720 SF in City ROW at $38/SF for a total of $27,360 and an additional 780 SF in the mobile home park at $13/SF for a total of $10,140. Exhibits of the surveyed pavement completed are included as an attachment.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, and all indirect costs and contract time adjustment to perform the above-described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw	Dec 15, 2025
Brianna Greenlaw, Associate Civil Engineer	Date
John Dickinson	Dec 15, 2025
John Dickinson, Interim Director of Public Works	Date
[signature] Dec 15, 2025 12:31:30 PST	Dec 15, 2025
Joseph Irvin, City Manager	Date

ACCEPTED BY:

Kyle La Fave	Dec 10, 2025
Kyle La Fave, Contractor Project Manager	Date

City R/W Paving Limits
(940 sf)
Mobile Home Paving Limits
(19,530 sf)
N
0 25 50 100 150 200
Feet

F.W. Carson Co.
Incline Village, Nev.
GENERAL ENGINEERING CONTRACTORS

10/27/2025 EW # *99.10*

Change Order Request

City of Southlake Tahoe
Ph: (530) 542-6042 Fax: -
Attn: **Brianna Greenlaw**

RE: *Rockwood to Blackwood Drainage Improvement Project*

F.W. Carson Co. is pleased to submit you with a price for the extra work on the above referenced project.

Our scope of work includes:
Add Asphalt Paving Bid Item #37 AC Pavement City ROW & Bid Item #38 AC Pavement Mobile Home

Exclusions:

Our price for the extra work is: **$37,500**

Our additional time for the extra work is: **N/A**

Price is good for (30) days from the date of this proposal. Sign below to accept the extra work proposal.

Sign: Brianna Greenlaw
City of Southlake Tahoe Representative

Date: Dec 15, 2025

If you have any questions call me at (530) 721-0966

Sincerely,

Kyle La Fave
Project Manager

F.W. Carson Co.

1064 Tahoe Blvd.
Incline Village, NV 89451
Phone: (530) 721-0966 Fax: (775) 831-5068

Activity Description	Qty		Price	Total
Bid Item #37 AC Pavement City ROW	*720*	*SF*	*$38.00*	*$27,360.00*
Bid Item #38 AC Pavement Mobile Home	*780*	*SF*	*$13.00*	*$10,140.00*
			Activity Items Total	*$37,500.00*

Extra Work Subtotal *$37,500*
Extra Work Total *$37,500*

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: December 8, 2025
Contract Change Order No. 12: Revegetation

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: +$7,566
CONTRACT TIME ADJUSTMENT: 0 days

REASON FOR CHANGE: Quantities included in the original bid were incorrect. Revegetation was completed per plan with minor field deviations to ensure the best product was constructed. Revegetation areas were surveyed with GPS to capture the as-built quantities. Only the quantities of the original bid were billed, and this change order reconciles the additional amount due to the Contractor.

COST OF CHANGE: The lump sum price for additional amount owed to the Contractor is $7,566. This includes an additional 4,184 SF of revegetation type A at $4.90/SF for a total of +$20,501.60. This also includes a credit for 4,620 SF of revegetation type D at $2.80/SF for a total of -$12,936. Exhibits of the surveyed revegetation areas completed are included as an attachment.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, and all indirect costs and contract time adjustment to perform the above-described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw

Dec 15, 2025

Brianna Greenlaw,
Associate Civil Engineer

Date

John Dickinson

Dec 15, 2025

John Dickinson,
Interim Director of Public Works

Date

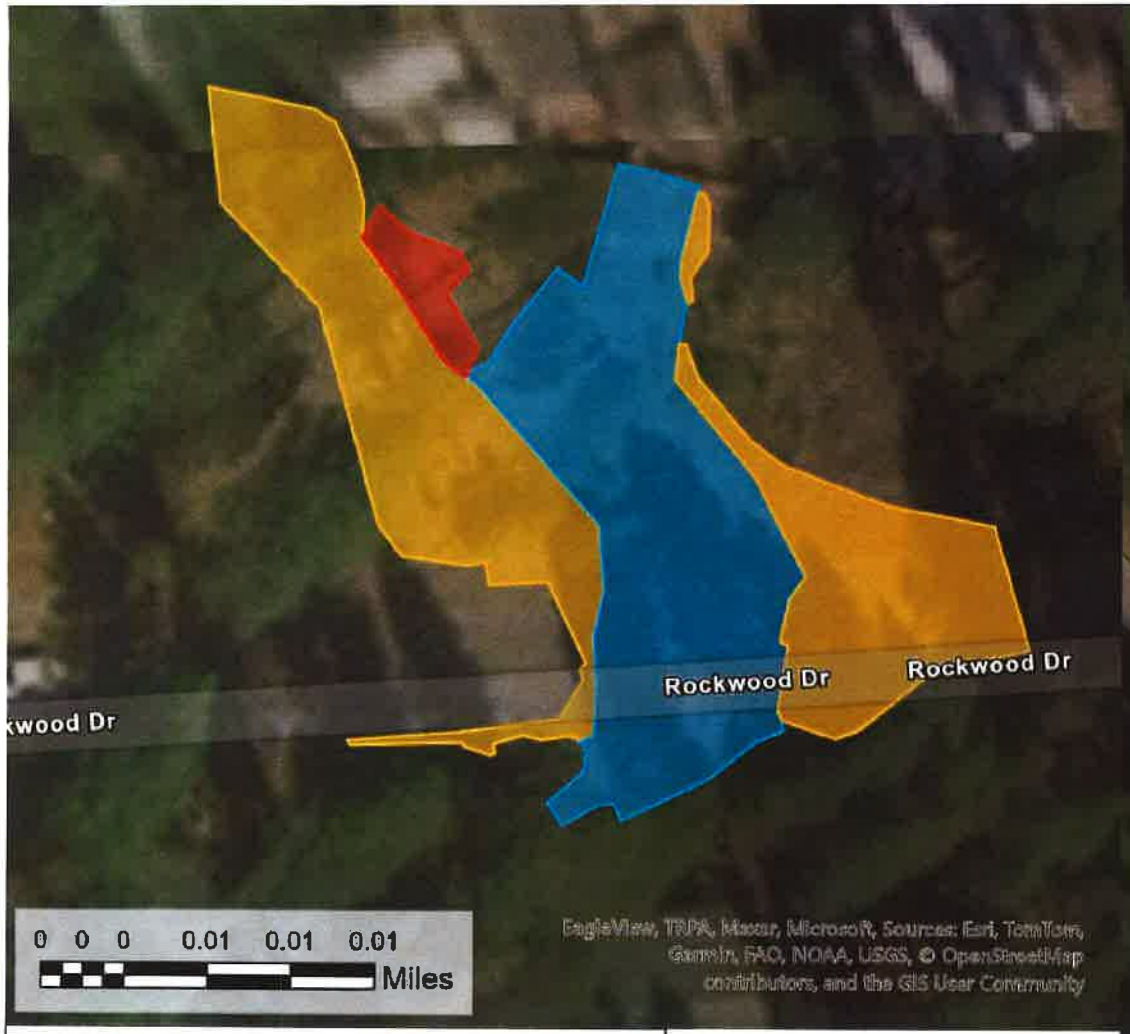
ACCEPTED BY:

Kyle La Fave

Dec 10, 2025

Kyle La Fave,
Contractor Project Manager

Date



Legend

- Netted Cover (Mix D)
- Bark Cover (Mix A)
- Future Bark Cover (Mix A)

Treatment	Area
Bark Cover (Mix A)	6,384 SF
Net Cover (Mix D)	7,380 SF

F.W. Carson Co.
Incline Village, Nev.
GENERAL ENGINEERING CONTRACTORS

10/27/2025 EW # *99.11*

Change Order Request

City of Southlake Tahoe
Ph: (530) 542-6042 Fax: -
Attn: **Brianna Greenlaw**

RE: *Rockwood to Blackwood Drainage Improvement Project*

F.W. Carson Co. is pleased to submit you with a price for the extra work on the above referenced project.

Our scope of work includes:
Revegetation - Balance Change Order - Includes additional Bid Item #42 Typa A Revegetation and a Reduction in Bid Item #43 Type D Revegetation

Exclusions:

Our price for the extra work is: **$7,566**

Our additional time for the extra work is: **N/A**

Price is good for (30) days from the date of this proposal. Sign below to accept the extra work proposal.

Sign: _____ Date: Dec 15, 2025
City of Southlake Tahoe Representative

If you have any questions call me at (530) 721-0966

Kyle La Fave
Project Manager

F.W. Carson Co.

1064 Tahoe Blvd.
Incline Village, NV 89451
Phone: (530) 721-0966 Fax: (775) 831-5068

Activity

Description	Qty		Price	Total
Revegetation Type A	*4184*	*SF*	*$4.90*	*$20,501.60*
			Misc Items Total	*$20,501.60*

Extra Work Subtotal	*$20,502*
Extra Work Total	*$20,502*

CREDIT Activity

Description	Qty		Price	Total
Credit - Revegetation Type D	*4620*	*SF*	*$2.80*	*$12,936.00*
			Misc Items Total	*$12,936.00*

Credit Subtotal	*$12,936*
Credit Total	*$12,936*
Change Order Total	*$7,566*

CITY OF
SOUTH LAKE TAHOE

Rockwood to Blackwood Drainage Improvements Project

PWC: 301-40051-48030

CONTRACT CHANGE ORDER

Date: December 8, 2025
Contract Change Order No. 13: Final Balance – Deleted Items

To: FW Carson Co.:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Rockwood to Blackwood Drainage Improvements Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: FW Carson Co.

CONTRACT CHANGE ORDER AMOUNT: -$100,853
CONTRACT TIME ADJUSTMENT: 0 days

REASON FOR CHANGE: During construction, it was determined that a portion of bid item quantities included in the original bid were not needed.

COST OF CHANGE: The lump sum credit is $100,853. This includes portions of bid items #8, 10, 13, 20, 23, 39, 45, and 47 as shown on the attached table. This brings the total contract to $1,871,379 (original contract of $1,750,421 + $120,958 in change orders).

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, and all indirect costs and contract time adjustment to perform the above-described change. All other costs are non-compensable.

RECOMMENDED BY:

Brianna Greenlaw	Dec 15, 2025
Brianna Greenlaw, Associate Civil Engineer	Date
John Dickinson	Dec 15, 2025
John Dickinson, Interim Director of Public Works	Date
	Dec 15, 2025
Joseph Irvin, City Manager	Date

ACCEPTED BY:

Kyle La Fave	Dec 10, 2025
Kyle La Fave, Contractor Project Manager	Date

BID ITEM No.	BID ITEM DESCRIPTION	UNIT OF MEASURE	ESTIMATED BID QUANTITY	UNIT BID PRICE	BID ITEM TOTAL	Previous Payment Applications		Deleted Quantity	
						Quantity	Amount	Quantity	Amount
8	Pothole Subsurface Facility (as directed)	EA	24	$2,370.00	$ 56,880.00	10	$23,700.00	14	$33,180.00
10	Remove, Salvage, & Reset Fencing	LF	40	$194.00	$ 7,760.00	33	$ 6,402.00	7	$1,358.00
13	Remove and Replace Block Wall	LF	25	$643.00	$ 16,075.00			25	$16,075.00
20	Utility Service Relocation (By Contractor) - Ex. 6" Water Main in City ROW	EA	1	$32,921.00	$ 32,921.00			1	$32,921.00
23	Decommission Existing Storm Drain Pipe (up to/incl. 36" dia)	LF	350	$67.00	$ 23,450.00	259	$17,353.00	91	$6,097.00
39	Adjust Existing Manholes and Utility Boxes to Grade	EA	8	$1,209.00	$ 9,672.00	4	$ 4,836.00	4	$4,836.00
45	Traffic Striping/Markings	LS	1	$7,032.00	$ 7,032.00	0.5	$ 3,516.00	0.5	$3,516.00
47	Unsuitable Subgrade (Contingent)	CY	40	$205.00	$ 8,200.00	26	$ 5,330.00	14	$2,870.00

Credit total **$100,853.00**

CCOs					
CCO No.	CCO Description	Unit	Quantity	Unit Price	Amount
1	Liberty Utilities 504 Vault - Material Procurement	LS	1	$11,192.00	11,192.00
2	Liberty Utilities and Southwest Gas Quantity Adjustments (Adjusts Bid Items #17 and 21)	LS	1	$65,896.00	$65,896.00
3	Liberty Utilities 504 Vault - Installation	LS	1	$15,655.00	$15,655.00
4	Water Laterals	LS	1	$5,091.00	$5,091.00
5	Sewer Lateral Conflict	LS	1	$35,057.00	$35,057.00
6	Tree Removal	EA	1	$6,844.00	$6,844.00
7	Manhole Addition	EA	2	$13,000.00	$26,000.00
8	Additional Concrete Slurry	CY	30	$367.00	$11,010.00
9	Contract Time Extension - No cost				
10	Contract Time Extension - No cost				
11	Additional Paving	LS	1	37,500.00	$37,500.00
12	Revegetation Type A and Type D	LS	1	$7,566.00	$7,566.00
13	Contract Balance - Deleted Work	LF	1	-$100,853.00	-$100,853.00

Total CCO		**$120,958.00**
Contract	$	1,750,421.00
10% Contingency	$	175,042.10
Remaining Contingency		**$54,084.10**

F.W. Carson Co.
Incline Village, Nev.
GENERAL ENGINEERING CONTRACTORS

11/19/2025 EW # *99.12*

Change Order Request

City of Southlake Tahoe
Ph: (530) 542-6042 Fax: -
Attn: **Brianna Greenlaw**

RE: *Rockwood to Blackwood Drainage Improvement Project*

F.W. Carson Co. is pleased to submit you with a price for the extra work on the above referenced project.

Our scope of work includes:
Final Balance Change Order - Reductions include Bid Items #8,10,13,20,23,39,45 & 47.

Exclusions:

Our price for the extra work is: **($100,853)** **CREDIT**

Our additional time for the extra work is: **N/A**

Price is good for (30) days from the date of this proposal. Sign below to accept the extra work proposal.

Sign: Brianna Greenlaw Date: Dec 15, 2025
City of Southlake Tahoe Representative

If you have any questions call me at (530) 721-0966

Sincerely,

Kyle La Fave
Project Manager

F.W. Carson Co.

1064 Tahoe Blvd.
Incline Village, NV 89451
Phone: (530) 721-0966 Fax: (775) 831-5068

Bid Item Description	Qty		Price	Total
Item #8 - Pothole Subsurface Facility	*14*	*EA*	*$2,370.00*	*$33,180.00*
Item #10 - Remove, Salvage & Reset Fence	*7*	*LF*	*$194.00*	*$1,358.00*
Item #13 - Remove and Replace Block Wall	*25*	*LF*	*$643.00*	*$16,075.00*
Item #20 - Utility Relocation 6" Water Main City ROW	*1*	*LS*	*$32,921.00*	*$32,921.00*
Item #23 - Decomission Existing Storm Pipe	*91*	*LF*	*$67.00*	*$6,097.00*
Item #39 - Adjust Existing Manholes and Utility Boxes	*4*	*EA*	*$1,209.00*	*$4,836.00*
Item #45 - Traffic Striping/Markings	*0.5*	*EA*	*$7,032.00*	*$3,516.00*
Item #47 - Unsuitable Subgrade (Contingent)	*14*	*CY*	*$205.00*	*$2,870.00*
			Misc Items Total	*$100,853.00*

Credit Subtotal *$100,853*
Credit Total *$100,853*

Change Order Total *($100,853)*

CONTRACT /AGREEMENTAUTHORIZATION ROUTING FORM

STAFF CONTACT INFORMATION

- NAME: Brianna Greenlaw
- DEPARTMENT: Public Works
- PHONE: 530-542-6042
- DATE OF SUBMITTAL: 12/08/25

CONTRACT/ AGREEMENT INFO.

- NAME: FW Carson Co.
- CONTRACTOR/CONSULTANT: Contractor
- START: 11/5/24 END: 11/7/25 OPTION TO RENEW: ☐
- AMOUNT OF CONTRACT: $ 1,750,421+10% contingency

CCO#11 is for +37,500.
CCO#12 is for +7,566.
CCO#13 is for -$100,853.

BUDGET INFORMATION

ACCOUNT NO.: 30140051-48030
BUDGET AVAILABLE: yes
FUNDING VERIFIED:
GRANT FUNDING? Source USFS Grant, ARPA TRPA mitigation Federal? Yes ☑ No ☐

Type of Contract

Professional Services Agreement ☐ License ☐ MOU ☐ Lease ☐
Purchase Order ☐ Purchase Agreement ☐ Construction ☑
Revenue Contract ☐ Operation/Concession Agreement ☐ Deed ☐
Maintenance Agreement ☐ Public Works Contract ☐ Vehicle ☐
Motorized Equipment ☐ IT/Electronic Equipment ☐

Brief Description:
This includes CCO#11, 12, and 13 for additional paving, additional revegetation, and final contract deleted work balancing respectively. The original contract approved was for $1,750,421 + 10% contingency. These three and final change orders bring total contingency spent to $120,958 for a total of $1,871,379 (utilizing 6.9% contingency). The change orders/final contract is scheduled to be ratified by City Council on 1/13.

Does this contract involve the following: construction, reconstruction, alteration, renovation, improvement, demolition, painting, re-painting, and/or repair work involving any publicly owned, leased, or operated facility?
Yes ☑ No ☐ If **yes**, forward to Public Works for review
(Public Works Director authorization required)

Does this contract require special permitting, environmental review, CEQA/NEPA, Planning Dept. review, Commission approval? Yes ☐ No ☑ If yes, forward to Development Services Department for review ***(Director of Developmental Services authorization required)***

Reviewing Authority	Signature	Date Signed
Department Head		
Public Works Director *(where applicable)*	John Dickinson	Dec 15, 2025
Dev. Services Director *(where applicable)*		
Finance Director	C. Tikkanen	Dec 15, 2025
City Attorney	[illegible]	Dec 15, 2025
City Manager	[illegible]	Dec 15, 2025
City Clerk	Susan Blankenship (Dec 15, 2025 13:05:35 PST)	Dec 15, 2025

City Council Meeting Date ***(over $60K or where applicable)***: _____

Contract Change Order FW Carson Co

Final Audit Report 2025-12-15

Created:	2025-12-10
By:	Kelli Durocher (kdurocher@cityofslt.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAalhE3KGE_Re-3W14bMw7ijLRbSqt4k5E

"Contract Change Order FW Carson Co" History

Document created by Kelli Durocher (kdurocher@cityofslt.gov)
2025-12-10 - 7:28:55 PM GMT

Document emailed to kyle@fwcarsonco.com for signature
2025-12-10 - 7:34:55 PM GMT

Email viewed by kyle@fwcarsonco.com
2025-12-10 - 7:41:24 PM GMT

Signer kyle@fwcarsonco.com entered name at signing as Kyle La Fave
2025-12-10 - 7:44:31 PM GMT

Document e-signed by Kyle La Fave (kyle@fwcarsonco.com)
Signature Date: 2025-12-10 - 7:44:33 PM GMT - Time Source: server

Document emailed to Brianna Greenlaw (bgreenlaw@cityofslt.gov) for signature
2025-12-10 - 7:44:36 PM GMT

Email viewed by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
2025-12-15 - 6:52:55 PM GMT

Document e-signed by Brianna Greenlaw (bgreenlaw@cityofslt.gov)
Signature Date: 2025-12-15 - 6:53:32 PM GMT - Time Source: server

Document emailed to John Dickinson (jdickinson@cityofslt.gov) for signature
2025-12-15 - 6:53:35 PM GMT

Email viewed by John Dickinson (jdickinson@cityofslt.gov)
2025-12-15 - 6:53:52 PM GMT

Document e-signed by John Dickinson (jdickinson@cityofslt.gov)
Signature Date: 2025-12-15 - 6:54:23 PM GMT - Time Source: server

Document emailed to Olga Tikhomirova (otikhomirova@cityofslt.gov) for signature
2025-12-15 - 6:54:37 PM GMT

Email viewed by Olga Tikhomirova (otikhomirova@cityofslt.gov)
2025-12-15 - 7:07:00 PM GMT

Document e-signed by Olga Tikhomirova (otikhomirova@cityofslt.gov)
Signature Date: 2025-12-15 - 7:08:33 PM GMT - Time Source: server

Document emailed to Heather Stroud (hstroud@cityofslt.gov) for signature
2025-12-15 - 7:08:36 PM GMT

Email viewed by Heather Stroud (hstroud@cityofslt.gov)
2025-12-15 - 7:44:35 PM GMT

Document e-signed by Heather Stroud (hstroud@cityofslt.gov)
Signature Date: 2025-12-15 - 7:45:32 PM GMT - Time Source: server

Document emailed to Joseph Irvin (jirvin@cityofslt.gov) for signature
2025-12-15 - 7:45:34 PM GMT

Email viewed by Joseph Irvin (jirvin@cityofslt.gov)
2025-12-15 - 8:30:27 PM GMT

Document e-signed by Joseph Irvin (jirvin@cityofslt.gov)
Signature Date: 2025-12-15 - 8:31:30 PM GMT - Time Source: server

Document emailed to Susan Blankenship (sblankenship@cityofslt.gov) for signature
2025-12-15 - 8:31:32 PM GMT

Email viewed by Susan Blankenship (sblankenship@cityofslt.gov)
2025-12-15 - 9:05:05 PM GMT

Document e-signed by Susan Blankenship (sblankenship@cityofslt.gov)
Signature Date: 2025-12-15 - 9:05:35 PM GMT - Time Source: server

Agreement completed.
2025-12-15 - 9:05:35 PM GMT

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #: 7

Agenda Item: Annual Accountability Report for Bijou Area Erosion Control Project Community Facilities District (CFD2014-1) for Fiscal Year 2025-26

Executive Summary: The Bijou Area Erosion Control Project is a major water quality treatment and erosion control project completed in 2014. Project improvements include an area-wide stormwater collection, conveyance, and treatment system. On July 15, 2014, the City Council adopted Resolution No 2014-42, forming the Community Facilities (CFD) District No. 2014-1 for the Bijou Area Erosion Control Project (ECP) and authorized the levy of a special tax within the CFD for the maintenance of the Bijou Area ECP. California Government Code Section 50075.3 (Senate Bill 165) requires local agencies levying special taxes to provide an annual status report to the governing body (City Council). This report provides the required information.

Requested Action / Suggested Motions: Receive and File.

Responsible Staff Member: Cameron Grant, Engineering Technician

Reviewed and Approved By: Mohammad Qureshi, Director of Public Works Susan Blankenship, City Clerk Olga Tikhomirova, Director of Finance Heather Stroud, City Attorney

Attachments:

01-Staff Report - Bijou CFD Annual Report.docx
02-Vicinity Map
03-Annual Report

City of South Lake Tahoe
Report to **City Council**

Meeting Date: January 27, 2026

Title: Annual Accountability Report for Bijou Area Erosion Control Project Community Facilities District (CFD2014-1) for Fiscal Year 2025-26

Location: Bijou Commercial Core Area near Fairway Ave and Lake Tahoe Blvd.

Responsible Staff Member: Cameron Grant, Engineering Technician

Background: The Bijou Area Erosion Control Project is a major water quality treatment and erosion control project completed in 2014 (see Project Location Map). Project improvements include an area-wide stormwater collection, conveyance, and treatment system. Because the Bijou Area Project is in close proximity to Lake Tahoe and located within an intensely developed commercial area of the City, providing needed stormwater treatment before discharge into Lake Tahoe was problematic.

Stormwater treatment in the Project area requires a much more proactive method than is normally required with most stormwater and erosion control projects. The stormwater treatment facilities provided with the Project include an extensive series of subsurface settlement chambers to allow sediment to drop out of the stormwater on its journey to a stormwater lift station. After entering the lift station, the stormwater is pumped upstream to stormwater basins located on property owned by the U.S. Forest Service. The basins provide detention time to allow fine sediment to drop out. Stormwater infiltrates into the ground within the interconnected multi-basin facility.

The pro-active stormwater treatment system eliminates a historic direct discharge of urban stormwater into Lake Tahoe. The Bijou area-wide treatment system provides the means for commercial properties to receive TRPA BMP certification. As a part of the Bijou Area Erosion Control Project, the Community Facilities District was developed to provide a source of operations and maintenance funding to cover annual costs, replacement costs of the lift station pump, and related infrastructure replacement costs.

On July 15, 2014, the City Council adopted Resolution No 2014-42, forming the Community Facilities (CFD) District No. 2014-1 for the Bijou Area Erosion Control Project (ECP) and authorized the levy of a special tax within the CFD for the maintenance of the Bijou Area ECP. The ongoing and long-term costs to operate and maintain the Bijou storm water pump-and-treat system are partially offset by fees collected from the Bijou Area CFD. California Government Code Section 50075.3 (Senate Bill 165) requires local agencies levying a special tax to provide an annual status report to the governing body (City Council). This report provides the required information.

Issue and Discussion: The attached annual report delivered by the CFD administrator NBS indicates that revenue, expenses and CFD funding balance for the Fiscal Year 2025/26 were the following:

- CFD tax & interest revenue: $27,030.47
- Amount Expended: $28,749.65
- CFD Fund Balance (as of 9/30/24): $167,157.18
- CFD Fund Balance (as of 9/30/25): $165,438.00

Special taxes are levied at a rate per impervious square foot of each participating parcel. The initial rate under the agreement was established at $0.10 per square foot and is subject to an increase annually based on the lesser of 3% or the April Consumer Price Index (CPI) change. Previously approved annual rate increases, and the proposed rate increase to the CFD levy are summarized as follows:

Table 1 – Annual Change in Tax Rate

Fiscal Year	CPI	Percent Increase	Special Tax Rate ($/square foot)
2014-15 (CFD Formed)		NA	0.10
2015-16	+ 2.44	2.44	0.10244
2016-17	+2.70	2.70	0.10521
2017-18	+3.79	3.0	0.10835
2018-19	+3.22	3.0	0.11160
2019-20	+4.01	3.0	0.11495
2020-21	+1.11	1.11	0.11623
2021-22	+3.81	3.0	0.11971
2022-23	+8.3	3.0	0.12331
2023-24	+4.19	3.0	0.12701
2024-25	+3.77	3.0	0.13082
2025-26	+1.27	1.27	0.13248

Because public roads contribute half of the runoff and pollutant loading to the Bijou ECP, which is considered a public benefit, the City of South Lake Tahoe is responsible for up to half of the annualized funding for ongoing operations and maintenance (estimated at $112,403 per year over the next 20 years). Anticipated costs to overhaul and eventually replace major electrical and mechanical components of the pump system were factored into the average annual cost. Through the lifecycle of the project, annual costs are expected to be lower than the budgeted annualized maintenance cost because major replacement costs will be realized as the system ages.

Currently, only 10 out of 43 property owners eligible to participate in the CFD are participating in TRPA defined, “Area Wide BMPs.” Staff is working with TRPA to attract the maximum number of participants within the CFD to choose the levied assessment in lieu of constructing on-site BMPs. The assessment fees are calculated based on the impervious square footage for each property. Up to five times the current revenue could be collected annually if all 43 eligible properties located within the CFD participated.

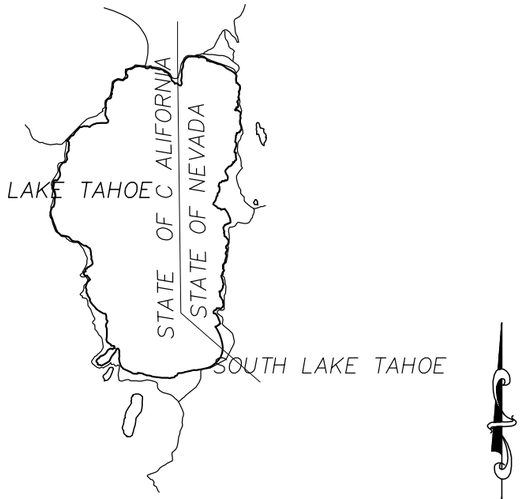
Financial Implications: The recent annual 3% increase on July 1, 2025, in special tax levy rates for the CFD participants, was implemented to keep pace with average inflation while maintaining a set cap on the tax increase. During this reporting period, the CPI was below the 3% cap. Therefore, a 1.27% increase will be applied on July 1, 2026, to the CFD tax rate as documented in Table 1.

Environmental Considerations: CEQA does not apply. Approval of staff's recommendation is not a "project" subject to CEQA because it (a) has no potential to cause a significant effect on the environment and (b) concerns government fiscal activities that do not involve any commitment to any specific project that may result in a potentially significant physical impact on the environment. (Cal. Code Regs., tit. 14, §§ 15061(b)(3) and 15378(b)(4).)

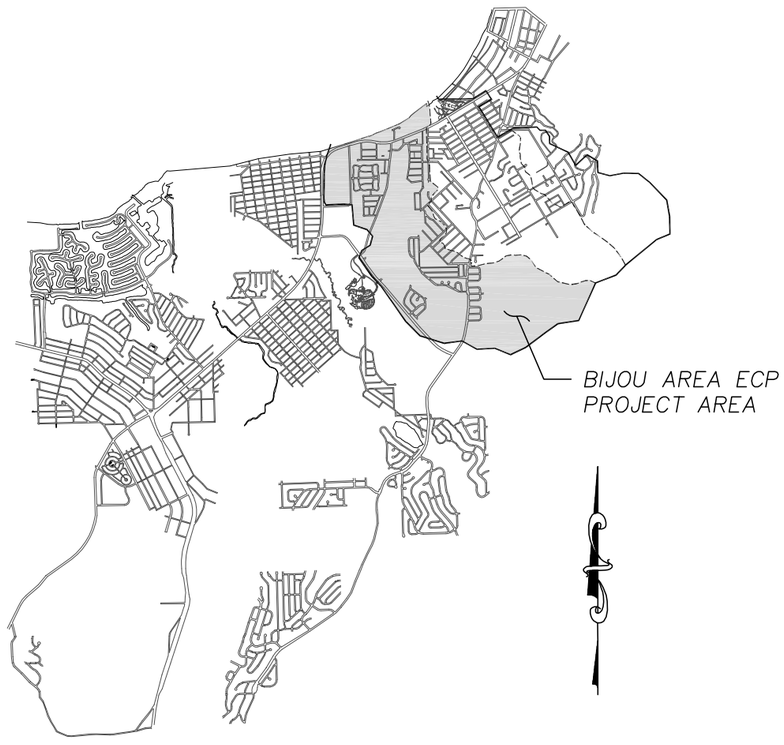
Policy Implications: The special tax revenue is reserved for the operation and maintenance of the Bijou Area storm water pump and treat system. All expenses are consistent with policies and procedures regulating the Bijou Area CFD as approved and adopted by City Council in 2014.

EXHIBIT A

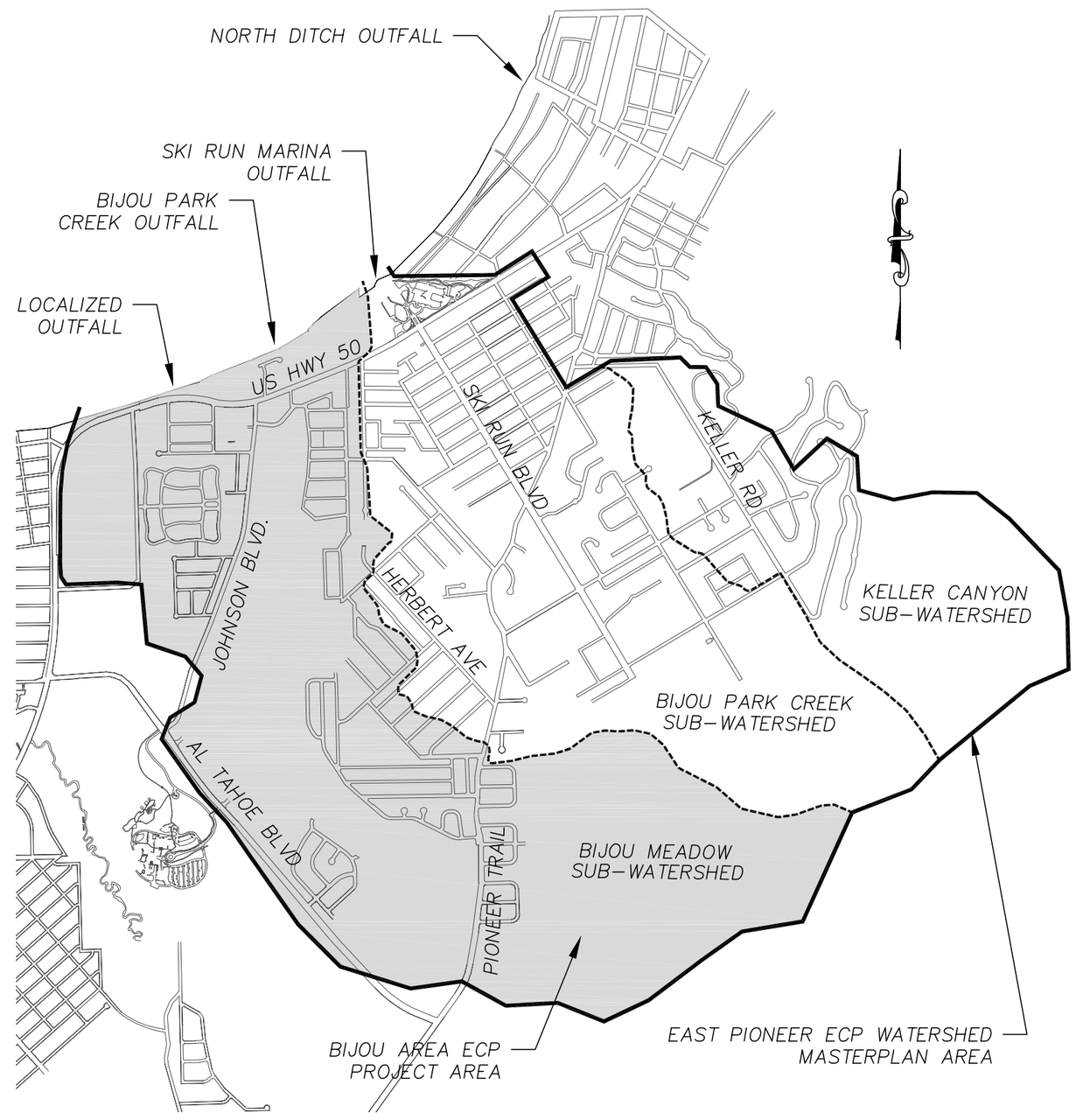
BIJOU AREA EROSION CONTROL PROJECT



VICINITY MAP
N.T.S



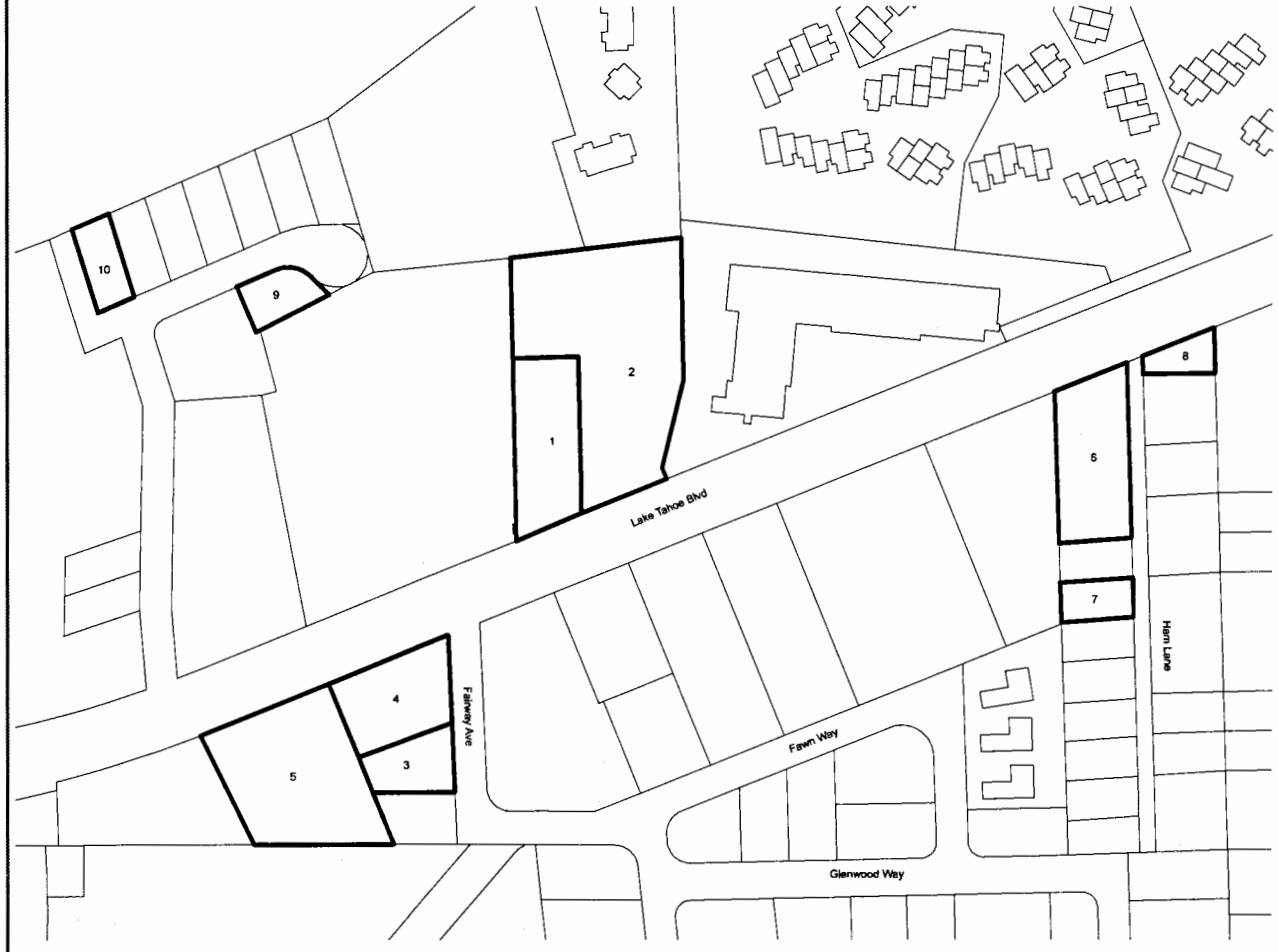
SITE VICINITY MAP
N.T.S



SITE LOCATION MAP
N.T.S

MAP OF PROPOSED BOUNDARIES OF CITY OF SOUTH LAKE TAHOE COMMUNITY FACILITIES DISTRICT NO. 2014-1 (BIJOU AREA ECP)

CITY OF SOUTH LAKE TAHOE
COUNTY OF EL DORADO
STATE OF CALIFORNIA



MAP ID	APN	MAP ID	APN	MAP ID	APN	MAP ID	APN	MAP ID	APN
1	027-020-09-100	3	027-090-11-100	5	027-090-22-100	7	027-101-04-100	9	027-370-04-100
2	027-020-10-100	4	027-090-20-100	6	027-101-02-100	8	027-101-17-100	10	027-371-09-100

FILED IN THE OFFICE OF THE CITY CLERK OF THE CITY OF SOUTH LAKE TAHOE THIS _____ DAY OF _____, 2014.

_____
CITY CLERK
CITY OF SOUTH LAKE TAHOE
EL DORADO COUNTY, CALIFORNIA

I HEREBY CERTIFY THAT THE WITHIN MAP SHOWING THE PROPOSED BOUNDARIES OF THE CITY OF SOUTH LAKE TAHOE COMMUNITY FACILITIES DISTRICT NO. 2014-1 (BIJOU AREA ECP), CITY OF SOUTH LAKE TAHOE, COUNTY OF EL DORADO, STATE OF CALIFORNIA, WAS APPROVED BY THE CITY COUNCIL OF THE CITY OF SOUTH LAKE TAHOE, AT A MEETING THEREOF, HELD ON THE ____ DAY OF _____, 2014, BY ITS RESOLUTION NO. _____.

_____
CITY CLERK
CITY OF SOUTH LAKE TAHOE
EL DORADO COUNTY, CALIFORNIA

FILED THIS _____ DAY OF _____, 2014, AT THE HOUR OF _____ O'CLOCK __M, IN BOOK _____ OF MAPS OF ASSESSMENT AND COMMUNITY FACILITIES DISTRICTS AT PAGE _____ IN THE OFFICE OF THE COUNTY RECORDER OF THE COUNTY OF EL DORADO, STATE OF CALIFORNIA.

_____
COUNTY RECORDER
COUNTY OF EL DORADO, CALIFORNIA

FOR PARTICULARS OF THE LINES AND DIMENSIONS OF ASSESSOR PARCELS, REFERENCE IS MADE TO THE MAPS OF THE ASSESSOR, COUNTY OF EL DORADO, STATE OF CALIFORNIA.

0 0.01 0.02 0.04 0.06 Miles

Legend

N W E S

Legend

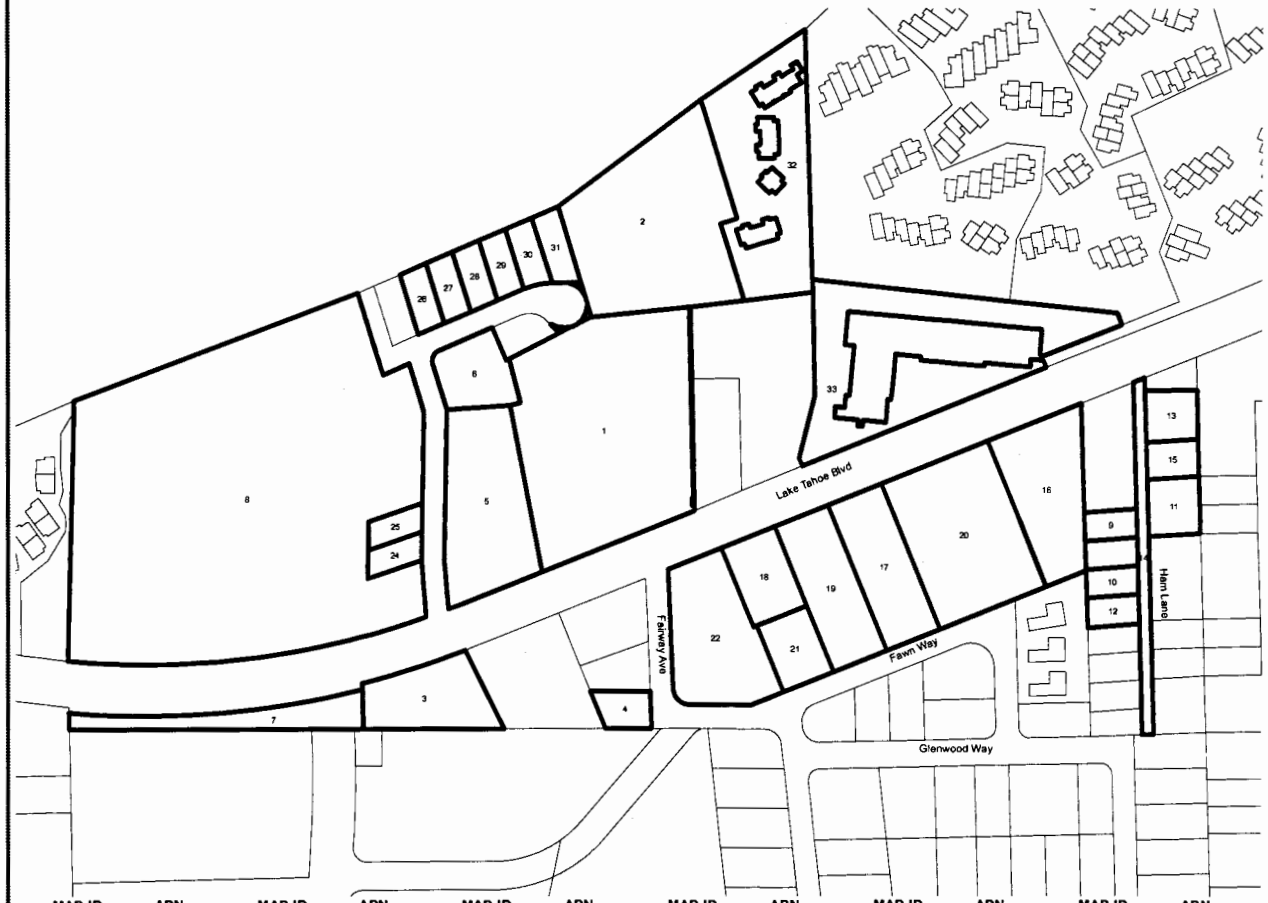
CFD Parcels

Surrounding Parcels

Prepared by NBS

MAP OF FUTURE ANNEXATION AREA OF CITY OF SOUTH LAKE TAHOE COMMUNITY FACILITIES DISTRICT NO. 2014-1 (BIJOU AREA ECP)

CITY OF SOUTH LAKE TAHOE
COUNTY OF EL DORADO
STATE OF CALIFORNIA



FILED IN THE OFFICE OF THE CITY CLERK OF THE CITY OF SOUTH LAKE TAHOE THIS _____ DAY OF _____, 2014.

_____
CITY CLERK
CITY OF SOUTH LAKE TAHOE
EL DORADO COUNTY, CALIFORNIA

I HEREBY CERTIFY THAT THE WITHIN MAP SHOWING THE PROPOSED BOUNDARIES OF THE FUTURE ANNEXATION AREA OF THE CITY OF SOUTH LAKE TAHOE COMMUNITY FACILITIES DISTRICT NO. 2014-1 (BIJOU AREA ECP), CITY OF SOUTH LAKE TAHOE, COUNTY OF EL DORADO, STATE OF CALIFORNIA, WAS APPROVED BY THE CITY COUNCIL OF THE CITY OF SOUTH LAKE TAHOE, AT A MEETING THEREOF, HELD ON THE _____ DAY OF _____, 2014, BY ITS RESOLUTION NO. _____.

_____
CITY CLERK
CITY OF SOUTH LAKE TAHOE
EL DORADO COUNTY, CALIFORNIA

FILED THIS _____ DAY OF _____, 2014, AT THE HOUR OF _____ O'CLOCK __M, IN BOOK _____ OF MAPS OF ASSESSMENT AND COMMUNITY FACILITIES DISTRICTS AT PAGE _____ IN THE OFFICE OF THE COUNTY RECORDER OF THE COUNTY OF EL DORADO, STATE OF CALIFORNIA.

_____
COUNTY RECORDER
COUNTY OF EL DORADO, CALIFORNIA

FOR PARTICULARS OF THE LINES AND DIMENSIONS OF ASSESSOR PARCELS, REFERENCE IS MADE TO THE MAPS OF THE ASSESSOR, COUNTY OF EL DORADO, STATE OF CALIFORNIA.

MAP ID	APN	MAP ID	APN	MAP ID	APN	MAP ID	APN	MAP ID	APN	MAP ID	APN
1	027-020-15-100	7	027-090-23-100	13	027-101-24-100	19	027-350-16-100	25	027-371-03-100	31	027-371-15-100
2	027-020-17-100	8	027-090-25-100	14	027-101-27-100	20	027-350-20-100	26	027-371-10-100	32	027-431-31-100
3	027-090-06-100	9	027-101-03-100	15	027-101-28-100	21	027-350-23-100	27	027-371-11-100	33	027-621-02-100
4	027-090-09-100	10	027-101-05-100	16	027-350-01-100	22	027-350-24-100	28	027-371-12-100		
5	027-090-16-100	11	027-101-14-100	17	027-350-06-100	23	027-370-02-100	29	027-371-13-100		
6	027-090-17-100	12	027-101-22-100	18	027-350-15-100	24	027-371-02-100	30	027-371-14-100		

0 0.015 0.03 0.06 0.09 Miles

Legend

N W E S

Legend

Annexation Parcels

Surrounding Parcels

Prepared by NBS

CITY OF SOUTH LAKE TAHOE

Fiscal Year 2025/26 Annual Report for:

COMMUNITY FACILITIES DISTRICT NO. 2014-1 (BIJOU AREA ECP)

January 2026

NBS
helping communities
fund tomorrow since 1996
nbsgov.com

TABLE OF CONTENTS

District Summary **1**

1. SB 165: Local Agency Special Tax and Bond Accountability Act **2**

2. Special Tax Analysis **3**

2.1 Special Tax Rates 3

2.2 Annual Special Tax Rate Increase 3

2.3 Special Tax Rate Comparison 4

2.4 Delinquency Summary 5

Appendix A. District Boundary ..... **A**

Appendix B. Rate and Method of Apportionment ..... **B**

Appendix C. Delinquency Summary Report ..... **C**

Appendix D. Final Billing Detail Report ..... **D**

DISTRICT SUMMARY

Community Facilities District No. 2014-1 (Bijou Area ECP) (the "District") was created to finance the costs of the construction and maintenance of the Bijou Area Erosion Control Project (the "Bijou Area ECP") water quality treatment system. The levy of special taxes ("Special Taxes" or the "Special Tax") was approved by landowners in July 2014 with the first levy occurring in Fiscal Year 2014/15. Bonds were not issued to fund any costs associated with the District. The Special Tax will be levied as long as there are costs associated with maintenance of the treatment system.

The Tahoe Regional Planning Agency (the "TRPA") issues a Best Management Practices (the "BMPs") Certificate of Completion (the "Certificate") to parcels that install and maintain a system to recover, trap, treat and filter stormwater runoff. The Certificate remains active as long as the BMPs are maintained, and the system is functioning properly. The TRPA also issues BMP Certificates to any parcel in the District that is current in payment of the Special Tax.

There are currently 10 parcels within the District boundary. There are 33 additional parcels within the Future Annexation Area. These 33 parcels are within the Bijou commercial core area but have not been annexed into the District. Five of these future annexation parcels had existing BMPs prior to the formation of the District. Currently, the Special Tax is not levied on the 33 parcels within the Future Annexation Area.

Levy

The following table provides a summary of the Fiscal Year 2025/26 final levy amount.

Participation Class	Parcel Count	FY 2025/26 Levy
Full Participation	9	$15,079.96
Partial Participation	1	317.54
Totals:	**10**	**$15,397.50**

Delinquencies

As of June 30, 2025, there are two delinquent parcels for Fiscal Year 2024/25, resulting in a delinquency rate of 5.43% for CFD 2014-1, which equaled $824.90 in outstanding delinquent installments. Please refer to Appendix C for detailed historical information. NBS will continue to monitor delinquencies and recommend the appropriate delinquency management actions to the City of South Lake Tahoe (the "City") as needed.

NBS

Corina Chavez, Project Manager
Danielle Wood, Client Success Ambassador

1. SB 165: LOCAL AGENCY SPECIAL TAX AND BOND ACCOUNTABILITY ACT

Senate Bill 165, filed with the Secretary of State on September 19, 2000, enacted the Local Agency Special Tax and Bond Accountability Act. This Act requires that any local special tax or local bond measure subject to voter approval contain a statement indicating the specific purposes of the special tax, require that the proceeds of the special tax be applied to those purposes, require the creation of an account into which the proceeds shall be deposited, and require an annual report containing specified information concerning the use of the proceeds. The Act only applies to any local special tax measure or local bond measure adopted on or after January 1, 2001 in accordance with Section 50075.1 or Section 53410 of the California Government Code.

Some of the requirements of the Act are handled at the formation of the Special Tax District and others are handled through annual reports. This Section of this report intends to comply with Section 50075.3 of the California Government Code that states:

"The chief fiscal officer of the issuing local agency shall file a report with its governing body no later than January 1, 2002, and at least once a year thereafter. The annual report shall contain all of the following:

(a) The amount of funds collected and expended.
(b) The status of any project required or authorized to be funded as identified in subdivision (a) of Section 50075.1."

The requirements of the Act apply to the Operating Fund for the following District:

City of South Lake Tahoe
Community Facilities District No. 2014-1 Bijou Area ECP
Formed July 15, 2014

Purpose of Special Tax

The District was created to finance the costs of the construction and maintenance of the Bijou Area Erosion Control Project water quality treatment system.

Services in the District remain ongoing.

Fiscal Year 2024/25 Collections & Expenditures

Fund	Amount Collected (1)	Expended Amount	Service Status
Operating Fund	$27,030.47	$28,749.65	Ongoing

(1) Represents special tax collections and interest earnings through September 30, 2025.

2. SPECIAL TAX ANALYSIS

2.1 Special Tax Rates

The Fiscal Year 2025/26 applied rates and special tax levy are shown in the table below.

Participation Class	Parcel Count	Impervious Square Footage	FY 2025/26 Maximum Tax Rate	FY 2025/26 Applied Tax Rate	Total FY 2025/26 Special Tax Levy (1)
Full	9	113,832	$0.13248	$0.13248	$15,079.96
Partial	1	2,397	0.13248	0.13248	317.54
Totals:	**10**	**116,229**			**$15,397.50**

(1) Slight variances may occur due to rounding.

2.2 Annual Special Tax Rate Increase

The maximum special tax for future years is authorized to automatically increase by the lesser of 3.00% or the April-to-April change in the Consumer Price Index for all Urban Consumers ("CPI"), for the San Francisco-Oakland-San Jose area. If for any reason the CPI percentage change is negative, the Escalation Factor will be zero and will not result in a decrease. The percent change in CPI from Fiscal Year 2024/25 to Fiscal Year 2025/26 was 1.27%.

2.3 Special Tax Rate Comparison

The Fiscal Year 2025/26 maximum tax rates and applied tax rates compared to the prior year are shown below.

Participation Class	Impervious Square Footage	Rate Per	FY 2024/25 Maximum Tax Rate (1)	FY 2024/25 Applied Tax Rate	FY 2024/25 % of Maximum	FY 2025/26 Maximum Tax Rate (1)	FY 2025/26 Applied Tax Rate	FY 2025/26 % of Maximum	% Change in Applied Tax Rate (2)
Full	113,832	Impervious Sq. Ft.	$0.13082	$0.13082	100.00%	$0.13248	$0.13248	100.00%	1.27%
Partial	2,397	Impervious Sq. Ft.	0.13082	0.13082	100.00%	0.13248	0.13248	100.00%	1.27%

(1) Maximum Tax Rate increases by the lesser of 3% or April CPI change as defined in section 2.2.
(2) Represents the change between the current and prior year applied tax rates.

2.4 Delinquency Summary

The following table summarizes the Fiscal Year 2024/25 delinquency rate for the District. Please refer to Appendix C for the District's historical delinquency rates.

Description	Amount
Fiscal Year 2024/25 Amount Levied	$15,204.44
Fiscal Year 2024/25 Amount Delinquent	824.90
Fiscal Year 2024/25 Delinquency Rate	**5.43%**

APPENDIX A. DISTRICT BOUNDARY

APPENDIX B. RATE AND METHOD OF APPORTIONMENT

The following pages show the Rate and Method of Apportionment of the Special Tax.

CITY OF SOUTH LAKE TAHOE
COMMUNITY FACILITIES DISTRICT NO. 2014-1
(BIJOU AREA ECP)

RATE AND METHOD OF APPORTIONMENT OF SPECIAL TAX

A Special Tax as hereinafter defined shall be levied on each Assessor's Parcel of Taxable Property within the City of South Lake Tahoe Community Facilities District No. 2014-1 (Bijou Area ECP) ("CFD No. 2014-1") and collected each Fiscal Year commencing in Fiscal Year 2014-2015 in an amount determined by the City Council through the application of the Special Tax for Taxable Property as described below. All of the real property in CFD No. 2014-1, unless exempted by law or by the provisions hereof, shall be taxed for purposes of CFD No. 2014-1 to the extent and in the manner herein provided.

A. DEFINITIONS

The terms hereinafter set forth have the following meaning:

"Act" means the Mello-Roos Community Facilities Act of 1982, as amended, being Chapter 2.5, Division 2 of Title 5 of the Government Code of the State of California.

"Administrative Expenses" means the actual or reasonably estimated costs directly related to the administration of CFD No. 2014-1 including, but not limited to, the following: the costs of computing the Special Tax and preparing the annual Special Tax collection schedules (whether by the City, the CFD Administrator, or both); the costs of collecting the Special Taxes (whether by the County, the City, or otherwise); the costs to the City, CFD No. 2014-1 or any designee thereof of complying with disclosure requirements; the costs associated with preparing Special Tax disclosure statements and responding to public inquiries regarding the Special Taxes; and the costs of the City, CFD No. 2014-1, or any designee thereof related to any appeal of the levy or application of the Special Tax. Administrative Expenses shall also include amounts estimated or advanced by the City or CFD No. 2014-1 for any other administrative purposes, including, but not limited to, attorney's fees.

"Assessor's Parcel" means a lot or parcel shown on an Assessor's Parcel Map with an assigned Assessor's Parcel number.

"Assessor's Parcel Map" means an official map of the County Assessor of the County designating parcels by an Assessor's Parcel number.

"Bijou Area ECP" means the City's Bijou Area Erosion Control Project.

"BMP(s)" means Best Management Practices.

"BMP Certificate of Completion" means a certificate issued by the TRPA to a parcel that has installed and maintains BMPs, participates in CFD No. 2014-1, or some combination thereof. The certificate remains active as long as BMPs are maintained and functioning properly and/or the Assessor's Parcel is current in payment of the required Special Tax required through full participation in CFD No. 2014-1.

"BMP Certified Property" means an Assessor's Parcel within the boundaries of CFD No. 2014-1 which has received a BMP Certificate of Completion for all impervious square footage on their Assessor's Parcel at the time of formation of CFD No. 2014-1.

"CFD Administrator" means an official of the City, or designee thereof, responsible for determining the Special Tax Requirement and providing for the levy and collection of the Special Taxes.

"CFD No. 2014-1" means the City of South Lake Tahoe Community Facilities District No. 2014-1 (Bijou Area ECP).

"City" means the City of South Lake Tahoe.

"Council" means the City Council of the City, acting as the legislative body of CFD No. 2014-1.

"County" means the County of El Dorado.

"CPI" means the annual percentage change in the Consumer Price Index for all Urban Consumers, for the San Francisco-Oakland-San Jose area determined from the April 1 of the current Fiscal Year as calculated from the April 1 of the prior Fiscal Year.

"Escalation Factor" means the lesser of 3.0% or CPI. If for any reason the CPI percentage change is negative the Escalation Factor will be zero and will not result in a decrease.

"Exempt Property" means all Assessors' Parcels that are exempt from the Special Tax pursuant to Section E.

"Fiscal Year" means the period starting July 1 and ending on the following June 30.

"Full Participation Property" means an Assessor's Parcel within the boundaries of CFD No. 2014-1 that satisfies BMP requirements for the Assessor's Parcel's total assigned Impervious Square Footage by receiving BMP certification via the ongoing payment of the Special Tax.

"Impervious Square Foot" means each square foot of assigned Impervious Square Footage.

"Impervious Square Footage" means the total square footage of land that does not infiltrate water as it would in its natural condition and/or contributes stormwater runoff to the Bijou Area ECP stormwater treatment system. The initial Impervious Square Footage assigned to each Assessor's Parcel is based upon the impervious area assignments as identified in Table 1. The Impervious Square Footage assigned to an Assessor's Parcel can change as a result of future development and/or redevelopment. The identification of impervious square footage is not a verification of coverage.

"Maximum Annual Special Tax" means the maximum annual Special Tax, determined in accordance with the provisions of Section C, which may be levied in any Fiscal Year on any Assessor's Parcel of Taxable Property.

"Partial Participation Property" means an Assessor's Parcel within the boundaries of CFD No. 2014-1 that satisfies BMP requirements with an active BMP Certificate of Completion for a portion of the assigned Impervious Square Footage and satisfies BMP requirements for the remaining portion of the assigned Impervious Square Footage by receiving BMP certification via the ongoing payment of the Special Tax.

"Proportionately" means for Taxable Property that the ratio of the Special Tax levy to the Maximum Annual Special Tax is equal for all Assessors' Parcels of Taxable Property within CFD No. 2014-1.

"Special Tax" means the annual special tax to be levied in each Fiscal Year on each Assessor's Parcel of Taxable Property to fund the Special Tax Requirement.

"Special Tax Requirement" means that amount of Special Tax revenue required in any Fiscal Year for CFD No. 2014-1 to: (i) pay directly for a portion of the total annual maintenance of a comprehensive regional water quality treatment system to treat both public and private runoff, protecting the clarity of Lake Tahoe; (ii) pay Administrative Expenses; (iii) pay any amounts required to establish or replenish any repair and contingency funds, capital improvement funds, or reserve funds for CFD No. 2014-1; (iv) pay for reasonably anticipated delinquent Special Taxes based on the delinquency rate for Special Taxes levied in the previous Fiscal Year; and (v) a credit for funds available to reduce the annual Special Tax levy, as determined by the CFD Administrator.

"State" means the State of California.

"Taxable Property" means an Assessor's Parcel within the boundaries of CFD No. 2014-1 that is not exempt from the Special Tax pursuant to law or Section E below.

"TRPA" means the Tahoe Regional Planning Agency.

B. ASSIGNMENT TO LAND USE CATEGORIES

On, or around, July 1 of each Fiscal Year, utilizing City building permit information, the City shall determine any changes to the total Impervious Square Footage for each Assessor's Parcel as a result of any new development and/or redevelopment occurring on the Assessor's Parcel. If the total Impervious Square Footage assigned to an Assessor's Parcel changes as a result of new development and/or redevelopment, the Impervious Square Footage assigned to an Assessor's Parcel shall be adjusted to equal the new total amount of Impervious Square Footage.

All Assessor's Parcels within CFD No. 2014-1 shall then be classified as Taxable Property or Exempt Property. Taxable Property shall be further classified as Full Participation Property or Partial Participation Property and shall be subject to the levy of annual Special Taxes determined pursuant to Sections C and D below.

C. ASSIGNMENT OF MAXIMUM ANNUAL SPECIAL TAX RATE

The Maximum Annual Special Tax for each Assessor's Parcel of Taxable Property shall be assigned according to the table below:

Taxable Property Classification	2014-2015 Maximum Annual Special Tax Amount
Full Participation Property	$0.10 per Impervious Square Foot
Partial Participation Property	$0.10 per Impervious Square Foot not captured and infiltrated by a TRPA approved BMP

On July 1 of each Fiscal Year, commencing on July 1, 2015, the Maximum Annual Special Tax set forth in the table above shall increase by the Escalation Factor. In no event, shall the Maximum Annual Special Tax decrease.

D. METHOD OF APPORTIONMENT OF THE SPECIAL TAX

Commencing with Fiscal Year 2014-2015 and for each subsequent Fiscal Year, the CFD Administrator shall determine the Special Tax Requirement and shall levy the Special Tax until the amount of Special Taxes equals the Special Tax Requirement.

The Special Tax shall be levied Proportionately on each Assessor's Parcel of Taxable Property at a rate up to 100% of the applicable Maximum Annual Special Tax to satisfy the Special Tax Requirement.

Notwithstanding the above, under no circumstances will the Special Tax levied against any Assessor's Parcel of residential property be increased by more than ten percent (10%) above what it would have been levied had there been no delinquencies.

E. EXEMPTIONS

The CFD Administrator shall classify the following as Exempt Property: BMP Certified Property at the time of initial formation of CFD No. 2014-1 either through prior written agreement with the City specific to the Bijou Area ECP or through an existing BMP Certificate of Completion. Assessors Parcels with an existing BMP Certificate of Completion at the formation of CFD No. 2014-1 shall remain classified as Exempt Property as long as BMPs are maintained and functioning as approved by the City, TRPA or other entity tasked with certifying BMPs.

If the use, and resulting Impervious Square Footage of an Assessor's Parcel of Exempt Property changes so that such Assessor's Parcel is no longer classified as Exempt Property, such Assessor's Parcel shall cease to be classified as Exempt Property and shall be deemed to be Taxable Property.

F. REVIEW/APPEAL COMMITTEE

Any landowner or resident who feels that the assigned Impervious Square Footage or amount of the Special Tax levied on their Assessor's Parcel is in error shall first consult with the CFD Administrator regarding such error. If following such consultation, the CFD Administrator determines that an error has occurred; the CFD Administrator may amend the amount of the Special Tax levied on such Assessor's Parcel. If following such

consultation and action (if any by the CFD Administrator), the landowner or resident believes such error still exists, such person may file a written notice with the City appealing the assigned Impervious Square Footage or amount of the Special Tax levied on such Assessor's Parcel. Upon the receipt of any such notice, the City shall establish as part of the proceedings and administration of CFD No. 2014-1 a special review/appeal committee. The review/appeal committee may establish such procedures, as it deems necessary to undertake the review of any such appeal. The review/appeal committee shall interpret this Rate and Method of Apportionment and make determinations relative to the annual administration of the Special Tax and any landowner or resident appeals, as herein specified. The decision of the review/appeal committee shall be final and binding as to all persons.

G. MANNER OF COLLECTION

The annual Special Tax shall be collected in the same manner and at the same time as ordinary *ad valorem* property taxes; provided, however, that CFD No. 2014-1, may directly bill the Special Tax, and may collect Special Taxes at a different time or in a different manner as necessary to meet its financial obligations.

H. PREPAYMENT OF SPECIAL TAX

The Special Tax may not be prepaid.

I. TERM OF SPECIAL TAX

The Special Tax shall be levied, commencing in Fiscal Year 2014-2015, as long as necessary to satisfy the Special Tax Requirement.

TABLE 1

Assessor's Parcel Number	Impervious Square Footage	Assessor's Parcel Number	Impervious Square Footage
027-020-09-100	15,263	027-101-28-100	3,877
027-020-10-100	43,137	027-350-01-100	28,772
027-020-15-100	113,364	027-350-06-100	21,774
027-020-17-100	45,790	027-350-15-100	6,834
027-090-06-100	21,086	027-350-16-100	21,367
027-090-09-100	1,290	027-350-20-100	47,424
027-090-11-100	6,226	027-350-23-100	4,864
027-090-16-100	45,612	027-350-24-100	29,228
027-090-17-100	5,025	027-370-02-100	194
027-090-20-100	9,770	027-370-04-100	3,360
027-090-22-100	30,179	027-371-02-100	2,927
027-090-23-100	8,537	027-371-03-100	1,706
027-090-25-100	15,919	027-371-09-100	2,702
027-101-02-100	3,193	027-371-10-100	2,628
027-101-03-100	2,038	027-371-11-100	2,887
027-101-04-100	2	027-371-12-100	2,240
027-101-05-100	1,146	027-371-13-100	2,826
027-101-14-100	1,204	027-371-14-100	41
027-101-17-100	2,397	027-371-15-100	743
027-101-22-100	1,368	027-431-31-100	10,034
027-101-24-100	4,020	027-621-02-100	53,944
027-101-27-100	6,313		

APPENDIX C. DELINQUENCY SUMMARY REPORT

The following pages show the current Delinquency Summary Report.

City of South Lake Tahoe

Delinquency Summary Report

As of: 06/30/2025

District	Due Date	Billed Amount	Paid Amount	Delinquent Amount	Delinquent Amount %	Billed Installments	Paid Installments	Delinquent Installments	Delinquent Installments %
CFD 2014-1 - CFD No. 2014-1 (Bijou Area ECP)									
	08/01/2014 Billing:								
	12/10/2014	$3,131.68	$3,131.68	$0.00	0.00%	10	10	0	0.00%
	04/10/2015	$3,131.68	$3,131.68	$0.00	0.00%	10	10	0	0.00%
	Subtotal:	**$6,263.36**	**$6,263.36**	**$0.00**	**0.00%**	**20**	**20**	**0**	**0.00%**
	08/01/2015 Billing:								
	12/10/2015	$5,952.99	$5,952.99	$0.00	0.00%	43	10	0	0.00%
	04/10/2016	$5,952.99	$5,952.99	$0.00	0.00%	43	10	0	0.00%
	Subtotal:	**$11,905.98**	**$11,905.98**	**$0.00**	**0.00%**	**86**	**20**	**0**	**0.00%**
	08/01/2016 Billing:								
	12/10/2016	$6,113.41	$6,113.41	$0.00	0.00%	43	10	0	0.00%
	12/10/2016	$0.00	$0.00	$0.00	0.00%	0	0	0	0.00%
	04/10/2017	$6,113.41	$6,113.41	$0.00	0.00%	43	10	0	0.00%
	04/10/2017	$0.00	$0.00	$0.00	0.00%	0	0	0	0.00%
	Subtotal:	**$12,226.82**	**$12,226.82**	**$0.00**	**0.00%**	**86**	**20**	**0**	**0.00%**
	08/01/2017 Billing:								
	12/10/2017	$6,296.83	$6,296.83	$0.00	0.00%	43	10	0	0.00%
	04/10/2018	$6,296.83	$6,296.83	$0.00	0.00%	43	10	0	0.00%
	Subtotal:	**$12,593.66**	**$12,593.66**	**$0.00**	**0.00%**	**86**	**20**	**0**	**0.00%**
	08/01/2018 Billing:								
	12/10/2018	$6,485.73	$6,485.73	$0.00	0.00%	43	10	0	0.00%
	04/10/2019	$6,485.73	$6,485.73	$0.00	0.00%	43	10	0	0.00%
	Subtotal:	**$12,971.46**	**$12,971.46**	**$0.00**	**0.00%**	**86**	**20**	**0**	**0.00%**
	08/01/2019 Billing:								
	12/10/2019	$6,680.30	$6,680.30	$0.00	0.00%	43	10	0	0.00%
	04/10/2020	$6,680.30	$6,680.30	$0.00	0.00%	43	10	0	0.00%
	Subtotal:	**$13,360.60**	**$13,360.60**	**$0.00**	**0.00%**	**86**	**20**	**0**	**0.00%**

Copyright © 2012 by NBS

City of South Lake Tahoe

Delinquency Summary Report

As of: 06/30/2025

District	Due Date	Billed Amount	Paid Amount	Delinquent Amount	Delinquent Amount %	Billed Installments	Paid Installments	Delinquent Installments	Delinquent Installments %
CFD 2014-1 - CFD No. 2014-1 (Bijou Area ECP)									
	08/01/2020 Billing:								
	12/10/2020	$6,754.46	$6,754.46	$0.00	0.00%	43	10	0	0.00%
	04/10/2021	$6,754.46	$6,754.46	$0.00	0.00%	43	10	0	0.00%
	Subtotal:	**$13,508.92**	**$13,508.92**	**$0.00**	**0.00%**	**86**	**20**	**0**	**0.00%**
	08/01/2021 Billing:								
	12/10/2021	$6,957.11	$6,957.11	$0.00	0.00%	43	10	0	0.00%
	04/10/2022	$6,957.11	$6,957.11	$0.00	0.00%	43	10	0	0.00%
	Subtotal:	**$13,914.22**	**$13,914.22**	**$0.00**	**0.00%**	**86**	**20**	**0**	**0.00%**
	08/01/2022 Billing:								
	12/10/2022	$7,165.81	$7,165.81	$0.00	0.00%	43	10	0	0.00%
	04/10/2023	$7,165.81	$7,165.81	$0.00	0.00%	43	10	0	0.00%
	Subtotal:	**$14,331.62**	**$14,331.62**	**$0.00**	**0.00%**	**86**	**20**	**0**	**0.00%**
	08/01/2023 Billing:								
	12/10/2023	$7,380.80	$7,380.80	$0.00	0.00%	43	10	0	0.00%
	04/10/2024	$7,380.80	$7,380.80	$0.00	0.00%	43	10	0	0.00%
	Subtotal:	**$14,761.60**	**$14,761.60**	**$0.00**	**0.00%**	**86**	**20**	**0**	**0.00%**
	08/01/2024 Billing:								
	12/10/2024	$7,602.22	$7,393.38	$208.84	2.75%	43	9	1	2.33%
	04/10/2025	$7,602.22	$6,986.16	$616.06	8.10%	43	8	2	4.65%
	Subtotal:	**$15,204.44**	**$14,379.54**	**$824.90**	**5.43%**	**86**	**17**	**3**	**3.49%**
CFD 2014-1	**Total:**	**$141,042.68**	**$140,217.78**	**$824.90**	**0.58%**	**880**	**217**	**3**	**0.34%**

Copyright © 2012 by NBS

APPENDIX D. FINAL BILLING DETAIL REPORT

The following page shows the Final Billing Detail Report for Fiscal Year 2025/26.

City of South Lake Tahoe

CFD No. 2014-1 (Bijou Area ECP)

Final Billing Detail Report for Fiscal Year 2025/26

APN	Situs Address	Impervious Square Footage	Participation Class	Grand Total
027-020-009-000	3485 LAKE TAHOE BLVD	15,263	Full	$2,021.98
027-020-010-000	3489 LAKE TAHOE BLVD	43,137	Full	5,714.62
027-090-011-000	1022 FAIRWAY AVE	6,226	Full	824.78
027-090-020-000	3460 LAKE TAHOE BLVD	9,770	Full	1,294.28
027-090-022-000	3450 LAKE TAHOE BLVD	30,179	Full	3,998.00
027-101-002-000	3542 LAKE TAHOE BLVD	3,193	Full	422.98
027-101-004-000	1028 HAM LN	2	Full	0.26
027-101-017-000	3552 LAKE TAHOE BLVD	2,397	Partial	317.54
027-370-004-000	941 BAL BIJOU RD	3,360	Full	445.12
027-371-009-000	952 BAL BIJOU RD	2,702	Full	357.94
10 Accounts		**116,229**		**$15,397.50**

Slight variances may occur due to rounding

Copyright © 2013 by NBS

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #: 8

Agenda Item: Pioneer Trail HSIP Project - Ratification of Contract Change Orders No. 1, 2, and 3 with Globe Engineering and Development and Transfer of Funding

Executive Summary: City Council is asked to ratify Contract Change Orders No. 1, 2, and 3 with Globe Engineering and Development on the Pioneer Trail HSIP Project, and authorize a transfer of funding from the Engineering Professional Services Account to project CIP account in order to pay Contractor Retainage and Labor Compliance Services.

Requested Action / Suggested Motions: Pass a Resolution ratifying Contract Change Orders No. 1, 2, and 3 with Globe Engineering and Development for a total change order value of $61,225.87 and a total revised contract value of $565,756.87 and transferring $14,500 from the Engineering Professional Services Account (100-03210-42020) to the Pioneer Trail HSIP CIP Account (301-50038-48030).

Responsible Staff Member: Stephen Anderjack, Project Manager

Reviewed and Approved By: Mohammad Qureshi, Director of Public Works Susan Blankenship, City Clerk Olga Tikhomirova, Director of Finance Heather Stroud, City Attorney

Attachments:

01-Staff Report - Pioneer Trail HSIP Project.docx
02-Resolution - Pioneer Trail HSIP Project.docx
03-PTHSIP - CCO 001 - signed.pdf
04-PTHSIP - CCO 002 - signed.pdf
05-PTHSIP - CCO 003 - signed.pdf

City of South Lake Tahoe
Report to City Council

Meeting Date: January 27, 2026

Title: Pioneer Trail HSIP Project - Ratification of Contract Change Orders No. 1, 2, and 3 with Globe Engineering and Development and Transfer of Funding

Location: Pioneer Trail between April Ave and Edna Ave

Responsible Staff Members: Stephen Anderjack, Project Manager

Background: Pioneer Trail HSIP Project is a safety upgrade project on Pioneer Trail between April Ave and Edna Ave. Funding for the construction portion of this project includes $147,753.02 of Highway Safety Improvement Program (HSIP) funding, $381,797.78 of General Fund, and $47,000 of Measure S Funding.

The Pioneer Trail HSIP Project was awarded on April 22, 2025, to Globe Engineering Development, Inc for a total contract value of $507,531.00. Construction began on June 2nd, 2025, and was completed on July 31, 2025.

Issue and Discussion: During the construction of the safety improvement, the Contractor encountered unforeseen structural issues and storm drain issues that required additional work not foreseen in the original contract. This work was paid for via Contract Change Orders (CCO's).

Public Works directed the Contractor to perform extra work through Contract Change Order (CCO) where work was not defined within the PS&E bid documents. Also, some Project construction bid item quantities were less than the amount estimated within the agreement awarded to Globe Engineering Development and some quantities constructed were more than the estimated amount awarded to Globe Engineering Development. Three CCOs were approved for Project construction.

CCO 1 added structural upgrades to the project's retaining wall that were required to ensure the wall could withstand the hydrostatic pressure uphill of the wall. The total cost increase resulting from this CCO is $24,100.87.

CCO 2 removes three bid drainage bid items that were incorrectly sized in design and replaces them with appropriately sized structures. The total cost increase resulting from this CCO is $26,625.00.

CCO 3 is a quantity overrun/underrun balancing CCO that adds an additional $10,500.00 to the contract value.

The change orders and quantity overrun/underruns exceeded the 10% ($50,753.10) contingency authorized by City Council upon award by $7,472.77. The Public Works Department is requesting that City Council ratify the contingency overrun and all associated CCO's.

Financial Implications: All Contract Change Orders (CCO's) are listed in Table 1 below:

Table 1 - Contract Change Orders (CCO)

CCO No.	CCO Description	CCO Amount
1	Retaining Wall Revisions	$24,100.87
2	Drop Inlet Boxes and Grates	$26,625.00
3	Cost Balancing	$10,500.00
	Total CCO Amount:	**$61,225.87**

With all CCO's accounted for, the total contract value becomes $565,756.87. This exceeds the 10% ($50,753.10) contingency approved by the City Council by $7,472.77.

Additionally, there were unforeseen materials testing costs that exceeded the originally budgeted amount due to the federal funding material testing requirements. Also, the actual labor compliance costs were under the original allocated budget, so there are costs savings there. The Public Works Department will use these cost savings to offset some of the material testing overrun.

The available expenditures budget in the project account is $16,805.00. The retainage due to Globe Engineering Development is $28,287.84. The contingency overrun of $7,472.77 is included in the $28,287.84 figure. We are also estimating an additional $3,000 of labor compliance costs to be incurred by Willdan Engineering. Therefore, the Public Works Department is requesting $14,500 to be transferred from the Engineering Professional Services Account (100-03210-42020) to the project account (301-50038-48030) to cover the remaining retainage payment to the contractor of $28,287.84 and any additional labor compliance invoices that have not been billed as of this time.

Environmental Considerations: On June 15, 2021, the City Planning Manager filed a CEQA Notice of Exemption with the State Clearinghouse as a Class 4, 15304 (minor alteration to land) categorical exemption, State Clearinghouse Number 2021060316. This project is comprised of minor alterations to an existing street. No additional automobile lanes will be created, and no additional vehicular capacity is expected. Additionally, this project seeks to add safety devices for use in conjunction with existing facilities. Caltrans, the Project Lead for NEPA found the Project to be Categorically Exempt.

Policy Implications: This project is consistent with the City Council's priorities and will enhance public safety through improvements to the built environment.

Resolution 2026-XX

Adopted by the City of South Lake Tahoe
City Council

January 27th, 2026

Pioneer Trail HSIP Project - Ratification of Contract Change Orders No. 1, 2, and 3 with Globe Engineering and Development and Transfer of Funding

BACKGROUND

A. The City of South Lake Tahoe has designated the Pioneer Trail Highway Safety Improvement Program (HSIP) project an essential, viable, and desired project.

B. Bids for this project were opened and Globe Engineering Development was awarded a contract r with a Total Contract Price of $507,531.00.t.

C. Funding for the construction portion of this project includes $147,753.02 of Highway Safety Improvement Program (HSIP) funding, $381,797.78 of General Fund, and $47,000 of Measure S Funding.

D. Construction began on June 2nd, 2025, and was completed on July 31st, 2025.Three contract change orders were processed and approved.

E. The available budget in the project account is $16,805.00. The retainage due to Globe Engineering Development is $28,287.84. We are also estimating an additional $3,000 of labor compliance costs to be incurred. Therefore, the Public Works Department is requesting $14,500 to be transferred from the Engineering Professional Services Account (100-03210-42020) to the project account (301-50038-48030) to cover the remaining retainage payment to the contractor of $28,287.84 and any additional labor compliance invoices that have not been billed as of this time.

BASED ON THE FACTS SET FORTH HEREIN, BE IT RESOLVED, that the City Council of the City of South Lake Tahoe:

1. Ratifies Contract Change Order's 1, 2, and 3.
2. Appropriates funding into the existing CIP project fund account as follows:

Transfer From		Transfer To		
Name	Account	Name	Account	Amount
Engineering Prof Services	100-03210-42020	Pioneer Trail HSIP - Construction	301-50038-48030	$14,500.00

Adopted by the City of South Lake Tahoe City Council on January 27th, 2026, by the following vote:

Yes:
No:
Abstain:
Absent:

The presence of electronic signature certifies that the foregoing is a true and correct copy as approved by the South Lake Tahoe City Council.

_____ Date:_____
Cody Bass, Mayor

Attest:

_____
Susan Blankenship, City Clerk

The presence of electronic signature certifies that the foregoing is a true and correct copy as approved by the South Lake Tahoe City Council.

CITY OF
SOUTH LAKE TAHOE

Public Works Department
Pioneer Trail HSIP

PWC: **30150038**
Federal Project No.: **HSIPL-5398(016)**

CONTRACT CHANGE ORDER

Date: July 11, 2025
Contract Change Order No.: 01 **CCO Name:** Retaining Wall Revisions

To: Globe General Engineering:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Pioneer Trail HSIP Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: City of South Lake Tahoe

PAYMENT AT AGREED LUMP SUM:

In accordance with section 4-1.05B, "Changes and Extra Work", of the Contract Bid Documents and Standard Specifications, provide labor, material, equipment, and incidentals to compensate the contractor for additional work related to retaining wall changes as provided in the attached "Design Package Revision 1 dated 03/31/2025"

Additional work includes but not limited to the following:

1. deeper/larger footings (72" depth, 24" Dia)
2. New added 4" perforated pipe,
3. New Added Fabric
4. added excavation/disposal
5. Gravel class C or D placement
6. Additional Concrete Volume/Strength with using concrete pump
7. Added Rebar for Pile reinforcement
8. Additional/Longer 8"x8" Posts.

All work shall be performed in accordance with the approved shop drawings, project plans, and Specifications.

For the work involved in this change order, you will accept the agreed lump sum payment of $24,100.87. Payment is full compensation for furnishing the resources and activities to complete the work.

Total cost of extra work at agreed lump sum = $24,100.87

A time adjustment is made for the critical delay caused by the work described in this change order. As provided for in Section 8-1.07, "Delays" and Section 9-1.11, "Time-Related Overhead," in accordance with the Contract Bid Documents and Standard Specifications, you will receive five (5) non-compensable working days for the critical delay. You accept the following payment as full compensation for the time-related overhead expenses during the critical delay of $0.00.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, all indirect costs and contract time adjustment to perform the above described change. All other costs are non-compensable.

ACCEPTED BY:

Dawood Kavosh
Dawood Kavosh (Jul 11, 2025 10:21 PDT)

Contractor: Dawood Kavosh — Date: 11/07/25

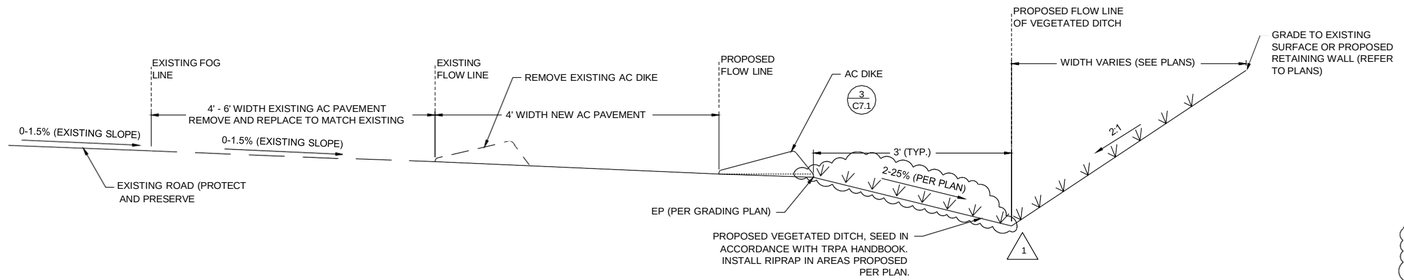
APPROVED BY:

Stephen Anderjack

Stephen Anderjack: Project Manager — Date: 11/07/25

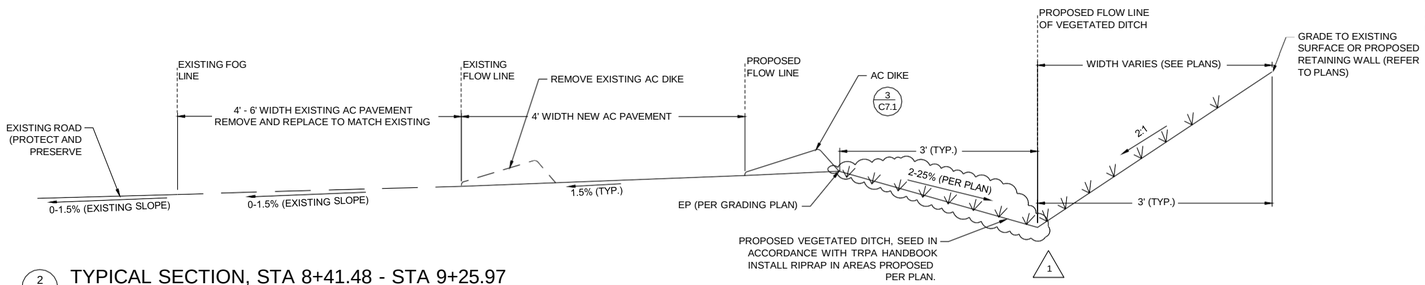
Anush Nejad
Anush Nejad (Jul 11, 2025 10:37 PDT)

Anush Nejad, Director of Public Works — Date: 11/07/25



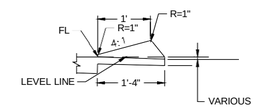
1 C7.1 TYPICAL SECTION, STA 7+29.43 - STA 8+41.48

SCALE: N.T.S.



2 C7.1 TYPICAL SECTION, STA 8+41.48 - STA 9+25.97

SCALE: N.T.S.



3 C7.1 CALTRANS E1 ASPHALT DIKE

SCALE: N.T.S.

GENERAL STRUCTURAL RETAINING WALL NOTES:

1. CONCRETE

A. PROVIDE CLASS OF CONCRETE AS SHOWN BELOW. EXCEPT AS INDICATED, ALL CONCRETE WORK SHALL BE PRODUCED, PLACED, CONSOLIDATED, CURED AND FINISHED IN CONFORMANCE WITH AMERICAN CONCRETE INSTITUTE STANDARD 301 "SPECIFICATIONS FOR STRUCTURAL CONCRETE FOR BUILDINGS", STANDARD 305 "HOT WEATHER CONCRETING", AND STANDARD 306 "COLD WEATHER CONCRETING". CALCIUM CHLORIDE, SALT OR OTHER MATERIALS CREATING A CORROSIVE ENVIRONMENT IN THE CONCRETE SHALL NOT BE USED FOR ANY REASON.

A.1 CONCRETE PIERS - TO MEET REQUIREMENTS OF ACI 318-14 EXPOSURE CLASS F2

• COMPRESSIVE STRENGTH	F'C = 4,500 PSI MIN. @ 28 DAYS
• CEMENT	ASTM C150, TYPE II
• CONCRETE AGGREGATE	ASTM C33 (HARDROCK)
• MAXIMUM AGGREGATE SIZE	3/4 INCH DIAMETER
• WATER CEMENT RATIO	0.45
• AIR ENTRAINMENT	6% +/- 1.5%
• SLUMP	4 INCHES +/- 1 INCH MAXIMUM PRIOR TO THE ADDITION OF WATER-REDUCING COMPOUND

B. THE WATER-SOLUBLE CHLORIDE ION CONTENT IN THE CONCRETE SHALL NOT EXCEED 0.15 PERCENT BY WEIGHT OF CEMENT PER ACI 318.

C. WATER FOR CONCRETE MIXES SHALL CONFORM TO ASTM C1602.

D. CONCRETE SHALL CONTAIN A PRE-APPROVED INTEGRAL CRYSTALLINE WATERPROOFING ADMIXTURE SUCH AS BASF MATERLIFE 300D. THE ADMIXTURE SHALL BE DISPENSED AND MIXED IN ACCORDANCE WITH THE MANUFACTURER'S WRITTEN INSTRUCTIONS.

E. POZZOLANS CONSISTING OF NEVADA CLASS N, OR FLY ASH - CLASS C OR F, CONFORMING TO THE REQUIREMENTS OF ASTM C618 MAY BE USED IN THE ABOVE MIX DESIGN. WHEN USED IN MIX DESIGNS, SUPPLEMENTARY CEMENTITIOUS MATERIALS SHALL COMPRISE NO MORE THAN 20% OF THE MIX DESIGN'S TOTAL CEMENTITIOUS MATERIAL, BY WEIGHT.

F. CONCRETE MIX DESIGNS SHALL BE SUBMITTED FOR REVIEW A MINIMUM OF TWO WEEKS PRIOR TO THE FOUNDATION CONSTRUCTION. PROPORTIONING OF THE CONCRETE MATERIALS SHALL BE BASED ON TRIAL MIXTURES OR FIELD EXPERIENCE IN ACCORDANCE WITH ACI 318. MIX DESIGNS WHICH DO NOT MEET ACI 318 MAY BE REJECTED.

G. CONCRETE SHALL BE CURED IN ACCORDANCE WITH ACI 308. AS A MINIMUM, CONCRETE SHALL BE MAINTAINED ABOVE 50 DEGREES F AND IN A MOIST CONDITION FOR AT LEAST THE FIRST 7 DAYS AFTER PLACEMENT UNLESS ACCELERATED CURING TECHNIQUES ARE EMPLOYED.

H. ALL ITEMS TO BE CAST IN CONCRETE SHALL BE SECURELY POSITIONED IN THE FORMS BEFORE CONCRETE PLACEMENT.

I. RETAINING WALLS SHALL NOT BE BACKFILLED UNTIL THE CONCRETE PIER HAS ATTAINED THE MINIMUM DESIGN COMPRESSIVE STRENGTH AND HAS REACHED A MINIMUM AGE OF SEVEN DAYS.

2. CONCRETE REINFORCING STEEL

A. REINFORCING STEEL SHALL CONFORM TO ASTM A615, GRADE 60. REINFORCING STEEL SHALL BE FABRICATED IN CONFORMANCE WITH THE AMERICAN CONCRETE INSTITUTE STANDARD 318.

A. ALL REINFORCEMENT SHALL BE SECURELY TIED IN PLACE PRIOR TO CONCRETE PLACEMENT.

B. COORDINATE PLACEMENT OF CAST-IN-PLACE EMBEDDED ITEMS. SECURELY ATTACH EMBEDDED ITEMS TO FORMWORK OR REINFORCING.

C. MAINTAIN THE FOLLOWING CONCRETE COVERAGE FOR REINFORCING STEEL UNLESS NOTED OTHERWISE:

CONCRETE CAST AGAINST AND PERMANENTLY EXPOSED TO EARTH:	3"
CONCRETE EXPOSED TO EARTH OR WEATHER:	
NO. 5 AND SMALLER	1½"

3. RETAINING WALLS

A. RETAINING WALLS SHALL BE CONSTRUCTED AS INDICATED. MAXIMUM WALL HEIGHTS SHALL NOT EXCEED THE HEIGHTS SHOWN ON THE DETAIL.

B. WALL BACKFILL MATERIALS SHALL MEET THE REQUIREMENTS OF "THE STANDARD SPECIFICATIONS FOR PUBLIC WORKS CONSTRUCTION".

C. RETAINING WALLS SHALL NOT BE BACKFILLED UNTIL THE CONCRETE DESIGN STRENGTH IS ATTAINED AND THE CONCRETE HAS REACHED A MINIMUM AGE OF SEVEN DAYS.

4. WOOD

A. SAWN LUMBER FRAMING SHALL COMPLY WITH THE LATEST EDITION OF THE GRADING RULES OF THE WESTERN WOOD PRODUCTS ASSOCIATION (WWPA) OR THE WEST COAST LUMBER INSPECTION BUREAU (WCLIB). ALL LUMBER SHALL BE STAMPED WITH THE GRADE MARK OF THE APPROVED LUMBER GRADING AGENCY.

B. ALL LUMBER DESIGN, MATERIALS, FABRICATION AND CONSTRUCTION SHALL CONFORM TO THE CBC 2022 EDITION AND THE NATIONAL DESIGN SPECIFICATION FOR WOOD CONSTRUCTION, 2018 EDITION, ALONG WITH ITS SUPPLEMENT OF WOOD DESIGN VALUES.

C. UNLESS NOTED OTHERWISE, SAWN LUMBER FRAMING SHALL HAVE THE MINIMUM GRADE AS FOLLOWS:

• POSTS	PRESSURE TREATED DOUGLAS FIR NO. 2 OR BETTER
• BACKING BOARDS	PRESSURE TREATED DOUGLAS FIR NO. 2 OR BETTER

NOTE: FRAMING MATERIALS MAY NOT BE CHANGED WITHOUT THE WRITTEN APPROVAL OF THE ENGINEER.

D. ALL SAWN LUMBER FRAMING MATERIALS WITH A GRADE OF NO. 2 OR BETTER SHALL HAVE MOISTURE CONTENT AT THE TIME OF PLACEMENT OF 19% OR LESS.

E. EXPOSED LUMBER SHALL BE INSTALLED IN A FINISH-LIKE MANNER.

F. USE FRAMING CONNECTORS WHERE SHOWN OR AS REQUIRED FOR POSITIVE CONNECTION OF ALL MEMBERS. CONNECTORS SHALL BE AS MANUFACTURED BY SIMPSON STRONG-TIE, OR PRE-APPROVED EQUAL. INSTALL CONNECTORS IN ACCORDANCE WITH THE MANUFACTURER'S WRITTEN INSTRUCTIONS.

NOTE: SIMPSON CONNECTORS IN CONTACT WITH ACQ PRESERVATIVE TREATED WOOD SHALL BE SIMPSON ZMAX (OR EQUAL) OR HOT DIP GALVANIZED PER ASTM A153.

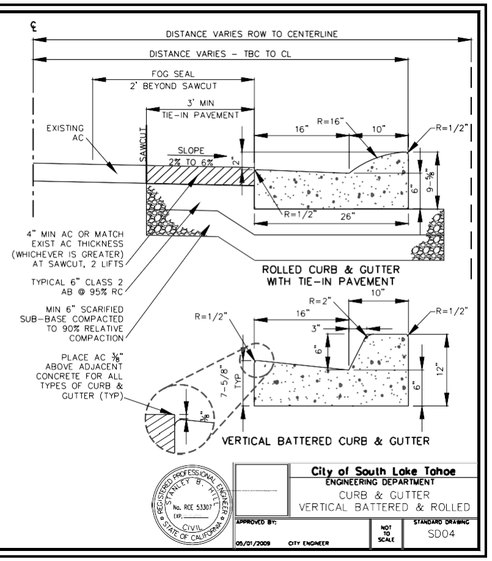
G. WOOD MEMBERS SHALL NOT BE CUT, BORED, OR NOTCHED UNLESS OTHERWISE APPROVED IN WRITING.

5. SCREWS

A. SCREWS SHALL BE STRONG-DRIVE SDWS CONNECTOR SCREWS AS MANUFACTURED BY SIMPSON STRONG-TIE OR PRE-APPROVED EQUAL WITH SIZE AND SPACING AS INDICATED IN THE DETAIL.

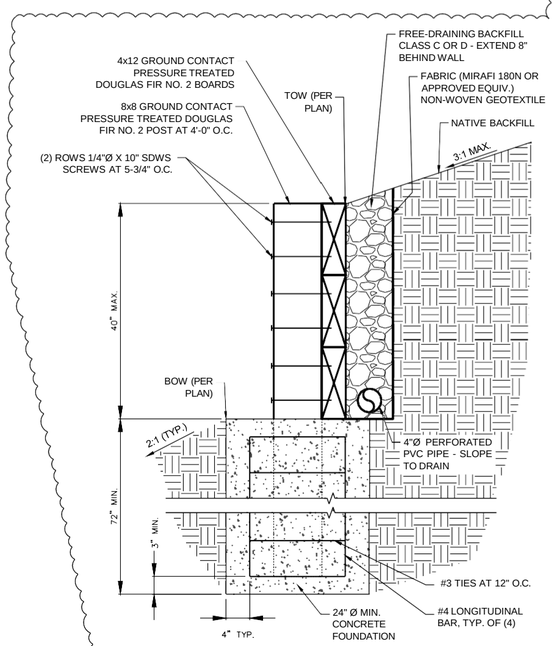
B. SCREWS IN CONTACT WITH ACQ PRESERVATIVE TREATED WOOD SHALL BE SIMPSON ZMAX (OR EQUAL) OR HOT DIP GALVANIZED PER ASTM A153.

1. CONCRETE SHALL BE 7 SACK MIX AND SHALL CONFORM TO SECTION 90 OF THE CALTRANS STANDARD SPECIFICATIONS WITH 6% AIR ENTRAINMENT. CEMENT CONTENT SHALL NOT BE LESS THAN 658 LBS PER CY.
2. THE MATERIALS AND METHOD OF PLACING SHALL CONFORM TO SECTION 73 OF THE CALTRANS STANDARD SPECIFICATIONS.
3. CONCRETE SHALL HAVE A LIGHT BROOM FINISH RUNNING PARALLEL WITH THE FLOWLINE.
4. CONCRETE SHALL BE SPRAYED UNIFORMLY WITH A CLEAR PIGMENTED CURING COMPOUND IMMEDIATELY FOLLOWING BROOM FINISHING. THE MATERIAL, METHOD, AND RATE OF APPLICATION SHALL CONFORM TO SECTION 90-7018 OF THE CALTRANS STANDARD SPECIFICATIONS.
5. ALL BASE MATERIAL SHALL BE COMPACTED AND TESTED BY THE CITY OR BY A THIRD PARTY INSPECTOR AT THE CITY'S DISCRETION PRIOR TO CONCRETE POUR. NOTIFY THE CITY AT LEAST 24 HRS PRIOR TO POUR.
6. CONTRACTOR SHALL CONTACT INSPECTOR FOR SCHEDULING CURB STRINGLINE INSPECTION AT LEAST 24 HRS PRIOR TO CONCRETE POUR.
7. ALL FLOWLINES SHALL BE WATER TESTED BEFORE ACCEPTANCE FOR PAYMENT. CONTRACTOR SHALL CONTACT INPSECTOR TO SCHEDULE WATER TESTING.
8. LOCATE 2" DEEP TRANSVERSE SCORES AT 10' INTERVALS IN CURB AND GUTTERS. INSTALL EXPANSION JOINTS AT 30' INTERVALS AND AT ALL COLD JOINTS.
9. NO WASHOUT OF TRUCKS AND/OR EQUIPMENT WILL BE ALLOWED ON SITE UNLESS A BASIN IS PROVIDED AND APPROVED BY THE INSPECTOR.
10. CONTRACTOR MUST TRENCH PLATE ALL DRIVEWAYS FOR 72 HOURS AFTER CONCRETE POUR.
11. CITY HAS THE RIGHT TO REJECT CURB FOR NON-CONFORMANCE AND/OR POST CONSTRUCTION DAMAGE.
12. CONTRACTOR IS RESPONSIBLE FOR ALL TEMPORARY BMPS, AC CUTS AND REPLACEMENT, REVEGETATION AND ALL OTHER INCIDENTALS ASSOCIATED WITH CURB INSTALLATION.



4 C7.1 ROLLED CURB & GUTTER

SCALE: N.T.S.



5 C7.1 TIMBER RETAINING WALL

SCALE: N.T.S.

LUMOS & ASSOCIATES
3840 EL DORADO HILLS BLVD., STE. 301
EL DORADO HILLS, CA 95762
TEL: 916.980.8228

WWW.LUMOSINC.COM
INFO@LUMOSINC.COM

© LUMOS & ASSOCIATES, INC. THIS DRAWING IS THE PROPERTY OF LUMOS & ASSOCIATES, INC.. USE OR REPRODUCTION OF THIS DRAWING, IN WHOLE OR IN PART, WITHOUT THE WRITTEN PERMISSION OF LUMOS & ASSOCIATES, INC. IS STRICTLY PROHIBITED. THIS DRAWING IS NOT TO BE USED FOR ANY PROJECT OTHER THAN THE PROJECT FOR WHICH IT WAS PREPARED.

REGISTERED PROFESSIONAL ENGINEER CAMIL L. JACKSON No. C85167 Exp. 03/31/26 CIVIL STATE OF CALIFORNIA

4/8/25

CITY OF SOUTH LAKE TAHOE

PIONEER TRAIL - EDNA AVE SAFETY IMPROVEMENT PROJECT DETAILS

CITY OF SOUTH LAKE TAHOE — EL DORADO COUNTY — CALIFORNIA

REV	DATE	DESCRIPTION	BY
1	3/31/25	RETAINING WALL REV PER BLDG DEPT	JA

100% CDS

ISSUED FOR CONSTRUCTION

MARCH 21, 2024

BAR IS 1 INCH ON ORIGINAL DRAWING

0 1"

IF NOT ONE INCH ON THIS SHEET, ADJUST SCALES ACCORDINGLY

C7.1

DRAWN BY:	JA
DESIGNED BY:	CJ/JA
CHECKED BY:	CJ
JOB NO.:	11102.000

L:\LaProj\11102.000 - Pioneer Trail and Edna Ave Safety Improvement Project\3-Design\DWG\Civil\Sheets\11102000details.dwg,C7.1 DETAILS, 03/28/2025 03:43 pm jashton

Globe Engineering Development

From: Globe Engineering Development (Contractor)
Subject: Request for Time Extension
Project: Pioneer Trail HSIP Project
Project Owner: City of South Lake Tahoe
Attention to: Mr. Stephen Anderjack

Globe Engineering Development is requesting an additional 20 working days for a time extension, as broken down below. Supporting documents are attached for reference.

CCO #1 – Retaining Walls (Total: 5 Additional Working Days)

1. Pile Reinforcement – 1 Working Day
   Reinforcement for 17 piles included circular ties and longitudinal bars. The configuration required significantly more time for tying due to the complex shape and density of the steel.
2. Excavation and Post Installation – 1 Working Day
   The original design called for small, shallow foundations. However, the revised scope required the installation of heavy 8" × 8" posts, each 10 feet long. Excavation and placement of these posts demanded additional labor, equipment, and time.
3. Holiday Schedule Disruption – 2 Working Days
   A concrete pour with a pump was originally scheduled for Thursday afternoon, June 19, with inspection requested for Thursday morning. We were later informed that Thursday was a City holiday, although it was not listed in the City's specifications. Due to the unavailability of the concrete pump, the pour was rescheduled for Tuesday. Additionally, the City inspector did not appear on Monday and only arrived on Tuesday morning, contributing to the delay.
4. New Activities in Updated Plan – 1 Working Day
   Installation of geotextile fabric, 4" PVC pipe, and crushed rock behind the wall were added under CCO #1. These items were not part of the original design drawings and required additional time for installation.

CCO #2 – Custom Precast Boxes and Grates (Total: 12 Additional Working Days)

Globe Engineering Development

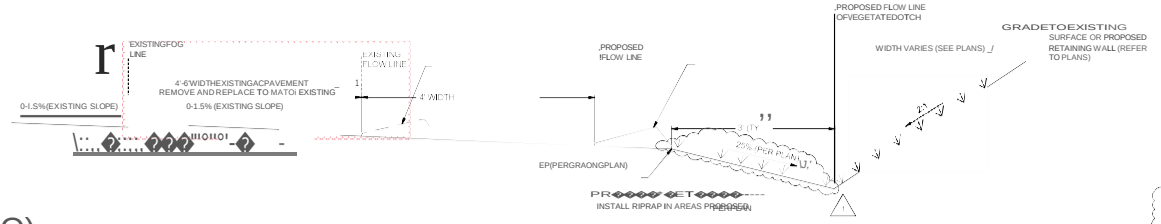
1. Fabrication Delay Due to Custom Sizing – 11 Working Days
   The original 36" × 24" precast boxes were standard sizes. Following the City's RFI response and approval to change the box and grate dimensions, we requested Jensen to provide revised engineering details. This process took 5 days. Additionally, due to the unavailability of standard grates, frames, and boxes, and the need to custom-fabricate all components, significant delays were incurred. We have attached the delivery schedule provided by Jensen to support this timeline.
2. Field Core Work – 1 Working Day
   One additional day is required for core drilling of pipe openings. The custom precast boxes do not include pre-formed holes for the 22" OD HDPE pipes. A coring subcontractor is scheduled to be on site on Monday, July 7, to complete this work.

Unforeseen Delays (Total: 3 Additional Working Days)

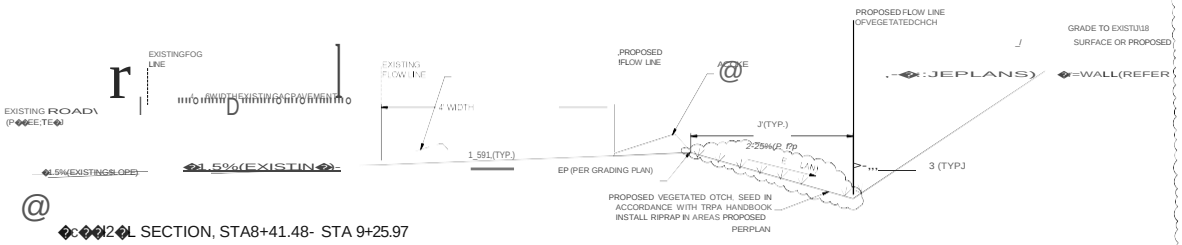
We are requesting 3 additional working days due to unforeseen items, including waiting time and delays caused by the response time to the RFI, as well as weather-related impacts. Rain prevented us from performing trenching and DI location excavation during that period.

Please see all supporting documents attached.

CCO1 - Revised Plan for Retaining Wall



Q) ©c©©I2©L SECTION, STA 7+29.43- STA8+41.48



©c©©I2©L SECTION, STA8+41.48- STA 9+25.97

3 C7.1 CALTRANS E1 ASPHALT DIKE
SCALE: N.T.S.

GENER<1LSTRUCTIVRALRETAININGW.<1LINOTES

1.CONCRETE

A. PROVIDE CLASS OF CONCRETE .O.S SHCJM–I BELOW EXCEPT .O.S INDICATED, ALL CONCRETE ILa1KSHALL BE PRODUCED PLACED. CONSOLIDATED, CURED AND FINISHED IN CONFORMANCE "1TH ..._ERICAN CONCRETE INSTITUTE ST,O,NOARD 301 "SPECIFICATIONS FOR STRUCTURAL CONCRETE FOR BUILDINGS". STINDARD 305'HOT IEATHER CONCRETING'. AND STANDARD 306-COLDWEATHERCONCRETING' CALCIUMCHLORIDE SALTORO'THERMATERIALSORE.6.TINGACORROSIVEENVIROOMENTIN THECONCRETESH,LLL©TBEUSEDFORINYREASON

A. 1 CONCRETE PIERS- TO MEET REQUIREMENTS OF ACI 318–1• EXPOSURE CLASS F2 COMPRESSIVESTRENGTH F'C•.IIOOPSIMIN.(I)28DAYS

B. THE WATER-SOLUBLECHLORIDE ION CONTENT IN THE CONCRETE SHALL NOT EXCEED 0.15 PERCENT BY WEIGHTOF CEMENT PERA0318

D. CONCRETE Sk'J.L CONTAIN .0, PRE-APPROVED INTEGAAL CRYSTALLINE WATERPROOFING ADMIXTURE SLIC11.0.S BASF W.TERUFE 3000.THEADMIXTURESHIILLBEDISPENSEDAI-OMIXEDINACCORDANCEVJITHTHEMANLJFACTURERSWRITTENINSTRUCTIONS

E. POZZCU.NS CONSISTING OF NEVADA CLASS N. OR FLY ASH-CLASS CORF. CONFOR...ING TO THE REQUIREMENTS OF ASTM 4 C61SW.Y BE USED IN TI-E ABCNE MIX DESIGN.IM-IEN USED IN "IX DESIGNS. SUPPLEMENTAF-Y CE...ENTITIOUS MATERIALS SHALL CO"PRISE NO _ORE THIN 20% OF THE "IX DESIGN'S TOTAL CEMENTITIOUS MATERIAL BY WEIGHT

F. CONCRETE MIX DESIGNS SHALL BE SUBMITTED FOR REVIEW.OM. INT"U" OF MO WEEKS PRIOR TO THE FOUND.L TION CONSTRUCTION. PROPORTIONING OF THE CONCRETE MATER0LS SHILL BE BASED ON TRAL "IX'TURES OR FIELD EXPERIENCE IN ACCORDANCE WITH Aa 318_1x DESIGNS.IMICH DO NOT ...FFT ACI318MAY BE REJECTED

G. CONCRETE SHALL BE CURED IN ACCORDANCE WITH ACI308. AS A "INIMUM, CONCRETE SHALL BE MAINTAINED ABOVE tl DEGREES F ANDINA MOISTCONDITION FOR AT LEAST THEFIRST 7 DAYS AFTER PLACE...ENT UNLESS ACCELERATED CURING TECHNIQUES ARE EMPLOYED.

I. RETAININGWIU.LSSW.LNOTBEBACKFk.LEDUNTIL THECONCRETEPIERHA.SATTAINED THEMINIMUMDESIGNCOMPRESSIVE STRENGTHANDHA.SRE.6.CHEDAMINIMUMAGEOFSEVENDAYS

Z.CONCRETEREINFORCINGSTEEL

A. ©©©©I©©E©©©©R©©i:T©T1©©©©o©©.DE 60. REINFORaNG STEEL SHALL BE FABRICATED IN CONE

B. COOROINATEPLACEMENTOFCAST-IN-PLACEEMBEOOEDITE...S.SECURELY.'.TTACHE"BEOOEDITEMSTOFORMw:.IRKOR REINFORCING

CONCRETE CAST .0.GIIJNST AND PERMANENTLY EXPOSED TO EARTH
CONCRETE EXPOSED TO EARTH OR WE.-.THER.
NO.5ANDSMALLER

3.RETA.NINGWALLS

A.RETAININGWIU.LSSHALLBECONSTRUCTEDASINOICATED.MA.XIMUMWALLHEIGHTSSHALLNOTEJCCEEDTHEHEIGHTSSHOTIN ONHE DETAIL

B. w.t.L.LIBACKFILLM.0,TERIALSSHALL...EETTHEREQUIREMENTSOF"THEST,O,NDARDSPEaFICATIONSFORPUBLICv.oRKS CONSTRUCTION"

C. RETAININGw.L.LLS SHALL NOTBE BACKFk.LED UNTIL THE CQ(,CRETE DESIGN STRENGTHIS ATTAINED.I,ND THE CONCRETE HAS REACHEDA ...INIMUMAGEOFSEVENDAYS

4. WOOD

A. SAWN LUMBER TRAVING SHALL CON "LY WITH THE LATEST EDITION OF THE GRADING RULES OF THE WESTERN WOOD PRODUCTS ASSOCIATION (WWPA) OR THE WEST COAST LUMBER INSPECTION BUREAU (WCLIB), ALL LUMBER SHALL BE 6"'AMPED .WITH THE GRADE MARK OF THE APPROVED LUMBER GRADING AGENCY,.

B. ALL LUMBERDESIGN. MATERIALS. FABRICATION AND CONSTRUCTION SHALL CONFORM TO THE CBC 2022 EDITION ANO THE NATIONAL DESIGN SPECIFICATION FOR W.JOOCONSTRUCTION, 2018 EDITION, ALONGI-ITH ITS SUPPLEMENTOF W.300 DESIGN VALUES

C. UNLESS NOTED OTHERWISE, SAWN IU"BER FRMINGSHALL HAVE THEMINIMUM GRADE AS FOLLOWS

.POSTS	PRESSURETRE.6.TEDOOUGLASFIRN0.20RBETTER
-BACKING BOARDS	PRESSURETRE.6.TEDOOUGLASFIRN0.20RBETTER

D. ALL SA©LUMBERFRA...INGMATERIVLSWITHAGRAOEOFN0.20RBETTERSHALL HAVEMOISTURECONTENTATTHETI"E0F PLACEMENTOF19%ORLESS

F. USE FRAMING CONNECTORS ";JHERE SHOWN OR AS REQUIREDFOR POSITIVE CONNECTIONOF ALL LIEUIBERS. CONNECTORS SHALL BE AS MANUAACTURED BY SL.PSON STRONG-TIE. OR PRE-APPROVED EOUAL INSTALL CONNECTORS IN Aca>RDANCE WITHTHEMANUFACTURERSI,RITTENINSTRUCTIONS

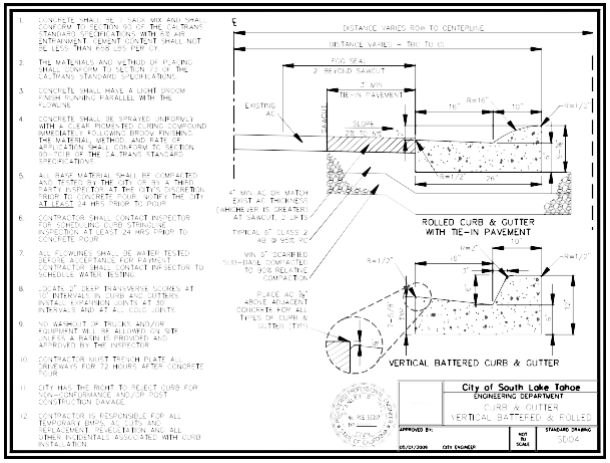
©T©I©©©©©©©©©©©AIBT©ANI©©T\/.4TH ACO PRESER'mIVE TRE.6.TEDWI)QD SHALL BE SIMPSON Zr.IA.X(OR EQUAL

G. WX>OMEMBERSSHILLNOTBECUT BORED,ORNOTCHEDUNLESSOTHERVIISEAPPROJEDINWRITING

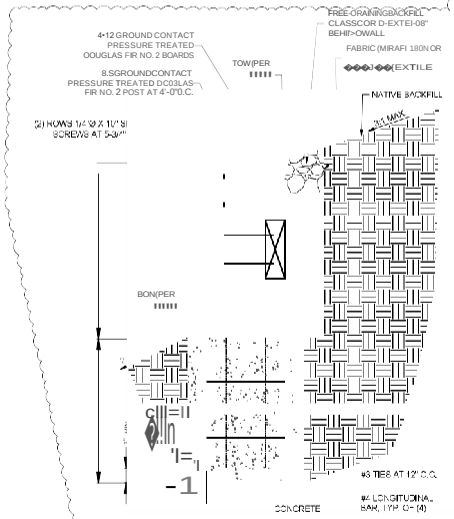
\SCREWS

A. SCREW, SHALL BE STRONG-DRIVE SDWS CONNECTOR SCREWS AS MANUFACTURED BY SIMPSON STRONG-TIE OR PRE-APPROVEDEOUAL"ITHSIZEANDSPAaNGSINDICATEDINTHEDETAIL

B. ©©©©NA©FACT V.,1JH ACO PRESERVATIVE TRE.6.TED WJOOSH/ILLBE SIMPSON ZMAX (OR EOUAL) OR HOT DIP GOJV.0N2ED



4 C7.1 ROLLED CURB & GUTTER
SCALE: N.T.S.



5 C7.1 TIMBER RETAINING WALL
SCALE: N.T.S.

LUMOS & ASSOCIATES
3840EI00IF>O'.'HRISBLVD..STE.J01
ELDORAOOUILLS.CA'.5162
TEL:916.961.5225
WIW.LIBOOSINC.COM
INF©LUTIOSINC.co...

DESCRIPTION: RETAINING WALL REVPER BLDG DEPT
DATE: 03/1/25
REV: A

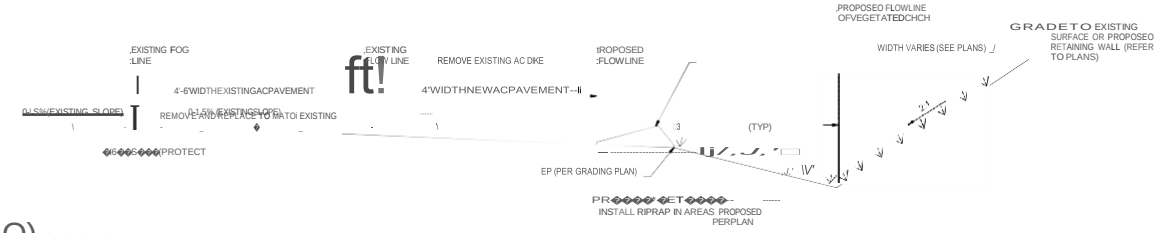
100% CDS
ISSUED FOR CONSTRUCTION
MARCH 21, 2024

IFNOTONE1<CHONTHISSHEET AOJUSTSCAIESACCORO.I<GIY

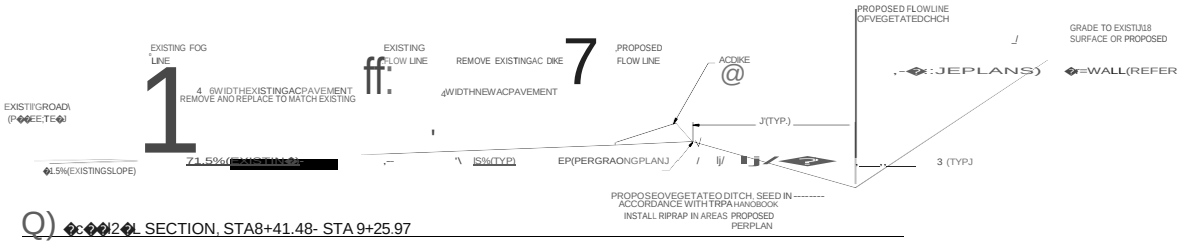
C7.1

CHECKED BY CJJA
CJ
JOB NO 11102.000

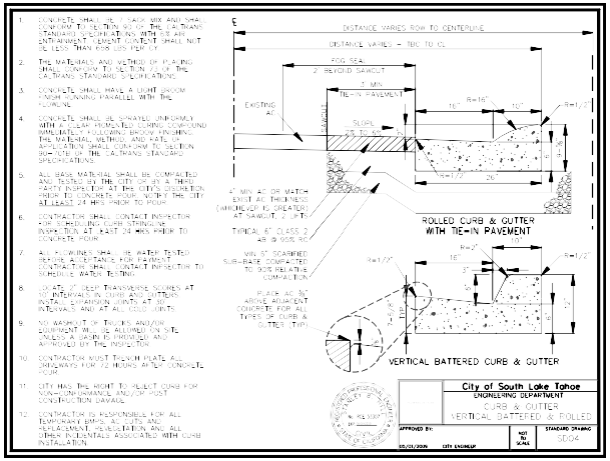
CCO1 - Original Plan for Retaining Wall



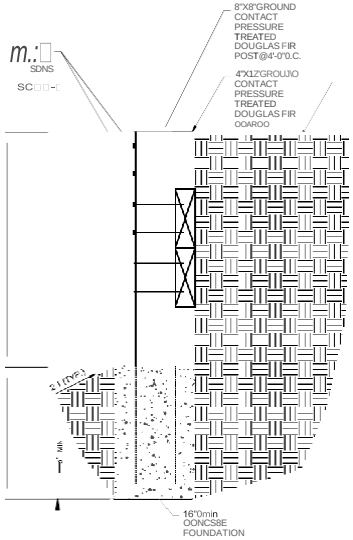
Q) ©c©©I2©L SECTION, STA 7+29.43- STA8+41.48



Q) ©c©©I2©L SECTION, STA8+41.48- STA 9+25.97



4 C7.1 ROLLED CURB & GUTTER
SCALE: N.T.S.



5 C7.1 TIMBER RETAINING WALL
SCALE: N.T.S.

3 C7.1 CALTRANS E1 ASPHALT DIKE
SCALE: N.T.S.

LUMOS & ASSOCIATES
3840EB00RO:)HBSBLVD. STE.J01
ELDORADOJUILS CA:5162
TEL:916.9&1.5225
WTW.LIIIOOSIIC.COM
INF@LUIOSINC.CD_.

100% CDS
ISSUED FOR CONSTRUCTION
MARCH 24 2024

C7.1

DRAWN BY
DESIGNED BY CJUA
CHECKED BY CJ
.KIBNO

- The remaining 10% of the payment for TRAFFIC CONTROL will be made in the final payment to the Contractor. Under no circumstance will any more than 90% of the bid item be paid for until the final payment to the Contractor.

Traffic Control Fee:

Should the Contractor fail to provide adequate traffic control or other temporary traffic control systems and devices, and in the event a responsible individual cannot be located or refuses to perform, the Owner will, at its option, place needed devices and/or engage a private firm to provide traffic control and/or place and maintain said systems and devices. All costs incurred by the Owner, including labor and material together with the cost and expense of any repairs as may be deemed necessary, shall be borne by the Contractor. If a private firm is engaged, all charges will be directly billed to the Contractor, plus fifteen percent (15%).

10-1.18 MAINTAINING TRAFFIC

Attention is directed to Sections 7, "Legal Relations and Responsibility to the Public" and 12, "Temporary Traffic Control" of the Standard Specifications, and other applicable sections of these Special Provisions. Nothing in these Special Provisions shall be construed as relieving the Contractor from their responsibility as provided in said Section 7.

During construction, temporary parking shall be provided by the Contractor for construction personnel within staging areas. No on-street parking shall be allowed for.

In the event the Contractor's operations impact the existing bus/transit stops within the project area the Contractor shall provide for a temporary bus/transit stops to address the potential temporary loss of the bus/transit stops [if present in the project area].

The full width of the traveled way and all business/residence driveway accesses and parking shall be open for use by public traffic on Saturdays, Sundays, designated legal holidays, ~~after 12:00 noon on Fridays~~ and the day preceding designated legal holidays; except as described in the Contractor's accepted traffic control plan, as stated in Section 10-1.08, "Cooperation" of these Special Provisions, and approval of the Engineer.

The City's designated legal holidays are: New Year's Day - January 1st; Martin Luther King, Jr Day - third Monday in January; Presidents' Day - third Monday in February; Memorial Day - last Monday in May; Independence Day - July 4th; Labor Day - first Monday in September; Columbus Day - second Monday in October; Veterans Day - November 11th; Thanksgiving Day - fourth Thursday in November; Christmas Day - December 25th. When a designated legal holiday falls on a Saturday, the preceding Friday shall be the designated holiday. When a designated legal holiday falls on a Sunday, the following Monday shall be the designated holiday.

Pedestrian and bicycle access and facilities shall be provided through the project area, and be clearly described in the Contractor's traffic control plan. At all times the Contractor is required to make provisions for and safely provide emergency, business, residential, bicycle, and pedestrian access through the project area or along a designated access facility.

CCO2 - Immediate Order after the same day of shop drawing approval

Dawood Kavosh

From: d.kavosh@globeede.com
Sent: Friday, June 6, 2025 10:29 AM
To: Garrett Yost; yumi@primesupply1.com; a.amiri@globeede.com
Cc: Kupono Ke A
Subject: Re: Quote kk052225AR4

Hi Garrett,

I wanted to confirm that all submittals are approved please proceed with fabrication and further process.

I will be appreciate to know the delivery/completion date for our schedule.

Thank you

From: d.kavosh@globeede.com <d.kavosh@globeede.com>
Sent: Friday, June 6, 2025 8:58 AM
To: Garrett Yost <gyost@jensenprecast.com>; yumi@primesupply1.com <yumi@primesupply1.com>; a.amiri@globeede.com <a.amiri@globeede.com>
Cc: Kupono Ke A <kkea@jensenprecast.com>
Subject: Re: Quote kk052225AR4

DI Blank are submitted yesterday, I aw waiting for approval I will update you soon.

Thank you

From: Garrett Yost <gyost@jensenprecast.com>
Sent: Friday, June 6, 2025 8:49 AM
To: yumi@primesupply1.com <yumi@primesupply1.com>; a.amiri@globeede.com <a.amiri@globeede.com>; d.kavosh@globeede.com <d.kavosh@globeede.com>
Cc: Kupono Ke A <kkea@jensenprecast.com>
Subject: Re: Quote kk052225AR4

Thank you for the revised PO. Just to have it in writing, is the preliminary cutsheet of the DI blank approved?

Best,

Garrett Yost
Project Coordinator, Jensen Infrastructure

CCO2 - Delivery Schedule by Supplier

Infrastructure JENSEN

625 Bergin Way
Sparks NV 89431
(800) 648-1134

Coordinator: Dulce Khoshaba **Sales Rep:**

Order Confirmation K143235

Order Date: 6/6/25
Customer No: 153114
PO Number: PIONEER TRAILS HSIP-1737YM
Project Name: PIONEER TRAILS HSIP
Payment Terms: Cash On Delivery

Customer Address:
YSMC, INC dba Prime Supply 1
12393 Doherty St
Riverside CA 92503

Delivery Address:
PIONEER TRAILS HSIP
3159 PIONEER TRAIL
SOUTH LAKE TAHOE CA 96150

Group	Part No	Description	Est. Delivery Date	Unit Weight	Qty	Unit	Unit Price	Net Amount
	100001194	Drop Inlet Riser 3636x12	6/24/25	1,041.31 lbs	4	PCS	559.00	2,236.00
	100039688	DROP INLET FRAME 3636 STEEL GALV EZ FV-1-3636-R1G DL	8/8/25		4	PCS	1,030.00	4,120.00
	100035029	DROP INLET GRATE 3636 STEEL TRF HEEL PROOF D&L	7/31/25		4	PCS	3,317.00	13,268.00
	100005621	Grade Ring D2434x03 Manhole	6/25/25	115.16 lbs	2	PCS	77.00	154.00
	100001670	MANHOLE FLAT TOP D4858x09.25 24C	6/25/25	1,256.69 lbs	2	PCS	440.00	880.00
	100013648	JOINT SEALANT CONSEAL 1" DIA. X 14.5' LONG CS-102	6/25/25	6.75 lbs	2	PCS	18.00	36.00
	100005818	CAST IRON COVER A-1032-02 24" VENT HOLES STORM DRAIN DOMESTIC DL	6/25/25	125 lbs	2	PCS	216.00	432.00
	100006866	CAST IRON FRAME A-1032-R1 24" FLANGE DOWN DOMESTIC DL	6/25/25	100 lbs	2	PCS	267.00	534.00
	DELIVERY	DELIVERY & HANDLING	6/25/25		1	PCS	1,025.00	1,025.00
	100001190	Drop Inlet Bottom 3636X48 Knockouts	7/1/25	4,224.22 lbs	3	PCS	877.00	2,631.00

Net Total:	**25,316.00**
Total Tax:	**2215.15**
Gross Total:	**27,531.15**

This document acknowledges your order subject to the terms and conditions of Jensen Infrastructure.
Please refer to https://www.jensenprecast.com/terms-of-service/ for complete terms and conditions which are hereby incorporated into this document by reference.
Please review the information presented here and advise us of any errors or omissions at your earlient convenience. For information of your order refer to order number K143235 in all communications. Thank you for choosing Jensen Infrastructure.

625 Bergin Way
Sparks NV 89431
(800) 648-1134

Order Confirmation K143235

Order Date: 6/6/25
Customer No: 153114
PO Number: PIONEER TRAILS HSIP-1737YM
Project Name: PIONEER TRAILS HSIP
Payment Terms: Cash On Delivery

YSMC, INC dba Prime Supply 1 Signature **Date**

YSMC, INC dba Prime Supply 1 PO

Jensen Signature **Date**

PTHSIP - CCO 001

Final Audit Report 2025-07-11

Created:	2025-07-11
By:	Stephen Anderjack (sanderjack@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAAPFHnww2H2wC1d57jN2x7foew4rZn0dSa

"PTHSIP - CCO 001" History

Document created by Stephen Anderjack (sanderjack@cityofslt.us)
2025-07-11 - 5:17:24 PM GMT

Document emailed to Dawood Kavosh (d.kavosh@globeede.com) for signature
2025-07-11 - 5:17:37 PM GMT

Document emailed to Stephen Anderjack (sanderjack@cityofslt.us) for signature
2025-07-11 - 5:17:37 PM GMT

Document emailed to Anush Nejad (anejad@cityofslt.us) for signature
2025-07-11 - 5:17:37 PM GMT

Email viewed by Stephen Anderjack (sanderjack@cityofslt.us)
2025-07-11 - 5:20:45 PM GMT

Document e-signed by Stephen Anderjack (sanderjack@cityofslt.us)
Signature Date: 2025-07-11 - 5:20:58 PM GMT - Time Source: server

Email viewed by Dawood Kavosh (d.kavosh@globeede.com)
2025-07-11 - 5:21:05 PM GMT

Document e-signed by Dawood Kavosh (d.kavosh@globeede.com)
Signature Date: 2025-07-11 - 5:21:57 PM GMT - Time Source: server

Email viewed by Anush Nejad (anejad@cityofslt.us)
2025-07-11 - 5:36:13 PM GMT

Document e-signed by Anush Nejad (anejad@cityofslt.us)
Signature Date: 2025-07-11 - 5:37:14 PM GMT - Time Source: server

Agreement completed.
2025-07-11 - 5:37:14 PM GMT

CITY OF
SOUTH LAKE TAHOE

Public Works Department
Pioneer Trail HSIP

PWC: **30150038**
Federal Project No.: **HSIPL-5398(016)**

CONTRACT CHANGE ORDER

Date: July 24, 2025
Contract Change Order No.: 02 **CCO Name:** Drop Inlet Boxes and Grates

To: Globe General Engineering:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Pioneer Trail HSIP Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: Globe Engineering Development

DECREASES IN BID ITEM AT BID ITEM PRICE:

In accordance with Section 9-1.06, “Changed Quantity Payment Adjustments,” of the 2023 Standard Specifications, you will receive no additional payment for the change in quantity on the following items as authorized by the Engineer:

Bid Item No. 32, “Drain Inlet (Supply of Structure Only)”: -2.00 EA (-100 %) at $2,500/EA = -$5,000.00 (-100%)

Bid Item No. 34, “Interceptor (Supply of Structure Only)"”: -1.00 EA (-100 %) at $5,000/EA = -$5,000.00 (-100%)

Bid Item No. 36, “Drop Inlet - 24" X 36"”: -1.00 EA (-100 %) at $3,000/EA = -$3,000.00 (-100%)

Decreases in bid items at bid item prices = -$13,000.00

PAYMENT AT AGREED LUMP SUM:

In accordance with section 4-1.05B, "Changes and Extra Work", of the Contract Bid Documents and Standard Specifications, provide labor, material, equipment, and incidentals to compensate the contractor for additional work related to change in drain inlet sizes to accommodate the existing HDPE pipe.

Additional work includes but not limited to the following:

1. Procurement of Drop Inlet Riser, Drop Inlet Bottom 36” x 36” x 48”, Drop Inlet Frame 36” x 36”, Drop Inlet Grate 36” x 36”.
2. Labor associated with the new Drain Inlets

All work shall be performed in accordance with the approved shop drawings, project plans, and Specifications.

For the work involved in this change order, you will accept the agreed lump sum payment of $39,625.00. Payment is full compensation for furnishing the resources and activities to complete the work.

Total cost of extra work at agreed lump sum = $39,625.00

The total net cost of this change as a result of Decrease in Bid Item at Bid Item Price and Extra work at agreed lump sum = ($39,625.00 - $13,000.00) = **$26,625.00**

A time adjustment is made for the critical delay caused by the work described in this change order. As provided for in Section 8-1.07, "Delays” and Section 9-1.11, “Time-Related Overhead,” in accordance with the Contract Bid Documents and Standard Specifications, you will receive eleven (11) non-compensable working days for the critical delay. You accept the following payment as full compensation for the time-related overhead expenses during the critical delay of $0.00.

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, all indirect costs and contract time adjustment to perform the above described change. All other costs are non-compensable.

ACCEPTED BY:

Dawood Kavosh
Dawood Kavosh (Jul 24, 2025 16:30:50 PDT)

Jul 24, 2025

Contractor: Dawood Kavosh — Date

APPROVED BY:

Stephen Anderjack

Jul 24, 2025

Stephen Anderjack: Project Manager — Date

Anush Nejad
Anush Nejad (Jul 25, 2025 06:43:14 PDT)

Jul 25, 2025

Anush Nejad, Director of Public Works — Date

Contract Change Order: GLOBE ENGINEERING CONTRACT CHANGE ORDER

Final Audit Report 2025-07-25

Created:	2025-07-24
By:	Kelli Durocher (kdurocher@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAARqQYyTou8983lIfpMjMc77GxdDgdSyKX

"Contract Change Order: GLOBE ENGINEERING CONTRACT CHANGE ORDER" History

Document created by Kelli Durocher (kdurocher@cityofslt.us)
2025-07-24 - 10:20:39 PM GMT

Document emailed to d.kavosh@globeede.com for signature
2025-07-24 - 10:21:30 PM GMT

Email viewed by d.kavosh@globeede.com
2025-07-24 - 11:29:59 PM GMT

Signer d.kavosh@globeede.com entered name at signing as Dawood Kavosh
2025-07-24 - 11:30:48 PM GMT

Document e-signed by Dawood Kavosh (d.kavosh@globeede.com)
Signature Date: 2025-07-24 - 11:30:50 PM GMT - Time Source: server

Document emailed to Stephen Anderjack (sanderjack@cityofslt.us) for signature
2025-07-24 - 11:30:51 PM GMT

Email viewed by Stephen Anderjack (sanderjack@cityofslt.us)
2025-07-25 - 0:36:58 AM GMT

Document e-signed by Stephen Anderjack (sanderjack@cityofslt.us)
Signature Date: 2025-07-25 - 0:37:08 AM GMT - Time Source: server

Document emailed to Anush Nejad (anejad@cityofslt.us) for signature
2025-07-25 - 0:37:09 AM GMT

Email viewed by Anush Nejad (anejad@cityofslt.us)
2025-07-25 - 1:42:40 PM GMT

Document e-signed by Anush Nejad (anejad@cityofslt.us)

Signature Date: 2025-07-25 - 1:43:14 PM GMT - Time Source: server

Agreement completed.

2025-07-25 - 1:43:14 PM GMT

CITY OF
SOUTH LAKE TAHOE

Public Works Department
Pioneer Trail HSIP

PWC: **30150038**
Federal Project No.: **HSIPL-5398(016)**

CONTRACT CHANGE ORDER

Date: September 29, 2025
Contract Change Order No.: 03 **CCO Name:** Cost Balancing

To: Globe Engineering:

You are hereby directed to make the herein described changes to the plans, and specifications or do the following described work not included in the plans and specifications of the contract to construct the Pioneer Trail HSIP Project. All new work herein described shall be performed in accordance with the applicable provisions of the plans and specifications, except as specifically modified by this contract change order (CCO).

Note: This CCO is not effective until approved by the Owner, or until an authorized Field Directive is executed.

This CCO is requested by: City of South Lake Tahoe

CONTRACT CHANGE ORDER AMOUNT: For the work involved in this change order, you will accept the quantity overruns and underruns that total $10,500.00 over the original contract value. Payment is full compensation for furnishing the resources and activities to complete the work.

REASON FOR CHANGE: Upon final completion and closeout of the Pioneer Trail HSIP Project, a cost reconciliation is performed to account for any differences between actual and estimated quantities. This process determines whether any additional payments or deductions are required from the original contract amount. Refer to the diagram below for a breakdown of how this amount was calculated.

ITEM	ITEM DESCRIPTION	UNIT	ESTIMATED QUANTITY	UNIT PRICE	ITEM TOTAL	ACUTAL QUANTITY	ADDITION/ DEDUCTION	COST
1	Mobilization/Demobiliation	LS	1.00	$ 20,000.00	$ 20,000.00	1.00	-	$ -
2	Traffic Control	LS	1.00	$ 16,000.00	$ 16,000.00	1.00	-	$ -
3	Temporary BMP's - Fiber Rolls	LF	99.00	$ 5.00	$ 495.00	99.00	-	$ -
4	Temporary BMP's - DI Protection	EA	12.00	$ 500.00	$ 6,000.00	12.00	-	$ -
5	Temporary BMP's - Construction Fencing	LF	300.00	$ 8.00	$ 2,400.00	300.00	-	$ -
6	AC Pavement Sawcut and Removal	SF	2,358.00	$ 12.00	$ 28,296.00	2358.00	-	$ -
7	Riprap Removal	SF	1,028.00	$ 10.00	$ 10,280.00	1028.00	-	$ -
8	AC Dike Removal	LF	200.00	$ 8.00	$ 1,600.00	200.00	-	$ -
9	Curb and Gutter Removal	LF	91.00	$ 15.00	$ 1,365.00	91.00	-	$ -
10	Removal of CMP Pipe (18"-24")	LF	371.00	$ 25.00	$ 9,275.00	491.00	120.00	$ 3,000.00
11	Grading: Cut (F)	LS	1.00	$ 10,000.00	$ 10,000.00	1.00	-	$ -
12	Grading: Fill (F)	LS	1.00	$ 10,000.00	$ 10,000.00	1.00	-	$ -
13	4" AC Over 6" AB	SF	3,251.00	$ 20.00	$ 65,020.00	3426.00	175.00	$ 3,500.00
14	Install Curb and Gutter	LF	119.00	$ 150.00	$ 17,850.00	119.00	-	$ -
15	Install Valley Gutter	LF	35.00	$ 200.00	$ 7,000.00	0	(35.00)	$ (7,000.00)
16	AC Dike Install	LF	200.00	$ 25.00	$ 5,000.00	200.00	-	$ -
17	18" HDPE Pipe	LF	305.00	$ 200.00	$ 61,000.00	305.00	-	$ -
18	24" HDPE Pipe	LF	4.00	$ 2,000.00	$ 8,000.00	5.5	1.50	$ 3,000.00
19	Cement Clurry Backfill	CY	62.00	$ 250.00	$ 15,500.00	62.00	-	$ -
20	Tree Removal	EA	1.00	$ 4,000.00	$ 4,000.00	0	(1.00)	$ (4,000.00)
21	4" Double Yellow Striping	LF	1,041.00	$ 25.00	$ 26,025.00	1041.00	-	$ -
22	4" White Line Stripping	LF	1,115.00	$ 15.00	$ 16,725.00	1,115.00	-	$ -
23	12" White Line Stripping	LF	27.00	$ 500.00	$ 13,500.00	27	-	$ -
24	Ground Strippnig Symbols (Arrows, STOP, Bicycle)	EA	8.00	$ 2,300.00	$ 18,400.00	8	-	$ -
25	Signs	EA	10.00	$ 1,000.00	$ 10,000.00	10	-	$ -
26	Radar Detection Sign	EA	2.00	$ 17,500.00	$ 35,000.00	2	-	$ -
27	Remove and Relocate Drainage Features - DI	EA	2.00	$ 3,000.00	$ 6,000.00	2	-	$ -
28	Remove and Relocate Drainage Features - Sediment Trap	EA	2.00	$ 3,000.00	$ 6,000.00	1	(1.00)	$ (3,000.00)
29	Remove and Relocate Drainage Features - Interceptor W/ New Grate	EA	1.00	$ 3,000.00	$ 3,000.00	1	-	$ -

ITEM	ITEM DESCRIPTION	UNIT	ESTIMATED QUANTITY	UNIT PRICE	ITEM TOTAL	ACUTAL QUANTITY	ADDITION/ DEDUCTION	COST
30	Remove and Relocate Drainage Features - Manhole	EA	1.00	$ 3,000.00	$ 3,000.00	1	-	$ -
31	48" Stormdrain Manhole, Frame and Cover	EA	1.00	$ 2,500.00	$ 2,500.00	1	-	$ -
32	Drain Inlet (Supply of Structure Only)	EA	2.00	$ 2,500.00	$ 5,000.00	1	(1.00)	$ (2,500.00)
33	Sediment Trap (Supply of Structure Only)	EA	2.00	$ 2,500.00	$ 5,000.00	1	(1.00)	$ (2,500.00)
34	Interceptor (Supply of Structure Only)	EA	1.00	$ 5,000.00	$ 5,000.00	1	-	$ -
35	Concrete Collar	EA	18.00	$ 500.00	$ 9,000.00	18	-	$ -
36	Drop Inlet - 24" X 36"	EA	1.00	$ 3,000.00	$ 3,000.00	1	-	$ -
37	Transverse Drain	EA	1.00	$ 2,500.00	$ 2,500.00	1	-	$ -
38	0-3' Timber Retaining Wall	SF	129.00	$ 200.00	$ 25,800.00	179	50.00	$ 10,000.00
39	Potholing of Existing Utilities	EA	5.00	$ 2,000.00	$ 10,000.00	10	5.00	$ 10,000.00

Base Contract Total	$ 504,531.00
CCO 1	$ 24,100.87
CCO 2	$ 26,625.00
CCO 3	$ 10,500.00
Contract Total with CCO's	**$ 565,756.87**

COST OF CHANGE: Total cost of extra work at agreed lump sum = $10,500.00

This contract change order constitutes full and complete compensation for all labor, equipment, materials, tools, jobsite and home office overhead, profit, all indirect costs and contract time adjustment to perform the above described change. All other costs are non-compensable.

ACCEPTED BY:

Dawood Kavosh
Dawood Kavosh (Sep 30, 2025 09:14:08 PDT)

Dawood Kavosh: Contractor Date: Sep 30, 2025

APPROVED BY:

Steve Anderjack
Steve Anderjack (Sep 30, 2025 09:33:07 PDT)

Stephen Anderjack: Project Manager Date: Sep 30, 2025

John Dickinson

John Dickinson: Interim Director of Public Works Date: Sep 30, 2025

CCO: PTHSIP - CCO 003

Final Audit Report 2025-09-30

Created:	2025-09-30
By:	Kelli Durocher (kdurocher@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAAS5ZgLcZjgCBs7VqXLdzaAw8TcA6rOZXW

"CCO: PTHSIP - CCO 003" History

Document created by Kelli Durocher (kdurocher@cityofslt.us)
2025-09-30 - 3:46:09 PM GMT

Document emailed to d.kavosh@globeede.com for signature
2025-09-30 - 3:46:18 PM GMT

Email viewed by d.kavosh@globeede.com
2025-09-30 - 3:47:30 PM GMT

Signer d.kavosh@globeede.com entered name at signing as Dawood Kavosh
2025-09-30 - 4:14:06 PM GMT

Document e-signed by Dawood Kavosh (d.kavosh@globeede.com)
Signature Date: 2025-09-30 - 4:14:08 PM GMT - Time Source: server

Document emailed to sanderjack@cityofslt.gov for signature
2025-09-30 - 4:14:10 PM GMT

Email viewed by sanderjack@cityofslt.gov
2025-09-30 - 4:32:45 PM GMT

Signer sanderjack@cityofslt.gov entered name at signing as Steve Anderjack
2025-09-30 - 4:33:05 PM GMT

Document e-signed by Steve Anderjack (sanderjack@cityofslt.gov)
Signature Date: 2025-09-30 - 4:33:07 PM GMT - Time Source: server

Document emailed to John Dickinson (jdickinson@cityofslt.gov) for signature
2025-09-30 - 4:33:09 PM GMT

Email viewed by John Dickinson (jdickinson@cityofslt.gov)
2025-09-30 - 4:33:38 PM GMT

Document e-signed by John Dickinson (jdickinson@cityofslt.gov)

Signature Date: 2025-09-30 - 4:33:48 PM GMT - Time Source: server

Agreement completed.

2025-09-30 - 4:33:48 PM GMT

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #: 9

Agenda Item:

Old Colony Inn Residences Tentative Subdivision Map for Condominium Purposes, 3794 Montreal Road, APN 029-720-007, File #TSM25-001

Executive Summary: On September 19, 2024, the Planning Commission approved a 30-unit multi-family project located at 3794 Montreal Road (Planning Commission Resolution 2024-021). The applicant has submitted an application for a Tentative Subdivision Map proposing to subdivide the units into 30 air space residential condominiums and one air space commercial condominium. The commercial condominium will function as an office to manage the properties. According to the California Subdivision Map Act, the subdivision of five (5) or more units requires approval of a Tentative Subdivision Map as well as a Final Subdivision Map and Condominium Plan. On November 13, 2025, the Planning Commission adopted Resolution No. 2025-017 by a vote of 3-0 (Feiger recused and Imhoff absent) recommending that City Council approve the Tentative Subdivision Map.

Requested Action / Suggested Motions: Pass a Resolution: 1) finding The Old Colony Inn Residence Tentative Subdivision Map for Condominium Purposes is exempt from CEQA pursuant to Section 15332, Class 32: 2) finding the Tentative Subdivision Map is consistent with the Subdivision Map Act; and, 3) approving the Old Colony Inn Residence Tentative Subdivision Map for Condominium Purposes.

Responsible Staff Member: John Hitchcock, Planning Manager

Reviewed and Approved By: Zachary Thomas, Director of Development Services Susan Blankenship, City Clerk Olga Tikhomirova, Director of Finance Heather Stroud, City Attorney

Attachments:

01 - Staff Report - 3794 Montreal Tentative Map.docx
02 - Resolution 2024-021.pdf
03 - Old Colony Inn Residences Tentative Subdivision Map.pdf
04 - Caltrans Reservation of Easement 1970-14227.pdf
05 - Abandonment Letter to Caltrans.pdf
06 - Resolution - 3794 Montreal Tentative Map.docx
07 - PC Resolution 2025-017_Tentative Subdivision Map, 3794 Montreal Road, File #TSM25-001.pdf
08 - Tribune Proof.pdf
09-Proof of Mailing_Redacted.pdf

City of South Lake Tahoe
Report to City Council

Meeting Date: January 27, 2026

Title: Old Colony Inn Residences Tentative Subdivision Map for Condominium Purposes, 3794 Montreal Road, APN 029-720-007, File #TSM25-001

Location: 3794 Montreal Road

Responsible Staff Members: John Hitchcock, Planning Manager (530) 542-7472

Background:

On September 19, 2024, the Planning Commission approved a 30-unit multi-family project located at 3794 Montreal Road (see Attachment 02, Planning Commission Resolution 2024-021). The applicant has applied for a Tentative Subdivision Map proposing to subdivide the units into 30 airspace residential condominiums and one airspace commercial condominium. The commercial condominium will function as an office to manage the properties. According to the California Subdivision Map Act, the subdivision of five (5) or more units requires approval of a Tentative Subdivision Map as well as a Final Subdivision Map and Condominium Plan.

On November 13, 2025, the Planning Commission adopted Resolution 2025-017, recommending that the City Council approve the Tentative Subdivision Map for the Old Colony Inn Residences.

Issue and Discussion:

MAP REVIEW

The Tentative Map (Attachment 03) will subdivide a total of nine buildings into condominium air space as depicted on the subdivision map. The nine (9) buildings shown on the map depict the proposed footprints of each building, which may be further subdivided into individual condominium units by recording a condominium map. Areas outside of the condominium units are shown as a common area.

The parcel also has a public utility and incidental purpose easement recorded by Caltrans in 1970 (see Attachment 04) when the property was purchased and transferred to Crescent V. Lands, Inc. The purpose of the easement is unclear and may have been tied to the proposed realignment of U.S. Highway 50 in the 1970s. The applicant is requesting that the easement be abandoned.

Pursuant to the Subdivision Map Act 66434(g), any public streets or public easements to be left in effect after the subdivision shall be adequately delineated on the map. The filing of the final map shall constitute abandonment of all public streets and public easements not shown on the map, provided that a written notation of each abandonment is listed by reference to the recording data or other official record creating these public streets or public easements and certified to on the map by the clerk of the legislative body or the designee of the legislative body approving the map.

Before a public easement vested in another public entity may be abandoned pursuant to this section, that public entity shall receive notice of the proposed abandonment. No public easement vested in another public entity shall be abandoned in accordance with this section if that public entity objects to the proposed abandonment. Development Services sent a letter on October 24, 2025, to the California Department of Transportation Headquarters and California Department of Transportation District 3, notifying the state that the City intends to abandon the easement (See Attachment 05)

Once the Tentative Map is approved, a Final Subdivision Map for condominium purposes must be submitted to the City within 24 months, unless extended pursuant to the Subdivision Map Act. The Final Subdivision Map will be accompanied by a condominium plan describing the legal boundaries of each airspace unit. The Final Subdivision Map will be reviewed by the Public Works Department in collaboration with the El Dorado County Surveyor for consistency with the Subdivision Map Act prior to consideration and adoption by the City Council.

Common Interest Developments (CID) such as proposed here are subject to compliance with the Davis-Stirling Common Interest Development Act (California Civil Code sections 4000 et seq.). This Act is intended to provide homeowners with a system of self-government and dispute resolution through a homeowner's association. The California Department of Real Estate will review the legal framework of the proposed CID to ensure compliance with the Subdivided Lands Law as part of the public report application process before homes are offered for sale to the public.

FINDINGS

Section 66474 of the Subdivision Map Act requires that the proposed subdivision be consistent with the following findings:

1. *The project is consistent with the General Plan as specified in Government Code Section 65451.*

   The General Plan directs the City to utilize the Plan Area Statements (PAS), Community Plans, and Area Plans to guide land use policies and address land use issues. The proposed project is located in the Tourist Core Area Plan Mixed-Use District, where single-family and multi-family residential are allowed uses. With the approval of the project by the City Planning Commission on September 19, 2024, the proposed uses were determined to be consistent with allowed uses in this area plan.

2. *The design or improvement of the proposed subdivision is consistent with applicable general and specific plans.*

   The Tourist Core Mixed-Use District is zoned for higher-density residential development at 25 units per acre. The proposed project includes 30 units on 3.79 acres, which equals 8 units per acre. As part of the project approval on September 19, 2024, the Planning Commission made findings that the project design is consistent with the City-Wide Design Standards and the Tourist Core Area Plan Design Standards.

3. *The site is physically suitable for the type of development.*

   With the approval of the project by the City Planning Commission on September 19, 2024, the proposed use was determined to be consistent with the Tourist Core Area Plan policies and standards as well as the City-Wide Design Standard. Moreover, the site is an infill site verified by TRPA to be suitable for development (i.e., Land Capability District Class 7), and existing utilities (e.g., sewer, water, and electricity) are found adjacent to the property.

4. *The site is physically suitable for the proposed density of development.*

   The Tourist Core Mixed-Use District is zoned for higher-density residential development at 25 units per acre. The proposed project includes 30 units on 3.79 acres, for a density of 8 units per acre.

5. *The design of the subdivision is not likely to cause substantial environmental damage or substantially and avoidably injure fish or wildlife or their habitat.*

   On September 19, 2024 the City Planning Commission made the finding that the project is categorically exempt from CEQA under Section 15332, Class 32, Infill Development, which consists of projects characterized as infill development on 1) parcels less than five acres in size located within the city limits, 2) is consistent with applicable general plan designations, policies and zoning designations, 3) has no value, as habitat for endangered, rare or threatened species, 4) would not result in any significant effects relating to traffic, noise, air quality, or water quality, and 5) is adequately served by all required utilities and public services.

   The site was formerly developed with a motel constructed in the 1960s, which was subsequently demolished. TRPA conducted a site assessment of the parcel and determined it to be substantially disturbed and that the portion of the site where the project is to be located does not exhibit any qualities associated with a stream environment zone or riparian habitat.

6. *The design of the subdivision is not likely to cause serious public health problems.*

   With compliance with all City, County, State, TRPA, and Federal regulations, the project will not likely cause public health problems. The project must install water quality best management practices, mitigate potential air quality impacts, and be built to meet all fire and defensible space standards for the high fire hazard zone.

7. *The design of the subdivision will not conflict with easements, acquired by the public at large, for access through or use of, property within the proposed subdivision.*

   The tentative map submitted by the applicant indicates a public utility easement, including a snow storage easement in favor of the City of South Lake Tahoe, and is shown on the Tentative Map.

Section 66474.02 of the Subdivision Map Act requires a local legislative body to make the following findings for submissions located in a high fire hazard zone:

1. *A finding supported by substantial evidence in the record that the subdivision is consistent with regulations adopted by the State Board of Forestry and Fire Protection pursuant to Sections 4290 and 4291 of the Public Resources Code or consistent with local ordinances certified by the State Board of Forestry and Fire Protection as meeting or exceeding the state regulations.*

   The proposed Tentative Map is consistent with Sections 4290 and 4291 of the State Board of Forestry and Fire Protection. The underlying project was reviewed for consistency with the state fire safety regulations, including but not limited to defensible space requirements, construction materials, emergency access, signage, and water supply for construction in a very high fire hazard severity zone. Moreover, all new construction in the City of South Lake Tahoe is required to install an internal sprinkler system. Pursuant to Section 4291, the City follows the State's mandate requiring all development within the City to implement defensible space, and the proposed project's defensible space plan was approved by the City Fire Inspector on February 24, 2024.

2. *A finding supported by substantial evidence in the record that structural fire protection and suppression services will be available for the subdivision through any of the following entities:*
   a. *A county, city, special district, political subdivision of the state, or another entity organized solely to provide fire protection services that is monitored and funded by a county or public entity.*

   The proposed subdivision is located within the City of South Lake Tahoe, which provides full-time fire protection services. The City of South Lake Tahoe Fire and Rescue is an all-risk fire department serving the City and the surrounding region. There are three fire stations located within the City, with Fire Station #1 located at Pioneer Trail and Ski Run Boulevard, which is located within one mile of the project site. Moreover, the City has a mutual aid agreement with the Lake Valley Fire Department and Cal Fire, which provide fire protection services to the unincorporated portion of El Dorado County adjacent to the subject parcel.

Environmental Analysis:

<u>California Environmental Quality Act (CEQA)</u>

The proposed project is exempt from CEQA pursuant to Section 15332, Class 32, which consists of projects characterized as infill development meeting the following conditions:

1. *The project is consistent with the applicable general plan designation and all applicable general plan policies as well as with applicable zoning designation and regulations.*

   The project is consistent with the General Plan, which designates the parcel as a Tourist Center, where intensive land uses are encouraged, including major commercial/visitor centers and mixed-use residential. The TCAP encourages high-density residential uses mixed with tourist uses and allows multi-family dwellings at 25 units per acre.

2. *The proposed development occurs within city limits on a project site of no more than five acres substantially surrounded by urban uses.*

The project site is a vacant property located within the city limits of South Lake Tahoe and is 3.79 acres in size.

3. *The project site has no value, as habitat for endangered, rare or threatened species.* The project site has no known value as a habitat for endangered, rare, or threatened species.

   The portion of the parcel that is being developed has been verified by TRPA as high-capability land (Class 7). There are portions of the parcel that are designated stream environment zones on the parcel that could provide suitable habitat for endangered, rare, or threatened species. However, no development is proposed on that portion of the parcel, and Design Review Permit #24-107 requires the installation of a fence to prohibit encroachment on the stream environment zone.

4. *Approval of the project would not result in any significant effects relating to traffic, noise, air quality, or water quality.*

   The proposed project would not result in any significant effects relating to traffic, noise, air quality, or water quality. The City/TRPA Permits have been conditioned to require the project to install Best Management Practices and treat all runoff onsite. The project's traffic impact was evaluated using TRPA's Project Impact Assessment tool, which determined that the VMTs generated (224 VMTs) are below the threshold of significance; however, the applicant must submit a mobility mitigation fee of $45,440.64.

   The proposed project would likely create lower noise levels than surrounding commercial and tourist accommodation uses, which are located adjacent to the parcel.

   The site is adequately served by the required utilities. South Tahoe Public Utility District, which provides water and sewer, has a mainline on Monreal Road. Electricity is provided by Liberty Utilities, which has existing power poles located within the City right-of-way along the property frontage and a substation located adjacent to the parcel.

   Police and Fire services would be provided by the City of South Lake Tahoe Police Department and City of South Lake Tahoe Fire and Rescue. Moreover, the City has a mutual aid agreement with the Lake Valley Fire Department and Cal Fire, which provide fire protection services to the unincorporated portion of El Dorado County adjacent to the subject parcel.

Public Notice:

Notice of this public hearing was provided to the public by a publication in the Tahoe Tribune on January 9, 2026, and to all property owners within 300 feet of the subject area by mail. No comments have been received as of the date of this report.

Financial Implications:

Approval of a Tentative Map will allow the units to be subdivided into individual condominiums, enabling the collection of property taxes once constructed.

Policy Implications:

The development of the proposed multi-family/condominium dwelling project is consistent with the City Council's strategic priorities to provide a spectrum of housing needs and ensure housing availability for people of all economic, physical, social, and employment circumstances.

Resolution 2024-021

Adopted by the City of South Lake Tahoe
Planning Commission

September 19, 2024

APPROVE THE DESIGN REVIEW PERMIT AND TRPA MULTI-FAMILY PERMIT FOR THE HVR ACQUISTIONS LLC PHASE 2 MULTI-FAMLY RESIDENTIAL PROJECT, FILE #24-107, EL DORADO COUNTY, APN 029-720-007

BACKGROUND

A. On September 19, 2024, the City of South Lake Tahoe Planning Commission held a duly noticed public hearing to consider a City Design Review Permit and a TRPA Multi-Family Residential Permit for the construction of 12 multi-family residential dwelling units at 3794 Montreal Road, APN 029-720-007.

B. The project applicant, HVR Acquisitions, is seeking approval for Phase 2 of a previously approved multi-family project to add 12 multi-family units for a total of 30 onsite units.

C. A public notice was mailed to property owners within 300 feet of the project on September 6, 2024. A public notice was published in the Tahoe Daily Tribune on September 6, 2024.

D. The City of South Lake Tahoe Planning Commission conducted a public hearing, received public comments, considered evidence in the record, and deliberated.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, BE IT RESOLVED, that the City of South Lake Tahoe Planning Commission:

1. Finds the City Council has adopted Resolution 2024-048, adopting a Mitigated Negative Declaration, concluding the proposed project would not have an effect on the environment, provided the applicable mitigation measures are implemented.
2. Finds the TRPA Governing Board has adopted Ordinance 2024-06 adopting an Initial Environmental Checklist and making a Finding of No Significant Effect for the proposed project.
3. Make the TRPA Findings and the Finding of No Significant Effect (FONSE) attached to this Resolution as Exhibit 1.
4. Finds the proposed project, as conditioned, is consistent with the Airport Land Use Compatibility Plan, the City of South Lake Tahoe General Plan, the City-Wide Design Standards, the Tourist Core Area Plan, the TRPA Code of Ordinances, TRPA Rules of Procedures, and the TRPA Regional Plan.
5. Approves the City Design Review Permit #24-107 and the TRPA Commercial Project Permit #24-107, subject to the standard and special conditions therein.

//
//
//

Adopted by the City of South Lake Tahoe Planning Commission at a meeting on September 19, 2024, by the following vote:

Yes: Wieczorek, Howard, Lucksinger
Absent (recused): Feiger, Realo

Natalia Wieczorek (Sep 24, 2024 16:45 CDT)

Natalia Wieczorek, Chair

Date: Sep 24, 2024

Attest:

Susan Blankenship (Sep 24, 2024 14:42 PDT)

Susan Blankenship, City Clerk

The presence of an electronic signature certifies that the foregoing is a true and correct copy as approved by the South Lake Tahoe Planning Commission.

EXHIBIT 1

TRPA Findings
HVR Acquisitions LLC Multi-Family Project, 3794 Montreal Road, APN 029-720-007, File # 24-107

TRPA Findings

Chapter 3: Environmental Documentation

Finding 3.2.2.A: The proposed project could not have a significant effect on the environment and a finding of no significant effect shall be prepared in accordance with Rules of Procedure Section 6.6.

Rationale: The TRPA Governing Board, on April 23, 2024, adopted Ordinance 2024-06 making a Finding of No Significant Effect (FINSE) pursuant to Rules of Procedures Section 6.6. The FONSE concluded the rezoning and the project to add multi-family units on the rezoned portion of the subject parcel would not have an effect on the environment.

Chapter 4: Required Findings

Finding 4.4.1.A: The project is consistent with and will not adversely affect implementation of the Regional Plan, including all applicable Goals and Policies, plan area statements and maps, the Code, and other TRPA plans and programs.

Rationale: The FONSE adopted by the TRPA Governing Board concluded the rezone and the proposed project would not adversely affect the implementation of the Regional Plan, including all applicable Goals and Policies, plan area statements and maps, the Code, and other TRPA plans and programs.

Finding 4.4.1.B: The project will not cause the environmental threshold carrying capacities to be exceeded.

Rationale: The adopted FONSE concluded project will not cause environmental thresholds to be exceeded. It has been designed to comply with TRPA Code site development standards to ensure threshold attainment and maintenance. The permit is conditioned to require the installation of BMPs to pre-treat all water onsite.

The TRPA Permit has been conditioned to require the permitee to offset the 224 VMT by paying the applicable mobility mitigation fee.

The TRPA Permit has been conditioned to require the permittee to

offset existing land coverage pursuant to the TRPA Code of Ordinance.

Finding 4.4.1.C: Wherever federal, state, or local air and water quality standards apply for the region, the strictest standards shall be attained, maintained, or exceeded pursuant to Article V(d) of the Tahoe Regional Planning Compact.

Rationale: The project does not negatively impact air or water quality standards. The property will install BMPs consistent with TRPA's water quality standards to pre-treat onsite. The TRPA Permit has been conditioned to require the permittee to offset the 224 VMT by paying the applicable mobility mitigation fee. The TRPA Permit has been conditioned to require the permittee to offset existing land coverage pursuant to the TRPA Code of Ordinance.

Chapter 30: Land Coverage

Finding 30.4.2.B.1: Unless otherwise provide in subparagraph A, the maximum land coverage (base plus transferred coverage) allowed on a parcel within a Center of a Conforming Area Plan shall be: b) further than 300 fee tof the High Water Line of Lake Tahoe and those aeras landward of State Highways in the Tahoe City and Kings Beach Town Centers, maximum land coverage shall be 70 percent of the roject area that is located within Land Capability Districts through 7, inclusive.

Rationale: The proposed project will result in a total of 34,879 square feet of relocated land coverage. No new land coverage is created beyond that verified by the TRPA in the amount of 64,810 square feet (32,247 square feet of 1b land coverage and 32,563 square feet of Class 5 land coverage). Pursuant to Chapter 30 of the TRPA Code of Ordiances, the exces land coverage shall be mitigated pursuant to Section 30.6.

Finding 30.4.4.A: Relcoation of TRPA-Verified Existing Land Coverage

Rationale: The project site is highly disturbed due to previous tourist accommodation use. All 1b coverage and Class 5 coverage will be located in verified Class 6 and Class 7 lands. The proposed project does not encroach on the delineated SEZ found in the project area. A City/TRPA Permit condition requires the permittee to install a visually permeable fence between the project site and the delineated SEZ.

Chapter 32: Basic Servies

The proposed project will be served by existing sewer, water, and electrical lines that are found within the Montreal Road right-of-way.

Chapter 33: Grading and Construction

The proposed grading for the project site, with the exception of the swimming pool, is less than five feet in depth. A TRPA Permit condition requires the applicant to submit a soils/hydrology for the swimming pool to TRPA for review and approval.

Chapter 34: Driveway and Parking Standards

The proposed project includes a new driveway 24 feet in width. The driveway complies with the City-Wide Design Standards for driveway width.

Chapter 35: Natural Hazard Standards

The proposed project is located outside the 100 year floodplaing.

Chapter 37: Height

The proposed height for the residential structures is 56 feet. The maximum height permitted in the Tourist Center Mixed-Use District is 56 feet. The proposed height is consistent with the adopted height standard.

Chapter 50: Allocation of Development

TRPA has verified 11 banked residential units of use and ten tourist accommodation units of use on the site. The applicant proposes to convert the ten tourist accommodation units of use to 10 residential units of use for a total of 21 residential units of use. An additional nine residential units of use are required to be transferred to the site.

The TRPA Permit has been conditioned to require the applicant to transfer the remaining balance of development rights to the parcel.

Chapter 61: Vegetation and Forest Health

Phase 2 of the project will result in the removal of three trees greater than 30 inches in diameter at breast height. The removal of the trees was reviewed for consistency with Chapter 61, Vegetation and Forest Health of the TRPA Code of Ordinances, and the TRPA Revised Guidance for Large Tree Retention in the Urban Areas as outlined in the July 16, 2002 guidance memo from TRPA staff to TRPA MOU partners. The propose project has been found to be consistent with the theTRPA guidance memo and Section 61.1.4.B of the TRPA Code of Ordinances.

Chapter 67: Historic Resource Protection

There are no known historic or cultural resources within the subject parcel. Pursuant to California state law, if any artifacts or bones are discovered during construction, construction shall cease immediately, and the appropriate agencies shall be notified.

Chapter 66 Scenic Quality

Finding 66.1.3. Roadway and Shoreline Unit Scenic Quality. The project shall not cause a decrease in the numerical ratings assigned to roadway or shoreline units, including the scenic quality rating of the individual resources within each unit, as recorded in the 1982 Scenic Resources Inventory and shown in Tables 13-3, 13-5, 13-8, and 13-9 of the Study Report for the Establishment of Environmental Threshold Carrying Capacities, October 1982. The criteria for rating scenic quality as identified in the referenced study report shall be used to determine if a project will cause a decrease in the numerical rating.

Rationale: Not applicable. The project site is not visible from a Roadway Unit Scenic Resource.

Finding 66.1.4. Roadway and Shoreline Unit Travel Routes. The project shall not cause a decrease in the 1982 roadway or shoreline travel route ratings as shown in Tables 13-6 and 13-7, respectively, of the Study Report for the Establishment of Environmental Threshold Carrying Capacities, October 1982. The criteria for rating travel routes as identified in the referenced study report and as further explained in the report entitled A Scenic Analysis of Principle Travel Routes In The Lake Tahoe Region, 1970, shall be used to determine if a project will cause a decrease in the numerical rating. For projects in the shoreland, Section 66.3 shall be used to determine if it will contribute to a decrease in the numerical rating for a shoreline travel route rating.

Rationale: The project is not visible from the Roadway Travel Route.

Findings 66.1.5. Public Recreation Areas and Bicycle Trails. The project shall not cause a decrease in any numerical subcomponent threshold rating or total threshold rating assigned to a scenic resource identified in the 1993 Lake Tahoe Basin Scenic Resource Evaluation. Prior to approving a project that may potentially affect an identified scenic resource, TRPA shall find that the project is consistent with applicable recommendations for preserving scenic quality of the affected recreation area or bicycle trail found in the 1993 Lake Tahoe Basin Scenic Resource Evaluation.

Rationale: The project is not visible from any designated Public Recreation Area or designated Bicycle Trail.

TRPA FINDING OF NO SIGNIFICANT EFFECT

PROJECT DESCRIPTION: On July 11, 2024, HVR Acquisitions submitted a Major Design Review Application for the construction of a new multi-family residential development. The proposed project is Phase 2 of the HVR Acquisitions LLC Multi-Family Project, previously approved by the City on a parcel known as the "Colony Inn" parcel. This Phase of the project was on hold pending the successful rezoning of a portion of the subject parcel from Recreation to Tourist Center Mixed-Use District.

The amendment to rezone the property was adopted by the City Council on April 23, 2024 and by the TRPA Governing Board on June 26, 2024.

The proposed project consists of the construction of 12 additional multi-family units in the southern portion of the parcel, an associated driveway, and a hammerhead turnaround for emergency vehicle access. At full buildout, the project will have 30 units in total, including two units deed restricted to TRPA-designated achievable units.

APN: 029-720-007

ADDRESS: 3794 Montreal Road

FILE NUMBER: 24-107

PERMITEE(S): HVR Acquisitions LLC

Staff Analysis: In accordance with Article VI of the Tahoe Regional Planning Compact, Section 6.4 of the TRPA Rules and Regulations of Practice and Procedure, and Section 3.3.2 and Section 3.5 of the TRPA Code of Ordinances, City staff has reviewed the information submitted with the subject project. On the basis of this initial environmental checklist, City staff has found that the subject project will not have a significant effect on the environment.

Determination: Based on the above-stated finding, the subject project is conditionally exempt from the requirement to prepare an Environmental Impact Statement. The conditions of this exemption are the conditions of permit approval.

CSLT Development Services Director/Designee	September 3, 2024 Date

Resolution 2024-021_MDR App and TRPA MFD Application #24-107

Final Audit Report 2024-09-24

Created:	2024-09-24
By:	Yvette Miranda (ymiranda@cityofslt.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAAjwmr0iq0vgKNwf1f6b5UNO-jrLOy5XuI

"Resolution 2024-021_MDR App and TRPA MFD Application #24-107" History

Document created by Yvette Miranda (ymiranda@cityofslt.us)
2024-09-24 - 9:30:11 PM GMT

Document emailed to Susan Blankenship (sblankenship@cityofslt.us) for signature
2024-09-24 - 9:30:49 PM GMT

Email viewed by Susan Blankenship (sblankenship@cityofslt.us)
2024-09-24 - 9:42:38 PM GMT

Document e-signed by Susan Blankenship (sblankenship@cityofslt.us)
Signature Date: 2024-09-24 - 9:42:46 PM GMT - Time Source: server

Document emailed to nwieczorek@cityofslt.us for signature
2024-09-24 - 9:42:47 PM GMT

Email viewed by nwieczorek@cityofslt.us
2024-09-24 - 9:44:45 PM GMT

Signer nwieczorek@cityofslt.us entered name at signing as Natalia Wieczorek
2024-09-24 - 9:45:11 PM GMT

Document e-signed by Natalia Wieczorek (nwieczorek@cityofslt.us)
Signature Date: 2024-09-24 - 9:45:13 PM GMT - Time Source: server

Agreement completed.
2024-09-24 - 9:45:13 PM GMT

Adobe Acrobat Sign

SURVEYOR'S STATEMENT:

I HEREBY STATE THAT THIS TENTATIVE SUBDIVISION MAP ACCURATELY DEPICTS THE LOCATION, WIDTH, TYPE AND RECORDING INFORMATION OF ALL RECORDED EASEMENTS LISTED IN THE PRELIMINARY TITLE REPORT ISSUED BY CHICAGO TITLE COMPANY, TITLE COMMITMENT NO. FWAC-5912401172-R, DATED DECEMBER 5, 2024. ALL EASEMENTS PROPOSED TO BE ABANDONED OR EXISTING ARE IDENTIFIED. EASEMENTS THAT CANNOT BE LOCATED FROM RECORD INFORMATION OR ARE NOT PLOTTABLE ARE LISTED IN THE NOTES.

David Hagen — Digitally signed by David Hagen Date: 2025.04.04 10:30:47 -07'00'

DAVID L. HAGEN, LS 8631 — DATE
REGISTRATION EXPIRES 12/31/2025

LICENSED LAND SURVEYOR — DAVID L. HAGEN — Exp. 12/31/25 — L 8631 — STATE OF CALIFORNIA

TENTATIVE SUBDIVISION MAP NOTE:

THE PURPOSE OF THIS TENTATIVE SUBDIVISION MAP IS TO CREATE (30) RESIDENTIAL AND (1) COMMERCIAL CONDOMINIUM UNITS.

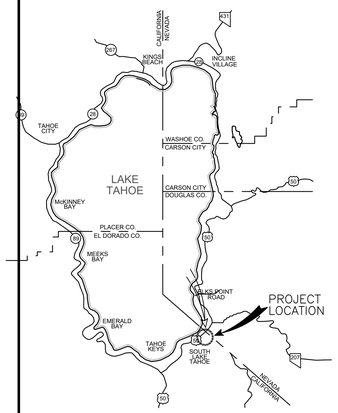
PROJECT SUMMARY AND PARKING

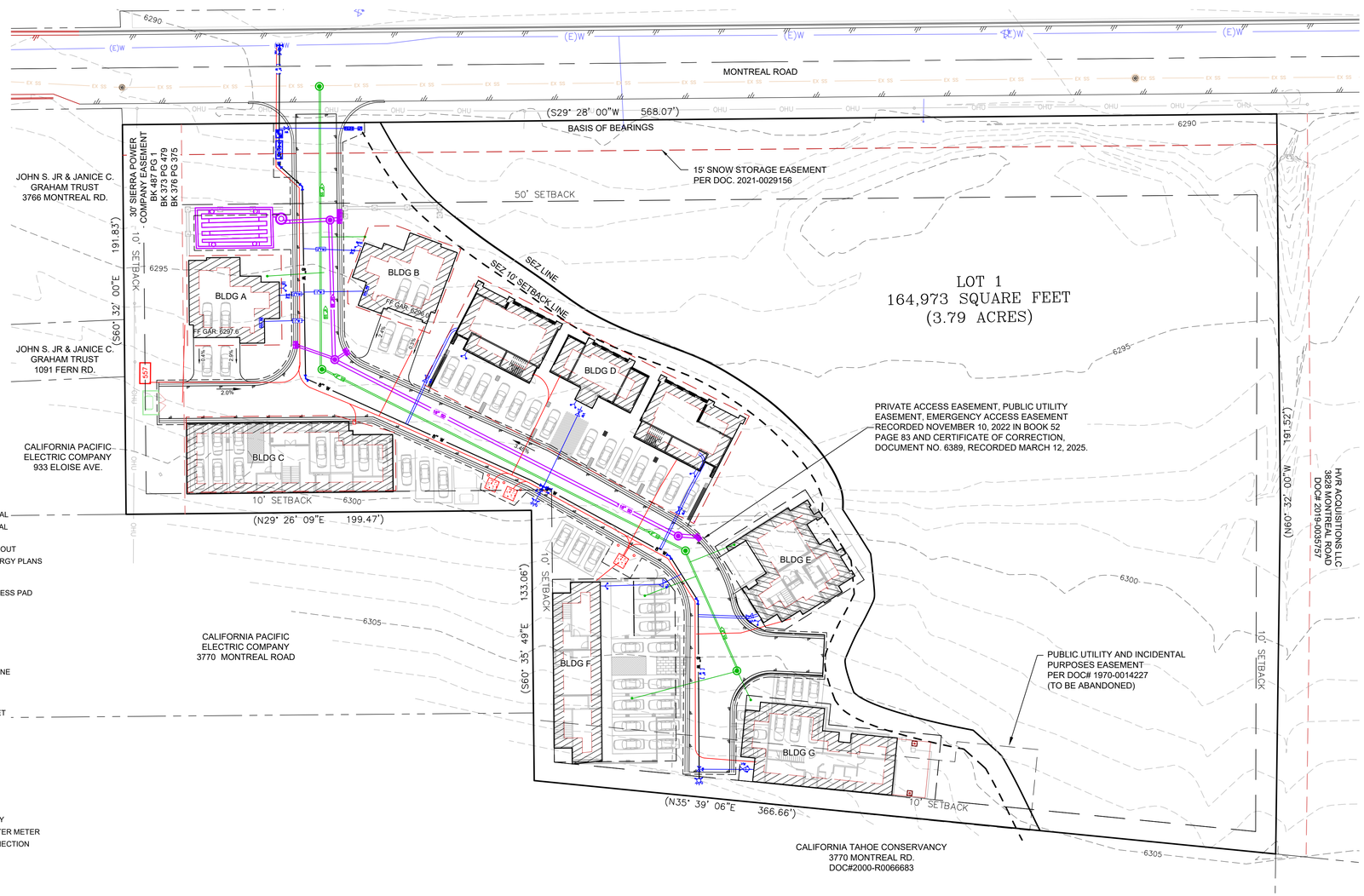
BUILDING 1 =	1 UNIT	4 STALLS
BUILDING 2 =	1 UNIT	4 STALLS
BUILDING 3 =	6 UNITS	10 STALLS
BUILDING 4 =	10 UNITS	10 STALLS
COMM. =	1 UNIT	4 STALLS
BUILDING 5 =	1 UNIT	4 STALLS
BUILDING 6 =	9 UNITS	16 STALLS
BUILDING 7 =	2 UNITS	6 STALLS
SURFACE PARKING		6 STALLS
TOTAL =	31 UNITS	64 STALLS

GRAPHIC SCALE
30 0 15 30 60
(IN FEET)
24"x 36" SCALE: 1 inch = 30 ft.

NOTES:

1. SCOPE OF WORK: DEVELOPMENT OF 30 MFD UNITS, ACCESS DRIVE, PARKING, BMPS AND LANDSCAPING.
2. PROPOSED BUILDING HEIGHT: NOT TO EXCEED 56'.
3. CITY OF SOUTH LAKE TAHOE LAND USE: TOURIST CENTER - MIXED USE.
4. ZONING: "TOURIST COMMERCIAL"
5. RESTRICTED TO BUILDING SETBACKS OF: FRONT=10', REAR=10', SIDE=10'.
6. THIS PARCEL OF LAND LIES WITHIN THE FLOOD ZONE DESIGNATION OF ZONE X PER F.I.R.M. MAP NUMBER 06017C0380F DATED APRIL 3, 2012.
7. THE EXISTING ZONING FOR THESE PARCELS IS "VACANT RESIDENTIAL 1-3 UNITS" AND IS RESTRICTED TO BUILDING SETBACKS OF: STREET FRONTAGE=50' FROM EDGE OF RIGHT OF WAY PAVEMENT, REAR=10', SIDE=10'.
8. THE SUBJECT PROPERTY LIES WITHIN THE TAHOE REGIONAL PLANNING AGENCY "TOURIST CORE AREA PLAN".
9. AN EASEMENT FOR THE PURPOSE OF WATER, GAS AND POWER LINES RECORDED FEBRUARY 13, 1940 IN BOOK 175, PAGE 352 OF OFFICIAL RECORDS. NOT PLOTTABLE
10. AN EASEMENT FOR THE PURPOSE OF POLE LINES RECORDED DECEMBER 22, 1955 IN BOOK 373, PAGE 479 OF OFFICIAL RECORDS IN FAVOR OF SIERRA PACIFIC POWER COMPANY.
11. AN EASEMENT FOR THE PURPOSE OF POLE LINES RECORDED FEBRUARY 14, 1956 IN BOOK 376, PAGE 375 OF OFFICIAL RECORDS IN FAVOR OF SIERRA PACIFIC POWER COMPANY.
12. AN EASEMENT FOR THE PURPOSE OF POLE LINES RECORDED OCTOBER 23, 1959 IN BOOK 487, PAGE 1 OF OFFICIAL RECORDS IN FAVOR OF SIERRA PACIFIC POWER COMPANY AND PACIFIC TELEPHONE AND TELEGRAPH COMPANY.
13. AN EASEMENT FOR THE PURPOSE OF WATER SYSTEM AND PIPELINES RECORDED JANUARY 16, 1967 IN BOOK 818, PAGE 705 OF OFFICIAL RECORDS IN FAVOR OF TAHOE-SIERRA WATER COMPANY. NOT PLOTTABLE
14. AN EASEMENT FOR SNOW STORAGE RECORDED APRIL 28, 2021, DOCUMENT 2021-0029156 OF OFFICIAL RECORDS IN FAVOR OF THE CITY OF SOUTH LAKE TAHOE.





LEGEND:

EXISTING FEATURES

- PROPERTY LINE
- EDGE OF PAVEMENT
- EXISTING GAS LINE
- EXISTING WATER LINE
- EXISTING OVERHEAD UTILITY
- EXISTING CONTOUR MAJOR
- EXISTING CONTOUR MINOR
- EXISTING 15" SANITARY SEWER
- EXISTING 24" SANITARY SEWER
- EXISTING MANHOLE
- EXISTING VALVE COVER
- EXISTING POWER POLES
- EXISTING FIRE HYDRANT

PROPOSED FEATURES

- PROPOSED SANITARY SEWER LINE
- PROPOSED SANITARY SEWER LATERAL
- PROPOSED SANITARY SEWER LATERAL WITH SPECIAL CONSTRUCTION
- PROPOSED SANITARY SEWER CLEANOUT
- PROPOSED ELECTRICAL SEE NV ENERGY PLANS
- PROPOSED JOINT TRENCH
- PROPOSED TRANSFORMER AND ACCESS PAD
- PROPOSED ELECTRICAL VAULT
- PROPOSED GAS LINE
- PROPOSED GAS METERS
- PROPOSED STORM DRAIN LINE
- PROPOSED CLASS 5 STORM DRAIN LINE
- PROPOSED SS OR SD MANHOLE
- PROPOSED STORM DRAIN DROP INLET
- PROPOSED WATER LINE
- PROPOSED WATER MAIN WITH SPECIAL CONSTRUCTION
- PROPOSED WATER SERVICE STUB
- PROPOSED WATER SERVICE STUB WITH SPECIAL CONSTRUCTION
- PROPOSED GV
- PROPOSED FIRE HYDRANT ASSEMBLY
- PROPOSED DOUBLE PIT SETTER WATER METER
- PROPOSED FIRE DEPARTMENT CONNECTION

SITE INFORMATION

APN 029-720-007
3794 MONTREAL ROAD, SOUTH LAKE TAHOE CA
3.79 ACRES

PROPERTY OWNER

HVR ACQUISITIONS LLC
P.O. BOX 803
ZEPHYR COVE, NV 89448
(530) 314-9569

APPLICANT

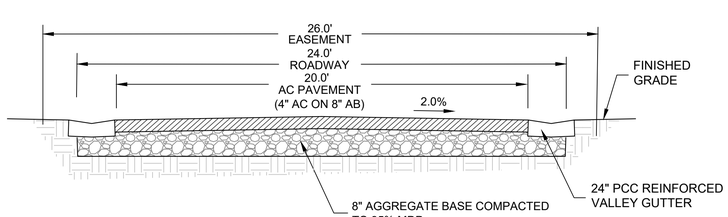
HVR ACQUISITIONS LLC
P.O. BOX 803
ZEPHYR COVE, NV 89448
(530) 314-9569

PROPOSED STRUCTURAL FIRE PROTECTION

ALL PROPOSED STRUCTURES WILL HAVE FIRE SPRINKLERS.

UTILITY CONTACT INFORMATION:

WATER/SEWER:	SOUTH TAHOE PUD 1275 MEADOW CREST DRIVE SOUTH LAKE TAHOE, CA 96150 (530) 544-6474
CITY OF SOUTH LAKE TAHOE:	PUBLIC WORKS DEPARTMENT 1052 TATA LANE SOUTH LAKE TAHOE, CA 96150 (530) 542-6030
	FIRE DEPARTMENT 2101 LAKE TAHOE BLVD. SOUTH LAKE TAHOE, CA 96150 (530) 542-61060
TAHOE REGIONAL PLANNING AGENCY:	PO BOX 5310, STATELINE, NV 89449 (775) 588-4547
EL DORADO CO. ENVIRONMENTAL MGMT.	2850 FAIRLANE COURT PLACERVILLE, CA 95667 (530) 621-5300
SOLID WASTE:	SOUTH TAHOE REFUSE 2140 RUTH AVENUE SOUTH LAKE TAHOE, CA 96150 (530) 541-5105
ELECTRICITY:	LIBERTY ENERGY 7001 NATIONAL AVE. TAHOE VISTA, CA 96148 (530) 543-5235
TELEPHONE:	AT&T TELEPHONE 1375 CAPITAL BLVD., RM 130 RENO, NEVADA 89502 775-858-7561
GAS:	SOUTHWEST GAS P.O. BOX 1190 CARSON CITY, NEVADA 89702 885-882-2126



TYPICAL ROAD SECTION
N.T.S.

BASIS OF BEARINGS:

THE BASIS OF BEARINGS FOR THIS SURVEY WAS ESTABLISHED FROM THE EASTERLY RIGHT OF WAY LINE OF MONTREAL ROAD ALSO BEING THE WESTERLY PROPERTY LINE OF LOTS 3 & 4, WHICH BEARS NORTH 29°28'00" EAST FOR A DISTANCE OF 858.07' FROM THE MAP OF CRESCENT "V" SUBDIVISION, FILED MARCH 23, 1962 IN BOOK "C" OF MAPS, PAGE 89, THE OFFICE OF THE RECORDER, EL DORADO COUNTY, CALIFORNIA.

BASIS OF ELEVATION:

THE BASIS OF ELEVATION FOR THIS SURVEY WAS ESTABLISHED ON THE NORTH AMERICAN VERTICAL DATUM OF 1988 (NAVD88) USING USGS INFORMATION CONTOURS SHOWN HEREON AT A 1 FOOT INTERVAL.

LEGAL DESCRIPTION

PARCEL 1, AS SHOWN ON MAP ENTITLED "OLD COLONY - PARCEL MAP" FILED FOR RECORD IN THE OFFICE OF THE EL DORADO COUNTY RECORDER ON NOVEMBER 10, 2022, IN BOOK 52 OF PARCEL MAPS, AT PAGE 83, RECORDS OF SAID COUNTY.

REFERENCES

1. CRESCENT "V" SUBDIVISION MAP BY JACK JOHNSON ENGINEERS DATED MARCH 23, 1962 FILED AS DOCUMENT NO.1962-0003887 BOOK 'C' PG 89 EL DORADO COUNTY OFFICIAL RECORDS
2. PARK AVENUE SUBDIVISION PHASE 1 BY TURNER ASSOCIATES DATED JUNE 27,2000 FILED AS DOCUMENT NO 2000 - 031858 I MAPS 68 EL DORADO COUNTY OFFICIAL RECORDS
3. CERTIFICATE OF MERGE DATED JUNE 2021 FILED AS DOCUMENT NO. 2021-0039544 EL DORADO COUNTY OFFICIAL RECORDS
4. OLD COLONY PARCEL MAP DATED NOVEMBER 10, 2022 FILED IN BOOK 52 OF PARCEL MAPS, PAGE 83 EL DORADO COUNTY OFFICIAL RECORDS
5. PRELIMINARY TITLE REPORT ISSUED BY CHICAGO TITLE COMPANY, TITLE COMMITMENT NO. FWAC-5912401172-R, DATED DECEMBER 5, 2024.

OLD COLONY INN RESIDENCES
TENTATIVE SUBDIVISION MAP

FOR CONDOMINIUM PURPOSES
HVR ACQUISITIONS LLC
APN 029-720-007
A PORTION OF SOUTH 1/2 OF SECTION 27 &
A PORTION OF THE NORTH 1/2 OF SECTION 34
T.13N., R.18E., M.D.B.&M.
EL DORADO COUNTY — CALIFORNIA

Brunner-Hagen, Inc.
ENGINEERING - PLANNING - SURVEYING
8175 S. Virginia Street #850
PMB 397
Reno, NV 89511

APRIL 2025
SHEET 1 OF 1

EL DORADO
COUNTY RECORDER

RECORDING REQUESTED BY
DIVISION OF HIGHWAYS
When Recorded Mail To
P. O. Box 911
Marysville, California

OFFICIAL RECORDS
EL DORADO COUNTY, CALIF.
RECORD REQUESTED BY
WILL, SCOTT & HALL CO.
JUL 8 8 12 AM 1970
JAMES W. SWEENEY
COUNTY RECORDER

3.60

SPACE ABOVE THIS LINE FOR RECORDER'S USE

DOCUMENTARY TRANSFER TAX $ None

Calif. Div. of Hwys. By M. Anderson

4-22-70

DIRECTOR'S DEED 10

DISTRICT	COUNTY	ROUTE	P.M.	NUMBER
03	ED	50	79.4	15148-DD-1

85000(FF)T

JUN 1970

The STATE OF CALIFORNIA, acting by and through its Director of Public Works, does hereby grant to

Crescent V. Lands, Inc.

all that real property in the unincorporated area,

County of El Dorado, State of California, described as:

A portion of that certain parcel of land in Section 34, T.13N., R.18E., M.D.B.&M., acquired by the State of California by deed recorded in Volume 930 at page 236, Official Records of El Dorado County, lying within the following described boundaries:

BEGINNING at the Northwest corner of said parcel; THENCE along the Northerly line of said parcel S. 61° 07' 40" E. 172.81 feet; thence leaving said Northerly line S.33°52'57"W. 0.35 feet to a point distant 122.55 feet Northwesterly, measured at right angles, from the "K" line at Engineer's Station "K"276+61.32 of the Department of Public Works' Survey on Road 03-ED-50, Post Mile 71.8/80.4; thence S.33°45'15"W. 366.31 feet; thence N. 62° 29' 40" W. 132.85 feet to a point in the Westerly line of said parcel; thence along said Westerly line N. 27° 30' 20" E. 368.60 feet to the point of beginning, containing 1.33 acres, more or less.

14227

MAIL TAX STATEMENTS TO: Crescent V. Lands, Inc.
c/o Mr. Eli Grubic
Attorney at Law
Suite 900, First National Bank Bldg.
Reno, Nevada 89501

FORM H-R/W-353 (REV. 7-66)

REV. 3461-20444-500 11-68 1014 ⓓ CSP

BOOK 994 PAGE 337

EL DORADO
COUNTY RECORDER

RESERVING unto the State of California and its assigns, a right of way in easement for the purposes of construction, reconstruction and maintenance of any and all public utility facilities at any time or times and from time to time upon, through, under, and across that portion of said real property lying within the following described boundaries:

BEGINNING at a point distant S. 25° 07' 11" E. 201.07 feet from the Northwest corner of said parcel, said point also being distant 121.09 feet Northwesterly, measured at right angles, from said "K" line at Engineer's Station "K"275+43.00; THENCE from said point of beginning S. 33° 45' 15" E. 338.02 feet; thence N. 55° 32' 15" W. 23.22 feet; thence N. 27° 30' 20" E. 62.31 feet; thence N. 33° 45' 15" E. 235.79 feet; thence N. 56° 14' 45" W. 10.00 feet; thence N. 33° 45' 15" E. 40.00 feet; thence S. 56° 14' 45" E. 40.00 feet to the point of beginning.

There shall be no abutter's rights of access appurtenant to the above described real property in and to the adjacent State freeway.

All distances are ground distances and all bearings are on the California Coordinate System, Zone 2.

Description: El Dorado,CA Document - Book.Page 994.337 Page: 2 of 3
Order: Austin Comment:

EL DORADO
COUNTY RECORDER

Subject to special assessments if any, restrictions, reservations, and easements of record.

This conveyance is executed pursuant to the authority vested in the Director of Public Works by law and, in particular, by the Streets and Highways Code.

WITNESS the hand of the Director of Public Works, and the seal of the Department of Public Works of the State of California, this 22nd day of June, 1970

STATE OF CALIFORNIA
DEPARTMENT OF PUBLIC WORKS

JAMES A. MOE

DIRECTOR OF PUBLIC WORKS

By H. H. Hoover

APPROVED AS TO FORM AND PROCEDURE

DEPARTMENT OF PUBLIC WORKS

STATE OF CALIFORNIA
COUNTY OF SACRAMENTO } ss.

On this 22nd day of June, in the year 1970, before me, NANCY C. SILVA, a Notary Public in and for the State of California, residing therein, duly commissioned and sworn, personally appeared H. H. Hoover, known to me to be the Director of the Department of Public Works of the State of California, described in and that executed the within instrument, and also known to me to be the person who executed the same on behalf of the State of California therein named and he acknowledged to me that the State of California executed the same.

WITNESS my hand and official seal.

NANCY C. SILVA
NOTARY PUBLIC
COUNTY OF SACRAMENTO
My commission expires Mar. 27, 1974

Nancy C. Silva
Notary Public

THIS IS TO CERTIFY That the California Highway Commission has authorized the Director of Public Works to execute the foregoing deed at its meeting regularly called and held on the 18th day of June, 1970 in the City of Sacramento

Dated this 19th day of June, 1970

Robert T. Martin

ROBERT T. MARTIN
Assistant Secretary of the
California Highway Commission

END OF DOCUMENT

BOOK 994 PAGE 339

CITY OF
SOUTH LAKE TAHOE

Development Services

October 24, 2025

California Department of Transportation
P.O. Box 942873
Sacramento, CA 94273-0001

CALTRANS EASEMENT ABANDONEMENT, 3794 MONTREAL ROAD, APN 029-720-007

The City of South Lake Tahoe has received a Tentative Map application for a parcel that has received approval from the City of South Lake Tahoe to construct a multi-family project on Assessor Parcel Number 029-720-007, located in the City of South Lake Tahoe. The parcel's address is 3794 Montreal Road.

It has come to the City's and the property owner's attention that the parcel has an easement created in 1970 and held in reserve for the State of California. I have enclosed the reservation easement document (DOC 1970-14227) and the tentative subdivision map depicting the right-of-way easement. It is our understanding that this right-of-way easement was created when the State of California transferred property to Crescent V. Lands, Incorporated. The purpose of the right-of-way easement is unknown, but it may have been for a potential realignment of US Highway 50.

Pursuant to the Subdivision Map Act 66434(g), any public streets or public easements to be left in effect after the subdivision shall be adequately delineated on the map. The filing of the final map shall constitute abandonment of all public streets and public easements not shown on the map, provided that a written notation of each abandonment is listed by reference to the recording data or other official record creating these public streets or public easements and certified to on the map by the clerk of the legislative body or the designee of the legislative body approving the map.

Before a public easement vested in another public entity may be abandoned pursuant to this section, that public entity shall receive notice of the proposed abandonment. No public easement vested in another public entity shall be abandoned in accordance with this section if that public entity objects to the proposed abandonment.

Please consider this letter as the City's notice to the State of California of its intent to abandon the right-of-way easement as part of the subdivision map approval process.

If you have any questions on this matter, please do not hesitate to contact me at (530) 542-7472, via email at jhitchcock@cityofslt.gov, or via mail at Development Services Department, 1052 Tata Lane, South Lake Tahoe, CA 96150

Respectfully,

John Hitchcock, Planning Manager
Planning Division
(530) 542-7472
jhitchcock@cityofslt.gov

cc California Department of Transportation, District 3
Kara L. Thiel, Feldman Thiel LLP

Resolution 2026-XX

Adopted by the City of South Lake Tahoe
City Council

January 27, 2026

Approving a Tentative Subdivision Map for the Old Colony Inn Residences, 3794 Montreal Road, APN 029-720-007

BACKGROUND

A. On September 19, 2024, the City of South Lake Tahoe Planning Commission adopted Resolution 2024-021, approving Design Review Permit #24-107, for the construction of a multi-family project at 3794 Montreal Road.

B. On April 1, 2025, the City received a Tentative Subdivision Map application from HVR Acquisitions LLC to subdivide the units in air space condominiums.

C. On November 13, 2025, the City of South Lake Tahoe Planning Commission held a duly noticed public hearing to consider a Tentative Subdivision Map (File #TSM25-001) for the Old Colony Inn Residences located at 3794 Montreal Road, APN 029-7220-007.

D. The City of South Lake Tahoe Planning Commission conducted a public hearing to receive public comments, considered evidence in the record, and deliberated.

E. The Planning Commission reviewed the Tentative Subdivision Map and found that the project is consistent with the City General Plan, the Tourist Core Area Plan, and the City-Wide Design Standards and meets the findings required by the California Subdivision Map Act, and adopted Resolution 2025-017, recommending that the City Council approve the Tentative Subdivision Map for the Old Colony Inn Residences.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, BE IT RESOLVED, that the City of South Lake City Council:

1. Finds that the Tentative Subdivision Map is categorically exempt from CEQA pursuant to Section 15332, Class 32, Infill Projects:
    a. The project is consistent with the applicable general plan designation and all applicable general plan policies, as well as with applicable zoning designation and regulations.
    b. The proposed development occurs within city limits on a project site of no more than five acres substantially surrounded by urban uses.

c. The project is located on a formerly disturbed site and has no value as habitat for endangered, rare, or threatened species.
d. Approval of the project would not result in any significant effects relating to traffic, noise, air quality, or water quality.
e. The site can be adequately served by all required utilities and public services.

2. Finds the Tentative Subdivision Map is Consistent with Section 66474 of the Subdivision Map Act.
    a. Finds that the project is consistent with the City of South Lake Tahoe General Plan.
    b. Finds that the design of the proposed subdivision is consistent with the City of South Lake Tahoe General Plan and the Tourist Core Area Plan.
    c. Finds that the site is physically suitable for the type of development.
    d. Finds that the site is physically suitable for the proposed density of development.
    e. Finds that the design of the subdivision is not likely to cause substantial environmental damage or substantially and avoidably injure fish or wildlife or their habitat.
    f. Finds that the design of the subdivision is not likely to cause serious public health problems.
    g. Finds the design of the subdivision will not conflict with easements, acquired by the public at large, for access through or use of, property within the proposed subdivision

3. Finds that the Tentative Map is Consistent with Sections 4290 and 4291 of the Public Resources Code.

4. Approves the Tentative Subdivision Map for Old Colony Inn Residences based on the analysis in the staff report, the findings required by CEQA, the findings required by the California Subdivision Map Act, and subject to the following conditions of approval:
    a. The initial life of the Tentative Map is 24 months unless otherwise extended as described in Government Code §66452.6.
    b. The owner may file multiple Final Maps prior to the expiration of the Tentative Map as long as:
        i. The subdivider gives notice to the City of its intent to do so; and
        ii. After filing the Tentative Map, the subdivider and City concur in the filing of multiple Final Maps (Government Code §66456.1).
    c. The Final Map shall include all information and statements required by Article 4 of the Subdivision Map Act.
    d. The Final Map shall be prepared by or under the direction of a registered civil engineer or licensed land surveyor and shall conform to the provisions in §66434 of the Subdivision Map Act.
    e. The City Council shall approve the Final Map per Section § 66440 of the Subdivision Map Act.

f. If Declaration of Covenants, Conditions, and Restrictions are recorded with the Department of Real Estate, the applicant shall provide a copy of such document to the City Planning Division.
g. Any amendment or modification to said document shall also be provided to the City Planning Division.
h. The Final Map shall be in substantial compliance with Major Design Review #24-107.
i. The Final Map shall include the following overflight notification language:
    i. "The parcel may be subject to annoyances and inconveniences associated with the flight of aircraft to, from, and around the Lake Tahoe Airport per the Lake Tahoe Airport Land Use Compatibility Plan dated August 2019."
    ii. "The Lake Tahoe Land Use Compatibility Plan and City of South Lake Tahoe Ordinance 2020-1142 identify a Lake Tahoe Airport Influence Area. Properties within this area are routinely subject to overflights by aircraft using this military airport and, as a result, residents may experience inconvenience, annoyance, or discomfort arising from the noise of such operations. State law (Public Resource Code Section 21670 et seq.) supports the importance of military airports in protecting the public interest of the people of the United States and the state of California. Residents of property near such airports should therefore be prepared to accept the inconvenience, annoyance, or discomfort from normal aircraft operations. Residents also should be aware that the current volume of aircraft activity may increase in the future in response to federal military needs. Any subsequent deed conveying this parcel or subdivision thereof shall contain a statement in substantially this form."
j. The Final Map shall include easements, dedications, and cite cross access agreements and recorded deed restrictions to assure legal access to all parcels and condominium parcels to the public right-of-way as required by the Subdivision Map Act and as directed and approved by the City.

Adopted by the City of South Lake Tahoe City Council at a meeting on January 27, 2026, by the following vote:

Yes
No
Absent
Abstain

_____ Date:_____
Cody Bass, Mayor

Attest:

_____

Susan Blankenship, City Clerk

The presence of an electronic signature certifies that the foregoing is a true and correct copy as approved by the South Lake Tahoe City Council.

Resolution 2025-017

Adopted by the City of South Lake Tahoe Planning Commission

November 13, 2025

RECOMMENDING CITY COUNCIL APPROVE THE TENTATIVE SUBDIVISION MAP FOR THE OLD COLONY INN RESIDENCES, 3794 MONTREAL ROAD, APN 029-720-007

BACKGROUND

A. On September 19, 2024, the City of South Lake Tahoe Planning Commission adopted Resolution 2024-021, approving Design Review Permit #24-107, for the construction of a multi-family project at 3794 Montreal Road.

B. On April 1, 2025, the City received a Tentative Subdivision Map application from HVR Acquisitions LLC to subdivide the units into air space condominiums.

C. On November 13, 2025 the City of South Lake Tahoe Planning Commission held a duly noticed public hearing to consider a Tentative Subdivision Map (File #TSM25-001) for the Old Colony Inn Residences located at 3794 Montreal Road, APN 029-720-007.

D. The City of South Lake Tahoe Planning Commission conducted a public hearing to receive public comments, considered evidence in the record and deliberated.

E. The Planning Commission has reviewed the Tentative Subdivision Map and found that the project is consistent with the City General Plan, the Tourist Core Area Plan, and the City-Wide Design Standards and meets the findings required by the California Subdivision Map Act.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, BE IT RESOLVED, that the City of South Lake Tahoe Planning Commission:

1. Finds that the tentative subdivision map is categorically exempt from CEQA pursuant to Government Code section 15332, Class 32, Infill Projects:

a. Finds the project is consistent with the applicable general plan designation and all applicable general plan policies as well as with applicable zoning designation and regulations.

b. Finds the proposed development occurs within city limits on a project site of no more than five acres substantially surrounded by urban uses.

c. Finds the project site has no value, as habitat for endangered, rare or threatened species.

d. Finds the approval of the project would not result in any significant effects relating to traffic, noise, air quality, or water quality.

e. Finds the project site can be adequately served by all required utilities and public services.

2. Makes the following Subdivision Map Act findings pursuant to Government Code Section 66474:

a. Finds that the project is consistent with the City of South Lake Tahoe General Plan.

b. Finds that the design of the proposed subdivision is consistent with the City of South Lake Tahoe General Plan and the Tourist Core Area Plan.

c. Finds that the site is physically suitable for the type of development.

d. Finds that the site is physically suitable for the proposed density of development.

e. Finds that the design of the subdivision is not likely to cause substantial environmental damage or substantially and avoidably injure fish or wildlife or their habitat.

f. Finds that the design of the subdivision is not likely to cause serious public health problems.

g. Finds that the design of the subdivision will not conflict with easements acquired by the public at large, for access through or use of, property within the proposed subdivision.

3. Recommends that the City Council approve the tentative subdivision map for 3794 Montreal Road, based on the analysis in the staff report, the findings required by the California Subdivision Map Act, all other findings set forth in this Resolution, and subject to the following conditions of approval:

a. The initial life of the Tentative Map is 24 months unless otherwise extended as described in Government Code section 66452.6.

b. The owner may file multiple Final Maps prior to the expiration of the Tentative Map as long as:
    i. The subdivider gives notice to the City of its intent to do so; and
    ii. After filing the Tentative Map, the subdivider and City concur in the filing of multiple Final Maps (Government Code section 66456.1.)

c. The Final Map shall include all information and statements required by Article 4 of the Subdivision Map Act.

d. The Final Map shall be prepared by or under the direction of a registered civil engineer or licensed land surveyor and shall conform to the provisions in the Subdivision Map Act, Government Code section 66434.

e. The City Council shall approve the Final Map per Subdivision Map Act, Government Code section 66440.

f. If Declaration of Covenants, Conditions, and Restrictions are recorded with the Department of Real Estate, the applicant shall provide a copy of such document to the City Planning Division.

g. Any amendment or modification to said document shall also be provided to the City Planning Division.

h. The Final Map shall be in substantial compliance with Major Design Review #24-107.

i. The Final Map shall include the following overflight notification language:
    i. "The parcel may be subject to annoyances and inconveniences associated with the flight of aircraft to, from, and around the Lake Tahoe Airport per the Lake Tahoe Airport Land Use Compatibility Plan dated August 2019."

    ii. "The Lake Tahoe Land Use Compatibility Plan and City of South Lake Tahoe Ordinance 2020-1142 identify a Lake Tahoe Airport Influence Area. Properties within this area are routinely subject to overflights by aircraft using this military airport and, as a result, residents may experience inconvenience, annoyance, or discomfort arising from the noise of such operations. State law (Public Resources Code section 21670 et seq.) supports the importance of military airports in protecting the public interest of the people of the United States and the state of California. Residents of property near such airports should therefore be

prepared to accept the inconvenience, annoyance, or discomfort from normal aircraft operations. Residents also should be aware that the current volume of aircraft activity may increase in the future in response to federal military needs. Any subsequent deed conveying this parcel or subdivision thereof shall contain a statement in substantially this form."

j. The Final Map shall include easements, dedications, and cite cross access agreements and recorded deed restrictions to assure legal access to all parcels and condominium parcels to the public right-of-way as required by the Subdivision Map Act and as directed and approved by the City.

k. A Tentative Subdivision Map recommendation of approval by the Planning Commission does not constitute Final Map approval.

Adopted by the City of South Lake Tahoe Planning Commission at a meeting on November 13, 2025, by the following vote:

Yes: Wieczorek, Lucksinger, Williams
Absent (recused): Feiger
Absent: Imhoff

Natalia Wieczorek (Nov 18, 2025 16:44:27 PST)
Natalia Wieczorek, Chair

Date: Nov 18, 2025

Attest:

Michelle Davis
Michelle E. Davis, Assistant City Clerk

The presence of an electronic signature certifies that the foregoing is a true and correct copy as approved by the South Lake Tahoe City Council.

Resolution 2025-017_Tentative Subdivision Map, 3794 Montreal Road, File #TSM25-001

Final Audit Report 2025-11-19

Created:	2025-11-18
By:	Yvette Miranda (ymiranda@cityofslt.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAkFb08ztRmYK1Bi3tlH3OabChdBpfMoRI

"Resolution 2025-017_Tentative Subdivision Map, 3794 Montreal Road, File #TSM25-001" History

Document created by Yvette Miranda (ymiranda@cityofslt.gov)
2025-11-18 - 11:40:39 PM GMT

Document emailed to Michelle Davis (medavis@cityofslt.gov) for signature
2025-11-18 - 11:41:18 PM GMT

Email viewed by Michelle Davis (medavis@cityofslt.gov)
2025-11-19 - 0:43:04 AM GMT

Document e-signed by Michelle Davis (medavis@cityofslt.gov)
Signature Date: 2025-11-19 - 0:43:17 AM GMT - Time Source: server

Document emailed to nwieczorek@cityofslt.us for signature
2025-11-19 - 0:43:19 AM GMT

Email viewed by nwieczorek@cityofslt.us
2025-11-19 - 0:43:59 AM GMT

Signer nwieczorek@cityofslt.us entered name at signing as Natalia Wieczorek
2025-11-19 - 0:44:25 AM GMT

Document e-signed by Natalia Wieczorek (nwieczorek@cityofslt.us)
Signature Date: 2025-11-19 - 0:44:27 AM GMT - Time Source: server

Agreement completed.
2025-11-19 - 0:44:27 AM GMT

Adobe Acrobat Sign

NOTICE OF A PUBLIC HEARING CITY OF SOUTH LAKE TAHOE CITY COUNCIL

NOTICE IS HEREBY GIVEN that in accordance with Sections 65090 and 65091 (Planning and Zoning Law) of the Government Code, the City of South Lake Tahoe City Council will conduct a public hearing on January 27, 2026, at 5:30 pm., or as soon thereafter as possible, in the City Council Chambers, 1901 Lisa Maloff Way, South Lake Tahoe Airport, to consider the following agenda items:

• Old Colony Inn Residences Tentative Subdivision Map for Condominium Purposes, 3794 Montreal Road, APN 029-720-007, File #TSM25-001

Summary: The City received an application for a Tentative Subdivision Map for condominium purposes at 3794 Montreal Road. The parcel has previously received City approval to construct a 30-unit multi-family project, and the applicant proposes subdividing the units into 30 residential condominium units and one commercial condominium unit for an on-site management office space.

Any interested person may appear at the public hearing and present written testimony or speak in favor of or against the project proposal. Pursuant to Government Code Section 65009(b)(2), if you challenge the above application in court, you may be limited to raising only those issues you, or someone else, raised at the public hearing described in this notice or written correspondence delivered to the City of South Lake Tahoe City Council at, or prior to, the public hearing. Written testimony may be addressed to the City Council in care of the City Clerk to PublicComment@cityofslt.us or mailed to 1901 Lisa Maloff Way, Suite 206, South Lake Tahoe, CA 96150.

The City Council agenda and related staff reports are available at least 72 hours in advance of regular meetings on the City's website https://cityofslt.us/84/Watch-City-CouncilCommission-Meetings or by contacting the City Clerk at (530) 542-6005.

Published: January 9, 2026

CITY OF SOUTH LAKE TAHOE
DEVELOPMENT SERVICES DEPARTMENT - PLANNING DIVISION

NOTICE OF A PUBLIC HEARING

CITY OF SOUTH LAKE TAHOE PLANNING COMMISSION

Proof of Service by Mail

SUBJECT:	Old Colony Inn Residences Tentative Subdivision Map
ADDRESS:	3794 Montreal Road
APN:	029-720-007
DATE OF HEARING:	January 27, 2026
TIME AND LOCATION OF HEARING:	5:30 p.m. at City Council Chambers, 1901 Lisa Maloff Way, South Lake Tahoe, CA 96150

STATE OF CALIFORNIA
COUNTY OF EL DORADO
CITY OF SOUTH LAKE TAHOE

I am an employee of the City of South Lake Tahoe, Development Services Department. On January 5, 2026, I served the attached notice pursuant to Section 6.55.640 of the South Lake Tahoe Municipal Code and Government Code Sections 65090 and 65091 (Planning and Zoning Law) on the persons named thereon or attached thereto by placing a true copy thereof with postage thereon fully prepaid in the United States mail. I declare, under penalty of perjury, that the foregoing is true and correct.

_____
Signature

Executed on 1/5/2026, by John Hitchcock, Planning Manager
Development Service Department
1052 Tata Lane
South Lake Tahoe, CA 96150-6251

AMENDED NOTICE OF A PUBLIC HEARING
CITY OF SOUTH LAKE TAHOE CITY COUNCIL

NOTE: THIS NOTICE AMENDS A PREVIOUS NOTICE MAILED ON JANUARY 5, 2026, THAT HAD AN INCORRECT MEETING DATE.

NOTICE IS HEREBY GIVEN that in accordance with Sections 65090 and 65091 (Planning and Zoning Law) of the Government Code, the City of South Lake Tahoe City Council will conduct a public hearing on **January 27, 2026 at 5:30 pm.**, or as soon thereafter as possible, in the City Council Chambers, 1901 Lisa Maloff Way, South Lake Tahoe Airport, to consider the following agenda items:

- **Old Colony Inn Residences Tentative Subdivision Map for Condominium Purposes, 3794 Montreal Road, APN 029-720-007, File #TSM25-001**

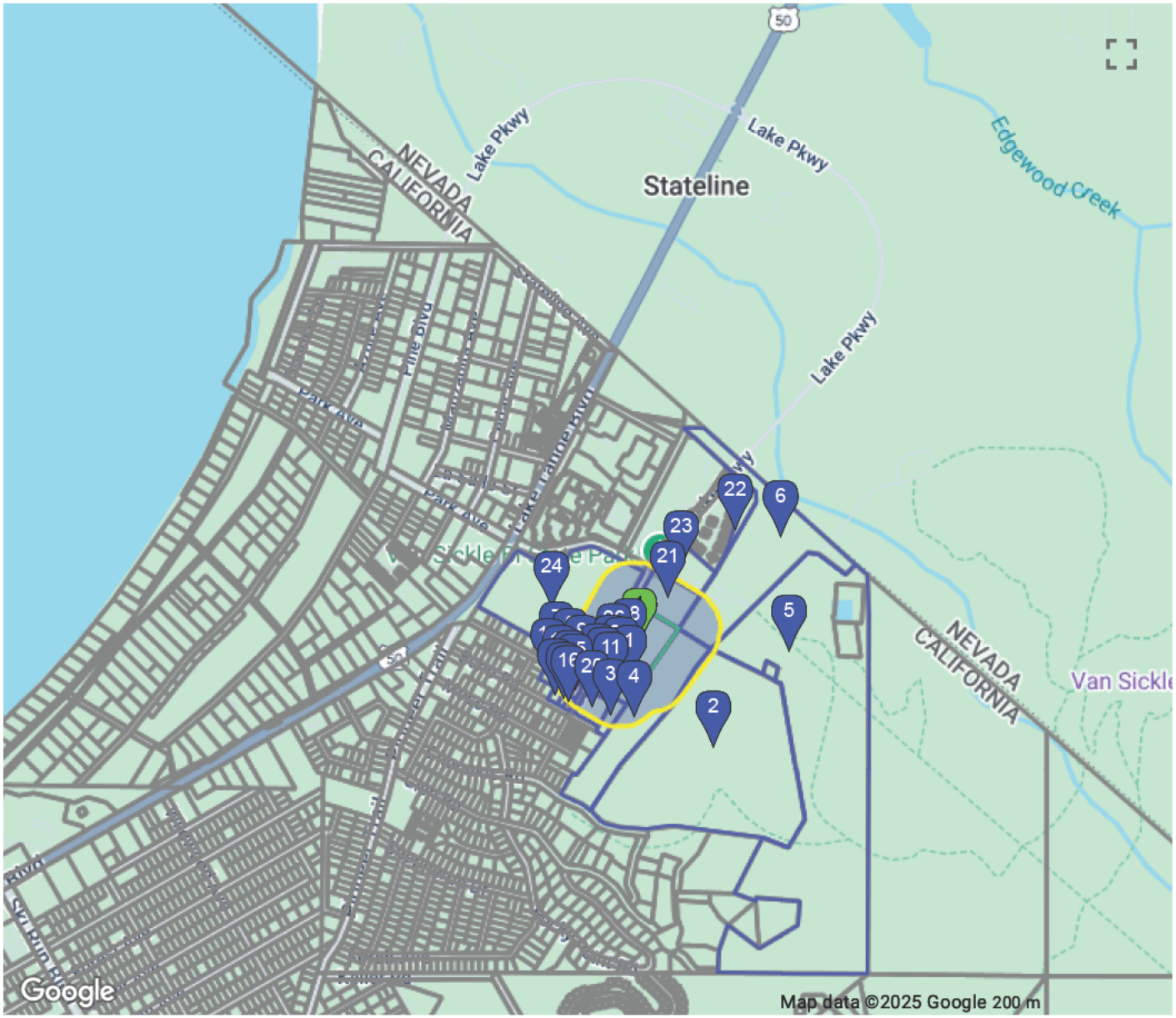
  Summary: The City received an application for a Tentative Subdivision Map for condominium purposes at 3794 Montreal Road. The parcel previously received City approval to construct a 30-unit multi-family project, and the applicant proposes subdividing the units into 30 residential condominiums and one commercial condominium for on-site management office space.

Any interested person may appear at the public hearing and present written testimony or speak in favor of or against the project proposal. Pursuant to Government Code Section 65009(b)(2), if you challenge the above application in court, you may be limited to raising only those issues you, or someone else, raised at the public hearing described in this notice or written correspondence delivered to the City of South Lake Tahoe City Council at, or prior to, the public hearing. Written testimony may be addressed to the City Council in care of the City Clerk to PublicComment@cityofslt.us or mailed to 1901 Lisa Maloff Way, Suite 206, South Lake Tahoe, CA 96150.

The City Council agenda and related staff reports are available at least 72 hours in advance of regular meetings on the City's website https://cityofslt.us/84/Watch-City-CouncilCommission-Meetings or by contacting the City Clerk at (530) 542-6005.

LOCATION MAP

PARCELQUEST



© 2015 ParcelQuest www.parcelquest.com (888) 217-8999

PARCELQUEST
LIST 0
DETAIL

	id	Co	APN	S Street Address	Owner	S City State Zip
☑	1	EDX	029-720-007-000	3794 MONTREAL RD	HVR ACQUISITIONS CA LLC	SOUTH LAKE TAHOE CA 96150-8802

PARCELQUEST
LIST 0
DETAIL

	id	Co	APN	S Street Address	Owner	S City State Zip
☑	1	EDX	029-240-005-000	3770 MONTREAL RD	CA PACIFIC ELECTRIC CO LLC	SOUTH LAKE TAHOE CA 96150-8802
☑	2	EDX	029-240-007-000	1105 ECHO RD	UNITED STATES OF AMERICA & U S FOREST SERVICE	SOUTH LAKE TAHOE CA 96150
☑	3	EDX	029-240-008-000	3760 MONTREAL RD	CA PACIFIC ELECTRIC CO LLC	SOUTH LAKE TAHOE CA 96150-8802
☑	4	EDX	029-240-010-000		CALIFORNIA TAHOE CONSERVANCY	SOUTH LAKE TAHOE CA 96150
☑	5	EDX	029-260-025-000		STATE OF CALIFORNIA & CALIFORNIA TAHOE CONSERVANCY	SOUTH LAKE TAHOE CA 96150
☑	6	EDX	029-260-032-000		STATE OF CALIFORNIA & CALIFORNIA TAHOE CONSERVANCY	SOUTH LAKE TAHOE CA 96150
☑	7	EDX	029-341-002-000	1057 FERN RD	SHEMSS CA INC	SOUTH LAKE TAHOE CA 96150-8849
☑	8	EDX	029-341-003-000	1065 FERN RD	SHEMSS CA INC	SOUTH LAKE TAHOE CA 96150-8849
☑	9	EDX	029-341-004-000	1079 FERN RD	MALONE WEALS DONNA C TR & ROBERT D TR	SOUTH LAKE TAHOE CA 96150-8849
☑	10	EDX	029-342-001-000	3766 MONTREAL RD	WISCHMEYER MICHAEL J & MELISSA H	SOUTH LAKE TAHOE CA 96150-8802
☑	11	EDX	029-342-003-000		CA PACIFIC ELECTRIC CO LLC	SOUTH LAKE TAHOE CA 96150
☑	12	EDX	029-342-004-000	1091 FERN RD	WISCHMEYER MICHAEL J & MELISSA H	SOUTH LAKE TAHOE CA 96150-8849
☑	13	EDX	029-343-002-000	1054 FERN RD	FERN STREET APTS A NV LLC	SOUTH LAKE TAHOE CA 96150-8838
☑	14	EDX	029-343-003-000	1062 FERN RD	NORMANDY APARTMENTS A NV LLC	SOUTH LAKE TAHOE CA 96150-8838

	id	Co	APN	S Street Address	Owner	S City State Zip
☑	15	EDX	029-343-005-000	1078 FERN RD	MCSWEENEY SHARON & JOHNSON SIOBHAN	SOUTH LAKE TAHOE CA 96150-8838
☑	16	EDX	029-343-010-000	3749 MONTREAL RD	MCSWEENEY SHARON & JOHNSON SIOBHAN	SOUTH LAKE TAHOE CA 96150-8803
☑	17	EDX	029-343-011-000	1072 FERN RD # 1	GOLDEN OAK INVESTMENTS INC & CA CORP	SOUTH LAKE TAHOE CA 96150-8838
☑	18	EDX	029-343-012-000	1073 ECHO RD	GOLDEN OAK INVESTMENTS INC & CA CORP	SOUTH LAKE TAHOE CA 96150-8833
☑	19	EDX	029-343-018-000	1065 ECHO RD	SOMARRIBA GUSTAVO A & AMERICA I TR	SOUTH LAKE TAHOE CA 96150-8833
☑	20	EDX	029-344-003-000		CA PACIFIC ELECTRIC CO LLC	SOUTH LAKE TAHOE CA 96150
☑	21	EDX	029-441-003-000	3828 MONTREAL RD	HVR ACQUISITIONS CA LLC	SOUTH LAKE TAHOE CA 96150
☑	22	EDX	029-441-019-000		STATE OF CALIFORNIA & CALIFORNIA TAHOE CONSERVANCY	SOUTH LAKE TAHOE CA 96150
☑	23	EDX	029-441-020-000	20 LAKE PKWY	STATE OF CALIFORNIA	SOUTH LAKE TAHOE CA 96150
☑	24	EDX	029-442-008-000	4000 LAKE TAHOE BLVD	TAHOE CRESCENT CA LLC	SOUTH LAKE TAHOE CA 96150-7071
☑	25	EDX	029-720-001-000		HVR ACQUISITIONS CA LLC	
☑	26	EDX	029-720-002-000		HVR ACQUISITIONS CA LLC	
☑	27	EDX	029-720-003-000		HVR ACQUISITIONS CA LLC	
☑	28	EDX	029-720-004-000		HVR ACQUISITIONS CA LLC	
☑	29	EDX	029-720-007-000	3794 MONTREAL RD	HVR ACQUISITIONS CA LLC	SOUTH LAKE TAHOE CA 96150-8802

CA PACIFIC ELECTRIC CO LLC
933 ELOISE AVE
SOUTH LAKE TAHOE CA 96150

UNITED STATES OF AMERICA &
U S FOREST SERVICE
PO BOX 731002
SOUTH LAKE TAHOE CA 96158

CA PACIFIC ELECTRIC CO LLC
933 ELOISE AVE
SOUTH LAKE TAHOE CA 96150

CALIFORNIA TAHOE
CONSERVANCY
2161 LAKE TAHOE BLVD #2
SOUTH LAKE TAHOE CA 96150

STATE OF CALIFORNIA & CAL
IFORNIA TAHOE
1061 3RD ST
SOUTH LAKE TAHOE CA 96150

STATE OF CALIFORNIA & CAL
IFORNIA TAHOE
1061 3RD ST
SOUTH LAKE TAHOE CA 96150

SHEMSS CA INC
[redacted]

SHEMSS CA INC
[redacted]

WEALS DONNA C & ROBERT D
MALONE
[redacted]

MICHAEL J & MELISSA H
WISCHMEYER
[redacted]

CA PACIFIC ELECTRIC CO LLC
933 ELOISE AVE
SOUTH LAKE TAHOE CA 96150

MICHAEL J & MELISSA H
WISCHMEYER
[redacted]

FERN STREET APTS A NV LLC
[redacted]

NORMANDY APARTMENTS A NV
LLC
[redacted]

SHARON & JOHNSON SIOBHAN
MCSWEENEY
[redacted]

SHARON & JOHNSON SIOBHAN
MCSWEENEY
[redacted]

GOLDEN OAK INVESTMENTS
INC & CA CORP
[redacted]

GOLDEN OAK INVESTMENTS
INC & CA CORP
[redacted]

GUSTAVO A & AMERICA I
SOMARRIBA
[redacted]

CA PACIFIC ELECTRIC CO LLC
933 ELOISE AVE
SOUTH LAKE TAHOE CA 96150

HVR ACQUISITIONS CA LLC
[redacted]

STATE OF CALIFORNIA & CAL
IFORNIA TAHOE
1061 3RD ST
SOUTH LAKE TAHOE CA 96150

STATE OF CALIFORNIA
2161 LAKE TAHOE BLVD
SOUTH LAKE TAHOE CA 96150-

TAHOE CRESCENT CA LLC
[redacted]

HVR ACQUISITIONS CA LLC
[redacted]

HVR ACQUISITIONS CA LLC
[redacted]

HVR ACQUISITIONS CA LLC
[redacted]

HVR ACQUISITIONS CA LLC
[redacted]

HVR ACQUISITIONS CA LLC
[redacted]

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #: 10

Agenda Item: Selection of Executive Search Firm for City Manager Recruitment

Executive Summary: City Manager Joe Irvin has resigned effective February 17, 2026. To ensure a seamless transition, staff issued an RFP on December 23, 2025, for executive search firm services, receiving 15 proposals. In an effort to narrow down the list for consideration, and after thorough review of all proposals, staff recommends the top 8 firms for City Council consideration. The Council is requested to review the recommended proposals, conduct interviews as needed, and authorize the Mayor to execute a professional services agreement with the selected firm. The anticipated cost of $25,000 - $63,000 is currently available within the Human Resources budget, with any necessary adjustments to be addressed during the mid-year budget review. This process aligns with City procurement policies and best practices to recruit a highly qualified successor.

Requested Action / Suggested Motions: Pass a Motion authorizing and directing the Mayor to execute a professional service agreement with the selected executive search firm.

Responsible Staff Member: Ember Buckman CGHR-CP, Human Resources Manager

Reviewed and Approved By: Susan Blankenship, City Clerk Olga Tikhomirova, Director of Finance Heather Stroud, City Attorney

Attachments:

01-Staff Report Executive Search Firm - City Manager Recruitment.docx
02 -RFP Executive Recruitment Firm for City Manager Recruitment.pdf
03 - Bob Murray Assoc CSLT City Manager Proposal.pdf
04 - CPS HR Proposal for CSLT Exec Search CM.pdf
05 - JGA Proposal for RFP City Manager Recruitment.pdf
06 -Koff Assoc SLT City Manager Proposal.pdf
07 -Prothman Lake Tahoe City Manager Recruitment Proposal.pdf
08 -Ralph Anderson Proposal SLT City Manager.pdf
09 - SGR Proposal SouthLakeTahoeCA CM.pdf
10 - WBCP Proposal City of South Lake Tahoe City Manager.pdf
11 -Altiora Consulting Proposal for RFP Executive Recruitment Firm.pdf
12 - Arndt South Lake Tahoe City Manager Proposal.pdf
13 - Duffy Group CSLT Proposal RFP Response City Manager.pdf
14 - MGT PROPOSAL City of South Lake Tahoe City Manager.pdf
15 -Netsynk Executive Recruitment Firm Proposal.pdf
16 -Raftelis Proposal.pdf
17 - Recruiting Source International RFP The City of South Lake Tahoe.pdf

City of South Lake Tahoe
Report to **City Council**

Meeting Date: January 27, 2026

Title: Selection of Executive Search Firm for City Manager Recruitment

Location: Citywide

Responsible Staff Member: Ember Buckman, Human Resources Manager (530) 542-6050

Background:
City Manager Joe Irvin has submitted his resignation, effective February 17, 2026. In response, staff has initiated a recruitment process for the selection of an executive search firm to work with the City Council to find the next City Manager. To facilitate this, staff has been tasked with preparing a Request for Proposals (RFP) to solicit bids from qualified executive search firms to conduct the City Manager recruitment. The selected firm will be responsible for managing the recruitment process, including candidate outreach, screening, and evaluation, to ensure that the City identifies highly qualified candidates who meet the needs of the community and the City Council.

Issue and Discussion:
On December 23, 2025, staff issued a Request for Proposals (RFP) for professional services from executive search firms to assist with the City Manager recruitment process (Attachment 1). The City received an exceptionally strong and large response to the RFP for executive search services. In total, the city has received 15 responses to the RFP. The following firms have submitted proposals for consideration:

- Altiora Consulting and Staffing
- Arndt Municipal Support
- Bob Murray & Associates
- CPS HR Consulting
- Duffy Group
- Jacob Green & Associates
- Koff & Associates
- MGT
- Netsynk Inc.
- Prothman
- Raftelis

- Ralph Anderson
- Recruiting Source International
- SGR
- WBCP, Inc

In an effort to narrow down the list for further consideration, staff has completed an initial comprehensive review of all proposals received. This preliminary evaluation was conducted to identify a top group of firms that best align with the City's needs and priorities for the City Manager recruitment. The evaluation was based on the following key evaluation criteria as outlined in the RFP:

- Completeness and quality of response
- Ability to meet required service needs
- Experience with executive recruiting
- Expertise and availability of key personnel
- Total cost to the City of South Lake Tahoe
- Satisfaction of other clients

Based on this initial review, staff have identified a strong shortlist of 8 firms that are recommended for further consideration. These firms offer the best combination of experience, approach, team strength, and value for the City Manager recruitment process. The recommended firms to consider are as follows:

- Bob Murray & Associates
- CPS HR Consulting
- Jacob Green & Associates
- Koff & Associates
- Prothman
- Ralph Anderson
- SGR
- WBCP, Inc

These proposals will provide the City Council with a range of options to identify a qualified executive search firm to manage the recruitment.

Staff recommends that the City Council review the recommended proposals, conduct interviews as appropriate, and consider a motion to authorize and direct the Mayor to execute a professional services agreement with the selected executive search firm. This approach will ensure a professional and thorough recruitment process for the selection of a new City Manager

Financial Implications: Staff anticipates a financial impact of $25,000 - $63,000 based on the firm selected for this recruitment. Human Resources has budget available for this purpose. However, if adjustments are needed, a request will be made during the mid-year budget review.

Environmental Considerations: The selection of an Executive Search Firm is not a project subject to review under the California Environmental Quality Act (CEQA) under CEQA Guidelines section 15378(b)(2) (continuing administrative activities such as personnel-related actions).

Policy Implications: The selection of an Executive Search Firm to conduct the City Manager recruitment is consistent with the City's procurement policy and best practices.

REQUEST FOR PROPOSALS

City of South Lake Tahoe

Executive Recruitment Firm
City Manager Recruitment

RFP #2026-1-16

SUMMARY

The City of South Lake Tahoe invites Executive Recruiting firms to participate in this competitive solicitation for pricing, delivery in terms of services being requested for the executive search for the position of **City Manager**. The City of South Lake Tahoe is managed under the council – manager form of government.

The Executive Recruiting firms should specialize in recruitment for executive level management positions in city government.

To be eligible for consideration, the proposing firm must demonstrate that it, or the principal(s) assigned to the project, has successfully completed similar services to those specified in this request for proposal with municipalities similar in size and complexity. Proposals must contain evidence of the proposer's experience and abilities directly related to the proposed services below. All proposers shall provide profiles and resumes of the staff to be assigned to the project. Proposals will be evaluated by the City Council in a duly noticed City Council meeting.

The council will review the proposals and consider the following criteria for selection:

- Completeness and quality of response
- Ability to meet required service needs
- Experience with executive recruiting
- Expertise and availability of key personnel
- Total cost to the City of South Lake Tahoe
- Satisfaction of other clients

Description of services

A successful proposal will be responsible for the following activities, including, but not limited to:

- Assisting with the position description/profile
- Testing and screening applicants
- Development of the search strategy
- Marketing, advertising and announcements
- Candidate assessment and conducting candidate interviews
- Providing reports of candidate assessment and recommending the most qualified candidates for interview opportunities with the City Council

Please provide a cost for the service services, including an estimated timeline.

Proposals are due on or before **1/16/2026 no later than 12:00 p.m.** (Pacific Standard Time). Proposals received after the deadline will not be accepted. Proposals and required copies must be submitted by Planet Bids on-line portal.

Read this RFP document carefully as the award will be given to the most "qualified or best value" Proposer responding to this RFP. The City of South Lake Tahoe reserves the right to accept or reject any or all proposals or to make no award at all, to extend the period for accepting proposals, to advertise the RFP at any time and to waive any minor irregularities in any proposals.

In the opinion of the City of South Lake Tahoe, this RFP is complete and without need of explanation. However, if you have questions, or should you need any clarifying information, please use the Q&A feature that is found within Planet Bids, where the RFP is posted.

Please note that no information given will be binding upon the City unless such information is issued in writing as an official addendum to this RFP.

TIMELINE OF CRITICAL DATES

Release of RFP	**December 23, 2025**
Deadline for Question Submittal via Planet Bids	**January 09, 2026**
RFP submittals DUE	**January 16, 2026; no later than 12:00 p.m.**
City Council Review and Interviews	**January 27, 2026**
Anticipated Award Date	**January 27, 2026**

SUBMITTAL PROCEDURES

1. Register with the City

All Proposers **must** register through the Vendor Portal in the PlanetBids Vendor Portal to be entered in the City of South Lake Tahoe Vendor Database, which is **required to submit a proposal**. Proposers will be notified by the City of any addenda that may be issued to this Request for Proposal (RFP). Proposers must register in the City's Vendor Database to be notified of such addenda.

To register, go to: https://pbsystem.planetbids.com/portal/14997/portal-home and follow the instructions applicable to Proposer. Following submission, Proposer will receive a confirmation message within 24 hours from the City. Proposers are *solely responsible* for maintaining up to date and accurate information in the Vendor Database.

2. Public Record

Proposals must be submitted through the Planetbid portal. **Proposals not received by the date and time specified in this RFP, will be rejected.** Documents submitted in response to this RFP will become the property of the City of South Lake Tahoe and will be regarded as public record under California Public Records Act under Government Code 6250 et seq., and subject to review or release to the public, **excluding** financial records marked "confidential."

3. Format

All proposals shall be professionally prepared (no handwritten proposals will be accepted) and shall not exceed 25 single-sided pages. There are no requirements on font size, type or style.

4. Submittal Deadline

Response to this RFP is due on or before **1/16/2026 no later than 12:00 p.m.** (Pacific Standard Time) at City offices (address below). Reponses received after the deadline will not be accepted; there are no exceptions. Fax and Electronic-mailed (e-mail) submission will not be accepted. Submit Proposals online via PlanetBids: https://pbsystem.planetbids.com/portal/14997/portal-home.

5. Selection Process

The City Council will evaluate the submitted proposals. Proposer(s) will be objectively evaluated based on their responses to the project scope outlined in this RFP. The written proposal should clearly demonstrate how the Proposer could best satisfy the requirements of the City. The City Council will utilize the Proposal Content Requirements and Evaluation Method and Criteria described on pages 9 & 10 of this RFP to rate and rank each proposal.

It is anticipated the City Council will invite the Proposers to an Interview at a duly noticed City Council meeting. Upon completion of interviews a decision by the City Council will be made at that time and awarded in accordance with the City of South Lake Tahoe Procurement Policies & Procedures.

The City of South Lake Tahoe reserves the right to accept or reject any or all proposals or to make no award at all, to extend the period for accepting proposals, to advertise the RFP at any time and to waive any minor irregularities in any proposal.

6. Professional Services Agreement

The Professional Services Agreement with the selected Proposer will begin within 30 days of award of contract. The selected Proposer will be required to sign the City's Standard Professional Services Agreement. A sample of this Agreement is attached hereto, and the City reserves the right to amend or edit this Agreement however it sees fit.

7. Reservations

a) The City reserves the right to reject any and all proposals, whether or not minimum qualifications are met, and to modify, postpone, or cancel this Request for Proposal, in whole or in part, or decide to award a contract to perform only some of the services outlined in this Request For Proposals, without liability, obligation, or commitment to any party, firm, or organization.

b) In addition, the City reserves the right to request and obtain additional information from any Proposer and to negotiate the final scope of services with the selected Proposer. The City is not liable for any costs incurred by Proposers prior to issuance of an agreement, contract or purchase order. Costs of developing the proposals, oral presentations or any other such expenses incurred by the Proposer in responding to the RFP are entirely the responsibility of the Proposer and shall not be reimbursed in any manner by the City of South Lake Tahoe.

c) Only the Mayor or the City Manager, after being duly authorized by the City Council, may execute the Agreement with the successful Proposer. Further, it is understood that respondents must independently evaluate the information in this RFP and that the City makes no guarantee of data accuracy.

d) The City reserves the right to waive or permit cure of minor informalities and/or insignificant mistakes such as matters of form rather than substance and to conduct discussions and negotiations with any *qualified respondent* in any manner deemed necessary by the City to serve its best interests. The City also reserves the right, based on its sole judgment and discretion, to award a contract based upon the written proposals it receives without conducting discussions, interviews or negotiations.

e) If, in the opinion of the City, a proposal contains false or misleading statements or references, it may be rejected without notice to Proposer.

f) The City reserves the right to obtain written clarification of any point in a Proposer's proposal or to obtain additional information necessary to properly evaluate a particular proposal. Failure of a Proposer to respond to such a request for additional information or clarification may result in rejection of the proposal.

g) The City reserves the right, without qualification, to select a Proposer for further discussions based solely on the content of the RFPs and relevant information obtained from others concerning the respondent's respective records of past performance.

h) Proposer agrees that any response submitted to this RFP will remain current and valid for a period of not less than 120 calendar days from the proposal due date.

8. <u>Bidder's Security</u>

a) When deemed necessary, bidders' security may be required. Bidders shall be entitled to return of bid security; provided however, that a successful bidder shall forfeit his or her bid security upon his or her refusal or failure to execute that contract within 10 days after receipt of contract.

INTRODUCTION

Background

The City of South Lake Tahoe invites Executive Recruiting firms to participate in this competitive solicitation for pricing, delivery in terms of services being requested for the executive search for the position of **City Manager**. The City of South Lake Tahoe is managed under the council – manager form of government.

The Executive Recruiting firms should specialize in recruitment for executive level management positions in city government.

To be eligible for consideration, the proposing firm must demonstrate that it, or the principal(s) assigned to the project, has successfully completed similar services to those specified in this request for proposal with municipalities similar in size and complexity. Proposals must contain evidence of the proposer's experience and abilities directly related to the proposed services below. All proposers shall provide profiles and resumes of the staff to be assigned to the project. Proposals will be evaluated by the City Council in a duly noticed City Council meeting.

The council will review the proposals and consider the following criteria for selection:

- Completeness and quality of response
- Ability to meet required service needs
- Experience with executive recruiting
- Expertise and availability of key personnel
- Total cost to the City of South Lake Tahoe
- Satisfaction of other clients

Description of services

A successful proposal will be responsible for the following activities, including, but not limited to:

- Assisting with the position description/profile
- Testing and screening applicants
- Development of the search strategy
- Marketing, advertising and announcements
- Candidate assessment and conducting candidate interviews
- Providing reports of candidate assessments and recommending the most qualified candidates for interview opportunities with the City Council

Please provide a cost for the service services, including an estimated timeline.

SCOPE OF SERVICES

Scope of Work to be Performed

1) Meet with the City Council to facilitate the development of an appropriate candidate profile and list of priorities for the new city manager.
2) Develop a position profile and advertisement.
3) Develop and execute a comprehensive plan for the city manager recruitment (print, web, social media, targeted calls, etc.).
4) Implement a direct networking campaign for top talent that may include national, regional, in-state and local elements as determine
5) ed during the initial meetings with the City Council.
6) Acknowledge receipt of candidates' application materials and maintain communication with all candidates throughout the recruitment process.
7) Answer questions from candidates and collect application materials.
8) Review the applications received, comparing them to the desired candidate profile.
9) Conduct thorough screening of all applicants, including initial screening interview with the most qualified candidates. Screening shall include background, criminal and credit checks, references, and media checks to ensure the candidates have backgrounds of high integrity. Prepare a confidential reference report on final candidates.
10) Advise the City Council on the qualifications of the candidates, develop a list of recommended candidates for interviews, provide a written report summarizing the overall candidate pool and the qualifications of those selected to be interviewed, as well as information about why some were not chosen to be interviewed.
11) Assist in scheduling interviews of list of recommended candidates for interviews. Advise the City Council on interview strategies, appropriate questions and evaluation tools. Attend and facilitate the interviews.
12) Assist the City Council in selecting finalist(s) from those interviewed.
13) Provide progress reports at least biweekly. Periodic on-site meetings may be required to discuss ongoing progress.
14) Assist the City Council with employment contract negotiations, as needed.
15) Maintain all correspondence and record-keeping throughout the process.
16) Compile search documentation and prepare a final written summary of all work performed and outreach taken related to developing, conducting and completing the search.

PROPOSAL CONTENT REQUIREMENTS

Proposal Requirements - All proposals must include the following information and shall be organized as described below.

A. Cover Letter

The cover letter shall be addressed to the City Council, and at a minimum, must contain the following:

- Identification of Firm, including name, address and telephone number
- Name, title, address and telephone number of contact person during period of proposal evaluation
- A statement to the effect that the proposal shall remain valid for a period of not less than 120 calendar days from date of submittal
- Signed by person authorized to bind the Firm to the terms of the proposal.

B. Executive Summary

The intent of this narrative is to convince the City the Proposer understands the requirements of proposal, the nature of the work, and the level of effort necessary to successfully provide the defined services.

C. Company History, Background and Experience

Describe the Company's history and organizational structure, including the size of the company, location of office(s) and years in business. Provide resumes for project team members. Also include the Firm's background, experience, and capacity to undertake the services for the City of South Lake Tahoe in conformity with the requirements of the RFP.

D. Scope of Work/Implementation

Describe the Company's general approach to managing the services provided including an explanation of the methodology to be followed and specific plans to manage, control, and supervise the services in order to ensure satisfactory provision of services. In developing the work plan, reference should be made to the specific requirements and specifications noted in the Scope of Services (page 8) Provide a delivery schedule designed to meet the requirements of the city. An implementation timeline from the Company is required. Provide description implementation plan considerations, including timeframes and deliverables for various stages of the agreement.

E. Project Budget

Provide a description of the project cost and/or fees itemized according to the RFP proposal. The total all-inclusive maximum price to be bid is to contain all direct and indirect costs, including all out-of-pocket expenses. The City of South Lake Tahoe will not be responsible for the expenses incurred in preparing and submitting the proposal. The Company shall present all costs, fees, taxes, and charges based on achievement of deliverables, which should be outlined in the Company's cost proposal.

F. Description of Recent Projects/References

Provide a description of accounts/ agreements of a similar nature including at least three (3) recent client references with names and telephone numbers, contact persons.

EVALUATION METHOD & CRITERIA

Proposals will first be reviewed for responsiveness to the requirements. If any information is missing from the required content, the proposal may be deemed non-responsive and returned to proposer and any further review is subject to the City's discretion (see Reservations, pages 5 &6).

The City Council will make a determination based on the criteria outlined in this Proposal, as well as Proposer interviews. A Professional Service Agreement will be awarded to the Proposer meeting all the requirements of the Proposal along with a successful City Council interview and majority vote to issue award.

ATTACHMENT 1

SAMPLE

PROFESSIONAL SERVICE AGREEMENT

.

CITY OF SOUTH LAKE TAHOE

PROFESSIONAL SERVICES AGREEMENT

This Agreement is made and entered into as of the _____day of _____ 202X by and between the **City of South Lake Tahoe**, a municipal corporation ("City") and _____ ("Consultant").

RECITALS

A. Consultant is specially trained, experienced and competent to perform the special services which will be required by this Agreement.

B. Consultant possesses the skill, experience, ability, background, certification and knowledge to provide the services described in this Agreement on the terms and conditions described herein.

C. City desires to retain Consultant to render professional services as set forth in this Agreement.

AGREEMENT

1. Scope of Services. Consultant shall perform the services set forth in this agreement and shall provide said services at the time, place, and in the manner specified in this agreement. Consultant shall have no power or authority by this Agreement to bind City in any respect.

   The Consultant agrees that it has satisfied itself by its own investigation and research regarding the conditions affecting the work to be done and labor and materials needed, and that its decision to execute this Contract is based on such independent investigation and research.

   All services provided by Consultant pursuant to this Agreement will be provided in accordance with the terms set forth in the **Exhibit A, "Scope of Services,"** attached hereto and incorporated herein by reference. **Exhibit B, "Compensation Schedule,"** attached hereto and incorporated herein by reference, outlines the fees and compensation which shall be paid pursuant to this Agreement.

2. Term/Time of Performance. The services by Consultant are to commence upon the execution of the Agreement and continue for _____ years.

3. Compensation. Compensation to be paid to Consultant shall be in accordance with the Schedule set forth in **Exhibit B** which is attached hereto and incorporated herein by reference. In no event shall Consultant's compensation, including travel and out-of-pocket expenses, exceed _____ without additional written authorization from City. Payment by City under this Agreement shall not be deemed a waiver of defects, even if such defects were known to City at the time of payment. Payment is contingent upon compliance with all terms and conditions of this Agreement, as set forth herein. Consultant shall obtain prior written authorization from the City Project Manager for any costs in excess of budgeted amounts for each line item, task, or obligation under the Scope of Services.

4. Method of Payment. Consultant shall submit monthly billings to City describing the work performed during the preceding month. Consultant's bills shall include a brief description of the services performed, the date the services were performed, the number of hours spent and by whom, the applicable hourly rate, and a description of any reimbursable expenditures. City shall pay Consultant no later than 30 days after approval of the monthly invoice by City staff.

5. Extra Work. At any time during the term of this Agreement, City may request that Consultant perform extra work. As used herein, "Extra Work" means any work which is determined by City to be necessary for the proper completion of the Project, but which the parties did not reasonably anticipate would be necessary at the execution of this Agreement. Consultant shall not perform, nor be compensated for, extra work without prior written authorization from City.

6. Termination. This Agreement may be terminated by City or Consultant immediately for cause or without cause upon thirty days (30) days written notice of termination. Upon termination, Consultant shall be entitled to compensation for services performed up to the effective date of termination, and City shall be entitled to all work performed to that date.

   Termination, revocation, or expiration of this Agreement shall not release either party from liability resulting from an event which occurred prior to such termination, revocation or expiration.

7. Ownership of Documents.

All plans, studies, documents and other writings, including working notes and internal documents, prepared by and for Consultant, its officers, employees and agents and subcontractors in the course of implementing this Agreement, shall become the property of City upon payment to Consultant for such work, and City shall have the sole right to use such materials in its discretion without further compensation to Consultant or to any other party. Consultant shall, at Consultant's expense, provide such reports, plans, studies, documents and other writings to City upon written request. All documents prepared by Consultant are confidential and shall be maintained to preserve their confidential nature. Release of any such documents to third parties shall only be made upon written consent of City.

8. Consultant's Books and Records.

a. Consultant shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services, or expenditures and disbursements charged to City for a minimum period of three (3) years, or for any longer period required by law, from the date of final payment to Consultant for services provided pursuant to this Agreement.

b. Consultant shall maintain all documents and records which demonstrate performance under this Agreement for a minimum period of three (3) years, or for any longer period required by law, from records shall be available at Consultant's address indicated for the date of termination or completion of this Agreement.

c. Any records or documents required to be maintained pursuant to this Agreement shall be made available for inspection or audit, at any time during regular business hours, upon written request by the City Manager, City Attorney, City Auditor or a designated representative of these officers. Copies of such documents shall be provided to City for inspection at City offices when it is practical to do so. Otherwise, unless an alternative is mutually agreed upon, the receipt of notices in this Agreement.

d. Where City has reason to believe that such records or documents may be lost or discarded due to dissolution, disbandment or termination of Consultant's business, City may, by written request by any of the above-named officers, require that custody of the records be given to City and that the records and documents be maintained at City offices. Access to such records and documents shall be granted to any party authorized by Consultant, Consultant's representatives, or Consultant's successor-in-interest.

9. Independent Contractor. It is understood that Consultant, in the performance of the work and services agreed to be performed, shall act as and be an independent contractor and shall not act as an agent or employee of City. Consultant shall obtain no rights to retirement benefits or other benefits which accrue to City's employees, and Consultant hereby expressly waives any claim it may have to any such rights. All employees, agents, contractors or subcontractors hired or retained by Consultant are employees, agents, contractors or subcontractors of Consultant and not of the City.

City is not required to make any deductions or withholdings form the compensation payable to Consultant under the provisions of this Contract, and is not required to issue W-2 Forms for income and employment tax purposes for any of Consultant's assigned personnel. Any third party persons employed by Consultant shall be entirely and exclusively under the direction, supervision, and control of Consultant. Consultant hereby indemnifies and holds City harmless from any and all claims that may be made against City based upon any contention by any third party that an employer-employee relationship exists by reason of this Contract.

10. Interest of Consultant. Consultant, (and principals, associates and professional employees of consultant) covenants and represents that it does not now have any investment or interest in real property and shall not acquire any interest, direct or indirect, in the area covered by this Agreement or any other source of income, interest in real property or investment which would be affected in any manner or degree by the performance of Consultant's services hereunder. Consultant further covenants and represents that in the performance of its duties hereunder no person having any such interest shall perform any services under this Agreement.

Consultant is not a designated employee within the meaning of the Political Reform Act because Consultant:

a. Will not serve in a staff capacity and will conduct research and arrive at conclusions with respect to their rendition of information, advice, recommendation or counsel independent of the control and direction of City or of any City official, other than normal agreement monitoring; and,

b. Possesses no authority with respect to any city decision beyond rendition of information, advice, recommendation or counsel. [FPPC Reg. 18700.3(a)].

11. Professional Ability of Consultant. City has relied upon the professional training and ability of Consultant to perform the services hereunder as a material inducement to enter into this Agreement. Consultant shall therefore provide properly skilled professional and technical personnel to perform all services under this Agreement. All work performed by Consultant under this Agreement shall be in accordance with applicable legal requirements and shall meet the standard of quality ordinarily to be expected of competent professionals in Consultant's field of expertise.

12. Compliance with Laws. Consultant shall comply with all applicable federal, state, regional and local laws, codes, ordinances and regulations in carrying out their duties under this Agreement. Consultant shall observe and comply with all applicable laws, ordinances, regulations and codes of federal, state and local governments, and shall commit no trespass on any public or private property in performing any of the work authorized by this Agreement. The City, its officials, officers, elected officials, appointed officials and employees shall not be liable at law or in equity as a result of any failure of Consultant to comply with this section.

In the event it is determined that the Consultant is required to pay prevailing wages for the work performed under this Agreement, the Consultant shall pay all penalties and wages as required by law.

13. Licenses. Consultant represents and warrants to City that it has all licenses, permits, qualifications, insurance and approvals of whatsoever nature which are legally required of Consultant to practice its profession. Consultant

represents and warrants to City that Consultant shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement, any licenses, permits, insurance and approvals which are legally required of Consultant to practice its profession. If Consultant will be physically present in the City of South Lake Tahoe to perform some or all of the services, Consultant shall maintain a City of South Lake Tahoe business license at all times services are performed under this Agreement. Consultant acknowledges that payments made pursuant to this Agreement may be withheld until this provision has been satisfied.

14. Indemnity. Consultant hereby agrees to and shall indemnify and hold harmless City, its elected and appointed boards, officers, agents, employees and volunteers from and against any liability for any and all claims, demands, actions, losses, damages and injuries, direct or indirect (including any and all costs and expenses in connection therein), arising out of this Agreement or caused in any way by Consultant's negligent performance of this Agreement or its breach of its obligations contained in this Agreement, except for any such claims arising out of the negligence or willful misconduct of the City. Consultant agrees to defend City from and against any and all losses, damages, claims costs and fees arising out Consultant's negligent acts, errors, omissions, regarding this Agreement, the Consultant's work under this Agreement, or the consultant's Scope of Work.

City does not, and shall not, waive any rights against Consultant which it may have by reason of the aforesaid hold harmless agreement, because of the acceptance by City, or the deposit with City by Consultant, of any of the insurance policies hereinafter set forth.

This hold harmless agreement by Consultant shall apply to all damages and claims for damages, or alleged to have been suffered, by reason of any of the aforesaid operation of Consultant or any subcontractor, regardless of whether such insurance policies shall have been determined to be applicable to any of such damages or claims for damages.

Consultant further waives any and all rights to any type of express or implied indemnity or right of contribution from the City for any liability, claims, demands, costs, charges and expenses and causes of action of whatsoever arising out of or in any way connected with this Agreement, and consultant's work under this Agreement.

15. Insurance Requirements.

a. Consultant, at Consultant's own cost and expense, shall procure and maintain, for the duration of the contract, the following insurance policies.

i. Workers' Compensation Coverage. Consultant shall maintain Workers' Compensation Insurance and Employer's Liability Insurance for their employees in accordance with the laws of the State of California. In addition, Consultant shall require each subcontractor to similarly maintain Workers' Compensation Insurance and Employer's Liability Insurance in accordance with the laws of the State of California for all of the subcontractor's employees. Any notice of cancellation of all Workers' Compensation policies must be received by City at least thirty (30) days prior to such change. Consultant shall provide thirty (30) days written notice of nonrenewal of any Workers' Compensation policies. The insurer shall agree to waive all rights of subrogation against City, its officers, agents, employees and volunteers for losses arising from work performed by Consultant for City.

ii. Commercial General Liability Coverage. Consultant shall maintain commercial general liability insurance no less broad than ISO form CG 00 01 in an amount not less than one million dollars ($1,000,000) per occurrence for bodily injury, personal injury and property damage. Coverage must be made on the standard Occurrence form. Claims-Made forms are not acceptable without prior written consent of City. City of South Lake Tahoe must be endorsed as an additional insured for liability arising out of ongoing operation by on behalf of Consultant. If a commercial general liability insurance form or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the work to be performed under this Agreement or the general aggregate limit shall be at least twice the required occurrence limit.

iii. Automobile Liability Coverage. Consultant shall maintain automobile liability insurance covering bodily injury and property damage for all activities of the Consultant arising out of or in connection with the work to be performed under this Agreement, including coverage for owned, hired and non-owned vehicles, in an amount of not less than one million dollars ($1,000,000) combined single limit for each occurrence.

iv. Professional Liability Coverage. Consultant shall maintain professional errors and omissions liability insurance for protection against claims alleging negligent acts, errors or omissions which may arise from Consultant or by its employees, or subcontractors. The amount of this insurance shall not be less than one million dollars ($1,000,000) on a claims-made annual aggregate basis, or a combined single-limit per occurrence basis.

v. Cyber Liability Coverage. Consultant shall maintain cyber liability insurance with limits not less than one million dollars ($1,000,000) per claim, two million dollars ($2,000,000) aggregate. Coverage shall be sufficiently broad to sufficiently broad to respond to the duties and obligations as is undertaken by Vendor in this agreement and shall include, but not limited to, claims involving security breach; system failure; data recovery; business interruption; cyber extortion; social engineering; infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, and alteration of electronic information. The policy shall provide coverage for breach response costs as well as regulatory fines and penalties, and credit monitoring expenses with limits sufficient to respond to these obligations. Vendor's policy shall be primary and shall not seek contribution from the City's coverage, shall contain a waiver of subrogation in favor of the City, and shall be endorsed to provide that City and its officers, officials, employees, agents, and volunteers are additional insureds. Any failure to comply with the reporting provisions of

the policy by Vendor shall not affect coverage provided to the City. If Vendor maintains broader coverage and/or higher limits than the minimums listed above, City requires and shall be entitled to the broader coverage and/or higher limits maintained by the Vendor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to City.

b. Endorsements. Each general liability and automobile liability insurance policy shall be with insurers possessing a AM Best's rating of no less than A:VII and shall be endorsed with the following specific language:

i. City, its elected or appointed officers, officials, employees, agents and volunteers are to be covered as additional insured's under Consultant's General Liability and Automobile Liability policies with respect to liability arising out of this Agreement and/or work performed by or on behalf of the Consultant, including materials, parts or equipment furnished in connection with such work or operations.

ii. This policy shall be considered primary insurance as respects City, its elected or appointed officers, officials, employees, agents and volunteers. Any insurance maintained by City, including any self-insured retention City may have, shall be considered excess insurance only and shall not contribute with it.

iii. This insurance shall act for each insured and additional insured as though a separate policy had been written for each, except with respect to the limits of liability of the insuring Consultant.

iv. The insurer waives all rights of subrogation against City except for Consultant's Professional Liability and Employers' Liability policies, its elected or appointed officers, officials, employees or agents.

v. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to City, its elected or appointed officers, officials, employees, agents or volunteers.

vi. No policies of insurance carried by Consultant shall be suspended, voided, canceled, or changed in coverage or in limits except after thirty (30) days written notice to the City Attorney by Certified Mail.

c. Deductibles and Self-Insured Retentions. The Consultant shall be responsible for all deductibles in all of Consultant's insurance policies. The amount of deductibles for insurance coverage required herein shall be reasonable and approved by the City Attorney.

d. Certificates of Insurance. Consultant shall provide certificates of insurance with original endorsements to City as evidence of the insurance coverage required herein. Consultant shall not commence work under this contract until all insurance required under this section has been approved by City as to form, amount and carrier, nor shall Consultant allow any subcontractor to commence work on any subcontract until all similar insurance required and reasonably consistent limits of the subcontractor has been so obtained and approved. Certificates of insurance shall contain no exclusions unless negotiated with the City Attorney and approved, in writing, by the City Attorney.

16. Notices. Any notice required to be given under this Agreement shall be in writing and either served personally or sent prepaid, first class mail. Any such notice shall be addressed to the other party at the address set forth below. Notice shall be deemed communicated within 48 hours from the time of mailing if mailed as provided in this section.

If to City: City of South Lake Tahoe
1901 Lisa Maloff Way
South Lake Tahoe, CA 96150

Provide a copy to: City Attorney's Office
City of South Lake Tahoe
1901 Lisa Maloff Way, Suite 300

South Lake Tahoe, CA 96150

If to Consultant:

Provide a copy to:

17. Assignment and Subcontracting. The parties recognize that a substantial inducement to City for entering into this Agreement is the professional reputation, experience and competence of Consultant. Assignments of any or all rights, duties or obligations of the Consultant under this Agreement will be permitted only with the express consent of City. Consultant shall not subcontract any portion of the work to be performed under this Agreement without the written authorization of City. If City consents to such subcontract, Consultant shall be fully responsible to City for all acts or omissions of the subcontractor. Nothing in the Agreement shall create any contractual relationship between City and subcontractor nor shall it create any obligation on the part of City to pay or to see to the payment of any monies due to any such subcontractor other than as otherwise required by law.

18. Waiver. Waiver of a breach or default under this Agreement shall not constitute a continuing waiver of a subsequent breach of the same or any other provision under this Agreement.

19. Dispute Resolution. Any dispute concerning this Agreement will be first submitted to the City Manager or his designee for resolution. If no resolution is reached, such dispute shall be submitted to the City Council. The decision of the City Council shall be final and shall be appealable only to the El Dorado Superior Court pursuant to California Code of Civil Procedure §1094.5, and as provided by law.

20. Controlling Law Venue. This Agreement and all matters relating to it shall be governed by the laws of the State of California and any action brought relating to this Agreement shall be held exclusively in the Superior Courts in the County of El Dorado, South Lake Tahoe Division.

21. Prohibited Interests. Consultant maintains and warrants that it has not employed nor retained any Consultant or person, other than the independent contractors hired in accordance with Consultant's standard business practice, to solicit or secure this Agreement. Further, Consultant warrants that it has not paid, nor has it agreed to pay any Consultant or person, other than a bona

fide employee working solely for Consultant or an independent contractor hired as discussed above, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, City shall have the right to rescind this Agreement without liability. For the term of this Agreement, no member, officer or employee of City, during the term of his or her service with City, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

22. Equal Opportunity Employment. Consultant represents that it is an equal opportunity employer, and it shall not discriminate against any subcontractor, employee, or applicant for employment because of ancestry, age, color, disability, genetic information, gender expression, gender identity, marital status, medical condition, military or veteran status, national origin, race, religion, reproductive health decision making, sex/gender, or sexual orientation. Such non-discrimination shall include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff, or termination.

23. Drug-Free Workplace Certification. This certification is only required for Consultants receiving payment from Grant Funding. By signing this Agreement, Consultant hereby certifies under penalty of perjury under the laws of the State of California that the Consultant will comply with the requirements of the Drug-Free Workplace Act of 1990 (Government Code Section 8355, et seq.) and will provide a drug-free workplace by taking the following actions:

   a. Publish a statement notifying employees that unlawful manufacture, distribution dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a).
   b. Establish a Drug-Free Awareness Program as required by Government Code Section 8355(a)(2) to inform employees about all of the following:

      i. The dangers of drug abuse in the workplace;
      ii. The person's or organization's policy of maintaining a drug-free workplace;
      iii. Any available counseling, rehabilitation and employee assistance program; and

iv. Penalties that may be imposed upon employees for drug abuse violations.

c. Provide, as required by Government Code Section 8355(a)(3), that every employee who performs grant activities under this Agreement:

i. Will receive a copy of the Consultant's drug-free policy statement; and
ii. Will agree to abide by the terms of the Consultant's statement as a condition of employment on this Agreement.

Failure to comply with these requirements may result in suspension of payments under this Agreement or termination of the Agreement, or both, and Consultant may be ineligible for award of any future City agreements if City determines that any of the following has occurred: the Consultant (1) has made false certification, or (2) violates the certification by failing to carry out the requirements as noted above.

24. Anti-Lobbying Certification. Consultant shall submit to City the Anti-Lobbying Certification contained in **Exhibit C**. Further, Consultant shall require that the language of the certification in **Exhibit C** be included in all contracts or subcontracts entered into in connection with this Agreement and that all Consultants and contractors shall certify and disclose accordingly.

25. Debarment, Suspension, Ineligibility and Voluntary Exclusion. By signing this Agreement, Consultant assures that neither it nor its principals, is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in covered transactions by any Federal department or agency.

26. Americans with Disabilities Act. By signing this Agreement, Consultant assures the City that it complies with the American with Disabilities Act (ADA) of 1990, (42 U.S.C. 12101, et. seq.), which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to ADA.

27. Amendments. This Agreement may be modified or amended only by a written document executed by both Consultant and City and approved as to form by the City Attorney.

28. Severability. If any term or portion of this Agreement is held to be invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions of this Agreement shall continue in full force and effect.

29. Entire Agreement. This Agreement constitutes the complete and exclusive statement of Agreement between City and Consultant. All prior written and oral communications, including correspondence, drafts, memoranda, and representations, are superseded in total by this Agreement.

30. Execution. This Agreement may be executed in several counterparts, each of which shall constitute one and the same instrument and shall become binding upon the parties when at least one copy hereof shall have been signed by both parties hereto. In approving this Agreement, it shall not be necessary to produce or account for more than one such counterpart.

31. Time is of the Essence. Time is of the essence for this Agreement.

32. Authority to Enter Agreement. Consultant has all requisite power and authority to conduct its business and to execute, deliver, and perform the Agreement. Each party warrants that the individuals who have signed this Agreement have the legal power, right, and authority to make this Agreement and to bind each respective party.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the date first written above.

CITY OF SOUTH LAKE TAHOE:	CONSULTANT:
By_____	By _____
City Manager	Name, Title
Date _____	Date _____
	Business License # _____

APPROVED AS TO FORM:

By_____ Date _____

City Attorney

ATTEST:

By_____ Date _____

City Clerk

Attachments:

Exhibit A – Scope of Services
Exhibit B – Compensation Schedule
Exhibit C - Anti-Lobbying Certification

EXHIBIT A

SCOPE OF SERVICES

EXHIBIT B

SCHEDULE OF CHARGES AND TIMELINE

BUDGET

Estimated fees (not to exceed)	**$_____**
Hourly Rate:	**$_____/hour**
Travel and out-of-pocket expenses	**$_____**
(travel is included in the TOTAL (not to exceed amount)	
TOTAL (not to exceed)	**$_____**

TIMELINE

EXHIBIT C

ANTI-LOBBYING CERTIFICATION

Consultant shall submit to City this certification prior to or at the time of the execution of this Agreement.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required certification shall be subject to a civil penalty not less than $10,000 and no more than $100,000 for such failure.

The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement; and

2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instruction.

Consultant:
Name, Title

By:_____

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
SOUTH LAKE TAHOE

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

January 14, 2026

Mayor Cody Bass &
Members of City Council
City of South Lake Tahoe
1901 Lisa Maloff Way
South Lake Tahoe, CA 96150

Submitted via PlanetBids

Dear Mayor Bass & Members of City Council:

Bob Murray & Associates is pleased to submit a proposal to conduct the City Manager recruitment for the City of South Lake Tahoe. 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 South Lake Tahoe 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
Sausalito, CA (City Manager) – current
Concord, CA (City Manager) – *current*
Pacifica, CA (City Manager) – *current*
Santa Rosa, CA (City Manager) – *current*
Monterey, CA (City Manager) – *current*
Eugene, OR (City Manager) – *current*
Hanford, CA (City Manager) – *current*
Cathedral City, CA (City Manager) – *current*

2025
Hayward, CA (City Manager)
Apple Valley, CA (Town 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)
Clayton, CA (City Manager)
Vancouver, WA (City Manager)
Orinda, CA (City Manager)
Pinole, CA (City Manager)
Novato, CA (City Manager)
Saratoga, CA (City Manager)
Sparks, NV (City Manager)
Salinas, CA (City Manager)
Pacific Grove, CA (City Manager)
Marin County, CA (County Administrator)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Valerie Gaeta Phillips, Gary Phillips, Stephanie Dietz, or Stacey Stevenson, who would not only direct and supervise the project team from beginning to end but also serve as the Recruiter for the project.

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

TABLE OF CONTENTS

THE RECRUITMENT PROCESS 2

STEP 1 DEVELOP THE CANDIDATE PROFILE 2

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS 3

Reaching Diverse Candidates 4

STEP 3 RECRUIT CANDIDATES 4

STEP 4 SCREEN CANDIDATES 5

STEP 5 CONDUCT PRELIMINARY INTERVIEWS 5

STEP 6 SEARCH PUBLIC RECORDS 5

STEP 7 MAKE RECOMMENDATIONS 5

STEP 8 FACILITATE FINAL INTERVIEWS 6

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS 6

STEP 10 ASSIST IN NEGOTIATIONS 7

COMPLETE ADMINISTRATIVE ASSISTANCE 7

COSTS AND GUARANTEE 8

PROFESSIONAL FEE AND EXPENSES 8

Optional Services 8

GUARANTEE 9

RECRUITMENT SCHEDULE 10

FIRM PROFILE 11

REFERENCES 16

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 South Lake Tahoe's needs will be key to a successful search. Valerie Gaeta Phillips, Gary Phillips, Stephanie Dietz, or Stacey Stevenson 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 South Lake Tahoe 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 7 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 South Lake Tahoe.

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 South Lake Tahoe 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 South Lake Tahoe 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 South Lake Tahoe's search include but are not limited to:

- California City Management Foundation
- International City County Management Association
- League of Women in Government
- National League of Cities
- League of California Cities

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 South Lake Tahoe, 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 South Lake Tahoe 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 South Lake Tahoe 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 South Lake Tahoe 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 South Lake Tahoe'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 South Lake Tahoe, 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 South Lake Tahoe.

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 South Lake Tahoe 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 South Lake Tahoe is **$29,000**. 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 South Lake Tahoe.*

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 South Lake Tahoe. 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 South Lake Tahoe 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 South Lake Tahoe'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*

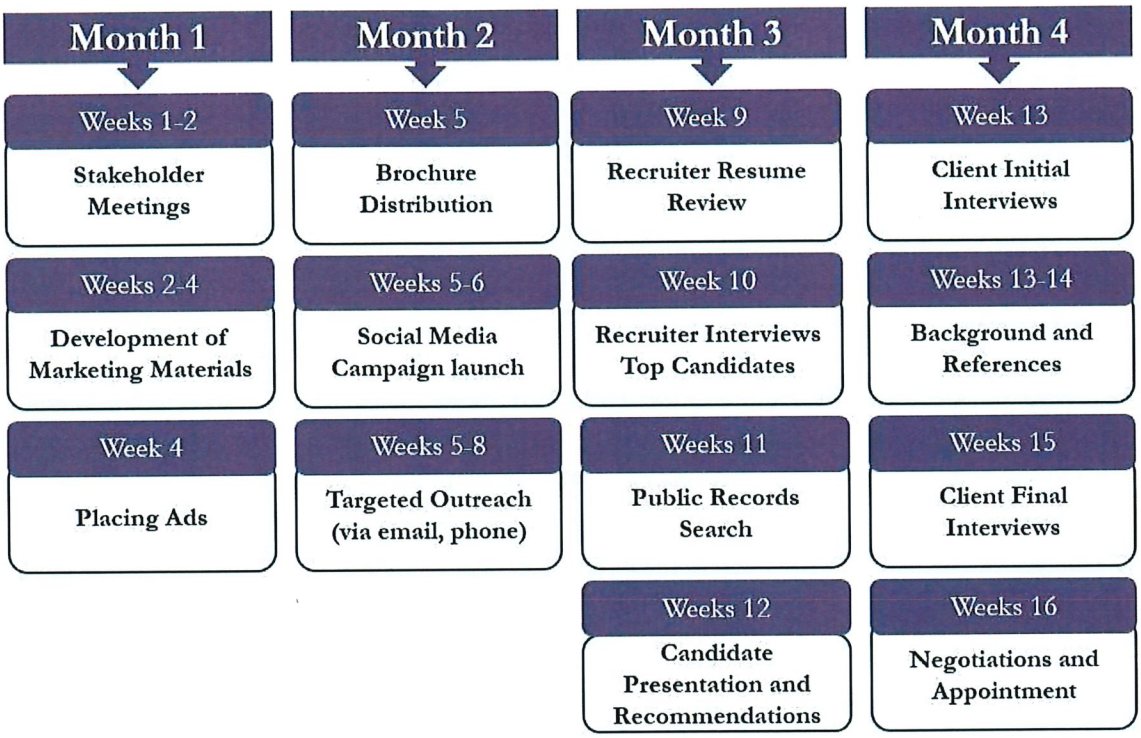
In the event that a placement is not made from the initial recruitment, Bob Murray & Associates will provide professional services to conduct one additional recruitment. Services will be provided at no cost. However, the City of South Lake Tahoe will be responsible for the *reimbursable* expenses as 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 South Lake Tahoe. 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 seventeen (17):

- Bob Murray, *Founder*
- Valerie Gaeta Phillips, *President*
- Gary Phillips, *Executive Vice President*
- Joel Bryden, *Vice President*
- Yasmin Beers, *Senior Executive Recruiter*
- Adele Fresé, *Senior Executive Recruiter*
- Stacy Stevenson, *Senior Executive Recruiter*
- Jon Lewis, *Executive Recruiter*
- Stephanie Dietz, *Executive Recruiter*
- Melanie Richardson, *Executive Recruiter*
- Jeff Mori, *Executive Recruiter*
- Michael Ishii, *Executive Recruiter*
- Ian Schmutzler, *Executive Recruiter*
- Alexandria Huesca, *Recruitment and Operations Manager*
- Kathy Lolas, *Senior Recruitment Coordinator*
- Grace Marshall, *Senior Recruitment Coordinator*
- Steph Souza, *Recruitment Coordinator*

Please see your lead recruiter's biography below:

Valerie Gaeta Phillips, President and Recruiter

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

Valerie is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success; she is also active in a variety of industry organizations and in diversity-focused associations. Valerie is called upon often to serve

as an expert speaker on topics such as managing one's online reputation, diversity issues in municipal and non-profit leadership, and how to identify a positive placement for the organizational culture.

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

Gary Phillips, Executive Vice President and Recruiter

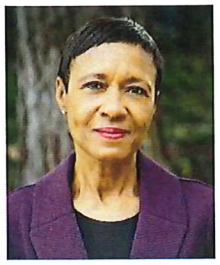
Since joining Bob Murray & Associates, Mr. Phillips has completed over 125 searches for executives and professionals in a wide variety of fields including animal services, city and general management, planning, legal counsel, cyber security, and human resources. Gary's clients have ranged from municipal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

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

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

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

Stacey Stevenson, Senior Executive Recruiter



In Ms. Stevenson's 32 years of service in municipal government, she worked for the California cities of San Diego, National City, and Murrieta. Ms. Stevenson began her professional career in City of San Diego as a Personnel Analyst and went on to work in the Personnel, Metropolitan Wastewater, Engineering, and Contracting departments; as well as the City Manager's office, progressing from Analyst to Deputy Director. She also assumed special projects such as the creation and opening of the City's neighborhood service centers and Liaison to the City Council.

From San Diego she joined the City of National City where she served as the Director of Human Resources, the Director of Administrative Services, and Deputy City Manager. She oversaw Community Services, Finance, Human Resources, and Information Technology; and managed special projects such as the balloting and passage of the City's local sales tax and the implementation of a new payroll module.

In the City of Murrieta, Ms. Stevenson served as Administrative Services Director and Deputy City Manager, again overseeing Community Services, Finance, Human Resources, and Information Technology, and managing special projects. Ms. Stevenson has also served as a commissioner on both the Child Care and Civil Service Commissions for the City of Chula Vista.

Ms. Stevenson holds a Bachelor's degree in Industrial Organizational Psychology as well as a Master of Business Administration degree with an emphasis in Human Resource Management.

Stephanie Dietz, Executive Recruiter

Stephanie Dietz brings over 20 years of municipal and public agency experience to Bob Murray and Associates. Stephanie retired as the City Manager for the City of Merced, a City with a population of nearly 100,000 and the newest University of California campus. She served as the Chief Executive Officer overseeing more than 500 employees who provided services within the areas of Police, Fire, Development and Inspection Services, Engineering, Public Works, Parks & Recreation, Arts & Culture, Housing, and the Office of Neighborhood Safety.

For 20 years, Stephanie garnered experience across city and county governments, along with the University of California, specializing in public finance and budgeting, human resources, labor relations, strategic planning, public safety, water management, redistricting, and leading city-initiated sales tax and charter ballot initiatives. Her professional career saw great success, with projects that included the construction of a

new municipal airport terminal, the award of several state and federal grants to construct 850 affordable housing units, and the annexation of UC Merced. Throughout her professional career, she has been responsible for recruiting and retaining executive-level leaders who reflect the culture of their communities while fostering a spirit of innovation.

Stephanie serves on the Merced Irrigation District Board, on the Merced College Foundation Board, and as an Advisory Board Member for the Central California Small Business Development Center. In 2023, Stephanie was recognized by the California State Assembly as Woman of the Year for her innovative solutions in affordable housing and transportation and her pioneering spirit as the first female City Manager for the City of Merced. Stephanie also volunteers on the boards of several local non-profits that support youth sports and local FFA chapters, ensuring students have the community support needed to be successful.

Stephanie holds a Bachelor of Arts in Liberal Arts with a Minor in Mathematics from California State University, Fresno, and a Master of Arts in English from National University.

Corporation

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

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 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 South Lake Tahoe:

- 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:

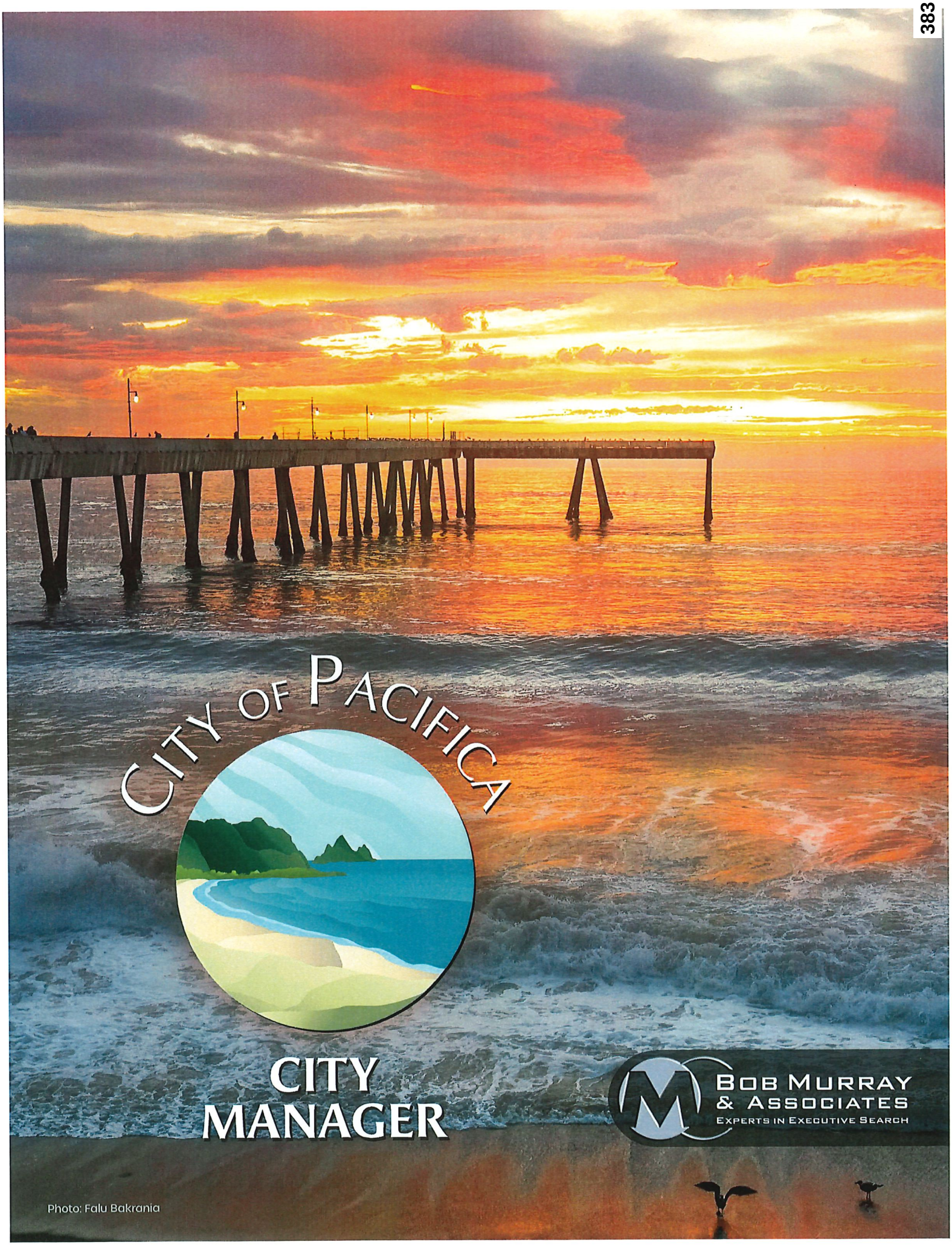
CLIENT:	City of Folsom, CA
POSITION:	City Manager
REFERENCE:	Ms. Allsion Garcia, Human Resources Director (916) 461-6050

CLIENT:	City of South Gate, CA
POSITION:	City Manager
REFERENCE:	Councilmember Gil Hurtado (323) 563-9543

CLIENT:	City of Aliso Viejo, CA
POSITION:	City Manager
REFERENCE:	Councilmember Tiffany Ackley (949) 425-2510

We appreciate the City of South Lake Tahoe's consideration of our proposal and look forward to working with you.

BOB MURRAY & ASSOCIATES
EXPERTS IN EXECUTIVE SEARCH



CITY OF PACIFICA

CITY MANAGER

BOB MURRAY & ASSOCIATES
EXPERTS IN EXECUTIVE SEARCH

Photo: Falu Bakrania

THE COMMUNITY

Photo: Pacific Beach Coalition

Located in San Mateo County just miles south of San Francisco, Pacifica feels worlds away yet it is easily accessible from Highway 1. One of the most panoramic coastal towns in the San Francisco Bay Area, Pacifica is famous for its six miles of scenic coastline, classic California beaches, breathtaking vistas, and charming ambience. The city is nestled in between small valleys, with Sweeney Ridge to the east, Montara Mountain to the south and the Pacific Ocean to the west. Pacifica encompasses roughly 12.6 square miles, of which, approximately one-half is publicly owned open space. Numerous city, county, state and federal parks provide outdoor recreation, incredible vistas, and a feeling of spaciousness rarely found in cosmopolitan suburban areas.

Several miles of coastal and ridgetop trails tie Pacifica to neighboring communities. This natural connecting point of beaches, headlands and hills provides a wide range of recreational opportunities from surfing, kayaking, paddle boarding, and paragliding, to hiking, mountain biking, whale and bird watching, cycling, and golf. Pacifica's one-quarter mile fishing pier is considered one of the best in the state and is ranked number one by anglers in the Bay Area. Other recreational amenities include a historic golf course, swimming, archery and team sports. Pacifica's natural beauty is enhanced by its cool microclimate, drawing visitors to Pacifica's shoreline to experience its natural air conditioning when temperatures soar elsewhere.

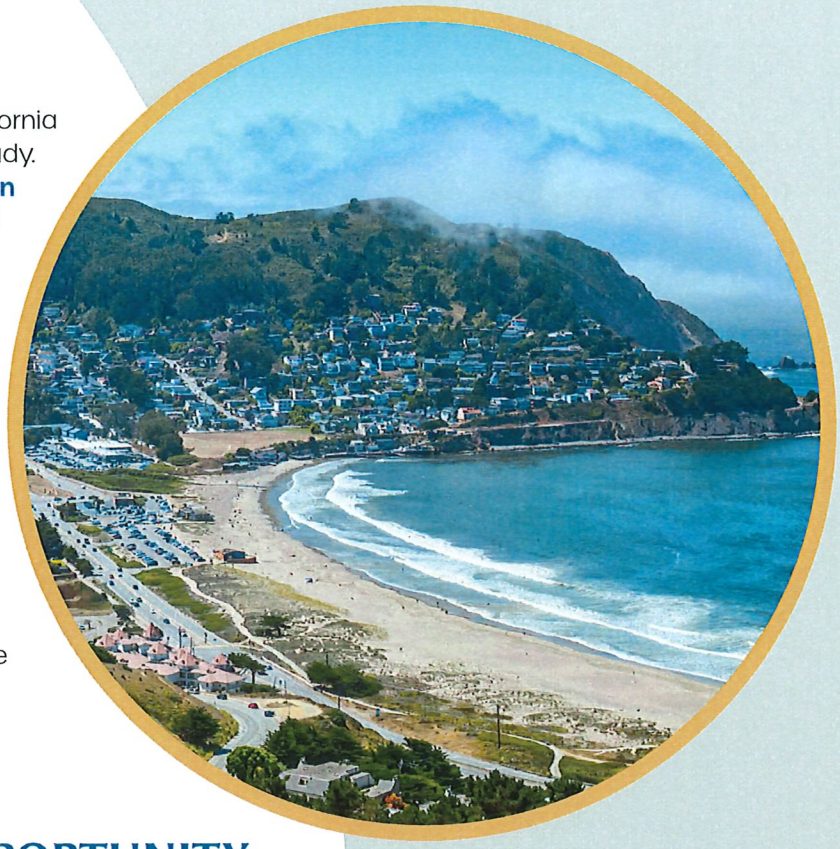
Pacifica has a rich history, from the indigenous Ramaytush Ohlone village sites of Pruristac (Place of the Sand Hill Cranes) and Timigtac (Place of the Whales), to the entire Bay Area coastal ridgeline where Gaspar de Portolá and his expedition first viewed San Francisco Bay in 1769. Incorporated in 1957 as the union of nine previously separate communities, many along the historic Ocean Shore Railroad line, the community's name was inspired by the towering statue *Pacifica* produced for the 1939-1940 Golden Gate International Exposition on Treasure Island. Because the City of Pacifica evolved as several separate coastal neighborhoods, there is no single town center but rather a string of distinctive neighborhood shopping areas featuring a variety of small businesses.

To see Pacifica, you follow Highway 1, but to discover its secrets you need to exit the freeway and explore its unique neighborhoods. Many Pacifica homes are hidden along peaceful valleys tucked away from the busy Coast Highway. Tourism is very important to Pacifica's economy with thousands of people annually attracted to its beaches, open spaces, and community events. Unique shops and a variety of lodging are available with restaurants offering relaxing sunset and coastal viewing. The world-class bromeliad nursery, Shelldance Orchid Gardens, is located just off Highway 1. Pacifica is also a thriving art, music, and performance community, with the Sanchez Art Center, Pacifica Performances, Pacifica Spindrift Players and the Spindrift School of Performing Arts, as well as many local craft and artisan fairs throughout the year.

Pacifica plays host to the Pacific Coast Fog Festival each September, showcasing artisans, crafters, music, children's activities, and a hometown parade. The annual "World Dog Surfing Competition" has also taken place at Pacifica State Beach the last few years, putting Pacifica on the global map.

With a population of approximately 38,000, Pacifica is a unique family-oriented coastal community that prides itself on fostering a "small town" feel. Many of Pacifica's residents are highly engaged and involved in the community. Pacifica has excellent elementary and secondary schools, both public and private, and was named one of the three

safest suburbs in America, ranking #3 in California and #39 nationwide in SmartAsset's 2025 study. The City was also awarded the 2025 **Helen Putnam Award for Excellence** for its innovative **Ask Rose AI virtual assistant**, and in 2005 for the restoration of the Pacifica State Beach and coastal habitats.



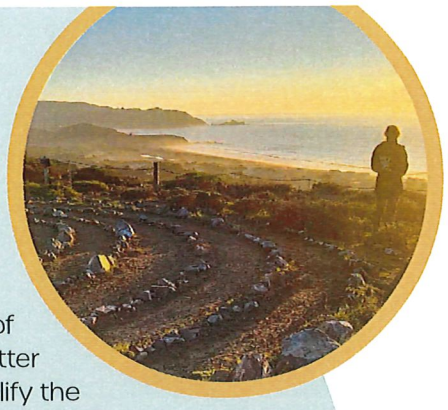
Pacifica is a place where one can step into the natural world and enjoy a variety of recreational offerings, sample a cultural arts performance or gallery opening, and later relax at a local restaurant while basking in a spectacular sunset. Pacifica's rich cultural heritage and unique personality make it a community worth seeking.

To learn more about the City of Pacifica, please visit: **CityofPacifica.org**

Click below to watch a video about the City of Pacifica.

PACIFICA: RICH WITH OPPORTUNITY

Photo: Stephen Johnson



THE CITY OF PACIFICA

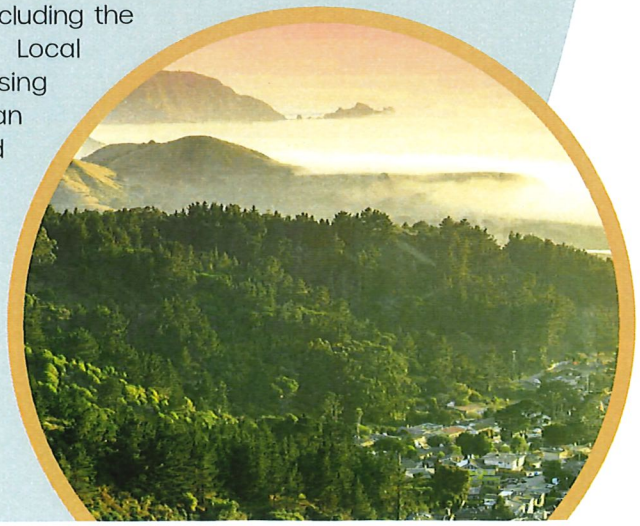
The City of Pacifica is dedicated to providing innovative, efficient, attentive and courteous service; promoting economic vitality; enhancing the quality of life for all citizens; and building a better community. Pacifica employees exemplify the City's Mission Statement: "The City of Pacifica provides exceptional services, maintains the small-town feel and safety of its unique community, and stewards its environment, coastal beauty, and recreational opportunities."

As a General Law City, Pacifica operates under the Council/Manager form of government. Legislative authority is vested in a five-member City Council elected by voters within that candidate's district in four year overlapping terms. The mayor is selected each year by a majority vote of the Council. The Council appoints the City Manager, City Attorney, and members of advisory commissions and committees. Pacifica is a full-service city (approximately 200 FTEs represented by nine bargaining units) with a proposed FY 2025/26 general fund budget of $53.1M, delivering municipal services through **several departments:** the **City Manager's office** (including the contract City Attorney and Risk Management); **City Clerk; Community Development** (including Planning, Building, and Code Enforcement); **Housing and Economic Development; Administrative Services** (including Finance, Human Resources and IT); **Fire Department; Parks, Beaches, and Recreation; Police Department;** and **Public Works Department** (Field Services, Engineering, Motorpool and Wastewater).

Guided by a long term **Strategic Plan**, each year the City Council develops a Work Plan focused on the goals, projects, and initiatives to be implemented in the following fiscal year. Current goals adopted by the City Council include the following:

1) Enhance organizational and fiscal stability
2) Improve and steward City infrastructure, streets, and facilities
3) Prioritize protection and development of affordable housing
4) Pursue climate change adaptation and mitigation
5) Broaden public communications and collaboration

The City Council recently adopted key guiding documents including the General Plan 2040, Local Coastal Plan, Housing Element, Specific Plan for Sharp Park, and Climate Action and Resilience Plan to help guide the city towards sustainable new growth and redevelopment.



THE POSITION

This career opportunity is available with the retirement of Kevin Woodhouse, who has served as Pacifica's City Manager since 2017. The City Manager serves as the Chief Executive Officer of the City of Pacifica, playing a pivotal role in shaping and realizing the City's vision for the future. Reporting to the City Council, the City Manager ensures efficient and effective delivery of public services while upholding the principles of accountability and transparency. The City Manager fosters an environment that embraces integrity, service, inclusion, and collaboration while building and maintaining positive working relationships with the public, City employees, and our partner agencies such as North Coast County Water District, Pacifica School District, Jefferson Union High School District, Skyline College, Pacifica Resource Center, and County of San Mateo. Essential duties include but are not limited to the following:

- Ensure that all laws of the City are duly enforced and that all franchises, permits, and privileges granted by the City Council are faithfully observed.
- Give direction, guidance and support to all heads of departments, except the City Attorney, to achieve the annual goals set by the Council.
- Build and maintain strong working relationships with State, County, Regulatory Agencies, Governmental Jurisdictions, and local non-profit groups.
- Recommend for Council adoption measures or ordinances focused on achieving policy priorities determined by a majority of the Council as well as those required to meet legal and/or regulatory requirements.

- Keep the Council fully advised as to the financial conditions and needs of the City.
- Prepare and submit the annual budget and the proposed annual salary plan to the Council for its approval.
- Address all complaints concerning the administration of the City government and the provision of city services.
- Exercise general supervision over all public buildings, public parks, and all other public property under the jurisdiction of the City.

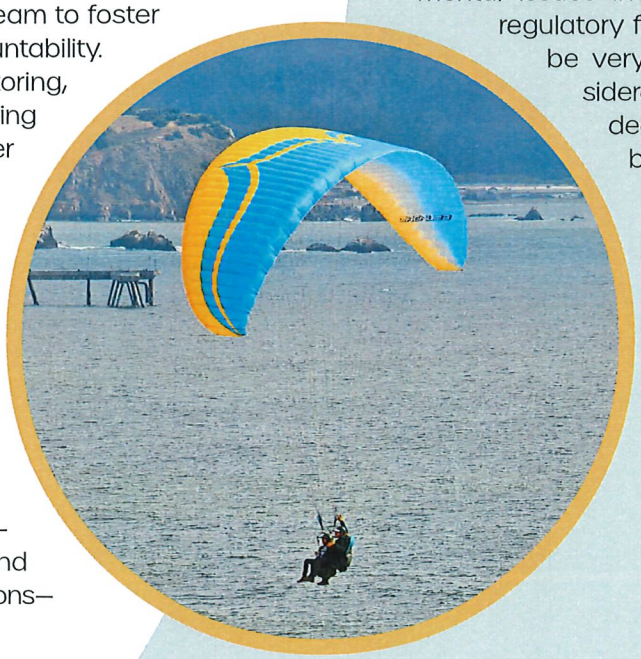
THE IDEAL CANDIDATE

The next City Manager will be a visionary, ethically grounded, and politically astute leader who collaborates closely with the Mayor and City Council to establish clear, achievable priorities for the community. This individual will demonstrate strong financial acumen, including a deep understanding of municipal budgeting, funding sources, and grants—while providing timely, transparent updates and well-reasoned recommendations to the City Council. A robust and effective communicator, the City Manager will treat all Councilmembers with fairness and respect, actively listen to their perspectives, maintain professionalism under pressure, and offer candid guidance.

The ideal candidate will be a community-focused executive who thrives in a collaborative, team-oriented environment. They will work closely with Pacifica's talented leadership team to foster a culture of trust, empowerment, and accountability. This leader will be intentional about mentoring, coaching, and developing staff, encouraging innovation, and modeling exemplary customer service. A strong communicator and listener, the City Manager will harness the collective strengths of the organization to advance economic and community development initiatives that align with the City's long-term vision.

The selected City Manager will bring calm confidence, resilience, and adaptability in navigating the passionate perspectives of this engaged community. They will invest the time necessary to truly understand Pacifica—its neighborhoods, businesses, nonprofits and service organizations, history, and aspirations—and will be visible, accessible, and actively engaged with residents. Possessing unquestionable ethics and a high degree of emotional intelligence, the City Manager will champion transparency and create multiple avenues for meaningful community engagement, including regular newsletters, public forums, presentations, events and social media. As a respected ambassador for the City, this leader will collaborate effectively with regional partners and bring excellent political acumen to complex intergovernmental challenges.

Proven, experienced local government professionals with general management and/or operational backgrounds who are skilled at managing complex agencies are encouraged to apply. Candidates with a solid understanding of municipal budgeting and finance; funding mechanisms; labor relations; sustainable development, and experience with coastal zone, open space, and environmental issues including related regulatory frameworks will be very strongly considered. A Bachelor's degree in public or business administration or a related field is required; a Master's degree is preferred.



COMPENSATION AND BENEFITS

The current City Manager's annual salary is $314,000. The salary for the incoming City Manager is negotiable based on qualifications and experience. The City also offers an attractive benefits package including:

CalPERS Retirement – 2.5% @ 55 CalPERS (classic); employee contributes 11%. 2% @ 62 CalPERS (PEPRA); employee contributes fifty percent (50%) of normal costs as well as an additional 2.5% of PERSable compensation.

Health Benefits – Health benefits are offered through the CalPERS Health Program. The City will contribute toward the cost of health benefits to cover a majority of the premium, based on coverage level.

Dental – City has self-funded dental plan (Delta) that typically covers 100% paid premiums of dental expenses and $2,000 in orthodontic benefits.

Vision – City paid premiums through VSP.

Vacation Leave – 11-27 days annually depending on years of service. Employees are allowed to sell the City up to three (3) weeks of vacation leave per calendar year.

Holidays – 11 paid holidays annually and 2 floating holidays.

Administrative Leave – 96 hours per year (no cash value).

Sick Leave – 12 days accrued annually.

Retirement Health Savings – Mandatory participation as well as City contribution of 2%. City also pays an additional contribution of 8% of salary at time of retirement with two or more years of service.

Deferred Compensation – Choice of three plans.

Long-term Disability Insurance and Life Insurance – City provides paid long-term disability and life insurance coverage through Voya Financial, and an Employee Assistance Program through CONCERN.

Professional Associations and Membership Fees

Vehicle Allowance – $450 per month.

Photo: Chris Campo

TO APPLY

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

www.bobmurrayassoc.com

Filing Deadline:
January 18, 2026

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the Pacifica City Council and department directors as determined by the Council.

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

Mr. Gary Phillips
(916) 784-9080

BOB MURRAY & ASSOCIATES
EXPERTS IN EXECUTIVE SEARCH

CITY OF

FOLSOM

DISTINCTIVE BY NATURE

CITY MANAGER

BOB MURRAY & ASSOCIATES

EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

Anchored in the foothills of the Sierra Nevada, the City of Folsom is comprised of beautiful parks and trails, family-oriented neighborhoods, and outstanding shopping, dining, and cultural options for visitors and residents alike. The City is renowned for highly ranked schools, excellent public safety with low crime rates, and a strong employer base. Located 20 miles east of Sacramento and about 1.5 hours from Lake Tahoe, Folsom is a high-tech, forward-looking city, with firms ranging from small to large international corporations. The City is a dynamic metropolis with a unique mixture of sophistication, historic insight, and a prospering business community.

Folsom has a rich history that includes the famous California Gold Rush Days which created a legacy of excitement that propels the City today. The City also has an abundance of recreation for all ages from water sports such as kayaking, water skiing and sailing to an expansive network of 50+ miles of integrated trails for biking and hiking. Folsom Lake State Recreation Area is the most popular multi-use, year-round unit in the California State Park System. Each year visitors flock to the 18,000-acre park to fish, hike, camp, picnic, ride horseback, water ski, boat, swim, and study nature. Folsom Lake, the larger of the area's two lakes, is formed behind Folsom Dam and has 120 miles of shoreline. The City also offers diverse shopping, fine restaurants, and quality lodging. The historic district and oldtown with their landmarks, great scenery, and wonderful shopping are located just above the shores of Lake Natoma on the American River. Over 60 antique dealers make the City one of the oldest and largest centers of the antique trade in the West. More than 40 artisanal studios, art galleries and working artists make the City a fascinating destination for the collector.

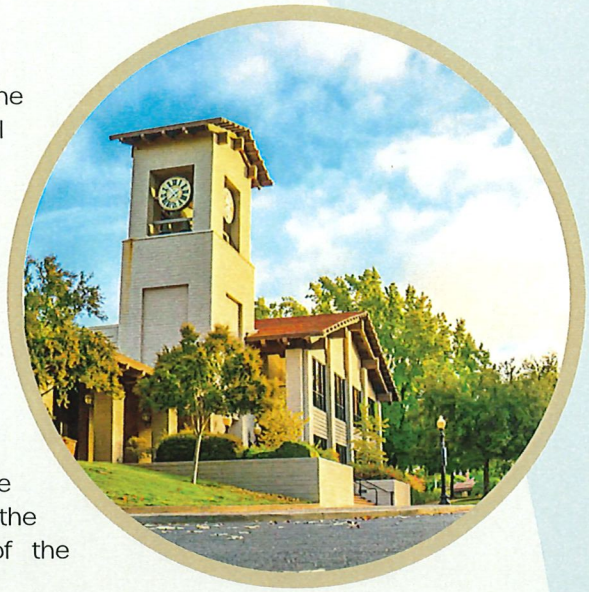
The City's ideal location provides easy access to many major metropolitan areas, such as Sacramento – California's State Capital, San Francisco, Lake Tahoe, and the California Coast. Folsom residents enjoy the highest household median income in the Capital Region and the 13th highest in the state. The City has been named the best place to raise a family in California, has been ranked as one of the safest cities in the U.S., is listed as one of the most livable small cities in California, is noted as one of the best places in California to find a job, and has two schools that were selected as best high schools in the country. These along with its natural scenic beauty and a great climate make Folsom a wonderful place to live, work and raise a family.

CITY GOVERNMENT

Folsom residents elect five City Council members representing five distinct districts who serve four-year terms. Each year, council members select a Mayor and Vice Mayor from their ranks. Under direction of the City Council, the City Manager oversees day-to-day operations of the City and directs a staff of about 500 permanent employees. Folsom's General Plan serves as the guiding document to lead the City into the future. It emphasizes Folsom's family-friendly atmosphere and calls for at least five acres of park land for each 1,000 residents and city co-sponsorship of family activities. It envisions easily accessible retail centers, without adding traffic into the City's core. The General Plan also paints a picture of attractive new neighborhoods and a carefully preserved Historic District. Folsom residents also play an active role as the City handles routine business and shapes itself for the future. Committed citizens keep the City on track, providing thoughtful guidance to assure that Folsom retains the values which have lent it generations of appeal. The City has a Fiscal Year 2024-2025 General Fund budget of approximately $117M.

THE POSITION

The City Manager plans, organizes, and directs the overall administrative activities and operations of the City; advises and assists the City Council; and represents the City's interests with other governmental agencies, business interests, and the community. The City Manager must keep Council informed and advised of the financial condition and future needs of the City, and make recommendations to the Council concerning the affairs of the City as are deemed necessary or desirable. Duties and responsibilities include but are not limited to:



- Representing the City in the Community at professional meetings.
- Preparing and administering the annual budget and capital improvement plan.
- Enforcing laws and contracts; Providing for enforcement and faithful execution of all laws, regulations and rules of the City, all provisions of the Charter, and all acts of the Council.
- Attending all Council meetings and participating in discussions; making recommendations for City Council adoption.
- Responding to and resolving difficult and sensitive citizen inquiries and complaints.
- Directing and conferring with department heads concerning administrative and operational problems.
- Appointing, removing and disciplining all employees of the City pursuant to requirements set out in the Charter.
- Directing and supervising the administration of all departments, offices, and agencies of the City.
- Administering and safeguarding all contracts of which the City is a party.
- Making reports to the Council concerning the operations of City departments, offices and agencies.
- Performing other duties consistent with the Charter as may be required by the Council.

THE IDEAL CANDIDATE

The City of Folsom is seeking a politically savvy, flexible, and proactive candidate to serve as the next City Manager. The ideal candidate is innovative, positive and solution oriented with the ability to provide effective leadership and mentorship to staff. A professional, team oriented, and confident leader will do well in this role. The successful candidate must have the ability to select, supervise, and evaluate assigned staff; interpret and apply laws, rules, and regulations; and analyze, interpret, summarize, and present administrative and technical information and data in an effective manner.

The ideal candidate will maintain a customer service focus and engage the community. A consensus builder who removes obstacles and thinks outside of the box is desired. The new City Manager must bring balance and adaptability. Knowledge of principles and practices of municipal government; current social, political, and economic trends; and pertinent federal, state, and local laws, codes, and regulations is essential. The successful candidate must be transparent and respectful with high emotional intelligence. Candidates must have the ability to communicate effectively, both verbally and in writing, and establish positive and effective working relationships with those contacted in the course of work.

Qualified candidates possess a Bachelor's degree from an accredited college or university in public or business administration or a closely related field, along with five (5) years of increasingly responsible management experience in local government, preferably in a city manager or county administrative office, including significant administrative, financial, and personnel management responsibilities. A Master's degree in public or business administration is highly desirable.

COMPENSATION

The incumbent City Manager's salary is currently $290,050. The salary for the incoming City Manager is negotiable and dependent upon experience and qualifications. The City of Folsom also offers an attractive benefits package including:

Retirement – Public Employee Retirement System (CalPERS)

- PERS Classic Members (hired into PERS on or prior to May 16, 2011), formula is 2.7% @ 55
- PERS Classic Members (hired into PERS on or after May 17, 2011), formula is 2% @ 55
- PERS PEPRA Members (hired into PERS after January 1, 2013), formula is 2% @ 62

Social Security and Medicare – Employer and Employee both contribute 6.2% to Social Security and 1.45% to Medicare.

Medical – Employer contributes set amount for medical.

Dental – Employer pays 80% of premium (Delta Dental).

Vision – Employer pays 80% of premium (VSP).

Life Insurance – $100,000 policy City paid for you; $2,000 for each eligible dependent. Accidental Death and Dismemberment: $100,000.

Holidays – 13 paid City holidays, including one floating holiday.

Disability Insurance – Short- and long-term disability paid by City with benefit of up to 60% salary up to age 65 for non-job related injuries or illnesses. Current maximum of $1,252 weekly for STD. Workers compensation insurance covers on-the-job injuries or illnesses.

Annual Leave – The City provides 24 hours per month of paid Annual Leave for use as vacation or sick time.

Cash Out of Annual Leave – Employees may cash out up to 40 hours of annual leave per fiscal year.

Management Leave – In recognition that exempt managers often work more than 40 hours per week, the City provides paid Management Leave of 80 hours per year.

Deferred Compensation Match – 7.5% of the employee's gross salary. Employee match not required.

Auto Allowance – The City provides $500 per month in auto allowance.

Expense Allowance – The City provides $200 per month in expense allowance.

Tech Allowance – The City provides $100 per month in tech allowance.

TO APPLY

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

www.bobmurrayassoc.com

Filing Deadline:
October 27, 2024

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

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

(916) 784-9080

BOB MURRAY & ASSOCIATES
EXPERTS IN EXECUTIVE SEARCH

PROPOSAL

City of South Lake Tahoe

Executive Recruitment Services for City Manager

RFP #2026-1-16

Due Date: January 16, 2026

12:00 P.M. PT

Submitted by:
Melissa Asher
Chief of Client Services

CPS HR Consulting, 2450 Del Paso Road, Suite 220, Sacramento, CA 95834
P: (916) 471-3358, masher@cpshr.us
Tax ID: 68-0067209
www.cpshr.us

Table of Contents

Cover Letter 1

B. Executive Summary 3

C. Company History, Background and Experience 5

About CPS HR Consulting 5

Our Executive Recruiting Team 6

Team Resumes 6

D. Scope of Work/Implementation 8

Our Approach 8

Scope of Work 9

Phase I: 9

Phase II: 10

Phase III: 10

Timeline 11

E. Project Budget 12

Professional Services 12

One-Year Service Guarantee 12

F. Description of Recent Projects/References 13

Recruitment Experts 13

References 16

Contract and Insurance Exceptions/Notations 17

Introduction to Exceptions/Notations 17

Appendix A: Sample Brochure 18

Cover Letter

January 16, 2026

Mayor Cody Bass and City Council
City of South Lake Tahoe
1901 Lissa Maloff Way
South Lake Tahoe, CA 96150

Submitted via email to: https://pbsystem.planetbids.com/portal/14997/portalhome

Subject: Executive Recruitment Services for City Manager

Dear Mayor Bass:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of South Lake Tahoe (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 have 40 years of experience providing human resources services to state and local government agencies and non-profit organizations, and over 20 years of experience placing top executives in public agencies throughout the United States.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

We are committed to working in close partnership with your organization to achieve a successful recruitment outcome.

ORGANIZATION IDENTIFICATION INFORMATION	
Legal Name and DBA	Cooperative Personnel Services dba CPS HR Consulting
Main Office	2450 Del Paso Road, Suite 220, Sacramento, CA 95834 ***Primary location from which services will be provided.***
Main Phone	Main: (800) 822-4277; FAX (916) 263-3613

Regional Offices	20211 Guadalupe Street, Suite 260, Austin, TX 78705 7350 E Progress Pl, Greenwood Village, CO 80111 1968 S. Coast Hwy # 961, Laguna Beach, CA 92651 2014 Champions Gateway, 3rd Floor, Canton, OH 44708
Years in Business	Established 1985
Type of Organization	Joint Powers Authority (Public Agency)
Federal Tax ID#/TIN/EIN	68-0067209
POINTS OF CONTACT	
Principal Contact and Authorized to Execute Contract Person	Melissa Asher, Chief of Client Services (916) 471-3358; masher@cpshr.us

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 do not hesitate to contact me at the phone number and/or email listed above. This proposal is valid for 120 days from the submittal deadline of January 16, 2026. I am duly authorized to bind CPS HR to the contents of this proposal and into contract.

Sincerely,

Melissa Asher
Chief of Client Services

B. Executive Summary

The City of South Lake Tahoe (City) is seeking a professional, experienced, and highly qualified firm who can provide executive-level recruitment services with proven ability to recruit highly qualified, diverse, and distinguished candidates utilizing best practices of the search firm industry to fill the City's next City Manager position. CPS HR Consulting (CPS HR) realizes the importance of this leadership position and is prepared to assist the City Council with this endeavor from the initial kick-off meeting to the successful placement of a permanent City Manager.

As detailed in the pages that follow, we are recommending a three-phase work plan summarized below.

Below is a breakdown of the services included in the recruitment process.

Task	Description
Phase I - Develop Candidate Profile and Recruitment Strategy	
1	Finalize Schedule
2	Hold Key Stakeholder Meetings
3	Develop Candidate Profile
4	Develop Recruitment Brochure
Phase II – Aggressive, Proactive, and Robust Recruitment	
1	Place Ads
2	Identify and Contact Potential Candidates
3	Review Application Materials
4	Conduct Screening Interviews
5	Submit Client Report
6	Client Meeting to Select Semifinalists
7	Notify Candidates
Phase III – Selection	
1	Prepare Assessment
2	Schedule Candidates; Coordinate Travel
3	Prepare Evaluation manuals
4	Facilitate Finalist Selection Process
5	Conduct Reference and Background Checks
6	Assist in Negotiation (if requested)

From the onset of the recruitment our team will conduct a thorough review of the City's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders (internal and external) to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face each position. Activities will include identifying key priorities for the new City Manager; the conditions and challenges likely to be encountered in achieving these priorities; describing the type of working relationship the leadership team; generating lists of specific competencies, experiences, and personal attributes needed by the new leader in light of the discussions above; and discussing recruitment and selection strategies for the leadership team's consideration to best produce the intended results.

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. CPS HR prides itself on the active outreach and research performed by the recruiter during the search process to ensure a strong candidate pool for your positions. Local government has many nuances that current practitioners are well versed in, and CPS HR can ensure that the core skillsets of managing staff, budgets, and programs are in place.

The most intensive resources that we require from the City are largely centered on the development of a recruitment brochure and logistical support. Approved images from your website and other sources are what make the brochure uniquely yours. The brochure text will also largely be derived from approved language and firsthand interviews with stakeholders with whom you would like us to engage.

In order to ensure a favorable candidate experience, well-planned logistics are key. CPS HR will work in concert with City staff to arrange meeting rooms, candidate travel, possible candidate meet and greets, ensure meetings are properly noticed, etc. In addition, should the City desire a robust public engagement process, the scheduling of meeting rooms, media outreach and determining lists of stakeholders in conjunction with staff is crucial.

That being said, we're also being hired to take as much off your plate as you desire, and we have successfully worked with very busy clients and hiring managers who want us to single- handedly manage the process from start to finish. One of our greatest skillsets is adaptation – we work with some of the largest cities and counties in the nation as well as with the smallest special districts and non-profits. Whatever your work and communication style is, we've seen it before and will deliver on your expectations of us.

C. Company History, Background and Experience

ORGANIZATION IDENTIFICATION INFORMATION	
Legal Name and DBA	Cooperative Personnel Services dba CPS HR Consulting
Main Office	2450 Del Paso Road, Suite 220, Sacramento, CA 95834 ***Primary location from which services will be provided.***
Main Phone	Main: (800) 822-4277; FAX (916) 263-3613
Regional Offices	20211 Guadalupe Street, Suite 260, Austin, TX 78705 7350 E Progress Pl, Greenwood Village, CO 80111 1968 S. Coast Hwy # 961, Laguna Beach, CA 92651 2014 Champions Gateway, 3rd Floor, Canton, OH 44708
Years in Business	Established 1985
# of FTEs	111
Type of Organization	Joint Powers Authority (Public Agency)

About CPS HR Consulting

CPS HR is a client-focused human resources and management consulting firm, dedicated to addressing the unique challenges faced by government and non-profit organizations. Founded in 1985, we have earned a reputation as a trusted advisor by leveraging our in-depth public sector expertise to deliver practical, results-driven solutions. As a Joint Powers Authority, we are a self-supporting government agency exclusively serving public entities. This gives us a distinct advantage in understanding and meeting the specific needs of clients across all levels of government, including Federal, State, Local, Special Districts, Higher Education and Non-Profit organizations.

Our unwavering commitment to delivering an unparalleled client experience is built on our comprehensive knowledge of the complexities within the public and non-profit sectors. We assist organizations in attracting, hiring, retaining, and motivating top talent, essential for driving organizational excellence in alignment with their vision.

With more than 100 full-time employees and a network of 200+ project consultants and technical experts across the nation, CPS HR has partnered with more than 2,700 public and non-profit clients throughout the United States. Headquartered in Sacramento, CA, with regional offices in Texas, Colorado, Ohio, and Southern California, we are strategically positioned to support your organization's growth and help your employees fulfill the promise of public service.

Our Executive Recruiting 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. ***Ms. Pamela Derby*** and ***Mr. Erich WonSavage*** will serve as your dedicated project team throughout this recruitment process. They will work together to fulfill the City's needs in a timely and effective manner. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the City.

Team Resumes

Pamela H. Derby, Manager, Executive Recruitment

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, city administrator, registrar of voters, library director, and director of information technology in addition to specialized support positions. Ms. Derby has just completed the City Manager and City Attorney searches for the City of Sacramento and is currently conducting the recruitment for the City Manager of the City of Alameda.

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 client 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.

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

Education

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

Erich P. WonSavage, Principal Executive Recruiter, MSM, PHR, SHMR-CP

A seasoned and results-driven human resources leader, Erich brings over 20 years of public sector experience driving strategic HR initiatives that enhance organizational performance. With deep expertise across talent acquisition, workforce planning, employee relations, compensation design, and executive coaching, he has led full-cycle recruiting efforts, including executive-level searches, and executed large-scale organizational restructures. From developing leadership academies and succession planning frameworks to mediating complex employee relations issues and designing equitable compensation strategies, Erich is known for crafting sustainable solutions rooted in data, compliance, and employee engagement. His collaborative leadership style and commitment to operational excellence has made him a trusted advisor to senior leadership, guiding culture transformation, performance management, and DEI-focused strategies. Mr. WonSavage is currently completing the City Manager search for the City of Fernley, NV.

Employment History

- Principal Executive Recruiter, CPS HR Consulting 04/2025-Present
- Chief Human Resources Officer, Poudre School District 07/2022 – 08/2024
- HR Director, WellPower 06/2018 – 07/2022
- HR Director, South Suburban Parks & Recreation, 04/2017 – 06/2018
- HR Director, City of Littleton, 02/2008 -04/2017
- HR Director, South Metro Fire Rescue, 03/2006 -02/2008

Education and Certifications

- Master of Science Degree in Management & Human Resources, Regis University
- Bachelor's Degree in Communications & Business, University of St. Thomas
- Professional in Human Resources (PHR), HRCI
- SHRM-CP, Society for Human Resources Management (SHRM)
- Certificate in Organizational Development, Employer's Council
- Certificate in People Analytics, HRCI
- Certified MBTI (Meyers Briggs) Facilitator, CPP, Inc.
- Radical Collaboration Trainer, The Schutz Company
- Certified Mediator, Mars Dixon & Associates
- Certified Plan Sponsor Professional (CPSP), American Retirement Association

D. Scope of Work/Implementation

Our Approach

Key Stakeholder Involvement

The City Council on behalf of the City of South Lake Tahoe must be intimately involved in the search for a new City Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the City Council, other key stakeholders may also be invited to provide input for the development of the candidate profile.

The 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. CPS HR has 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 qualities required of the City Manager.

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.).

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 led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected a candidate, and will contact the City Council and the newly appointed City Manager within six months of appointment to ensure an effective transition has occurred.

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.

We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators, the National Association of Asian American Professionals, and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

Our recruitment process results in an exceptionally diverse candidate pool and a high level of client satisfaction.

Scope of Work

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 uniquely suited to the City's needs.

Phase I:

- Meet with appropriate the City stakeholder(s) to gather information on the organization and to develop the specifications and ideal candidate profile for the new City Manager.
- Coordinate with the City Council on development of recruitment brochure for the City Manager's position; prepare brochure design.
- Complete recruitment brochure and post brochure on CPS HR website.

Phase II:

- Conduct aggressive outreach by initiating contact with potential applicants and with referral sources (this includes e-mailing appropriate government management professionals from our database, conducting extensive outreach via LinkedIn, and contacting candidates from prior recruitments who may be interested and a good fit for the City Manager's position).
- Place ads in agreed upon on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy.
- Distribute brochure/job announcement
- Receive all resumes and acknowledge receipt thereof
- Respond to inquiries from applicants and potential applicants
- Keep client posted on recruitment progress
- Review application materials and identify candidates for further consideration
- Conduct preliminary screening interviews
- Submit "Client Report" (includes resumes, summary of resumes, notes, overview)
- Meet with the City Council to discuss the report and the results of the screening interviews in order for the City to identify an appropriate number to interview as finalists (or semi-finalists)
- Notify all applicants of status in the recruitment

Phase III:

- Prepare an assessment process for finalists in coordination with the City
- Schedule candidates for participation in finalist assessment; send invitations to candidates and coordinate travel/accommodations.
- Prepare evaluation materials
- Facilitate finalist assessment process in coordination with the City.
- Conduct reference and background checks on top identified candidate(s) following assessment process.
- Assist the City in negotiation of terms of employment (if desired).

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 on appropriate professional and affiliate websites, 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											➢					
Semi-finalist Interviews													➢			
Reference/ Background Checks														➢		
Final Interviews															➢	
Appointment																➢
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

E. Project Budget

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I, II, and III** of the recruitment process. Travel expenses for candidates who are invited forward in the interview process are not included in our flat fee price; however, an option to make those arrangements can be included in our agreement for a not-to-exceed cost of $5,000.

Professional Fixed Fee*	
Professional Services for Full Recruitment (Fixed Flat Fee)	**$30,000**

**Professional fees will be billed and paid at the completion of each phase.*

One-Year Service 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 before the completion of the first year of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** 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. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.

F. Description of Recent Projects/References

Recruitment Experts

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 20 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.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR were female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **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.
- **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.
- **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.

- **Satisfied Clients.** ***Our executive search 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.
- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a list of recent executive recruitments to showcase our experience in leading searches of similar scope.

Agency	Title	Year Completed
City of Alameda, CA	City Manager	Current
City of Brownsville, TX	City Manager	Current
City of Fernley, NV	City Manager	Current
City of Wichita, KS	City Manager	2025
County of Washoe, NV	County Manager	2025
City of Sacramento, CA	City Manager	2025
City of Missouri City, TX	Assistant City Manager	2025
City of Oklahoma City, OK	Assistant City Manager	2025
City of Arvada, CO	City Manager	2025
County of Orange, CA	County Administrative Officer	2025
City of Carbondale, IL	City Manager	2025
Jefferson County, WI	County Administrator	2024
San Joaquin Area Flood Control Agency, CA	Executive Director	2024
San Diego Ethics Commission, CA	Executive Director	2024
California Workforce Association	Executive Director	2024
County Welfare Directors Association of California, CA	Executive Director	2024
City of Simi Valley, CA	Deputy & Assistant City Manager, Outreach	2024
City of Farmersville, CA	City Manager	2024
County of San Diego, CA	Chief Administrative Officer	2024

Agency	Title	Year Completed
San Diego Association of Governments, CA	Chief Executive Officer	2024
City of Arcata, CA	City Manager	2024
California Student Aid Commission, CA	Executive Director	2024
Stanislaus County Housing Authority, CA	Executive Director	2024
City of Simi Valley, CA	City Manager	2024
Contra Costa County Employees' Retirement Association, CA	Chief Executive Officer	2024
Orange County Power Authority, CA	Chief Executive Officer	2024
Southern California Public Power Authority	Executive Director	2024
County of Luis Obispo, CA	County Administrative Officer	2024
City of Gillette, WY	City Administrator	2023
Sierra Lakes County Water District, CA	General Manager	2023
Selma-Kingsburg-Fowler County Sanitation District, CA	General Manager	2023
City of Phoenix, AZ	Assistant City Manager	2023
City of Phoenix, AZ	Deputy City Manager	2023
City of Baytown, TX	City Manager	2023
City of Littleton, CO	Deputy City Manager	2023

References

Provided below is a partial list of clients we have recently worked with in providing similar 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.

Reference 1

Agency: El Dorado Irrigation District, CA

Contact: Jose Perez, Director of Human Resources

Phone/Email: (530) 642-4013 / jperez@eid.org

Address: 2890 Mosquito Road, Placerville, CA 95667

Project: Full Recruitment for General Manager (2025)

Reference 2

Agency: County of Washoe, NV

Contact: Julie Paholke, Human Resources Manager

Phone/Email: 775-328-2089 / jpaholke@washoecounty.gov

Address: 1001 E. 9th Street, Building A, Reno, Nevada 89512

Project: Full Recruitment County Manager (2025) Library Director (Current)

Reference 3

Agency: City of Sacramento, CA

Contact: Dennis Rogers, Chief of Staff; Councilmember Rich Jennings, District 7

Phone/Email: (916) 201-8325 / dmrogers@cityofsacramento.org

Address: 915 I Street, Sacramento, CA 95814

Project: City Manager (2025); City Attorney (2026)

Contract and Insurance Exceptions/Notations

Introduction to Exceptions/Notations

CPS HR's Principal Contracts Coordinator has reviewed Attachment 1: Sample Professional Service Agreement included in the RFP. We can accept the terms and conditions set forth the notations listed below, in which we respectfully request and hope the City is amenable to discussion of this language during contract negotiations.

Method of Payment

Invoices will be submitted on a fixed fee basis in milestones upon phase completion. For fixed fee billing, hourly rates, number of hours and staff names are NOT included.

Automobile Liability Coverage

CPS HR does not own autos. Coverage will be for non-owned and hired autos only.

Deductibles and Self-Insured Retentions

The professional liability policy has SIRs in the amount of $50,000

Exhibit B

CPS HR is proposing a fixed fee based on milestones and will be billed upon completion of each phase. Therefore, hourly rates and number of hours for staff members are NOT included.

CPS HR CONSULTING

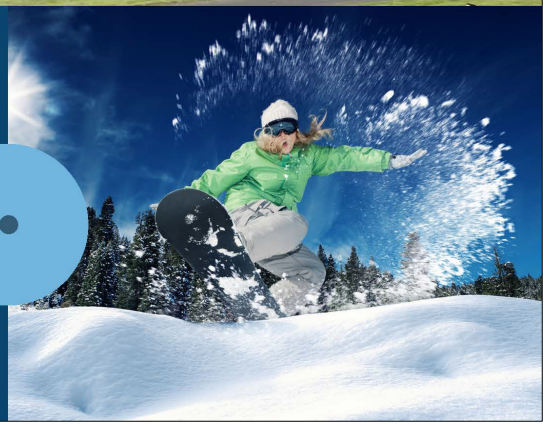
We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the City of South Lake Tahoe in this important endeavor.

Appendix A: Sample Brochure

COUNTY OF WASHOE, NEVADA

County Manager

For the next County Manager, Washoe offers both a professional challenge and an extraordinary lifestyle in one of the West's most attractive and rapidly evolving regions.



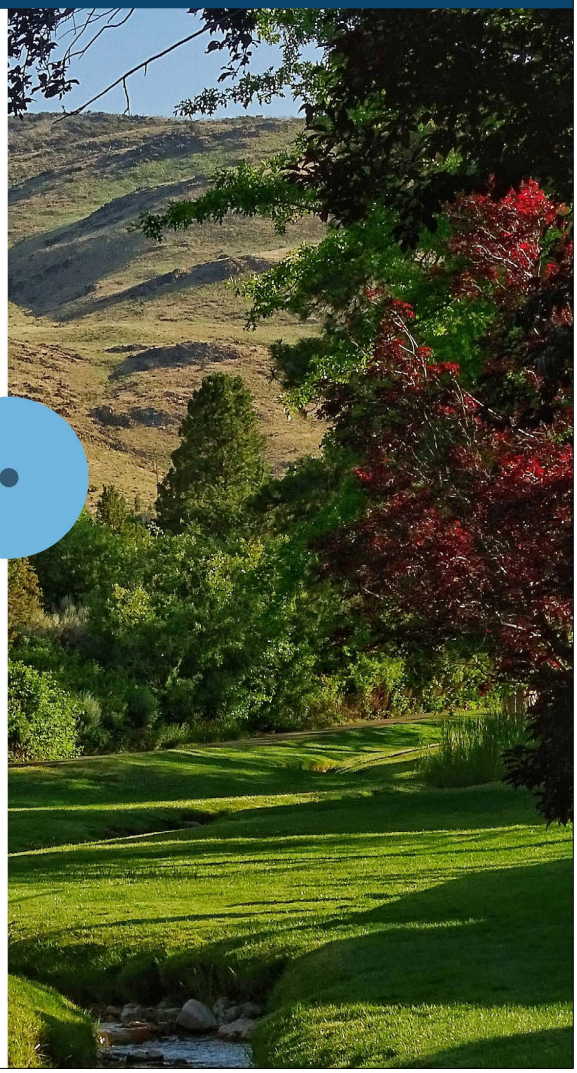
The Position

The County Manager serves as Washoe County's chief administrative officer, reporting directly to the Board of County Commissioners and providing executive leadership across all county operations. As a visionary and strategic leader, the County Manager ensures efficient delivery of high-quality services, strong financial stewardship, and coordinated direction across twenty-four departments. This role is responsible for implementing the policies and directives of the board, engaging with community and business stakeholders, and ensuring the seamless operation of county government. The County Manager works to serve the best interests of all residents in alignment with the Washoe County Strategic Plan.

Key Responsibilities

- **Executive Leadership**: Oversee the administration of department heads, county operations, policies and programs ensuring efficient and effective service delivery.
- **Board Partnership**: Implement board policies and directives; prepare agendas, reports, and correspondence; and provide expert guidance on policy and programs.
- **Strategic Planning & Performance**: Lead countywide strategic planning, set priorities, and drive initiatives that address community needs and long-term goals.
- **Budget Management**: Develop and oversee the annual budget, ensuring fiscal responsibility, transparency, and alignment with board priorities.
- **Policy Implementation**: Ensure county policies meet legal and regulatory, legal, and compliance standards.
- **Community & Intergovernmental Relations**: Serve as a trusted spokesperson for Washoe County before legislative bodies, municipalities, civic organizations, industry groups, and the media.
- **Public Engagement**: Foster transparent communication with residents, civic organizations, and the public to build trust, transparency, and community support.

To learn more visit: https://www.washoecounty.gov



MISSION

Washoe County is dedicated to quality public service, effective communication and integrity, by enhancing the abundant quality of life in northern Nevada.

VALUES

INTEGRITY

We are dedicated to uncompromising honesty in our dealings with the public and each other in conformance with our code of conduct.

EFFECTIVE COMMUNICATION

We believe in simple, accurate, and clear communication. We encourage the open exchange of ideas and information.

QUALITY PUBLIC SERVICE

The County exists to serve the public. We put the needs and expectations of citizens first and take pride in delivering services of the highest quality.

About Washoe County

Nestled along the eastern slope of the Sierra Nevada, Washoe County is home to over 6,600 sprawling square miles and over half a million residents. Bordering both California and Oregon, this is a dynamic region that blends breathtaking natural beauty, economic vitality, and a strong sense of community. It encompasses the vibrant City of Reno, the scenic town of Incline Village on the shores of Lake Tahoe, the historic community of Virginia City, and vast high-desert landscapes.

Washoe is a hub of culture, commerce, and innovation. Reno—known as "The Biggest Little City in the World"—anchors the region with a thriving economy fueled by advanced manufacturing, technology, logistics, higher education, and a flourishing arts and entertainment scene. The University of Nevada, Reno brings academic excellence and research innovation making Washoe a county on the rise—balancing economic growth with environmental stewardship and a deep commitment to public service.

The area's proximity to world-class outdoor recreation makes Washoe County a year-round destination for residents and visitors alike, boasting 300 days of sunshine annually, four distinct seasons, and access to an outdoor paradise. Skiing at Lake Tahoe, hiking in the Sierra Nevada, boating and fishing at Pyramid Lake are just a few of the activities available to outdoor enthusiasts.

The County's rich history, diverse population, and strong community values offer an unparalleled quality of life. Residents enjoy the region's family-friendly neighborhoods, strong schools, and expanding health care network, making Washoe an ideal place to live, work, and grow.

Governance

Washoe County is the second-largest county in Nevada and is governed under a board–manager system. A five member elected Board of County Commissioners, serving staggered four-year terms, directs policy and sets strategic priorities, while the County Manager oversees daily operations and implements the Board's vision.

For Fiscal Year 2024, the County's total appropriations across all funds stood at approximately **$1.065 billion**, including $940 million in governmental funds and nearly $125 million in proprietary/internal service funds.

The County administers and enforces state and local laws, collects taxes, assesses property, records public documents, conducts elections, and issues licenses. It also provides a wide range of services, including parks, libraries, emergency management, human and animal services, public assistance, public health, judicial processes, and planning and development.

With an estimated 3,100 employees, Washoe County ranks among the Reno area's largest employers.

Strategic Plan Priorities

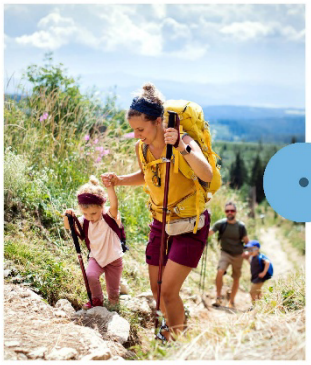
FISCAL SUSTAINABILITY
Washoe County recognizes the importance of sustainable fiscal planning, accountability, and transparency in the management of public funds, assets, programs and services.

ECONOMIC IMPACTS
Be responsive and proactive to economic impacts.

VULNERABLE POPULATIONS
Identify and triage the most vulnerable population as identified by community need and work together cross-departmentally and regionally to provide adequate resources and support.

INNOVATIVE SERVICES
Washoe County employees working together to innovate public service and improve community outcomes.

Ideal Candidate



Washoe County seeks a seasoned, ethical, and visionary leader to serve as its next County Manager. The ideal candidate will be a proven executive who brings a deep understanding of public sector governance and the ability to navigate complex challenges with integrity, transparency, and collaboration.

Professional Expertise

- **Government Leadership**: Extensive experience in local government is essential, with a strong grounding in public administration, operations, and the ability to guide a Board through complex decision-making.
- **Fiscal Acumen**: Demonstrated success managing large, complex budgets—$1B+ preferred—including in lean economic times. Skilled in long-range financial planning, cost control, and navigating difficult budget cycles, including layoffs or service restructuring when necessary.
- **Strategic & Project Leadership**: History of leading organizational change, implementing strategic priorities, and successfully managing major projects such as capital construction (courthouse, public facilities, infrastructure).
- **Housing & Regional Collaboration**: Knowledge of housing development and partnerships is highly desirable. A proven track record of forging partnerships across jurisdictions, agencies, and the private sector to deliver innovative solutions to regional challenges, including housing, homelessness, and service regionalization.
- **Balanced Perspective**: While government experience is critical, exposure to the private sector is valued to bring a well-rounded, pragmatic approach to public service delivery.

Leadership & Personal Attributes

- **Calm & Steady Presence**: A leader with a calming, stabilizing influence—someone who can "steady the ship" during challenging times and build confidence among the Board, staff, and the public.
- **Collaborative Communicator**: Exceptional communication skills, with the ability to listen deeply, engage diverse perspectives, and build trust with Commissioners, staff, regional partners, and the community.
- **Integrity & Transparency**: A reputation for fairness, openness, and ethical leadership that keeps the organization above reproach.
- **Resilient & Strategic**: A decisive leader who can make tough decisions for the right reasons, while also serving as both a "coach's coach" and a "players' coach"—balancing mentorship with hands-on leadership.
- **Community-Oriented**: A leader who will embrace Washoe County's unique character—its high desert, mountains, rivers, small-town feel, and quality of life—and who demonstrates a genuine desire to live in and contribute to the region.
- **Heart for People**: A leader with empathy and a strong understanding of Health & Human Services, who recognizes the importance of serving vulnerable populations and ensuring equity in service delivery.

Why Washoe?

- **Exceptional Quality of Life** – 300 days of sunshine, four distinct seasons, and endless outdoor recreation.
- **Prime Location** – Minutes from Lake Tahoe, the Sierra Nevada, and less than four hours to the Bay Area.
- **Thriving Economy** – A hub for technology, advanced manufacturing, logistics, and higher education.
- **Vibrant Communities** – From Reno's dynamic downtown to family-friendly neighborhoods and historic towns.
- **Outdoor Paradise** – World-class skiing, hiking, biking, fishing, and boating right at your doorstep.
- **Strong Community Values** – A region proud of its heritage, diversity, and innovative spirit.

Education and Experience

The ideal candidate will possess no less than 5 years of increasingly responsible executive level management experience performing complex budgetary, financial, policy and organizational analysis duties AND a master's degree in business, political science, public administration, law, accounting, or a closely related field; OR an equivalent combination of training and experience.

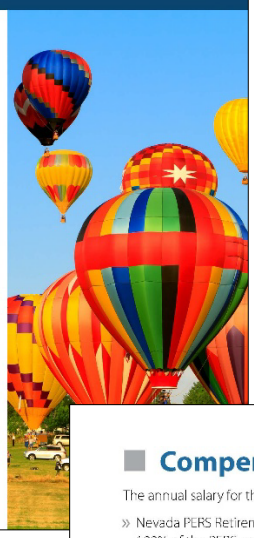
License

A valid Nevada driver's license is required at the time of appointment and must be maintained for continued employment in this classification.

EEO Statement

Washoe County is proud to be an equal opportunity employer and is committed to a diverse workforce that creates a sense of belonging for all employees and citizens, thereby encouraging persons from all backgrounds and experiences to apply for employment.

Washoe County will recruit, hire, train and promote into all job levels without regard to race, religion or belief, gender, marital status or domestic partnership, familial status, national origin, age, mental or physical disability, pregnancy, sexual orientation, gender expression or identity, genetic information (GINA), veteran status, political affiliation, membership in an employee association or union or any other protected class under applicable federal or state law.



Compensation and Benefits

The annual salary for this role is **$338,998**. Washoe County offers an exceptional benefits package including:

- Nevada PERS Retirement - Washoe County pays 100% of the PERS contribution for each benefit eligible employee.
- Health, Dental, Life and Vision Insurance - Washoe County contributes 100% of the premium for each employee. Washoe County also contributes 50% of the premium for dependent coverage. Note: New employees are automatically enrolled in the High Deductible Health Plan (HDHP) with a Health Savings Account. Washoe County contributes up to $2,500 annually (based on benefit effective date and coverage tier) into the employee's Health Savings Account (HSA). Newly hired employees become eligible for health benefits after 30 days of employment.
- Deferred Compensation plans available.
- 12 Paid Holidays.
- Vacation Accrual (120 hours per year, increasing with continued employment).
- Sick Leave (120 hours per year, increasing with continued employment).
- Longevity Pay.
- Merit Increases - Full-time employees are eligible to receive an annual merit increase of 5% until the position classification's maximum salary is reached.
- Cost of living adjustments - historical annual COLA increases for 2017-2021 have ranged from 2.5% - 5.0%.
- There are no Social Security deductions (although a 1.45% deduction for Medicare is required).
- Nevada does not have state or local income tax.
- Additional information can be found here.

Application and Selection Procedure

To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues) by the first resume review date of **Monday, September 22, 2025**. Resume should reflect years and months of employment, beginning/ending dates as well as size of staff and budgets you have managed.

Please go to our website to submit your application: www.cpshr.us/recruitment/2521

For additional information about this position please contact:

CPS HR CONSULTING
Your Trusted HR Advisor For 40 Years

Pam Derby
Tel: 916-471-3126
E-mail: pderby@cpshr.us
Website: www.cpshr.us/search

County Manager: Nevada Revised Statute 244.125

NRS 244.125.1 "…The county commissioners of any county are authorized to appoint a county manager …."

NRS 244.125.2 "…shall hold office at the pleasure of the board of county commissioners, and may be removed from office by the board at any time."

This is an unclassified position that is appointed by and serves at the pleasure of the Board of County Commissioners

This recruitment will be managed in accordance with Nevada's Open Meeting law (Nevada Revised Statute 241). Applicant information will remain confidential until such time as the candidate is selected as a finalist in the selection process. At that time, candidate material and information including candidate name, application, cover letter, resume, and other submitted information (with personal identification information redacted) will be provided to the Washoe County Board of Commissioners as part of the Commission Meeting Agenda.

Proposal For RFP #2026-1-16 Executive Recruitment Firm City Manager Recruitment

CITY OF SOUTH LAKE TAHOE

JANUARY 2026

JACOB GREEN & ASSOCIATES

13217 Jamboree Rd. #248
Tustin, CA 92782
888.4.JGA.1ST
JacobGreenAndAssociates.com

TABLE OF CONTENTS

CITY OF SOUTH LAKE TAHOE

Cover Letter — Page 1 — LETTER FROM CEO JACOB GREEN

Section A — Pages 2 - 3 — EXECUTIVE SUMMARY

Section B — Pages 4 - 8 — COMPANY HISTORY, BACKGROUND, & EXPERIENCE

Section C — Pages 9 -14 — SCOPE OF WORK

Section D — Pages 15 - 16 — PROJECT BUDGET

Section E — Pages 17 - 19 — DESCRIPTION OF RECENT PROJECTS/REFERENCES

January 16, 2026

City of South Lake Tahoe
1901 Lisa Maloff Way
South Lake Tahoe, CA 96150

To the City Council of the City of South Lake Tahoe,

On behalf of Jacob Green & Associates (JGA), we appreciate the opportunity to submit this proposal in response to RFP #2026-1-16 for Executive Recruitment Firm services to support the City's City Manager recruitment. We understand the importance of this appointment to the City's long-term stability, organizational performance, and relationship between the City Council, executive leadership, employees, and the community.

Selecting a City Manager is one of the most consequential decisions a City Council makes. It requires a recruitment partner who understands not only executive search mechanics, but also the realities of California local government, council–manager governance, public-sector labor environments, and the leadership qualities needed to succeed in complex political and organizational settings. JGA brings that perspective to every executive recruitment we conduct.

Our approach to executive recruitment is grounded in firsthand experience. JGA's recruitment team is comprised of former City Managers, Assistant City Managers, Department Directors, and senior public-sector executives who have served as both hiring authorities and candidates. This perspective allows us to design a recruitment process that attracts high-caliber candidates, protects confidentiality, and results in finalists who align with the City's values, culture, and strategic direction.

This proposal shall remain valid for a period of not less than one hundred twenty (120) calendar days from the date of submittal.

We look forward to the opportunity to partner with the City on this critical recruitment and to deliver a thoughtful, transparent, and effective process that results in the successful placement of the City's next City Manager.

Contact Information

Legal name:	**Jacob Green & Associates, Inc.**
Contact name:	Jacob Green
Address:	13217 Jamboree Rd., #248, Tustin, CA 92782
Telephone/Fax:	909.238.8536
Email:	Jacob@JacobGreenAndAssociates.com

Sincerely,

Jacob Green
Founder & CEO

EXECUTIVE SUMMARY

SECTION A

EXECUTIVE SUMMARY

JGA proposes a comprehensive, confidential, and collaborative executive recruitment process tailored to the City's specific needs and priorities. Our approach is designed to support the City Council in making one of its most important leadership decisions while ensuring a professional, transparent, and well-managed process. Specifically, our recruitment process is intended to:

- Attract a strong and diverse pool of highly qualified City Manager candidates
- Protect candidate confidentiality to encourage participation from top-tier executives
- Support the City Council through each phase of the recruitment and selection process
- Deliver finalists who are technically qualified, culturally aligned, and prepared to lead the organization

Our recruitment process emphasizes proactive outreach, rigorous screening, structured evaluation, and clear, consistent communication with the City throughout the engagement. This approach allows the City to make an informed selection decision with confidence while ensuring the process reflects the City's values, priorities, and governance expectations.

COMPANY HISTORY, BACKGROUND, & EXPERIENCE

SECTION B

COMPANY HISTORY & BACKGROUND

JGA is a California-based consulting firm specializing in executive recruitment, strategic planning, organizational assessment, and leadership advisory services for public-sector agencies. Founded in 2021, JGA was established by experienced local government executives to provide support to governing bodies and senior leadership teams navigating complex organizational, operational, and governance challenges.

JGA is headquartered in California and operates as a collaborative team of more than 30 senior advisors, each bringing deep experience in city management, public safety leadership, finance, human resources, and organizational governance. Collectively, the JGA team brings over 600 combined years of public-sector service, including service as City Managers, Assistant City Managers, Department Directors, Police Chiefs, Fire Chiefs, and senior municipal executives. This structure allows JGA to assemble project teams with direct, relevant experience aligned to each engagement.

JGA's executive recruitment practice is grounded in firsthand understanding of the council–manager form of government and the unique leadership demands placed on City Managers. Our advisors have served as hiring authorities, evaluators, and candidates in executive recruitment processes, providing insight into both the technical and relational aspects of successful placements.

JGA has successfully supported executive recruitments for City Manager, Police Chief, Public Works Director, Finance Director, and other senior leadership roles for cities, counties, and special districts throughout California. Our firm specializes in understanding the challenges and requirements of public sector recruitment, ensuring that the candidates we place align with the mission, values, and strategic goals of the agencies we serve.

The work for this engagement will be performed from our office in California, allowing us to maintain close communication with our clients while delivering results in a timely and efficient manner. Our proven track record in recruitment services spans several local governments, where we have successfully placed key leadership and staff positions. This comprehensive experience equips us with the knowledge, network, and processes necessary to deliver superior recruitment outcomes for this engagement.

JGA has the organizational capacity, staffing depth, and project management infrastructure to conduct a confidential, thorough, and timely City Manager recruitment for the City of South Lake Tahoe. Our team-based model ensures continuity, responsiveness, and adherence to schedule while maintaining the discretion required for executive-level searches.

JGA's Team Video Link: Jacob Green and Associates - JGA - Your First Call

JACOB GREEN, MPA

President & CEO

Jacob is a nationally recognized local government expert in organization and leadership development. As an Assistant City Manager for the City of San Juan Capistrano and the City of Ontario, he has managed hundreds of employees and numerous government departments. As a trainer, keynote speaker, facilitator and coach, Jacob has worked with municipal clients, as well as commercial clients such as Mattel, FedEx, Hyundai Capital, ADP, and many others. In 2019, Jacob distilled his personal and professional experiences into an Amazon best-selling book: *See Change Clearly: Leveraging Adversity to Sharpen Your Vision and Build Resilient Teams*. Jacob has received numerous awards for his leadership, including the National Caring Award, the Orange County Human Relations Award, the Most Inspiring Student at UC Irvine, and is the youngest recipient of the Gene Lentzner Humanitarian Award. Jacob has his Bachelor of Arts in Social Sciences with a Minor in Management from the University of California, Irvine, his Master of Public Administration (MPA) degree from California State University, Long Beach, and was recently awarded an honorary doctorate from Western University School of Health Sciences.

GREGORY C. DEVEREAUX, JD

Project Lead

Greg Devereaux served in state and local government for 40 years, holding a variety of leadership positions including City Manager of both Fontana and Ontario, and Chief Executive Officer of San Bernardino County. In each of these roles, he partnered with elected officials to implement fiscal discipline, improve operational outcomes, and align organizational direction with community goals. While serving as CEO, he supported the Board of Supervisors in launching a countywide transformation built on teamwork and long-term planning. He also led the County's development of the Countywide Vision in collaboration with the San Bernardino Associated Governments. Greg is a Past President of the California Redevelopment Association and has served on numerous committees with the League of California Cities and the California State Association of Counties. In 2015 he became a Fellow of the Congressionally chartered National Academy of Public Administration. At Jacob Green and Associates, Greg applies his high-level public sector leadership experience to support local governments with executive strategy, governance training, and long-range visioning. He brings valuable insight to agencies navigating complex organizational challenges and seeking clear, actionable frameworks for policy implementation and fiscal responsibility.

MICHELLE NEW

Director of Client Services

Michelle New leads the successful delivery of client projects and ensures exceptional outcomes for California's local government agencies. With 20 years of experience in municipal leadership and consulting, she specializes in operational leadership, strategic project management, team development, and organizational improvement. Michelle is highly regarded for her operational leadership, overseeing internal operations, resource allocation, and productivity targets to ensure efficient project delivery and organizational effectiveness. Her strategic project management experience includes managing multiple complex initiatives, monitoring scope and schedules, tracking performance, and guiding the development of actionable implementation plans. She excels in team development and collaboration, building and mentoring high-performing teams, fostering accountability, and driving cross-departmental cooperation. Michelle also brings a strong background in organizational development and continuous improvement, including designing and facilitating workshops, leading succession planning efforts, and implementing process improvements that support organizational transformation. Michelle brings deep expertise in public sector human resources management, succession planning, and talent development, and is a certified Project Management Professional. She holds a Master's in Public Administration.

LAURA NOMURA, CPA, MSOL

Senior Advisor

Laura Nomura, CPA, MSOL, is a seasoned executive with over 35 years of experience in the public and private sectors. She is passionate about helping local government and is considered an expert in Organization and Leadership Development. Laura recently retired from Eastern Municipal Water District (EMWD) as the Deputy General Manager and Treasurer overseeing all administrative functions including finance, human resources, information systems, customer service, purchasing and contract management and fleet services. EMWD is a recognized leader in the water industry throughout California and nationally. Prior to joining EMWD in November 2018, Laura served as the Assistant General Manager for Finance & Administration at Riverside Public Utilities (RPU). Before serving in her role at RPU, she served as the Finance Director for the California cities of Hemet and Irwindale and Controller for the City of Riverside. Before her years in municipal government, Laura worked in public accounting serving public and private industry clients and is a Certified Public Accountant. Laura holds a Bachelor of Arts degree in accounting from California State University, Fullerton, and a Masters in Organizational Leadership from the University of Redlands. Laura is actively involved in the California Society of Municipal Finance Officers Association, served as past president and board member and received their Distinguished Service Award. She also currently serves on the Board of the Association of Women in Water, Energy and Environment.

STEVEN MERMELL

Senior Advisor

Steve Mermell brings more than 30 years of senior local government leadership experience with the City of Pasadena, including service as City Manager, Assistant City Manager, and Finance Director. Throughout his career, Steve worked closely with elected officials to navigate complex governance challenges, align policy direction with organizational capacity, and strengthen accountability and public trust. His leadership experience includes guiding governing bodies through the passage of multiple voter-approved measures, addressing a $150 million unfunded pension liability, eliminating a structural deficit in the City's General Fund, and restructuring the Pasadena Public Health Department to improve fiscal sustainability and service delivery. Since retiring from full-time public service in 2021, Steve has continued to support local governments as a consultant, specializing in board and council governance, strategic planning and goal setting, facilitation of City Manager and City Attorney performance evaluations, and organizational and process assessments. His work reflects a deep understanding of effective governance practices, executive oversight, and the role of governing bodies in setting direction, ensuring accountability, and leading organizations through periods of transition.

NICOLI HILSCHER

Senior Project Coordinator

Nicoli Hilscher brings over 23 years of expertise in Organizational Development, Leadership Development, Training, Facilitation, and Project Management. A retired Senior Master Sergeant from the United States Air Force, she distinguished herself in the top two percent of the active enlisted force. Nicoli's extensive background includes leading positions internationally, where she drove long-term organizational growth in diverse and fast-paced environments. She excelled in overseeing operations, professional development, and recognition programs for organizations ranging from 20 to 300 personnel. As a Senior Project Manager with Jacob Green and Associates, Nicoli plays a pivotal role in managing Organizational Development projects; such as Teambuildings, Retreats, Leadership Academies, Organizational Assessments, Strategic Planning, and supporting our Work Planning teams. Known for her ability to keep teams on task and on-time, Nicoli ensures the highest quality of service delivery to all JGA clients.

SCOPE OF WORK

SECTION C

SCOPE OF WORK

JGA's executive recruitment process is designed to identify a City Manager who not only brings strong executive leadership experience, but who also aligns with the City's values, governance structure, and long-term vision. Our approach emphasizes proactive outreach, rigorous screening, confidentiality, and close coordination with the City Council throughout the recruitment process.

Working with the City's Executive team, JGA begins the recruitment by gaining a clear understanding of the organization's operational needs, culture, and priorities. Through focused conversations with key stakeholders, we define the leadership qualities, technical competencies, and management style that will ensure success in the City Manager role.

Once the ideal candidate profile is confirmed, JGA develops an engaging recruitment flyer and begins targeted outreach to attract exceptional talent. Our team proactively contacts qualified professionals who may not be actively seeking new opportunities but whose backgrounds and leadership experience align closely with the City's goals. We conduct in-depth conversations with candidates who demonstrate genuine enthusiasm and strong alignment with the City's mission, and we perform preliminary background and reference checks to verify professional track records of integrity, collaboration, and public service excellence.

Confidentiality is central to our process. To attract the highest-caliber candidates, particularly those currently serving in senior leadership roles, JGA safeguards all candidate information throughout the recruitment. Resumes, applications, and personal materials are maintained exclusively by our firm until finalists are identified and consent to be presented to the City. This approach consistently results in stronger candidate pools, as top-tier professionals are more willing to participate when confidentiality is guaranteed.

✔ Step 1: Needs Assessment and Position Profile Development

- JGA will meet with the City Council to facilitate discussion regarding the City's priorities, leadership expectations, organizational challenges, and desired outcomes for the City Manager recruitment on the ideal candidate profile.
- JGA will identify the preferred management style, personal traits, demonstrated performance criteria, and previous experience and accomplishments of the successful candidate.
- JGA will develop a professional recruitment brochure (customized 1-2 pager) that will include information on the City, challenges and issues, the position, and selection criteria. In our experience working with candidates, the customized 1-2 pager solicits attention more effectively than a lengthy brochure.
- Based on input from the City Council, JGA will develop a professional position profile and recruitment advertisement describing the City, the City Manager role, key challenges and opportunities, and desired qualifications.

Step 2: Targeted Candidate Outreach

Advertising Plan

- JGA will develop and execute a plan for the recruitment to include appropriate channels such as print, web, social media, etc.

Advertisement

- JGA's local government executive search team has a vast network, including broad social media reach, which will be used to advertise the position. Advertisements in professional journals, websites, and specialty publications will be handled by the City (posting, etc.) and all costs will be covered by the City.

Pro-Active Outreach

- JGA will conduct one-on-one outreach to prospective candidates that fit the agreed-upon candidate profile. The process may attract top candidates both locally and nationally who best satisfy the requirements and qualifications of the position using methods to ensure that competitive candidates from diverse backgrounds apply. JGA will seek referrals and cold sourcing. **We consider our team to be proactive headhunters and City champions.**

Step 3: Evaluating Prospective Candidates

- JGA will acknowledge receipt of candidates' application materials and maintain communication with all candidates throughout the recruitment process.
- JGA will review resumes, cover letters, and applications to ensure minimum qualifications are met.
- JGA will develop a preliminary screening on education, experience, technical knowledge, accomplishments, management style, personal traits, and any other criteria included in the position profile.
- JGA will conduct preliminary interviews to assess candidates' leadership style, technical expertise, and alignment with the City's culture and goals.
- Screening will include background, criminal, credit, reference, and media checks to ensure candidates demonstrate high integrity and professional standing.

Step 4: Advisory Support & Selection of Candidates for City Council Interviews

- JGA will advise the City Council on the qualifications of candidates and recommend a list of candidates for City Council interviews.
- JGA will prepare a written report summarizing the overall candidate pool, qualifications of those selected for interviews, and rationale for candidates not advanced.

Step 5: Identification of Top Candidate

- JGA will support and assist the City during all finalist candidate interviews by performing the following actions:
  - Arrange candidate interviews and manage all logistics
  - Design interview questions
  - Prepare City and hiring authority for the interviews
  - Facilitate the interview process
  - Assist with the assessment process

Step 6: Selection of Top Candidate and Transition Support

- If desired by the City, JGA will assist with the negotiation of an employment agreement, including terms, benefits, and expectations once the top candidate has been identified.
- The City Attorney shall be responsible for the creation and final review of the updated employment agreement to ensure legal compliance.

Project Management, Reporting, and Documentation

- JGA will provide progress reports at least biweekly to keep the City informed of recruitment status and key milestones.
- JGA will maintain all correspondence, records, and documentation related to the recruitment.
- Upon completion of the search, JGA will compile search documentation and prepare a final written summary of all work performed and outreach conducted.

TIMELINE

Step	Phase Description	Key Activities	Estimated Timeframe
Step 1	**Needs Assessment & Position Profile Development**	• Meet with City Council to define priorities and leadership expectations • Identify preferred management style, traits, experience, and performance criteria • Develop candidate profile, recruitment brochure (1–2 pager), position profile, and advertisement	Weeks 1–2
Step 2	**Targeted Candidate Outreach**	• Launch recruitment materials • Advertise position using JGA's executive network and social media reach • Conduct proactive outreach, referrals, and cold sourcing (local, regional, and national)	Weeks 3–5
Step 3	**Evaluating Prospective Candidates**	• Acknowledge receipt of applications • Review resumes and applications for qualifications • Conduct preliminary screening and interviews • Perform background, criminal, credit, reference, and media checks	Weeks 6–8
Step 4	**Advisory Support & Selection of Candidates for City Council Interviews**	• Advise City Council on candidate qualifications • Prepare written summary of candidate pool and recommendations • Schedule interviews and prepare interview strategies and questions	Weeks 9–10
Step 5	**Identification of Top Candidate**	• Facilitate finalist interviews • Manage interview logistics • Assist with assessment and finalist evaluation	Weeks 11–12
Step 6	**Selection of Top Candidate & Transition Support**	• Assist City Council with finalist selection • Support employment agreement negotiations, if requested • Assist with transition planning as appropriate	Weeks 13–16

Recruitment Commitment

Our firm is committed to maintaining the highest standards of confidentiality and professional ethics in executive recruitment. The integrity of the search process is paramount, not only to attract the highest caliber of candidates but also to protect the reputations and current employment of all applicants. To that end, we respectfully request the City's agreement with the following terms:

Confidentiality of Applicants

All applicant names, resumes, and any identifying information submitted through our recruitment process are strictly confidential. These materials are not to be requested, disclosed, or discussed with City staff, or any other external parties, except for the individuals selected by our firm to be brought forward as finalists for interviews.

No Disclosure of Applicant Pool

At no time will our firm release the complete list of applicants or reveal whether any specific individual has applied for the position. This includes requests such as, "Did John Smith apply?" or "Show us the full list of applicants". Such disclosures compromise the confidentiality of the process and may deter highly qualified candidates from applying.

Exclusive Management of Candidate Materials

All candidate materials remain the property of the firm during the course of the recruitment. Should the City choose to discontinue the use of our services at any point in the process, no applicant names or resumes will be transferred to the City or any third party, in accordance with our confidentiality commitment to the candidates.

Interview Stage Disclosure Only

Only those candidates selected by our firm for interviews will be disclosed to the City Council. These individuals will have been informed of their status and will have consented to the release of their names and resumes for interview purposes.

Mutual Commitment to a Professional Process

The City’s partnership with Jacob Green & Associates, in this executive search includes a mutual understanding that preserving confidentiality is not only an ethical obligation but also a strategic advantage. It protects both the City's reputation and the professional security of all applicants.

City of South Lake Tahoe's Project Commitment

Successful project outcomes rely on a strong partnership between our team and yours. To ensure the best results, we've outlined key client responsibilities that foster effective collaboration and project efficiency. By fulfilling these roles, you actively contribute to the project's success, helping us deliver high-quality work on time and within scope. This mutual commitment not only improves project outcomes but also maximizes the value and impact of our combined efforts.

- **Confidentiality:** Maintain strict confidentiality and abide by all JGA confidentiality requirements.
- **Clear Objectives:** Define and communicate project goals, expectations, and deliverables clearly at the project's outset.
- **Active Participation:** Engage in regular meetings and provide necessary feedback to ensure the project stays on track and aligns with expectations.
- **Resource Allocation:** Ensure the availability of internal resources, including key personnel, data, and tools, required for the project.
- **Open Communication:** Maintain open and honest communication with the Consultant, addressing any concerns or changes in scope as soon as they arise.
- **Decision-Making:** Facilitate timely decision-making processes to avoid delays and ensure project progress.
- **Access Provision:** Provide the Consultant with necessary access to relevant systems, documentation, and facilities.
- **Respect Timelines:** Adhere to agreed-upon timelines for reviews, approvals, and information requests to maintain project momentum.
- **Change Management:** Collaborate on managing any changes in project scope, requirements, or timelines, ensuring mutual agreement on modifications.
- **Partnership Approach:** Foster a collaborative and respectful working relationship, recognizing that successful outcomes depend on both parties' commitment and cooperation.
- **Timely Payment:** Pay invoices pursuant to contract terms and communicate any payment issues promptly with the Consultant.

PROJECT BUDGET

SECTION D

JACOBGREENANDASSOCIATES.COM

The costs outlined in this proposal are considered valid and binding for a period of 120 days, commencing from the date of the proposal's issuance. During this timeframe, the provided pricing and estimates for products, services, and associated expenses will remain unchanged, subject to the terms and conditions specified in the proposal document. Any modifications or alterations to the proposal, as well as adjustments to the costs, will require mutual agreement between the involved parties.

PROJECT BUDGET

JGA's fees are all-inclusive and reflect a project-based approach rather than hourly billing. This structure provides the City with cost certainty and ensures our team remains focused on delivering the full scope of services and achieving the intended outcomes. JGA is committed to completing the engagement to the City's satisfaction, and we remain fully engaged through completion of all agreed-upon services, regardless of the time required to do so.

Description	Cost
Executive Recruitment	**$27,600**
JGA Travel & Out of Pocket Expenses	**$14,000**
Total All-inclusive Maximum Price:	**$31,600**

OUT OF POCKET EXPENSES BREAKDOWN:

- All costs associated with publication and advertisement of the position will be invoiced at cost - $1,000 - $3,000
- All costs associated with interviews, including off-site expenses, will be invoiced at cost or will be the responsibility of the City. - $500 - $1,000
- All costs associated with candidate finalist travel, if necessary, will be invoiced at cost separately - $2,500 - $6,000
- JGA Travel from Southern California will be invoiced at cost - $2,000 - $4,000

INVOICING SCHEDULE FOR RECRUITMENT:

Monthly invoices will be submitted based on a percentage of milestones completed.

LATE PAYMENT FEE:

All invoices are due and payable within 30 days of the invoice date. Any invoice not paid within 30 days will be subject to a late payment fee. A fee of 1.5% per month will be added to the outstanding balance until the invoice is paid in full.

The prices, specifications, and conditions covered within this proposal are satisfactory and hereby accepted. JGA is authorized to do the work as specified.

Signature:_____

Name/Title:_____

Date:_____

DESCRIPTION OF RECENT PROJECTS/ REFERENCES

SECTION E

RECENT PROJECTS

Similar Engagement with Other Government Entities

JGA has completed a wide range of recruitment projects, including the following:

- City of Fontana – City Manager Recruitment
- City of Hemet – City Manager, Administrative Director, Finance Director, and Community Development Director Recruitments
- City of Santa Ana – Interim City Manager and City Manager Recruitments
- City of Tustin – City Manager Recruitment
- City of Menifee – Police Chief Recruitment
- City of Irvine – Housing Development Recruitment
- City of Big Bear Lake – Finance Manager Recruitment
- City of Los Banos – Public Works Director, Assistant Public Works Director, and Public Works Operations Manager Recruitments
- Ontario International Airport Authority – Chief Administrative Officer Recruitment

REFERENCES

City of Hemet

- Mark Prestwich, City Manager
- 951.765.2301
- mprestwich@hemetca.gov
- 445 E. Florida Ave, Hemet, CA 92543
- City Manager Search, Administrative Services Director Search, Community Development Director Search

City of Fontana

- Matthew C. Ballantyne, City Manager
- 909.350.7654
- mballantyne@fontanaca.gov
- 8353 Sierra Ave, Fontana, CA 92335
- City Manager Executive Search, Contract Negotiations, Placement

City of Menifee

- Rochelle Clayton, Former Assistant City Manager of the City of Menifee, Acting City Manager of the City of San Bernardino
- 909.384.5122
- Clayton_Ro@sbcity.org
- 29844 Haun Road, Menifee, CA 92586
- Police Chief Executive Search, Contract Negotiations, Successful Placement

Ontario International Airport Authority

- Atif Elkadi, Chief Executive Officer
- 858.361.9319
- aelkadi@flyontario.com
- 1923 East Avion Street, Ontario, CA 91761
- Chief Administrative Officer Executive Search, Contract Negotiations, Successful Placement

EXECUTIVE RECRUITMENT SERVICES

CITY MANAGER

CITY OF SOUTH LAKE TAHOE

Submittal date: January 16, 2026

Koff & Associates
A Gallagher Company

Submitted by:
Koff & Associates
2835 Seventh Street
Berkeley, CA 94710

Frank Rojas
Recruitment Manager
Frank_Rojas@ajg.com
510.495.0448
KoffAssociates.com

Koff & Associates
A Gallagher Company

Gallagher

January 16, 2026

Ember Buckman, Human Resources Manager
City of South Lake Tahoe
1901 Lisa Maloff Way
South Lake Tahoe, CA 96150

Dear Ms. Buckman,

Thank you for the opportunity to submit our proposal to assist the City of South Lake Tahoe with Executive Recruitment services. We are excited about the possibility of developing this partnership and supporting the City with the search for its next City Manager Beyond finding your next ideal candidate, we are committed to working with our clients to show candidates "Why City of South Lake Tahoe?" We are responsive and thoughtful in our communications with your applicants, as well as your internal and external stakeholders.

Our unique selling proposition lies in our extensive experience supporting public sector clients in California and throughout the USA. Through our investment in modern recruitment technology, we offer forward-thinking services that not only provide advanced extensive sourcing and outreach but allow us to tell the story of each project through easy-to-understand data and intuitive reports.

Conducting countless executive search efforts has made K&A an expert in identifying, targeting, recruiting, and successfully placing women and minority candidates in many of our recruitments. Our firm has a vast pool of resources at our fingertips to provide outreach on an industry-wide basis to the public and private sector for qualified candidates nationwide. We pride ourselves on transparency, flexibility, and quality work.

Our proposal details our experience, our project approach/methodology as well as identified deliverables throughout the process, our pricing, and all other information we trust demonstrates our commitment and excitement to take on this work and support City of South Lake Tahoe. We will continue our efforts until we find your placement, and we guarantee our placements for 12 months. Our team is available to start this work upon award.

As K&A's Recruitment Manager, I am available to answer questions about this proposal, as well as our team and recruitment services. You can reach me at (510) 495-0448 or Frank_Rojas@ajg.com.

Sincerely,

Frank Rojas
Recruitment Manager

Koff & Associates
A Gallagher Company

Gallagher

Table of Contents

Executive Summary / Company History, Background & Experience 1

Scope of Work/Implementation 2

- Project Team 7

Project Budget Proposal 9

Description of Recent Projects/References

- Recent Successful Recruitments 10
- References 15

Professional Services Agreement Acknowledgement 16

Signature Page 17

Attachment: Sample Brochure

Koff & Associates
A Gallagher Company

Gallagher

EXECUTIVE SUMMARY / COMPANY HISTORY, BACKGROUND AND EXPERIENCE

Koff & Associates ("K&A") was founded by Gail Koff in 1984 as a full spectrum, public-sector human resources and recruiting services firm to assist cities, counties, special districts, other public agencies, and non-profit organizations.

With over 40 years of HR experience, K&A knows public sector employment inside and out. We are familiar with public sector organizational structures, agency missions, operational and budgetary requirements, staffing needs, legal requirements, and cultural expectations. Our team is ready to support you throughout the process–using our expertise to run a successful full-cycle recruitment through the very start of your search through the start date of your next City Manager.

We build enduring relationships	K&A provides personal attention to and creates long-term relationships with our clients. Because we care about and understand your organization's people, culture, leadership, and unique needs, we identify highly qualified candidates to support your goals.
We value strength in diversity	With our focus on inclusion, networking, and advertising with minority-based associations, we source top talent and our placements reflect the Agencies we serve.
We leverage innovative search technology	K&A identifies candidates which traditional recruiting strategies may miss. We leverage innovative sourcing methodologies and technologies for a robust and advanced sourcing strategy that will attract hard-to-find, passive job seekers.

Our long list of clients indicates our firm's reputation as a quality organization that produces comprehensive, sound, and cost-effective results. K&A is "hands on" and responsive with the ability and expertise to identify the ideal candidate(s) for the City of South Lake Tahoe.

We use our vast network to leverage recommendations and referrals of past clients in combination with modern sourcing techniques and technology to build the best candidate pools in the market. We are a team of true recruiters with over 60 years of combined experience. Our work speaks for itself: we provide professional and technical consulting assistance with integrity, honesty, and a commitment to excellence.

As of April 30, 2021, we merged with Arthur J. Gallagher and are now officially a Gallagher Division. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, the Sacramento Region, and the Western US Region. GALLAGHER BENEFIT SERVICES, INC. is our legal name. It is a Delaware company, and the FEIN is 36-4291971.

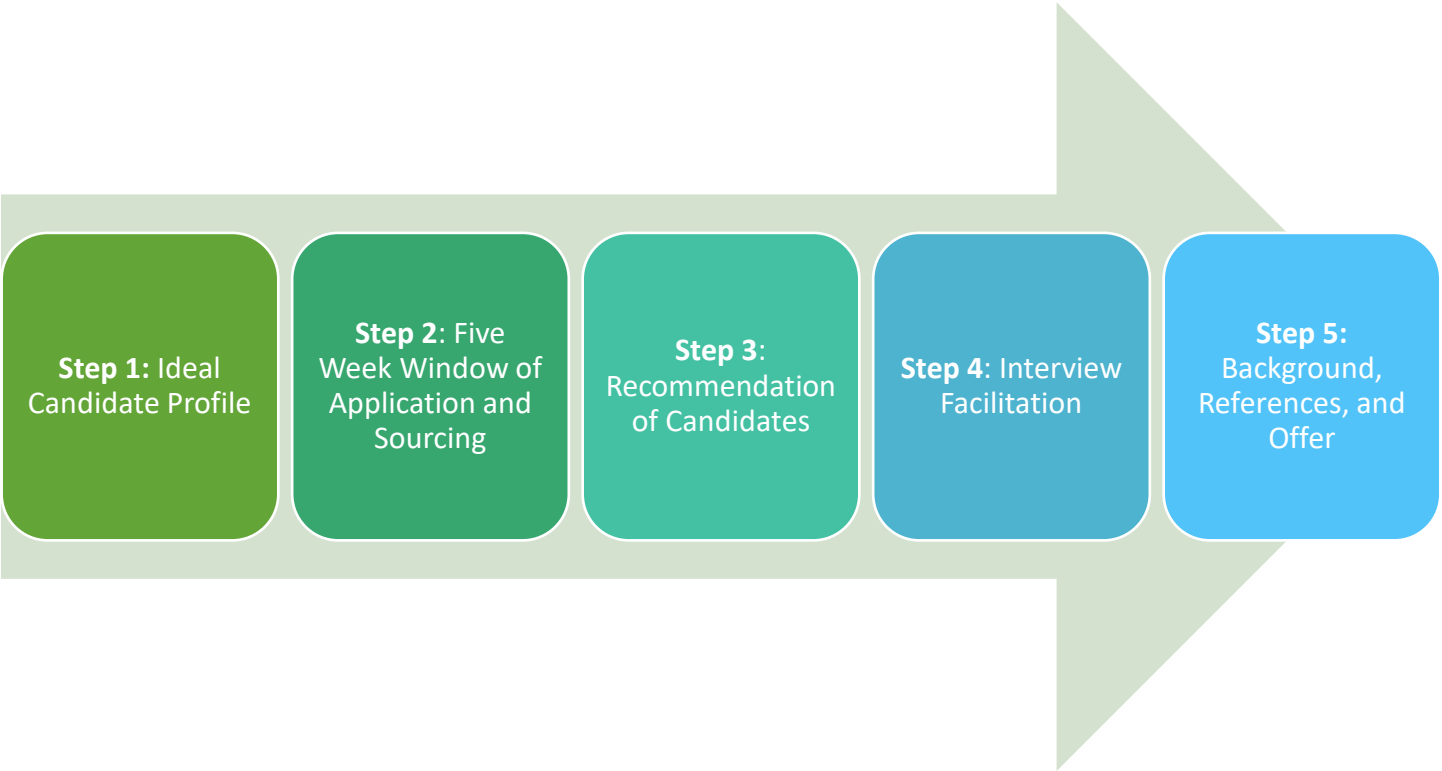
Now part of Gallagher Benefits Services, the K&A recruitment team continues to provide top-tier recruitment services, now with a huge network of internal partners to support this work as needed, from our original public sector classification and compensation team to wide range of Talent and HR Consulting services, details at: www.ajg.com/services/human-resources-compensation-consulting/.

SCOPE OF WORK/IMPLEMENTATION

Our philosophy ensures thorough, thoughtful, and strategic sourcing, evaluation, selection, and vetting of candidates. We reach out directly to potential candidates, referral sources, professional associations, and user groups, etc. by using business media, outreach emails, general advertising, **and most importantly picking up the phone and actively calling passive applicants**. This strategy also includes focused advertising on websites and in publications specific to women and minority candidates.

K&A will provide weekly progress reports to the City and participate in conference calls and onsite meetings as requested. These reports can include data on all new candidates as the sourcing period progresses, as well as work undertaken by the Project Team.

We are responsible for ensuring compliance, adhering to, and maintaining all legally mandated documentation throughout the process.



Step 1: Ideal Candidate Profile

Developing the profile for the ideal job candidate for the position is crucial for a successful search process.

We will coordinate with the City in identifying and developing:

- The various needs, vision, mission, goals, strengths, challenges, opportunities, and culture of the organization and specific departments involved;
- Position competency requirements, i.e., knowledge, skills, and abilities;
- Personal and professional attributes required of and priorities for the new incumbent;
- Type of working relationship senior leadership desire with the new incumbent;
- Advertising strategies in conjunction with a national and/or regional outreach campaign;
- Compensation levels; and
- Precise schedule of deliverables from K&A.

After meeting(s) with the City, there will be a consensus of the key qualifications and characteristics of the position and the process, action plan, and timetable to be utilized for the recruitment process.

Deliverable: Brochure (Design & Posting)

Following the development of the candidate profile, a recruitment brochure will be professionally produced in coordination with the City's feedback. The brochure will highlight the strengths of the City of South Lake Tahoe and the surrounding community. The brochure will feature the organizational structure and services of the City, its mission and goals, pertinent facts regarding the position, and necessary and desirable candidate qualifications, alongside eye-catching photographs of the City's staff, local attractions, and landscape.

Step 2: Five Week Window of Application & Sourcing

K&A, at the request of the City, will facilitate community surveys or community outreach forums to encourage feedback from residents. A report of these resident comments will be provided to the City prior to brochure development, or prior to first-round interviews.

Our effort include a variety of activities designed to build the best available candidate pool. Our techniques and methodologies allow us to source from extensive pools of potential candidates and referral sources. We utilize a highly trusted advertising partner to identify and optimize our posts to the best job boards and business media to find candidates who may not otherwise be looking.

In coordination with the City, K&A will:

- Identify prospects;
- Provide each potential candidate with access to the recruitment brochure;
- Capture interested candidates in our recruitment project database; and
- Provide representative data to the City.

Step 3: Recommendation of Candidates

K&A will complete our screening process, specifically designed to assess the personal and professional attributes that the City has identified. This screening will focus on each candidate's ability, technical competency, and fit with the City's values, culture, and needs. Our assessment will consist of:

- Experience and qualifications;
- Cultural fit based on our understanding of essential intangibles;
- Clarity of any issues identified in the submitted documents;
- Reasons for position interest,
- The level of commitment to the position and the organization; and
- Other issues, including salary requirements.

Deliverable: Client Report

After the sourcing period has closed and our screening process has been completed, K&A will prepare a Client Report of the leading candidates. This report serves to further narrow the pool to the most highly qualified and helps establish the best organizational fit of each recommended candidate. The Client Report contains standardized resume summaries of all presented candidates; cover letters, resumes, references submitted by each candidate; and notes on each screening interview, with comments from the Project Team. These materials are assembled into an intuitive and user-friendly report, emailed as an easily navigable single document.

Step 4: Interview Facilitation

We will advise and develop interviewing strategies and a menu of questions that will help analyze candidates' qualifications and management/work styles. We will facilitate all necessary communications with the City and candidates to ensure everyone is well prepared.

Interview questions will elicit information about each candidate's technical skill set, experience, leadership skills, adaptability, political astuteness, self-awareness, and other important aspects of the ideal candidate profile.

The Project Manager will coordinate interviews, interview schedules, and finalize the process. We will provide oversight during the panel interview process and facilitate a focused discussion with the City at the beginning and conclusion of the interviews to identify the most qualified candidate(s) for final interviews.

Deliverable: Candidate Evaluation Materials

After candidates have been scheduled, K&A will prepare a packet of Candidate Evaluation Materials. Meant to provide comprehensive interview support to both internal and external panelists, this report contains the schedule of activities; a summary of the candidate qualifications as identified in the brochure; standardized resume summaries of all candidates interviewing; cover letters, resumes, references submitted by each candidate; and instructions for evaluation tools agreed to by the City, as well as an additional document with the panel/City's chosen interview questions. These materials are assembled into intuitive and user-friendly interview packets, emailed as fillable/easily navigable documents or bound and mailed at the City's request.

Step 5: Background, References, and Offer

K&A provides a thorough and quality reference and background check process for our clients. We start by calling candidates' employment and professional references and having an in-depth discussion, covering their strongest business characteristics, work style, interpersonal skills, and position-specific knowledge.

Background checks are conducted in coordination with a third-party firm to verify educational degrees and employment records, and confirm clear driving records, criminal records, and financial history/credit. Reports can be tailored to clients' needs upon request. Safety for clients and their communities is our priority, so rest assured that we, as well as our background contract firm, meet or exceed relevant reporting requirements.

K&A can facilitate and lead the negotiations of the final terms and conditions of employment, such as the compensation package, benefits, and other perquisites (perks). We will notify all candidates not selected as finalists for the position.

Deliverables: Background Report & Reference Summary

All references will be documented in a Reference Summary and presented in a concise, user-friendly manner. The Background Check will be forwarded from our third-party vendor upon completion.

Project Schedule

The following is a typical schedule for conducting recruitment efforts. Search efforts for executive recruitments generally take twelve to fourteen (12-14) weeks to complete, allowing enough time for all steps of the process and client schedules.

Weeks	2	4	6	8	10	12	14
Step 1							
Step 2							
Step 3							
Step 4							
Step 5							

Inclusion and Diversity Statement

We source candidate pools that are representative of our clients' communities, and we present highly achieved slates of finalists. We use a variety of industry-specific diversity advertising to source a diverse and representative population of candidates. For example, a Fire Chief advertising campaign may include posts to International Association of Women in Fire & Emergency Service - Women in Fire, International Association of Black Professional Fire Fighters, Inc., National Association of Hispanic Firefighters, and International EMS & Firefighters Pride Alliance. In 2024, 72% of our placements were women or people of color.

Inclusion and diversity (I&D) is a core part of our (AJG, as well as GBS and K&A) business, and it's embedded into the fabric of our organization. For more than 95 years, Gallagher has led with a commitment to sustainability and to support the communities where we live and work. Gallagher embraces the diverse identities of our employees, including race, ethnicity, sex, gender identity, sexual orientation, age, veteran status, religion, and visible or invisible disabilities, among many others.

We believe that by valuing and appreciating these unique qualities, experiences and talents, we can provide exceptional service to our clients and make a positive impact in our communities. We see inclusion as a conscious commitment and diversity as a vital strength. By embracing diversity in all its forms, we live out The Gallagher Way (www.ajg.com/about-us/the-gallagher-way/) to its fullest.

To read more, please see: https://www.ajg.com/about-us/inclusion-diversity/.

PROJECT TEAM

Frank Rojas
Recruitment Manager
LinkedIn: https://www.linkedin.com/in/frank-rojas-41529418/

Frank brings more than thirty (35) years of recruiting experience from the highly competitive direct placement and contracts labor industries and the corporate environment. He has significant experience placing corporate leaders, executive, professional, and technical staff, including individual contributors for the government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation, and private industry.

Frank began his career in Contract Labor. Over the next 30+ years, he 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.

In addition to recently completing recruitments for the City of Millbrae, City of La Mesa, City of Visalia, City of Lynwood, and Alameda County Transportation Commission, recent successful efforts include positions of City Manager, Finance Director, Chief Deputy Director, Director of Human Resources, Administrative Services Director, Fire Chief and Director-level hires for Information Technology, Social Services, Public Works, Community Development, Community Services, Animal Services, and Division/Site General Managers.

Frank has been named in the top 1% viewed profiles on LinkedIn and has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.

Chelsea Freeman
Recruiting Supervisor
LinkedIn: https://www.linkedin.com/in/chelsealane1/

Chelsea's professional experience includes over 20 years in Human Resources which includes both the public and private sectors. She began her HR journey in private-sector manufacturing and then later transitioned to the public sector. Her previous role was as the Classification, Compensation, and HR Operations Manager at California State University, Monterey Bay, where she was responsible for developing and implementing a compensation philosophy for staff and faculty, as well as implementing process improvement efforts within the HR operations. She provided ongoing consultation to executives relating to organizational effectiveness, recruiting, and best practices in hiring which included Diversity and Inclusion training and properly classifying and compensating employees.

Since joining K&A, a Gallagher company, Chelsea has partnered her classification and compensation experience, marketing skills, and recruitment experience to bring a full-service experience to all clients. She currently manages full-cycle recruitments for California public sector agencies including cities, counties, and special districts. She provides supervisory oversight for technical, professional, and management recruitments.

In addition to recently completing recruitments for the City of Palo Alto, City of Lomita, City of Gilroy, City of Palmdale, and West Valley Water District, recent successful efforts include positions of Economic Development

Director, IT Project Manager, Finance Director, Principal Engineer, and Director-level hires for Information Technology, Public Works, and Community Development.

Chelsea earned her B.A. degree in Communications from Sonoma State University.

Lady Hernandez
Associate Recruiter
LinkedIn: https://www.linkedin.com/in/lady-laura-hernandez-697aa169/

Lady brings over thirteen years of experience working in both the public and private sectors.

She worked for the California State University system for six years and spent seven years in the private sector in management.

Lady spent seven years in management, refining skills in team leadership, operations oversight, and driving organizational success. Transitioning into higher education, she gained experience in full-cycle recruitment, employment compliance programs, and compensation and classification. This unique blend of expertise across education and management exemplifies her ability to navigate complex challenges and deliver impactful results.

Lady earned her B.S in Business Administration from San Diego State University.

Ember Plummer
Recruitment Coordinator/Project Support

Ember supports the Koff & Associates team as a Recruiting Coordinator/Project Support. Since joining K&A, they have helped to develop efficient processes to streamline recruiting services. They support the recruiting team in a broad range of administrative needs and in preparing reports and documentation for clients. Ember earned their B.A. in English Language & Literature and World Literature from Smith College in Northampton, MA.

PROJECT BUDGET PROPOSAL

Project

- City Manager

Professional Fee and Expenses

- Total not-to-exceed professional fee of $26,000, which includes all professional services and expenses, including brochure development and design, advertising, printing and shipping, associated consultant travel if required, and background.
- Invoices will be billed monthly in four equal increments of $6,500.

Note: Expenses do not include candidate travel.

Optional: Recruitment Video
In addition to the standard recruitment brochure, K&A can develop a Recruitment Video to better highlight the positive elements of the organization and community. These videos have proven to attract more job seekers and effectively expand the talent pool. Videos run approximately three-minutes in length and highlight the workplace environment, local landscape, and include interviews with selected staff. This video is optional and costs $4,000.

Placement Guarantee

K&A is committed to recommending only the most qualified candidates who meet all the necessary requirements and qualifications and are also a cultural fit for the City. We proactively recruit for each search effort until a successful candidate is placed.

Therefore, we promise to present to the City a selective pool of candidates that met or exceeded our standards during the thorough screening processes and have been identified as ideal matches for the position. Should the City disapprove of all final candidates or should none pass the final interview and reference check process, we will work to find a new slate of candidates for the City Manager at no added cost, with the exception of necessary advertising. Cases where the job description or title change substantially may require additional fees.

In addition, for full-cycle recruitments for executive and mid-management positions, should the incumbent leave the position or be terminated from employment within 12 months of hire, we commit to conducting a one-time additional executive search to identify a replacement and only charge related expenses as described in the Pricing Proposal.

RECENT SUCCESSFUL RECRUITMENTS

Below is a partial list of executive recruitments (complete or current) conducted by K&A's recruitment team. Most relevant recruitments and/or clients have been **highlighted.**

Brochures for nearly all positions can be found at www.koffassociates.com/opportunities (current recruitments at link; to view more, click "More Past Recruitments" at the bottom of the page).

Agency	Title
City of Calexico	**City Manager,** Police Chief
City of Coalinga	**City Manager**
City of East Palo Alto	**City Manager, Assistant City Manager,** Chief of Police
City of Lynwood	**City Manager**
City of Oceanside	**City Manager,** Director of HR & Risk Management, Risk Manager
City of Palm Springs	**City Manager;** Airport Deputy Director, Planning & Engineering; Senior Civil Engineer; Fire Chief
City of San Bernardino	**City Manager,** Deputy Director of HR (Risk), Director of HR, Chief of Police, Director of Public Works
City of Sanger	**City Manager**
City of Santa Fe Springs	**City Manager**
City of Signal Hill	**City Manager**
City of Soledad	**City Manager**
City of Chula Vista	**Deputy City Manager,** Deputy Director of Development Services
City of Rialto	**Assistant City Manager,** City Engineer, Director of Finance, Assistant Director of Finance, Director of Community Development, Director of Engineering Services/City Engineer
City of Tulare	**Assistant City Manager,** HR Director, Chief Financial Officer
City of Vista	**Assistant City Manager,** Director of Engineering, Director of Community Development, Fire Chief
Bay Area Water Supply and Conservation Agency	**Chief Executive Officer/General Manager**
East Valley Water District	**General Manager/Chief Executive Officer**
Greater LA County Vector Control District	**General Manager**
Rincon del Diablo Municipal Water District	**General Manager (current)**
South Tahoe Public Utility District	**General Manager**

Stinson Beach County Water District	**General Manager**
Valley Sanitary District	**General Manager**
West Valley Water District	**General Manager, Assistant General Manager,** Chief Financial Officer, Director of Engineering,
Contra Costa Water District	**Assistant General Manager (Water Resources, Operations, & Maintenance), Assistant General Manager (Engineering & Construction),** Director of Finance
Bakersfield-Kern Regional Homeless Collaborative	**Executive Director**
California Assoc. - Local Agency Formation Commissions	**Executive Director**
California Utilities Emergency Association	**Executive Director**
Alameda Housing Authority	Administrative Manager
California Association of Sanitation Agencies	Manager of Association Services
City of Avalon	Public Works Director
City of Berkeley	Director of Information Services, Director of Engineering
City of Carson	Director of Finance, Public Works Operations Manager
City of Cherry Hills Village, CO	Chief of Police
City of Chico	Public Works Director
City of Commerce	Public Works Director
City of El Monte	Public Works and Utilities Director, Director of HR, Chief of Police
City of Gilroy	City Engineer/Transportation Engineer, Public Works Director, Utilities Director, Fire Division Chief, Finance Manager, Fleet Superintendent
City of Glendale	Water Engineering Manager
City of Hayward	Accounting Manager
City of La Mesa	Assistant Community Development Director, Risk Manager, Director of HR
City of Lawndale	Director of Public Works / City Engineer, Director of Finance / City Treasurer
City of Leavenworth	City Administrator
City of Lomita	Public Works Director, Water Systems Superintendent
City of Long Beach	Data Center Officer, City Treasurer
City of Los Altos	Housing Manager
City of Los Banos	Finance Director, Assistant Public Works Director, Assistant Fire Chief
City of Manhattan Beach	Fire Chief

City of Menlo Park	Assistant Administrative Services Director (Finance), HR Manager
City of Millbrae	Director of Community Development, Public Works Director
City of Modesto	Engineering Division Manager – Utilities, Wastewater Division Manager
City of Ontario	Budget Administrator, Accounting Supervisor, Assistant Community Development Director
City of Oroville	Chief of Police
City of Oxnard	Housing Director, Assistant Chief Financial Officer, Library Manager, Associate Traffic Engineer, Chief Financial Officer, Environmental Resources Division Manager, Safety Training Officer, Planning & Environmental Manager, Budget Manager, Senior Planner, City Traffic Engineer, Assistant Director of Housing, Assistant Public Works Director (Water Utilities), Controller, Public Works Director
City of Palmdale	Director of Community & Economic Development, Finance Manager, Deputy Director of HR
City of Palo Alto	Assistant Director of IT, IT Project Manager (Senior Technologist), Water Treatment Plant Manager, Water Quality Control Plant Assistant Manager
City of Pasadena	Director of Parks, Recreation and Community Services; Director of Library & Information Services; Chief of Police; Controller
City of Patterson	Fire Chief, Director of Recreation & Community Services, Director of Finance
City of Pittsburg	Water Utilities Manager, Assistant City Engineer
City of Pomona	Development Services Director
City of Rancho Palos Verdes	HR & Risk Manager, Principal Engineer, Associate Engineer – Utilities (Capital Projects), Associate Engineer – Utilities (Operations), Senior Engineer – Transportation/Traffic (Operations), Senior Engineer – Civil/Roadway (Capital Projects)
City of Redlands	Director of HR
City of Richmond	Senior Civil Engineer, Director of Finance, Information Technology Manager, Deputy Director of Community Resources, Employment and Training; Budget Administrator and Accounting Manager
City of Riverside	Utilities General Manager, Deputy Finance Director, Debt & Treasury Manager, Budget Manager
City of Salinas	Planning Manager, Assistant Finance Director, Senior Civil Engineer, Chief of Police, Finance Director
City of San Diego	Director of Transportation
City of San Jose	Deputy Director of Animal Care and Services, Deputy Director of Technical Services (Police Department), Assistant Chief Information Officer, Chief Information Officer
City of San Leandro	Assistant Finance Director
City of Santa Monica	City Engineer, Director of Transportation
City of Scottsdale, AZ	Economic Development Director

City of Seaside	Senior Civil Engineer, Assistant Public Works Director, Assistant Civil Engineer, Associate Planner, Assistant Planner
City of Stockton	Chief Financial Officer
City of Tracy	City Attorney
City of Victorville	Assistant Director of Water
City of Visalia	Administrative Services Director
City of West Hollywood	Economic Development Director
City of Woodland	Deputy Director of Public Works – Utilities
City of Woodland Park, CO	Chief of Police
Coachella Valley Water Dist.	Director of Environmental Services
County of Butte	Assistant Public Works Director (2)
County of Imperial	Director of Social Services
County of Riverside	Director of Animal Services, Director of HR, Department Public Information Officer I, DEI (Diversity, Equity, and Inclusion) Officer, County Counsel
County of San Bernardino	County Labor Relations Chief, Chief of Homeless Services
County of Santa Clara	Deputy Director of Parks & Recreation, Director, CEPA; Planning Services Manager
County of Sonoma	Deputy Director – Engineering & Maintenance
Dublin San Ramon Services District	Wastewater Treatment Plant Operator-in-Training, Electrician I/II, HR Analyst II, Wastewater Treatment Plant Operations Superintendent
East Bay Regional Park District	Fire Chief, Chief of Interpretive & Recreation Services, Chief of Design & Construction, Chief Information Officer
First 5 Alameda County	HR Director
Fresno Irrigation District	Senior Civil Engineer
Hayward Area Recreation and Park District	Administrative Services Director, Parks and Facilities Maintenance Director
Irvine Ranch Water District	Collections Manager, Accounting Supervisor, Senior HR Analyst, HR Analyst
King County, WA	Regional Animal Services Manager
Marin/Sonoma Mosquito & Vector Control District	District Manager
Metro Parks Tacoma	Chief Financial and Administrative Officer
Metropolitan Water District of Southern CA	Safety, Security, and Protection Group Manager; Controller; Conveyance and Distribution Group Manager; Integrated Support Services Group Manager; Treatment and Water Quality Group Manager
Mid-Peninsula Water Dist.	Administrative Services Manager
Mtn. House Community Services District	Utilities Manager

Mtn. View Sanitary Dist.	Chief Plant Operator/Wastewater Operations Manager
North County Transit Dist.	Chief People Officer, Chief Executive Officer
Ontario Municipal Utilities Company	Utilities Customer Service Director
Orange Co. Mosquito & Vector Control District	Director of HR
Port of Long Beach	Director of Security
San Bernardino County Transportation Authority	Chief Financial Officer
San Bernardino Superior Court	HR Business Partner
San Mateo County Transportation Auth./Transit District	Executive Officer, Transportation Authority; Manager, Real Estate Capital Project Support and Property Management; HR Manager; District Surveyor, Real Estate; Deputy Director, Transportation Authority; Executive Officer for Civil Rights, Employee & Labor Relations, and HR
Santa Barbara Metropolitan Transit Dist.	Director of Finance and Administration, Director of HR and Risk
Santa Clarita Valley Water Agency	Controller
Solano County	Director of General Services
Solano Transportation Agency	Finance and Budget Manager, Director of Projects, Senior Accountant, Program Coordinator
South San Joaquin Irrigation District	Telemetry System Supervisor, Finance and Administration Manager
Stanislaus Animal Services Agency	Director of Animal Services
State Bar of CA	Operational and Digital Transformation Lead, Chief Information Officer
Tahoe Regional Planning Agency	Director of HR & Organizational Development
Transportation Corridor Agencies	Chief Capital Program Officer
Yolo Transportation District	Director of Finance & Administration

REFERENCES

We are proud of our past recruitment work with clients to successfully place candidates to meet their organization's needs.

Recruitment & Agency	Contact
City of Riverside DEI (Diversity, Equity, and Inclusion) Officer, Debt & Treasury Manager, Budget Manager	Edward Enriquez CFO (951) 826-5972 EEnriquez@riverside.gov 3900 Main St, Riverside, CA 92501
City of Palm Springs Fire Chief, City Manager	Stephanie George Director of Human Resources (760) 323-8217 Stephanie.George@palmspringsca.gov 3200 E. Tahquitz Canyon Way Palm Springs, CA 92262
City of Pasadena Director of Library & Information Services, Chief of Police, Controller, Director of Parks Recreation and Community Services	Tiffany Jacobs-Quinn Human Resources Director (626) 744-4126 tjocobsquinn@cityofpasadena.net 100 Garfield Ave, Pasadena, CA 91101
City of Lomita Public Works Director	Debora Dixon HR & Risk Manager (310) 325-7110 d.dixon@lomitacity.com 24300 Narbonne Ave, Lomita, CA 90717
City of Pomona Development Services Director	Rene Anderson Human Resources/Risk Management Director (909) 650-2291 Rene.anderson@pomonaca.gov 505 S. Garey Street Pomona, CA 91766
Bakersfield-Kern Regional Homeless Collaborative Executive Director	Anthony Valdez Assistant City Manager (City of Bakersfield) (661) 326-3029 Avaldez@bakersfieldcity.us 1600 Truxtun Ave Bakersfield, CA 93306

PROFESSIONAL SERVICES AGREEMENT ACKNOWLEDGEMENT

We will be pleased to sign the City's professional services agreement for recruitment services, however we respectfully request that the City will allow for a period of negotiation of certain terms in the professional services contract related to liability, indemnity, insurance, and other terms. We have found that we have always come to an agreement with all of our clients in the past and appreciate the City's flexibility in reviewing certain terms in a collaborative fashion between our legal counsels.

INSURANCE ACKNOWLEDGEMENT

Gallagher shall at all times during the term of this Agreement and for a period of two (2) years thereafter, obtain and maintain in force the following minimum insurance coverages and limits at its own expense:

- Commercial General Liability (CGL) insurance on an ISO form number CG 00 01 (or equivalent) covering claims for bodily injury, death, personal injury, or property damage occurring or arising out of the performance of this Agreement, including coverage for premises, products, and completed operations, on an occurrence basis, with limits no less than $2,000,000 per occurrence;
- Workers Compensation insurance with statutory limits, as required by the state in which the work takes place, and Employer's Liability insurance with limits no less than $1,000,000 per accident for bodily injury or disease. Insurer will be licensed to do business in the state in which the work takes place;
- Automobile Liability insurance on an ISO form number CA 00 01 covering all hired and non-owned automobiles with limit of $1,000,000 per accident for bodily injury and property damage;
- Umbrella Liability insurance providing excess coverage over all limits and coverages with a limits no less than $10,000,000 per occurrence or in the aggregate;
- Errors & Omissions Liability insurance, including extended reporting conditions of two (2) years with limits of no less than $5,000,000 per claim, or $10,000,000 in the aggregate;
- Cyber Liability, Technology Errors & Omissions, and Network Security & Privacy Liability insurance, including extended reporting conditions of two (2) years with limits no less than $2,000,000 per claim and in the aggregate, inclusive of defense cost; and
- Crime insurance covering third-party crime and employee dishonesty with limits of no less than $1,000,000 per claim and in the aggregate.
- All commercial insurance policies shall be written with insurers that have a minimum AM Best rating of no less than A-VI, and licensed to do business in the state of operation. Any cancelled or non-renewed policy will be replaced with no coverage gap, and a Certificate of Insurance evidencing the coverages set forth in this section shall be provided to Client upon request.

Koff & Associates
A Gallagher Company

Gallagher

SIGNATURE PAGE

We thank you for your consideration of our proposal. We are committed to providing high-quality service and investing in a long-term partnership.

This proposal is valid for ninety (90) days.

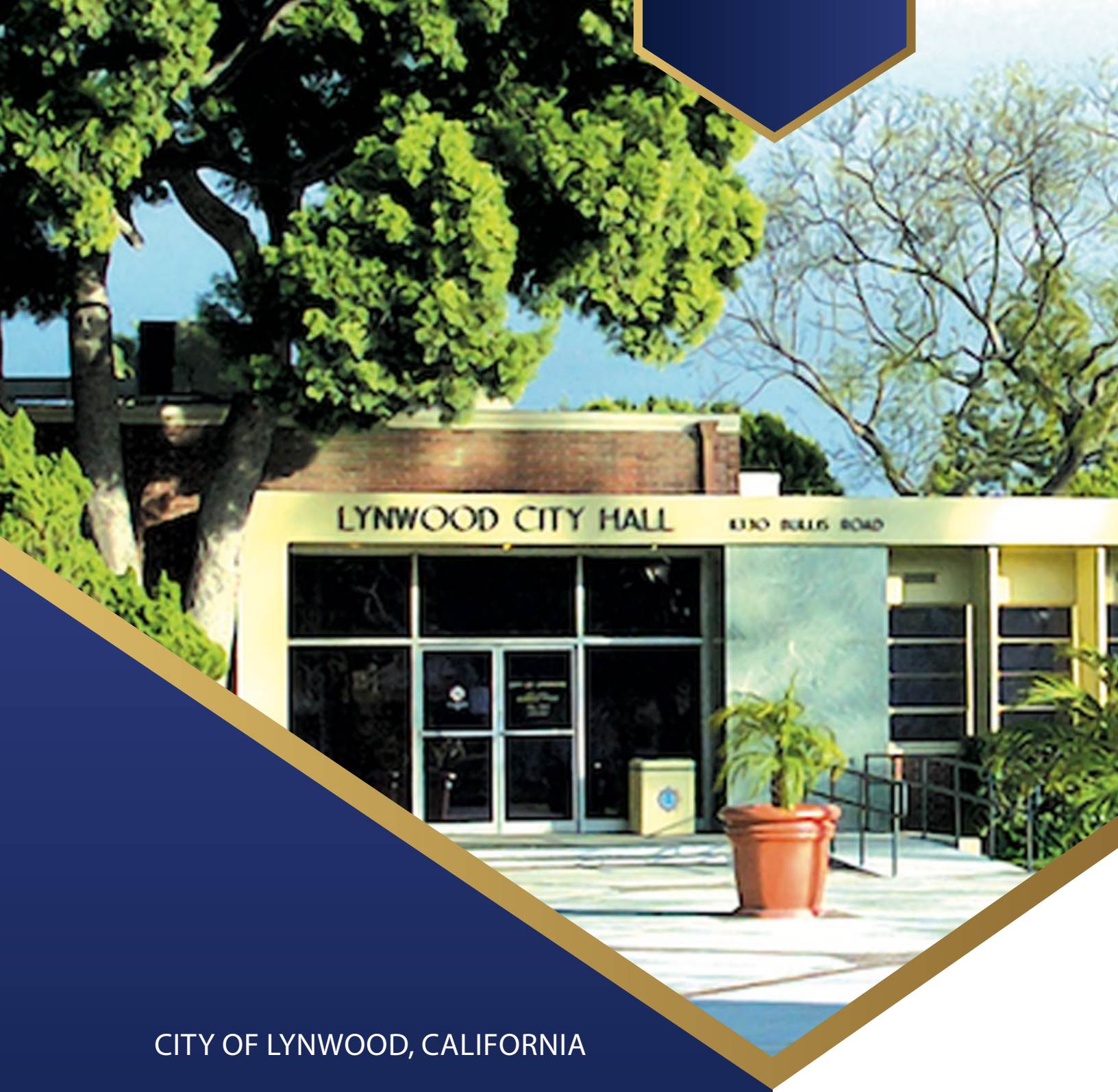
Respectfully submitted,

By: KOFF & ASSOCIATES

State of California

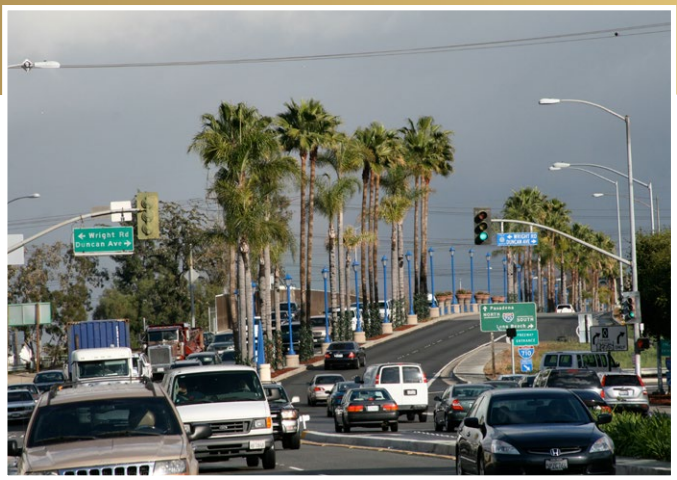
Frank Rojas **Date: January 16, 2026**

Recruitment Manager



CITY OF LYNWOOD, CALIFORNIA

City Manager



THE COMMUNITY

The City of Lynwood is an ethnically diverse, multicultural, and youthful community with a population of over 60,000 residents. This Gateway City encompasses 4.9 square miles within Los Angeles County and is ideally situated near Highway 105 and 710 corridors, adjacent to the cities of South Gate and Downey. Since Lynwood's incorporation in 1921, the city has developed and expanded as a community with a path of progressive economic development and is expected to continue attracting new businesses and industry.

GOVERNANCE

The City of Lynwood is a contract, general law city pursuant to California law and operates under the Council-Manager form of government. Five City Council members are elected at large to alternating four-year terms. Their peers select the Mayor and Mayor Pro Tem for one-year terms. Other elected officials include the City Clerk and City Treasurer. While most of the municipal operations and services are encompassed within the City, Lynwood contracts with the County for public safety services through the Los Angeles County Sheriff and Fire Departments. The County also operates the popular Lynwood Library located within the Civic Center. In addition, City Attorney services are provided contractually by a private firm specializing in local government.

The City Council is supported by the five Commissions and Boards: Community Development Block Grant Advisory Board, Citizen Oversight Committee, Personnel Board, Planning Commission, and the Public Safety / Traffic & Parking Commission.

Lynwood's FY 2025 budget total is $174.2mil. The City has a workforce of over 175 employees represented by two associations/bargaining groups, the Lynwood Employees' Association (LEA) and the Lynwood Employees Management Group (LEMG).

The City of Lynwood is an inclusive community known for its civic pride and stability.

THE POSITION

The City Manager provides professional leadership in the management of the city and is responsible for the coordination of municipal programs and the executive supervision of all City departments and agencies. The City Manager's principal duties and responsibilities include assisting members of the City Council in formulating policies and responding to City Council issues and concerns, either directly or through various City staff members, to recommend options and potential solutions. The City Manager attends all meetings of the Mayor and City Council and carries out City Council policy as a guide to daily assignment of City operations. As Executive Director, the City Manager also attends all meetings of various commissions and is responsible for the submission and implementation of the City's budget.

The City Manager administers the affairs of the City and directs staff in the implementation of the City Council's priorities which include but are not limited to the following:

- Oversee the proper application and enforcement of City laws and ordinances, including the Brown Act.
- Analyze contracts, leases, reports, purchase bids, and other matters requiring comprehensive analysis to authorize administrative action.
- Provide overall daily supervision, management, and direction to City departments.
- Build and maintain relationships with City employees to ensure accountability and a high level of public service to the community.
- Create an open environment which encourages resident and business input on City operations and programs.
- Establish effective management relationships with surrounding city, special districts, county, state, and federal agencies.

Mission Statement: It is the mission of the City of Lynwood to create and maintain a clean, safe, attractive, well-informed, self-reliant and pride-filled community that provides access to outstanding social, cultural, recreational, educational and economic opportunities for residents and businesses.

- Coordinate and provide timely and accurate information to the City Council and the public and media regarding City events and activities.
- Oversee departmental operations and expenditures; supervise the preparation and administration of the annual budget, and direct the development of program objectives, definitions, directions, and priorities.
- Assist in General and Strategic Plan updates.
- Perform other related work as required by the Mayor and City Council.

THE IDEAL CANDIDATE

The ideal candidate will be a visionary, strategic, and high-energy leader who can work with city council, staff, and key stakeholders to achieve economic growth and improve quality of life for a diverse community. The successful candidate will have well-rounded skills in all facets of public sector governance, a proven track record in successful community development, and solid financial acumen. The ideal candidate leads by setting a positive example of being proactive and organized; provides clear and consistent direction; and can assess talent, mentor, and develop a team-oriented, high-performing and accountable working environment. Excellent communication and interpersonal skills are required to manage the City as it moves to improve and promote new business ventures, as well as building and maintaining effective and collaborative relationships with regional and national business partners, staff, the school district, and elected officials. A candidate that demonstrates the ability to work positively and effectively with staff and promote positive morale and team building in the organization is highly valued, as is their desire to embrace and be a part of the City of Lynwood.

The City Manager is expected to provide diplomatic yet candid feedback to both Council and management staff in addressing the interest and concerns of the entire City Council. This position requires an innovative problem solver with a background addressing issues around public safety, homelessness, working with various populations, and knowledge of municipal finance and infrastructure, CIP, and community & economic development.

Key Attributes and Characteristics

- An individual with the highest personal and professional integrity.
- A successful track history at building collaborative business and community-oriented working relationships.
- An enthusiastic, inspiring, and engaged communicator. An active listener.
- A strong leader who shares the vision of the council and community, and can advocate, articulate, and implement that vision.
- The ability to deliver information and comprehensive research to City Council in a balanced and unbiased manner, and to provide options and solutions with different sides to an issue with strengths, weaknesses, opportunities, and risks for each alternative.
- A manager who can blend innovation and creativity, think outside the box, and creatively move the city in a positive direction while acknowledging and responding to its challenges.
- A solid, optimistic leader and role model with a positive presence, who demonstrates initiative, is action oriented, treats others with respect, and is collaborative and approachable.
- A strong leader able to use sound judgement and wisdom and maintain flexibility, who is politically astute, while remaining apolitical.

The next City Manager will join a relatively new City Council that is motivated and eager to start the transition to a brighter, more stable future, with improved quality of life and economic vitality. This will require an ability to understand and relate to Lynwood as a highly urbanized, densely populated, bi-cultural, and socio-economically challenged community. The expectation is for the City Manager to be active and engaged within the community and be aware of resident interests and concerns. Past experience working in a contract city and negotiating contracts and services is helpful.

QUALIFICATIONS

- Experience as a public sector executive along with a BS/BA degree in Public or Business Administration or related field is required.
- Several years at the senior/Director level in municipal government is required. Experience as a City Manager or Assistant City Manager is highly desirable.
- MS/MA degree in Public Administration, Business Administration or related field preferred.
- Experience working within a multi-cultural community environment and/or bilingual skills are highly desirable.

SALARY AND BENEFITS

The salary for this position is $275,000 - $325,000 depending on qualifications.

The City of Lynwood provides a competitive benefits package that includes:

- **Retirement** – Effective January 1, 2013, new members to CalPERS or an agency with CalPERS' reciprocity will be subject to the provisions of the Public Employees' Pension Reform Act of 2013 (PEPRA) and will receive 2% @ 62 benefit formula. Employees who are current members of CalPERS or an agency with CalPERS' reciprocity, or who have less than a six-month break in service between employment in a CalPERS (or reciprocal) agency and employment with the City will be enrolled in the 3% @ 60 benefit formula. All employees are required to pay the full employee contribution to CalPERS.
- **8% EPMC** – All employees are required to pay the 8% CalPERS member contribution.
- **Medical Insurance** – The City pays up to $1128.40 per month towards any medical plan selected by the employee and his/her eligible dependents.
- **Dental/Vision Insurance** – The City will contribute up to 80% of the family premium for dental and vision insurance.
- **Life Insurance** – $50,000 Life, AD&D covered at 100% by the City.
- **Long-Term Disability** – covered at 100% by the City.
- **Short-Term Disability** – covered at 100% by the City.
- **Deferred Compensation** – The City offers a choice of two deferred compensation providers.
- **Vacation** – Accrued at two weeks each year with increases based on years of service.
- **Sick Leave** – 96 hours annually.
- **Management Leave** – 90 hours annually.
- **Other Leave** – 11 paid holidays and 4 days floating holiday leave annually.
- **Car Allowance** – $500/month. Employees must satisfy personal auto insurance coverage limits to become eligible for allowance.
- **4-10 Work Schedule (City Hall is closed on Fridays)**
- **Additional Benefits** may include Longevity Pay, Education Incentive Pay, Bilingual Pay, an Employee Assistance Program, Electronic Media allowance and opportunities for Citywide Training and a flexible schedule

APPLICATION AND RECRUITMENT PROCESS

The final filing date is Tuesday, November 11, 2025.

To be considered, please submit a resume, cover letter, and five work-related references (who will not be contacted in the early stages of the recruitment) to:
https://koffassociates.com/lynwood-city-manager/

Resumes should reflect years and months of positions held.

For additional information, please contact:

Koff & Associates
A Gallagher Company

Frank Rojas
(510) 495-0448
frank_rojas@ajg.com
Website: https://koffassociates.com/

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. Koff & Associates will report the results to the City. The City will then select candidates to participate in panel interviews. **First round interviews with the City Council will take place Saturday, December 6. Final interviews with finalists chosen from the first round will be the evening of Tuesday, December 9**. Extensive reference and background checks will be completed on the selected candidate.

Proposal

for

Recruitment Services

CITY OF
SOUTH LAKE TAHOE

Leadership is Key to the Sustainability of Any Organization

Great leaders invest in their teams, build trust and create an environment where employees don't just work - they contribute and grow.

Finding great leaders is what we do!

PROTHMAN

Executive Recruitment

Interim Staffing. Application Software. Job Board.

Cover Letter

Dear Council Members,

Thank you for the opportunity to submit the enclosed City Manager recruitment proposal. A trusted leader in public sector executive recruitment since 2002, Prothman Company has provided recruitment services to the City of South Lake Tahoe since 2019, successfully completing full recruitments for the City Attorney and City Manager positions, and later conducting sourcing and outreach recruitments for the Parks & Recreation Director, Human Resources Analyst, and the Building Official positions. We take pride in the exceptional customer service and quality candidate pools we have provided the City of South Lake Tahoe over the years.

What makes Prothman stand out?

A Proven Track Record

After 24 years of successfully leading over 1,200 recruitments, Prothman Company has listened and learned along the way, continually improving and creating a recruitment process that works. We are proud of the trust we have built with our diverse range of clients, both large and small, ranging from 1 FTE to 14,000 FTEs. No matter the size or complexity of your recruitment challenge, we have the experience and solutions to help you succeed.

A Strong Core Team - Exceptional Customer Service

Successful organizations invest in their teams, and for the past 18 years, Prothman has maintained the same dedicated in-house team, providing an unmatched level of expertise and process flow. Led by Sonja Prothman, our tight-knit group brings deep industry knowledge and experience, ensuring consistent, high-quality service for every client we serve.

The entire Prothman Company team believes in our mission to serve local government organizations and their communities with integrity and commitment. Driven by our passion for local government, we are always on call and do what we do because we love helping organizations find great leaders.

Quality Candidate Pools

We lead the industry in placement and retention by doing more than filling roles - we find the right leaders who excel and stay. Our tailored interview questions, combined with proven assessment techniques honed over years of experience, uncover not only technical competencies but also the values and interpersonal strengths that drive long-term success. This comprehensive approach ensures every hire is a lasting fit.

Sonja Prothman

Sonja Prothman
Owner / CEO
Prothman Company
206.605.0415; sonja@prothman.com
700 NW Gilman Blvd., Suite E103, Issaquah, WA 98027
Submittal date: 1/16/2026
This proposal shall remain valid for one year from the submittal date.

Executive Summary, Company History and Current Projects

Incorporated in Seattle in 2002, Prothman Company has successfully completed over 1,200 recruitments, including placing over 200 city managers and administrators in organizations ranging in size with a population of 447 (City of Maupin, OR) to a population of 223,100 (City of Tacoma, WA). We understand politics, council dynamics and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders and community members are included, listened to, and treated with respect. Our company takes pride in our customer service reputation, and we are confident in our ability to recruit experienced and qualified candidates who will be the perfect "fit" for your organization and community.

Our lead consultants have dedicated their lives to local government and joined Prothman upon retiring from their distinguished careers. Prothman's 24+ years of recruiting experience, combined with each of our consultants' 35+ years of local government experience, provides our clients with a solid and effective team that can handle any senior level or highly specialized position recruitment.

Prothman Team Current Recruitments

City Manager – City of Tacoma, WA
City Manager – City of Clatskanie, OR
City Manager – City of Gresham, OR
City Manager – City of Bainbridge Island, WA
County Administrator – Lincoln County, OR
Chief Executive Officer – Greater Valley Health Center, MT
Chief Financial Officer – Missoula County, MT
City Attorney – City of Pasco, WA
Human Resources Director – City of Tacoma, WA
Human Resources Director – City of Edmonds, WA
Public Works Director – City of Tacoma, WA
Executive Director – Urban Flood Safety and Water Quality District, OR
Executive Director – Housing Authority of Skagit County, WA
Fire Chief – Fort Lupton Fire Protection District, CO
Fire Chief – Monument Fire District, CO
Fire Chief – Lewis County Fire District #6, WA
Finance Director – City of Forest Grove, OR
Fire Chief – Burney Fire Protection District, CA
Public Works Director – Pend Orielle County, WA
Health & Human Services Director – Tillamook County, OR
Airport Manager – City of Kenai, AK

City of Tacoma, WA – City Manager (in progress), Public Works Director (in progress), HR Director (recently completed), Assistant City Manager
Contact: Keith Gulley, Talent Acquisition Manager
kgulley@tacoma.gov; 253.290.2530

City of Clatskanie, OR – City Manager (in progress), Finance Manager, Public Works Director
Contact: Greg Hinkelman, City Manager
ghinkelman@cityofclatskanie.com; 503.728.2622

Project Team

Steve Worthington – Senior Consultant, Project Lead

Steve joined Prothman in 2012, bringing with him over 35 years of accomplished leadership in local government. Steve recently finished his third term as a council member for the City of University Place, Washington. Before retiring as City Manager for the City of Fife, Washington, a position he held for six years, Steve served as Fife's Community Development Director for six years and previously held the same role for nine years at the City of Cheney, Washington. Steve has been actively involved in regional policy and development, serving as a member of the Association of Washington Cities Legislative Task Force and as a Trustee for the Economic Development Board of Tacoma-Pierce County. Steve holds a Bachelor of Arts degree in Speech Communications from the University of Washington and a Master of Public Administration degree from Eastern Washington University.

Since joining Prothman, Steve has successfully managed over 50 executive management recruitments and 135 mid-level (department director) recruitment processes, demonstrating the experience and facilitation skills essential for successful outcomes. With more than 35 years in local government management, Steve brings not only deep sector knowledge, but also an unparalleled network - enabling him to effectively reach both active and passive candidates in a way few consultants or recruitment firms can match.

Steve Worthington 2025 / 2026 Recruitments

City of Gresham, OR – **City Manager** – in progress
City of Oregon City, OR – City Engineer – just starting
Urban Flood Safety and Water Quality District, OR – **Executive Director** – in progress
Lincoln County, OR – **County Administrator** – in progress
City of King City, OR – **City Manager** – just completed
City of Dundee, OR – **City Administrator** – just completed
Columbia River Economic Development Council, WA – **Executive Director** – just completed
Thurston Regional Planning Council, WA – **Executive Director** – just completed
City of Bremerton, WA – Director of Public Works & Utilities – in progress
Washington State Transit Insurance Pool, WA – **Executive Director**
Clackamas County, OR – County Counsel
City of La Pine, OR – Public Works Director
City of Oregon City, OR – Parks & Recreation Director
Jefferson County, OR – Community Development Director
Synchrous Risk Management, WA – **Executive Director**
Vashon Park District, WA – **Executive Director**

A Sample of Steve Worthington's Executive Management Recruitments

Tahoe Reg. Planning Agency, NV - Exec. Dir.
EDC of Mason County, WA - Exec. Dir.
City of Madras, OR - City Administrator
Hood River County, OR - County Admin.
City of Dillingham, AK - City Manager
Manchester Water Dist., WA - Gen. Mgr.
El Dorado County, CA - Chief Admin. Officer
City of Grandview, WA - City Administrator
City of Spokane Valley, WA - City Manager
Jefferson County, WA - County Administrator
City of Monmouth, OR - City Manager
City of Wood Village, OR - City Manager
City & County of Broomfield, CO - Deputy City/County Manager
City of Roseburg, OR - City Manager
City of Yachats, OR - City Administrator
University Development Assoc., WA - CEO
Spokane Reg. Clean Air Agency, WA - Exec. Dir.
Housing Kitsap, WA - Executive Director
Port of Benton, WA - Executive Director
Clatsop County, OR - Director of Public Health
Clatsop County, OR - County Manager
City of Centralia, WA - City Manager
Clackamas County, WA - County Administrator

Project Team (Continued)

Sonja Prothman – Project Co-Lead

As owner and CEO, Sonja directs the day-to-day operations of the Prothman Company and has over 20 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the "elected official" side of government – a vital perspective for understanding our clients' needs. Sonja also brings private sector expertise, having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a bachelor's degree in Communications from the University of Washington.

Jared Eckhardt – Project Support

Jared is responsible for profile development and candidate outreach. Jared works one-on-one with the client for position profile development and works with Sonja and the lead consultant on each client's outreach strategies. Jared also functions as recruitment support as a secondary lead consultant on recruitments and special projects. Jared graduated from the University of Washington, earning his BA in Communications.

Barry Gaskins – Project Support

Barry provides client and candidate management, and administrative support to Sonja. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor's degree from California State University in Los Angeles.

Madison Lindquist – Project Support

Madison is responsible for Prothman's social media, direct mail outreach, website development and Online Application Service support. Madison works one-on-one with the client to ensure optimal outreach in all available social networking resources and works with clients who choose to use the Online Application Service. Madison also functions as recruitment support. Madison graduated from the University of Washington, earning her BA in Communications.

References with Steve Worthington as Project Lead

City of Dundee, OR – City Administrator – just completed
Contact: David Ford, Mayor
david.ford@dundeecity.org
503.449.6957

City of King City, OR – City Manager – just completed
Contact: Rachel Kazmierski, Mayor
rkazmierski@ci.king-city.or.us
503.639.4082

Columbia River Economic Development Council, WA – President – just completed
Contact: Sarah Laughlin, Board Member
slaughlin@fuelmedical.com
360.818.9434

SCOPE OF SERVICES

General Approach: Prothman Company employs a structured, proactive and client-focused approach to managing the services we provide to our clients. We strive to provide consistent, accountable and professional service while meeting or exceeding our client expectations. Each recruitment is managed by a dedicated recruiting manager and each engagement begins with a planning process to ensure clarity and set expectations for all stakeholders. We understand that no two organizations or recruitments are alike so we adjust the process to fit your needs. We always provide full transparency and accountability throughout the recruitment process and we believe that clear and consistent communication is central to a successful partnership with our clients. We truly enjoy helping local government thrive and look forward to performing all the services represented in this proposal.

1. Develop a Tailored Recruitment Strategy

Project Review

The first steps will be:

- Review of the recruitment strategy
- Review of the draft recruitment schedule

Information Gathering and Research *(Soliciting Input)*

We will travel to South Lake Tahoe and spend as much time as it takes to learn everything we can about your organization. Our goal is to thoroughly understand the values and culture of your organization, as well as the preferred qualifications and personality you desire in your next City Manager. We will:

- Meet with City Council
- Meet with Leadership Team
- Meet with other Staff, as directed
- Meet with Partner Agencies, as directed
- Meet with other Stakeholders, as directed
- Facilitate a Community Forum, as directed
- Review of all documents related to the position

Position Profile Development *(Identifying the Ideal Candidate)*

We will work with you and develop a detailed and compelling profile of your ideal candidate. Once the Position Profile is approved by you, it will serve as the foundation for our determination of a candidate's "fit" within the organization and community. Profiles include the following:

- **A description of the ideal candidate's qualifications**
  - Years of related experience
  - Ideal personality traits
- **Organization-specific information**
  - Description of the organization, position and key responsibilities
  - Priorities and challenges facing the organization
- **Community-specific information**
- **Compensation package details**
- **Information on how to apply**

2. Identify, Target, and Recruit Viable Candidates

Outreach and Advertising Strategy *(Locating Qualified Candidates)*

We recognize that often the best candidates are not actively looking for a new position-*this is the person we want to reach and recruit.* We have an aggressive multi-channel sourcing strategy which involves the following:

- **Print and Internet-based Ads** placed regionally and nationally in professional publications, journals, and related websites.
- **Targeted Direct Mail Brochures** sent directly to hundreds of city/county management professionals who are not actively seeking a new position.
- **Focused Candidate Outreach** via personal contacts and thousands of personal emails sent directly to city and county management professionals.
- **Posting the Position Profile on Prothman's Facebook and LinkedIn pages, and on the Prothman website**, which receives over seven thousand visits per week from potential candidates.

3. Conduct Preliminary Screening

Candidate Screening *(Narrowing the Field)*

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 3 key steps:

1) **Application Review**: We will screen the candidates for qualifications based on the resumes, applications, and supplemental question responses. After the initial screening, we take the yes's and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.

2) **Internet Publication Background Search:** We conduct an internet publication search on all semifinalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.

3) **Personal Interviews**: We will conduct in-depth videoconference or in-person interviews with the top 6 to 14 candidates. During the interviews, we ask technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.

Candidate Presentation *(Choosing the Finalists)*

We will prepare and send to you candidate packets which include each candidate's application materials and the results of the personal interviews and publication search.

We will travel to South Lake Tahoe or meet via Teams and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 2 to 5 candidates to invite to the final interviews.

We will discuss the planning and design of the final interview process during this meeting.

4. Prepare Materials and Process for Final Interviews

Final Interview Process *(Selecting the Right Candidate)*

The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about each candidate.

- **Elements of the design process include:**
  - **Deciding on the Structure of the Interviews**
  - **Deciding on an Evening Reception**
  - **Deciding on Candidate Travel Expenses**
- **Background Checks**
  Background checks include the following:
  - **References** from 8 - 12 current and past employers and colleagues
  - **Education Verification, Criminal History, Driving Record and Sex Offender Check**
- **Candidate Travel Coordination**
  After you have identified the travel expenses you wish to cover, we work with the candidates to organize the most cost-effective travel arrangements.
- **Final Interview Packets**
  The Final Interview Packets include sample interview questions and the candidates' application materials and are the tool that keeps the final interview process organized.
- **Final Interviews with Candidates**
  We will travel to South Lake Tahoe and facilitate the interviews. The interview process typically begins with a morning briefing during which we will review the schedule and outline the process with everyone involved. Each candidate will then participate in a series of one-hour interview sessions, with a one-hour break scheduled for lunch.
- **Candidate Evaluation Session**
  After the interviews are complete, we will facilitate the evaluation process and support the decision makers in reaching consensus.
- **Facilitate Employment Agreement**
  Once the top candidate has been selected, we offer any assistance needed in developing a letter of offer and negotiating the terms of the employment agreement.

5. Warranty

Repeat the Recruitment

If you follow the major elements of our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost to you would be for the expenses.

6. Guarantee

Replacement Recruitment

Prothman will guarantee that if the selected finalist is terminated for cause or resigns within one year from the employment date, we will conduct one replacement search with no additional professional fee, the only cost to you would be for the expenses.

AVAILABILITY, COMMUNICATION & PROPOSED SCHEDULE

We are ready to start when you are!

One of our first tasks will be to coordinate and commit to a schedule.

We will provide you with our cell phone numbers and emails so that you have direct access to your lead consultant and support staff, and we will communicate and update you as often as you desire.

We understand that each recruitment is unique, and we are flexible to adjust the recruitment schedule to fit your needs.

Draft Schedule

Blue highlighted / bolded events represent meetings with the client.

Date	Topic
Weeks of February 2 & 9, 2026	Gather information for position profile. **Travel to South Lake Tahoe for stakeholder interviews.** Send profile for review and edits. Get profile approval.
February 16, 2026	Post the position and start advertising
February 25, 2026	Send direct mail brochures and first round of emails
March 22, 2026	Application closing date
Weeks of March 23 & 30, 2026	Prothman screens applications & interviews top 6 - 14 candidates
Week of April 6 - 10, 2026	**Work Session to review semifinalists and pick finalists, and design final interviews**
Week of April 20 or April 27, 2026	**Travel to South Lake Tahoe for Final Interview Process which may include an evening reception and next day interviews**

This supports a mid to late June 2026 start date.

FEE, EXPENSES & GUARANTEE

Professional Fee

The fee for conducting a City Manager full recruitment with a one-year guarantee is $17,500, with a contract not to exceed of $24,450. The professional fee covers all Prothman staff time required to conduct the recruitment. This includes all meetings and correspondence with the client, writing and placing the recruitment ads, development of the candidate profile, creating and processing direct mail letters, creating and coordinating the email campaign, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, conducting background checks and professional references on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

The professional fee is billed in three equal installments throughout the recruitment, one at the beginning, at the halfway point, and upon completion of the final interviews.

Expenses

Expenses vary depending on the design and geographical scope of the recruitment. We do not mark up expenses and work diligently to keep expenses at a minimum and keep records of all expenditures. The City of South Lake Tahoe will be responsible for reimbursing expenses Prothman incurs on your behalf**. Expenses will be capped at $6,950 and include:**

- Trade journal, LinkedIn, and associated website advertising ($1,900)
- Direct mail announcements ($1,700)
- Consultant travel: Airfare, rental car, lodging ($650 per trip x 3 trips = $1,950)
- Interview Packets and Shipping ($400)
- Background checks performed by Sterling (approx. $200 per candidate x 5 = $1,000)

Other Expenses

Candidate travel: We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidates' travel receipts for direct reimbursement to the candidates.

Cancellation

You have the right to cancel the search at any time. Your only obligation would be the fees and expenses incurred prior to cancellation.

Guarantee

Prothman will guarantee that if the selected finalist is terminated for cause or resigns within one year of the employment date, we will conduct one replacement search with no additional professional fee, the only cost to you would be for the expenses.

Equal Opportunity

We can assure you that we recognize the importance and wisdom of a diverse rich candidate pool and for every recruitment we conduct, we have made it our mission to reach out to and attract the most qualified and diverse candidate pool as possible for our clients. If we are chosen to be your executive recruiting partner, we will do so with the common goal of finding the agency a diverse and qualified pool of candidates.

EXAMPLE OF POSITION PROFILE

CITY of DUNDEE Oregon

CITY ADMINISTRATOR

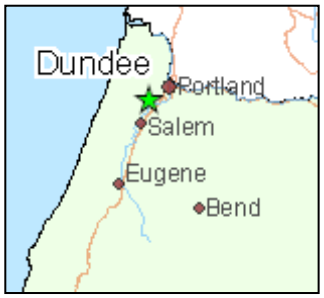
$120,000 - $150,000 DOQ

Plus Excellent Benefits

Apply by
November 16, 2025
Open Until Filled

PROTHMAN

THE COMMUNITY



Dundee is a vibrant community of just over 3,200 residents, located in Yamhill County in the heart of Oregon's renowned Willamette Valley, only 30 miles southwest of Portland. The city offers the best of both worlds: small-town charm with easy access to the amenities of the Portland metropolitan area.

Dundee is nationally recognized as a gateway to Oregon wine country. The city sits at the center of the Dundee Hills American Viticultural Area (AVA), where distinctive red volcanic soils produce world-class Pinot noir and other varietals. The wine industry is a defining feature of the local economy and community identity, drawing visitors from around the globe.

In addition to its wineries, Dundee offers abundant scenic beauty. Rolling hills, fertile farmland, and the nearby Willamette River provide opportunities for hiking, paddling, cycling, and year-round outdoor recreation. The community also takes pride in its historic Dundee Community Center and a growing downtown district, where restaurants, tasting rooms, and boutique shops create a welcoming and walkable environment.

Over the next decade, the community is poised for significant transformation. Downtown development is underway, including $130 million in hotels that will reshape the city's core and serve as a catalyst for further investment. Population growth is expected to double, and major plans for the Riverside District will bring new residential, commercial, and recreational opportunities, creating a more vibrant and connected community. These changes will redefine the city's character, expanding its economic base, enhancing cultural and social amenities, and positioning it as a regional hub for growth and activity.

With an exciting future, strong sense of place, rich agricultural heritage, and commitment to quality of life, Dundee provides an exceptional setting for residents, visitors, and businesses alike. It is a community that values its rural roots while embracing thoughtful growth and investment in the future.

THE CITY

The City of Dundee operates under a Council/City Administrator form of government. The governing body consists of a Mayor, elected to two-year terms, and six Councilors elected to staggered four-year terms. Together, the Council provides policy direction, while the City Administrator oversees day-to-day operations and implements Council priorities. The organization is structured into three divisions: Administration, Public Works, and the Fire Department. Law enforcement services are provided through a contract with the City of Newberg for the Newberg–Dundee Police Department. The City also contracts for planning, engineering, and legal services to support its operational needs.

The City employs 13 full-time staff and maintains a strong volunteer base of approximately 22 volunteer firefighters. City Hall includes the City Administrator and three office staff members; Public Works consists of five full-time employees; and the Fire Department is staffed by five full-time personnel in addition to volunteers. The total adopted budget for FY 2025/2026 is $13,195,300, supporting municipal operations, public safety, infrastructure, and community services. The City also manages an Urban Renewal District along Highway 99W, which encompasses the business district and supports economic development and revitalization efforts.

THE POSITION

The City Administrator is responsible for carrying out the policies of the City Council and overseeing the day-to-day operations of the organization. This position manages all city departments, supervises staff, advises the Council on policy and operational matters, prepares and administers the city budget, ensures fiscal accountability, and acts as the primary liaison between elected officials, staff, and the community.

It is expected that in five to ten years, this will be a fundamentally different position than it is today. This role will grow and change alongside the community as development accelerates, revenue expands, City staffing levels increase, operations become more complex, and the scope of responsibilities evolve. The City Administrator will play a vital role in helping to shape the future of the community, which demands a candidate with strategic vision, adaptability, and leadership to navigate growth while maintaining organizational excellence. The successful candidate will not only manage the present but also play a central role in shaping the systems, policies, and culture that will sustain the community's prosperity in the years to come.

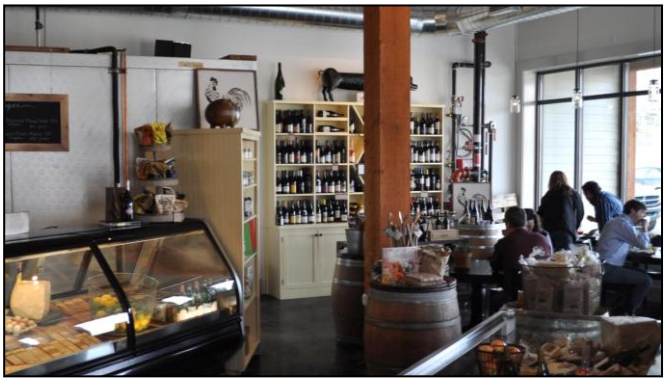
OPPORTUNITIES & PRIORITIES

Digital Communication and Engagement

The next City Administrator will have the opportunity to leverage technological advancements to improve communication and build organizational efficiencies. This includes focusing on outreach strategies that effectively reach both long-term residents and younger families who rely heavily on digital platforms, ensuring that communication meets the diverse technological preferences of Dundee's multigenerational community.

Community Presence

The City Administrator will be expected to demonstrate strong public contact skills and maintain a consistent, visible presence at community events and external meetings. This individual will serve as an effective voice and face for both City Hall and the Dundee community when the Mayor or Councilors are unavailable. Success in this area will require the ability to use both diplomacy and direct communication styles and to discern when each approach is most appropriate.



Financial Management and Forecasting

A key priority for the incoming City Administrator will be to manage the City's budget and finances with precision. This includes applying financial forecasting skills to keep programs within budget, monitoring revenue streams, and anticipating and preparing for potential financial challenges to ensure the City's long-term fiscal stability.

Advance the Destination Dundee Vision

The City Administrator will be responsible for carrying the Destination Dundee Vision as the cornerstone for City programs and projects. This includes clearly articulating where Dundee is headed and how it will achieve its goals, as well as developing and implementing strategies that bring this community vision to life.

EDUCATION & EXPERIENCE

A bachelor's degree from an accredited college or university in a related field is required. A master's degree in related field is desired. Experience with Main Street Programs is also desired.

The ideal candidate will be a collaborative and communicative leader who is enjoyable to work with and brings strong technological skills to manage communication effectively. This individual will demonstrate political astuteness while maintaining professional neutrality and will possess a solid understanding of governmental finance. Familiarity with land use regulations and Oregon's development processes will be important, as will leadership that promotes collaboration by sharing information up and down the organization to motivate staff and build a sense of ownership.

The ideal candidate will be a forward-thinking and adaptable leader with the strategic vision, financial acumen, and organizational leadership skills to guide day-to-day operations while shaping the systems, policies, and culture needed to support a rapidly growing and evolving community.

This person will be deeply committed to public transparency and will ensure that the Mayor and Councilors remain fully and equally informed about major city initiatives.

COMPENSATION & BENEFITS

- **$120,000 - $150,000 DOQ**
- City pays 100% of employee health insurance premiums and 80% of dependents/family portion of premiums.
- Monthly City-paid contribution to HRA VEBA (contribution amount according to adopted matrix).
- City Recognized Holidays include New Year's Day, MLK Day, Presidents Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Veterans Day, Thanksgiving Day, Day after Thanksgiving, Christmas Eve (1/2 day, starting at noon), Christmas Day, New Year's Eve (1/2 days starting at noon).
- Oregon PERS retirement (City pays employee's contribution).
- Vacation pursuant to city policy (6.67 hours (80 hours annually) for 0-5 years of tenure.

For more information on the City of Dundee, please visit:

www.dundeecity.org

CITY of DUNDEE Oregon

The City of Dundee is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **November 16, 2025** (open until filled). Applications, supplemental questions, resumes and cover letters will only be accepted electronically. To **apply online,** go to **www.prothman.com** and click on "**Open Recruitments**", select "**City of Dundee, OR – City Administrator**", and click "**Apply Online**", or click here. Resumes, cover letters and supplemental questions can be uploaded once you have logged in. If you are a veteran and wish to request veterans' preference credit, please indicate that in your cover letter, and complete and submit the veterans' preference form posted on the website as instructed on the form.

PROTHMAN

www.prothman.com

206.368.0050

© 2025 Prothman. All Rights Reserved.

EXAMPLE OF INVITE LETTER

CITY OF Tacoma

WASHINGTON

CITY MANAGER

$309,566 - $376,500 DOQ

Plus Excellent Benefits

Apply by:
December 19, 2025
(First Review, Open until filled)

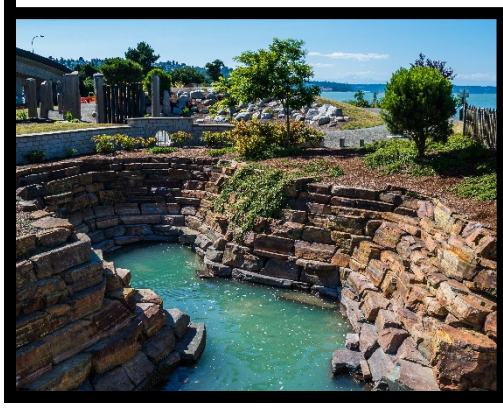
Apply at *www.prothman.com*

Dear Colleague,

Prothman is currently recruiting for the **City Manager** position for the **City of Tacoma, Washington.** We invite you to review the position details on the back page. If you find that this position is not right for you, we kindly ask you please pass this on to other professionals you know who may be ready for this next step in their career.

Thank you for your consideration and help!

PROTHMAN

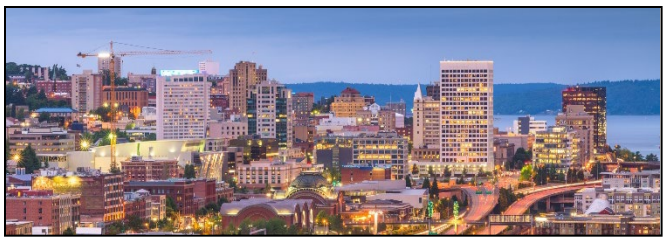


THE COMMUNITY

Tacoma is centrally located just 32 miles south of the city of Seattle and 31 miles north of the state capital, Olympia, and is home to the Port of Tacoma; one of the largest container ports in the United States. Tacoma is surrounded by beautiful nature, giving residents many opportunities for outdoor adventures. Largely suburban in nature with a small, but dense, urban core, Tacoma is home to many institutes of higher learning that attract students from across the globe. The University of Washington Tacoma, Pacific Lutheran University, University of Puget Sound, a satellite campus of the Evergreen State College, three community/technical colleges, and several trade and business schools are within Tacoma's geographic area. Downtown's Cultural District is the site of theatres, the Washington State History Museum, the Museum of Glass, the Tacoma Art Museum, and America's Car Museum. The city has been recognized numerous times as one of the nation's most livable cities.

THE CITY

The City operates under a Council- Manager form of government. The City Council consists of a mayor, five district representatives, and three at-large representatives. All are elected to serve staggered four-year terms. Appointed by the City Council, the City Manager administers the City's day-to-day operations. With a population of approximately 222,000 residents, the City is the third largest municipality in the state. Tacoma serves as the center of business activity for the South Sound region with a population of approximately one million people. Tacoma Public Utilities operates under direction of the Public Utility Board with the Director of Utilities a peer to the City Manager. The City currently has around 4,000 FTEs and a total 2025-2026 biennial budget of $4.7 billion.



A COMMITMENT TO EQUITY & DIVERSITY

At the City of Tacoma, we are committed to making our workforce as diverse and inclusive as the community we serve. We actively seek out candidates from a wide range of backgrounds and cultures. Join our team at the City of Tacoma and help us build a more vibrant, inclusive, and equitable community for all.

THE POSITION

The City Manager (CM) is the Chief Executive Officer of the City of Tacoma, the third largest City in Washington State. The CM is responsible for directing the operations of departments within General Government including administrative departments that supply services to TPU (Finance, Purchasing, IT, Legal and Human Resources). The CM assists with development and ensures compliance with policies established by the City Council within limits of the City Charter and State and federal laws. The CM oversees citywide staff of more than 4,000, with direct reporting relationships for several key department Directors and administrative staff, and a biennial citywide budget of approximately $4.7 billion. This position is appointed by and reports to the Mayor and eight City Council Members, and is the sole employee of the Tacoma City Council. The CM is responsible for carrying out the policy and strategic direction of the City Council through leadership and management of City of Tacoma's staff, line and operating departments and functions, including some that provide services to Tacoma Public Utilities. This position will make interpretive decisions on behalf of the organization regarding the means for executing the goals established by the City Council, subject to constraints imposed by available technology and resources. The CM also manages and directs the department financial activities including budget development and procurement; monitors and administers budgets, revenues and expenditures from multiple sources and for multiple activities.

To review the full position profile and benefits package, and to learn more about Prothman,

© 2025 Prothman. All Rights Reserved. Follow Us On Facebook & LinkedIn *@ProthmanCo* To See New Jobs!

Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

January 16, 2026

Mayor Cody Bass and
Members of the City Council
City of South Lake Tahoe
1901 Lisa Maloff Way, Suite 206
South Lake Tahoe, California 96150

Via Electronic Submittal through PlanetBids

RE: Proposal – City Manager Recruitment Services

Dear Mayor Bass 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 South Lake Tahoe. We will facilitate this recruitment process and add professional value throughout the entire recruitment and selection process. Additionally, this proposal shall remain valid for 120 days from the date submitted.

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, Mr. Wilson will be available to begin work on this project within 10 days (or sooner) after the City provides a contract or an official notice to proceed.

As a former City Manager with over 30+ years of experience, including 20 years serving as a City Manager in different communities, Mr. Wilson is highly qualified to lead this search and is available to start the project and attend on-site client meetings, as necessary. Mr. Wilson has completed over 35 City Manager recruitments with Ralph Andersen & Associates primarily focused in California.

As the primary consultant and lead for this recruitment Mr. Wilson's contact information is as follows:

Mr. Fred Wilson, Senior Consultant
Ralph Andersen & Associates
Office: (916) 630-4900
Cell: (714) 421-3258
Email: fred@ralphandersen.com

We are proud of how we market and represent our clients. All of the design and graphics of our marketing material are done in-house so we can control the quality and production timing. To see samples of our recruitment brochures and learn how we market our clients digitally, please visit the Career Opportunities page of our website at www.ralphandersen.com.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in the Sacramento area.

Ms. Heather Renschler, President/CEO, is the firm's principal shareholder and legally authorized to bind the firm. Should Ralph Andersen & Associates be selected to conduct the search, Ms. Renschler will sign the consulting engagement agreement.

Should you need any clarification, please feel free to call Mr. Wilson at (916) 630-4900 (office) or (714) 421-3258 (cell). Additionally, I am also available to respond to any questions, as needed. I am best reached at (916) 804-2885 (cell).

Thank you very much for your consideration of this proposal.

Respectfully Submitted,

Heather Renschler

Heather Renschler
President/CEO

Executive Summary

Attracting top talent has never been more complex and Ralph Andersen & Associates is highly qualified to assist City of South Lake Tahoe 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 the identification and recruitment of a highly qualified group of candidates for the new City Manager. 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 the identification and incorporation of a variety of vital details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

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

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

Why Choose Ralph Andersen & Associates?

Ralph Andersen & Associates, a California Corporation, has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 53 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.

Company History, Background and Experience

The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than half of a century since 1972. With the reputation of Ralph Andersen & Associates, you will have the opportunity to consider candidates located throughout California.

Ralph Andersen & Associates serves a nationwide clientele focused on local government and maintains a virtual presence with its consultants and staffing located in California and in other states throughout the nation. The firm's mailing address is 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765; phone number (916) 630-4900; Email: info@ralphandersen.com.

Our national staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, all senior staff have personal, hands-on executive experience in the operation of public agencies and private businesses.

Project Staffing

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and 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 the areas of local government management, executive search, and related disciplines. The City of South Lake Tahoe 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 our firm fully dedicated to ensuring the highest quality outcome during this important recruitment process.

Fred Wilson, Project Director

Mr. Wilson, Senior Consultant with Ralph Andersen & Associates, brings more than 35 years of experience as a local government executive, including 21 years serving as City Manager in two California cities. Working in full-service cities, he brings a strong background in identifying and recruiting top quality executive staff. 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. This experience gives Mr. Wilson a unique perspective to identifying high quality candidates that "fit" the organization.

Since joining Ralph Andersen & Associates, Mr. Wilson has completed many successful recruitments and brings a vast network of contacts throughout the region. He has successfully completed searches for executives and professionals for local government organizations including City Managers, Community Development Directors, Public Works Directors, Finance Directors, and other General Managers.

Mr. Wilson's clients have found his knowledge of city management, experience working with City Council members, and expertise in recruitment and selection an asset.

As a long-tenured local government executive, Mr. Wilson has extensive experience in all aspects of governance including organizational development, succession planning, municipal finance, community development, information technology, and general management. His experience includes serving in multiple leadership roles in various organizations including the League of California Cities and has been active on various advisory boards throughout his career.

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 at (916) 630-4900 or directly on his cell at (714) 421-3258 or via email at fred@ralphandersen.com.

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, Ms. Christen Sanchez, 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 search team from 2020 to Present. Searched conducted by Mr. Wilson are noted with an *.

- Artesia, CA – City 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, CA – 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 (Current Search) *

- 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) *
- Goleta, CA
    - Assistant City Manager (2024)
    - City Manager (2022)
- Grand Terrace, CA – City Manager (2021) *
- Gustine, CA – City Manager (2022) *
- 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 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 (Current Search) *
- Nevada City, CA – City Manager (2022)
- 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) *

Scope of Work/Implementation

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 53 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 selectively beyond, 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 offer of employment.
- Close out the search and notify all candidates not selected.

Ralph Andersen & Associates has an outstanding reputation for being thorough and professional in the approach it takes in recruitment. Each candidate's match with the position is based on the individual's own set of professional experiences, management style, education, and 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 South Lake Tahoe. This recruitment will be under the direction of Mr. Fred Wilson, Project Director/Search Consultant.

Task 1 – Review Project Management Approach

The Project Director, Mr. Wilson, 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 (preference to be done using Zoom Video Technologies application). 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 bi-weekly** updates (typically done orally) throughout each stage of the search. In addition, Mr. Wilson will be highly accessible and responsive to client requests and inquiries.

Task 2 – Develop Position Profile

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

Technical Information

Mr. Wilson will conduct video 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 desired in the City Manager. These meetings will also help the Project Director gain an understanding of the work environment and the issues facing the City of South Lake Tahoe. In-person meetings can be arranged with sufficient advance notice.

Recruitment Criteria

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

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 brochure will be reviewed by the City in draft format, revised as appropriate, and published for use throughout the search.

Optional Service (Community Survey) – The City Council may desire obtaining input from the Community on the qualities they would like to see in the new City Manager. To facilitate Community input, the Project Director can conduct an on-line survey. Additionally, our process can allow for email comments to Ralph Andersen & Associates relative 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. Specific Internet sites related to government will be used as a method of extending the specific outreach in a short period of time.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' 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 the recruiting effort. In making these contacts, the Project Director will target those individuals who meet the criteria set by the City. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

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

Task 4 – Candidate Evaluation

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

Screening

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

Preliminary 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 done on a limited number of candidates to learn more about each candidate's public profile and related information that is available on the internet.

Preliminary Interviews via Video Technology

The Project Director will conduct preliminary interviews with the top group of candidates identified through the screening, preliminary research, and Internet review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using 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 supplied to the City electronically. No hard copies will be supplied to the City for any phase of this search engagement. Mr. Wilson will prepare detailed information for review including resumes uploaded to a file sharing system (i.e., OneDrive or ShareFile). Mr. Wilson will conduct a video conference call or in-person meeting with the City Council or other designated representative 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 via video 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.

Regarding references, the standard process is to do a partial background on the top 2-3 candidates with various verifications, internet search, and limited references (outside of 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 upon the desires of the City Council. The typical services provided by Ralph Andersen & Associates in the selection process are described briefly below:

- Mr. Wilson 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 a file sharing program such as OneDrive or ShareFile) that includes the resume, cover letter, and preliminary media research for each candidate. In addition, this electronic information will contain suggested questions and areas for discussion based upon the recruitment criteria. Electronic copies of the interview booklet will be provided in advance of the candidate interviews. No hard copies of material will be provided. Should the City desire hard copies, it will be the responsibility of the City to produce and distribute all hard copy materials needed.
- Mr. Wilson 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, and credit check. Civil and criminal checks will be conducted once a contingent offer of employment is made. 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 desired to assist in making 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, if desired by the City Council, Ralph Andersen & Associates will coordinate with the City Attorney to prepare a draft employment agreement and work with the City Council on the finalization of this document. As required by the Brown Act, the employment agreement for the new City Manager will be required to be approved and voted on in a public meeting at a regularly scheduled City Council meeting.

Task 8 – Close Out

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

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 when the finalists are presented 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 (schedule does not include transition time by 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

Project Cost

The recruitment effort for a new City Manager for the City of South Lake Tahoe will be a comprehensive search process with a focus in California, Nevada and the Western Region. 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 $30,000** for recruitment services and all related expenses.

***Note** – Expenses included in this fixed fee include such items as advertising, consultant interaction (anticipated to be done primarily through videoconferencing except for finalist interviews), clerical, graphic design, research, and long-distance telephone charges. On top candidates, Internet and Lexis/Nexis searches will be conducted. Additionally, education verifications, DMV check, 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 - $9,000
- After the closing date - $9,000
- After finalist interviews - $9,000
- Upon placement - $3,000

Progress payments will be due upon receipt.

Brochure – A full-color electronic brochure will be developed for the recruitment of the city manager. All pictures will be the responsibility of the City. The City will also be responsible for ensuring that there are no copyright restrictions on the photographs supplied to Ralph Andersen & Associates and that the City will agree 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 with summarized results, this would be conducted for an additional $3,800.

Exception – Any 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 a one-year period after appointment, we will conduct another search free of all professional services charges. The City of South Lake Tahoe would be expected to reimburse all expenses incurred.

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. The City of South Lake Tahoe would be expected to pay for all incurred expenses.

References

At Ralph Andersen & Associates, we feel strongly that our past client relationships will attest to the professionalism of our services. We would be pleased to provide additional references if needed.

The following references are provided for Mr. Fred Wilson, Project Director:

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

- **City of La Palma, California**
  Nitesh Patel, Mayor
  (714) 690-3334
  Email: npatel@lapalmaca.gov
  Recruitment: City Manager

- **City of Yorba Linda**
  Janice Lim, Former Mayor and Current Council Member
  (909) 263-6812
  Email: jlim@yorbalindaca.gov
  Recruitment for City Manager (2025)

PROPOSAL FOR
EXECUTIVE RECRUITMENT SERVICES

City Manager
City of South Lake Tahoe, California

Submission Due: January 16, 2026
This proposal is valid for 120 days

Response to RFP #2026-1-16

Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

Rebecca L. Fleury, President of Executive Recruitment
RebeccaFleury@GovernmentResource.com

Table of Contents

A. Cover Letter

B. Executive Summary

C. Company History, Background, and Experience

D. Scope of Work/Implementation

E. Project Budget

F. Description of Recent Projects & References

G. Terms and Conditions

H. Placement Guarantee

I. Requested Exceptions and Additions to Agreement

January 16, 2026

Hon. Mayor Cody Bass and Members of the City Council
City of South Lake Tahoe, California

Dear Mayor Bass and Councilmembers,

Strategic Government Resources (SGR) is thankful for the opportunity to submit this proposal to assist the City of South Lake Tahoe in your recruitment for a City Manager. This proposal is valid for a minimum of 120 days. Our nationwide reach, deep municipal expertise, and servant leadership mindset help us deliver tailored recruitment services that will strengthen your culture and community.

We would like to highlight some key aspects that set SGR apart from other firms:

- **Local government experience**: Our team brings decades of direct local government experience, giving us an insider's understanding of your unique challenges. We've conducted executive searches for over 450 local governments across 37 states, including a current engagement with the City of Redlands and recent experience with the City of Encinitas. This experience, along with our extensive history recruiting City Managers nationwide, provides us with valuable insight into the unique needs of recruiting a City Manager for your community.
- **National reach and candidate pipeline**: With over 21,000 LinkedIn followers, 35,000 subscribers to our Servant Leadership e-newsletter, and 5,000 City and County Management Job Alert subscribers, your SGR recruitment will be seen by a vast audience engaged in the profession.
- **Active engagement in the profession**: As recognized thought leaders in local government management, we are directly involved in the latest operations, challenges, and best practices. This ongoing engagement ensures we are attuned to the evolving skills and leadership qualities needed in today's local government leaders.

Kevin Knutson, Senior Vice President, will serve as your Executive Recruiter and primary contact for this recruitment. Kevin has over 30 years of experience in local government management, including years of consulting for communities across the country.

We are eager to partner with the City of South Lake Tahoe to identify your next leader. We look forward to the opportunity to discuss our proposed approach in more detail and are available for a meeting at your convenience. You may contact me directly at RebeccaFleury@GovernmentResource.com, or via phone at (269) 207-6104.

Respectfully submitted,

Rebecca L. Fleury, President of Executive Recruitment
Authorized to Bind the Firm

PO Box 1642, Keller, TX 76244 817-337-8581 www.GovernmentResource.com

Executive Summary

As a firm led and staffed by former local government officials, SGR is uniquely positioned to partner with the City; most of our principals are former local government officials who bring a depth of expertise that traditional firms cannot match. We bridge the gap between high-level executive search and deep local government expertise. By leveraging our national reach and rigorous vetting process, we ensure the City is not just filling a vacancy, but securing a leader who is culturally aligned with the City and community. **We are confident in our ability to manage this recruitment**, and have provided additional points for consideration below.

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 35,000 subscribers across all 50 states.
- We will send targeted emails to opt-in subscribers of SGR's Job Alerts.
- Your position will appear on SGR's Website which attracts approximately 20,000 visitors per month. GovernmentResource.com/Open-Recruitments
- Your position will be posted on SGR's Job Board which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month. SGRJobs.GovernmentResource.com
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Equal Opportunity Commitment

SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of underrepresented groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

In addition to SGR's extensive marketing and advertising network, we will recommend ad placements for your consideration that will assist in attracting a diverse applicant pool. We encourage each community we work with to post ad placements with the LWG, LGHN, and NFBPA. As your recruiter, we strive to identify the best talent from diverse backgrounds and are

diligent in presenting those candidates to allow your organization to select the most qualified candidate that best fits your organization.

Listening to Your Unique Needs
SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives. While we have established systems for achieving success, we are a "boutique" firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

Trust of Candidates
SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility and Communication
Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

Comprehensive Evaluation and Vetting of Candidates
SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Recorded semifinalist interviews.
- Media search reports incorporating both internet and social media results tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

Executive Recruitment Clients
SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

Company History, Background, and Experience

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 21 full-time employees, 21 recruiters, 18 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise. Many of our recruiters are contractors of SGR, and they report directly to the President of Executive Recruitment. View all SGR team members and their bios at:
GovernmentResource.com/Meet-the-Team

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Michigan, Montana, Nevada, New York, North Carolina, North Dakota, Ohio, Oklahoma, and South Carolina.

Project Personnel

Kevin Knutson, Senior Vice President

Email: kevinknutson@governmentresource.com
Phone: 727-754-0407

Kevin Knutson joins SGR with more than 30 years of experience in local government. He is considered a national expert in local government performance management, long-term financial planning, and strategic communications.

Most recently Kevin served as an Assistant County Administrator for Pinellas County, Florida.

There he oversaw the Department of Administrative Services, Office of Management & Budget, Communications, Construction Services, Pinellas County Economic Development, Visit St. Pete/Clearwater, and the St. Pete/Clearwater International Airport. His prior municipal experience includes serving as interim City Manager, Assistant City Manager, and Director of Community Relations in Reno, Nevada. He was also the Director of Communications and Marketing, as well as Budget & Strategic Planning Manager for Coral Springs, Florida. In Coral Springs, he was part of a team that implemented quality management practices that led to the City being the first local government to earn the Malcolm Baldrige National Quality Award.

Before joining Pinellas County, Kevin worked for Envisio, a private sector software company known for its extensive work with local governments. As Vice President of Planning & Performance Solutions he helped local governments implement strategy, and track and report performance. He also served as Regional Vice President for Management Partners, a government consulting firm, where he oversaw all the firm's activities on the East Coast. In that role, he specialized in facilitating governance and strategic planning projects.

An ICMA-credentialed manager, in 2020, Kevin was named one of the top local government influencers in the nation by Engaging Local Government Leaders (ELGL). He previously earned recognition as Communicator of the Year by the City-County Communications and Marketing Association.

A career-long proponent of servant leadership in local government, Kevin is committed to listening to and empowering team and community members, making decisions that are transparent and inclusive, and being a champion for continuous learning and improvement. He takes pride in demonstrating integrity, humility, and a commitment to service.

SGR Recent Recruitments

The recruitments listed below are full service executive recruitments, except for those with an asterisk (*) noting a custom or limited scope recruitment engagement.

City & County Management Recruitments, 2021-Present

In Progress

- Annapolis, MD (pop. 40,000) – City Manager
- Azle, TX (pop. 15,000) - City Manager
- Bowie, MD (pop. 58,000) - City Manager
- Elgin, TX (pop. 12,800) - City Manager
- Farmersville, TX (pop. 4,300) - City Manager
- Green Cove Springs, FL (pop. 10,000) - City Manager
- Independence, MO (pop. 123,000) - City Manager
- Iowa Colony, TX (pop. 17,200) - City Manager
- Ketchikan, AK (pop. 8,200) - City Manager / Ketchikan Public Utilities General Manager
- Lisbon, ME (pop. 9,800) – Town Manager *
- Madisonville, TX (pop. 4,630) – City Manager
- Olathe, KS (pop. 149,000) – City Manager
- Ottawa, KS (pop. 12,630) – City Manager
- Perryton, TX (pop. 8,500) - City Manager
- Portland, OR (pop. 650,000) - City Administrator
- Richlands, VA (pop. 5,260) – Town Manager
- Waco, TX (pop. 140,000) - City Manager
- Wadena County, MN (pop. 14,400) – County Administrator

2025

- Aledo, TX (pop. 7,000) - City Manager
- Abilene, TX (pop. 125,000) - City Manager
- Argyle, TX (pop. 6,000) - Town Administrator
- Athens-Clarke County Unified Government, GA (pop. 130,000) - County Manager
- Battle Creek, Michigan (pop. 52,700) - City Manager
- Biddeford, ME (pop. 22,300) - City Manager
- Blaine, MN (pop. 75,900) - City Manager
- Bonner Springs, KS (pop. 7,600) - City Manager
- Cameron, MO (pop. 8,300) - City Manager
- Canadian, TX (pop. 2,300) - City Manager
- Clay County, MO (pop. 260,000) - County Administrator
- Dundee, FL (pop. 5,700) - Town Manager
- Finney County, KS (pop. 38,000) - County Administrator
- Florence, CO (pop. 3,800) – City Manager
- Garden Ridge, TX (pop. 5,000) - City Manager
- Heath, TX (pop. 10,400) - City Manager
- Jonestown, TX (pop. 2,500) - City Administrator
- La Junta, CO (pop. 7,200) - City Manager
- Lamar, CO (pop. 7,700) - City Administrator
- Oak Point, TX (pop. 6,000) - City Manager
- Pacific, MO (pop. 7,800) - City Administrator
- Plainview, TX (pop. 20,000) - City Manager
- Sedalia, MO (pop. 22,000) - City Administrator
- Springfield, MO (pop. 170,200) - City Manager
- Stevenson, WA (pop. 1,600) - City Administrator
- Trinidad, CO (pop. 8,100) - City Manager

2024

- Brunswick, ME (pop. 21,800) - Town Manager
- Chester County, PA (pop. 540,000) – Chief Executive Officer
- Coffeyville, KS (pop. 8,800) - City Manager
- Des Moines, WA (pop. 32,400) - City Manager
- Duncan, OK (pop. 23,000) - City Manager
- DuPont, WA (pop. 10,200) - City Administrator
- Edwardsville, KS (pop. 4,700) - City Manager
- Leander, TX (pop. 67,000) - City Manager
- Leavenworth, KS (pop. 37,600) - City Manager
- Manhattan, KS (pop. 55,000) - City Manager
- Marysville, KS (pop. 3,500) - City Administrator
- Medford, OR (pop. 90,900) - City Manager
- Miami, OK (pop. 12,200) - City Manager
- New Rochelle, NY (pop. 80,800) - City Manager
- New Smyrna Beach, FL (pop. 32,400) - City Manager
- Orono, ME (pop. 11,400) - Town Manager
- San Juan County, WA (pop. 18,600) - County Manager
- St. Joseph, MO (pop. 72,000) - City Manager
- Topeka, KS (pop. 125,500) - City Manager
- Treasure Island, FL (pop. 6,500) - City Manager

2023

- Camp Verde, AZ (pop. 12,000) - Town Manager
- Cleburne, TX (pop. 33,000) - City Manager
- Bristol, TN (pop. 27,000) - City Manager
- Dobbs Ferry, NY (pop. 11,000) - Village Administrator
- Gatesville, TX (pop. 16,000) - City Manager
- Glastonbury, CT (pop. 35,000) - Town Manager
- Great Bend, KS (pop. 15,000) - City Administrator
- Justin, TX (pop. 5,000) - City Manager
- Lafayette, CO (pop. 30,000) - City Administrator
- Laredo, TX (pop. 256,000) - City Manager
- Largo, FL (pop. 84,000) - City Manager
- Lawton, OK (pop. 90,000) - City Manager
- Mexia, TX (pop. 7,000) - City Manager
- Nassau Bay, TX (pop. 5,000) - City Manager
- Navajo County, AZ (pop. 106,000) - County Manager
- Ottawa, KS (pop. 12,500) - City Manager
- Parker, AZ (pop. 3,500) - Town Manager
- Rowlett, TX (pop. 68,000) - City Manager
- Shawnee, KS (pop. 69,000) - City Manager
- Snoqualmie, WA (pop. 14,000) - City Administrator
- Snyder, TX (pop. 11,000) - City Manager
- Stillwater, OK (pop. 48,000) - City Manager
- Trophy Club, TX (pop. 13,000) - Town Manager
- Williston, ND (pop. 29,000) - City Administrator

2022

- Aledo, TX (pop. 5,500) - City Manager
- Blaine, WA (pop. 6,000) - City Manager
- Crandall, TX (pop. 4,000) - City Manager
- Dalhart, TX (pop. 8,500) - City Manager
- Edinburg, TX (pop. 100,000) - City Manager
- Fort Collins, CO (pop. 175,000) - City Manager
- Frisco, CO (pop. 3,000) - Town Manager
- Graham, TX (pop. 8,000) - City Manager
- Hutto, TX (pop. 40,000) - City Manager

- Johnston, IA (pop. 24,000) - City Administrator
- Kennebunk, ME (pop. 11,000) - Town Manager
- Kennedale, TX (pop. 9,000) - City Manager
- Ketchikan, AK (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, OR (pop. 22,000) - City Manager
- Leawood, KS (pop. 34,000) - City Administrator
- Levelland, TX (pop. 14,000) - City Manager
- Live Oak, TX (pop 16,000) - City Manager
- Madisonville, TX (pop. 4,500) - City Manager
- Manor, TX (pop. 15,000) - City Manager
- Marshall, TX (pop. 23,000) - City Manager
- Mineral Wells, TX (pop. 15,000) - City Manager
- Mont Belvieu, TX (pop. 8,000) - City Manager
- Montgomery, TX (pop. 2,400) - City Administrator
- Parkville, MO (pop. 7,000) - City Administrator
- Rocky Hill, CT (pop. 21,000) - Town Manager
- Sunnyvale, TX (pop. 8,000) - Town Manager
- Tolland, CT (pop. 15,000) - Town Manager
- Walla Walla, WA (pop. 34,000) - City Manager
- West Lake Hills, TX (pop. 3,000) - City Administrator
- Wethersfield, CT (pop. 26,000) - Town Manager
- Wickenburg, AZ (pop. 7,500) - Town Manager

2021

- Bainbridge Island, WA (pop. 25,000) - City Manager
- Breckenridge, TX (pop. 5,000) - City Manager
- Bridgeport, TX (pop. 6,500) - City Manager
- Briarcliff Manor, NY (pop. 8,000) - Village Manager
- Chandler, AZ (pop. 270,000) - City Manager
- Chanhassen, MN (pop. 27,000) - City Manager
- Chickasha, OK (pop. 16,000) - City Manager
- Choctaw, OK (pop. 12,000) - City Manager
- Clermont, FL (pop. 44,000) - City Manager
- Flower Mound, TX (pop. 79,000) - Town Manager
- Johnson City, TN (pop. 65,000) - City Manager
- Kennett Square, PA (pop. 6,000) - Borough Manager
- Lago Vista, TX (pop. 8,000) - City Manager
- Lamar, CO (pop. 7,500) - City Administrator
- Monett, MO (pop. 9,000) - City Administrator
- North Port, FL (pop. 77,000) - City Manager
- Port Chester, NY (pop. 30,000) - Village Manager
- Sherwood, OR (pop. 20,000) - City Manager
- Spokane, WA (pop. 220,000) - City Administrator

Pacific Coast Recruitments, 2021-Present

In Progress

- Redlands, CA - Director of Development Services
- Seattle, WA - City Auditor
- Benton County, OR - County Counsel
- Puget Sound Emergency Radio Network Operator (PSERN), WA, WA - Executive Director
- Springfield Utility Board, OR - CEO/General Manager

2026

- Benton County, OR - Chief Human Resources Officer

2025

- Portland, OR - City Administrator
- Benton County, OR - Chief Financial Officer
- San Juan County, WA - Director of Community Development *
- Encinitas, CA - Development Services Director
- Stevenson, WA - City Administrator
- Astoria, OR - Community Development Director

2024

- Newport, OR - Human Resources Director
- Des Moines, WA - City Manager
- West Linn, OR - City Attorney
- Medford, OR - City Manager
- San Juan County, WA - County Manager
- DuPont, WA - City Administrator
- Lacey, WA - Community & Economic Development Director

2023

- San Juan County, WA - Fleet Services Director

- Snoqualmie, WA - City Administrator
- Fort Vancouver Regional Libraries, WA - Executive Director
- Klamath Falls, OR - Assistant City Engineer *
- Astoria, OR - Finance & Administrative Services Director
- Astoria, OR - Community Development Director
- Seattle Municipal Court, WA - Deputy Court Administrator-Administrative Services *
- Washington County, OR - Director of Juvenile Services
- Washington County, OR - Director of Community Corrections

2022

- Walla Walla, WA - City Manager
- Blaine, WA - City Manager
- League of Oregon Cities, OR - Executive Director
- Sherwood, OR - City Attorney
- Lacey, WA - Human Resources Director
- Klamath Falls, OR - Development Services Director *
- Springfield, OR - Economic Development Manager *
- Springfield, OR - Director of Community Development *
- Emergency Communications of Southern Oregon (ECSO) (Organization), OR - Director
- Klamath Falls, OR - City Engineer *
- Gresham, OR - Human Resources Director
- Richland, WA - IT Manager
- Richland, WA - Deputy City Manager
- Lane County, OR - Financial Services Manager/County Treasurer *
- Snoqualmie, WA - Community Development Director
- Snoqualmie, WA - Finance Director
- Banning, CA - Finance Director
- Bellingham, WA - IT Director
- Spokane, WA - Planning Services Director
- Klamath Falls, OR - City Manager

2021

- Ashland, OR - Finance Director *
- Ashland, OR - City Manager *
- Snoqualmie, WA - Parks & Public Works Director
- Hermiston, OR - Court Administrator *
- Hermiston, OR - Parks & Recreation Director *
- Snohomish County Fire District #5, WA - Assistant Fire Chief
- Sandy, OR - Public Works Director *
- Blaine, WA - Finance Director *
- Sherwood, OR - City Manager
- Spokane, WA - Community and Economic Development Services Division Director
- Richland, WA - Deputy Fire Chief
- Spokane Regional Transportation Council, WA - Executive Director
- Spokane, WA - City Administrator
- LRAPA, OR - Executive Director
- Tigard, OR - City Manager
- Bainbridge Island, WA - City Manager

Scope of Work/Implementation

A full-service recruitment typically entails the following steps:

1. **Organization/Position Insight and Analysis**
    - Project Kickoff Meeting and Develop Anticipated Timeline
    - Stakeholder Interviews and Listening Sessions
    - Develop Recruitment Brochure
2. **Recruitment Campaign and Communication with Candidates**
    - Advertising and Marketing
    - Sourcing Prospective and Active Candidates
    - Communication with Prospective Applicants
    - Communication with Active Applicants
3. **Initial Screening and Review by Executive Recruiter**
4. **Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
5. **Evaluation of Semifinalists**
    - Written Questionnaires
    - Recorded Semifinalist Interviews
    - Media Searches
6. **Search Committee Briefing to Select Finalists**
7. **Evaluation of Finalists**
    - Background Investigation Reports
    - DiSC Management Assessments (if desired, supplemental cost)
    - First Year Plan or Other Advanced Exercise
    - Press Release Announcing Finalists (if requested)
8. **Interview Process**
    - Face-to-Face Interviews
    - Stakeholder Engagement (if desired)
    - Deliberations
    - Reference Checks (may occur earlier in process)
9. **Negotiations and Hiring Process**
    - Determine Terms of an Employment Offer
    - Negotiate Terms and Conditions of Employment
    - Press Release Announcing New Hire (if requested)

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline
SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

Stakeholder Interviews and Listening Sessions
Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding of your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

Develop Recruitment Brochure
After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

View sample recruitment brochures here: GovernmentResource.com/Open-Recruitments

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing
The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

Sourcing Prospective and Active Candidates
SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We

round out sourcing efforts through personalized candidate engagement and outreach with a constant focus on transparency and relationship building.

Communication with Prospective Applicants
SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

Communication with Active Applicants
Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

Step 5: Evaluation of Semifinalists

The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively

with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

Written Questionnaires
As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

Recorded Semifinalist Interviews
Recorded one-way or two-way interviews will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

Media Searches
Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any “red flags” or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

Step 6: Search Committee Briefing to Select Finalists

Prior to this briefing, SGR will provide the Search Committee with links to the recorded online interviews and a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The objective of this meeting is to narrow the

list to finalists who will be invited to participate in onsite interviews.

Step 7: Evaluation of Finalists

Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

DiSC Management Assessments (if desired, supplemental cost)

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate's preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style.

First-Year Plan or Other Advanced Exercise

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

Step 8: Interview Process

Face-to-Face Interviews

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs smoothly and efficiently.

Stakeholder Engagement
At the discretion of the Search Committee, we will closely collaborate with your organization to involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

Deliberations
SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

Reference Checks
SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine Terms of an Employment Offer
Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

Negotiate Terms and Conditions of Employment
SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

Press Release (if requested)
Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

Satisfaction Surveys

SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

Post-Hire Services

As part of our commitment to ensuring long-term success, SGR is pleased to offer a complimentary, four-hour, leadership development workshop for your organization within 12 months of the successful completion of the executive search. SGR Executive Recruitment clients would be responsible for the travel costs associated with facilitation only—no professional fee (a cost savings of up to $4,750)! Leadership development workshops are designed to support the newly appointed leader and foster a servant leadership culture within your team, enhancing collaboration and alignment across the organization. Standard leadership development workshops include the following topics:

- Creating a Servant Leadership Culture
- Governance
- Team Building
- Strategic Planning
- Strategic Visioning

We offer additional post-hire services such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please email training@governmentresource.com or visit GovernmentResource.com/leadership-and-professional-development/leadership-development-services/.

Typical Timeline

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted. *

Initial Steps Prior to Posting Position:	
• Contract Execution • Kickoff Meeting to Discuss Recruitment Strategy and Timeline • Organization/Position Insight and Analysis • Stakeholder Interviews and Listening Sessions • Deliverable: Draft Recruitment Brochure • Deliverable: Recommended Ad Placements • Organization Approves Ad Placements • Search Committee Reviews and Approves Brochure	*Timing varies.* *Estimated to take 2 weeks.*

Task	
• Post Position and Firm up Timeline • Recruitment Campaign and Outreach to Prospective Applicants • Initial Screening and Review by Executive Recruiter	Weeks 1-4
• Search Committee Briefing to Review Applicant Pool and Select Semifinalists	Week 5
• Questionnaires • Recorded Semifinalist Interviews • Media Searches	Week 6
• Deliverable: Semifinalist Briefing Books • Deliverable: Recorded Online Interviews	Week 7
• Search Committee Briefing to Select Finalists	Week 8
• Background Investigation Reports • Disc Management Assessments (if desired, supplemental cost) • First-Year Plan or Other Advanced Exercise (if desired)	Weeks 9-10
• Deliverable: Finalist Briefing Books via Electronic Link	Week 11
• Face-to-Face Interviews • Stakeholder Engagement (if desired) • Deliberations • Reference Checks (may occur earlier in process) • Negotiations and Hiring Process	Week 12

** Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.*

Project Budget

Not-to-Exceed Price: $29,919

Not-to-Exceed Price is comprised of:

- **Fixed Fee of $27,419**
- **Up to $2,500 in Ad Placements (billed at actual cost)**

The Fixed Fee includes:

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
    - Outreach to Prospective Applicants
    - Custom Graphics for Email and Social Media Marketing
    - Announcement in SGR's Servant Leadership e-Newsletter
    - Post on SGR's Website
    - Ad on SGR's Job Board
    - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
    - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
    - Questionnaires for up to 15 Semifinalists
    - Recorded Interviews for up to 15 Semifinalists
    - Media Searches for up to 15 Semifinalists
- Semifinalist Briefing Books
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Up To Two (2) Onsite Visits by the Recruiter for 1-3 days each, Inclusive of Travel Costs

Reimbursable Expenses included in the not-to-exceed price:

- Ad placements up to $2,500 will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price.

Reimbursable Expenses not included in the not-to-exceed price:

- Ad placements over and above $2,500 will be billed back at actual cost with no markup for overhead.

Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the

position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.

- At your request, SGR can conduct an online stakeholder survey for $1,531 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Additional questionnaires over and above the 15 included in the Fixed Fee - $230 per candidate.
- Additional recorded interviews over and above the 15 included in the Fixed Fee - $256 per candidate.
- Additional media search reports over and above the 15 included in the Fixed Fee - $766 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above - $511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the fixed price above - $256 per candidate.
- DiSC Management assessments - $179 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the quantity included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of $1,021 per day. Meals are billed back at a per diem rate of $18 for breakfast, $20 for lunch, and $32 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of $18 for breakfast, $20 for lunch, and $32 for dinner. Mileage will be reimbursed at the then-current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

Billing

SGR will bill the fixed fee in three (3) installments: 35% upon contract execution, 35% after the applicant pool is presented, and 30% after finalist interviews. Ad placement expenses and

supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Description of Recent Projects & References

City of Des Moines, Washington
Population: 32,400
Search: City Manager, 2024 (Full Service Recruitment)

AJ Johnson-Newton, Assistant City Manager
AJohnson@desmoineswa.gov
206-870-6772

City of DuPont, Washington
Population: 10,200
Search: City Administrator, 2024 (Full Service Recruitment)

Ronald Frederick, Mayor
rfrederick@dupontwa.gov
253-344-3927

City of Portland, Oregon
Population: 650,000
Search: City Administrator, 2025 (Full Service Recruitment)

Christopher Parra, Workforce Recruitment & Training Manager
Christopher.Parra@portlandoregon.gov
503-823-6508

City of Sedalia, Missouri
Population: 22,000
Search: City Administrator, 2025 (Full Service Recruitment)

Shannon Ramey-Trull, Director of Human Resources
srameytrull@sedalia.com
660-827-0484

Lists of recent recruitment experience have been included in the section titled *Company History, Background, and Experience*.

Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

Requested Exceptions and Additions to Agreement

Requested Exceptions to Agreement

Section 15.a.iii. Automobile Liability Coverage
SGR's owned autos are listed as scheduled autos under our policy, therefore all autos are covered through scheduled, hired, and non-owned autos coverage. We respectfully request the City make an exception for the owned autos requirement.

Section 15.a.v. Cyber Liability Coverage
SGR's Cyber Liability policy has limits of $1,000,000 per occurrence and $1,000,000 aggregate. Additionally, we maintain Umbrella Liability with limits of $2,000,000 per occurrence and $2,000,000 aggregate. We respectfully request an exception to allow our Umbrella Liability coverage to satisfy the remainder of the required Cyber Liability coverage.

Requested Additions to Agreement

We respectfully request language substantially similar to the following be incorporated into the Agreement.

> "That if City receives an open records request related to this PROJECT, City shall notify and share the request with Consultant in writing as soon as possible but within no more than three (3) business days of receipt and that City shall provide sufficient time for Consultant to notify and provide advance notice to the impacted individuals prior to City releasing the required information with protected information redacted."

> "City acknowledges that the nature of executive recruitment is such that Consultant engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that Consultant is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom Consultant may be having conversations as part of the recruitment process, may be damaging to the prospects, City, and Consultant. Accordingly, City acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of Consultant, regardless of whether such information has been shared with City."

RECRUITMENT SERVICES

CITY OF
SOUTH LAKE TAHOE

CITY MANAGER

JANUARY 14, 2026

TABLE OF CONTENTS

	SUBJECT	PAGE
A.	**COVER LETTER**	**1 – 2**
B.	**EXECUTIVE SUMMARY**	**3**
C.	**COMPANY HISTORY, BACKGROUND & EXPERIENCE**	**4 – 13**
	1. BACKGROUND/ QUALIFICATIONS	4 – 9
	2. ORGANIZATIONAL CHART	10
	3. WBCP KEY STAFF	11 – 13
D.	**SCOPE OF WORK/ IMPLEMENTATION**	**14 – 18**
	1. RECRUITMENT STRATEGY/PHASES	14 – 15
	2. SCOPE OF WORK	16
	3. RECRUITMENT TIMELINE	17
	4. GUARANTEE	18
E.	**PROJECT BUDGET**	**19 – 20**
F.	**DESCRIPTION OF RECENT PROJECTS/ REFERENCES**	**21 – 23**
	1. LIST OF RECRUITMENTS	21 – 22
	2. REFERENCES	23
	3. MARKETING MATERIALS	23
G.	**OTHER**	**24**

JANUARY 14, 2026

Joseph D. Irvin
City Manager
1901 Lisa Maloff Wy,
South Lake Tahoe, CA 96150

RE: City of South Lake Tahoe - City Manager Recruiting Services

It is our pleasure to submit this proposal for recruitment services to secure your ideal candidate to serve as the City Manager of the City of South Lake Tahoe. **WBCP has worked on many City Manager recruitments, and we look forward to the opportunity to partner with your organization on this critical position!**

We trust our proposal will showcase our client-focused recruitment process and will act as a testament that we are passionate about what we do to make our clients happy.

WBCP, Inc. was selected, through a national request for proposal process, as the single-awarded vendor for executive recruitment services through a national competitive process conducted by the National Association of Counties (NACo) under the Public Promise Procurement (PPP) program. This cooperative purchasing agreement, with San Diego County serving as the Lead Public Agency (LPA), allows public sector organizations across the U.S. to satisfy competitive procurement requirements and contract directly with WBCP—without the delays or added costs of a traditional RFP process. The PPP/LPA partnership ensures that organizations can engage WBCP quickly, compliantly, and with confidence in the value and quality of service delivered. **Learn more here: https://wbcpinc.com/naco.**

It has been proven that great employees are looking for great employers, not just a paycheck. WBCP provides a broader perspective to recruitment services – going beyond securing the ideal candidate – we brand your organization as an employer of choice. We use eye-catching marketing materials, innovative search practices, and responsive and respectful communications with your applicants and stakeholders. **Additionally, we guarantee this placement for 12 months, and we provide a fair and equal recruitment process that also focuses on attracting ethnic and gender-diverse applicant pools.**

WBCP is talented at working with you to identify the strengths, challenges, and opportunities of this job, the ideal candidate, and your community and organizational culture. WBCP will work with your stakeholders to design a recruitment strategy that will include a customized engagement process. We will have a series of meetings, discussions, stakeholder interviews, and survey(s) to get to know you, the organization, the community, the culture, and the staff whom the future City Manager will lead.

My team and I know the California candidate marketplace and have many clients in your region, such as the **County of Placer, County of Sacramento, County of Nevada, City of Roseville, City of Lincoln, City of Colfax, City of Sacramento, and City Davis (just to name a few).** We have exceptional experience successfully recruiting for City Manager positions, with several recent notable recruitments including, but not limited to:

- **City Manager, City of Pasadena, CA (active)**
- **City Manager, City of Malibu, CA**
- **City Manager, City of Santa Monica, CA**
- **City Manager, City of Petaluma, CA**
- **City Manager, City of Dunsmuir, CA**
- **City Manager, City of Port Hueneme, CA**

To see a full list of our clients and successful recruitments, visit: https://tinyurl.com/2z9sfnyd

We have over two decades of experience in public sector executive search services and have provided direct search services through WBCP since 2004. WBCP's executive recruiters are all highly personable and have unique backgrounds that make them well-equipped to take on your recruitments, as you will read their biographies in this proposal. WBCP now has offices in California, Oregon, Washington, Texas, Arizona, South Dakota, and Florida.

Recruiting top talent has become the number-one topic among administrators. New and innovative recruitment strategies are critical to identifying and securing candidates with a deep understanding of how to assess and meet community needs and address future challenges. WBCP understands the complexity of community leadership, and we are prepared to provide a thorough, complete, and fair recruitment process to provide a diverse applicant pool. **Upon our 2025 year-end review, we found that over the last three years 68% of our placed candidates came from diverse backgrounds.** In fact, we are often selected and told that we bring a larger, more qualified and diverse groups of candidates than they have ever received from past professional recruiters.

Clients also choose our firm over others because of our ability to work with your support staff and stakeholder group (including boards, appointed/elected officials, and engaged constituents), manage all details of a recruitment process, and secure great candidates. Our dedication and commitment to the client are complemented by our deep understanding and ability to effectively navigate challenging political climates.

Our clients have great things to say about the quality of the service we provide and the amazing candidates we find them, In fact, many of our clients are return customers. Please feel comfortable reaching out to these organizations to get their feedback directly.

DIVERSITY

68%

of WBCP candidates placed in positions come from a diverse background

Lastly, we love what we do, and we are passionate about finding exceptional candidates who are also passionate about serving others. WBCP's staff are driven and desire to exceed client expectations. I appreciate your consideration in retaining our services and hope to have an opportunity to work with you in the future.

Proposal Assurance

- This proposal shall remain valid for a period of not fewer than 120 calendar days from date of submittal.

Best Regards,

Primary Contact: Wendi Brown | Founder/President, WBCP, INC.
wendi@wbcpinc.com | 541-664-0376
www.wbcpinc.com | 213 E Main St., Rogue River, OR 97537

The City of South Lake Tahoe's recruitment of its next City Manager is a critical undertaking that requires a thorough, disciplined, and transparent executive search process. WBCP, Inc. fully understands the City's objectives, the council–manager form of government under which the City operates, and the importance of identifying a highly qualified executive leader capable of advancing the City Council's priorities while maintaining organizational stability and public trust.

We have carefully reviewed the Request for Proposals and clearly understand the full scope of services required, including development of the position profile, execution of a comprehensive and targeted recruitment strategy, candidate outreach and engagement, rigorous screening and assessment, structured reporting to the City Council, facilitation of interviews, and support through finalist selection and contract negotiations. We also recognize the level of effort necessary to successfully deliver these services, including consistent communication with candidates and the City, detailed documentation, biweekly progress reporting, and adherence to established timelines and confidentiality standards.

WBCP brings extensive experience conducting executive-level recruitments for municipalities similar in size and complexity, with a proven methodology designed specifically for City Manager searches. Our approach emphasizes collaboration with the City Council to define leadership priorities, proactive national and regional outreach to attract top-tier talent, and a disciplined evaluation process that ensures candidates are thoroughly vetted for technical competence, leadership ability, integrity, and organizational fit. We understand the importance of presenting the City Council with a well-qualified, diverse, and manageable pool of candidates supported by clear, objective assessment data.

Our firm is fully prepared to dedicate the personnel, resources, and time required to meet the City's expectations. The project team assigned to this engagement will be actively involved throughout the process, providing continuity, responsiveness, and accountability. We are experienced in working within public meeting requirements, political environments, and the unique dynamics of City Council decision-making, and we are committed to providing clear guidance and support at each stage of the recruitment.

WBCP is ready to immediately commence work upon award and to deliver a professional, comprehensive, and results-driven recruitment process that reflects the City of South Lake Tahoe's values and long-term goals. We view this engagement as a partnership and are committed to supporting the City Council in selecting a City Manager who will provide strong leadership and sustained success for the organization and the community.

1. BACKGROUND/QUALIFICATIONS

Principal: Wendi Brown, President/CEO
Company Legal Name: WBCP, Inc. (W. Brown Creative Partners)
Tax ID: 81-5454037
Website: www.wbcpinc.com
Phone: 866-929-WBCP (9227) / 541-664-0376
Address:

- **Oregon (3 offices including WBCP, Inc. Headquarters):** 213 E Main St., Rogue River, OR, 97537; Grants Pass, Medford, and Tigard
- **California (6 offices):** San Jose, Gilroy, Roseville, Camarillo, Marina Del Rey, and Santa Barbara
- **Washington:** Seattle
- **Texas:** Dallas
- **Arizona:** Douglas
- **South Dakota:** Mitchell
- **Florida:** Minneola

WOMEN OWNED

WBCP is a 100% women-owned business, an S Corporation, not part of a parent company, and is a registered small business through the US Small Business Administration (SBA). WBCP is registered to do business in all states we serve, and files and pays California S Corporation and personal income tax to the State of California.

BUSINESS HISTORY

WBCP, Inc. has been in business since 2004, and serves nonprofit and public sector organizations. WBCP offers a variety of services, including: partial and full service search services for individual contributor, supervisor, management and executive management positions; human resources consulting: organizational development, training, classification and compensation studies, analysis and assessments, etc.

WBCP affirms that it has the experience, staffing, and organizational capacity to undertake and perform the requested services for the City of South Lake Tahoe in full conformity with the requirements set forth in the RFP.

1. BACKGROUND/QUALIFICATIONS

WBCP has over 20 years of experience providing search services for public sector and non-profit organizations. We have successfully secured professionals and provided other consulting services in **California, Arizona, Colorado, Idaho, Nevada, New York, Oregon, Ohio, Texas, Utah, and Washington.**

CITIES & TOWNS

California

- Anaheim
- Arcata
- Atwater
- Banning
- Berkeley
- Calistoga
- Ceres
- Chino
- Colfax
- Corte Madera
- Culver City
- Davis
- Dunsmuir
- Emeryville
- Encinitas
- Fremont
- Fresno
- Gilroy
- Goleta
- Hemet
- Irvine
- Laguna Beach
- Larkspur
- Lincoln
- Livermore
- Livingston
- Long Beach
- Los Altos
- Marina
- Milpitas
- Napa
- Novato
- Ontario
- Orinda
- Oxnard
- Palo Alto
- Parlier
- Pasadena
- Petaluma
- Pismo Beach
- Port Hueneme
- Portola Valley
- Redding
- Riverside
- Rocklin
- Roseville
- Sacramento
- San Francisco
- San Jose
- San Rafael
- Santa Maria
- Santa Monica
- Santa Paula
- Santa Rosa
- Solvang
- Sonoma
- South Pasadena
- Sutter Creek
- Truckee
- Ventura
- Vernon
- Victorville
- Watsonville
- West Hollywood
- Windsor

Oregon

- Ashland
- Astoria
- Central Point
- Garibaldi
- Gold Hill
- Grants Pass
- Hubbard
- Independence
- Newport
- Pendleton
- Phoenix
- Rogue River
- Talent
- Tillamook

Arizona

- Chandler
- Phoenix
- Goodyear

Nevada

- Boulder City

New York

- Rochester

Texas

- Fort Worth

Utah

- Park City

Washington

- Duvall

Ohio

- West Chester

COUNTIES

California

- Alameda
- Alpine
- Comal
- Colusa
- Contra Costa
- Del Norte
- Fresno
- Humboldt
- Lake
- Los Angeles
- Marin
- Mariposa
- Mendocino
- Merced
- Mono
- Monterey
- Napa
- Nevada
- Orange
- Placer
- Riverside
- Sacramento
- San Benito
- San Bernardino
- San Diego
- San Francisco
- San Mateo
- San Joaquin
- Sutter
- San Luis Obispo
- Santa Barbara
- Santa Clara
- Santa Cruz
- Shasta
- Solano
- Sonoma
- Stanislaus
- Tehama
- Tulare
- Tuolumne
- Yuba
- Yolo

Colorado

- Boulder
- El Paso
- Larimer

Oregon

- Jackson
- Lane

Washington

- King

North Dakota

- Cass

1. BACKGROUND/QUALIFICATIONS

LOCAL AND NATIONAL COUNCILS, BOARDS, DISTRICTS, AND JOINT POWERS AUTHORITIES (JPAS)

National

- Hass Avocado Board (HAB)
- North American Blueberry Council / U.S. Highbush Blueberry Council(NABC/USHBC)

California

- Amador Water Agency
- Association of California Water Agencies (ACWA)
- Alameda–Contra Costa Transit District (AC Transit)
- Bay Area Rapid Transit District (BART)
- Bear Valley Community Services District
- Boulder Creek Fire Protection District
- California Municipal Utilities Association (CMUA)
- California Prison Industry Authority (CALPIA)
- Cosumnes Community Services District
- Dublin San Ramon Services District
- Irvine Ranch Water District
- John Wayne Airport
- Los Angeles County Employees Retirement Association (LACERA)
- Los Angeles Unified School District (LAUSD)
- Los Angeles World Airports (LAWA)
- Mendocino County Air Quality Management District
- Metropolitan Transportation Commission (MTC)
- Metropolitan Water District of Southern California
- Modesto Irrigation District
- Monterey One Water
- Nevada Irrigation District
- Newark Chamber of Commerce
- Oakland Housing Authority
- Olivehurst Public Utility District
- Orange County Employees Retirement System (OCERS)Port of Long Beach
- Port of San Diego
- Placer County Transportation Planning Agency (PCTPA)
- Sacramento Area Flood Control Agency (SAFCA)
- Sacramento Employment & Training Agency (SETA)
- Sacramento Public Library Authority
- Sacramento Sewer District
- Sacramento Suburban Water District
- San Benito Council of Governments
- San Benito County Water District
- San Diego Port Authority
- San Joaquin County Employees' Retirement Association (SJCERA)
- San Rafael Sanitation District (SRSD)
- Santa Clarita Valley Water Agency
- Sonoma County Library
- Tri-City Mental Health Authority (TCMHA)
- Truckee-Donner Public Utility District (TDPUD)
- Tuolumne Utilities District
- Turlock Irrigation District
- Trabuco Canyon Water District
- Valley Consortium for Medical Education (VCME)
- Valley Water
- Water Forum
- West Basin Municipal Water District
- Trindel

Oregon

- Jackson County Fire District 5
- Rogue Valley Sewer Services

Idaho

- Teton County Joint Housing Authority (TCJHA)

1. BACKGROUND/QUALIFICATIONS

NONPROFITS

National
- Futures Without Violence (Family Violence Prevention Fund)
- Radio Bilingüe

California
- Center Point
- Central California Legal Services (CCLS)
- Community Food Bank
- Downtown Streets Team
- First 5 (Alameda County, California Association, Fresno, Santa Barbara County, San Mateo)
- Gold Coast Health
- Greater Richmond Interfaith Program (GRIP)
- Northern Valley Catholic Social Service (NVCSS)
- Options Recovery
- San Francisco Estuary Institute
- West Angeles Church of God in Christ

Oregon
- Community Works
- Dogs for Better Lives / Dogs for the Deaf
- Southern Oregon Regional Economic Development, Inc. (SOREDI)

PRIVATE ORGANIZATIONS

- CDS Publications
- Central California Truck and Trailer
- Morton & Pitalo
- NAVA
- Prentice | Long, PC Law Firm
- SWEED
- Tekmanagement
- Touchstone Accounting

CONSULTING SERVICES

Cities
- Fremont (CA)
- Medford (OR)
- Santa Maria (CA)
- Santa Paula (CA)

Counties
- Humboldt (CA)
- Mariposa (CA)
- Santa Barbara (CA)
- San Luis Obispo (CA)

1. BACKGROUND/QUALIFICATIONS

RECRUITING WITH DIVERSITY IN MIND:

Since partnering with the country's largest network of diversity job boards, ***we have seen a 21% increase in diverse applicants and a 13% increase*** *in diverse candidates placed in positions with our clients. This demonstrates WBCP's dedication to expanding outreach and removing barriers to apply, ensuring access to a highly qualified and diverse applicant pool.*

600 Diversity Job Boards:

When you post a job with WBCP, it is automatically shared across 600 diversity job boards, maximizing reach and ensuring access to a wide and inclusive pool of talent. We also utilize the largest diversity database with over 160 million resumes and 15,000 community based organization contacts to expand our search.

LinkedIn:

As LinkedIn recruiters, we have access to over 1 Billion profiles, allowing us to evaluate candidates' backgrounds, education, experience, licensure, and more.

AI:

WBCP also leverages AI tools to gather additional information to effectively reach future applicants and candidates contact information for emails and phone numbers.

WBCP understands the complexities of meeting the needs of a diverse community, and we provide a thorough, complete, and fair recruitment process.

WBCP

Streamline and Satisfy the RFP Process to receive recruiting on demand. Reach out to WBCP today for more information.

PUBLIC PROMISE PROCUREMENT Powered by NACo

COUNTY OF SAN DIEGO

Scan to learn more!

1. BACKGROUND/QUALIFICATIONS

WHY CHOOSE WBCP

Proven Expertise:

- **Over 20 Years in Business and 100+ Years of Experience:** With over a century of combined experience, our recruitment professionals excel in public service sectors, including cities, counties, utilities, special districts, joint powers authorities, and non-profits. Our proven track record ensures expertise tailored to your needs.

- **100% Success Rate:** In 2024, we achieved a 100% success rate, successfully filling every position we managed including partial and full scope services from engineering, planning, finance, health and human services, legal, legislative, hard-to-fill civil service positions, and many more! We deliver results no matter what the challenge.

Employer Recognition: WBCP has been recognized as Oregon's TOP 100 EMPLOYERS.

HR Teams Trust Us: We simplify the recruitment process, managing every detail so HR teams can focus on other priorities. From sourcing candidates to scheduling interviews and providing updates, our seamless approach saves time, reduces stress, and ensures results.

Strategic Marketing and Advertising: Our marketing team designs targeted campaigns using diverse, cost-effective channels powered by AI. These campaigns maximize reach while staying within budget and include:

- Diverse Applicant Pools: Access to over 600 diversity-focused job boards, 15,000 diversity affiliations, and 120 million resumes ensures diversity is integral to our process.
- LinkedIn Recruiter Expertise: With access to 230 million U.S. profiles, we connect you with top-tier talent.
- AI-Driven Talent Acquisition: Advanced AI strategies enhance efficiency and uncover new candidate engagement opportunities.

Trusted Partners and Culture Cultivators: We go beyond finding candidates by building trust with your team and stakeholders. Our tailored strategies align top talent with your organizational culture, ensuring a collaborative and thoughtful recruitment process.

Recruiting with Competencies: Ensures a fair, measurable, and effective hiring process. This strategic approach helps identify the client's needs and then assesses candidates on the critical skills and behaviors for success.
Benefits:

- Fairness: Focuses on role-specific competencies.
- Measurability: Provides objective evaluation criteria.
- Better Matches: Aligns talent with organizational and cultural needs.
- Equitable: Reduces bias with standardized assessments.

Recruiting with competencies delivers high-quality, measurable solutions that ensure the best candidates for your team's success and cultural alignment.

Timely and effective background and Reference Checks: WBCP partners with a trusted third party for thorough background checks and relies on a 30-year public safety veteran, retired as a police chief, and an expert in employee investigations, to conduct expert reference verifications. This ensures accuracy, professionalism, and confidence in every hiring decision.

Guaranteed Satisfaction: We stand behind our work with a 12-24 month guarantee. If the initial placement doesn't work out, we will conduct a replacement search at no additional consulting fee, ensuring lasting value for your investment.

2. ORGANIZATIONAL CHART

EXECUTIVE LEADERSHIP

WENDI BROWN
President/Sr. Recruiter

HEATHER JACK
Director of Finance & Operations

MANAGEMENT/RECRUITERS

TERRI MAUS-NISICH
Sr. Executive Recruiter

LEVI KUHLMAN
Executive Recruiter

JOSETTE REINA-LUKEN
Executive Recruiter

LAUREN GERSON-GREENE
Executive Recruiter

SHANI PEARCE
Recruiter / Project Manager

SOFIA QURAISHI
Recruiter / Talent Acquisition Specialist

DD GRISSOM
Talent Acquisition Manager

MAGGIE ALEXANDRE
Human Resources/ Special Projects Manager

KARLEE BECKSTEAD
Marketing & Communications Manager

STEPHANIE LAWSON
Recruitment Manager

ADMINISTRATIVE PROFESSIONALS

LANE NOLAN
Project Manager

LEAH MURPHY
Project Manager

ANGELA EDWARDS
Talent Acquisition Specialist

MADDY SCHWARZ
Marketing Operations Analyst

ALEX LE
Copywriter

RYAN BROWN
IT Technician II

AIMEE KUHLMAN
Operations Assistant

EMILY THOMASON
Marketing Assistant

JAYCE HERBOLD
Recruitment Assistant

KATIE GARROTTO
Recruitment Assistant

KELLY ALLEN
Recruitment & Marketing Assistant

CREATIVE PARTNERS / SENIOR ADVISORS

BRUCE GRIFFITHS
Organizational Development/ IO Psychologist

STEVE BROWN
National Account Manager

BILL LANDIS
Public Safety Investigator

ALAN ROSEN
Executive Recruiter/ Sr. Facilitator

BERNIE LICATA
Organizational Development Consultant

SCOTT BECKSTEAD, JD
Sr. Advisor

MIKE LUKEN
Sr. Facilitator

WILLIAM RACOWSCHI
Fire/Public Safety

CHRISTY WURSTER
Sr. Facilitator

RIVKAH SASS
Retired Library Director/Sr. Facilitator

WBCP STATISTICS

WBCP is a 100% woman-owned business. Staff and consultants are a diverse mix of gender/ethnicity
Age ranges from 24 - 70+

3. WBCP KEY STAFF

WENDI BROWN
Lead Consultant/ Sr. Executive Recruiter

I am the President of WBCP, with over 20 years of experience in marketing and advertising and combine this with my background in recruiting to successfully place hard-to-fill, management, and executive positions. My team and I are passionate about helping organizations improve their recruitment services, place great talent, conduct department assessments, redesign antiquated processes, revise job descriptions, conduct salary and benchmark studies, and more. I have worked in various industries – advertising and public relations, national real estate franchisor, global manufacturing – and I have worked with nonprofit and public sector organizations since 1999. Formerly, I was an internal Human Resources Consultant for the County of Orange, California, providing countywide communications, human resources, executive search, and recruiter training services to the Assistant Chief Executive Office/Human Resources Director and, at that time, 25 decentralized departments, with 17,000 employees, serving a community of 300,000. I have a Bachelor's of Science in Business Administration with an emphasis in Marketing from Colorado Technical University; have earned several certificates in Project Management, Global Business, Marketing, and Human Resources; and working toward a Master's in Management at Southern Oregon University.

TERRI MAUS-NISICH
Sr. Executive Recruiter

Terri Maus-Nisich holds a pivotal role as one of our Senior Executive Recruiters, leveraging her extensive background as a distinguished leader in local government. With a local government career spanning over 40 years, Terri's journey includes transformative roles within the County of Santa Barbara, where she ascended from Parks Director to Assistant County Executive Officer, overseeing vital municipal and health/human service departments. Her remarkable impact encompasses leadership in Homeless Services, Communications, and Emergency Management, driving community engagement, disaster recovery, and support for vulnerable populations. Before her tenure in Santa Barbara, Terri spent 15 years with the City of Santa Clarita in roles ranging from analyst to Deputy City Manager. Throughout her remarkable career, Terri prioritized strategic planning, organizational development, and innovative problem-solving, garnering numerous awards. She holds a Bachelor's Degree from UC Santa Barbara, a Masters of Public Administration from Cal State Northridge, and a graduate certificate from Harvard University's JFK School of Government.

3. WBCP KEY STAFF

LAUREN GERSON-GREENE
Executive Recruiter

Lauren Gerson is a seasoned Executive Recruiter at WBCP, where she draws on over 15 years of experience in career services, customer relations, and operations. Her recruiting expertise extends across various industries, with notable success in health and human services, utilities, and finance. Lauren has helped organizations across multiple states fill hard-to-hire positions at every level, from individual contributors to executives. Lauren's diverse professional journey began in operations and events management, where she honed her expertise in human resources, business management, and regulatory compliance. She later transitioned to career services, and prior to joining WBCP, worked with a career coaching company helping job-seekers better leverage their skills and overcome barriers to employment. Lauren holds a Bachelor's degree in Philosophy from Whittier College. She brings a unique perspective to her role, and is committed to making a positive impact both professionally and personally. With her unwavering dedication and client-centric focus, Lauren continues to drive success and excellence in executive recruitment at WBCP.

LEVI KUHLMAN
Executive Recruiter

Levi Kuhlman is an Executive Recruiter at WBCP, and an experienced professional with a multifaceted career spanning across executive recruitment, real estate, and entrepreneurship. He has worked extensively with local municipalities, special districts, and not-for-profit organizations across the Western region, with a focus in California, Oregon, and Idaho. Levi has conducted many successful recruitments in various industries including planning, rent stabilization and housing, engineering, finance, city management, transportation and transit, community development, building and safety, public safety, risk management, and information technology. Levi serves as a skilled and diplomatic liaison, earning a reputation for his personalized approach to recruiting. Before joining the ranks of WBCP, he advocated on behalf of tenants, landlord, and clients. With a diverse skill set and a commitment to excellence, Levi continues to make significant contributions to WBCP, his clients, and broadening the professional community one recruitment at a time.

3. WBCP KEY STAFF

JOSETTE REINA-LUKEN
Executive Recruiter

Josette, an Executive Recruiter at WBCP, specializes in government finance and the water industry with nearly 30 years of experience. Her career began in IT, managing software implementations and leading training and sales teams. After earning her MBA, she transitioned to municipal agencies, holding various management positions, including Administrative Manager and Financial Manager. With expertise in budgeting, strategic planning, and organizational development, Josette has made significant contributions to the agencies she's served. She holds a Bachelor's Degree in Political Science/Public Administration from the University of South Florida, an MBA from the University of Phoenix, and certificates in Human Resources from the California State University and Leadership from the University of Davis.

SHANI PEARCE
Executive Recruiter

Shani Pearce brings over 15 years of corporate and public sector experience to her role as an Executive Recruiter at WBCP, with a background spanning executive support, human resources, project management, and regulatory compliance. She began her career with the City of Medford, working closely with executive leadership on labor relations, wellness initiatives, recruitment, and large-scale events. In the private sector, she advanced as a Human Resources Business Partner, specializing in recruitment, training, and organizational development, before joining a multi-billion-dollar, multi-state energy company where she progressed into project management, overseeing compliance, licensing, permitting, and stakeholder engagement. Alongside her corporate work, Shani co-founded a wedding and event business, further demonstrating her creativity and logistical expertise. At WBCP, she brings this diverse experience to lead recruitment processes, engage with clients, source candidates, and ensure a seamless candidate experience, making her a trusted partner to clients and a valued member of the WBCP team.

View WBCP Key Staff Resumes Here: https://tinyurl.com/y2zdspwv

REVIEW OTHER EMPLOYEES & CONSULTANT PARTNERS ON OUR WEBSITE: WWW.WBCPINC.COM/WBCP-TEAM

1. RECRUITMENT STRATEGY/PHASES

WBCP knows how to customize your search strategy to meet your unique recruitment needs. We customize your recruitment based on the specific needs, target audience, and challenges for each recruitment; however, below is a baseline approach for most recruitments.

CLIENT & STAKEHOLDER MEETINGS

We require the Client and/or Search Committee, and other stakeholders identified by the Client, be involved in the initial and final phases of this recruitment. These are critical phases to ensure we obtain a clear sense of the priorities and the successful hire of the right candidate. WBCP will meet with various stakeholders as warranted by the Client and the level of the position in the organization. These meetings will allow us an opportunity to gather information and gain knowledge about the organization, community, and unique aspects of the recruitment to design the ideal candidate professional profile, advertising materials, and strategic approach

FEEDBACK OUTCOME / TIMELINE DEVELOPMENT

Following the Client/stakeholder meetings, we will develop a detailed timeline for the recruitment along with a proposed advertising plan for approval.

CREATIVE DEVELOPMENT

Immediately following the client feedback activities, we will draft the competencies for the recruitment and advertising material/recruitment brochure for the Client's review. This information will summarize what was learned from Client-related interviews and will be used to advertise the opening.

MARKETING STRATEGY & IMPLEMENTATION

WBCP will execute a customized marketing/ad plan once the job announcement is created. An ad plan could include the following (based on assumptions), and will be customized based on information gathered in Phase I:

DIGITAL ADVERTISING WITH DIVERSITY IN MIND

WBCP utilizes digital advertising to obtain diverse applicant pools, leveraging local and national job boards, associations, and social media. In partnership with a diversity platform, our postings reach up to 600 local employment and diversity websites, connecting across 15,000+ community organizations and niche sites, tapping into a job bank of 2 million resumes. Upon our 2024 year-end review, we found that over the last three years 63% of our placed candidates came from diverse backgrounds.

EMAIL & DIRECT MAIL ADVERTISING

In addition to tapping into WBCP's existing pool of potential applicants, we have the capability to access various professional lists. We actively seek out additional lists through associations, contacts, and other strategic channels.

SOURCING/HEADHUNTING

WBCP employs a proactive approach by reaching out to targeted individuals and cultivating new connections through referrals from reputable sources. As a LinkedIn recruiter, we harness the power of over 350 million profiles to identify and engage with ideal candidates. Additionally, WBCP utilizes cutting-edge AI tools for precise Boolean searches, enabling us to uncover niche candidates effectively.

COMMUNICATION WITH CLIENT

We will provide weekly updates on the progress of this search unless the client prefers more or less frequent communications. We tailor our communications in accordance with our Client's needs.

1. RECRUITMENT STRATEGY/PHASES

RESUME ASSESSMENT

WBCP will review resumes as they are received and/or at the close of the recruitment. Those candidates determined to be the most highly qualified will be selected for a screening interview.

SCREENING INTERVIEWS / REPORT TO CLIENT

WBCP does not restrict the number of applicants or candidates to be screened. Rather, we interview candidates who meet our ideal candidate criteria; frequently this group amounts to 20 candidates, or on average 20% of the applicant pool. Following the completion of the phone screen interviews, we will develop a report/recommended shortlist of candidates, which includes: resumes, cover letters, and a one-page profile summary of candidates' professional history, including a brief overview of WBCP's assessment and the results of their phone screen. We will meet with the selection committee/Client to review this report and select candidates for interviews. In this meeting, we will review the recruitment plan and discuss the final stages of the selection process.

COMMUNICATION WITH CANDIDATES

WBCP will take responsibility for communicating with the applicants/candidates during each phase of the search process and Client should refer any inquiries from potential or existing applicants directly to WBCP.

SELECTION PROCESS

WBCP will design and administer an appropriate final selection process based on the needs of the Client (tailored to the need and recruitment). WBCP will facilitate the invitation and coordination of these meetings/interviews and provide additional assessment tools/recommendations such as interview questions, writing and presentation exercises, problem solving scenarios, etc.

COMMUNICATION WITH CLIENT

Following the interviews and the Client's top candidate(s) selection, we will assist the Client with facilitating a thorough background and reference check. A typical approach includes a review of federal, state, and local criminal background checks and academic verification by a licensed background agency. Reference checks are conducted over the phone by a senior consultant and a final report is provided to the Client. References are completed on candidate(s) being considered after initial/panel interviews.

NEGOTIATIONS

Once the client reviews and is comfortable with the findings in the background and reference report, we are available to assist with negotiations on compensation, benefits, start date, and other transition details.

2. SCOPE OF WORK

- Facilitate initial kick-off meeting with Client and other meetings that may include Executive Leadership, staff, community, and other stakeholders to assist with identifying the ideal candidate profile.
- Assist Client hiring authority/stakeholders in modifying the job description (as needed), and develop a recruitment announcement, marketing materials, and advertising plan for the recruitment.
- Attend all other meetings and engagements as needed or identified by the Client.
- Implement advertising plan including: publication, headhunting, direct mail, and other online and email marketing efforts.
- Provide timely updates and progress reports to the client regarding search services; every two weeks or as Client identifies is needed.
- Preliminary internet searches will be conducted on recommended candidates.
- Coordinate interview panel(s) as needed, or coordinate this process with Client.
- Receive and review applicants and screen those applicants to identify top candidates. Top screened paper applicants will be video/phone screened by recruiter to identify the key competencies (technical and interpersonal) to assist in identifying the top group of candidates who will be recommended at the Client/WBCP shortlist meeting.
- Facilitate shortlist meeting with Client – review and select candidates who will be invited to interview.
- Coordinate invitations to candidates.
- Develop interview questions and other selection details to meet specific needs and identify key competencies of candidates.
- Facilitate interviews with panel(s).
- Background and reference checks will be conducted with candidates who are identified as final candidates after initial Client interviews have been conducted. Background checks will be conducted in accordance with local law and typically include the following: criminal (local, state, and federal), education, credit, social security. References will be conducted based on a 360-degree perspective and will include staff, peers, and superiors. Onsite background services are available at an additional fee (see fees for details)
- Facilitate offer and negotiations with selected candidate; as directed by Client.

3. RECRUITMENT TIMELINE

BELOW IS A SAMPLE OF AN EXECUTIVE SEARCH TIMELINE THAT WBCP WILL CUSTOMIZE FOR THIS RECRUITMENT

Week 1:

- Secure services with search firm, WBCP, Inc.
  - WBCP can schedule a Kickoff meeting as soon as we are selected.
- WBCP: review search parameters and recruiting processes with Client
  - Interview with hiring authority and other stakeholders for competencies
  - Identification of advertising venues and ideal candidate prospects
  - Calls, meetings, or coordination with other stakeholders for information gathering

Weeks 1 + 2:

- Develop and approvals: recruitment process, deadlines, ad plan and strategy, recruitment timeline and brochure
- Print coordination (if applicable)

Weeks 2 + 3:

- **OPEN RECRUITMENT AND AD PLAN:** Implement marketing plan and direct mail (if applicable)
- Secure panel member calendars
- Timeline may be extended if direct mail piece is included (i.e., print/postage)
- Finalize panel members and interview logistics and invitations to panel members

Weeks 4, 5, + 6:

- Receive applications –Collect and source applicants will continue until recruitment closes

Weeks 7 + 8:

- **CLOSE RECRUITMENT AND ADVERTISING**
- Conduct initial phone screen to identify shortlist of candidates
- Preliminary check on shortlist candidates (Google search)
- Candidate profiles developed and short list recommendations to client

Weeks 9 + 10:

- **MEETING - Client confirms selection of candidates to be advanced to panel interviews**
- Finalize questions, presentation, in-basket (as determined)
- Coordinates invitations with selected top candidates (shortlist)
- Produce panel candidate interview packets

Weeks 10 + 11:

- WBCP facilitates interview process – Interview process will be customized based on client and community needs:
  - **Day 1: Panel Interviews Conducted; Day 2: 2nd Interviews with executive leaders;**
  - 3rd interviews may be scheduled as needed with Boards/Commissions, etc.;
  - As needed schedule staff and/or community discussions/meetings

Week 12:

- WBCP conducts background and reference checks (backgrounds may be conducted by Client if current contract exists)
- WBCP conducts full reference checks for candidate(s) selected for Board/Commission interviews; or when Client is interested in making an offer

NEGOTIATIONS / HIRE:

- Hire date to accommodate possible candidate relocation
- Client (WBCP available to assist in process) conducts offer and facilitates salary negotiations with preferred candidate

4. GUARANTEE

WBCP Inc. provides either a placement guarantee, or a replacement guarantee as determined by the recruitment outcome and defined below:

Successful Placement Guarantee: We guarantee a successful placement and will provide continued consulting services for one additional recruitment at no extra consulting fee. The client will be responsible for any direct expenses.
OR
Replacement Guarantee: If a candidate selected and appointed by the client leaves their position for any reason before completing **12 months** of service, WBCP will provide consulting services at no additional cost to secure a replacement. The client will be responsible for any direct expenses. This guarantee applies to one replacement within one year of the candidate's departure.

WBCP will not limit the number of hours we work on a recruitment, rather we charge a flat rate and will spend the time necessary to ensure we are successful. Consulting fees will be billed in thirds at the beginning (open for applications and advertising campaign launched), middle (shortlist selection), and end of the recruitment process (selection made and background/ references concluded).

SERVICE COST PER RECRUITMENT

CITY MANAGER

Description of Services/Deliverables:	Inclusive Rate per Recruitment:
Consulting Services: Phases I-IV in the proposal's recruitment strategy/phases section and related expenses: Brochure/graphic design; marketing and advertising which may include: print and postage (if applicable); online job boards targeted per recruitment; social media; sourcing; travel to client location (up to two trips); document shipping fees/delivery charges to facilitate virtual meetings, panel packet content; fees for background and reference checks (one candidate); one facilitator and facilitation of one panel per virtual or in person interview day.	**$36,800 (flat rate)**

Additional Services Included in Flat Fee

- Extensive stakeholder engagement including virtual stakeholder meetings
- Online Surveys: (includes developing recommended survey questions, creating and distributing the survey link, managing the survey period, and providing the compiled response data for review and analysis.)

Optional Services

- Additional virtual interview facilitation: $750/day/consultant
- Additional on-site meeting days/interviews: $1,500/day/consultant, plus travel expenses*
- Additional background checks: $300/candidate
- Additional reference checks: $500/candidate
- Additional hires: $9,000/candidate

**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 Client.*

Additional Cost

Upon request, WBCP can coordinate candidate travel and related expenses. Since this service falls outside of the standard scope of work, clients who choose this option should anticipate an estimated travel reimbursement of up to $1,500 per non-local candidate. This estimate typically covers lodging, primary transportation, and/or a stipend.

Cost and Timeline Policy

1. **Work Performed Out of Scope:** To deliver optimal results, adherence to agreed-upon dates and times for critical recruitment milestones (e.g., shortlist meeting and interview dates) is required. Any changes to these timelines after the recruitment process has commenced may result in:
   a. **Forfeiture of the Recruitment Guarantee:** Deviating from the agreed timeline will void the recruitment services guarantee if the deviation is significant enough to affect the overall outcome of the recruitment (i.e., losing ideal candidates due to a prolonged timeline)
   b. **Additional Charges:** Adjustments to timelines will incur additional fees for additional administrative work, rescheduling, etc., billed at our standard hourly rate of $250.

These policies ensure clarity, fairness, and high-quality outcomes for all parties involved.

Proposal Negotiations

While our standard pricing reflects the value and quality of our recruitment services, we recognize that each client's needs are unique. As such, we are open to discussing pricing options and also offer flexible partial search services that can be tailored to meet your specific requirements.

1. LIST OF RECRUITMENTS

INDUSTRIES

- Organizational Leadership
- Economic Development
- Facilities & Operations
- Financial, Administrative Services, Accounting, Auditing
- Health & Human Services, Housing, Unhoused
- HR, Risk, Labor/Employee Relations
- Information Technology
- Legal, Counsel, Clerk
- Library
- Marketing, Communications, PR
- Parks & Rec, Community Services, Arts
- Planning, Environmental, Community Development, Building, Transit
- Public Safety
- Public Works, Transportation, Engineering

BELOW IS A LIST OF SIMILAR RECRUITMENTS WBCP HAS MANAGED:

ORGANIZATIONAL LEADERSHIP

- **City Manager, City of Pasadena, CA (active)**
- **City Manager, City of Malibu, CA (active)**
- **City Manager, City of Atwater, CA**
- **City Manager, City of Boulder City, NV**
- **City Manager, City of Ceres, CA**
- **City Manager, City of Colfax, CA**
- **City Manager, City of Dunsmuir, CA**
- **City Manager, City of Garibaldi, OR**
- **City Manager, City of Goodyear, AZ**
- **City Manager, City of Gold Hill, OR**
- **City Manager, City of Independence, OR**
- **City Manager, City of Oxnard, CA**
- **City Manager, City of Pasadena, CA**
- **City Manager, City of Parlier, CA**
- **City Manager, City of Petaluma, CA**
- **City Manager, City of Phoenix, OR**
- **City Manager, City of Port Hueneme, CA**
- **City Manager, City of Santa Maria, CA**
- **City Manager, City of Santa Monica, CA**
- **City Manager, City of Santa Rosa, CA**
- **City Manager, City of Sonoma, CA**
- **City Manager, City of Talent, OR**
- **City Manager, City of Tillamook, OR**
- **City Manager, City of Ventura, CA**
- **City Administrator, City of Duvall, WA**
- **City Administrator, City of Hubbard, OR**
- **City Administrator, City of Rogue River, OR**
- **Town Manager, Town of Truckee, CA**
- **Town Manager, Town of Windsor, CA**
- **Town Manager, Town of Portola Valley, CA**
- **Interim City Manager, City of Milpitas, CA**
- **Assistant City Manager (Municipal Services), City of Sacramento, CA**
- **Assistant City Manager (Public Safety), City of Sacramento, CA**
- **Deputy City Manager, City of Long Beach, CA**
- Chief Executive Officer, CalPIA (California Prison Authority), CA
- Chief Executive Officer, Downtown Streets Team, CA
- Chief Executive Officer, Newark Chamber of Commerce, CA
- Chief Executive Officer, San Joaquin County Employees' Retirement Association (SJCERA), CA
- Chief Executive Officer, San Joaquin Tributaries Authority, CA
- County Executive Officer, County of Santa Cruz, CA
- County Executive Officer, County of Shasta, CA
- County Administrative Officer, San Benito County, CA
- County Administrative Officer, County of Tuolumne, CA
- ACAO - Assistant County Administrator, County of San Joaquin, CA
- ACAO/HR Director, County of Mariposa, CA
- ACEO - Assistant County Administrative Officer, County of Santa Barbara, CA
- ACEO - Assistant County Executive Officer, County of Napa, CA

1. LIST OF RECRUITMENTS

ORGANIZATIONAL LEADERSHIP (CON'T)

- General Manager, Bear Valley Community Services District, CA
- General Manager, Los Angeles Public Media, CA
- General Manager, Olivehurst Public Utility District, CA
- General Manager, Radio Bilingüe, CA
- General Manager, San Benito County Water District, CA
- General Manager, Santa Cruz County Animal Services Authority, CA
- General Manager, Tuolumne Utilities District, CA
- General Manager, Trabuco Canyon Water District, CA
- Deputy General Manager, City of Ontario, CA
- Chief Operating Officer, Futures Without Violence, CA
- Chief Operating Officer, WBCP Inc., OR
- Chief Operating Officer - IT and Administrative Services, Valley Water, CA
- Chief Operating Officer - Water Utility Enterprise, Valley Water, CA
- Chief Operating Officer/Executive Director, Valley Consortium of Medical Education, CA
- Assistant General Manager Water Operations, Modesto Irrigation District, CA
- Executive Director, Association of California Water Agencies, CA
- Executive Director, California Municipal Utilities Association (CMUA), CA
- Executive Director, First 5 Association of California, CA
- Executive Director, Water Forum, CA
- Executive Director, San Benito Council of Governments, CA
- Executive Director, Placer County Transportation Planning Agency, CA
- Executive Director, Teton County Joint Housing Authority, ID
- Executive Director, Trindel, Risk Management, CA
- Executive Director, Arts Commission, County of Santa Barbara, CA
- Executive Director, Latino Public Broadcasting, CA
- Executive Director, Northern Valley Catholic Social Service, Redding, CA
- Executive Director, Greater Richmond Interfaith Program, CA
- Executive Director, Options Recovery Services, CA
- Executive Director, Sacramento Employment and Training Agency (SETA), CA
- Executive Director, Southern Oregon Regional Economic Development, Inc. (SOREDI), OR
- Executive Director, Pacific Gateway Workforce Innovation Network (PGWIN), City of Long Beach, CA
- Executive Director, Tri-City Mental Health Authority, CA
- Executive Director, First 5 Fresno, CA
- Executive Director, First 5 Santa Barbara County, CA
- Executive Director - Police Accountability Board, City of Rochester, NY
- Executive Director, San Joaquin Tributaries Authority, CA
- Deputy Airport Director - Commercial & Revenue Development, John Wayne Airport, County of Orange, CA
- Assistant Executive Director, First 5 San Mateo, CA
- Chief Animal Control Officer, City of Sacramento, CA
- Chief Deputy Director, ISD, County of Los Angeles, CA
- Vice President/Business Development Director, WBCP Inc., OR
- Vice President, Center Point, Inc., CA
- Executive Vice President, Center Point, CA

Check out our full list of recruitments here: https://tinyurl.com/2z9sfnyd

2. REFERENCES

1-City of Santa Monica, California

Similar Positions Filled:

- City Manager

Contact Information:

- Michael Arnoldus, Human Resources Manager - Michael.Arnoldus@santamonica.gov | 310-458-8613
- Dana Brown, Director of Human Resources - Dana.Brown@santamonica.gov

2-City of Pasadena, California

Similar Positions Filled:

- City Manager

Contact Information:

- Tiffany Jacobs-Quinn, Human Resources Director - tjacobsquinn@cityofpasadena.net | 626-744-4126

3-City of Tillamook, Oregon

Similar Positions Filled:

- City Manager

Contact Information:

- Aaron Burris, Mayor - aburris@tillamookor.gov | 503-812-3257

4-City of Colfax, California

Similar Positions Filled:

- City Manager

Contact Information:

- Mike Luken, Interim City Manager - mluken78@gmail.com | 916-997-2760

3. MARKETING MATERIAL EXAMPLES

Click below to see our marketing samples for similar positions. To see all of our brochures, visit: wbcpinc.com/closed-jobs-private/ and use the **password: wbcp202510***

- City Manager, City of Pasadena, CA (active)
- City Manager, City of Malibu, CA
- City Manager, City of Santa Monica, CA
- Town Manager, Town of Truckee, CA
- City Manager, City of Boulder City, NV
- City Manager, City of Colfax, CA
- City Manager, City of Petaluma, CA
- City Manager, City of Santa Rosa, CA
- City Manager, City of Oxnard, CA
- City Manager, City of Sonoma, CA
- City Manager, City of Port Hueneme, CA

INSURANCE

WBCP and its sub-consultants have reviewed the contractual agreement and the Insurance Requirements. If selected, WBCP will execute said agreement and will provide the required insurance documents. WBCP will submit certificates of insurance as evidence of the required coverage limits. Insurance policies include: liability, errors and omissions, workers compensation, and vehicle insurance.

CONFIDENTIALITY SAFEGUARDS

Confidentiality is paramount in the work we do. We ensure that the client and candidate information we receive, and conversations with our client (and certainly discussions in closed session) are kept confidential. There are several physical safeguards we have in place including: locked and alarmed office space, password, and encryption protected information on our computers and servers, multiple backup systems. As information is shared with our client, we discuss the importance of confidentiality and why it is important to the candidates they are considering but also brands the organization appropriately. We also ask candidates who are interviewed to keep candidate information confidential, as they may see or meet a candidate during the process. We emphasize that confidentiality is not just until the recruitment is completed, and a candidate is hired, confidentiality is in perpetuity. Leaked information is not a reputation that a client wants to receive, as this could deter future applicants from applying.

ORGANIZATIONAL DIVERSITY STATEMENT

WBCP embraces cross-cultural diversity and we are committed to equitable treatment and elimination of discrimination in all its forms at all organizational levels and throughout all consulting practices, including search services. We strive to reach diverse groups of people to inform them of leadership opportunities. Upon our 2024 year-end review, we found that over the last three years, 70% of our applicants and 63% of our placed candidates came from diverse backgrounds. We will make extensive efforts to attract a qualified applicant pool that represents a broad range of gender and ethnically diverse individuals.

FORCE MAJEURE

Client agrees that WBCP, Inc. is not responsible for any events or circumstances beyond its control (e.g., including but not limited to war, riots, embargoes, strikes, and/or Acts of God) that prevent WBCP, Inc. from meeting its obligations under this Agreement.

Wendi Brown, President	JANUARY 14, 2026 Date
Client, Title	Date

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

PROPOSAL FOR EXECUTIVE RECRUITMENT FIRM CITY MANAGER RECRUITMENT
SOLICITATION: 2026-1-16
DUE: JANUARY 16, 2026
Submitted to:
City of South Lake Tahoe

Altiora Consulting LLC
402 Production Dr, South Elgin, IL 60177
(847) 920-8289
contactus@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

COVER LETTER

1/16/2026
City of South Lake Tahoe
RE: Proposal for RFP #2026-1-16 Executive Recruitment Firm City Manager Recruitment

Members of the City Council,
On behalf of Altiora Consulting, we are pleased to submit our proposal in response to the RFP #2026-1-16 for Executive Recruitment Firm City Manager Recruitment. As a woman-owned boutique consulting and staffing firm, Altiora brings a personalized approach, industry expertise, and advanced technology solutions tailored to meet the city's needs.

Altiora is led by co-founders Angie Starkey and J.B. Lorenty, with over 50 years of combined experience in staffing, recruitment, and resource management. Our innovative use of AI-driven recruitment technology and data insights accelerates the placement process while ensuring top-tier, qualified candidates who align with the city's specific requirements.

We believe our commitment to responsive client service and our rigorous candidate vetting process set Altiora apart as a recruitment provider. By understanding your unique goals and leveraging our expertise, we are confident in our ability to support the city in achieving both immediate and long-term objectives.

This proposal will remain current and valid for a period of not less than 120 calendar days from the proposal due date. Altiora has reviewed the City's standard Professional Services Agreement and finds the terms generally acceptable.

We thank you for the opportunity to present our proposal and look forward to the potential of working together. Please feel free to contact us directly at (314) 960-0953 / (847) 902-2947 or via email at angelastarkey@altioraconsulting.com / jblorenty@altioraconsulting.com should you have any questions.

Sincerely,
Angela R. Starkey
Co-Founder & Managing Partner

Signed by:
Angela Starkey
7A7F570E4CE549D...

J.B. Lorenty
Co-Founder & Managing Partner

Signed by:
J.B. Lorenty
475A1661CF85455...

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

TABLE OF CONTENTS

EXECUTIVE SUMMARY 4
COMPANY HISTORY, BACKGROUND AND EXPERIENCE 5
SCOPE OF WORK/IMPLEMENTATION 5
PROJECT BUDGET 10
DESCRIPTION OF RECENT PROJECTS/REFERENCES 11
CONCLUSION 11

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

EXECUTIVE SUMMARY

Altiora Consulting and Staffing is a boutique Woman-Owned Small Business operating out of Chicago, IL. Our leadership has a proven record for staffing and managing multimillion dollar projects across multiple industries.

We bring a unique blend of industry expertise and innovative recruitment solutions. With a specialized focus on recruitment and staffing, Altiora is committed to delivering exceptional candidates who not only meet but exceed clients' expectations. Leveraging advanced AI technologies, we accelerate candidate identification, ensuring that only the most qualified professionals are matched for our client's needs. Altiora has an extensive screening process utilized to obtain top-tier candidates. Our candidate vetting includes thorough reference verifications to meet the high standards expected in the recruitment process.

At Altiora Consulting, we pride ourselves on delivering exceptional solutions for recruitment services and temporary staffing roles. The partners at Altiora Consulting have a combined 50+ years of experience and have staffed and managed over 100 resources at a given time. Altiora strives to keep the company size low to provide more customized partnerships with our clients. In having on average 2-5 new clients per year, Altiora's founders can keep our commitment to fostering lasting client relationships that has earned us a reputation as a trusted partner.

In addition to the longstanding level of experience our founders have managing multi-million dollar projects over the course of their careers, Altiora Consulting is currently working with JLK Global Enterprises, Inc., the City of Tucson, AZ, the Houston-Galveston Area Council, the State of Kansas, the South Dakota Department of Social Services and the Richardson Independent School District for recruitment services and/or to staff administrative, business and technical related roles including, but not limited to, administrative assistants, accountants, business analysts, data analysts, HR specialists, payroll specialists, project managers, scrum masters, software architects, database administrators and website developers.

EQUITY AND INCLUSION: At Altiora Consulting, we are unwavering in our commitment to fostering a diverse, equitable, and inclusive workplace. We believe that embracing differences in race, gender, ethnicity, age, sexual orientation, disability, and religion is not just a moral imperative but a business necessity. Our dedication to DEI drives innovation, excellence, and a culture where every individual feels valued, respected, and empowered. Our core values are as follows:

INCLUSIVITY We celebrate and leverage diverse perspectives to drive innovation and excellence. Our inclusive environment ensures that all employees have equal opportunities to thrive and contribute to our shared success.

EQUITY We are committed to providing equitable opportunities for all team members, ensuring that everyone has the support and resources they need to succeed.

RESPECT We foster a culture of respect where every individual is treated with dignity and fairness, regardless of their background or identity.

EMPOWERMENT We empower our employees to bring their authentic selves to work, encouraging them to share their unique insights and ideas.

Altiora Consulting's dedication to DEI is a cornerstone of our identity and operations. By fostering a diverse, equitable, and inclusive workplace, we not only enhance our organizational culture but also drive better business outcomes. We are committed to continuing our efforts to create a workplace where everyone can thrive and contribute to our shared success.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

COMPANY HISTORY, BACKGROUND AND EXPERIENCE

Altiora Consulting and Staffing is a boutique Woman-Owned Small Business operating out of Chicago, IL with 2-10 employees. Our leadership has 50+ years of combined experience and a proven record for staffing and managing multimillion dollar projects across multiple industries.

As Altiora Managing Partners, both Angie Starkey and J.B. Lorenty will be primary points of contact. They hold several professional certifications, including the PMP and many technical certifications. Together, they lead Altiora with a commitment to respect, integrity, and transparency. This collaborative approach fosters a culture of innovation and client satisfaction, empowering the entire Altiora team to deliver solutions that not only meet immediate staffing needs but also support sustainable growth for clients. The contact information for both can be found in the footer of this proposal.

Angie Starkey, Co-Founder and Managing Partner, is a key driver of Altiora's strategic vision. With over 25 years in talent management and organizational development, Angie specializes in creating innovative, data-driven recruitment strategies that meet client demands while fostering long-term relationships. Her experience in recruitment and her commitment to finding experienced DEI candidates wherever possible make her instrumental in ensuring Altiora's staffing solutions are inclusive, efficient, and tailored to each client's unique needs. As a woman-owned small business, Altiora benefits from Angie's insights and dedication to maintaining high standards of quality and integrity in every engagement.

J.B. Lorenty, Co-Founder and Managing Partner, brings a wealth of experience in operations and resource management. J.B.'s direct approach to client service ensures that Altiora's operations are efficient, transparent, and consistently aligned with client expectations. With a background in managing large-scale staffing initiatives, J.B. oversees Altiora's day-to-day operations, ensuring that every project benefits from streamlined processes and the latest technology. His focus on continuous improvement and operational excellence has helped Altiora establish a reputation as a dependable partner capable of delivering superior results.

We strive to employ a highly experienced and trained resource pool. Our team of highly skilled professionals work diligently to ensure our clients' needs are met with precision and care. We believe in empowering businesses with the right talent and support to drive success at every stage of their journey.

SCOPE OF WORK/IMPLEMENTATION

Altiora Consulting ensures that each recruitment announcement is meticulously crafted to attract top-tier candidates. By leveraging its deep industry expertise, the firm creates job postings that are not only accurate but also compelling, highlighting key responsibilities, qualifications, and unique aspects of the role to engage potential applicants. Altiora utilizes Canva and other tools to develop dynamic job announcements.

METHODOLOGY

COMPREHENSIVE RECRUITMENT:

Altiora offers a comprehensive approach to recruitment, designed to meet staffing needs efficiently and effectively. Our recruitment solutions are customized to align precisely with the requirements, ensuring a seamless fit with the organizational culture and job specifications. We take a consultative approach to understand the specific needs, goals, and preferences. By combining expertise with a client-centered approach, Altiora ensures that every step of the recruitment process is managed with precision, from role scoping and sourcing to candidate selection and onboarding.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

Direct Networking Campaign for Top Talent

Altiora will design and execute a targeted, relationship-driven networking campaign to surface exceptional City Manager candidates across national, regional, in-state, and local talent pools. This strategy goes far beyond traditional advertising and leverages Altiora's established networks, sector expertise, and proactive outreach capabilities to ensure the City Council has access to the strongest possible slate of leaders.

Strategic Alignment With the City Council

During the initial project kickoff, Altiora will meet with the City Council to confirm the leadership profile, community priorities, and any unique attributes of the role or municipality. These insights will guide the scope and focus of the networking campaign, ensuring outreach efforts are aligned with the City's values, culture, and long-term strategic direction.

National and Regional Outreach

Our team will:

- Leverage national organizations such as ICMA, NFBPA, ELGL, and regional municipal management associations to identify respected leaders who may not be actively applying but are open to confidential conversations.
- Conduct targeted outreach to executives in comparable or aspirational municipalities to attract candidates with relevant scale, complexity, and governance experience.

In-State and Local Talent Engagement

Recognizing the importance of local context and community familiarity, Altiora will also:

- Engage local government professionals, civic leaders, and community-based networks to identify emerging talent and respected leaders who may be strong cultural fits.
- Ensure that local and regional candidates receive the same level of proactive engagement as national prospects, supporting a balanced and equitable search process.

Confidential, High-Touch Outreach

Our team conducts:

- One-on-one outreach calls
- Confidential exploratory conversations
- Tailored messaging that highlights the City's strengths, opportunities, and leadership vision
- Continuous engagement to maintain candidate interest throughout the recruitment timeline

This approach consistently yields high-caliber candidates who would not otherwise enter a competitive process.

Delivering a Robust and Diverse Candidate Pipeline

Altiora's outreach strategy is designed to:

- Expand the reach of the search beyond traditional applicant pools
- Increase diversity in leadership representation
- Identify both active and passive candidates
- Ensure the City Council has access to the strongest possible talent from every relevant geography

This targeted recruitment process enables us to consistently deliver high-quality candidates, enhancing the workforce with professionals who are prepared to contribute immediately.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

AI-POWERED TALENT SOURCING:

To meet the need for speed and precision in staffing, Altiora employs an advanced AI-powered approach to talent sourcing. Our proprietary Applicant Tracking System (ATS) uses artificial intelligence to screen and match candidates with specific job criteria, ensuring a fast, accurate, and bias-free selection process. The AI algorithms continuously learn and adapt based on hiring patterns, making candidate searches even more refined and effective over time. By integrating AI with our recruitment practices, Altiora can quickly identify top-tier candidates who not only meet the technical qualifications but also align with Client expectations.

TIMELINE

Altiora is committed to an expedited candidate delivery process. Each candidate undergoes a rigorous screening process, including background checks and skills verification, before being presented for review. Our goal is to provide top candidates in a short timeframe, ensuring exceptional talent without delay. Altiora will provide guidance throughout the interview process and conduct additional interviews as requested.

KICKOFF

- Immediately upon the contract award, Altiora initiates a detailed kickoff meeting with key stakeholders to align on requirements and discuss expectations. This meeting allows us to understand the **preferred candidate profiles and any unique aspects** of the role. The **recruitment strategy and any requirements for marketing and advertising** will be discussed as well. Following this alignment session, Altiora collaborates closely to establish a recruitment schedule, document key deliverables, and confirm communication protocols for efficient updates.

ONGOING COMMUNICATION

- Transparent and proactive communication is a cornerstone of Altiora's recruitment process. **Weekly progress reports** help to keep fully informed at each stage of the process and provide real-time insights into candidate sourcing, screening progress, and any adjustments needed based on feedback or changing requirements. With the updates, Altiora will provide updates on the goal of providing a **shortlist of candidates within 8 weeks.**

CANDIDATE PRESENTATION

- Altiora is committed to an expedited candidate delivery process. Each candidate undergoes a **rigorous screening process, including background checks and skills verification**, before being presented for review. Our goal is to provide top candidates in a short timeframe, ensuring exceptional talent without delay. This accelerated candidate presentation timeline enables quickly advancing through interview and hiring phases, reducing time-to-fill, and minimizing disruptions. Altiora will provide guidance throughout the interview process and conduct additional interviews as requested.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

At Altiora Consulting, we are committed to streamlining and enhancing the hiring and selection process for our clients. Our approach ensures that every stage of the interview process is conducted efficiently, professionally, and with strategic decision-making at its core.

Phase	Weeks Active	Description
Stakeholder Alignment	Weeks 1–2	Stakeholder meetings and alignment
Recruitment Strategy	Weeks 3–4	Develop strategy with promotional materials and advertising
Preliminary Interviews	Weeks 5–8	Review applications, conduct preliminary interviews, and provide shortlist of candidates
Final Interviews, Screening & Selection	Weeks 9–12	Interview coordination, background checks, and final selection

COMPREHENSIVE INTERVIEW PROCESS SUPPORT

At Altiora Consulting, we are committed to streamlining and enhancing the hiring and selection process for our clients. Our approach ensures that every stage of the interview process is conducted efficiently, professionally, and with strategic decision-making at its core. Below is an overview of our tailored services:

Interview Process → Scheduling → Evaluation Tools → Conduct Interview

FACILITATING THE INTERVIEW PROCESS

Altiora Consulting will oversee and manage the entire interview process, ensuring a structured and seamless experience for both candidates and City Council. We will:

- Develop a clear framework for interviews, including a template with standard behavioral questions.
- Provide guidance on best practices to ensure a consistent and equitable interview process.

ASSISTING WITH SCHEDULING

Efficient scheduling is critical to maintaining momentum in the hiring process. Altiora Consulting will:

- Manage interview logistics, coordinating availability between candidates and the City Council.
- Utilize advanced scheduling tools to optimize efficiency and minimize conflicts.
- Ensure timely reminders and follow-ups, reducing last-minute disruptions.

PROVIDING EVALUATION TOOLS TO SUPPORT DECISION-MAKING

Objective and data-driven evaluation is essential in selecting the most suitable candidates. To support informed decision-making, Altiora Consulting will:

- Design and implement customized scoring rubrics tailored to the specific needs of the role.
- Provide structured feedback forms that capture key insights from interviewers.
- Offer comparative analysis tools that facilitate a fair and transparent assessment of all candidates.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

GUIDING CITY COUNCIL ON INTERVIEW CONDUCT

Altiora Consulting understands the importance of professionalism and alignment during interview sessions. We will:

- Develop guidelines for maintaining a positive candidate experience while ensuring a rigorous assessment.
- Provide ongoing consultation to address any challenges or concerns throughout the selection process.
- Aid in selecting finalists with a short list of recommended candidates. This will include a summary of the candidates' qualifications.

With Altiora Consulting's expertise, a well-coordinated and professionally executed interview process that fosters effective hiring decisions will be followed. Our comprehensive approach ensures a smooth experience for all stakeholders, empowering the City Council to make confident and well-informed choices. In addition, Altiora can assist the City with offer and contract negotiations for the approved candidate.

BACKGROUND CHECKS & DRUG SCREENING

Altiora's candidate vetting process leverages AI-driven technology, industry-standard background checks, and thorough reference verifications to meet the high standards expected in government staffing. Key steps include:

Screening → Background Checks → Reference Checks → Final Review → Onboarding & Feedback

INITIAL SCREENING AND AI-POWERED ASSESSMENT

- **Resume Screening**: Candidates submit resumes through our recruitment platform integrated with AI. Our AI tools analyze key skills, experience, and certifications to match candidates against the position requirements, ensuring alignment with the skillsets needed.
- **Skill Matching and Predictive Analysis**: Using advanced AI, we assess candidate profiles based on historical data and predictive analytics, highlighting individuals who show the best fit for success in the role based on job-specific attributes.
- **Preliminary Phone Interview**: Qualified candidates undergo a phone interview to assess communication skills, role understanding, and availability.

BACKGROUND CHECKS AND COMPLIANCE VERIFICATION

- **Identification and Employment Verification**: Confirm candidate identity and verify past employment, education, and certifications through top industry verification tools to ensure accuracy and compliance.
- **Criminal Background Check**: Conduct comprehensive criminal background checks to comply with government standards, using secure, industry-leading platforms, such as HireRight and Sterling Check.
- **Drug Screening** (if required): Provide optional pre-employment drug screening to align with specific governmental or client mandates. Altiora uses Quest Diagnostics where available. Otherwise, a reputable local company will be used.

REFERENCE CHECKS AND PROFESSIONAL ASSESSMENT

- **Professional Reference Follow-Up**: Will request candidates provide at least two professional references to assess their previous performance, skills, work ethic, and suitability for the role.
- **Structured Reference Questionnaire**: Use a standardized questionnaire tailored to the candidate's role to ensure consistency and reliability of feedback.
- **Behavioral Competency Assessment**: Through reference input, evaluate the candidate's behavioral competencies such as teamwork, problem-solving, and adaptability—qualities essential for roles in government environments.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Altiora
Consulting and Staffing

FINAL REVIEW AND GOVERNMENT CLIENT COMPLIANCE

- **Client Compliance Checklist**: Verify that each candidate meets all client-specific compliance standards, including any unique governmental regulations.
- **AI-Driven Quality Review**: Final AI-powered review of candidate profiles to confirm alignment with job requirements and overall suitability for the role.
- **Onboarding Approval and Client Presentation**: Approved candidates are onboarded and presented to the client with full summary documentation of vetting, compliance, and qualifications.

POST-HIRE PERFORMANCE TRACKING AND FEEDBACK COLLECTION

- Collect feedback from clients to improve vetting accuracy and refine our AI algorithms for future placements.

PROJECT BUDGET

- **Estimated fees (not to exceed):** $25,000
- **Hourly Rate:** N/A
- **Travel and out-of-pocket expenses:** $5,000 (travel is included in the TOTAL (not to exceed amount)
- **TOTAL (not to exceed):** $30,000

- **Fees**: Fees are inclusive of background checks, drug screening & advertising. This does not cover any travel expenses that may be required.
- **Payment Terms**: Fees are due within 30 days of candidate placement. ACH payment options are available for convenience and prompt processing.
- **Incidental Expenses**: All incidental expenses will be billed at cost and not exceed this estimate without prior approval.
- **Firm Pricing:** Fees are not subject to increase during the engagement.
- **Replacement Guarantee:** At Altiora, we understand the importance of stability and continuity in staffing and the impact that turnover can have on operational efficiency. We have developed robust contingency policies to address any potential early placement terminations. If a candidate placed by Altiora leaves the position or is terminated within the first year of employment, we offer a replacement guarantee with Altiora committed to providing a qualified replacement at no additional cost to the city.

  Our team will immediately initiate a replacement search, leveraging our existing candidate pool and AI-driven recruitment tools to expedite the process and present suitable candidates as quickly as possible. Each replacement candidate undergoes the same rigorous screening process. This guarantee reflects our commitment to quality and long-term client satisfaction, ensuring the city has access to a dependable workforce without incurring further recruitment expenses.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

DESCRIPTION OF RECENT PROJECTS/REFERENCES

Altiora Consulting has consistently demonstrated a commitment to excellence and client satisfaction through the longevity and expertise of its resources. Our seasoned professionals bring decades of experience to the table, ensuring that every project is handled with precision and care.

Reference 1:	
Company Name	JLK Global Enterprises, Inc.
Contact Name	Jamie Kincade
Contact #	(770) 222-8041
Email	info@jlkglobalinc.com
Address	1750 Powder Springs Rd., Ste 190, Marietta GA. 30064
Contract Dates	Recruitment and staffing services starting in 2025
Reference 2:	
Company Name	City of Tucson, AZ
Contact Name	Salvador Servin III
Contact #	(520) 837-4141
Email	salvador.servinIII@tucsonaz.gov
Address	255 W Alameda St, Tucson, AZ 85701
Contract Dates	Recruitment services for 2025-2026
Reference 3:	
Company Name	State of Kansas
Contact Name	Nicole Mears
Contact #	(785) 296-6924
Email	Nicole.Mears@ks.gov
Address	900 SW Jackson, Suite 451 S, Topeka, KS 66612
Contract Dates	Recruitment and staffing services for 2025-2031

CONCLUSION

Altiora is uniquely positioned to deliver exceptional results for the city. We bring a personalized, client-focused approach to every recruitment service. Our innovative use of AI-driven technology ensures a streamlined and efficient process, identifying candidates who not only meet the qualifications but also embody the vision and values of the city.

Furthermore, our commitment to diversity and inclusion guarantees a candidate pool reflective of the city's needs and priorities. We are honored to have the opportunity to assist in securing a resource who will lead with purpose, integrity, and a shared commitment to progress. Please do not hesitate to contact us for any further discussion or clarification. We look forward to the potential of partnering with the city.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

CITY OF
SOUTH LAKE TAHOE

Dear Members of City Council,

Thank you for the opportunity to submit a proposal to assist the City of South Lake Tahoe in the recruitment of its next City Manager. Arndt Municipal Support, Inc. appreciates the importance of this leadership transition and would be honored to partner with the City on this critical search.

Arndt Municipal Support, Inc. prides itself on providing a tailored, highly personalized approach to executive recruitment for local governments. We recognize that every community has its own culture, priorities, and challenges, and we intentionally adapt our process to align with the specific needs and expectations of each client. Our goal is not only to meet your requirements, but to exceed your expectations by delivering a thoughtful, thorough, and responsive recruitment process.

Katie Howell, Senior Associate, will serve as the Project Manager and Executive Recruiter for this engagement. James Arndt, President and CEO, will serve as Assistant Recruiter, bringing decades of municipal recruitment experience to the search. Kimberly Arndt, Office Manager and CFO, will serve as Recruitment Coordinator, ensuring consistent communication, organization, and administrative support throughout the process.

This proposal shall remain valid for a period of not less than **one hundred twenty (120) calendar days** from the date of submittal.

We look forward to the opportunity to partner with the City of South Lake Tahoe in identifying and securing exceptional leadership for your organization. Thank you for your time, consideration, and confidence.

Please feel free to email me at james@arndtmunicipalsupport.com with any questions.

Sincerely,

James Arndt

James Arndt
President & CEO
Arndt Municipal Support, Inc.

ARNDT
MUNICIPAL SUPPORT, INC.

UNDERSTANDING OF ENGAGEMENT – SUMMARY

The city seeks to undertake an executive recruitment for its next City Manager in the beginning of February 2026.

The Executive Recruitment process will include:

- Preparation and distribution of an Opportunity Teaser on social media.
- On-site kickoff meeting with the Mayor and City Council.
- Maxwell DISC Assessments for the Mayor and City Council.
- Virtual individual interviews with the City's Leadership Team.
- Virtual individual interviews with the Mayor and each City Council member.
- Preparation and advertisement of a professional executive job announcement.
- Preparation and distribution of a social media/website promotional document.
- Preparation and distribution of an executive job brochure.
- In-depth professional background check that includes up to six national background checks for finalists that includes credit, criminal, driver's history, and education verification, and reference checks.
- Up to six Maxwell DISC Assessments for finalists.
- Preparation and submission of a Maxwell Organizational DISC Wheel.
- Preparation and submission of Team South Lake Tahoe DISC Communication Guide.
- Social media background searches.
- News article background searches.
- Preliminary virtual interviews with each semi-finalist.
- On-site candidate presentation to the Mayor and City Council.
- Candidate portfolios for each finalist.
- Final interview coordination and facilitation.
- Preparation and submission of an interview guide.
- 1-year guarantee (if candidate leaves for any reason before the end of 1-year, consultant will complete a new recruitment at no cost except for costs associated with the background checks, DISC Assessments, and advertisement).
- Delivery of a leadership book to the newly appointed City Manager.
- Three-month check-in with the Mayor and City Manager.

CONSULTING FIRM BACKGROUND

Arndt Municipal Support Inc. is a public-sector management consulting firm specializing in meeting the needs of local government.

Arndt Municipal Support Inc. provides service to jurisdictions and agencies on a variety of contemporary issues, providing board training, **executive recruitment**, leadership development, leadership training, classification and compensation studies, and planning assistance. The company opened in January 2021. Arndt Municipal Support recently successfully completed the recruitment of a City Manager for Salem, IL, Mattoon, IL and the Village Manager for Niles, IL. We are currently assisting the City of Decatur, IL with the recruitment of their next City Manager and the Village of Antioch, IL with the recruitment of their next Village Administrator and the City of Rochelle, IL with their recruitment of their next City Manager. Our partnership with cities and villages places Arndt Municipal Support in a unique position to better meet the needs of South Lake Tahoe in this critical recruitment.

Recruitment Testimonial:

"As Mayor of Salem, Illinois, I had the pleasure of working with Jim Arndt as a consultant during our search for a new City Manager. Jim's expertise was instrumental throughout the entire process. From conducting DISC assessments and background checks to marketing our city and leading initial candidate outreach, he ensured that we attracted and evaluated top-tier candidates. His guidance during negotiations was invaluable, and his strategic approach made the entire hiring process seamless and efficient. Jim's professionalism, knowledge, and dedication to municipal leadership are truly top-notch. I highly recommend his services to any city looking for a skilled consultant to assist with executive recruitment, leadership and management."

Nic Farley – Mayor, Salem Illinois

REFERENCES

City of Salem, IL
City Manager
Lisa Peck
618-407-5795

City of Charleston, IL
City Manger
Steve Pamperin
217-549-7267

Village of Niles
Human Resources
Donna Dunn
847-488-8004

City of Mt. Vernon, IL
City Manager
Nathan McKenna
618-242-6802

Village of Mahomet, IL
Village Administrator
Patrick Brown
217-621-2602

EXECUTIVE RECRUITMENT PROCESS

The following proposed scope of services assumes kick-off of the project in February 2026.

PROPOSED SCOPE OF SERVICES

TASK 1

Outcome – Completion of On-site Kickoff Meeting.

Description – The Consultant will conduct an on-site recruitment kickoff meeting with the Mayor and City Council to discuss the recruitment process, discuss the culture of the city, gather job announcement data, and establish advertisement sources.

Method and Timeline – February 2026.

TASK 2

Outcome – Provide a Maxwell DISC Assessment for the Mayor and each City Council member and complete the virtual leadership team interviews and virtual Mayor and City Council interviews.

Description – In this task, the Consultant will electronically submit a DISC Assessment to Mayor and each City Council member for use within this recruitment process. Consultant will meet virtually with departmental directors, the Mayor and all City Council members.

Method and Timeline –Immediately after the kick-off meeting.

TASK 3

Outcome – Creation of Job Announcement and Advertisement

Description – In this task, after the completion of the departmental interviews, and the Mayor and City Council member interviews, the Consultant will create a job announcement and advertise this position with the approved advertisement sources. This project includes up to $2,750.00 in advertising expenses for this position. Additional advertising costs, if desired by the client, will be billed directly to the client.

Method and Timeline – The 30-day advertisement period will begin as soon as possible and based upon the preference of the city.

TASK 4

Outcome – Virtual preliminary interviews and initial background checks.

Description – The Consultant will complete virtual interviews with all semi-finalists that meet or exceed the qualifications desired by the city. At this time, we will complete a social media check and internet news check on each semi-finalist candidate.

Method and Timeline – Through virtual interviews at the completion of the 30-day advertisement process.

TASK 5

Outcome – Semi-finalist Presentation

Description – The consultant will prepare a candidate portfolio and present the semi-finalists to the Mayor and City Council (on-site).

Timeline – After the completion of the preliminary interviews.

TASK 6

Outcome – Finalist Interviews

Description – The Consultant will schedule, coordinate, and facilitate on-site interviews. This may include public stakeholders, department directors, and the City Council. Prior to the final interviews, the Consultant will complete the DISC Assessment, the Organizational DISC Wheel, a DISC Analysis, reference checks, and final background checks on up to six finalists. If more than six is desired, the city will be billed the additional expense of these services per additional finalist.

Timeline – As dictated be the flow of the recruitment process and the successful completion of a background check.

TASK 7

Outcome – Job Offer

Description – The Consultant will make the job offer to the preferred candidate and assist with negotiating final employment terms with the preferred candidate.

Timeline – After the completion of the final interviews.

TASK 8

Outcome – Post Offer Services and Support

Description – The Consultant will distribute a South Lake Tahoe DISC Wheel and Communication Guide to the City. The consultant will provide the newly appointed City Manager with a leadership book. The Consultant will check in on the City Manager and the Mayor three months after the start of employment.

Timeline – Post offer.

NOT-TO-EXCEED FEES FOR THE REQUESTED SERVICES

For City Manager Recruitment Services:

- **Total Cost of $24,000.00**
- **Total Cost does not include actual costs for candidate's travel expenses.**

Billing

40% contractual fee after Task 1 – on-site kickoff meeting.

40% contractual fee after Task 5 – semi-finalist presentations.

20% contractual fee after Task 7 – job offer is made and accepted by preferred candidate.

Arndt Municipal Support, Inc. is driven by our three core organizational values: dependability, integrity, and enthusiasm. Arndt Municipal Support, Inc. exists to support local governments, and we strive to exceed your expectations in every service we provide.

Following your review of this proposal, and if you find it acceptable, please sign the Contract Acceptance on the next page and return to my office via email to katie@arndtmunicipalsupport.com. We appreciate your consideration of this Proposal.

Sincerely,

James Arndt
President/CEO
Arndt Municipal Support, Inc.

EXECUTIVE RECRUITMENT CONTRACT

Between South Lake Tahoe, California and Arndt Municipal Support, Inc.

The City of South Lake Tahoe, California agrees to have Arndt Municipal Support, Inc. conduct an executive recruitment for the position of City Manager.

Total Project Cost for All Tasks Outlined in the Proposal:

$24,000.00 plus additional expenses, if applicable as noted above.

The city will be billed 40% of the Total Project Costs after the completion of Task 1, 40% after the completion of Task 5, and the final 20% after the acceptance of the job offer (Task 7).

ACCEPTED BY SOUTH LAKE TAHOE, CALIFORNIA:

BY: _____

TITLE: _____

DATE: _____

ACCEPTED BY ARNDT MUNICIPAL SUPPORT, INC.:

BY: James Arndt

TITLE: President/CEO

DATE: 1/06/2026

ARNDT
MUNICIPAL SUPPORT, INC.

Duffy Group

RECRUITMENT REDEFINED.

Unearthing Hidden Talent

A Smarter Way to Find the Best Candidates

City of South Lake Tahoe

Executive Recruitment Firm
City Manager Recruitment

(602) 861-5840 | DuffyGroup.com
4727 E. Union Hills Drive, Suite 200 • Phoenix, AZ 85050

Table of Contents

Cover Letter 3

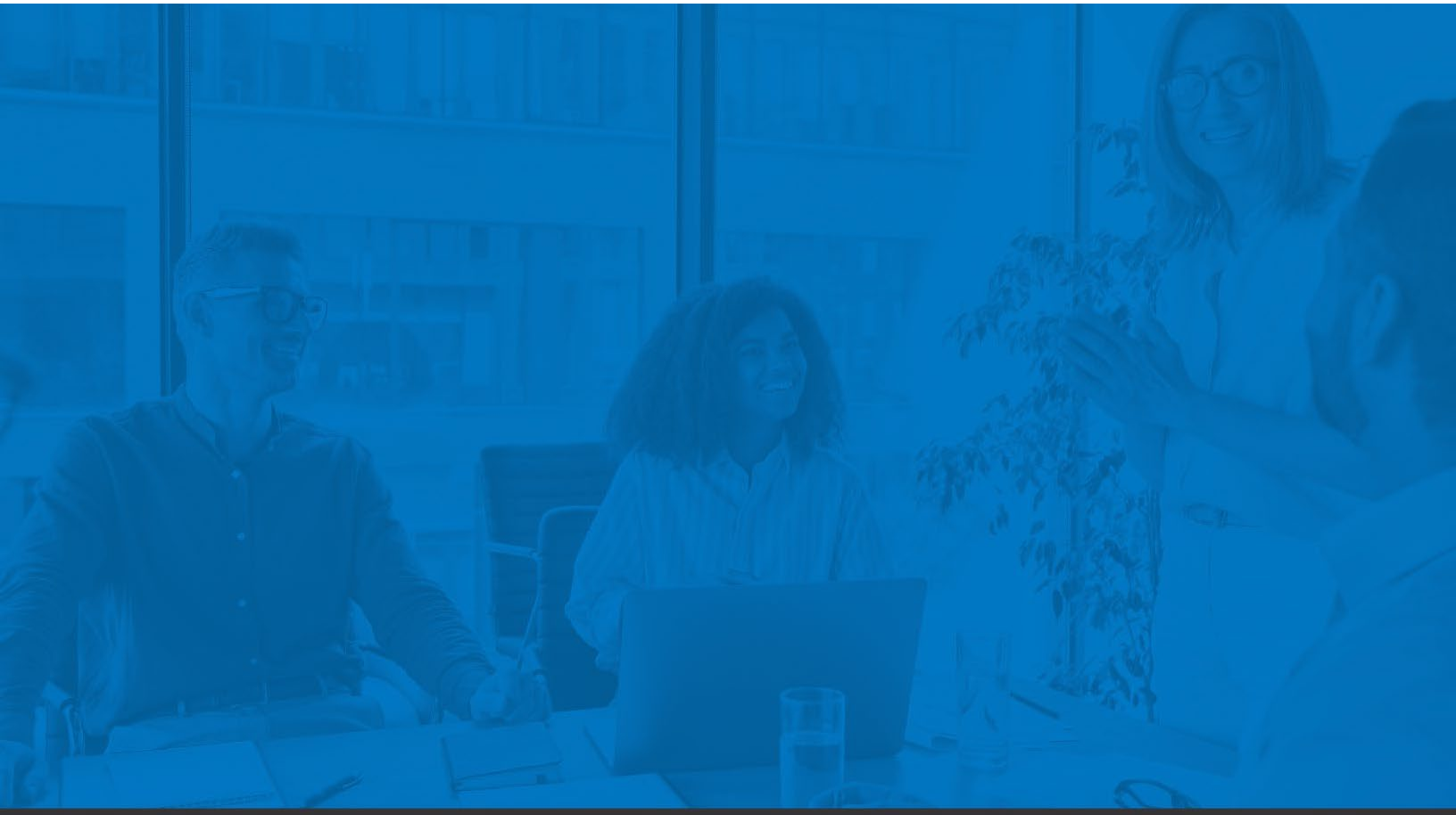
Executive Summary 4

Company History, Background, and Experience 4

Scope of Work/Implementation 7

Project Budget 10

Description of Recent Projects/References 11



Let's Partner

Duffy Group, Inc.
4727 E. Union Hills Dr., Ste. 200
Phoenix, AZ 85050

Dear Mayor Cody Bass and City Council Members,

Thank you for the opportunity to introduce Duffy Group. We are leading an industry-wide shift in executive recruitment through our proprietary Duffy Recruitment Research™ model. It's a smarter and more cost-effective alternative to traditional recruitment models that lack our same depth of insights and matchmaking precision. Our clients can't imagine building their teams in any other way.

Here's a look at what you can expect from a strategic partnership:

- **Industry Expertise**: Our practice leaders and recruiters have extensive knowledge and experience in public sector recruiting. They understand industry requirements, trends, and challenges, enabling them to identify top performers, especially in hard-to-fill positions.
- **Creative Sourcing & Rigorous Research**: Strategic sourcing and in-depth research guarantee we exclusively present engaged candidates to our clients. We employ rigorous screening techniques, leading to over 80% of our candidates securing interviews with clients.
- **Access to Passive Talent**: We actively pursue passive candidates — those not actively seeking new opportunities — to uncover talent that traditional recruiting models might miss.
- **Proven Track Record** – We have a strong reputation for delivering successful recruitment outcomes, with 76% of our clients coming from referrals and recommendations.

A strategic partnership brings many advantages. I am confident we can yield positive results and long-term success.

We recognize that this proposal shall remain valid for a period of not less than 120 calendar days from the date of submittal.

Sincerely,

Melissa Barker
VP Practice Development - Proposal Contact
mbarker@duffygroup.com
623-652-8637

Executive Summary

The City of South Lake Tahoe ("City") is seeking professional executive recruitment services for its City Manager position. Duffy Group, Inc. submits this proposal for consideration to provide full-service executive recruitment support, working in partnership with the City Clerk's Office, Mayor, and City Council to conduct a comprehensive national search to identify, evaluate, and secure the most qualified candidate. The Duffy Group team representing this proposal includes Melissa Barker, Vice President of Practice Development, and Kathleen Duffy, Chief Executive Officer.

Company History, Background and Experience

Duffy Group, Inc. is headquartered in Phoenix, Arizona, and consists of a national team of 44 Recruiters, Practice Leaders and back-office support.

Kathleen Duffy founded Duffy Group in 1991 to help companies find the right talent and to help people find joy in their work. From humble beginnings as a one-woman operation in Phoenix, Duffy Group has grown into one of the country's most respected and effective executive search firms. The team now assists organizations nationwide and internationally across more than a dozen specialized industries.

Our Government Sector practice group is led by Melissa Barker, a specialized leader with deep industry expertise, ensuring the right candidate-client match and high satisfaction levels. We meld into our clients' teams and become an integral part of the internal process. Candidates don't realize they are interacting with a third party, enabling us to match them not only on skills but also on alignment with company values and culture — the unique "sizzle" that defines each organization.

Melissa's team has a demonstrated ability to guide successful hires. Examples of three projects completed in the last five years, comparable to the South Lake Tahoe City Manager Recruitment, are listed below.

Discover Duffy Recruitment Research™

An *Informed Search* Model for the Best Talent

At Duffy Group, we are redefining how organizations build teams. Our national network of recruiters uncovers passive talent typically overlooked by standard search models. We gather vital insights to create high-quality, long-term talent pipelines that support organizations' hiring needs for today and tomorrow. Our secret? Duffy Recruitment Research™.

In an industry dominated by contingent and retained search, Duffy Group pioneered a new model — informed search — built upon its proprietary Duffy Recruitment Research™ method. The insights-driven process enables organizations to uncover passive talent using a flexible hourly rate.

Duffy Group is an executive recruitment firm with special expertise in identifying "passive" talent. Duffy Group is a certified woman-owned business that has redefined traditional recruitment to offer our clients a customized approach to search for key roles, whether at the executive or middle management levels.

Our deep and long-lasting recruiting experience, spanning over 30 years, includes individual contributor roles to the C-Suite. Melissa Barker, VP Practice Development, would be the city's primary contact to recruit, interview, and negotiate with the final candidate(s).

The engine behind our VP Practice Development is a team of well-trained, passionate recruiters familiar with public sector recruiting who conduct research and initial candidate outreach. Our Recruiters know how to locate candidates in new, unusual, and non-traditional places. They provide the insulation and confidentiality needed to reduce the number of unqualified or unsolicited inquiries to our clients. Their expertise enables them to establish relationships with candidates quickly and extract accurate information, ensuring the focus of the search is on the most qualified candidates.

Duffy Group has demonstrated an ability to make successful hires. Our metrics-driven organization tracks retention rates with a follow-up to placed candidates and clients.

Key Personnel

Below is a list of our staff members whose expertise was utilized in filling the Planning/Development, Support Services, City Manager/Deputy/Assistant City Manager, Public Safety and Social Services, Information Technology, and other government-sector search work listed below.

These staff members may assist in sourcing, assessments and marketing aspects of searches for the City of South Lake Tahoe. The degree of their assistance will vary depending on the specific needs of each search. Each of these individuals are trained in all aspects of our processes and methodologies.

Melissa Barker | Vice President, Practice Development

Melissa Barker's extensive experience in multiple facets of organizational management makes her an invaluable asset to Duffy Group. With more than 20 years of experience managing teams, directing operations, and creating strategies for multiple organizations, she understands the value of finding just the right candidate.

Skilled at creative sourcing and attracting passive candidates, she places a wide range of candidates, from high-level executives to supervisors, across various industries. Since joining Duffy Group, Melissa has built a strong foundation within the government sector. She understands that connecting candidates with a passion for public service is as crucial as her clients' specified requirements. Her relationships with top-tier talent in government are the framework for her success.

Melissa previously worked for the State of New Mexico and was a founding member of the New Mexico Children's Foundation, a visionary, grassroots organization funding small, nonprofit children's organizations throughout the state.

She has since served on several professional, nonprofit and community boards. Currently, she is on the McDowell Sonoran Conservancy Board of Directors and serves as Chair of the Governance Committee. She holds a bachelor's degree in Political Science from the University of New Mexico.

Her heart for philanthropy and public service is part of her DNA. Raised in a family that believed in giving to others, Melissa learned that such generosity is expected from those who are able. That philosophy, and watching her parents and brother selflessly share their talents in public service careers, inspired her to give back in similar ways.

When she has a break in the whirlwind of activity, Melissa loves traveling and hiking, and has recently found a love of kayaking. As a mother of two boys, she is involved in numerous activities, and they all participate in Boy Scouts of America.

Nicole Gruenhaupt | Senior Executive Recruiter
Nicole's LinkedIn Profile

Nicole holds a Bachelor of Science degree from Oklahoma City University and brings four years of specialized recruitment experience focused on the public sector. She leads executive and senior-level recruitment searches for local government clients and manages the full lifecycle of the recruitment process, from discovery and candidate profile development through outreach, screening, interview coordination, and finalist support.

Bridget Querciagrossa | Senior Executive Recruiter
Bridget's LinkedIn Profile

With 25 years of experience in non-profit and government, Bridget leads recruitment projects at Duffy Group. She holds a BA in Humanities and an MA from DePaul University. Bridget leads recruitment searches and manages the full recruitment process at Duffy Group.

Vickie Dagit | Senior Executive Recruiter
Vicki's LinkedIn Profile

With over 30 years of experience, Vickie specializes in recruiting for non-profits and government organizations. She holds a bachelor's degree from North Carolina Wesleyan University. Vickie leads recruitment searches and manages the full recruitment process at Duffy Group.

Scope of Work / Implementation

Duffy Group Methodology

Duffy Group will create a customized recruiting strategy to address the multiple steps associated with this critical search. We partner with our clients every step of the way. Our clients can choose among a set of services best for their organization. We customize the process and believe a more targeted approach will result in the strongest slate of candidates, save countless time and money, and offer the best results.

Our process will include:

Discovery & Candidate Profile Development

Duffy Group will meet with the City Council to facilitate the development of an appropriate candidate profile and establish priorities for the new City Manager. These discussions will focus on leadership expectations, organizational needs, and the unique characteristics of the South Lake Tahoe community. During this stage, we will also gather the City's key selling points to inform recruitment messaging and attract high-caliber candidates. Meetings are typically conducted in person but may be held remotely if preferred.

Position Profile, Brochure & Advertisement Development

Based on Council input, Duffy Group will develop a comprehensive position profile, job announcement, and recruitment brochure. These materials will clearly articulate the role, desired qualifications, leadership attributes, and community context, and will be finalized upon City approval prior to release.

Comprehensive Recruitment Plan Execution

Duffy Group will design and execute a comprehensive recruitment plan that may include web-based postings, industry publications, social media, and targeted outreach. The recruitment strategy and timeline will be developed in collaboration with the City Council and tailored to the City's specific goals. Proposed timeline listed in table below.

Proactive National Recruitment & Direct Networking

To find a diverse set of candidates best suited for the position, we will use various resources, drawing upon our internal research capabilities, online resources, and phone calls. We will source passive candidates through our research finding like-to-like communities. We will post the position in industry publications. We will vet all candidates the same, regardless of how they come to us.

- Candidate Outreach: Duffy Group will contact the candidates identified to tell your unique story. We personalize our calls by leveraging our expert recruiting team's ability to connect with people. As we connect with candidates, we will do the preliminary vetting necessary to scout those individuals who are best aligned with your culture. We will also be speaking with candidates to obtain market intelligence that you will own and can use for future searches.

- Candidate Screening: Duffy Group will use the criteria outlined during the Intake process to screen the candidates to ensure they meet the minimum qualifications. During this screen, Duffy Group will obtain their interest level for the role and ensure they clearly understand the position. These in-depth interviews will be conducted via video to determine the candidate's presence.

- Introduction of Candidates: Duffy Group will submit a slate of candidates, including detailed candidate profiles, resumes, and cover letters. As we progress, we will keep candidates informed and connected to ensure candidates do not lose interest in the opportunity. We will also present a candidate comparison matrix comparing key attributes of each candidate on the slate. This presentation will also be conducted in person.

- Status Reporting: Communication is critical to the success of any search. At Duffy Group, we are transparent about the work conducted. A weekly status report will be sent to the stakeholders to share the progress of the search. The objective is to stay in close contact with the HR Director and/or hiring manager to refine the process and take action as needed. These reports will include hours worked on the search to date, highlight each stage of the process, and provide details on the candidates, including details on why candidates were not selected or not interested.

Interview Scheduling, Facilitation & Support

Duffy Group will assist with scheduling interviews and advise the City Council on interview strategies, appropriate questions, and evaluation tools. We will attend and facilitate interviews as requested and support the Council throughout the interview process.

Finalist Selection Support

Duffy Group will assist the City Council in selecting finalist(s) from among the interviewed candidates and provide guidance on next steps in the selection process.

Contract Negotiation Assistance

Duffy Group will provide compensation insights and assist the City Council with employment contract negotiations, as requested.

Record-Keeping & Documentation

All correspondence, records, and recruitment materials will be maintained throughout the process to ensure accuracy, confidentiality, and compliance.

Final Documentation & Summary Report

Upon completion of the search, Duffy Group will compile all search documentation and prepare a final written summary detailing the recruitment strategy, outreach conducted, candidate evaluation process, and overall outcomes related to developing, conducting, and completing the search.

Interview Facilitation, Candidate Recommendations & Finalist Selection

As part of the recruitment process for this important role, Duffy Group will be by your team's side as long as they would like us there. We can prepare interview questions for the interview process, sit in on the interviews, run background checks, conduct reference checks and social media scrubs, help present offers, negotiate offers, and offer best practice suggestions regarding the process itself. We act as an extension of your team and will provide all of these services, some of these services, or turn this part of the process over to your internal team as bandwidth allows. We will also:

- Manage all communication, documentation, and recordkeeping throughout the recruitment process.
- Coordinate travel arrangements for finalists and their spouses (if applicable).
- Assist in preparing interview materials, including questions and evaluation tools.
- Participate in and support the City's interview and selection process.
- Duffy Group will evaluate all applicants against the Council-approved candidate profile. This includes detailed screening interviews with the most qualified individuals, along with comprehensive background, criminal, credit, media, and reference checks for all finalists. Finalists will have full confidential reference reports prepared for Council review.

Reporting, Negotiations, Documentation & Final Summary

We will provide comparative compensation data and assist as needed in negotiating employment terms with the selected candidate.

Timeframes and Deliverables

January 2026	February - March 2026	April 2026	April - May 2026
Contract Awarded	Sourcing & Recruitment Continues	Candidate Slate presented	Candidate selection & background checks conducted if requested
Intake Meeting	Development of Candidate Slate	Scheduling Interviews with Top Candidates	Offer negotiation
Search Strategy developed	Weekly reporting on candidates & hours	Search Committee Interviews Conducted	The candidate begins new role
Sourcing & recruitment begins	Regular contact with the search committee	Behavior Assessments conducted if requested	Onboarding

Project Budget

Our pricing model is all-inclusive, with the exception of travel time and costs.

We bill on an hourly basis at a rate of $150. Our fee for City Manager search work is not to exceed $30,000, which includes direct labor hours for any contributing team members.

Travel time and costs would be billed separately as pass-through costs compliant with IRS standard rates. Cost for travel associated with required in-person presentations for the search is estimated at $1800 per-person.

We provide background checks and/or social media scrubs as pass-through costs. Fees are not expected to exceed $150 per finalist

Assumptions

Searches can only be successful with a strong partnership and commitment to the process on both ends. Duffy Group will calibrate with your team regularly, resulting in an improved candidate pool. The hiring team should review the weekly status report and let Duffy Group know of any concerns as soon as possible to ensure adjustments get handled quickly.

Description of Recent Projects / References

Examples of relevant searches in the Government sector include (but are not limited to):

Company	Position
City of Boerne, TX	Utilities Director
City of Durango, CO	City Engineer
City of Flagstaff, AZ	City Engineer
City of Flagstaff, AZ	City Prosecutor
City of Flagstaff, AZ	City Manager
City of Flagstaff, AZ	Deputy City Manager
City of Flagstaff, AZ	Purchasing Manager
City of Fountain, CO	Senior Planner
City of Fountain, CO	Assistant City Attorney
City of Fountain, CO	City Attorney
City of Fountain, CO	Planning Technician
City of Fountain, CO	Technology Services Director
City of Gunnison, CO	Procurement, Contracts, & Grants Manager
City of Gunnison, CO	Utilities Manager
City of Gunnison, CO	Construction Project Manager
City of Gunnison, CO	Chief Building Officer
City of Littleton, CO	Public Works Director
City of Littleton, CO	Director of Community Development
City of Littleton, CO	Finance Director
City of Marina, CA	City Engineer
City of Marina, CA	Public Works Director
City of Ouray, CO	Director of Finance and Administration
City of Ouray, CO	Tourism & City Media Manager

City of Page, AZ	Assistant City Attorney
City of Page, AZ	Airport Director
City of Page, AZ	Planning & Zoning Director
City of Prescott, AZ	City Engineer
City of Prescott, AZ	Community Development Director
City of Prescott, AZ	Utilities Director
City of Prescott, AZ	Finance Director
City of Sedona, AZ	Chief Building Official
City of Sedona, AZ	City Manager
City of Sedona, AZ	Deputy City Manager
City of Sedona, AZ	Finance Director
City of Tempe, AZ	City Clerk
Port of Hood River, OR	CFO
Port of Hood River, OR	Development & Property Manager
Town of Carefree, AZ	City Engineer
Town of Paradise Valley, AZ	City Engineer
Town of Paradise Valley, AZ	HR Director
Town of Paradise Valley, AZ	Town Manager
Town of Paradise Valley, AZ	Victim Advocate
Town of Payson, AZ	Chief Engineer
Town of Telluride, CO	Historic Preservation & Planning Director
Town of Telluride, CO	Senior Historic Preservation Planner
Town of Tusayan, AZ	Town Manager

Additional examples of Duffy Group's government-sector experience include:

Company	Position
Arizona Corporation Commission	Securities Attorney
Contra Costa County, CA	Deputy Director Managed Care, Controller
Contra Costa County, CA	Deputy Director of Health Services, Controller
Contra Costa County, CA	Director of Facilities and Planning
Contra Costa County, CA	CEO, Health Plan
Maricopa County, AZ	Animal Care & Control Director
Santa Clara County, CA	IT Manager
Santa Clara County, CA	Chief Compliance Officer
Santa Clara County, CA	CFO
Santa Clara County, CA	Chief Medical Officer
Santa Clara County, CA	Accounting Manager
Santa Clara County, CA	Medical Director
Santa Clara County, CA	Quality Improvement Manager

References

	City of Flagstaff, AZ	City of Sedona, AZ	City of Page, AZ
Project Scope	City Manager	City Manager	City Manager
Completion Date	11/2025	1/2024	11/2025
Population	80,000	10,000	7,500
# of Visitors	5,000,000+/yr	3,000,000 – 4,000,000/yr	3,000,000+/yr
Outcome	# candidates identified: 143 # of states: 22 # candidates in slate: 8 # candidates placed: 1	# candidates identified: 148 # of states: 29 # candidates in slate: 8 # candidates placed: 1	# candidates identified: 123 # of states: 23 # candidates in slate: 6 # candidates placed: 1
Client Reference	Mayor Becky Daggett becky.daggett@flagstaffaz.gov (928) 213-2071	Mayor Scott Jablow sjablow@sedonaaz.gov (928) 239-1720	Mayor Steven Kidman skidman@pageaz.gov (928) 645-4222

Relevant Publications, Podcasts, and Presentations

By Vice President Melissa Barker

Sizing Up Public Sector Hiring Processes with Melissa Barker – PSHRA's Public Eye Podcast

Staying Focused on Effective Recruitment and Hiring Practices - Public Eye Magazine

Why younger people entering the workforce lean into public sector jobs - Phoenix Business Journal

Companies Turn to Skills-Based Hiring to Find Qualified Candidates - WorldatWork

How Local Government Can Recruit and Retain the Gen Z Workforce - Governing.com

Skills-Based Hiring: How the Public Sector Can Use It to Their Advantage – Route Fifty

Flexible Work Options Keep the Public Sector Competitive In These Post-Pandemic Times – Route Fifty

Experts Call for More Skills-Based Hiring to Strengthen the Cyber Pipeline - PSHRA

Panelist at the Colorado City & County Management Association Emerging Managers Summer Camp, July 2025

Enhancing Government Efficiency in Recruiting & Retention presentation, Colorado Municipal League, June 2025

Empowering New Managers with Effective Techniques to Attract, Build and Retain Strong Teams presentation, Colorado City & County Management Association Annual Conference, April 2025

Recruitment and Retention presentation, Arizona City/County Management Association, July 2023

Accolades

True Connections Are in Our DNA

Revolutionizing professional recruitment, Duffy Group helps organizations realize their growth goals through a proprietary research-based model enabling us to uncover passive talent. We serve as an extension of your HR team to deliver the highest value, in all ways.

Founded in 1991, we are lauded for our approach, ingenuity, industry expertise and exceptional workplace – we walk the talk with an incredible team who are experts at finding the needle.

MGT

Proposal

JANUARY 16, 2026

RFP #2026-1-16

Executive Recruitment Firm City Manager Recruitment

City of South Lake Tahoe, California

Submitted by:

MICHELE MORAWSKI
CLIENT SERVICES MANAGER

790 FRONTAGE ROAD
SUITE 213
NORTHFIELD, IL 60093

224.415.3791
MMORAWSKI@MGT.US

Table of Contents

A. COVER LETTER 1

B. EXECUTIVE SUMMARY 3

C. COMPANY HISTORY, BACKGROUND & EXPERIENCE 4
- FIRM PROFILE 4
- OUR TEAM 7

D. SCOPE OF WORK/IMPLEMENTATION 9
- PROJECT UNDERSTANDING 9
- PROPOSED WORK PLAN 9
- PROJECT TIMELINE 13
- COMMITMENT TO DIVERSE AND HIGHLY QUALIFIED APPLICANT POOL IN RECRUITMENTS 13

E. PROJECT BUDGET 15
- FULL SCOPE RECRUITMENT 15
- OUR GUARANTEE – FULL SCOPE RECRUITMENT 16

F. DESCRIPTION OF RECENT PROJECTS/REFERENCES 17

OPTIONAL SERVICES 18

APPENDIX A. STAFF BIOGRAPHY 19

APPENDIX B. CLIENT LIST 20

A. Cover Letter

January 16, 2026

Ember Buckman, Human Resources Manager
City of South Lake Tahoe
1901 Airport Road, Suite 207
South Lake Tahoe, California 96150

Dear Ms. Buckman:

As the nation's leading provider of executive recruitment and selection solutions, MGT Impact Solutions, LLC (MGT) is uniquely well qualified to partner with the City of South Lake Tahoe ("City") to exceed all your expectations on this Executive Recruitment Firm City Manager Recruitment project. We understand that the City is seeking more than a qualified executive – you are seeking a trusted leader who can navigate community expectations, Council priorities, and organizational complexity while advancing the City's long-term vision. Our approach is designed to reduce risk, accelerate decision-making, and ensure lasting leadership success. MGT brings a disciplined, data-informed recruitment process that balances stakeholder engagement, rigorous candidate assessment, and confidentiality to help the City secure a leader who is credible, adaptable, and aligned with City's unique governance structure and community character.

HOW CAN WE SUPPORT YOU?

Based on the City's request for proposal (RFP), we understand you are seeking an experienced executive recruitment partner with proven municipal expertise to manage the full lifecycle of the City Manager search, from stakeholder engagement and candidate profiling to national outreach, screening, and final selection support while maintaining transparency, confidentiality, and momentum throughout the process.

The following are the keys to our successful methodology:

- **Industry Leadership:** With 1,500 completed executive recruitment engagements in 45 states and a diverse range of communities, we're a proven leader in local government recruitment. Over 40% of our clients are repeat customers, and 94% rate our performance as ***Outstanding***.
- **Subject Matter Expertise:** Our team includes former local government leaders, human resources experts, and industry veterans, ensuring that we understand the specific challenges and opportunities in government, education, and nonprofit sectors. We leverage our deep understanding of organizational culture and sector-specific needs to identify top-tier candidates who align with our clients' goals.
- **Top Talent, Guaranteed:** We use advanced recruitment strategies, including social media outreach and video interviews, to thoroughly vet candidates. Our recruitment brochures showcase in-depth knowledge of your community, and we conduct extensive reference checks and background searches to ensure we recommend the best fit.
- **True Partnership:** From start to finish, we collaborate closely with you. You'll have full access to candidate resumes, and we'll offer honest assessments to ensure the perfect

match. Whether evaluating internal candidates or exploring non-traditional talent, we're committed to your complete satisfaction.

- **Flexible Solutions:** We offer customizable recruitment services to suit any budget, from Full Executive Searches to Limited Scope and Virtual Recruitments. Our proposal outlines the service's scope that best meets your needs.

Our comprehensive and tailored executive recruitment services are designed to meet the unique needs of your organization. With a proven track record, a focus on quality, and a commitment to partnership, we ensure that every step of the process is handled with expertise and care. Whether you're seeking top-tier talent, exploring non-traditional candidates, or working within a specific budget, we are here to deliver the best fit for your organization. We look forward to working with you to find the ideal candidate who will drive success and elevate your community's leadership.

MGT CONTACT INFORMATION

MGT HEADQUARTERS	**MGT Impact Solutions, LLC** 4320 West Kennedy Boulevard | Tampa, Florida 33609 FEIN: 81-0890071 | www.mgt.us
PROPOSAL CONTACT	**Michele Morawski, Client Services Manager** 790 Frontage Road, Suite 213 | Northfield, IL 60093 224.415.3791 | mmorawski@mgt.us

The following proposal has been tailored to your specifications and provides a detailed plan of how we will partner with you to meet your objectives. And this proposal shall remain valid for a period of not less than one hundred twenty (120) calendar days from the date of submittal. Thank you for the opportunity to present our qualifications to the City of South Lake Tahoe. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or **mmorawski@mgt.us**.

Regards,

Lawrence Cowan, Chief Operations Officer for Revenue Operations
Authorized to bind the firm

B. Executive Summary

The City of South Lake Tahoe is undertaking a critical executive recruitment to identify a City Manager capable of leading a complex organization, navigating a council–manager governance structure, and advancing the City's long-term vision while responding to evolving community expectations. This appointment requires a disciplined, transparent, and highly defensible recruitment process that balances urgency with rigor and confidentiality.

MGT Impact Solutions, LLC (MGT) understands the significance of this engagement and the level of effort required to successfully deliver a full-cycle City Manager search. We recognize that the City is seeking more than a recruitment vendor; it is seeking a trusted partner with proven municipal expertise to manage stakeholder engagement, conduct proactive national outreach, rigorously assess candidates, and support informed decision-making by the City Council throughout the process.

Our proposed approach directly aligns with the City's Scope of Services and is designed to reduce risk, preserve momentum, and deliver a diverse and highly qualified slate of candidates. MGT brings extensive experience supporting executive leadership transitions across local governments nationwide, supported by a structured methodology that integrates stakeholder input, targeted sourcing, thorough due diligence, and clear, data-informed candidate evaluation.

MGT's team manages the administrative and operational demands of the recruitment—advertising, applicant management, screening, background and reference checks, and interview coordination—allowing City leadership to remain focused on strategic priorities. Through consistent communication, biweekly progress reporting, and clear documentation, we ensure transparency, accountability, and confidence at every stage of the search.

As a privately held, employee-owned, client-driven firm, MGT is committed to serving public-sector organizations with integrity and purpose. Our broader capabilities across strategy, performance, and technology further strengthen our ability to deliver efficient, well-managed recruitment that results in durable leadership success for the City of South Lake Tahoe

C. Company History, Background & Experience

Firm Profile

*Impacting communities **for good**.*

MGT brings ***50 years*** of experience driving positive social change and performance in education, government, nonprofits, and critical infrastructure/private industries through ***assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change.*** Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **1,200 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world's most-pressing problems, and so do we. Their "why" is our why.

What sets us apart is our ability to customize and offer individualized support but also the resources of a larger infrastructure to enable flexibility in impacting to-scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the "immediate" needs while changing systems to plan for future resilience and success.

MGT | FIRST LOOK

Name: MGT Impact Solutions, LLC (MGT)

Locations: Headquarters in Tampa, FL; branch offices nationwide.

Cooperative Contracts:
ASC 20-7359, 24-7484
OMNIA LS4612
Sourcewell 060624MGT
TIPS 220601, 220802, 230105
TXShare 2024-019

Structure: Privately held, employee-owned, client-driven Limited Liability Company.

Lines of Business: Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.

Markets we serve:

- Higher Education
- Prek-12
- Government
- Nonprofits
- Commercial Industries

50 years

1,200 consultants

30,000 projects

Specialized technology and advisory solutions for society's most mission-critical challenges.

DEFINED BY **IMPACT**

The City of South Lake Tahoe plays a vital role in enhancing the quality of life for its residents, and we are honored to support that mission. Through thoughtful leadership solutions and innovation across people, processes, and technology, our team helps public organizations strengthen outcomes and deliver enduring value to the communities they serve.

People

We believe in the power of connecting people and ideas to solve mission-critical, complex challenges to foster trusted partnerships with clients, for life.

Purpose

We are led by a singular purpose—to offer partnerships and design solutions that provide enduring opportunities for individual prosperity and community well-being.

Performance

We partner with our clients to advance learning outcomes, manage technology networks, reduce operational costs, improve workflows, and engineer resilient IT infrastructure.

Education
State & Local Government
Enterprise & Critical Industries

Technology Solutions

We provide engineering expertise to modernize and manage IT infrastructure and ensure technology implementation is properly designed, integrated, optimized, and maintained. MGT delivers end-to-end solutions tailored to your unique needs, spanning managed services, cybersecurity, physical security, network infrastructure, cloud and data, SaaS offerings, and communications.

As your trusted advisors, we partner with you to develop strategic technology architectures and/or assist you in quickly procuring and installing equipment for immediate needs or to resolve an IT issue.

Advisory Solutions

We empower organizations to make data-informed decisions by unlocking and organizing critical information—financial and operational—to support strategic, evidence-based planning.

With that insight, we partner with clients to develop tailored strategies and actionable road maps that drive meaningful outcomes.

Our expertise spans data, talent, processes, and technology—optimizing each to achieve measurable impact with efficiency. From PMO support to workforce placement and development, we work alongside our clients to implement solutions and deliver results that matter.

Beyond the Project:
Comprehensive People Solutions

We support clients in addressing their most mission-critical human capital needs, with specialized expertise in executive recruitment, staffing solutions, and human resources consulting. With over 1,250 clients, 3,100 completed projects, and a 93% client satisfaction rate, MGT delivers tailored solutions to help organizations attract top talent, meet urgent short- or long-term staffing demands, support critical IT project staffing needs, and strengthen their workforce strategies.

To schedule a complimentary consultation, contact:
Senior Vice President Joellen Cademartori, MGT's head of Human Capital, at jcademartori@mgt.us.

MGT's Differentiator: Full Suite of Services

Cyber & Network Solutions

Our Cyber Security and Network Security Solutions team offers a deep technical engineering bench of seasoned, certified experts, working in the "security trenches" in complex IT environments. For the Managed Detection and Response (MDR) solution, our Security Operations Center (SOC) doesn't sleep so our clients can. Our flagship, best-in-class managed firewall services are unparalleled. We detect, respond, and recover from cyber incidents proactively and harden our clients' security posture.

100 in-house certified engineers
24x7 NOC and SOC

Human Capital Solutions

Our experts are former local government and school leaders who understand the challenges facing today's public sector organizations. We offer consulting, recruiting, and staffing solutions that include a full suite of human resources and management studies; executive recruitment services; and interim, managed, and outsourced staffing options. Our experts can assess your organizational culture, permanent and temporary staffing needs, and evaluate your systems and structures, all to maximize efficiency and effectiveness.

1,725+ interim employees placed
1,500+ executive recruitments
500+ consulting studies
In 48 states!

Education Solutions

We create recommendations for our educational clients that are reliable, actionable, and based on proven research and a thorough understanding of each district or system's program needs and long-term goals. Our team is led by former state education commissioners, district superintendents, school board members, principals, and teachers. Our partnerships have allowed clients to reinvest hundreds of millions of dollars back into the classroom.

50 million students served
38 state DOEs as clients

Financial Solutions

Public agencies face increasing pressure to improve effectiveness and efficiency, while operating in a transparent and sustainable manner. We partner with government organizations, school districts, higher education institutions, and not-for-profits to help them achieve long-term success.

50+ years of trusted relationships
Proprietary software

Economic Mobility Solutions

We help public sector clients address issues and challenges related to policies and practices which adversely impact economic mobility. We are one of the largest providers of disparity studies and other solutions designed to increase equitable and inclusive organizational outcomes.

225 disparity studies
Assessments, training, & audits

Public Affairs Solutions

Our team of former nationwide leaders in policy development and education leadership partner with our clients to provide business advisory and public opinion architecture solutions which lift up and evolve education ecosystems and impacts public policy programs.

Global clientele
Staff are former policy makers

Our Team

The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the City's staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced consultant, Sarah MCKee. She will act as your Recruitment Lead and the primary point of contact for this project. Sarah is an experienced executive recruiter who has led recruitments for almost a decade. All Recruitment Leads are supported by the Vice President of Human Capital Solutions, a Recruitment Coordinator, and Reference Specialist. Depending on availability at the time a contract is awarded, MGT reserves the right to assign another Recruitment Led to ensure the recruitment is completed within an appropriate time frame. Sarah's biography is attached to **Appendix A.**

Recruitment Lead & Main Point of Contact

SARAH MCKEE
Senior Consultant
847-867-5151
SMcKee@mgt.us

Proposal Inquiries

CHARLENE STEVENS
Vice President – Human Capital Solutions
847.380.3240 x124
CStevens@mgt.us

MICHELE MORAWSKI
Client Services Manager
224.415.3791
MMorawski@mgt.us

Why Choose MGT?

- ✓ ***Unparalleled Expertise and Level of Service***. With 1,500 completed executive recruitment engagements in 45 states and a diverse range of communities, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as ***Outstanding*** – indicating a plan to use our services and/or highly recommend us in the future.

- ✓ ***Delivering the Best***. We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for the City. We will provide important information to potential candidates by developing a high quality, thorough recruitment brochure reflecting the knowledge we will have about your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.

- ✓ ***A Partner from Start to Finish***. We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you to find the candidate that is the best fit for your position.

- ✓ ***Services for Any Budget and Any Search***. We strive to meet the specific needs of our clients by offering several options for recruitment services to meet your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe **best fits your needs**.

Success Stories

"We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism.

I would highly recommend MGT and hope to do business with them again for our next study."

D. Scope of Work/Implementation

A detailed plan specifically designed for you.

Project Understanding

A typical executive recruitment and selection process requires a significant investment of time, discretion, and specialized expertise. For the City of South Lake Tahoe, this effort is further elevated by the visibility, complexity, and governance sensitivity of a City Manager appointment under a council–manager form of government. A substantial portion of the process involves administratively intensive and high-risk activities, including targeted outreach, applicant screening, reference validation, background and media checks, and the careful coordination of City Council engagement.

The City's primary challenge is securing a proven municipal leader through a process that is rigorous, transparent, defensible, and efficient—without overburdening internal staff or compromising confidentiality. The City must also compete in a constrained executive talent market, requiring proactive sourcing beyond passive applicant pools.

We believe our experience and ability to professionally administer executive-level recruitment enables the City to mitigate risk while attracting a diverse, highly qualified slate of candidates aligned with South Lake Tahoe's priorities, values, and community expectations. MGT brings a disciplined, end-to-end recruitment methodology supported by our broader expertise across strategy and implementation, performance and operations, and IT-enabled process management, ensuring both strategic alignment and operational precision throughout the search.

Our approach positions the City Council as informed decision-makers at every stage. Our clients receive consistent, biweekly progress updates, clear candidate assessment documentation, and data-driven recommendations that support confident, timely selections. We function as an extension of the City team—anticipating needs, managing stakeholder communication, and maintaining momentum from profile development through finalist selection and contract negotiation support.

Our team remains highly accessible throughout the engagement. City leadership and designated staff have direct access to our project leadership by phone or email, ensuring responsiveness, transparency, and trust across the duration of the recruitment.

Proposed Work Plan

PHASE 1 - POSITION ASSESSMENT, ANNOUNCEMENT, & BROCHURE

Activities

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one

on one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

INFORMATION GATHERING

- One-on-one or group interviews with stakeholders identified by the City.
- Community forums (in-person or via video) can be used to gather input and feedback.
- Surveys can be conducted for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of $225/hour plus actual expenses if incurred). One organizational survey is included. A separate community survey with detailed analytics can be conducted for $3,500. Community forums are conducted as an optional service.

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for the City's review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

PHASE 2 - ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

Activities

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- MGT consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the City, focusing on:
  - Leadership and management skills.
  - Size of organization.
  - Experience in addressing challenges and opportunities also outlined in Phase 1.
  - The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- Placement of the position announcement:
  - Public sector online Career Centers.
  - **Social media:** LinkedIn (posted on MGT Executives LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
  - MGT will provide the City with a list of advertising options for approval.

PHASE 3 - CANDIDATE EVALUATION & SCREENING

Activities

Phase 3 will include the following steps:

- Review and evaluation of candidates' credentials with consideration to the criteria outlined in the recruitment brochure.
- Candidates will be narrowed down to those that meet the qualification criteria.
- Candidate evaluation process:
  - Completion of a questionnaire explaining prior work experience.
  - Live video interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate.
  - References provided by the candidate are contacted.
  - Internet/social media search conducted on each finalist candidate.

All resumes will be acknowledged and inquiries from candidates will be personally handled by MGT, ensuring the City's process is professional and well regarded by all who participate.

PHASE 4 - PRESENTATION OF RECOMMENDED CANDIDATES

Activities

Phase 4 will include the following steps:

- MGT will prepare a recruitment report presenting the credentials of those candidates most qualified for the position.
- MGT will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" resume for each candidate so that credentials are presented in a uniform way.
- The City will receive a log of all applicants and may review resumes if requested.
- Report will arrive in advance of the recruitment report presentation.

MGT will meet with the City to review the recruitment report and provide additional information on the candidates.

PHASE 5 - INTERVIEWING PROCESS & BACKGROUND SCREENING

Activities

Phase 5 will include MGT completing the following steps:

- Develop the first and second round interview questions for the City's review and comment.
- Coordinate candidate travel and accommodations.
- Provide the City with an electronic file that includes:
  - Candidates' credentials.
  - Set of questions with room for interviewers to make notes.

- Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.

Background screening will be conducted along with additional references contacted:

MGT BACKGROUND SCREENING

- ✓ Social Security Trace & Verification
- ✓ US Federal Criminal Search
- ✓ Verified Enhanced National Criminal Search
  - National Sex Offender Registry
  - Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol
  - Office of Foreign Assets Control (OFAC) Terrorist Database Search
  - Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA)
  - All felonies and misdemeanors reported to the National Database
- ✓ County/Statewide Criminal Search
- ✓ Civil Search
- ✓ Bankruptcy, Liens, and Judgements
- ✓ Motor Vehicle Record
- ✓ Education Verification – All Degrees Earned

Optional: Credit Report – Transunion with score (based on position and state laws)

Optional:
- Professional License Verification
- Drug Screen
- Employment Verification

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-step interview process. The first round of interviews will include four to five candidates. The second round of interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of the City's facilities.
- Interviews with senior staff.

PHASE 6 - APPOINTMENT OF CANDIDATE

Activities

- MGT will assist you as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- MGT will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation as illustrated in **Exhibit 1**.

Exhibit 1. Proposed Schedule

WORK PLAN TASKS	WEEK													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1: Position Assessment, Position Announcement, & Brochure														
Phase 2: Advertising, Candidate Recruitment, & Outreach														
Phase 3: Candidate Evaluation & Screening														
Phase 4: Presentation of Recommended Candidates														
Phase 5: Interviewing Process & Background Screening														
Phase 6: Appointment of Candidate														

Commitment to Diverse and Highly Qualified Applicant Pool in Recruitments

MGT is a recognized leader in consulting services, strategic planning, and organizational transformation that supports the development of inclusive and representative workplaces. We are committed to providing a diverse and highly qualified pool of candidates for our recruitments. Our experience working with a wide range of communities across the United States, as well as with organizations aiming to shift their internal cultures, plays a crucial role in the success of our projects. We have a track record for generating impactful ideas, delivering actionable insights, and turning innovative practices into effective operational strategies, helping clients lead meaningful change.

MGT is one of the nation's pioneering firms in conducting disparity research. These studies were among the first efforts to promote fairness and accountability within the public sector, especially in procurement. Since 1990, **MGT has completed more than 230 disparity studies for public agencies**. These efforts are designed to strengthen procurement operations, improve outcomes for historically underrepresented groups, and enhance participation of minority- and women-owned businesses. By analyzing policies, practices, and programs, clients are better positioned to improve access to economic opportunities and create stronger business and employment pipelines in communities that have faced systemic barriers.

Since its founding, MGT has consistently supported organizations that advocate for broader representation in local government through both volunteer engagement and financial contributions. These partnerships include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government, and CivicPride. Our team members have facilitated and presented inclusive leadership topics at the International City and County Management Association conference and state conferences. Our

employees and consultants have participated in training such as Implicit Bias Workshops. We also offer a curated list of related learning resources on our website at mgt.us.

MGT has partnered with the consulting arm of the National Forum for Black Public Administrators, i4x, to assist in recruitment and selection efforts in several cities, including Toledo, OH; Fort Collins, CO; Ann Arbor, MI; Oakland, MI; Atlanta, GA; Arlington, TX; and Dallas, TX. This collaboration underscores our shared commitment to broadening representation and ensuring that leadership in local government reflects the communities being served.

E. Project Budget

Defined by Impact. Driven by People.
Dedicated to the Community.

We take pride in customizing our clients' needs and we will work with you to ensure our fees are aligned with your expectations and budget.

Full Scope Recruitment

Summary of Costs	Price
Recruitment Fee	$27,000
Recruitment Expenses (not to exceed) Expenses include candidate due diligence efforts on presented candidates and background screenings for up to four finalists.	$2,000
Advertising **Advertising costs over $2,000 will be placed only with client approval. If less than $2,000, client is only billed for actual cost.*	$2,000*
TOTAL:	**$31,000****

***Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the City for reimbursement.*

Possible in-person meetings could include:

- Recruitment brochure interview process
- Presentation of recommended candidates
- Interview process

Any additional consultant visits requested by the City (beyond the three visits listed above) will be billed at $225/hour. The additional visits may also result in an increase in the travel expenses billed.

*This fee does not include travel and accommodation for candidates interviewed.

RECOMMENDED OPTIONAL SERVICE:

Our Classification and Compensation team can conduct a review and analysis of the job description, qualifications, and classification, and provide comparable insights using reliable compensation and job data sources. This analysis helps ensure the position's skill requirements and salary range are aligned with the broader market. **Cost: $900**

Payment for Fees & Services

- **1st Invoice:** Contract Award (40% of the Recruitment Fee).
- **2nd Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Proposal pricing is valid for 90 days. Payment of invoices is due within 30 days of receipt.

Our Guarantee – Full Scope Recruitment

HIRING OF ADDITIONAL CANDIDATES

MGT is committed to assisting our clients in the selection and appointment of a suitable candidate. In today's competitive hiring market, it is critical to move expeditiously to interview candidates and make key hiring decisions; failure to do so may result in the loss of desirable candidates. If the client has not responded to multiple requests for decisions and/or guidance within six weeks of candidates being presented for interview or following finalist interviews, MGT may choose to cancel the contract and bill the client for work completed to date.

It is MGT's goal to provide the client with well-qualified candidates for their hiring needs. If the client rejects the list of qualified candidates and/or fails to negotiate in good faith and come to terms with hiring a candidate and instead chooses to readvertise the opportunity, MGT reserves the right to charge additional consulting fees commensurate with the additional work requested.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements. Reimbursable expenses may be incurred should the recruitment process require the consultant to travel to the City. To engage in this guarantee, the request must be made within thirty days of the employee's departure. Additionally, for this guarantee to take effect, the City must provide documentation of regular onboarding meetings with the governing body (or designee) and a six month and one year facilitated evaluation of the candidate by the governing body that includes a self-evaluation of the candidate, input from the Mayor and Council and a written summary of the evaluation provided to the candidate.

If the City hires more than one candidate introduced by MGT as a result of this recruitment process during the subsequent twelve-month period, an additional placement fee equivalent to 50% of the recruitment fee will apply for each additional hire. The guarantee stated above will only apply to the initial candidate hired by the City

F. Description of Recent Projects/References

A leader in local government recruitment and selection.

More than one-third of the organizations served by MGT have contracted for multiple projects; we feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

ANTIOCH, CALIFORNIA

Ana Cortez, Human Resources Director
200 H Street, 1st Floor | Antioch, CA 94509
(925) 779-7021 | acortez@antiochca.gov

MGT provided recruitment and selection services for the City Manager in 2024.

SAN FRANCISCO BAY AREA RAPID TRANSIT (BART), CALIFORNIA

Claudette Biemeret, Inspector General
2150 Webster Street, 4th Floor | Oakland, CA 94612
(510) 464-6141 | cbiemer@bart.gov

MGT provided recruitment and selection services for the Inspector General in 2023.

BUCKEYE, ARIZONA

Cindy Camarata, Human Resources Director
530 E. Monroe | Buckeye, AZ 85326
(623) 349-6250 | ccamarata@buckeyeaz.gov

MGT provided recruitment and selection services for the City Manager in 2025.

Optional Services

The Nation's Recruitment Leader.

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

GOVTEMPSUSA

Need an Interim? GovTempsUSA, a division of MGT, specializes in the temporary placement of positions in local government. The firm offers short-term assignments in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their careers.

RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES

Candidates we recommend for your consideration can complete a one-way video interview with three to five questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at an additional cost.

LEADERSHIP/PERSONALITY TESTING

MGT has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the City is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees will vary.

360° EVALUATION

As a service to the City, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position at six months into their employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the City feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, MGT will prepare a proposal for this service.

Appendix A. Staff Biography

Sarah McKee, M.P.A.

Senior Consultant

Sarah McKee is a seasoned professional with over 25 years of experience in local government and non-profit management. As a Senior Consultant at MGT, she has led recruitment efforts and performed organizational analyses studies across 26 states, specializing in departmental organizational analysis, performance evaluations and classification and compensation studies. Her tenure in city management roles in Johnstown, OH, and Rolling Meadows, IL, highlights her strategic leadership, including successful community growth initiatives, comprehensive planning, and fiscal management during economic downturns.

Prior to her city management experience, Ms. McKee's extensive public works experience included innovative cost-saving measures, such as the establishment of Kentucky's first biosolids waste composting facility. Her international expertise through ICMA and APWA programs includes developing Bulgaria's solid waste management program and contributing to Lebanon's economic development plan. She also served as the Executive Director of the Issaquah Highlands Community Association, leading and managing a large-scale master-planned urban village and enhancing community services and infrastructure.

Areas of Expertise

- Local Government Management
- Non-Profit Management
- Recruitment and Organizational Analysis
- Performance Evaluations
- Classification and Compensation Studies
- Community and Economic Development
- Public Works Administration
- Strategic Planning and Fiscal Management
- Solid Waste Management
- Community Association Governance

Education

- M.P.A., Organizational Communications, Murray State University
- B.S., Business Administration, Management, Murray State University

Professional Development & Speaking Engagements

- ICMA, Coach
- ICMA – International Committee
- LGHN – Annual Conference
- ILGFOA – Annual Meeting
- ICMA – Women's Luncheon

Memberships & Affiliations

International City/County Managers Association's (ICMA), Coach

Illinois Government Finance Officers Association

Indiana Municipal Managers Association

Illinois City/County Management Association

American Public Works Association

Professional Experience

MGT Impact Solutions, LLC, Senior Consultant, 2015-Present

Issaquah Highlands Community Association, WA, Executive Director, 2011-2014

City of Rolling Meadows, IL, City Manager, 2008-2011

Village of Johnstown, OH, Village Manager, 2003-2008

City of Paducah, KY, Public Works Director – Public Works Department 1999-2003; Solid Waste Superintendent/Fleet Superintendent – Public Works Department, 1994-1999; Intake Coordinator – Community Development & Planning Department, 1992-1994; Administrative Assistant – Parks & Recreation Department, 1991-1992

Appendix B. Client List

The table below provides a sample list of MGT's clients.

State	Client	Position Title	Population	Year
Alaska	Bethel	City Manager	6,500	2024
	Homer	City Manager (Professional Outreach)	5,300	2024
Arizona	Buckeye	City Manager	69,744	2025
	Kingman	City Manager	34,669	2023
California	Antioch	City Manager	115,264	2024
Colorado	Adams County	Deputy County Manager	519,572	2024
	Longmont	Assistant City Manager - External Services	100,758	2025
	Loveland	City Manager	82,460	2024
Connecticut	Bloomfield	Town Manager	21,301	2024
	Granby	Town Manager	11,375	2023
	Simsbury	Town Manager	25,517	2023
Delaware	Milford	City Manager	12,272	2024
Florida	Apopka	City Administrator	55,496	2024
	Clearwater	Assistant City Manager	116,850	2024
	Deerfield Beach	City Manager	80,000	2024
	Fort Lauderdale	City Manager	184,255	2024
	Melbourne Beach	Town Manager	3,281	2025
	Miami Beach	City Manager	88,000	2024
	Pinellas County	Assistant County Administrator	970,600	2024
	St. Johns County	County Administrator	292,466	2023
	Walton County	County Administrator	75,305	2023
Georgia	Augusta	Deputy Administrator	200,000	2025
	Chatham County	Assistant County Manager	296,329	2025
Illinois	Cary	Assistant City Administrator	17,840	2024
	Crest Hill	City Administrator	21,169	2025
	Evanston	Deputy City Manager (2)	75,000	2024
	Farmer City	City Manager	1,828	2024
	Galesburg	City Manager	33,706	2023
	Hampshire	Village Manager	6,347	2025
	Hanover Park	Deputy Village Manager	38,510	2024
	Hanover Park	Village Manager	38,510	2025
	Kenilworth	Village Manager	2,562	2024
	Lake Bluff	Assistant to the Village Administrator	5,698	2023
	Lake Villa	Assistant to the Village Administrator	8,774	2023

APPENDIX B. CLIENT LIST

State	Client	Position Title	Population	Year
	Lincolnshire	Assistant Village Manager/Community & Economic Development Director	7,500	2025
	Lisle Township	Township Administrator (Virtual)	119,040	2024
	Long Grove	Village Manager	8,153	2023
	Maryville	Village Administrator	8,316	2024
	McHenry	City Administrator	27,135	2023
	Morton Grove	Village Administrator	23,500	2024
	Northfield	Village Manager	5,400	2023
	Oak Park Township	Township Manager	51,774	2023
	Park Forest	Village Manager	21,975	2025
	Pingree Grove	Village Manager	10,000	2023
	Rockton	Village Administrator	7,863	2025
	Vernon Hills	Assistant Village Manager (Limited)	25,911	2025
	West Chicago	City Administrator	27,221	2025
	West Dundee	Assistant Village Manager/Administrative Services Director (Virtual)	8,000	2024
	Winfield	Village Manager	9,418	2025
	Winnetka	Deputy Village Manager	12,417	2025
Iowa	Ames	Assistant City Manager (Limited)	66,498	2023
	Indianola	City Manager	15,833	2025
	Marshalltown	City Administrator	27,338	2024
	Sioux City	City Manager	83,000	2025
	Urbandale	City Manager	45,580	2024
	Windsor Heights	City Administrator	4,860	2023
Maryland	Takoma Park	City Manager	17,629	2023
Michigan	Barry County	County Administrator	60,540	2024
	Berkley	City Manager	14,970	2024
	Laketown	Township Manager	6,192	2025
	Troy	City Manager	83,181	2024
Minnesota	Blaine	Director of Administrative Services	67,939	2024
	Breezy Point	City Administrator/Clerk/Treasurer	2,396	2025
	Edina	Assistant City Manager (Limited)	53,318	2023
	Fairmont	City Administrator	10,477	2025
	Golden Valley	City Manager	22,715	2024
	Lindström	City Administrator	4,888	2023
	Ramsey County	County Manager	536,000	2024
	Scandia	City Administrator	4,149	2023

APPENDIX B. CLIENT LIST

State	Client	Position Title	Population	Year
	Wayzata	City Manager	4,363	2025
Missouri	Creve Coeur	City Administrator	18,538	2025
	Frontenac	City Administrator	3,640	2025
	Jackson	City Administrator	15,702	2024
	Ozark	City Administrator	21,284	2024
	University City	Deputy City Manager - Support Services	35,172	2024
Nebraska	La Vista	City Administrator	16,746	2025
New Mexico	Los Alamos County	County Manager	19,330	2023
North Carolina	Albemarle	City Manager	16,404	2024
	Ayden	Town Manager	5,000	2023
	Cumberland County	Assistant County Manager	336,000	2025
	Mecklenburg County	County Manager	1,100,000	2025
North Dakota	Minot	Assistant City Manager	45,700	2023
Pennsylvania	Allegheny County	County Manager (Professional Outreach)	1,230,000	2024
Tennessee	Franklin	Assistant City Administrator	88,558	2025
	Oak Ridge	City Manager	31,402	2023
Virginia	Alleghany County	County Administrator	14,500	2025
	Fairfax County	Deputy County Executive	1,150,309	2024
	Hampton	Assistant City Manager	137,436	2024
	Newport News	City Manager	181,958	2023
	Pittsylvania County	County Administrator	59,571	2025
Wisconsin	Lake Geneva	City Administrator	7,710	2025
	Oshkosh	City Manager	66,700	2024
	Sheboygan	City Administrator	48,327	2023
	Waukesha	City Administrator	71,158	2023
	West Bend	City Administrator	31,540	2025

MGT

RESPONSE TO

CITY OF SOUTH LAKE TAHOE

EXECUTIVE RECRUITMENT FIRM

CITY MANAGER RECRUITMENT

RFP #2026-1-16

Prepared by:

Company Name: Netsynk Inc.

Telephone Number: 848-248-5231

Email Address: info@netsynkinc.com

Date of Submission: 01-16-26

TABLE OF CONTENTS

Particulars	Page No.
Cover Letter	3
Executive Summary	4
Company History, Background, and Experience	5
Scope of Work/Implementation	9
Project Budget	13
Description of Recent Projects/References	14

01-16-26

NetSynk Inc.
Staffing at its best

City of South Lake Tahoe
1901 Lisa Maloff Way
South Lake Tahoe, CA 96150

SUBJECT: RESPONDING TO THE REQUEST OF PROVIDING EXECUTIVE RECRUITMENT FIRM SERVICES FOR THE POSITION OF CITY MANAGER

Dear Honorable Members of the City Council,

Netsynk Inc. respectfully submits this proposal in response to the City of South Lake Tahoe's Request for Proposals for Executive Recruiting Services for the City Manager position. We appreciate the opportunity to be considered for this important engagement and recognize the critical role the City Manager plays in advancing the City's strategic priorities, organizational excellence, and public trust.

Netsynk Inc. is an executive recruiting firm headquartered at **1895 Apple Valley Rd, Bolingbrook, IL, 60490**, and can be reached by telephone at **848-248-5231**. We are an executive recruiting firm with specialized expertise in placing senior leadership within municipal governments. We bring a proven track record of successfully conducting executive searches of similar size and complexity, utilizing a disciplined, transparent, and highly targeted recruitment process. Netsynk Inc.'s primary contact during the proposal evaluation period is Savio Pais, President, reachable at **848-248-5231** or **info@netsynkinc.com**.

The individual listed above is authorized to represent Netsynk Inc. throughout the proposal evaluation process and to respond promptly to any requests for clarification. Netsynk Inc. affirms that this proposal shall remain valid for a period of one hundred twenty (120) calendar days from the date of submittal, in full compliance with the RFP requirements.

We are confident in our ability to partner effectively with the City Council to deliver a comprehensive, confidential, and results-driven executive search. Our goal is to assist the City Council in identifying a City Manager who will provide strong leadership and long-term value to the City of South Lake Tahoe.

Thank you for your consideration. We look forward to the opportunity to serve the City of South Lake Tahoe.

Sincerely,
Savio Pais
(Signature)
Savio Pais
President
Netsynk Inc.

EXECUTIVE SUMMARY

The City of South Lake Tahoe (hereinafter, the "City") is seeking a qualified executive recruiting firm to conduct a comprehensive, confidential, and results-driven search for its next City Manager. Netsynk Inc. submits this proposal to provide full-service executive recruitment and advisory support tailored to the unique governance structure, operational complexity, and community expectations of the City. Our proposed approach reflects a thorough understanding of municipal executive search requirements and the level of effort necessary to deliver a successful outcome.

The City Manager position is critical to the effective administration, strategic direction, and public confidence of the City. Identifying and securing a highly qualified executive leader requires a structured recruitment process, broad and targeted outreach, rigorous screening, and careful coordination with the City Council. Without a specialized executive search partner experienced in municipal leadership recruitment, the City risks limited candidate reach, inconsistent evaluation, and increased time to fill a mission-critical role.

Netsynk Inc. proposes a comprehensive executive search process designed to support the City Council at every stage of the recruitment process. Our services include facilitating the development of a candidate profile, designing and executing a national recruitment strategy, conducting direct outreach and networking, managing candidate communications, performing in-depth screening and assessments, facilitating interviews, and supporting finalist selection and contract negotiations. Our process emphasizes transparency, confidentiality, and alignment with the City Council's priorities.

Netsynk Inc. delivers a disciplined and results-driven executive search process grounded in extensive experience recruiting senior municipal leaders. Our approach provides the City with access to a broad and highly qualified pool of public-sector executive talent, supported by objective and consistent candidate evaluation methods. Through rigorous screening, comprehensive background and reference checks, and structured interview support, we reduce risk while promoting informed decision-making by the City Council. Regular progress reporting, clear communication, and a collaborative partnership model ensure transparency and accountability throughout the recruitment process, resulting in the successful placement of a City Manager aligned with the City's strategic goals, operational needs, and community values.

This proposal includes detailed information regarding Company History, Background, and Experience; Scope of Work and Implementation Approach; Project Budget; and Descriptions of Recent Projects and Client References, demonstrating Netsynk Inc.'s qualifications and commitment to meeting the City's requirements.

Netsynk Inc. respectfully requests the City Council's favorable consideration of this proposal. We are prepared to partner with the City to deliver a successful City Manager recruitment and to proceed promptly upon selection.

COMPANY HISTORY, BACKGROUND, AND EXPERIENCE

A) Company History and Organizational Structure

Netsynk Inc. is a professional staffing and executive recruiting firm headquartered in Bolingbrook, Illinois. The firm was incorporated in the State of Illinois in 2019 and has been in continuous operation for nearly six years, providing staffing and executive search services to public and private sector clients nationwide. Netsynk Inc. is certified by the Chicago Minority Supplier Diversity Council (CMSDC), an affiliate of the National Minority Supplier Development Council (NMSDC).

Netsynk Inc. operates under a streamlined and collaborative organizational structure designed to ensure accountability, quality, and responsiveness. The firm is led by the President, who provides strategic oversight and executive leadership. Reporting to the President is the Delivery Team Lead, responsible for day-to-day service delivery and execution of recruitment engagements. Supporting this function are dedicated Recruiters with domain expertise in sourcing, screening, and candidate evaluation, as well as Human Resources personnel responsible for compliance, onboarding, and documentation. Business Development Associates and Proposal Writers support client engagement, partnership development, and the preparation of compliant, high-quality proposal responses. This structure ensures clear lines of authority and effective coordination across all functional areas.

Netsynk Inc. currently employs a team of ten (10) experienced talent professionals, each with an extensive experience in sourcing, recruitment, and executive search.

B) Background and Experience

Netsynk Inc. provides staffing and executive recruitment services across 50 states, supporting clients at a national level. We have successfully assisted organizations in identifying, attracting, and recruiting professionals with diverse, specialized, and hard-to-fill skill sets. Our recruiters possess strong domain knowledge and leverage extensive candidate databases, targeted outreach strategies, and direct networking to deliver high-quality talent for complex and high-demand roles.

The founders of Netsynk Inc. bring more than 20 years of combined experience working with leading staffing organizations and supporting clients with high-volume, mission-critical staffing needs. This leadership experience informs our disciplined recruitment methodology, commitment to confidentiality, and ability to deliver results under demanding timelines.

Netsynk Inc. has supported both commercial and government-sector engagements, including experience staffing resources as a subcontractor on government projects. We have demonstrated the ability to operate within structured procurement environments, adhere to compliance requirements, and deliver professional services aligned with public sector expectations.

C) Capacity to Perform Services for the City

Netsynk Inc. has the capacity, infrastructure, and professional expertise necessary to successfully perform the executive search services required by the City of South Lake Tahoe. Our national reach, experienced recruitment team, and structured delivery model enable us to conduct comprehensive executive searches that include candidate profiling, targeted outreach, screening, assessment, coordination with governing bodies, and reporting.

We are well-equipped to manage high-profile and sensitive executive searches, ensuring confidentiality, consistent communication, and alignment with City Council priorities. Resumes of the project team members assigned to this engagement are included within this proposal, demonstrating the qualifications, experience, and availability of key personnel.

D) Resumes for Project Team Members

Resumes of the team members that are anticipated to be a part of this project are provided below:

1. Savio Pais, President

Brings over 20 years of experience in the Information Technology industry, with a strong track record of selling to clients across the Services sector in North America. Extensive expertise in delivering high-impact solutions, consulting, and professional services tailored to client needs. Possesses deep knowledge of Sales and Marketing strategies, with a proven ability to drive business growth and foster long-term client relationships.

WORK EXPERIENCE

- Netsynk Inc.| President - July 2019 - Present
- Enterprise Solution Inc.| Vice President - July 2015 - Oct 2018
- Collabera| Supporting Technology - Feb 2005 - June 2015
- Majesco| Manager - 2004 - 2005
- IBBSC| Manager - 2002 - 2003
- Pase Associate| Market Researcher - 1998 - 1999
- Kantar| Executive Market Researcher - 1995 - 1999

EDUCATION

Master of Business Administration (MBA) - Oklahoma City University

SKILLS

- Data Analysis
- PMO
- SDLC
- Data Warehousing

- Vendor Management
- IT Strategy
- Business Analysis
- System Analysis

2. **Chandni Singh, Delivery Team Lead**
   A seasoned Senior Recruiter with extensive experience in identifying and securing top-tier talent across various roles and industries. Demonstrates strong expertise in sourcing, screening, and managing the full recruitment lifecycle, with a consistent track record of aligning candidates with organizational needs. Committed to delivering a seamless and positive candidate experience throughout the hiring process.

   WORK EXPERIENCE
   - Netsynk Inc.| Team Lead - June 2023 – Present
   - Netsynk Inc.| Senior Recruiter - Jan 2023 – May 2023
   - Netsynk Inc.| Associate Recruiter - Jan 2022 - Dec 2022
   - Magnatek Enterprise| Production Intern - Dec 2020 – Jan 2021

   EDUCATION
   Master of Business Administration (MBA) - Amity University

   SKILLS
   - Communication skills
   - Relationship-building skills
   - Time management and organization skills
   - Problem-solving and critical thinking skills
   - Technical skills
   - Sales skills
   - Attention to detail

3. **Sukaina Fathima, Recruiter**
   Results-oriented recruiter with proven expertise in sourcing and screening high-quality talent, managing end-to-end candidate communication, and coordinating interviews with efficiency and precision. Known for strong organizational skills, attention to detail, and a commitment to delivering a seamless, compliant, and positive recruitment experience for both candidates and hiring teams.

WORK EXPERIENCE

- Netsynk Inc. | Associate Recruiter - May 2024 to Present
- Allied Business Consulting Inc. | HR Intern - Jan 2024 to March 2024
- Workfall | Tech Talent Acquisition Intern - Oct 2023 to Jan 2024

EDUCATION

Bachelor of Business Administration (BBA) - Osmania University

SKILLS

- Candidate sourcing and screening
- Interview coordination and candidate communication
- Applicant Tracking System proficiency
- Relationship building with candidates and hiring teams
- HR documentation and compliance support

CERTIFICATIONS

- Tech Recruitment Certification – Hirist
- HR Analytics using MS Excel – Udemy
- Workshop on U.S. Labor and Employment Laws – LawSikho
- Human Resource Management Certificate – Great Learning Academy

SCOPE OF WORK/IMPLEMENTATION

Netsynk Inc. proposes a structured, transparent, and collaborative executive search methodology designed to fully satisfy the City's Scope of Services. Our approach emphasizes close coordination with the City Council, disciplined project management, confidentiality, and objective candidate evaluation. Each phase of the search is carefully managed to ensure timely delivery, consistent communication, and high-quality outcomes.

The President will serve as the executive sponsor for the engagement, providing oversight and accountability, while the Delivery Team Lead will act as the day-to-day project manager responsible for schedule control, task coordination, and quality assurance. Dedicated executive recruiters will support sourcing, screening, assessment, and candidate communications. This management structure ensures that all services are being delivered in accordance with the RFP requirements and City expectations.

Project Management, Control, and Supervision

Netsynk Inc. employs a formal project management framework to manage, control, and supervise the services throughout the engagement. Key elements include:

- A defined project plan with milestones, deliverables, and assigned responsibilities.
- Biweekly written progress reports to the City Council, with more frequent updates as needed.
- Documented quality control reviews at each phase of the recruitment.
- Secure record-keeping and confidentiality protocols.
- Direct accessibility of the project manager for City Council coordination.

Implementation Plan and Timeline

The proposed implementation timeline is designed to meet the City's requirements while allowing flexibility to accommodate City Council availability and decision-making needs. The timeline below references and aligns with the Scope of Services outlined in the RFP:

1. **Project Initiation and Position Profiling:** During the initial phase of the engagement, Netsynk Inc. will execute the agreement and conduct a formal project kickoff to establish clear expectations, timelines, and communication protocols. We will have a meeting with the City Council to facilitate a structured discussion focused on the City's strategic priorities, leadership expectations, organizational challenges, and success criteria for the next City Manager. Based on this input, Netsynk Inc. will develop a comprehensive candidate profile and refined position description that accurately reflects the role's responsibilities, required competencies, and desired leadership attributes. Concurrently, we will design a tailored recruitment strategy and outreach plan that defines target markets,

advertising channels, and direct networking efforts. This phase will conclude with the delivery of a finalized City Manager profile and position description, an approved recruitment and outreach strategy, and a detailed project schedule and communication plan to guide all subsequent phases of the search.

2. **Recruitment Strategy and Outreach:** During this phase, Netsynk Inc. will implement a comprehensive and targeted recruitment campaign designed to attract a diverse and highly qualified pool of City Manager candidates. The recruitment effort will include national, regional, and targeted outreach strategies, combining broad visibility with direct engagement of high-performing passive candidates through professional networks and individualized outreach. The position will be actively promoted through a mix of print and digital channels, including industry publications, professional associations, web-based platforms, and social media, to ensure maximum exposure among qualified municipal leaders. Throughout this phase, Netsynk Inc. will acknowledge receipt of all application materials, maintain consistent and professional communication with candidates, and manage applicant tracking to ensure transparency and confidentiality. Deliverables for this phase include active recruitment and marketing materials, ongoing applicant tracking and communication logs, and biweekly progress reports to the City Council summarizing outreach efforts, applicant flow, and overall recruitment progress.
3. **Application Review and Candidate Screening:** During this phase, Netsynk Inc. will conduct a comprehensive and objective evaluation of all applications received, measuring each candidate against the City Council–approved candidate profile and established selection criteria. Qualified applicants will advance to structured screening interviews designed to assess leadership capability, management experience, ethical judgment, and alignment with the City's organizational and community priorities. For candidates identified as most competitive, Netsynk Inc. will perform thorough due diligence, including background, criminal, credit, reference, and media checks, to ensure the highest standards of integrity and professionalism. The results of this process will be documented through written evaluation summaries and confidential reference reports, culminating in a clearly defined and well-supported list of recommended candidates for City Council interview consideration.
4. **Candidate Interviews and Selection Support:** During this phase, Netsynk Inc. will work closely with the City Council to ensure a structured, fair, and effective interview and selection process. We will assist with coordinating and scheduling interviews with recommended candidates and provide guidance on interview strategies, including the development of role-specific interview questions and objective evaluation tools aligned with the City's priorities. Netsynk Inc. will attend and facilitate the interviews to support consistency, maintain process integrity, and address any procedural questions. Following the interviews, we will prepare comprehensive candidate comparison and evaluation summaries and advise the City Council on finalist selection, culminating in well-documented finalist recommendations to support informed and confident decision-making.
5. **Final Selection and Contract Support:** During this phase, Netsynk Inc. shall provide direct advisory support to the City Council as it completes the final stages of the selection process. We will assist the

City Council in evaluating interview outcomes, comparing finalist qualifications, and confirming alignment with the City's leadership priorities and organizational needs. At the City's request, Netsynk Inc. shall support employment contract negotiations by offering market-based compensation insights, reviewing proposed terms, and assisting with coordination between the selected finalist and the City. Throughout this phase, we will maintain complete and accurate records of communications, decisions, and documentation to ensure transparency and continuity. Deliverables include finalized candidate selection documentation and negotiation support materials necessary to facilitate a timely and well-informed appointment of the City Manager.

6. **Project Closeout and Reporting:** During the project closeout phase, Netsynk Inc. will complete all remaining administrative and documentation requirements to formally conclude the executive search. This phase includes compiling and organizing all recruitment records, correspondence, evaluation materials, and outreach documentation generated throughout the search process, ensuring completeness and confidentiality. Netsynk Inc. will prepare a comprehensive final written report summarizing the recruitment strategy, outreach efforts, applicant pool, screening and assessment activities, interview outcomes, and final selection process. The final project report and search documentation will be submitted to the City, providing a clear and auditable record of the work performed and demonstrating full compliance with the City's Scope of Services and RFP requirements.

Implementation Plan Timeline

Phases	Deliverables	Estimated Duration
Phase 1 Project Initiation and Position Profiling	• Finalized City Manager profile and position description • Approved recruitment and outreach strategy • Project schedule and communication plan	Weeks 1–2
Phase 2 Recruitment Strategy and Outreach	• Active recruitment and marketing materials • Ongoing applicant tracking and communication logs • Biweekly progress report	Weeks 3–6
Phase 3 Application Review and Candidate Screening	• Written evaluation summaries of screened candidates • Confidential reference and background reports • Recommended candidate list for City Council interviews	Weeks 7–9
Phase 4 Candidate Interviews and Selection Support	• Interview facilitation materials • Candidate comparison and evaluation summaries • Finalist recommendations	Weeks 10–11
Phase 5 Final Selection and Contract Support	• Final candidate selection documentation • Negotiation support materials	Weeks 12–13
Phase 6 Project Closeout and Reporting	• Final project report and search documentation	Week 14

PROJECT BUDGET

Netsynk Inc. proposes a firm, fixed, all-inclusive maximum price of **Forty Thousand Dollars ($40,000)** to provide the executive recruitment services for the City Manager position, as defined in the City's RFP. This price represents the total cost to the City and includes all direct and indirect expenses associated with the successful completion of the engagement.

The proposed fee includes, but is not limited to, professional labor, project management, recruitment strategy development, national and targeted outreach, advertising and marketing, candidate screening and assessment, background and reference checks, interview facilitation, reporting, travel (if required), administrative support, and all other out-of-pocket expenses necessary to deliver the required services. No additional costs, fees, or reimbursable expenses will be charged to the City beyond the amount stated herein.

All costs associated with the preparation and submission of this proposal are the sole responsibility of Netsynk Inc., and no such costs are included in or recoverable under the proposed project budget.

Cost Structure

Phases	Description of Services	Cost
Project Initiation & Position Profiling	City Council meetings, development of candidate profile, position description, and recruitment strategy	$6,000
Recruitment Strategy & Outreach	National, regional, and targeted outreach; advertising; direct networking; candidate communications	$10,000
Application Review & Candidate Screening	Application review, screening interviews, background, criminal, credit, reference, and media checks	$10,000
Interview Facilitation & Selection Support	Interview scheduling, interview facilitation, evaluation tools, finalist recommendations	$7,000
Final Selection & Contract Support	Finalist selection assistance and employment contract negotiation support (as requested)	$4,000
Project Closeout & Final Reporting	Compilation of records, final reporting, and documentation	$3,000

DESCRIPTION OF RECENT PROJECTS/REFERENCES

Netsynk Inc. has extensive experience supporting complex, mission-critical engagements that require disciplined recruitment methodologies, rigorous screening, and close coordination with client leadership. The following recent engagements demonstrate Netsynk Inc.'s capability to deliver high-quality professional services:

1. **Salesforce Architect**

   Publicis Sapient engaged Netsynk Inc. to recruit a highly specialized Salesforce Architect to support a large-scale public-sector CRM consolidation initiative. The engagement required identifying a candidate with deep Salesforce architecture expertise, experience integrating legacy government systems, and demonstrated compliance knowledge related to HIPAA, FedRAMP, and FISMA. Netsynk Inc. executed a structured, multi-phase recruitment process that included discovery sessions with client leadership, targeted national outreach, rigorous technical screening, and comprehensive reference checks. The selected candidate was onboarded within twenty-eight business days and played a key role in improving system scalability, security, and cross-agency data sharing.

   Reference Contact:

   - Name: Mahesh Naik
   - Title: Senior Director – Technical Delivery
   - Organization: Publicis Sapient
   - Telephone: (602) 628 9977

2. **Project Manager**

   Publicis Sapient partnered with Netsynk Inc. to recruit an experienced Project Manager to oversee a multi-agency Salesforce implementation supporting public-sector service delivery. The role required advanced Agile expertise, Salesforce platform experience, and strong governance and stakeholder management skills. Netsynk Inc. conducted rapid intake consultations, developed a detailed role profile, and delivered a short list of highly qualified candidates through structured interviews, leadership assessments, and background verification. The selected Project Manager was onboarded within twenty-eight business days and successfully led a cross-functional team through a complex deployment, achieving high user adoption and improved delivery performance.

   Reference Contact:

   - Name: Neelesh Vilekar
   - Title: Senior Technology Manager
   - Organization: Publicis Sapient
   - Telephone: (224) 730 0020

3. **QA Tester**

To support an expanding Salesforce program for public-sector clients, Publicis Sapient engaged Netsynk Inc. to recruit a qualified QA Tester with expertise in Salesforce automation and Agile testing methodologies. Netsynk Inc. implemented a targeted recruitment strategy focused on certified Salesforce QA professionals, conducted multi-level technical evaluations, and completed all compliance and background checks prior to onboarding. The selected candidate significantly improved testing efficiency, reduced manual testing time, and enhanced overall system quality across multiple Salesforce modules supporting government operations.

Reference Contact:

- Name: Devesh Bhargava
- Title: Senior Manager – Agile Program Management
- Organization: Publicis Sapient
- Telephone: (617) 606 8762

RAFTELIS

City of South Lake Tahoe

City Manager Recruitment

PROPOSAL / RFP #2026-1-16 / JANUARY 16, 2026

RAFTELIS CHARITABLE GIFT FUND

Giving back

The Raftelis Charitable Gift Fund seeks to make a difference on issues that matter to our clients and employees by helping build sustainable, inclusive communities locally and worldwide. We do this by allocating company profits and employee contributions of time and money. We support organizations that:

- Promote efficient, sustainable resource use
- Advance diversity, equity, and inclusion within the public sector
- Invest in access to clean water and sanitation
- Help vulnerable communities by addressing affordability issues

Table of Contents

A. Cover Letter 1

B. Executive Summary 2

C. Company History, Background and Experience 4

D. Scope of Work/Implementation 11

E. Project Budget 16

F. Description of Recent Projects/References 18

RAFTELIS

A. COVER LETTER

January 16, 2026

City Council
City of South Lake Tahoe
1901 Lisa Maloff Way
South Lake Tahoe, CA 96150

Subject: Proposal for City Manager Recruitment (RFP #2026-1-16)

Dear Members of the City Council:

Thank you for the opportunity to submit this proposal for the City of South Lake Tahoe's (City) upcoming City Manager search. For over 30 years, Raftelis has been dedicated to helping local governments and utilities across the country solve their financial, organizational, and technological challenges. Our executive recruitment team contributes to this mission by helping our clients find the best leaders for their organizations and then set those leaders up for success in their new role.

Our proposed search team for the City is comprised of skilled recruiters, seasoned in local government management with search experience throughout California and across the country. The team includes our two California-based team members, Serena Wright-Black and Sarah Slegers, who both have direct experience working with and for municipal governments in California. Collectively, **we have completed over 400 nationwide searches**, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique needs and expectations.

We look forward to the opportunity to serve the City and the South Lake Tahoe community. If you have any questions, please contact my colleague, Serena Wright-Black, or me directly using the information below. The enclosed proposal is valid for a period of not less than 120 calendar days from date of this submittal.

Serena Wright-Black, *Senior Manager* (Primary Point of Contact)
Phone: 310.733.7835 / Email: swrightblack@raftelis.com
Address: 611 Wilshire Blvd., Suite 900, Los Angeles, CA 90017

Sincerely,

Catherine Tuck Parrish, *Senior Vice President (Authorized to bind firm)*
Phone: 240.832.1778 / Email: ctuckparrish@raftelis.com

B. EXECUTIVE SUMMARY

Who We Are

RAFTELIS HELPS LOCAL GOVERNMENTS AND UTILITIES THRIVE.

Public sector leaders partner with Raftelis to plan for the future, identify top talent, improve their organization's financial condition, and tell their story. We've helped more than 700 organizations in the last year alone. Our team includes former local government and utility management leaders with decades of hands-on experience running successful organizations. Raftelis provides expertise and insights that help bring about the innovation and improvements that our clients seek.

We believe that our Raftelis team is the *right fit* for this search. We provide customized services that will benefit your organization and make this recruitment a success.

RESOURCES AND EXPERTISE: With more than 190 consultants, Raftelis has one of the largest local government management consulting practices in the nation. Our executive recruitment team includes six experienced, full-time recruiters and three talented recruitment specialists. As a firm, we have successfully provided executive recruitment services to local governments and utilities across the country for the past 15 years.

DECADES OF COLLECTIVE EXPERIENCE: Our recruiters and subject matter experts have decades of experience in leading public sector organizations across the country. They have served in a wide range of positions, from city manager to human resources director to housing director, and many other essential leadership roles.

PERSONALIZED SERVICE FROM SENIOR-LEVEL RECRUITERS: You appreciate it when deadlines are met, phone calls are returned, and your team as well as your newly placed employee feel valued and heard throughout the recruitment process. While other firms may assign your business to junior-level staff, our clients and candidates receive personalized service from our seasoned recruiters.

NICHE EXPERTISE: Our expertise lies in strengthening public sector organizations. We're specialists rather than generalists, focusing our strengths on delivering results for a specific group of local government clients.

FIRM CAPABILITIES

Finance: Promote financial integrity and the equitable recovery of costs to achieve your objectives

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Asset valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Grant application assistance
- Billing data assessments
- Economic feasibility and analysis
- Regulated utility support
- Impact fees

Strategic Communications: Inform and engage with your stakeholders to build understanding and support

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement
- Technical writing and content development

Strategic Planning/Facilitation: Plan for the future to guide your organization to success

- Organization, department, and community-based strategic planning
- Retreat planning and facilitation
- Climate action planning
- Effective Board / Commission / Council governance
- Strategic plan implementation support
- Sustainable materials management planning and implementation
- Effective Utility Management (EUM) assessment facilitation

Executive Services: Identify and develop talent to lead local governments and utilities

- Executive recruitment
- Executive coaching
- Executive performance evaluations
- Succession planning and workforce development
- Raftelis Performance Academy

Utility Development, Implementation, & Program Support: Develop sustainable programs and practices to equitably fund utility services

- Stormwater utility development and implementation support
- Solid waste planning, procurement, implementation, regulation, and compliance
- Water and wastewater utility development

Organizational Assessment: Identify needs, plan for the future, and implement sustainable and positive changes

- Organizational and operational assessments
- Performance measurement and benchmarking
- Staffing level needs assessment
- Organizational climate and culture
- Organizational change management
- Regionalization and service sharing evaluation and support

Asset Management: Maximize asset-based outcomes at optimal cost and risk while meeting all levels of service

- Asset management maturity assessment and gap analysis
- Asset management roadmap development
- Asset risk identification and management
- Life cycle cost analysis
- Remaining useful life development and tracking
- Technology integration and reporting
- CIP planning and prioritization
- Capital project delivery standardization

Data Management & Technology: Gain insights from your data and optimize technology systems to increase effectiveness and engagement

- Digital transformation planning and implementation
- Strategic technology planning (IT master planning)
- Data management and analytics
- Cybersecurity services
- Systems integration support
- Artificial intelligence (AI) readiness assessments
- Technology systems assessment, evaluation, procurement, and implementation support
- Maintenance and asset management technology services
- Business intelligence and performance management reporting
- Custom software solutions support

C. COMPANY HISTORY, BACKGROUND AND EXPERIENCE

Company History, Background and Experience

History: Raftelis was founded in 1993 to provide financial planning services to utilities. Over the last three decades, we have expanded to serve utilities and local governments in the following key areas:

- **Executive services:** Identify and develop top talent to lead local governments and utilities
- **Organization:** Identify needs, plan for the future, and implement positive changes
- **Finance:** Promote financial integrity and the equitable recovery of costs to achieve your objectives
- **Communication:** Inform and engage with your stakeholders to build understanding and support
- **Technology:** Gain insights from your data and develop tools to increase effectiveness and engagement
- **Strategic planning:** Plan for the future to guide your organization to success
- **Stormwater:** Implement sustainable financial practices to equitably fund your stormwater program
- **Solid waste:** Deliver effective solid waste services while ensuring financial sustainability and customer engagement

We are the largest team in the nation that solely focuses on management consulting for utilities and local governments. Many of our finance, organizational, executive recruitment, technology, and communications professionals have worked in the public sector and brought their knowledge and passion to Raftelis to help utilities and local governments thrive.

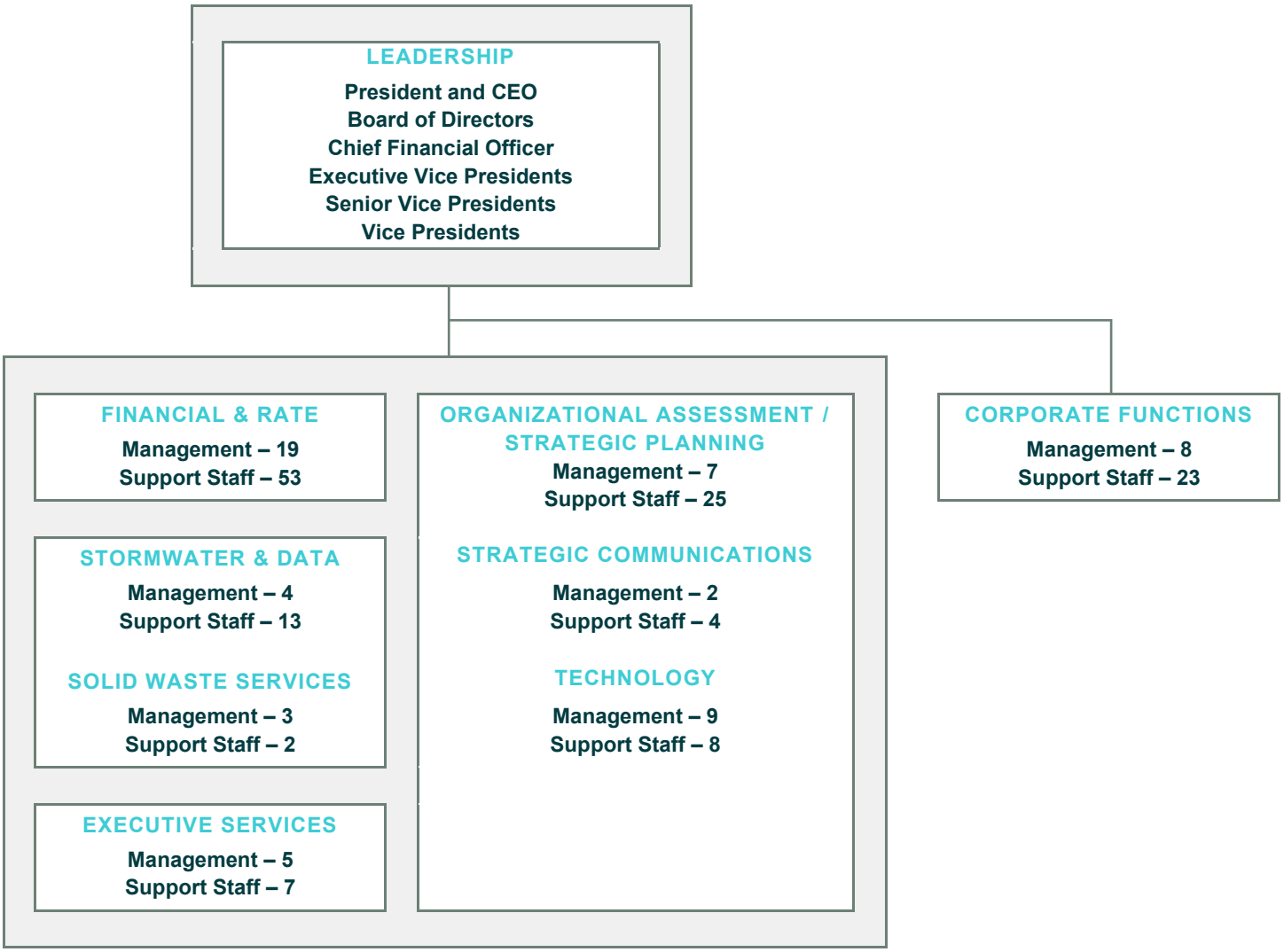
Size: The City will have the support of our full staff of 221 employees, including 190 consultants and 31 additional support staff to provide administrative, billing, and graphic design services.

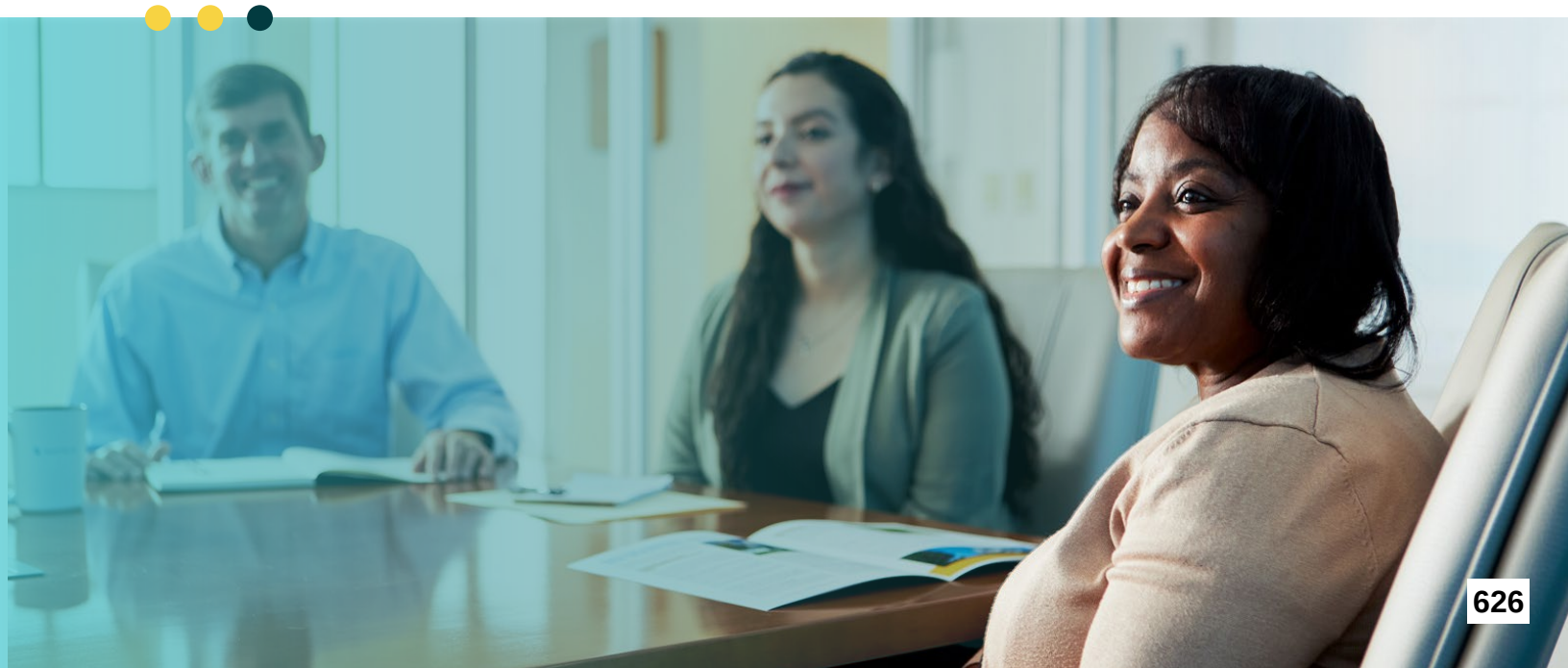
Office Locations: Raftelis has the following 15 offices, which are located strategically across the U.S.: Los Angeles, CA; Santa Barbara, CA; Albany Metro, NY; Austin, TX; Bellingham, WA; Boston Metro, MA; Charlotte, NC; Cincinnati, OH; Denver, CO; Durham, NC; Greensboro, NC; Irving, TX; Kansas City, MO; Littleton, CO; and Orlando Metro, FL.

Years in Business: 32

Background, Experience, and Capacity to Undertake Executive Search Services:
With over 30 years of dedication to local government consulting and a specialized executive recruitment practice established over 15 years ago, Raftelis possesses the robust background and experience necessary to undertake the City of South Lake Tahoe's City Manager search. The firm has successfully completed over 400 searches nationwide, leveraging a team comprised of former local government leaders, including senior California-based recruiters, who understand the nuances of city management and have a demonstrated track record of diverse, high-quality placements. In terms of capacity, Raftelis is well-resourced with six full-time recruiters and three recruitment specialists who maintain a utilization rate of approximately 65% to 75%, ensuring that our team has immediate availability and capacity to meet the City’s recruitment needs.

Organizational Structure: Over the last five years, our firm has grown from 97 to 221 employees. Raftelis' staff consists of some of the most knowledgeable and skilled professionals in the municipal consulting industry. The organizational chart on the following page shows the full organization and reporting structure of our firm.


LEADERSHIP
President and CEO
Board of Directors
Chief Financial Officer
Executive Vice Presidents
Senior Vice Presidents
Vice Presidents
FINANCIAL & RATE
Management – 19
Support Staff – 53
STORMWATER & DATA
Management – 4
Support Staff – 13
SOLID WASTE SERVICES
Management – 3
Support Staff – 2
EXECUTIVE SERVICES
Management – 5
Support Staff – 7
ORGANIZATIONAL ASSESSMENT / STRATEGIC PLANNING
Management – 7
Support Staff – 25
STRATEGIC COMMUNICATIONS
Management – 2
Support Staff – 4
TECHNOLOGY
Management – 9
Support Staff – 8
CORPORATE FUNCTIONS
Management – 8
Support Staff – 23



Recruitment Team

OUR TEAM INCLUDES SENIOR-LEVEL RECRUITERS WHO PROVIDE SEARCH LEADERSHIP WITH SUPPORT FROM A TALENTED GROUP OF RECRUITMENT SPECIALISTS.

This close-knit group has frequently collaborated on similar successful recruitments, including many of our prior City Manager (and equivalent) searches referenced later in this proposal. On the following pages, we have included resumes for our proposed team members, including our two California-based recruiters, Serena Wright-Black and Sarah Slegers.

As previously mentioned, with the current and anticipated workload of our proposed team, we have the capacity to kick off this search immediately following contract execution on the City Council's desired timeline. As a rule, Raftelis operates at a company-wide utilization rate of approximately 65% to 75%. This level of utilization, which will continue through the expected timeline for this search, will provide ample time for our proposed team to dedicate to your City Manager search. Our team of six Recruiters and three Recruitment Specialists participate in weekly review meetings to ensure the needs of all our clients are met during the current and future weeks, with workload adjustments made as necessary.

Our Executive Services Practice Leader will designate a Lead Recruiter at the outset of this search. The Lead Recruiter will manage the day-to-day aspects of this search, ensuring it is within budget and on schedule. They will provide regular updates to the primary point(s) of contact at the City on a schedule that will be established collaboratively during initial scoping. The Lead Recruiter will screen every applicant and conduct initial one-on-one interviews with the candidates who best meet the requirements in the position profile. They will present our team's recommended top candidates to the City, manage the semi-final and final interviews, and facilitate the Councilmembers' finalist selection process. The Lead Recruiter will be the main point of contact for the City as well as all applicants throughout the search.

A Recruitment Specialist will also be assigned at the outset of this search based on workload and capacity. The Specialist works at the direction of the Lead Recruiter to assist in targeted outreach to passive candidates, general candidate communication, research on recommended top candidates, production of deliverables, and other activities as needed.

Heather Gantz

RECRUITER
Senior Manager

Specialties
- Executive search
- Strategic thought partner
- Leadership development
- Employee growth and development
- Innovation
- Facilitation
- Project management
- Community engagement
- Diversity of thought

Professional History
- Raftelis: Senior Manager (2022-present); Manager (2020-2021)
- Waldron: Director (2007-2020)
- Private Sector Recruiter (1996-2007)

Education
- Bachelor of Arts in Business Management – University of Phoenix (2000)

Professional Memberships
- Engaging Local Government Leaders (ELGL)
- International City/County Management Association (ICMA)

PROFILE

Heather has over 25 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 18 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing strategic partnership and exceptional customer service throughout the process.

Heather has conducted hundreds of searches in the public sector. She has delivered positive search outcomes for high-profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. She has also led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

In addition to executive recruitment, Heather has experience supporting organizational effectiveness. She is known for providing effective leadership development and contributing to employee growth and development initiatives. Heather has advised individuals and small groups on career transition and job search strategies. Topics include knowledge and skill assessment, resume development, LinkedIn, networking, interview preparation, and salary and offer negotiation. Heather has also completed several leadership evaluations and performance reviews for local government leaders.

Heather has a passion for supporting diversity and innovation in the public sector. She served as an early Advisory Board Member for Engaging Local Government Leaders (ELGL) and remains an active and involved member in support of their mission of engaging the brightest minds in local government. In addition, Heather has served as a recurring speaker and presenter at the Northwest Women's Leadership Academy (NWWLA) in support of advancing women into leadership roles in local government.

Serena Wright-Black SHRM-SCP

RECRUITER

Senior Manager

Specialties
- Executive recruitment
- Employee engagement
- Change management
- Organizational development

Professional History
- Raftelis: Senior Manager (2025-present)
- Ralph Andersen and Associates: Senior Consultant (2022-2025)
- City of Culver City: Assistant City Manager (2018-2021)
- City of Culver City: Administrative Services Director (2016-2018)
- City of Culver City: Director of Human Resources (2005-2016)

Education
- Master of Public Administration – California State University at Long Beach (2008)
- Bachelor of Arts in Business Management – University of Phoenix (2004)

Certifications
- Society for Human Resources Management – Senior Certified Professional (SHRM-SCP)

Professional Memberships
- International City/County Management Association (ICMA)
- Southern California Public Labor Relations Council

PROFILE

Serena has over 20 years of experience in recruiting and public sector management, including leading and developing diverse teams across several departments. She is a strategic and innovative professional who can translate operational goals into initiatives that improve performance, growth, and engagement.

Serena has expertise in recruiting and retaining top organizational talent, developing and administering employment policies, auditing management operations, successfully reorganizing departments, outsourcing services, and addressing performance management issues. She has also conducted numerous administrative investigations and training courses pertaining to discrimination, harassment, and retaliation.

Serena's most recent government experience was with the City of Culver City, where she served as the Assistant City Manager. In this role, she oversaw human resources, risk management, cultural affairs, and city clerk operations. She also served as the acting City Manager. Serena also introduced diversity and equity programs to the city, establishing the city's first Equity and Human Relations Committee. As a leader and organizational change agent, she prides herself on establishing and maintaining productive and trusted working relationships with employees, unions, elected/appointed officials, and community members.

While with another firm, Serena conducted the following successful recruitments across California:

ORGANIZATION	RECRUITMENT
CITY OF BEVERLY HILLS	Building Inspection Manager; Revenue Services Manager
CITY OF LONG BEACH	Community Development Director; Deputy Community Development Director
CITY OF SAN CLEMENTE	Finance Manager
CITY OF SANTA MONICA	Chief Information Officer; Equity and Inclusion Manager
SAN BERNARDINO SUPERIOR COURT	Chief Information and Innovation Officer; Chief Administrative Officer; Communications and Public Innovation Officer; Finance Director; Human Resources Director
SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS (SCAG)	Controller; Communications and Public Affairs Manager; Contract Administration Manager; Housing and Economic Empowerment Director

Sarah Slegers

RECRUITER

Manager

PROFILE

Sarah has 20 years of diverse experience in local government, higher education, consulting, and technology sales, which gives her a unique perspective in her work with local governments and utilities. She is skilled at bringing a broad range of stakeholders together, aligning vision and goals, and working backward from the desired result. She's an active listener, open and empathetic communicator, and is passionate about helping clients improve the communities they serve.

While with Raftelis, Sarah has successfully placed several key local government and utility department heads, most recently leading the searches Mesa Water (CA) District's Chief Financial Officer and the City of Thousand Oaks, California's Chief Technology Officer. She also contributed to dozens of successful local government and nonprofit executive searches nationwide in her role with a prior firm. Sarah has an extensive professional network spanning the public and private sectors, particularly in highly specialized fields such as information technology. She has deep expertise in public procurement, financial management, and technology and understands the skill sets needed to lead teams successfully in these areas.

Sarah has spoken on government technology and procurement trends at regional and national professional association events, including the International City/County Management Association (ICMA), the National Association of Counties, and the Institute for Public Procurement (NIGP). She's also an active volunteer in youth sports organizations in her Garden Grove, California community and with the Orange County Rescue Mission.

Specialties

- Executive search
- Process improvement
- Goal setting/performance management
- Negotiation

Professional History

- Raftelis: Manager (2025-present)
- Amazon Web Services (AWS): Business Development and Capture Manager (2021-2025)
- City of Long Beach, California: Financial Services Officer/ Consultant (2018-2021)
- University of California-Irvine: Principal Finance Analyst (2016-2018
- American University: Assistant Director of Budget (2014-2016); Senior Budget Officer (2012-2014)
- The Novak Consulting Group: Associate Consultant (2010-2012)
- County of Arlington, Virginia: Management Analyst (2008-2010)
- County of Fairfax, Virginia: Budget Analyst (2007-2008)

Education

- Master of Public Administration in Local Government Management – University of Kansas (2007)
- Bachelor of Arts in History – Centre College (2003)

Certifications

- Amazon Web Services (AWS) Certified AI Practitioner
- Amazon Web Services (AWS) Certified Cloud Practitioner

Professional Memberships

- Engaging Local Government Leaders (ELGL)

Kelsey Batt

RECRUITMENT SPECIALIST

Consultant

PROFILE

Kelsey joined Raftelis in 2021 and has been instrumental in facilitating executive-level recruitments for local governments and utilities across the country. Beyond recruiting, Kelsey has contributed to Raftelis' Executive Services by supporting facilitated evaluations, conducting interviews, and crafting promotional materials for key initiatives.

Her versatile skill set and attention to detail have enhanced client deliverables and improved organizational processes, reinforcing her value as a trusted resource for the executive services team. She is known for her ability to streamline workflows, enhance collaboration, and ensure high-quality outcomes across multiple projects.

Kelsey graduated from the Honors College at Purdue University in West Lafayette, Indiana, where she earned bachelor's degrees in both Professional Writing and Creative Writing, along with a Minor in Italian.

Specialties
- Executive search
- Recruiting
- Editing

Professional History
- Raftelis: Consultant (2024-present); Associate Consultant (2021-2023)
- The Purdue Writing Lab and Purdue OWL (2017-2021)
- Sweetwater Sound Copywriter (2020)
- SDI Innovations Copywriter (2019)

Education
- Bachelor of Arts in Professional Writing – Purdue University (2021)
- Bachelor of Arts in Creative Writing – Purdue University (2021)

Niayla Hairston

RECRUITMENT SPECIALIST

Associate Consultant

PROFILE

Niayla joined Raftelis in 2024 after completing an internship with the firm's Executive Recruitment Team, where she supported numerous search activities.

As an analyst, Niayla has played a key role in recruiting by helping develop and coordinate critical components of the process. In each recruitment, she prepares client deliverables, conducts candidate outreach research, screens applications, and supports the Lead Recruiter in all other aspects of search management as needed.

Niayla graduated from the University of North Carolina at Charlotte in North Carolina, where she earned a Bachelor of Science in Psychology, a Bachelor of Arts in Spanish Language with a concentration in Hispanic Studies, and a certificate in Leadership, Innovation, Diversity, and Technology.

Specialties
- Executive search
- Recruiting
- Facilitation

Professional History
- Raftelis: Analyst (2024-present); Intern (2024)
- SAFE (UNC Charlotte): Coordinator for Development and Mentor Relations (2023-2024); Senior Mentor (2022-2023); Junior Mentor (2021-2022)

Education
- Bachelor of Science in Psychology – University of North Carolina at Charlotte (2024)
- Bachelor of Arts in Spanish – University of North Carolina at Charlotte (2024)

D. SCOPE OF WORK/IMPLEMENTATION

Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

Inquiring, Understanding, and Defining

We begin each search by conducting a thorough needs assessment to understand the essential experience and background your new employee must possess. We also help you define the new incumbent's first-year goals so that your organization and the new employee are on the same path toward success. Based on broad input from both internal and external stakeholders, we build a customized position profile for each search, ensuring we attract the best applicants from across the country.

Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes our search process to fit your needs. Often, the candidates best suited to a position are already employed and not searching for a new job via traditional channels. So, we leverage our team's extensive, diverse professional networks to attract the best talent nationwide. We have demonstrated success assembling candidate pools that are racially, ethnically, and gender diverse. We are dedicated to helping local governments fill leadership positions with candidates that reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise positions with national organizations that represent people of color and women, including the National Forum of Black Public Administrators (NFBPA), the Local Government Hispanic Network (LGHN), the International Network of Asian Pacific Islander Public Administrators (I-NAPA), and the League of Women in Government. Once we have identified a highly qualified pool of candidates, we manage the full hiring process, from interviews to background checks to final offers. We provide personalized support to your team as well as applicants to ensure a thorough, equitable, and transparent search process from start to finish.

41% of our recruitments resulted in the hiring of **women**

22% of our recruitments resulted in the hiring of **people of color**

Supporting Success

We support your new leader's long-term success by creating an actionable first-year work plan. Many firms focus solely on finding qualified applicants, leaving the new employee and the City on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for a successful first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and the City. In the end, we are not just looking for a successful candidate; we are looking for the right employee to be successful in their new position long after their initial hire.

Work Plan

THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR YOUR CITY MANAGER RECRUITMENT.

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of your ideal City Manager. We will conduct a search kick-off meeting with the City Council and the Human Resources Director to discuss the overall recruitment process and timeline. We will then meet with the Councilmembers individually and once again as a group to understand everyone's unique perspective on the desired skills and experiences the next City Manager should possess. We will conduct up to two additional meetings with the City's senior leadership team to gather their input. During this process of engagement, we will discuss not just the technical skills needed for the position but also what makes the right organizational fit in terms of traits and experiences.

During our discovery meetings with the Councilmembers, we will discuss the frequency and format of community engagement that the City may wish to include in this process, advise on how best to incorporate engagement elements into the search, and provide the required resources to facilitate the desired activities. We advise that the City consider including community engagement elements early in the search process to inform the position profile and first-year goal development, and during final interviews to allow for in-person community interaction with the finalist(s). The fixed fee outlined later in this proposal reflects the full cost of our team hosting and facilitating one virtual community focus group and one online survey for community input. We have included estimated costs for additional optional community engagement activities offered by Raftelis in the Budget section of this proposal.

Based on the information gathered in our meetings, we will develop a recruitment plan that focuses on California and extends across the country. We will prepare a position profile unique to the City of South Lake Tahoe. The profile will identify the organization's needs, strategic opportunities, and the personal and professional characteristics of the successful candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates and helps us encourage them to pursue the position. Our team of professional graphic designers will create a recruitment brochure that includes the position profile and information about the organization and the broader community. We will work with you to eliminate barriers for underrepresented groups wherever possible, including years of service, levels of education, and other strict requirements that might eliminate a candidate well-suited for the job.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what is expected of them, that the City Council has clearly identified objectives for the new Manager, and that the successful candidate can hit the ground running with an actionable work plan. Once drafted, we will review the recruitment plan, brochure, and first-year goals with the City Council (and other key stakeholders, as desired). Modifications will be made as necessary before recruitment begins.

DELIVERABLES:

- Recruitment plan and brochure, including first-year goals for the new City Manager

Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify targeted states and metro areas for our comprehensive outreach efforts. We will place advertisements with national, state, and regional professional organizations, which may include the following, as well as additional relevant sites identified in the recruitment plan:

- California Local Government Management Collaborative (Cal-ICMA)
- League of California Cities/Western City Magazine
- Municipal Management Associations of Northern and Southern California (MMANC and MMASC)
- Engaging Local Government Leaders (ELGL)
- International City/County Management Association (ICMA)
- International Network of Asian Pacific Islander Public Administrators (I-NAPA)
- National Forum of Black Public Administrators (NFBPA)
- Local Government Hispanic Network (LGHN)

As soon as the advertisements are completed, we will begin actively and aggressively marketing the position and identifying qualified candidates for assessment. We will directly contact highly qualified applicants in our extensive candidate database and across our firm's nationwide professional networks. We will utilize LinkedIn and other marketing and sourcing tools to broaden our reach. In our experience, this combination of outreach is the most effective way to reach top candidates, especially those who are not currently in the job market but may consider this leadership opportunity with the City.

As applications are received, we will acknowledge each one and keep all applicants aware of their status. We will screen each applicant against the ideal candidate profile and conduct interviews via phone or videoconference with those applicants who most closely meet the profile of the successful candidate. While preliminary evaluation techniques such as written questionnaires, psychometric assessments, and one-way video interviews can sometimes offer useful data points in high-volume recruiting, we believe that omitting them from senior executive search processes is often the more effective strategy for securing top-tier talent. It is our experience that the most desirable candidates for a governing body-appointed position are likely highly successful professionals who are currently employed, not actively searching for a new role, and have many demands on their time. By introducing significant friction, such as testing or recorded video responses, early in the process, we risk alienating these high performers who may perceive these tasks as bureaucratic hurdles rather than a respectful invitation to explore a new leadership opportunity. A streamlined process removes these barriers to entry, ensuring the candidate pool remains robust and inclusive of the best-performing leaders, not just those with the free time to complete one-way screening hurdles.

Furthermore, we believe executive search is distinct from standard recruiting because it requires a partnership mentality, in which highly qualified candidates are treated with the dignity of a peer-to-peer relationship. Automated tools and one-way interviews can often feel impersonal or suited for junior-level roles, potentially signaling a lack of recognition for the candidate's talents and depth of experience. By relying on an initial deep dive conducted by our Lead Recruiter for this search, structured personal interviews with key stakeholders across the City, and comprehensive reference checks on a select group of finalists, we not only gain a more nuanced understanding of a candidate's emotional intelligence and cultural fit than a test could provide, but we also maintain the momentum of the search. This human-centric approach allows us to thoroughly vet leadership capabilities through real-time dialogue while building the necessary trust to successfully recruit the chosen candidate.

When the initial screening phase is complete, we will then meet with the City Council (and other key stakeholders, as desired) to review a summary of the full applicant pool and details on the most qualified candidates with the skills and experience to succeed in the position. Based on this review, the City Council will finalize a list of candidates to invite for semi-final interviews.

DELIVERABLES:

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials, including screening results and preliminary internet research on recommended top candidates

Activity 3 – Support Interviews and Selection

We will collaborate with you to design and facilitate a multi-step interview process, which could include candidate presentations, panel discussions with internal and external stakeholders, tours, meet-and-greets, and unstructured one-on-one interviews. Customized interview questions and information about each candidate will be provided for the semi-final and final interview rounds, and we will conduct pre- and post-interview briefings with all those involved. It is our standard practice to conduct semi-final interviews virtually. Our team will be on-site with you for final interviews, which will be held in-person. We will coordinate scheduling logistics and provide candidates with all relevant details, including any travel policy requirements. We will work with a primary point of contact at the City for scheduling, including suitable venues for all in-person interview events. Any travel expenses for the finalists, if applicable, will be borne and reimbursed directly by the City.

The City Council will select the top candidate following final interviews. We will facilitate the Councilmembers' discussion by framing what we have learned about the candidates in the context of the position requirements and organizational culture fit. Once selected by the City Council, we will speak with the top candidate's references to confirm the strength of their credentials. A full background check will be performed on the top candidate, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

We will also assist in negotiating the top candidate's employment offer in collaboration with the City Council, City Attorney, and Human Resources. We provide information about the best practices in total compensation, and we will have obtained information on the top candidates' comfort with the advertised salary and benefits for the position. Throughout this interview and selection process, we will keep all candidates apprised of their status and release them at the appropriate time.

DELIVERABLES:

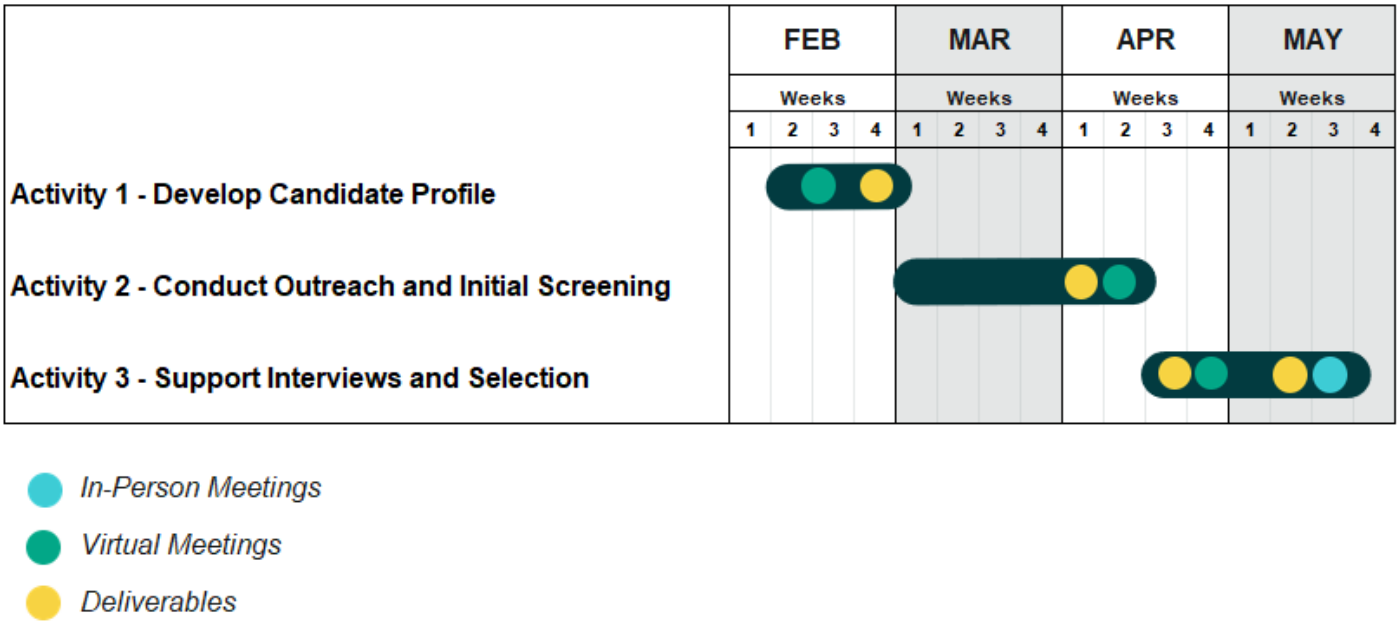
- Semi-final and final interview materials
- Full reference and background check results on the top candidate

PROJECT MANAGEMENT

Raftelis employs a structured yet flexible three-phase project management approach—Inquiring, Understanding, and Defining; Candidate Search and Evaluation; and Supporting Success—overseen by a designated Lead Recruiter who manages the day-to-day operations, budget, and schedule. This Lead Recruiter serves as the primary point of contact, coordinating with a dedicated Recruitment Specialist to execute a customized search process that typically spans 14 to 16 weeks, while participating in weekly internal review meetings to ensure workload capacity meets client needs. The process is deeply collaborative with you as our client, moving from initial stakeholder engagement and profile development to a rigorous screening and interview facilitation process, and uniquely concludes by creating an actionable first-year work plan to ensure the new hire's long-term success.

Recruitment Timeline

Included below is a proposed timeline for your City Manager search. If selected, we will review this timeline with you during our kick-off meeting and adjust as necessary when developing the recruitment plan. As previously mentioned, we have the capacity to kick off this search immediately following contract execution on the City Council's desired timeline.



Our average governing body-appointed position recruitment process spans 14 to 16 weeks and is divided into three structured activities as outlined in our scope of work and the graphic above. While we make every effort to complete our searches as quickly and efficiently as possible, the schedule is dependent on interest, availability, and responsiveness from candidates and the availability of key stakeholders in the City. The Lead Recruiter will manage this timeline closely, providing regular updates and maintaining flexibility to accommodate the City's needs, while ensuring we remain on schedule.

ESTIMATED TIMEFRAME AND KEY DELIVERABLES BY ACTIVITY

Activity 1 - Develop Candidate Profile (Estimated: 2-3 weeks)

- Recruitment plan; Recruitment brochure, including first-year priorities for the new City Manager

Activity 2 - Conduct Outreach and Initial Screening (Estimated: 5-6 weeks)

- Advertisements; Candidate outreach; Candidate Review meeting materials

Activity 3 - Support Interviews and Selection (Estimated: 5-6 weeks)

- Semi-final and final interview materials; Results of full background and reference checks on top candidate

E. PROJECT BUDGET

Project Budget

The total fixed fee to complete this recruitment is $37,500. This includes all professional fees and expenses for Raftelis to perform the scope of work outlined in this proposal. These fees are calculated using our standard 2026 hourly rates for Recruiters ($310/hour), Recruitment Specialists ($220/hour), Graphic Designers ($170/hour), and administrative support team members ($100/hour).

The fee reflects our firm's standard practice of conducting all meetings virtually until final interviews, when the Lead Recruiter will be on-site, in-person with the City. Should you wish to include additional in-person meetings in the scope of this search, those adjustments may be discussed with the Lead Recruiter during the search kickoff meeting. Depending on the geographic location of the Lead Recruiter assigned to this search, additional in-person meetings will increase this fixed fee by up to $1,500 per trip (one trip includes on-site in-person activities with the Lead Recruiter for a full business day).

We estimate the following additional costs to the City, which will be invoiced at cost as completed.

Advertising	Not to exceed $3,000 total.
Background checks	Not to exceed $500 per background check.

Costs incurred directly by the City are as follows:

Finalists' interview travel	Variable based on the number and geographic location of finalists. These expenses are borne and reimbursed directly to finalists by the City.

The fixed fee will be invoiced as follows:

Activity 1 – $11,942	After delivery of the recruitment plan and brochure
Activity 2 – $12,692	After the candidate review meeting and semi-finalist selection
Activity 3 – $12,866	After the final interviews are completed

Within six months of the final interview process, should an additional candidate be hired by the City from the pool of candidates presented by Raftelis for this search, the additional fee shall be $15,000.

Service Guarantee

If, within the first twelve (12) months after the hire date, the placed candidate leaves employment with the organization for any reason other than death, disability, or separation initiated by the organization without cause, Raftelis will conduct a replacement search for the position without charging a Professional Services Fee. The costs to the organization will be limited to the direct expenses related to the replacement search (e.g., advertising, background checks, recruiter travel). Within this guarantee period, Raftelis must be notified in writing of the separation within 10 days of its effective date. Additionally, the organization will confirm that all appropriate onboarding activities for the placed candidate were completed and that the placed candidate had regular meetings and, if applicable, an evaluation(s) with the governing body.

Optional Related Services

Community Engagement Design and Facilitation

As referenced in the proposed scope of work earlier in this proposal, the fixed fee above reflects the inclusion of one online community feedback survey and the hosting and facilitation of one virtual community focus group by Raftelis. Please note that Raftelis-administered surveys are not based on formal scientific methods but rather serve as an informal tool to gather general feedback from the community.

We will discuss the frequency and format of any additional community engagement that the City may wish to include in this recruitment process during initial scoping discussions. Additional optional community engagement elements offered by Raftelis and associated costs include:

Community Focus Group/Listening Session – Virtual or In-Person	$2,500 per Focus Group (for in-person sessions, an additional not-to-exceed fee of $1,500 will be assessed for facilitator travel)
Facilitated Public Meetings – In-Person	$5,000 per Meeting (includes feedback solicitation from attendees; if held outside the final interviews, an additional not-to-exceed fee of $1,500 will be assessed for facilitator travel)

Leadership Coaching

Raftelis has trained coaches with practical experience as former local government leaders who provide one-on-one coaching to executives, department heads, and mid-level managers. The process includes setting goals, developing and executing a coaching plan, and individual coaching sessions (all conducted virtually). Local governments and utilities utilize this service to help new leaders acclimate to their roles and responsibilities and adjust to the complexities of the organization. We help leaders of varying tenures with navigating difficult conversations, improving their interactions with the governing body and/or the public, building strong teams, and preparing future leaders within their organization.

COST:

- Typical cost for this service is $10,000 (calculated based on coaches' hourly rate of $260)

Facilitated Evaluations

Raftelis has seasoned former local government managers who deliver facilitated evaluations for governing body-appointed staff, including city managers, executive directors, general managers, etc. This process includes input from every governing body member through the facilitator, an employee self-assessment, a guided conversation in executive session (in accordance with all relevant open meeting laws), goal setting for the next year, and an evaluation document. This is an objective process that allows each member of the governing body's voice to be included and ensures the executive receives meaningful feedback. This process may also include a 360-review component, if desired.

COST:

- Typical cost for this service is $13,000 to $17,000 (depending on scope, such as the inclusion of a 360-review)

F. DESCRIPTION OF RECENT PROJECTS/REFERENCES

Description of Recent Projects / References

Our firm has been privileged to work with dozens of local governments, utilities, authorities, and special districts across the Western U.S. and throughout the country to find the right leaders for their organizations. The following table specifically details our firm's City Manager recruitments (and equivalent governing body-appointed chief executive positions) completed over the past five years. Reference information for any of these engagements will be provided upon request.

State	Organization	Governing Body-Appointed Position Recruitment	Year Conducted	Population of Jurisdiction/ Service Area	Tenure of Placement
Arizona	Central Arizona Project	General Manager	2022	6,000,000	2022-Present
Arizona	Town of Clarkdale	Town Manager	2021	4,900	2021-Present
Arizona	Town of Payson	Town Manager	2020	16,700	2020-2025
Colorado	City of Boulder	City Manager	2020	105,900	2020-Present
Colorado	City of Grand Junction	City Manager	2024	69,400	2024-Present
Colorado	Jefferson County	County Manager	2023	576,400	2023-Present
Colorado	Summit County	Interim County Manager	2022	30,500	2022-2023
Kansas	City of Eudora	City Manager	2023	6,500	2023-Present
Kansas	WaterOne (Johnson County)	General Manager	2023	480,000	2023-Present
Maryland	City of Gaithersburg	City Manager	2020	70,000	2020-Present
Maryland	City of Rockville	City Manager	2016; 2024	67,300	2016-2023; 2024-Present
Maryland	City of Takoma Park	City Manager	2021	17,500	2021-2023
Maryland	Town of La Plata	Town Manager	2025	10,900	2025-Present
Maryland	Town of La Plata	Town Manager	2018; 2025	9,000	2018-2024; 2025-Present
Maryland	Town of St. Michaels	Town Administrator	2022	1,100	2022-2025

State	Organization	Governing Body-Appointed Position Recruitment	Year Conducted	Population of Jurisdiction/ Service Area	Tenure of Placement
Michigan	City of Kalamazoo	City Manager	2025	74,000	2025-Present
Minnesota	City of Rochester Public Utilities	General Manager	2023	122,000	2023-Present
Missouri	City of Clayton	City Manager	2020	17,000	2020-Present
Montana	City of Helena	City Manager	2020	34,500	2020-2022
New Hampshire	Town of Hanover	Town Manager	2022	8,500	2022-2024
New Mexico	City of Las Cruces	City Manager	2020	103,000	2020-2024
New York	City of Batavia	City Manager	2021	15,500	2021-Present
New York	Livingston County Water and Sewer Authority	Executive Director	2021	61,200	2021-Present
North Carolina	Town of Matthews	Town Manager	2025	32.000	2025-Present
Ohio	City of Hilliard	City Manager	2020	38,000	2020-2025
Ohio	City of Tipp City	City Manager	2024	10,500	2024-Present
Ohio	City of Westerville	City Manager	2020	38,000	2020-Present
Ohio	City of Wyoming	City Manager	2021	8,700	2021-Present
Oregon	Washington County	County Administrator	2020	614,000	2020-Present
Oregon	Benton County	County Administrator	2023	98,000	2023-Present
Oregon	City of Beaverton	City Manager	2021	97,000	2021-Present
Oregon	City of Gresham	City Manager	2021	110,700	2021-2023
Oregon	City of Milwaukie	City Manager	2024	21,600	2024-Present
Oregon	City of Tigard	City Manager	2025	55,600	2025-Present
Pennsylvania	Breakneck Creek Regional Authority	General Manager	2021	10,000	2021-Present
Pennsylvania	City of Farrell	City Manager	2020	5,000	2020-2023

State	Organization	Governing Body-Appointed Position Recruitment	Year Conducted	Population of Jurisdiction/ Service Area	Tenure of Placement
South Carolina	Mount Pleasant Waterworks	General Manager	2020	90,000	2020-Present
Virginia	City of Fairfax	City Manager	2025	25,000	2025-Present
Virginia	Town of Herndon	Town Manager	2025	25,000	2025-Present
Virginia	Fauquier County	County Administrator	2023	75,200	2023-Present
Virginia	Harrisonburg-Rockingham Regional Sewer Authority	Executive Director	2021	55,000	2021-Present
Virginia	City of Fairfax	City Manager	2025	25,000	2025-Present
Washington	City of Bothell	City Manager	2022	50,200	2022-Present
Washington	City of Camas	City Manager	2022	27,300	2023-Present
Washington	City of Shoreline	City Manager	2022	61,400	2022-Present
West Virginia	City of Morgantown	City Manager	2025	30,500	2025-Present
Wisconsin	Madison Metropolitan Sewerage District	Executive Director	2024	575,400	2025-Present

In addition to our successful prior searches listed above, we are currently conducting the following nationwide City Manager (and equivalent governing body-appointed chief executive positions) searches as of the date of this submission.

State	Organization	Governing Body-Appointed Position Recruitment	Current Phase	Population of Jurisdiction/ Service Area
Ohio	City of Hilliard	City Manager	Supporting Interviews and Selection	38,000
Ohio	Northwestern Water and Sewer District	District President	Supporting Interviews and Selection	140,000
Oregon	Clean Water Services	General Manager	Developing Candidate Profile	600,000
Virginia	Chesterfield County	County Administrator	Developing Candidate Profile	390,000

Additionally, our California-based recruiters, Serena Wright-Black and Sarah Slegers, are conducting the following active recruitments throughout California as of the date of this submission.

Organization	Recruitment	Current Phase	Population of Jurisdiction/Service Area
City of Manhattan Beach	Public Works Director	Conducting Outreach and Initial Screening	33,000
City of Santa Monica	City Clerk	Developing Candidate Profile	90,700
City of Signal Hill	Community Development Director	Supporting Finalist Selection and Offer Negotiations	11,500
City of Thousand Oaks	Community Development Deputy Director	Developing Candidate Profile	123,000
Santa Margarita Water District	Director of Operations	Conducting Outreach and Initial Screening	250,000
Santa Monica Rent Control Agency	General Counsel	Developing Candidate Profile	93,000

Our clients tell us we are more than just recruiters—we are trusted advisors. The following table lists a select number of recruitments we have conducted for comparable communities and references for each of them.

Organization	Recruitment(s) and Year(s) conducted	Contact
City of Manhattan Beach, California	• Public Works Director (2026-*Current Search*) • City Engineer (2025)	Lisa Jenkins, Human Resources Director P: 310.802.5252 E: ljenkins@manhattanbeach.gov 1400 Highland Avenue Manhattan Beach, CA 90266
Mesa Water District, California	• Chief Financial Officer (2025)	Camille Shogren, Human Resources Manager P: 949.207.5415 E: camilles@mesawater.org 1965 Placentia Avenue Costa Mesa, CA 92627

Organization	Recruitment(s) and Year(s) conducted	Contact
City of Santa Monica, California	• City Clerk (2026-*Current Search*) • Housing and Human Services Director (2025)	Dana Brown, Human Resources Director P: 310.458.8940 E: dana.brown@santamonica.gov Oliver Chi, City Manager P: 310.458.8411 E: oliver.chi@santamonica.gov 1685 Main Street Santa Monica, CA 90401
City of Thousand Oaks, California	• Chief Technology Officer (2025) • Deputy Director, Community Development (2025-*Current Search*)	Jeanette Green, Human Resources Director P: 805.953.0266 E: jgreen@toaks.gov Akbar Alikhan, Deputy City Manager P: 805.449.2100 E: aalikhan@toaks.gov 2100 Thousand Oaks Boulevard Thousand Oaks, CA 91362
City of Boulder, Colorado	**City Manager (2020)** *Additional Recruitments:* • Controller (2025-Current Search) • Transportation and Mobility Director (2025) • Fire Division Chief, Training (2025) • Chief Financial Officer (2025) • Fire Division Chief, Operations (2024) • Police Chief (2024) • Senior Risk Manager (2024) • Chief Building Official (2023) • Fire Division Chief, Logistics (2023) • Independent Police Monitor (2023) • Municipal Court Judge (2023) • Chief Human Resources Officer (2022) • City Attorney (2021) • Director of Planning and Development Services (2021) • Utilities Engineering Manager (2021) • Human Resources Information Systems (HRIS) Manager (2020) • Human Resources Senior Manager (2020) • Total Rewards Senior Manager (2020)	Nuria Rivera-Vandermyde, City Manager P: 303.441.3090 E: rivera-vandermyden@bouldercolorado.gov Chris Meschuk, Deputy City Manager P: 303.441.3388 E: meschukc@bouldercolorado.gov 1777 Broadway Boulder, CO 80302

Organization	Recruitment(s) and Year(s) conducted	Contact
City of Beaverton, Oregon	**City Manager (2021)** *Additional Recruitments:* • Chief Financial Officer (2026-*Current Search*) • City Attorney (2024) • Community Development Director (2023) • Information Technology and Services Director (2023) • Public Works Director (2023) • Finance Director (2022) • Interim City Manager (2020)	Jenny Haruyama, City Manager P: 503.526.2372 E: jharuyama@beavertonoregon.gov Patricia Anderson Wieck, Human Resources Director P: 503.526.2522 E: pwieck@beavertonoregon.gov 12725 SW Millikan Way Beaverton, OR 97076
City of Gresham, Oregon	**City Manager (2021)** *Additional Recruitments:* • Assistant City Manager (2025) • Economic Development Director (2024) • Police Chief (2021) • Chief Information and Innovation Officer (2019)	Eric Schmidt, City Manager P: 503.618.2877 E: eric.schmidt@greshamoregon.gov 1333 NW Eastman Parkway Gresham, OR 97030
City of Shoreline, Washington	**City Manager (2022)** *Additional Recruitments:* • Director of Human Resources and Organizational Development (2018, 2021)	Bristol Ellington, City Manager P: 206.801.2213 E: bellington@shorelinewa.gov 17500 Midvale Avenue North Shoreline, WA 98133

2026

Request for Proposals (RFP# 2026-1-16) – Executive Recruitment Firm City Manager Recruitment

Submitted to:
The City of South Lake Tahoe
Ember Buckman
Human Resources
Address: 1901 Lisa Maloff Way
South Lake Tahoe, CA 96150

Submitted By:
Recruiting Source International, LLC
Name: John Norwood,
Business Development Manager
P: (281) 277-1411 (O), (281) 455-1411 (C)
E: JNorwood@recruiting-source.com
1/16/2026

A. Cover Letter

Date: Jan 16, 2025

Attn. to: City Council
City of South Lake Tahoe
1901 Lisa Maloff Way
South Lake Tahoe, CA 96150

Subject: ***RFP# 2026-1-16 – Executive Recruitment Firm City Manager Recruitment***

Dear Evaluation Team,
Recruiting Source International, LLC (RSI) is pleased to submit this proposal in response to RFP #2026-1-16 for Executive Recruitment Services for the City Manager position for the City of South Lake Tahoe.

Firm Information:
Recruiting Source International, LLC
21210 Kingsland Blvd, Suite 2000
Katy, Texas 77450
Telephone: Phone: 281-277-1411, Fax: (866) 351-3590

RSI is a full-service national executive recruitment and consulting firm delivering hybrid search solutions tailored to public-sector organizations operating under the council–manager form of government. Our approach combines structured governance alignment, targeted executive outreach, and disciplined assessment practices designed to support informed decision-making by elected officials.

Primary Contact During Proposal Evaluation
John Norwood
Business Development Manager
Recruiting Source International, LLC
21210 Kingsland Blvd, Suite 2000
Katy, Texas 77450
Telephone: (281) 277-1411 (O), (281) 455-1411 (M)

RSI understands the importance of confidentiality, transparency, and stakeholder alignment in executive leadership recruitment. Our team is prepared to partner closely with the City Council to deliver a comprehensive, well-managed search process that reflects the City's priorities, organizational culture, and long-term leadership objectives.

This proposal shall remain valid for a period of not less than 120 calendar days from the date of submittal, in accordance with the requirements of the Request for Proposals. The undersigned certifies that he is authorized to bind Recruiting Source International, LLC to the terms of this proposal.

Sincerely, *John Norwood*

John Norwood, Business Development Manager
Recruiting Source International, LLC

© Recruiting Source International, LLC

B. Executive Summary

Thank you for the opportunity to present this proposal in response to the City of South Lake Tahoe's Request for Proposals for Executive Recruitment Services for the City Manager position. RSI recognizes the significance of this appointment and the critical role the City Manager plays in supporting the City Council, advancing organizational priorities, and serving the South Lake Tahoe community within a council–manager form of government.

RSI fully understands the City's requirements as outlined in this RFP and the level of effort necessary to successfully deliver a comprehensive executive search. This engagement requires close collaboration with the City Council to define leadership priorities, develop a clear and compelling candidate profile, and execute a disciplined recruitment process. RSI recognizes the importance of proactive outreach, rigorous screening, thorough candidate assessment, and transparent reporting to support informed decision-making. Our approach is designed to ensure alignment with governance expectations, maintain confidentiality, and deliver candidates who demonstrate both technical competence and leadership readiness for a complex municipal environment.

Recruiting Source International, LLC is a full-service national executive recruitment and consulting firm providing hybrid search solutions to public-sector organizations. RSI combines national market reach with hands-on leadership involvement to deliver structured, compliant, and results-driven executive recruitment services. Our team brings experience supporting executive searches across government and public-sector environments, with a focus on integrity, transparency, and stakeholder alignment.

RSI's proposed solution is an end-to-end executive search process tailored to the City's needs and governance structure. This includes facilitating the development of the City Manager profile, executing a targeted and inclusive outreach strategy, conducting comprehensive screening and assessments, and providing clear, well-documented recommendations to the City Council. RSI supports the City through interviews, finalist selection, and employment negotiations, ensuring continuity and accountability from project initiation through successful placement.

RSI partners closely with the City Council through a collaborative and advisory-based approach. Our process emphasizes regular communication, scheduled progress updates, and responsiveness to City direction. Senior leadership remains actively engaged throughout the search to ensure alignment with City expectations, timely issue resolution, and consistent quality across all phases of the recruitment.

RSI's project management approach is designed to align with City Council schedules and agency processes while maintaining control over scope, timelines, and costs. The proposed percentage-based fee structure and defined milestones support transparency and fiscal accountability, ensuring the City receives a disciplined and well-managed search process without unanticipated costs.

RSI's vision for success is to deliver a City Manager who aligns with the City Council's leadership priorities, organizational culture, and long-term goals. Through a structured, transparent, and market-informed recruitment process, RSI is committed to supporting the City of South Lake Tahoe in securing executive leadership that provides stability, credibility, and forward-looking direction for the organization and the community it serves.

© Recruiting Source International, LLC

C. Company History, Background and Experience

Recruiting Source International LLC (RSI) was established in 2003 and is a full-service Workforce Solutions Firm offering Executive Search Services. As a Woman-Owned, Minority-Owned Firm, our goal is to provide impeccable customer service and top-notch technical expertise to our clients for each project or client requirement. RSI has over 79+ Full-time and 50+ part-time employees. Since its inception, RSI has focused on delivering professional recruitment solutions to public-sector and complex organizational environments, with an emphasis on executive, leadership, and mission-critical roles. RSI operates under a structured leadership model that ensures senior-level oversight, accountability, and consistency across all client engagements. Upper management remains directly involved in executive searches to maintain quality control, responsiveness, and alignment with client expectations.

At the core of our culture is a commitment to exceptional service. We also know that effective recruitment can impact an organization's success - and an individual's career - more than any other strategic business decision. We are entirely focused on finding the right person for the right opportunity.

RSI provides quality resources and exemplary customer service, which makes us a desired partner with City for executive search services. Louisiana State University (LSU) awarded Recruiting Source International (RSI) the #1 ranking in 2016 on the LSU Top 100 Companies list. RSI leaders were also awarded the Enterprising Women of the Year Award in 2017 by Enterprising Women Magazine. RSI is best known for our –

Customer Service Excellence, Progressive Thinking, Prompt Responses, Uncompromising Integrity, and Service Delivery.

RSI offers an unmatched cadre of qualified consultants and a team of professionals that have or who have the depth and breadth of experience vital to any project's success. Our professionals have the right combination of experience with both general employees and executive-level professionals.

RSI has a 5600-square-foot facility with offices, training space, and conference rooms, allowing our team to work well and provide quality service to clients. RSI's high-performing project management division has tremendous value added to the clients.

AWARDED BY THE HOUSTON MINORITY SUPPLIER DEVELOPMENT COUNCIL EXPO RIGEL STRATEGIC TEAMING AWARD

AWARDED BY THE HOUSTON BUSINESS JOURNAL – LARGEST HOUSTON AREA TEMPORARY STAFFING FIRM (2019, 2020)

#1 RANKED BY LOUISIANA STATE UNIVERSITY (LSU) AWARDED RECRUITING SOURCE INTERNATIONAL (RSI) (2016)

LSU TOP 100 COMPANIES LIST

TOP 50 PROFESSIONALS & ENTREPRENEURS OF TEXAS

ENTERPRISING WOMEN OF THE YEAR AWARD IN 2017

2020, 2021 INC. 5000 LIST AND 2018 BY ENTERPRISING WOMEN MAGAZINE

50000 + PRE-SCREENED CONSULTANTS DATABASE

STRONG LOCAL PRESENCE IN TEXAS TO ENSURE JOB SATISFACTION AND ACHIEVE MINIMAL TURNOVER

EXPERIENCE IN SERVING UNIVERSITIES

FINANCIALLY STABLE AND DEBT FREE COMPANY

30+ YEARS OF OVERALL RECRUITING LEADERS COMBINE EXPERIENCE

We have set ourselves apart from similar-sized firms through our Lean Six Sigma-driven streamlined processes, grassroots recruiting methodologies, responsiveness, and superior customer service to our clients. We have robust

© Recruiting Source International, LLC

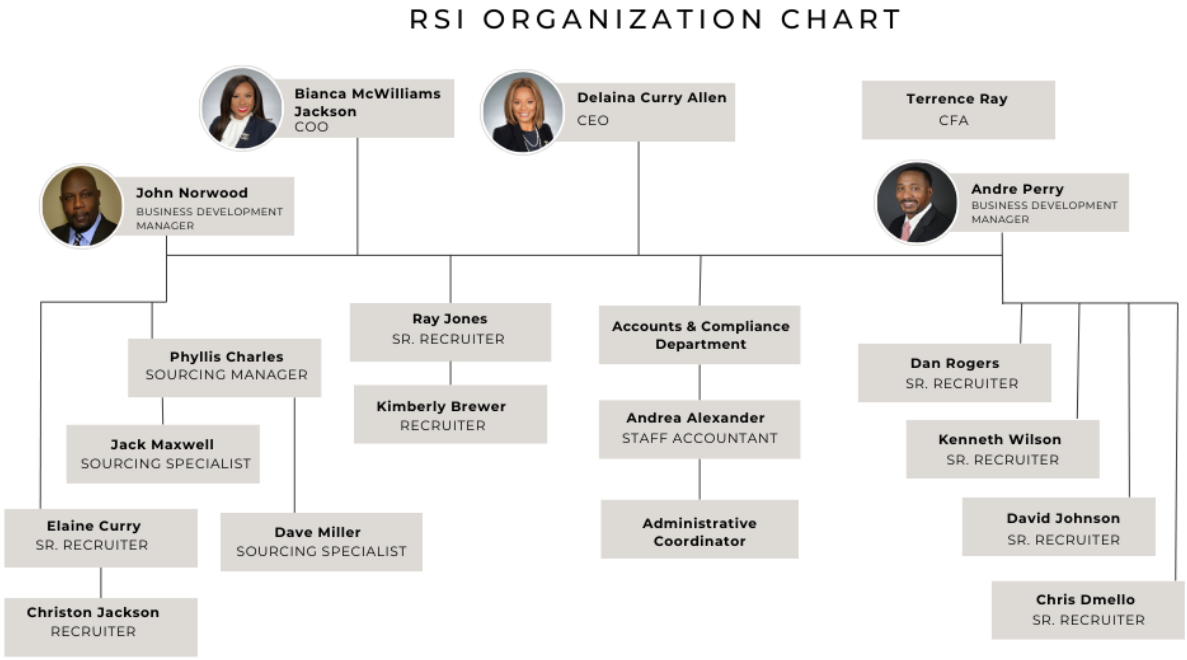
systems, an expansive database of professionals, and a vast talent reach that allows us to bring professionals to your organization quickly and efficiently. RSI's business model revolves around diversity, inclusion, and tailored workforce solutions by increasing talent capacity in the interim with qualified professional staff.

Office Locations: RSI maintains multiple office locations to support its national service delivery model, including:

- **Headquarters:** 21210 Kingsland Blvd, Suite 2000, Katy, Texas 77450
- **Dallas Office:** 400 N. Ervay Street, Suite 130145, Dallas, Texas 75313
- **California Office:** 3542 Fruitvale Avenue, Suite 321, Oakland, California 94602

This geographic footprint enables RSI to provide both national reach and localized support for public-sector clients, including municipalities within California.

All proposed personnel are committed to supporting the City throughout the contract. Key staff will not be removed or reassigned without prior written approval from the City, ensuring continuity of service and clear communication throughout the engagement.



<u>Delaina Curry Allen — CEO, Chief Executive Officer (CEO) | Human Resources and Benefits Administration</u>

Mrs. Allen has 20+ years of management experience in building and developing teams. She has extensive hands-on experience recruiting across all industries and leading HR initiatives, including policy design, compensation, performance management, talent acquisition, HRIS implementations, HR workflow development, training and development, and benefits administration. She develops and maintains an excellent rapport with all levels of staff and management within public and private organizations. Mrs. Allen will be responsible for establishing the corporate strategy for RSI and interface with senior management in the City.

© Recruiting Source International, LLC

Key Competencies

- Talent Acquisition & Recruitment
- HR Policy & Workflow Development
- Benefits Administration & Compensation Design
- Performance Management & Leadership Development
- HRIS Implementation & Management
- Client Relationship Management

Professional Experience

Recruiting Source International, LLC (RSI) | Katy, TX
CEO | 2003 – Present

- Led HR initiatives across multiple projects, including workforce solutions for William P. Hobby Airport, George Bush Intercontinental Airport, and Ellington Field Airport.
- Cultivate client relationships, develop recruitment strategies, and ensure successful talent acquisition for projects valued up to $ 19.72 M.
- Drive business growth by providing leadership and vision, achieving long-term strategic goals, and ensuring operational efficiency.
- Developed innovative HR solutions, including compensation plans, performance metrics, and talent management strategies tailored to specific client needs.

LegalPartners, Inc. | Houston, TX
Account Manager | 1999 – 2002

- Managed key accounts and developed strong relationships with clients to meet recruitment needs.
- Delivered solutions to improve client staffing efficiency, ensuring timely and successful delivery of HR services.

National Law Library | Houston, TX
Human Resources Director | 1994 – 1999

- Designed and managed compensation programs, including salary surveys, performance evaluations, and benefits administration.
- Spearheaded recruitment efforts for various positions, streamlining hiring processes and ensuring compliance with employment laws.

US Legal Support, Inc. | Houston, TX
Benefits Administrator | 1992 – 1994

- Managed group benefits programs, coordinated with vendors for services, and developed materials for benefits orientations and open enrollments.

Education & Certifications

- Bachelor of Arts, Psychology, The University of Texas Permian Basin
- Goldman Sachs 10,000 Small Business Program, Houston Community College, 2020
- Society for Human Resource Management (SHRM)

© Recruiting Source International, LLC

- Houston Human Resources Management Association (HHRMA)

Bianca McWilliams Jackson — Chief Operating Officer (COO) | Program Manager | Lean Six Sigma Black Belt

Mrs. Jackson will serve as the Lean Sigma Leader for Recruiting Source International, LLC. Bianca provides leadership for operations and infrastructure services. Mrs. Jackson is an Engineer and is a Black Belt and LEAN certified. She has over 20 years of experience. Mrs. Jackson will be responsible for the day-to-day business functions of RSI, as well as ensuring KPIs are met regarding the City, as well as the quality of work performed with excellence and diligence. Mrs. Jackson will assist with establishing the corporate strategy for RSI and interfacing with senior management in the City.

Key Competencies

- Program & Project Management
- Capital Expenditure Projects
- Lean Six Sigma Methodology
- Infrastructure & Operations Management
- Team Leadership & Stakeholder Engagement
- Client Relationship Management

Professional Experience

Recruiting Source International, LLC (RSI) | Katy, TX
COO | Program Manager | 2011 – Present

- Led the delivery of infrastructure support and project management for major projects across Houston airports, including William P. Hobby Airport and George Bush Intercontinental Airport.
- Serve as Program Manager for professional services contracts valued up to $19.72M, overseeing staffing, KPIs, and project milestones.
- Drive operational efficiency by implementing Lean Six Sigma methodologies, managing capital improvement projects, and ensuring budget and timeline adherence.
- Spearheaded the development of effective growth strategies to enhance RSI's service offerings and client satisfaction.

Honeywell | Geismar, LA
Operations Manager & Lead Engineer | 2001 – 2006

- Managed the construction and commissioning of chemical facilities, successfully delivering projects valued up to $125M under budget and with zero safety incidents.
- Led cross-functional teams to develop and implement operational plans, leveraging Lean Six Sigma to improve plant efficiency and reduce waste.

Education & Certifications

- B.S. in Chemical Engineering, Louisiana State University, 1996
- Lean Certified, Honeywell Institute of Lean, 2004
- Certified Six Sigma Black Belt, Honeywell Institute of Learning, 2003

© Recruiting Source International, LLC

Name, Title	John Norwood, Business Development Manager/Project Manager (Primary)
A brief description of unique qualifications, experience, and education	Mr. Norwood has 20+ years of experience managing high-level talent acquisition and high-volume recruitment accounts. Mr. Norwood manages the searches: – Maintains the Client relationship and oversees the Search. – Develop and advise the Client on the Search Strategy. – Writes the Engagement Letter and is responsible for the Position Description. – Develop Candidate Recruitment Strategy, which may include outreach to specific potential Candidates and Sources. – Interview final Candidates and often all potential Candidates. – Makes the final decision on which Candidates to present. – Negotiates the compensation package. – Manages the acceptance and transition processes. Mr. Norwood will serve as the Project Manager/Engagement Manager for the client. He will assist the CEO and COO to ensure the account runs smoothly by visiting the sites with contractors, providing quality checks, and providing the hiring managers with consistent, easy access to an RSI Team Member. Mr. Norwood is a graduate of LeTourneau University with a major in Business Management.
Availability and Commitment	Mr. Norwood is available to work on the client's project and has an understanding of the scope of the services required in this RFP.
Job Functions, Role, percent of the time to be assigned to the City account	Business Development Manager and Senior Account Manager, 100%
Public Sector Experience	Various City and similar Projects (2003 – Present): Mr. Norwood has managed recruitment accounts and search strategies for public agencies, ensuring the placement of high-caliber talent in critical roles.

Name, Title	Andre Perry, Secondary Project Manager/Engagement Manager

© Recruiting Source International, LLC

A brief description of unique qualifications, experience, and education	Mr. Perry has 20+ years of experience managing high-level talent acquisition and high-volume recruitment accounts. Mr. Perry manages the research: – Maintains the Client relationship and oversees the Search. – Develop and advise the Client on the Search Strategy. – Writes the Engagement Letter and is responsible for the Position Description – Develop a Candidate Recruitment Strategy, which may include outreach to specific potential Candidates and Sources. – Interview final Candidates and often all potential Candidates. – Makes the final decision on which Candidates to present. – Negotiates the compensation package. – Manages the acceptance and transition processes. Mr. Perry will serve as the alternate Project Manager/Engagement Manager for the client. He will assist the CEO and COO to ensure the account runs smoothly by visiting the sites with contractors, providing quality checks, and providing the hiring managers with consistent, easy access to an RSI Team Member. Mr. Perry has studied at Prairie View A&M University- specializing in Interdisciplinary studies.
Availability and Commitment	Mr. Perry is available to work on the client's project and has an understanding of the scope of services required in this RFP.
Job Functions, Role, percent of the time to be assigned to the City account	Business Development Manager and Senior Account Manager, 25%
Public Sector Experience	Public Agencies and County Projects (2010 – Present): Mr. Perry has managed high-volume recruitment campaigns and delivered tailored staffing solutions for government clients.

Name, Title	Phyllis Charles, Researcher/Search Coordinator
A brief description of unique qualifications, experience, and education	Ms. Charles supports Mr. Norwood, Engagement Manager, and Consultant/Associate at the front end of the Search: – Performs research on the Client's business(es), recent activities, Executive Leadership Team, people specific to the Search, and corporate culture.

© Recruiting Source International, LLC

	– Identifies potential target companies and Candidates. – Qualifies potential Candidates either by telephone or through Internet research. – Often writes the Position Description with input from the Engagement Manager. – May research Companies for both Business Development and competitive analysis purposes. – Will perform directed projects to build internal knowledge of industries, companies, and Executives. Ms. Charles is the "backbone" of the Search Team and handles all logistics of the Search Process: Schedules all meetings between the Search Firm, Candidates, and Clients. Makes travel arrangements and sets up video conferences, Skype interviews, and telephone meetings. Updates weekly Status Reports. Responsible for credential verification, including education, employment, criminal background check, and other necessary checks. While the RFP Solicitation focuses on specific roles, the RSI Recruitment Team can assist in finding personnel with the rarest skill sets needed to execute a project. She studied at Holy Names University.
Availability and Commitment	Ms. Charles is available to work on the client's project and has an understanding of the scope of services required in this RFP.
Job Functions, Role, percent of the time to be assigned to the City account	Engagement Manager, Sourcing and Account Management, 100%
Public Sector Experience	Support for Public Sector Projects (2005 – Present): Ms. Charles has coordinated and managed recruitment logistics for various government agencies.

Name, Title	Elaine Curry, Sr. Recruiter
A brief description of unique qualifications, experience, and education	Ms. Curry has 20+ years of Human Resources experience in Recruiting, Talent Acquisition, Compensation, Employee Relations, research, and Benefits. She brings 15+ years of experience as a Researcher in the IT, Healthcare, and Oil & Gas industries. Ms. Curry "executes" the Search: – Primarily responsible for Candidate recruiting.

© Recruiting Source International, LLC

	– Manages the day-to-day aspects of the Candidate interviewing process. – Often writes Candidate Assessments and Profiles. – Responsible for credential verification and Reference Checks. She has studied at Texas Southern University and the City of Houston.
Availability and Commitment	Ms. Curry is available to work on the Client's project and has an understanding of the scope of services required in this RFP.
Job Functions, Role, percent of the time to be assigned to the City account	Researcher, Search Coordinator Recruiting and Marketing, 100%
Public Sector Experience	Diverse Government Recruitment Campaigns (2003 – Present): Each recruiter brings years of experience in sourcing and placing talent across public agencies, ensuring the timely delivery of high-quality candidates for technical, executive, and professional roles.

Name, Title	Jack Maxwell, Sr. Recruiter
A brief description of unique qualifications, experience, and education	Jack has experience recruiting across all verticals, including but not limited to accounting, human resources, technical, and industrial, on all levels. He will be responsible for assisting the account manager by ensuring candidates are submitted quickly and within the range outlined in the RFP. Jack Maxwell manages the search: – Primarily responsible for Candidate recruiting. – Manages the day-to-day aspects of the Candidate interviewing process. – Often writes Candidate Assessments and Profiles. – Responsible for credential verification and Reference Checks. Jack has a bachelor's degree in human resource management from the University of Southern California.
Availability and Commitment	Max is available to work on the Client's project and has an understanding of the scope of services required in this RFP.
Job Functions, Role, percent of the time to be assigned to the City account	Recruiting, Marketing, Sr. Recruiter, 100%
Public Sector Experience	Multiple City and Recruitment Projects (2010 – Present):

© Recruiting Source International, LLC

	Mr. Maxwell has successfully supported public sector clients by recruiting across accounting, HR, technical, and industrial verticals, ensuring quick and precise candidate placements for critical roles.

Name, Title	Dan Rogers, Sr. Recruiter
A brief description of unique qualifications, experience, and education	With a proven track record as a Senior Recruiter at Recruiting Source International, LLC, I bring a unique blend of nationwide talent acquisition expertise. My ability to seamlessly manage end-to-end recruitment processes, from sourcing to successful placements, sets me apart. Proficient in negotiation and equipped with advanced ATS tools, I have achieved a 30% reduction in administrative workload and a 20% decrease in time-to-fill. In my current role, I have excelled in collaborating with hiring managers to define job requirements and implementing tailored recruitment strategies. Negotiating and closing employment offers with a remarkable 95% acceptance rate, I prioritize compliance with federal and state employment laws and maintaining impeccable records. Continuous market research has allowed me to provide strategic insights to clients. In previous roles, I led high-volume recruitment efforts, significantly increasing offer-to-sales ratios and driving profitability increases. He holds a Bachelor of Science degree, complementing my hands-on experience with a solid educational foundation. This academic background enhances my ability to understand and adapt to evolving recruitment trends and technologies. 50+ Placements Made: Throughout my career, I have successfully made over 50 placements for different roles, demonstrating my proficiency in connecting exceptional talent with the right opportunities at both senior and junior levels.
Availability and Commitment	Dan is available to work on the Client's project and has an understanding of the scope of services required in this RFP.
Job Functions, Role, percent of the time to be assigned to the City account	Recruiting, Marketing, Sr. Recruiter, 100%
Public Sector Experience	Nationwide Public Sector Recruitment (2015 – Present): Mr. Rogers has achieved significant success in identifying and placing talent for public sector roles,

© Recruiting Source International, LLC

	leveraging his expertise in advanced ATS tools and market research.

Name, Title	Ray Jones, Sr. Recruiter
A brief description of unique qualifications, experience, and education	Ray Jones is a seasoned Senior Recruiter with a distinctive skill set that sets him apart in the field of full-cycle recruitment. His innovative sourcing strategies, encompassing ATS platforms, job boards, referrals, and networking, showcase an ability to align candidates' skills precisely with client needs. Ray's commitment to the entire recruitment process, from initial sourcing and screening to negotiation and successful placements, reflects his dedication to providing positive candidate experience. His proficiency in building and maintaining candidate relationships, conducting effective interviews, and ensuring timely communication positions him as an invaluable asset in strategic talent acquisition. In his current role as a Senior US Recruiter at Recruiting Source International since September 2023, Ray has led nationwide recruitment campaigns, employing diverse methods to identify top candidates across the United States. His expertise in overseeing end-to-end processes and efficiently utilizing ATS systems has streamlined candidate tracking. Ray has demonstrated negotiation skills in adhering to W2 contractual guidelines and fostering enduring relationships with consultants for future collaborations. In his prior role as a Senior US Recruiter at Confidential (May 2021 – Aug 2023), Ray managed full life-cycle recruitment for various positions, collaborating with key stakeholders to implement recruitment strategies. His adept negotiation skills were evident in securing competitive compensation rates with consultant candidates, and he maintained meticulous records of candidate interactions. During his tenure as a Senior US Recruiter at Confidential (Jun 2018 – Apr 2021), Ray executed nationwide recruitment efforts, utilizing diverse sourcing strategies and demonstrating outstanding relationship management with both consultants and clients. Ray holds a bachelor’s degree in business administration, providing a solid educational

© Recruiting Source International, LLC

	foundation that complements his extensive hands-on experience in recruitment. This academic background enhances his ability to adapt to evolving industry trends and technologies.
Availability and Commitment	Ray is available to work on the Client's project and has an understanding of the scope of services required in this RFP.
Job Functions, Role, percent of the time to be assigned to the City account	Recruiting, Marketing, Sr. Recruiter, 100%
Public Sector Experience	National Government and County Projects (2018 – Present): Mr. Jones specializes in full-cycle recruitment for public sector positions, with a focus on creating positive candidate experiences and ensuring compliance with government regulations.

Name, Title	Kenneth Wilson, Sr. Recruiter
A brief description of unique qualifications, experience, and education	Kenneth Wilson, a results-driven recruitment professional with over five years of experience, excels in sourcing top-tier talent across diverse industries. In his role at Recruiting Source International, LLC, he demonstrates expertise in utilizing ATS platforms, job boards, social media, and networking to identify exceptional technical candidates. Kenneth's strategic sourcing initiatives and continuous monitoring of the evolving tech landscape highlight his commitment to engaging top-notch talent. His skills include screening, interviewing, negotiation, relationship building, communication, and project management. With a Bachelor of Social Work (BSW) background, Kenneth brings a unique perspective to talent acquisition, making him a well-rounded professional in the field.
Availability and Commitment	Kenneth is available to work on the Client's project and has an understanding of the scope of services required in this RFP.
Job Functions, Role, percent of the time to be assigned to the City account	Recruiting, Marketing, Sr. Recruiter, 100%
Public Sector Experience	Government Agencies and Local Projects (2018 – Present): Mr. Wilson's expertise lies in sourcing technical talent for government contracts, utilizing his background in social work to foster meaningful client and candidate relationships.

© Recruiting Source International, LLC

Our Experience

For over 22+ years, clients have entrusted their IT Projects, Consulting, Project Management, staffing and executive search, and recruitment services to us. Recruiting Source International has well-solidified relationships throughout the US in many business sectors that help strengthen our position in the market. Our multifaceted network allows us to identify exceptional talent across multiple verticals, therefore giving RSI a competitive advantage and capacity. Following is the partial list of clients to whom we have provided similar services and have ongoing engagement:

Public Sector Contracts:

Client Name	Type of Services	Duration
Texas Department of Information Resources (DIR)	Information Technology Staff Augmentation Contract (ITSAC) - DIR-CPO-TMP-579	Ongoing
Texas Tech University	Recruitment and Search Assistance Services	Ongoing
City of Houston	Contingent Workforce	Ongoing
MHMR Tarrant Purchasing Department	Temporary Staffing Services	Completed
The North Central Texas Council of Governments	Temporary Staffing Services	Ongoing
Texas Tech University	Recruitment and Search Assistance	Ongoing/Complete
Texas State University	Temporary Personnel/Skilled Labor Services	Ongoing
The City of San Mateo	Administrative and Financial Contingency Staffing Professionals	Ongoing
Metropolitan Nashville Airport Authority	Staffing Services – Temporary, Temp-to-Permanent, Direct Hire Staffing	Ongoing/Complete
Houston Airport System	Recruitment for Sr. Level Positions/Staff Augmentation Services/Temporary Staffing Services	Ongoing
Montgomery City	Executive Recruitment	Ongoing
Fort Worth Housing Solutions	Temporary Staffing Services	Ongoing
State of Tennessee	Recruitment Services	Ongoing
Dallas Independent School District	Temporary Staffing Services	Ongoing
Harris County	Executive Search Services	Ongoing
Houston Housing Authority Board of Commissioners	Temporary Staffing Services	Ongoing
Texas Education Agency	Recruitment and Staffing Search Firm Service	Ongoing
Houston Area Women's Center	Temporary Staffing Services	Ongoing
The Port of Los Angeles (RAMPLA), CA	As-Needed Executive Recruitment services	Ongoing

Private Sector Contracts:

Client Name	Services Provided	Duration
SABIC	Temporary Staffing Services	Ongoing
US Auto Logistics	Temporary Staffing Services	Ongoing
Companion DX	Temporary Staffing Services	Ongoing
The Shaw Group	Temporary Staffing Services	Ongoing

© Recruiting Source International, LLC

Mendal Law Firm	Temporary Staffing Services	Ongoing
HBDI	Temporary Staffing Services	Ongoing
The Brock Group	Staff Augmentation Services	Ongoing
CITGO	Temporary Staffing Services	Ongoing
Gulf States Toyota	Executive Search	Ongoing
Westside Lexus	Recruiting Services	Ongoing
Tech Trans International	Recruitment Services	Ongoing
Primary Arms	Temporary Staffing Services	Ongoing
24HR Safety	Temporary Staffing Services	Ongoing
Bruel & Kjaer Vibro	Staff Augmentation Services	Ongoing
Lucite	Temporary Staffing Services	Ongoing

Here is the list of our executive search services placements:

RSI's Executive Placements in 5 Years	
Position Name	Client Name
Assistant Director - IT Applications (Enterprise Data Officer)	The City of Houston, Texas
Executive Director, Universal Services	Harris County, Texas - – Nationwide Search
Assistant Director - IT Project Management Office (PMO)	City of Houston, Texas
Director of Project Controls	The Brock Group, Texas
Director of Supply Chain Management	Harris Health System, Texas
Director, Lean Operations	Gulf States Toyota
Director, Vehicle Processing Center (VPC)	Gulf States Toyota
IT Director	Friedkin Companies
PMO Director	City of Houston, Texas
SR. Manager, Human Resources	Friedkin Companies
Election Administrator	Harris County, Texas
Chief of Staff to the Harris County Judge	Harris County, Texas – Nationwide Search
Deputy Director of Project Delivery	Harris County, Texas – Nationwide Search
Chief People Officer	Harris County, Texas – Nationwide Search
Purchasing Agent	Harris County, Texas – Nationwide Search
Harris City Executive Director of Public Health Services	Harris County, Texas – Nationwide Search
Executive Director for Infrastructure	Harris County Flood Control, Texas – Nationwide Search
Chief Project Delivery Officer	Harris County Flood Control, Texas – Nationwide Search
County administrator	Harris County (Ongoing Engagement – Nationwide Search in Process)

© Recruiting Source International, LLC

D. Scope of Work/Implementation

Recruiting Source International, LLC (RSI) proposes a structured, council-aligned executive search methodology designed to fully satisfy the Scope of Services outlined in the RFP and to support the City Council throughout each phase of the City Manager recruitment process. Our approach emphasizes disciplined project management, senior-level oversight, transparent communication, and rigorous candidate assessment to ensure a successful and well-documented search.

Overall Approach and Methodology: Recruiting Source International, LLC manages executive recruitment engagements through a clearly defined, milestone-driven framework. Each phase of the search is actively supervised by senior leadership to ensure consistency, accountability, and adherence to City expectations. RSI maintains centralized control over project scheduling, candidate communications, documentation, and reporting, allowing the City Council to remain informed and engaged without being burdened by administrative demands.

Our methodology aligns directly with the City's Scope of Services and reflects current best practices in municipal executive recruitment, including governance awareness, confidentiality, inclusive outreach, and integrity-focused screening.

We have a straightforward, structured search process. We adapt it to your requirements and then ask you to join us as partners in its implementation. We will work closely with the designated City's point of contact in developing a suitable approach for describing the organization and position to potential candidates and referral sources as needed to establish an agreed-upon strategy, tools, critical path items, and decision points of note in the executive search process. RSI will create and deliver a memorandum outlining the proposed timeline, which will include a final candidate pool within 90/60 days from contract execution. The following Tasks and Outcomes address the general approach and services provided:

- ✓ Scope of Services
- ✓ Key Meetings
- ✓ Initial Candidate Screening
- ✓ Interview Process
- ✓ Recruitment Brochure
- ✓ Advertising
- ✓ Candidate Screening
- ✓ Reference & Background Screening
- ✓ Selection Process
- ✓ Offer Negotiations
- ✓ Human Resource & Appointing
- ✓ Search Closure/Signoffs
- ✓ Quality Control/Assurance

Phase 1 – Research/Recruitment Strategy –

Task 1 - Review and Finalize Executive Search Process and Schedule

At Recruiting Source International, LLC (RSI), the process of "Searching for Executives" begins at the commencement of the Research Phase of the Search. This is where most of the Candidates are initially developed. In RSI's research plan, the Research Function (Research) performs most of the following duties:

© Recruiting Source International, LLC

- Our team assists in the development and creation of the Position Description.
- Develops, along with the Engagement Manager and Associate, the initial list of target industries and relevant target companies for Candidate development.
- Research City's competitors for "intelligence" which is useful for Candidate development.
- Through telephone networking, Internet research (BlueSteps, LinkedIn, Google, industry publications, etc.), and combing of the RSI's proprietary database, develop potential Candidates for review.
- When appropriate, we make "qualifying" calls to potential Candidates to gather information, which may be relevant to the Associate.
- Our research continues to develop potential Candidates throughout the entire Search Process, even when the City is close to making an offer. Until the Candidate has accepted the Position, successfully given notice, and begun the transition process, there is still a need for Candidate development.
- In addition to the Executive Search Process, our research is also instrumental in City 's Business Development activities. Acting as a "Corporate Intelligence Center," our research develops relevant information on potential requirements, its key Executives, and the people to whom presentations will be made. Research maintains, and continuously updates, large databases of potential candidate information, and is the resource for all PowerPoint and similar presentations.
- The first step in this engagement is a thorough review of the following with the Hiring City:
- City's needs, culture, and goals
- Executive search process
- Schedule
- This will ensure that City's needs are met in the most complete manner possible.

Research Tools

Per our Associates/Recruiters LinkedIn is a valuable resource and we use it as part of a research strategy to find potential candidates to fill a position. However, RSI recruiters actively search all primary social streams, because searching for one environment does not provide a complete picture of a candidate. Our team treats the Internet as a great database for the initial search. The more up-to-date and informative the information is, the easier it is to identify and interview candidates.

At RSI, the primary tools are their networks. Not only contacts throughout the business world, but recommendations and specific referrals from previous clients, business journalists, and professional associations. Combined existing databases and research data. There are others as the need arise: SwoopTalent, BoardEx, ZoomInfo, Pipl, Crunchbase, and Social Recruiting Applications.

ii. Discuss the information and support required by the City.

Task 2 - Key Stakeholder Meetings

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

Task 3 – Candidate Profile and Recruitment Strategy Development

© Recruiting Source International, LLC

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

- The Hiring Department will identify key priorities for the new role.
- RSI will assist in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- The Hiring Department will describe the type of working relationship he/she wishes to establish with the new role.
- RSI will present recruitment and selection strategies for City's consideration.

Task 4 – Advertising and Marketing Strategy

Following the completion of the workshop session, RSI will work with a professional graphic artist to design a recruitment brochure and present it to City for review before printing. We develop announcement and recruitment materials, including job announcements, position brochures, and other recruitment materials used to attract potential candidates.

Advertisements will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, and websites to attract candidates on a nationwide, regional, or targeted basis, depending on the preference of the City. RSI will present examples to the City for review and approval.

Advertising Sources

- American Planning Association
- City's website
- Public CEO
- ICMA
- LinkedIn
- Govjobs.com
- Project Management Institute
- Email marketing

Our other connectivity and resources:

- The national organization for City managers is the International City/County Management Association (ICMA)
- American Association of Municipal Executives (AAME)
- National League of Cities (NLC)
- National Association of Counties (NACo)
- National Conference of State Legislatures (NCSL)
- National Governors Association (NGA)

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

Phase II – Aggressive, Proactive, and Robust Recruitment -Task 1 - Identify and Contact Potential Candidates

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

© Recruiting Source International, LLC

- Contact respected and experienced industry leaders to identify outstanding potential candidates on a referral basis. RSI 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 qualified pool of candidates.
- Select top-quality candidates for consideration from past recruitments.
- Provide each potential candidate with a link to the recruitment brochure.
- Contact potential candidates 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 his/her interest and to answer his/her questions sufficiently.

Task 2 – Candidate Interview and Assessment

Before the RSI Associate comes into the interview, he or she will read the Candidate's resume, LinkedIn profile, or whatever written information is available about the Candidate's background. Information will be gathered on the current employer with additional perspectives on previous employers when possible. The Associate goes over notes from the qualifying telephone interview and puts together a plan of interview questions.

Establishing the "Tenor" of the Interview

While professionalism must be maintained at all times, our Associate develops a positive environment that facilitates a meaningful and honest interview. The atmosphere is the one that allows the Candidate to accurately portray him or herself, as opposed to putting on a "game face" for the discussion. Establishing a positive atmosphere allows the Associate to gauge the Candidate's "real personality" and therefore make a much more informed assessment of interpersonal skills.

Task 3 – Resume Review and Screening Interviews

As per City's requirement, we will develop a shortlist of the most qualified prospective candidates for City for final interviews and selection. This screening process is specifically designed to assess the personal and professional attributes City seeks 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. RSI 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 on the candidate profile.
- We will provide the City preliminary candidate lists of individuals meeting the requirements of the employment profile and provide all applications for the City to view. We have a pool of approximately 5-7 well-qualified candidates for the position; however, the City may request to see information on all candidates who applied for the position. We will provide the City with an EEO analysis of all applications received.
- We conduct a reference check and thorough internet search of all 5-7 or more candidates before presenting them to the City. The objective of the internet search is to identify publicly disclosed and available information, which could be relevant to the candidate's consideration for the position.

© Recruiting Source International, LLC

- We evaluate strictly on merit, without regard to race, color, religion, sex, national origin, age, disability, status as a service-disabled veteran, sexual orientation, gender identity, genetic information, and other non-merit factors.

Going Through the Resume: The "Technical" Part of the Interview

The Resume is the most complete "point of reference" for information about the Candidate's professional career. Going through it in detail allows our Associate to understand, among other topics:

- Total Experience
- Experiences Relevant to the Position Description
- Accomplishments and History of Making Impact
- Type of Assessments
- Work Sample Tests
- Situation Judgment Tests
- Cognitive Ability Tests
- Resumes and references
- Unstructured interviews
- Structured interviews

Behavioral Based Interview

Behavioral-based questions are part of RSI's total Interview and provide great insight as to how a person has approached work situations in the past. The logic here is that how you behaved previously will help predict how you will behave in the future, i.e., past performance predicts future actions. RSI's ask questions about past employment situations relevant to the skills required in the Client Position Description, seeking information on:

- ✓ How the situation was handled.
- ✓ Why the Candidate acted in such a manner.
- ✓ What was the thinking and strategy behind those actions.
- ✓ What resulted from the Candidate's handling of the situation?

RSI's Associate may ask several of these "behavioral" questions either as the interview progresses or in one group of questions during the entire process.

Primer Reference Review and Background Investigation

As the field of applicants is narrowed, we will conduct preliminary reference reviews to verify an applicant's prior work history and learn more about the applicant's experience, past performance, and management style.

- A minimum of three (3) professional reference checks and extensive criminal and credit background investigations will be conducted for all finalists forwarded to the City for consideration. At a minimum, reference checks will consist of the candidate's prior or current supervisor or management. References from peers and or subordinates may be requested by the City.

- We conduct reference checks at each place of employment during the last ten (10) years. We also conduct thorough background investigations to include, but not be limited to, verification of all academic credentials, Department of Motor Vehicles, criminal and credit history, and civil litigation check for any candidate receiving a job offer.

© Recruiting Source International, LLC

Task 4 – Hiring City Selected Finalists

After the previous tasks, RSI will prepare a written report that summarizes the results of the recruitment processes and recommends candidates for further consideration by the City. RSI will work with City to develop and implement a process for evaluating the final candidates for the position and coordinating interviews. Typically, the report will include qualified candidates and will include resumes and a profile on each interviewee's background. RSI will perform reference checks of two to three references provided by the prospective candidates. Reference checks will be performed for one to three or more (If needed) of the top interviewed candidates per position. RSI will meet with the Hiring City to review this report and to assist City in selecting a group of finalists for further evaluation.

Quality - The RSI manager, who has provided all points of his or her contact, asks the Candidate to call shortly after each Client interview is completed, to provide a synopsis of Client meetings. Conversely, the manager provides immediate feedback to the Candidate once the Client has spoken, and assuming a favorable Client report, continuously monitors the Candidate's interest.

Implementation Timeline (Estimated)

This timeline is provided as an estimated framework and may be adjusted at the City Council's discretion.

Phase	Timeframe	Key Activities & Deliverables
Phase 1	Weeks 1–2	City Council meetings; development of the City Manager position profile; finalization of recruitment strategy and outreach plan
Phase 2	Weeks 3–6	Recruitment advertising; direct outreach and networking; candidate engagement and inquiry management
Phase 3	Weeks 7–9	Application review; screening interviews; background, reference, and media checks; preliminary candidate evaluation
Phase 4	Weeks 10–11	Preparation of candidate assessment reports; coordination and facilitation of City Council interviews; identification of finalist(s)
Phase 5	Week 12	Support with employment contract negotiations; search closeout activities; preparation and submission of final written summary

© Recruiting Source International, LLC

E. Project Budget

Provide a description of the project cost and/or fees itemized according to the RFP proposal. The total all-inclusive maximum price to be bid is to contain all direct and indirect costs, including all out-of-pocket expenses. The City of South Lake Tahoe will not be responsible for the expenses incurred in preparing and submitting the proposal. The Company shall present all costs, fees, taxes, and charges based on achievement of deliverables, which should be outlined in the Company's cost proposal.

Fee Proposal

Recruiting Source International, LLC (RSI) proposes a firm fixed price for the completion of all services outlined in the Scope of Work for the City Manager Recruitment.

PROFESSIONAL SERVICES FEE (FIXED PRICE)

Service Description	Deliverables	Fixed Fee
Executive Search and Recruitment Services	Comprehensive search process including stakeholder consultation, outreach, screening, and presentation of qualified candidates	$63,000.00
Advertising and Sourcing Costs	Placement of job postings on professional and municipal platforms (ICMA, NLC, NCSL, etc.)	Included
Reference and Background Checks	Comprehensive verification of employment, education, and credentials	Included
Candidate Travel (if required)	For finalist interviews, pre-approved by the City	At Cost
Administrative and Reporting Expenses	Printing, materials, and delivery	Included

Note: RSI's fee is inclusive of all professional services described in the Scope of Work. Billing will occur in milestone-based installments as detailed below.

PAYMENT SCHEDULE

Milestone	Percentage	Timing
Upon contract execution and project initiation	33%	Week 1
Upon delivery of candidate shortlist	33%	Week 8
Upon successful selection of final candidate	Remaining Balance	Week 12

Guarantees

© Recruiting Source International, LLC

RSI recognizes that no matter how careful the selection process is, there are times when a replacement is necessary. In those rare instances, where the hire proves to be unsatisfactory and separated for cause or the candidate voluntarily resigns during the first twelve (12) months of employment, RSI will repeat the search at no additional cost to The City. The City must provide RSI with written notice and reasons for the termination/separation within five (5) business days after the occurrence.

F. Description of Recent Projects/References

Provide a description of accounts/ agreements of a similar nature including at least three (3) recent client references with names and telephone numbers, contact persons.

Customer Name	Harris County Flood Control District
Address	9900 Northwest Freeway Houston, TX 77092
Contact Name	Kathy Roach
Email Address and Phone Number;	kathleen.kelley-Roach@hcfcd.hctx.net| 346 286-4119
Time period in which work was performed	2020- Ongoing
Short description of work performed.	Executive Search/Sr. Level Positions Recruitment

Customer Name	The Houston Texans
Address	NRG Stadium, TWO NRG Park Houston, TX 77054
Contact Name	Anita Martin
email address and phone number;	anitam10@yahoo.com| 832 667-2019
Time period in which work was performed	2020- Ongoing
Short description of work performed.	Executive Search/Sr. Level Recruitment

Customer Name	Harris County
Address	1111 Fannin Houston, TX 77002
Contact Name	Sakita Douglas
email address and phone number;	sakitadouglas@gmail.com | 281 740-3799
Time period in which work was performed	2020- Ongoing
Short description of work performed.	Executive Search

© Recruiting Source International, LLC

EXHIBIT C: ANTI-LOBBYING CERTIFICATION

EXHIBIT C

ANTI-LOBBYING CERTIFICATION

Consultant shall submit to City this certification prior to or at the time of the execution of this Agreement.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required certification shall be subject to a civil penalty not less than $10,000 and no more than $100,000 for such failure.

The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement; and

2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instruction.

Consultant: Recruiting Source International, LLC
Name, Title John Norwood, Business Development Manager

By: John Norwood

29 | Page

© Recruiting Source International, LLC

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #: 11

Agenda Item: Interim City Manager Contract and Salary Schedule Revision

Executive Summary: City Manager Joe Irvin has submitted his resignation, effective February 17, 2026. As the City conducts a recruitment for a permanent City Manager, an Interim City Manager is needed to ensure continuity of leadership and maintain progress on City Council priorities. Hillary Roverud is proposed for appointment as Interim City Manager, and her employment contract is presented to the City Council for consideration and approval. In addition, the City Manager salary schedule must be revised to reflect the compensation outlined in the Interim City Manager contract. Approval of these actions will provide stability and continuity during the transition period.

Requested Action / Suggested Motions: Pass a Resolution authorizing and directing the Mayor to execute an Agreement with Assistant City Manager Hilary Roverud for the position of Interim City Manager and approving the revised City Salary Schedule for Interim City Manager.

Responsible Staff Member: Ember Buckman CGHR-CP, Human Resources Manager

Reviewed and Approved By: Susan Blankenship, City Clerk Olga Tikhomirova, Director of Finance Heather Stroud, City Attorney

Attachments:

01-Staff Report Interim City Manager Contract.docx
02-Resolution - Interim City Manager.docx
03-Interim City Manager Contract - Roverud (Exh. A to Reso).pdf
04-Salary Table Interim City Manager (Exh. B to Reso).pdf

City of South Lake Tahoe
Report to **City Council**

Meeting Date: January 27, 2026

Title: Interim City Manager Contract and Salary Schedule Revision

Location: Citywide

Responsible Staff Member: Ember Buckman, Human Resources Manager (530) 542-6050

Background:
City Manager Joe Irvin has submitted his resignation, effective February 17, 2026. The City is currently in the process of recruiting a new City Manager. The recruitment process is anticipated to take 3 to 4 months and may take longer depending on the recruitment process and details. To ensure continuity of leadership and maintain momentum on City Council's priorities during this transition and during the recruitment process, an interim appointment is necessary.

Pursuant to City Council direction, Assistant City Manager Hillary Roverud will be appointed as Interim City Manager until the recruitment and appointment of a permanent City Manager is completed. Hilary Roverud's experience and familiarity with City operations will allow for a seamless transition.

An employment contract between the City of South Lake Tahoe and Hillary Roverud for the position of Interim City Manager is attached for City Council's review and consideration

Issue and Discussion:
Staff requests City Council authorization to execute an employment contract between the City of South Lake Tahoe and Hillary Roverud for the position of Interim City Manager, effective February 18, 2026. Under the terms of the contract, Hilary Roverud will receive a 10% increase above her current salary $19,408/mo, which will result in compensation rate of $21,349/mo.

The contract duration is six months and one week (August 26, 2026) or until a permanent full-time City Manager is hired, whichever comes first. For the duration Roverud serves as Interim City Manager, City shall pay benefits currently received including longevity pay, continuing education incentive pay, 401a and 457 contributions, and the option for PTO sell-back based on the interim monthly salary of $21,349.

The Salary Table for the Interim City Manager will be added to the City Salary Schedule and will reflect the contracted compensation.

INTERIM CITY MANAGER

Hourly	Monthly
$123.16921	$21,349

Approval of this contract will ensure continuity of executive leadership and support the City's operations while the recruitment and appointment of a permanent City Manager is underway.

Financial Implications: There is no immediate financial impact, as the funds for the Interim City Manager are available within the City Manager budget (100-01310-41015) due to the upcoming vacancy in the City Manager position. If any adjustments are needed, they will be included in the mid-year budget review process or presented separately at a later date.

Environmental Considerations: Approval of the Interim City Manager Contract is not a project subject to review under the California Environmental Quality Act (CEQA) under CEQA Guidelines section 15378(b)(2) (continuing administrative activities such as personnel-related actions).

Policy Implications: The appointment of an interim City Manager is consistent with the City Council's authority and ensures continuity in the City's operations during the recruitment process.

Resolution 2026-XXX

Adopted by the City of South Lake Tahoe
City Council

January 27, 2026

Employment Agreement for Interim City Manager and Salary Schedule Approval

BACKGROUND

A. City Manager Joe Irvin submitted his resignation effective February 17, 2026.

B. While the search for a new City Manager is being conducted, City Council desires to appoint Hilary Roverud to be the Interim City Manager until a new City Manager has started.

C. Hilary Roverud shall be compensated pursuant to the terms delineated in the Employment Agreement for Interim City Manager. Hilary Roverud shall be paid the rate of $21,349/mo; City shall pay benefits currently received including longevity pay, continuing education incentive pay, 401a and 457 contributions, and the option for PTO sell-back based on the interim monthly salary of $21,349.

D. Salary Table for the Interim City Manager will be added to the City Salary Schedule and will reflect the contracted compensation.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, BE IT RESOLVED, that the City Council of the City of South Lake Tahoe:

1. Authorizes and directs the Mayor to execute the Employment Agreement for Interim City Manager with Hilary Roverud (attached hereto as Exhibit A).
2. Authorizes the addition of the Interim City Manager salary table to the City Salary Schedule (attached hereto as Exhibit B).

Adopted by the City of South Lake Tahoe City Council on January 27, 2026 by the following vote:

Yes:
No:
Absent:
Abstain:

_____ Date:_____
Cody Bass, Mayor

Attest:

_____
Susan Blankenship, City Clerk

The presence of electronic signature certifies that the foregoing is a true and correct copy as approved by the South Lake Tahoe City Council.

INTERIM CITY MANAGER EMPLOYMENT AGREEMENT

This Employment Agreement ("Agreement") is made and entered into this 27th day of January, 2026, by and between the City of South Lake Tahoe ("City"), a California municipal corporation, and Hilary Roverud ("Roverud"), an individual, on the following terms and conditions:

RECITALS

A. Roverud is currently employed as the City's Assistant City Manager.

B. As of February 18, 2026, the City will have a vacancy in the position of City Manager after the current City Manager's last day of February 17, 2026.

C. The City will be conducting a recruitment to fill the vacancy, and in the meantime, the City is interested in employing Roverud, on an interim basis, as the Interim City Manager, and Roverud is willing to accept and perform that interim appointment in exchange for the consideration discussed and subject to the terms, conditions, and benefits set forth in this Agreement.

D. For the duration of this Agreement, Roverud will fill both the role of Assistant City Manager and Interim City Manager. On an as needed basis, Roverud may assign duties to other employees as necessary.

E. Following completion of the interim assignment, Roverud shall return to the position of Assistant City Manager, or such other position as agreed upon between Roverud and the City.

F. The parties desire to set forth the terms and conditions of the interim assignment.

OPERATIVE PROVISIONS

In consideration of the promises and covenants contained herein, the parties agree as follows:

1. Position and Duties.

1.1 Appointment, Duties, and Authority. The City agrees to appoint Roverud as Interim City Manager, effective February 18, 2026, to perform the functions and duties specified in the City Manager job description, the South Lake Tahoe City Code, provisions of state law, and the direction of City Council. Roverud is subject to the direction and oversight of the City Council and is appointed "at will," meaning that Roverud serves in the capacity of Interim City Manager at the pleasure of the City Council. During the term of this Agreement, Roverud will continue to perform the duties of Assistant City Manager on an as-needed basis or may assign some or all of those duties to other employees as necessary. Subject to the oversight of the City Council, Roverud has the discretion to structure her time and prioritize tasks to ensure that the necessary functions of each position are adequately fulfilled.

1.2 Term. This Agreement shall become effective on January 27, 2026, and Roverud shall commence performance of her duties as Interim City Manager on February 18, 2026. This Agreement shall terminate as of the first of the following to occur: (i) upon the commencement of

employment of a permanent City Manager employed by City; (ii) after Roverud has served as Interim City Manager for six (6 months and one week) (August 26, 2026) or (iii) upon termination of the Agreement by either Roverud or the City as provided in Section 3 of this Agreement. The parties may mutually agree to extend the term by executing a written amendment to this Agreement.

1.3 Hours of Work. Roverud shall devote the time necessary to adequately perform her duties as Interim City Manager. The parties anticipate that Roverud will work approximately forty (40) hours per week allocated between regular business hours and hours outside of regular business hours including, but not limited to attendance at regular and special City Council meetings, and attendance at such community events and City functions as the City Council may direct. Toward that end, Roverud shall be allowed reasonable flexibility in setting her own office hours, provided the schedule of such hours provides a significant presence at City Hall, reasonable availability to the City Council, City staff, and members of the community during regular City business hours and for the performance of her duties and of City business. The position of Interim City Manager is an exempt position pursuant to the Fair Labor Standards Act and any other relevant provisions of federal or State law.

1.4 Reimbursement. The City shall reimburse Roverud for reasonable and necessary travel and other business expenses incurred by Roverud in the performance of her duties. All reimbursements shall be subject to and in accordance with California law and applicable City reimbursement policies.

1.5 City Council Commitments. Except for the purpose of inquiry, the City Council and its members shall deal with all subordinate City employees, officers, contractors, and consultants solely through the Interim City Manager or her designee, and neither the City Council nor any member thereof shall give direction to any subordinate of the Interim City Manager, either publicly or privately. No member of the City Council will order the appointment or removal of any person to any office or employment under the supervision and control of the Interim City Manager. Neither the City Council nor any of its members shall interfere with the execution of the powers and duties of the Interim City Manager, as specified in the South Lake Tahoe City Code, this Agreement, or any other lawfully adopted and authorized document.

2. Compensation.

2.1 Rate of Pay. For the duration Roverud serves as Interim City Manager, City shall pay Roverud compensation at the rate ten (10) percent higher than her current base salary of $19,408 per month, for an interim monthly salary of $21,349.

2.2 Benefits. For the duration Roverud serves as Interim City Manager, City shall pay benefits currently received including longevity pay, continuing education incentive pay, 401a and 457 contributions, and the option for PTO sell-back based on the interim monthly salary of $21,349.

3. Termination.

3.1 By CITY. This Agreement may be terminated by the City for any reason. In the event of such termination, the City will pay Roverud of all compensation then due as set forth in Section 2 up to and including the effective date of termination.

3.2 By Roverud. This Agreement may be terminated by Roverud for any reason two (2) weeks after notice in writing to City Council of such termination. City Council shall have the option, in its discretion, to make Roverud's termination effective at any time prior to the end of such period, provided that the City pays Roverud all compensation as set forth in Section 2 then due through the last day actually worked.

3.3 No Notice for Expiration. Nothing in this Section shall be construed to require either party to give advance written notice in order for the Agreement to terminate as set forth in Section 1.2(i)-(ii).

3.4 Return to Former Position. Roverud currently holds the position of Assistant City Manager. City agrees to keep the Assistant City Manager position available during the Term of this Agreement. Should Roverud's service as Interim City Manager be terminated, Roverud may (at her discretion) resume her duties as the Assistant City Manager with all the rights and protections of that position.

4. General Provisions.

4.1 Recitals. The recitals, inclusive of all facts and representations, are incorporated into this Agreement as if set forth in the Operative Provisions.

4.2 Notices. All notices, requests, demands and other communications under this Agreement shall be in writing and shall be effective upon delivery by hand or email or three (3) business days after deposit in the United States mail, postage prepaid, certified or registered, and addressed to the City at the address below, and/or at the last known address maintained in Roverud's personnel file. Roverud agrees to notify the City in writing of any change in her address during her employment with the City. Notice of change of address shall be effective only when accomplished in accordance with this Section.

City's Notice Address:
City of South Lake Tahoe
1901 Airport Road
South Lake Tahoe, CA 96150
Attn: Mayor and City Council

Interim City Manager's Address:
Hilary Roverud
Mailing address last on file with City

4.3 Indemnification. Subject to, in accordance with, and to the extent provided by the Government Claims Act [Government Code Section 810 *et seq.*], the City will indemnify, defend, and hold Roverud harmless from and against any action, demand, suit, monetary judgment or other legal or administrative proceeding, and any liability, injury, loss or other damages, arising out of any act or omission occurring during Roverud's tenure as Interim City Manager while Roverud was performing her duties as Interim City Manager.

4.4 Statutory Requirements. This Agreement shall be deemed to incorporate by reference the provisions of Section 53234 et seq. of the Government Code, as may be amended.

4.5 Integration. This Agreement is intended to be the final, complete, and exclusive statement of the terms of Roverud's employment by the City. This Agreement supersedes all other prior and contemporaneous agreements and statements, whether written or oral, express or implied, pertaining in any manner to the employment of Roverud, and it may not be contradicted by evidence of any prior or contemporaneous statements or agreements. To the extent that the practices, policies, or procedures of the City, now or in the future, apply to Roverud and are inconsistent with the terms of this Agreement, the provisions of this Agreement shall control.

4.6 Amendments. This Agreement may not be amended except in a written document signed by Roverud, approved by the City Council and signed by the Mayor.

4.7 Waiver. Failure to exercise any right under this Agreement shall not constitute a waiver of such right.

4.8 Binding Effect. This Agreement shall be binding on City and Employee and shall not be assignable or transferable, in whole or in part, by either party. Any such purported transfer or assignment shall be null and void.

4.9 Severability. If a court or arbitrator holds any provision of this Agreement to be invalid, unenforceable, or void, the remainder of this Agreement shall remain in full force and effect.

4.10 Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of California, with venue proper only in El Dorado County, California.

4.11 Interpretation. This Agreement shall be construed as a whole, according to its fair meaning, and not in favor of or against any party. By way of example and not in limitation, this Agreement shall not be construed in favor of the party receiving a benefit nor against the party responsible for any particular language in this Agreement.

4.12 Acknowledgment. Roverud acknowledges that she has had the opportunity to consult legal counsel in regard to this Agreement, that she has read and understands this Agreement, that she is fully aware of its legal effect, and that she has entered into it freely and voluntarily and based on her own judgment and not on any representations or promises other than those contained in this Agreement.

IN WITNESS WHEREOF, CITY has caused this Agreement to be signed and executed on its behalf by its Mayor and Roverud has signed and executed this Agreement on January 27, 2026.

INTERIM CITY MANAGER **CITY OF South Lake Tahoe**

_____ _____

Hilary Roverud Mayor

APPROVED AS TO FORM:

_____

Heather Stroud,
City Attorney

City of South Lake Tahoe
Salary Table Updates Effective 02/18/2026

1281 Interim City Manager

Index Key Value	**Hourly**	**Monthly**
1200/1257/01	123.16921	21,349

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #: 12

Agenda Item: Amended Funding Agreement with the South Shore Transportation Management Association (SS/TMA)

Executive Summary: On September 23, 2025, City Council approved an amendment to the funding agreement to continue a $650,000 contribution to microtransit through FY 25/26. As part of the motion, City Council also noted that the City would commit an additional $200,000 if the Tahoe Regional Planning Agency (TRPA) will commit California Transportation Development Act (TDA) funds or SB 125 funds for microtransit expansion to the â€œYâ€.

Requested Action / Suggested Motions: (1) Pass a Motion authorizing and directing the Mayor to execute the Amended and Restated Funding Agreement with SS/TMA for $3,050,000 to provide three years of microtransit service including expansion citywide; and (2) Pass a Resolution appropriating an additional $200,000 for Microtransit Service from Parking Garage Revenues into account 520-05320-44032, Contributions/Sponsorships.

Responsible Staff Member: Hilary Roverud, Assistant City Manager

Reviewed and Approved By: Susan Blankenship, City Clerk Olga Tikhomirova, Finance Director Heather Stroud, City Attorney

Attachments:

01-Staff Report - SS/TMA Funding Agreement
02-SSTMA SB125 Funding Approval
03-Amended Funding Agreement redline
04-Amended Funding Agreement clean
05-Resolution - Appropriating Funds for SS/TMA Agreement

City of South Lake Tahoe
Report to **City Council**

Meeting Date: January 27, 2026

Title: Amended Funding Agreement with the South Shore Transportation Management Association for three years of microtransit service

Location: Citywide

Responsible Staff Member: Hilary Roverud, Assistant City Manager

Background: The South Shore Transportation Management Association (SS/TMA) is a public/private partnership governed by a local Board of Directors comprised of public and private entity representatives. It is a non-profit corporation whose mission is to provide support and a unified leadership voice for public/private partnerships and to advocate for improved mobility to meet visitor and resident transportation needs. SS/TMA has received funding for microtransit from El Dorado County, the South Lake Tahoe Tourism Business Improvement District, Lake Tahoe Visitors Authority, Tahoe Douglas Visitors Authority, Douglas County, the Tahoe Blue Event Center and private businesses. SS/TMA continues to seek additional long term sustainable funding to maintain and expand the microtransit services and to electrify the microtransit fleet.

City Council originally approved an agreement with the SS/TMA to provide microtransit services on May 3, 2022. SS/TMA has contracted with South Tahoe Downtowner, LLC to operate the Lake Link system, a turnkey on-demand pilot microtransit service. The Lake Link service was formally launched in July 2022 and has seen continuous increase in ridership and expanded service area. Lake Link currently provides service Sunday through Thursday 7:00am-9:00pm and Friday through Saturday 7:00am-11:00pm. The current service area includes the area from the Grocery Outlet, east into Douglas County to Zephyr Cove.

On September 23, 2025, City Council approved a funding agreement to continue the $650,000 contribution to microtransit through FY 25/26. As part of the motion, City Council also noted that the City would commit an additional $200,000 if the Tahoe Regional Planning Agency (TRPA) will commit California Transportation Development Act (TDA) funds or SB 125 funds for microtransit expansion to the “Y”. The City will also require that the MPO list this $850,000 as local transit contribution to the regional transit system. The City Council also expressed support for considering a three-year funding agreement with SSTMA for microtransit service.

Issue and Discussion:

The TRPA, acting as the Regional Transportation Planning Agency (RTPA), granted a request from SSTMA to utilize $750,000 in SB 125 funds to support Lake Link microtransit operations in fiscal year 2026 (Attachment 02). Authorization of the request is contingent on the City

contributing the additional $200,000 and SSTMA entering into a subrecipient agreement with the Tahoe Transportation District (TTD) to receive the funds. SSTMA and TTD Boards have approved the necessary sub-recipient agreement.

The attached amended Funding Agreement for South Shore microtransit services would establish three years of funding contributions from the City along with expansion of services citywide. The expansion of service citywide would occur in July 2026 when modification to the system to establish three primary service zones and two overlap zones would also occur. Microtransit services would allow for a ride with origin and destination within the same primary zone, with cross zone travel being accommodated by a transfer to fixed route services. Microtransit rides to or from an overlap zone could have a destination in either adjacent primary zone. The agreement includes the addition of vehicle capacity in Zone 3 in October 2026 as demand would be expected to increase after the first few months of the service in this area.

The agreement also commits SSTMA to incorporating at least one electric vehicle in the microtransit fleet within six months of the City completing the electric charging station installation at the D street corporation yard.

The agreement stipulates that the City funding contributions are contingent upon SSTMA continuing to receive $750,000 in funding from other sources such as SB 125 or TDA to continue the citywide microtransit services.

Financial Implications: If approved by the City Council, an additional $200,000 would be allocated from Parking Garage Revenues into account 520-05320-44032, Contributions/Sponsorships, to fund the amended City and SS/TMA funding agreement in Fiscal Year 2025/2026. The $1,100,000 contribution for Fiscal Years 2026/2027 and 2027/2028 would be allocated as part of the annual operating budget the next two years. To reduce the potential future funding exposure of the General Fund, the agreement includes a caveat that City Bellamy Parking Garage revenues would need to be sustained to fund at least 80% of this agreement ($880,000) after appropriate operating costs and reserves are budgeted aside for continued maintenance.

Environmental Considerations: This is not a “project” subject to review under the California Environmental Quality Act (CEQA) under CEQA Guidelines section 15378(b)(2) (continuing administrative or maintenance activities, such as purchases for supplies).

Policy Implications: This funding agreement with the SS/TMA for Microtransit Service would advance action item 5.4 (Improve Transportation) in the 2025-2030 Strategic Plan, “Continue to support Transit JPA – Increase funding for Lakelink microtransit.”

TAHOE REGIONAL PLANNING AGENCY

Mail
PO Box 5310
Stateline, NV 89449-5310

Location
128 Market Street
Stateline, NV 89449

Contact
Phone: 775-588-4547
Fax: 775-588-4527
www.trpa.gov

October 13, 2025

Raymond Suarez
Executive Director
South Shore Transportation Management Association (SSTMA)

RE: SB 125 Funding Support for Lake Link Microtransit Operations

Dear Mr. Suarez,

The South Shore Transportation Management Association's (SSTMA) recent request of $750,000 in SB 125 funds to support Lake Link microtransit operations in fiscal year 2026 has been reviewed and accepted by the Tahoe Regional Planning Agency (TRPA).

TRPA, acting as the Regional Transportation Planning Agency (RTPA), is charged with administering SB 125 funds for the Lake Tahoe Region, which are distributed by the California State Transportation Agency (CalSTA) to support transit in California. TRPA received approval of the regional project list from CalSTA in 2023. This request for Lake Link microtransit operations supports the "South Shore Transit Operations Support" project, which was part of TRPA's approved project list. Per TRPA's approved SB 125 allocation package:

> "Approximately $4,165,000 will be allocated to support transit operations in the South Shore, including fixed route transit and microtransit operations. This funding will allow the Tahoe Transportation District (TTD) to continue existing transit operations and prevent service cuts. Per the intent of SB 125, funds will also act as a multiyear bridge funding for TTD to address operational costs while long-term transit sustainability solutions are identified. TTD's fixed route service functions in conjunction with the Lake Link microtransit service operated by the South Shore Transportation Management Association. Funds may also support Lake Link in serving as first-mile and last-mile transportation."

In authorizing this funding request, TRPA anticipates the City of South Lake Tahoe will increase their existing FY26 contribution to the SSTMA from $650,000 to $850,000 per the City Council's action at their September 18th Council meeting. Future SB 125 funding to support Lake Link services will be considered alongside subsequent City and other Lake Link funding requests. Future SB 125 requests may be granted contingent upon operations milestones and other multi-year agreements for funding to promote sustainability of the service.

To receive SB 125 funds, SSTMA must enter into a sub-recipient agreement with TTD consistent with the SB 125 funding agreement between TTD and TRPA.

If you have any questions regarding this funding authorization or next steps, please feel free to contact me at nhaven@trpa.gov or 775-589-5256.

Sincerely,

Nick Haven
MPO Director
Tahoe Regional Planning Agency

Amended and Restated
FUNDING AGREEMENT
Annual Contribution
South Shore Transportation Management Association (SS/TMA)
South Shore Microtransit Service

This Funding Agreement ("Agreement") is dated and effective October 1, 2025 between the South Shore Transportation Management Association ("SS/TMA") and the City of South Lake Tahoe ("City"). In this Agreement, City is referred to as a South Shore Microtransit Service "Funding Partner." The SS/TMA and Funding Partner are collectively referred to herein as the "Parties."

RECITALS

WHEREAS, SS/TMA is a non-profit corporation organized under the laws of the State of Nevada whose mission is to support the economic vitality of the South Shore of Lake Tahoe, providing support and a unified leadership voice for public/private partnerships. SS/TMA advocates for improved mobility with innovative solutions to meet visitor and resident transportation needs by fostering collaboration, education, and sustainable funding; and

WHEREAS, consistent with its mission, the SS/TMA Board of Directors has approved the SS/TMA's role as the contracting entity for the South Shore Microtransit Service, an interstate and intrastate service connecting the South Shore zones identified in Exhibit A; and

WHEREAS, SS/TMA has contracted with South Tahoe Downtowner, LLC (ridedowntowner.com) (" Operator") to operate the South Shore Microtransit Service ("Microtransit Service"); and

WHEREAS, the Microtransit Service is designed to improve non-auto mobility options throughout its service area, and provide connections to other transit services, including fixed route transit; and

WHEREAS, the City has maintained a funding agreement with SS/TMA for Microtransit Service since 2022; and

WHEREAS, the City and SS/TMA desire to continue the Microtransit Service and the current partnership; and

WHEREAS, the Microtransit Service funded through this agreement between City and SS/TMA is above and beyond the service required as a condition of the Tahoe South Event Center (TSEC) permit; and

WHEREAS, the Board of Directors has also approved the SS/TMA's role as the facilitator and collector of contributions to support the Microtransit Service from the Funding Partners herein named; and

WHEREAS, the South Shore Microtransit Service will continue to operate under the direction of the SS/TMA Board of Directors, on which the City holds an at-large voting seat under this Agreement to be filled by City staff.

~~**WHEREAS,** the City and SS/TMA are committed to considering a longer term (three year) funding agreement for Microtransit service prior to September 30, 2026.~~

NOW, THEREFORE BE IT RESOLVED, in consideration of the foregoing recitals and the covenants contained herein, the Parties agree as follows:

1. EFFECTIVENESS AND TERM. This Agreement shall be effective on October 1, 2025 ~~for one year~~through September 30, 2028. The City of South Lake Tahoe will be granted one (1) voting seat on the Board of Directors of the SS/TMA to be filled by a City staff person/non-elected official.

2. SERVICE. SS/STMA shall contract with the Operator to operate the Microtransit Service pursuant to the routes and schedules attached hereto as Exhibit A~~ with the option to expand service to the remainder of the city limits~~. SS/TMA has discretion to amend the routes and schedules at any time as deemed necessary by SS/TMA for operational or funding related purposes provided that no such amendments shall increase the financial obligations of the Funding Partner, which shall be binding on the execution of this Agreement. A supermajority vote of the Board of Directors of the SS/TMA shall be required to amend service parameters. SS/TMA has the discretion to replace the Operator with another operator. A supermajority vote of the Board of Directors of the SS/TMA shall be required to replace the Operator.

SSTMA agrees to include at least one electric vehicle in the Microtransit Service fleet within 6 months of charging capability at the City D Street Corporation Yard being established.

3. FUNDING.

The City agrees to provide ~~$650,000 in Fiscal Year 25/26 (October 1, 2025 – September 30, 2026)~~funding for the operation of microtransit service as follows:

	Fiscal Year 25/26 (10/1/25-9/30/26)	Fiscal Year 26/27 (10/1/26-9/30/27)	Fiscal Year 27/28 (10/1/27-9/30/28)
Q1 (October-December)	$162,500 (paid)	$275,000	$275,000
Q2 (January-March)	$162,500	$275,000	$275,000
Q3 (April-June)	$262,500	$275,000	$275,000
Q4 (July-September)	$262,500	$275,000	$275,000
FY Total	$850,000	$1,100,000	$1,100,000

~~.~~Payments will be paid quarterly in advance of services, in equal amounts, payable to SS/TMA.

Funding in the amounts in the table above is contingent upon:

1. SS/TMA receiving $750,000 per year in funding to support transit in California from other sources such as SB 125 or Transportation Development Act and SS/TMA ability to provide services as described in Exhibit A.
2. Sustained City Bellamy Parking Garage revenues to fund at least 80% of this agreement after appropriate operational expenses and maintenance reserves are set aside.

4. INVOICING. SS/TMA shall provide four (4) invoices to Funding Partner at least 30 days in advance of the payment due dates specified in Section 3 of this Agreement. Invoices shall reference the South Shore Microtransit Service, the payment due date, and the relevant period of service.

5. USE OF FUNDS. SS/TMA shall deposit all funding amounts received into a separate account held solely for the South Shore Microtransit Service. SS/TMA shall use all funds solely for the purpose of paying the costs of the Microtransit Service (above and beyond the TSEC permit requirement) which shall include funds for service operation, SS/TMA management, accounting, and marketing.

6. RESERVE FUNDS. Any funds remaining unspent at the end of a fiscal/operating year after all costs of the Microtransit Service have been paid, including allocated funds for management, accounting, marketing and promotion, and audits, will be held in a restricted reserve fund. Reserve funds held within this account are to be used for the sole purpose of the South Shore Microtransit Service. The maximum Reserve Fund balance will cover 12 months of operations and management services to be determined by a subsequent fiscal year budget to ensure a funding source is available in the event of a funding shortage in any future year of operation. Any additional funds will be used for service expansion or returned to the Funding Partner by a pro rata share.

7. RETURNS. Amounts paid by the Funding Partner will be returned to the Funding Partner if the microtransit service is canceled and/or those amounts are not needed to pay for the service in future years. Any amounts returned to the Funding Partner will be determined on a pro-rata basis according to the amount contributed.

8**. REPORTS.** SS/TMA will provide monthly reports, as specified in Exhibit A Section 1.5.3.A, on the South Shore Microtransit Service to Funding Partner.

9. SS/TMA MICROTRANSIT COMMITTEE. The SS/TMA Board of Directors shall maintain a subcommittee to provide oversight of the Operator and Microtransit service through a contracted Program Manager and to ensure the performance and accountability of the Microtransit Service.

10. **RECORDS.** SS/TMA shall maintain satisfactory account statements, records, and other documents related to the South Shore Microtransit Service for the life of the program. Account statements, records, and other documents relating to the microtransit service shall be retained by SS/TMA for three years following the completion or termination of this Agreement and shall be subject to examination and audit by the Funding Partner.

11. SS/TMA MANAGEMENT TASKS AND COMPENSATION. Through its subcommittee and contracted Program Manager, SS/TMA shall oversee the day-to-day management and operation of the Microtransit Service and provide accounting, marketing, advertising and promotional support, as well as South Shore orientation, reporting, and other services for the Microtransit Service as set forth in Exhibit A~~C~~, including auditing of the contract consistent with the provisions of the Agreement between SS/TMA and the Microtransit Service Operator.

12. INDEMNIFICATION. SS/TMA hereby agrees to and shall indemnify and hold harmless Funding Partner, its elected and appointed boards, officers, agents, employees, and volunteers from and against all liability for any and all claims, demands, actions, losses, damages, and injuries, direct or indirect (including any and all costs and expenses in connection therein) arising out of this Agreement or caused in any way by SS/TMA's negligent performance of this agreement or breach of its obligations contained in this Agreement, except for any such claims arising out of the negligence or willful misconduct of the Funding Partner. SS/TMA agrees to defend Funding Partner against any and all losses,

damages, claims, costs, and fees arising out of SS/TMA's negligent acts, errors, or omissions regarding this Agreement.

Funding Partner does not, and shall not, waive any rights against SS/TMA which it may have by reasons of the aforesaid hold harmless agreement, because of the acceptance by Funding Partner, or the deposit with Funding Partner by SS/TMA, of any of the insurance policies hereinafter set forth.

This hold harmless agreement by SS/TMA shall apply to all damages and claims for damages, or alleged to have been suffered, by reason of any of the aforesaid operation of SS/TMA or any subcontractor, regardless of whether or not such insurance policies shall have been determined to be applicable to any of such damages or claims for damages.

SS/TMA further waives any and all rights to any type of express or implied indemnity or right of contribution from the Funding Partner for any liability, claims, demands, costs, charges, and expenses and causes of action whatsoever arising out of or in any way connected with this Agreement.

13. INSURANCE REQUIREMENTS. SS/TMA, at its own cost and expense, shall procure and maintain, for the duration of the Agreement, the following insurance policies.

a. Commercial General Liability Coverage. SS/TMA shall maintain commercial general liability insurance no less broad than ISO form CG 00 01 in an amount not less than one million dollars ($1,000,000) per occurrence for bodily injury, personal injury and property damage. Coverage must be made on the standard Occurrence form. Claims-Made forms are not acceptable without prior written consent of Funding Partner. City of South Lake Tahoe must be endorsed as an additional insured for liability arising out of ongoing operation by on behalf of SS/TMA. If a commercial general liability insurance form or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the work to be performed under this Agreement or the general aggregate limit shall be at least twice the required occurrence limit.

b. Automobile Liability Coverage. SS/TMA shall maintain automobile liability insurance covering bodily injury and property damage for all activities of SS/TMA arising out of or in connection with this Agreement, including coverage for owned, hired and non-owned vehicles, in an amount of not less than one million dollars ($1,000,000) combined single limit for each occurrence.

Endorsements. The insurance required by this Agreement shall be with insurers possessing an AM Best's rating of no less than A:VII and shall be endorsed with the following specific language:

a. City, its elected or appointed officers, officials, employees, agents and volunteers are to be covered as additional insured's under SS/TMA's General Liability policy with respect to liability arising out of this Agreement.
b. This policy shall be considered primary insurance as respects City, its elected or appointed officers, officials, employees, agents and volunteers. Any insurance maintained by City, including any self-insured retention City may have, shall be considered excess insurance only and shall not contribute with it.
c. This insurance shall act for each insured and additional insured as though a separate policy had been written for each.
d. The insurer waives all rights of subrogation against City, its elected or appointed officers, officials, employees, or agents.
e. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to City, its elected or appointed officers, officials, employees, agents or volunteers.

f. No policies of insurance carried by SSTMA shall be suspended, voided, canceled, or changed in coverage or in limits except after thirty (30) days written notice to the City Attorney by Certified Mail.

Deductibles and Self-Insured Retentions. SS/TMA shall be responsible for all deductibles in all of SS/TMA's insurance policies. The amount of deductibles for insurance coverage required herein shall be reasonable and approved by the City Attorney.

Certificates of Insurance. SS/TMA shall provide certificates of insurance with original endorsements to Funding Partner as evidence of the insurance coverage required herein. SS/TMA shall not allow any subcontractor to commence work on any subcontract until all similar insurance required and reasonably consistent limits of the subcontractor has been so obtained and approved. Certificates of insurance shall contain no exclusions unless negotiated with the City Attorney and approved, in writing, by the City Attorney.

14. DISPUTES AND TERMINATION. The Parties shall meet and confer in an attempt to resolve any dispute arising from this Agreement. If the dispute cannot be resolved, any party may terminate this Agreement upon 60 days written notice to the other party. In the event of termination, the Funding Partner shall not be entitled to any reimbursement of funding amounts already provided except as provide in Section 7 of this Agreement.

15. NOTICE: Written notice under this Agreement shall be provided via U.S. Mail, electronic mail, or in person, as follows:

for City
Joseph Irvin
City Manager
1901 Lisa Maloff Way
South Lake Tahoe, CA 96150

for SS/TMA
Chris Proctor
Chair, SS/TMA Board of Directors
PO Box 1875
Zephyr Cove, NV 89448

16. NO THIRD-PARTY BENEFICIARIES. This Agreement is for the benefit of the parties hereto and nothing contained herein shall be construed as granting, vesting, creating, or conferring any right or cause of action on any third party. Nothing in this Agreement is intended to create, nor shall it be deemed to create any contractual relationship with any third party and SS/TMA or the Funding Partner.

17. GOVERNING LAW; JURISDICTION. This Agreement will be governed by, interpreted under; and construed and enforced in accordance with the laws of the State of California, without regard to its conflict of laws rules, with venue in the Superior Courts in the County of El Dorado, South Lake Tahoe Division. Each of the Parties acknowledges and agrees that the laws of the State of California and the selection of venue in the foregoing city and county were freely chosen by the Parties.

18. ENTIRE AGREEMENT. This Agreement and the documents incorporated herein by reference constitute the entire agreement between the parties relating to the South Shore Microtransit Service and may not be modified except by an instrument in writing signed by the signatories to this Agreement. If any provision, or portion thereof, of the Agreement is or becomes invalid under any applicable statute or rule of law, it shall be deemed stricken and the remainder of this Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, this Agreement has been executed by the parties and is dated and effective as of the date written above.

FOR CITY OF SOUTH LAKE TAHOE TRANSPORTATION

FOR SOUTH SHORE MANAGEMENT ASSOCIATION

~~Tamara Wallace~~ ~~Chris Proctor~~

_____ _____

,Mayor Chair, SS/TMA Board of Directors

_____ _____

Date Date

Approved as to Form:

_____

Heather Stroud, City Attorney

Attachments:
Exhibit A: South Shore Microtransit Scope of Services

EXHIBIT A
SCOPE OF SERVICES

1.1 BACKGROUND

The fundamental goal of the South Shore Microtransit Service is to provide a demand-responsive mobility option for residents and visitors wanted to travel within the defined bi-state service area of the South Shore of Lake Tahoe (Zone identified in Exhibit A, Attachment 1), including to and from the Tahoe South Events Center, or trying to connect with the regional transit system. The micro transit service will be responsive to customer demand by providing riders the ability to reserve a ride in real-time through a smartphone application and software platform. The service will perform like a continuous vanpool and will dynamically route vehicles to meet riders demand, saving riders time and replacing single-occupancy vehicle trips.

1.2 OBJECTIVES

- Provide a microtransit option within the defined service area: 1) to meet the TRPA mitigation requirements related to the Tahoe South Events Center; and, 2) overall, provide a viable option to use of personal vehicles or traditional single occupancy transportation network companies through competitive or reduced travel times, convenience, cost effectiveness and an improved overall trip experience.
- Reduce congestion and improve traffic flow by reducing vehicles on the road.
- Better understand demand and willingness to use a rideshare service.
- Acquire data to allow for detailed analysis of service performance and opportunities for improvements.

1.3 REQUIREMENTS

A. Turnkey solution provided through this Agreement to include the following items:

- Real-time, dynamic service
- Software application/platform necessary for scheduling, dispatch, user interface, data collection, reporting, backend dashboard.
- Vehicles - owned or leased by vendor
- Drivers
- Operation of service
- Customer service
- Storage for vehicles.
- Maintenance of vehicles
- Marketing of service in partnership with SS/TMA

B. SS/TMA has identified ~~one~~ zones for the Mobility on Demand South Shore micro transit service as shown in Exhibit C

- ~~All trips must begin and end within the identified zone (Zone identified in Exhibit A, Attachment 1)~~
- Ability for riders to seamlessly make connections between micro-transit service and the TTD fixed route service.
- All trips will be free to the rider.
- Data sharing and ownership by SS/TMA as described in Section **1.5.3.**
- On-site manager must be available during all hours when service is operational
- Ability to request an ADA accessible vehicle on-demand using the same technology as other patrons.
- Service option for those without a smart phone or internet access
- Ability to scale service based on demand

- Implement current industry and CDC standards for cleaning and capacity measures
- Contractors shall comply with all current applicable federal, state, and municipal laws, codes, and regulations aimed at employers to protect the safety and health of employees and the public.

1.4 SERVICE DAYS AND HOURS

At a minimum:
Sunday-Thursday: 7:00am-9:00pm
Friday-Saturday: 7:00am-11:00pm

1.5 DETAILED SCOPE OF WORK

The SS/TMA requests the development and implementation of an innovative and dynamic demand response rideshare model. The key components of the South Shore Microtransit Service as envisioned by the SS/TMA are outlined below.

1.5.1. SERVICE IMPLEMENTATION PLAN

Contractor shall maintain a Service implementation plan for SS/TMA Board review and approval, detailing all tasks necessary to deploy the South Shore Micro Transit Service. Include timelines and indicate responsible parties.

1.5.2. PROJECT MANAGEMENT

Project management will be a key responsibility of the Contractor and a continuous function. The SS/TMA designates its Executive Director or Board designee to coordinate all project activities with the Contractor.

1.5.3. PERFORMANCE MONITORING AND REPORTING

A. Provide Performance Reports as follows:

- *Regular Performance Monitoring:*. All data collected as part of the South Shore Micro Transit Project must be openly shared with the SS/TMA Board and is the property of the SS/TMA The Contractor shall create custom reports as requested by the SS/TMA Board. Reports shall allow for daily, weekly, monthly assessment of the Service so that changes can be made to improve service and ridership if deemed necessary by the SS/TMA Board.
- *Performance Evaluation Reports:* Contractor shall provide a Performance Evaluation Report at the end of each month of Rideshare Service.
- *Report Content:* Monthly Performance Evaluation Reports shall summarize the performance of the Project, using clear and measurable criteria that could include but are not limited to the list below, subtotaled for each zone:
    - Vehicle Revenue Hours/Miles: The hours (miles) that a vehicle is available to the general public and for demand response service includes all travel and time from the point of the first passenger pick-up to the last passenger drop-off, as long as the vehicle does not return to the garage or dispatching point. In addition, VRH and VRM include the distance and time to pick-up the next passenger. This does not include deadhead distance and time. This definition is consistent with the National Transit Database definition.
    - Total Vehicle Hours/Miles: The hours (miles) that a vehicle is scheduled to or actually travels from the time it pulls out from its garage or dispatching point to go into revenue service to the time it pulls in from revenue service. It is often called platform time. This includes deadhead distance and time. This definition is consistent with the National Transit Database definition.

- Passenger Miles: The cumulative sum of the distances ridden by each passenger. This definition is consistent with the National Transit Database definition.
- Unlinked Passenger Trips (ridership): The number of passengers who board public transportation vehicles. Passengers are counted each time they board vehicles no matter how many vehicles they use to travel from their origin to their destination.
- Total number of unduplicated riders; both monthly and cumulative
- Demand summary (Total number of ride requests, origin/destination, time of use, boarding's per revenue hour, total ridership, type of rider)
- Trip data per zone (travel times, number of shared rides, average wait time, trip denial rate, booking abandonment rates, percentage of time expected wait times are not met, passenger no-shows, missed trips)
- Customer Experience Rating and Customer Service

1.5.4. Performance Metrics and Incentive

Metrics assume ride sharing is on.
Rides that were delayed for reasons outside of the Contractor's control (such as road closures or severe weather) will be documented by Contractor and not penalized.

A. Metric 1- Wait Time
Monthly average wait time for rides with origin in the City limits shall be maintained at 30 minutes or less.

B. Metric 2- Service Satisfaction Rating
SSTMA shall provide the opportunity for every rider to provide a service satisfaction rating immediately after their ride. SSTMA Board shall receive monthly reports on service ratings and evaluate any reduction of rating and customer feedback in order to maintain a minimum four out of five rating monthly average.

C. Metric 3 - Missed Trips
A missed trip is defined as any occurrence when the driver does not arrive at the pickup location of a ride request, and there are no circumstances beyond the Contractor's control such as a safety concern or a physical constraint outside of the driver's control. Each missed trip will result in a $500 penalty reflected in the variable rate of the contracted amount.

1.5.5. SOFTWARE, HARDWARE & EQUIPMENT PLANNING

Contractor shall provide all software, installation, training, and technical assistance, hardware and equipment required to deploy and manage the Rideshare Service.

1.5.6. TECHNICAL SUPPORT

The Contractor shall provide ongoing technical support to both the public and the SS/TMA for the duration of the South Shore Micro Transit Service. The Contractor should indicate the level of technical support and ongoing monitoring that will be provided to ensure the system is functioning properly. Software upgrades should be provided as soon as they are available. Technical support could include but is not limited to:

A. Public Application and User Support:

- Phone and email responses to software failures or questions within 24 business hours
- Assistance with questions on use of approved software configuration and software version
- Availability of experts to confer on software new release installation and fixes to bugs
- Software upgrades

1.5.7. CUSTOMER SERVICE

Customer service shall be available to riders anytime the South Shore Micro Transit Service is in operation. The SS/TMA expects this service as part of the overall turnkey approach and will not have staff available to respond to customer service requests.

- Riders shall have immediate access to customer service assistance via mobile application or phone call at any point in time when service is in operation. Customer service will be provided during service hours via the app.
- Customer service concerns related to safety shall be addressed immediately and reported to the SS/TMA within two (2) hours.
- SS/TMA shall have access to all customer service comments, questions, requests, or complaints.

1.5.8. DRUG AND ALCOHOL TESTING

The Contractor shall establish and implement a drug and alcohol testing program that complies with 49 CFR Part 655, produce any documentation necessary to establish its compliance with Part 655, and permit any authorized representative of the United States Department of Transportation or its operating administrations, the applicable oversight agency of the State of Nevada, or SS/TMA to inspect the facilities and records associated with the implementation of the drug and alcohol testing program as required under 49 CFR Part 655 and review the testing process. The Contractor shall certify as soon as possible upon award of the resulting Agreement. After the Agreement award date and initial certification, the Contractor shall certify annually its compliance with Part 655 before March 15 of each Agreement year and shall submit the Management Information System (MIS) reports before March 15 of each Agreement year to (TBD). To certify compliance the Contractor shall use the "Substance Abuse Certifications" in the "Annual List of Certifications and Assurances for Federal Transit Administration Grants and Cooperative Agreements," which is published annually in the Federal Register.

The Contractor agrees to carry out pre-employment and other drug testing as to all safety- sensitive employees and sub-contractors performing safety-sensitive functions related to this service. The Contractor agrees to NOT hire or contract with any persons who test positive for substances prohibited under the approved contract or drug and alcohol policy to perform any services under this Agreement.

1.5.9. Americans With Disabilities Act Service Requirements

Access Requirements for Individuals with Disabilities: The Contractor agrees to comply with, and assure that any sub-contractor or, or third-party contract or under this Project complies with all applicable requirements of the Americans with Disabilities Act of 1990 (ADA). Language from the Federal Transit Administration (FTA) Circular dated November 4, 2015 is included below for reference. Contractor is required to comply with any applicable updates:

1. U.S. DOT regulations, "TransportationServices for Individuals with Disabilities Act (ADA)," 49 CFR Part 37;
    a. The following sections are relevant to the service provided by Contractor under this Agreement:

49 CFR Part 37 section 37.77(c)
"For purposes of this section, a demand responsive system, when viewed in its entirety, shall be deemed to provide equivalent service if the service available to individuals with disabilities, including individuals who use wheelchairs, is provided in the most integrated setting appropriate to the needs of the individual and is equivalent to the service provided other individuals with respect to the following service characteristics:
(1) Response time;

(2) Fares;
(3) Geographic area of service;
(4) Hours and days of service;
(5) Restrictions or priorities based on trip purpose;
(6) Availability of information and reservations capability; and
(7) Any constraints on capacity or service availability"

In addition to ensuring equivalent service, a transit agency must also ensure applicable ADA transit requirements are being met. FTA Circular 4701.1, Section 7.5 states: "With these services, agencies have the same obligations to ensure, for example, that service animals are allowed to accompany riders with disabilities and that portable oxygen is accommodated. The training requirements in section 37.173<[1]1 can be particularly important. Vehicle Contractors, including taxi drivers and volunteer vanpool drivers, must be trained to proficiency on safely operating vehicles and equipment and on properly assisting and treating riders with disabilities".

> **§37.173 Training requirements.** Each public or private entity which operates a fixed route or demand responsive system shall ensure that personnel are trained to proficiency, as appropriate to their duties, so that they operate vehicles and equipment safely and properly assist and treatindividuals with disabilities who use the service in a respectful and courteous way, with appropriate attention to the difference among individuals with disabilities.

2. U.S. DOT regulations "Americans with Disabilities Act (ADA) Accessibility Specifications for Transportation Vehicles", 49 CFR Part 38;
3. U.S. DOT regulations, "Nondiscrimination on the Basis of Disability in Programs and Activities

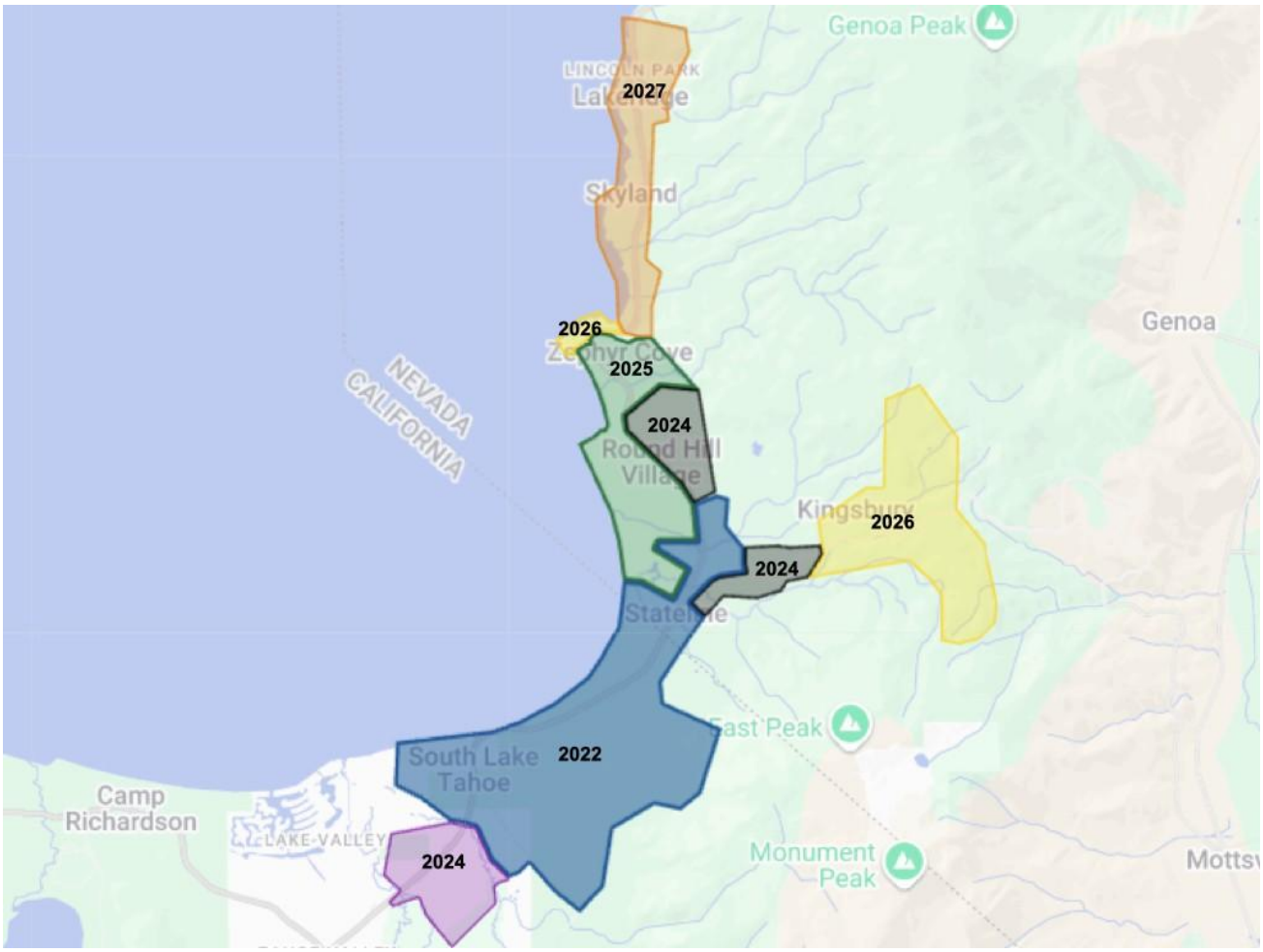
Receiving or Benefitting from Federal Financial Assistance," 49 CFR Part 27;

Exhibit A - Scope of Services

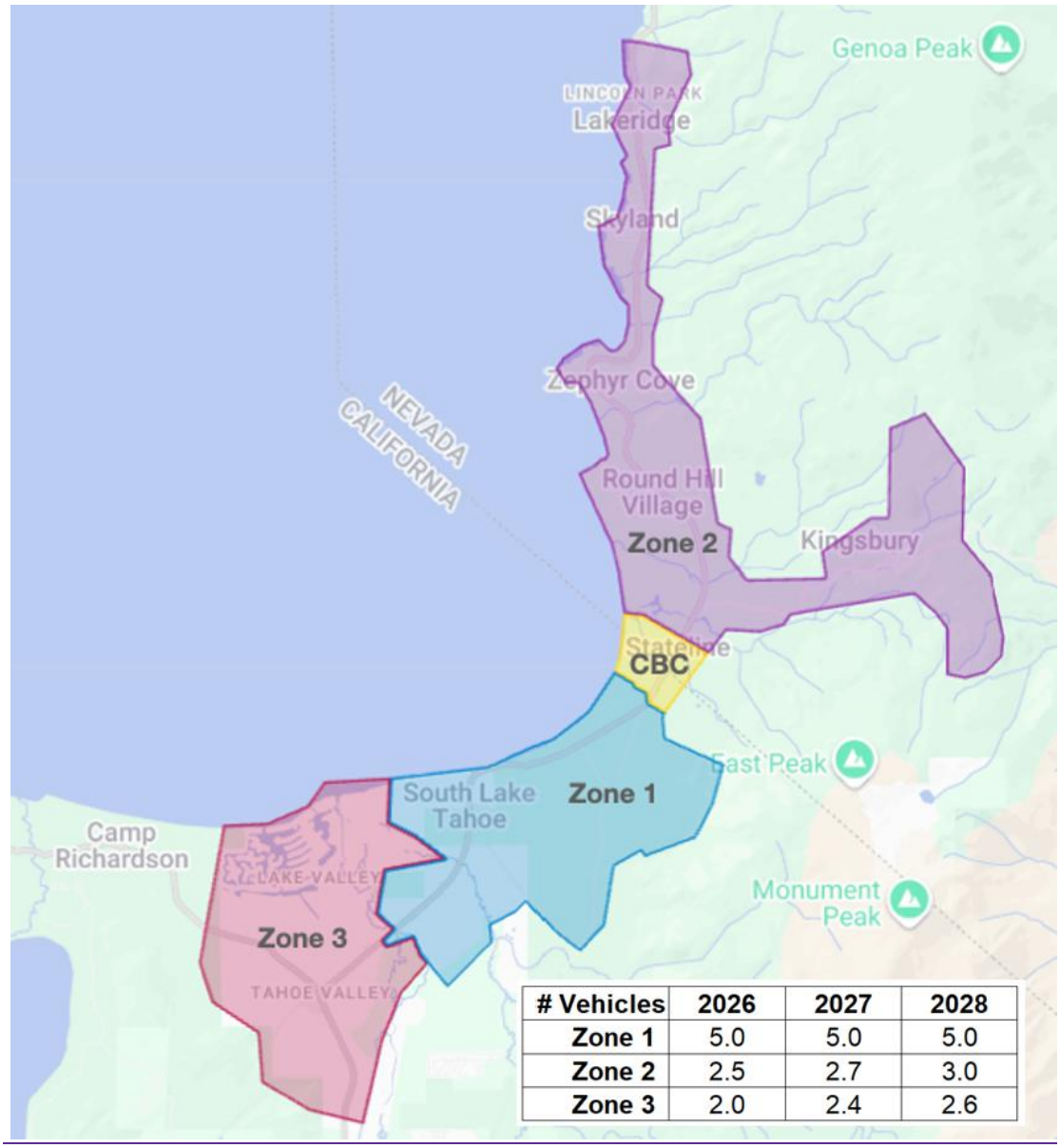
Attachment 1

(South Shore Micro Transit Service Area)

September 2025-June 2026 (current service area)



July 2026-September 2028



# Vehicles	2026	2027	2028
Zone 1	5.0	5.0	5.0
Zone 2	2.5	2.7	3.0
Zone 3	2.0	2.4	2.6

Amended and Restated FUNDING AGREEMENT
Annual Contribution
South Shore Transportation Management Association (SS/TMA)
South Shore Microtransit Service

This Funding Agreement ("Agreement") is dated and effective October 1, 2025 between the South Shore Transportation Management Association ("SS/TMA") and the City of South Lake Tahoe ("City"). In this Agreement, City is referred to as a South Shore Microtransit Service "Funding Partner." The SS/TMA and Funding Partner are collectively referred to herein as the "Parties."

RECITALS

WHEREAS, SS/TMA is a non-profit corporation organized under the laws of the State of Nevada whose mission is to support the economic vitality of the South Shore of Lake Tahoe, providing support and a unified leadership voice for public/private partnerships. SS/TMA advocates for improved mobility with innovative solutions to meet visitor and resident transportation needs by fostering collaboration, education, and sustainable funding; and

WHEREAS, consistent with its mission, the SS/TMA Board of Directors has approved the SS/TMA's role as the contracting entity for the South Shore Microtransit Service, an interstate and intrastate service connecting the South Shore zones identified in Exhibit A; and

WHEREAS, SS/TMA has contracted with South Tahoe Downtowner, LLC (ridedowntowner.com) (" Operator") to operate the South Shore Microtransit Service ("Microtransit Service"); and

WHEREAS, the Microtransit Service is designed to improve non-auto mobility options throughout its service area, and provide connections to other transit services, including fixed route transit; and

WHEREAS, the City has maintained a funding agreement with SS/TMA for Microtransit Service since 2022; and

WHEREAS, the City and SS/TMA desire to continue the Microtransit Service and the current partnership; and

WHEREAS, the Microtransit Service funded through this agreement between City and SS/TMA is above and beyond the service required as a condition of the Tahoe South Event Center (TSEC) permit; and

WHEREAS, the Board of Directors has also approved the SS/TMA's role as the facilitator and collector of contributions to support the Microtransit Service from the Funding Partners herein named; and

WHEREAS, the South Shore Microtransit Service will continue to operate under the direction of the SS/TMA Board of Directors, on which the City holds an at-large voting seat under this Agreement to be filled by City staff.

NOW, THEREFORE BE IT RESOLVED, in consideration of the foregoing recitals and the covenants contained herein, the Parties agree as follows:

1. EFFECTIVENESS AND TERM. This Agreement shall be effective on October 1, 2025 through September 30, 2028. The City of South Lake Tahoe will be granted one (1) voting seat on the Board of Directors of the SS/TMA to be filled by a City staff person/non-elected official.

2. SERVICE. SS/STMA shall contract with the Operator to operate the Microtransit Service pursuant to the routes and schedules attached hereto as Exhibit A. SS/TMA has discretion to amend the routes and schedules at any time as deemed necessary by SS/TMA for operational or funding related purposes provided that no such amendments shall increase the financial obligations of the Funding Partner, which shall be binding on the execution of this Agreement. A supermajority vote of the Board of Directors of the SS/TMA shall be required to amend service parameters. SS/TMA has the discretion to replace the Operator with another operator. A supermajority vote of the Board of Directors of the SS/TMA shall be required to replace the Operator.

SSTMA agrees to include at least one electric vehicle in the Microtransit Service fleet within 6 months of charging capability at the City D Street Corporation Yard being established.

3. FUNDING.

The City agrees to provide funding for the operation of microtransit service as follows:

	Fiscal Year 25/26 (10/1/25-9/30/26)	Fiscal Year 26/27 (10/1/26-9/30/27)	Fiscal Year 27/28 (10/1/27-9/30/28)
Q1 (October-December)	$162,500 (paid)	$275,000	$275,000
Q2 (January-March)	$162,500	$275,000	$275,000
Q3 (April-June)	$262,500	$275,000	$275,000
Q4 (July-September)	$262,500	$275,000	$275,000
FY Total	$850,000	$1,100,000	$1,100,000

Payments will be paid quarterly in advance of services, in equal amounts, payable to SS/TMA.

Funding in the amounts in the table above is contingent upon:

1. SS/TMA receiving $750,000 per year in funding to support transit in California from other sources such as SB 125 or Transportation Development Act and SS/TMA ability to provide services as described in Exhibit A.
2. Sustained City Bellamy Parking Garage revenues to fund at least 80% of this agreement after appropriate operational expenses and maintenance reserves are set aside.

4. INVOICING. SS/TMA shall provide four (4) invoices to Funding Partner at least 30 days in advance of the payment due dates specified in Section 3 of this Agreement. Invoices shall reference the South Shore Microtransit Service, the payment due date, and the relevant period of service.

5. USE OF FUNDS. SS/TMA shall deposit all funding amounts received into a separate account held solely for the South Shore Microtransit Service. SS/TMA shall use all funds solely for the purpose of paying the costs of the Microtransit Service (above and beyond the TSEC permit requirement) which shall include funds for service operation, SS/TMA management, accounting, and marketing.

6. RESERVE FUNDS. Any funds remaining unspent at the end of a fiscal/operating year after all costs of the Microtransit Service have been paid, including allocated funds for management, accounting, marketing and promotion, and audits, will be held in a restricted reserve fund. Reserve funds held within this account are to be used for the sole purpose of the South Shore Microtransit Service. The maximum Reserve Fund balance will cover 12 months of operations and management services to be determined by a subsequent fiscal year budget to ensure a funding source is available in the event of a funding shortage in any future year of operation. Any additional funds will be used for service expansion or returned to the Funding Partner by a pro rata share.

7. RETURNS. Amounts paid by the Funding Partner will be returned to the Funding Partner if the microtransit service is canceled and/or those amounts are not needed to pay for the service in future years. Any amounts returned to the Funding Partner will be determined on a pro-rata basis according to the amount contributed.

8**. REPORTS.** SS/TMA will provide monthly reports, as specified in Exhibit A Section 1.5.3.A, on the South Shore Microtransit Service to Funding Partner.

9. SS/TMA MICROTRANSIT COMMITTEE. The SS/TMA Board of Directors shall maintain a subcommittee to provide oversight of the Operator and Microtransit service through a contracted Program Manager and to ensure the performance and accountability of the Microtransit Service.

10. **RECORDS.** SS/TMA shall maintain satisfactory account statements, records, and other documents related to the South Shore Microtransit Service for the life of the program. Account statements, records, and other documents relating to the microtransit service shall be retained by SS/TMA for three years following the completion or termination of this Agreement and shall be subject to examination and audit by the Funding Partner.

11. SS/TMA MANAGEMENT TASKS AND COMPENSATION. Through its subcommittee and contracted Program Manager, SS/TMA shall oversee the day-to-day management and operation of the Microtransit Service and provide accounting, marketing, advertising and promotional support, as well as South Shore orientation, reporting, and other services for the Microtransit Service as set forth in Exhibit A, including auditing of the contract consistent with the provisions of the Agreement between SS/TMA and the Microtransit Service Operator.

12. INDEMNIFICATION. SS/TMA hereby agrees to and shall indemnify and hold harmless Funding Partner, its elected and appointed boards, officers, agents, employees, and volunteers from and against all liability for any and all claims, demands, actions, losses, damages, and injuries, direct or indirect (including any and all costs and expenses in connection therein) arising out of this Agreement or caused in any way by SS/TMA's negligent performance of this agreement or breach of its obligations contained in this Agreement, except for any such claims arising out of the negligence or willful misconduct of the Funding Partner. SS/TMA agrees to defend Funding Partner against any and all losses, damages, claims, costs, and fees arising out of SS/TMA's negligent acts, errors, or omissions regarding this Agreement.

Funding Partner does not, and shall not, waive any rights against SS/TMA which it may have by reasons of the aforesaid hold harmless agreement, because of the acceptance by Funding Partner, or the deposit with Funding Partner by SS/TMA, of any of the insurance policies hereinafter set forth.

This hold harmless agreement by SS/TMA shall apply to all damages and claims for damages, or alleged to have been suffered, by reason of any of the aforesaid operation of SS/TMA or any subcontractor, regardless of whether or not such insurance policies shall have been determined to be applicable to any of such damages or claims for damages.

SS/TMA further waives any and all rights to any type of express or implied indemnity or right of contribution from the Funding Partner for any liability, claims, demands, costs, charges, and expenses and causes of action whatsoever arising out of or in any way connected with this Agreement.

13. INSURANCE REQUIREMENTS. SS/TMA, at its own cost and expense, shall procure and maintain, for the duration of the Agreement, the following insurance policies.

a. Commercial General Liability Coverage. SS/TMA shall maintain commercial general liability insurance no less broad than ISO form CG 00 01 in an amount not less than one million dollars ($1,000,000) per occurrence for bodily injury, personal injury and property damage. Coverage must be made on the standard Occurrence form. Claims-Made forms are not acceptable without prior written consent of Funding Partner. City of South Lake Tahoe must be endorsed as an additional insured for liability arising out of ongoing operation by on behalf of SS/TMA. If a commercial general liability insurance form or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the work to be performed under this Agreement or the general aggregate limit shall be at least twice the required occurrence limit.

b. Automobile Liability Coverage. SS/TMA shall maintain automobile liability insurance covering bodily injury and property damage for all activities of SS/TMA arising out of or in connection with this Agreement, including coverage for owned, hired and non-owned vehicles, in an amount of not less than one million dollars ($1,000,000) combined single limit for each occurrence.

Endorsements. The insurance required by this Agreement shall be with insurers possessing an AM Best's rating of no less than A:VII and shall be endorsed with the following specific language:

a. City, its elected or appointed officers, officials, employees, agents and volunteers are to be covered as additional insured's under SS/TMA's General Liability policy with respect to liability arising out of this Agreement.
b. This policy shall be considered primary insurance as respects City, its elected or appointed officers, officials, employees, agents and volunteers. Any insurance maintained by City, including any self-insured retention City may have, shall be considered excess insurance only and shall not contribute with it.
c. This insurance shall act for each insured and additional insured as though a separate policy had been written for each.
d. The insurer waives all rights of subrogation against City, its elected or appointed officers, officials, employees, or agents.
e. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to City, its elected or appointed officers, officials, employees, agents or volunteers.
f. No policies of insurance carried by SSTMA shall be suspended, voided, canceled, or changed in coverage or in limits except after thirty (30) days written notice to the City Attorney by Certified Mail.

Deductibles and Self-Insured Retentions. SS/TMA shall be responsible for all deductibles in all of SS/TMA's insurance policies. The amount of deductibles for insurance coverage required herein shall be reasonable and approved by the City Attorney.

Certificates of Insurance. SS/TMA shall provide certificates of insurance with original endorsements to Funding Partner as evidence of the insurance coverage required herein. SS/TMA shall not allow any subcontractor to commence work on any subcontract until all similar insurance required and reasonably consistent limits of the subcontractor has been so obtained and approved. Certificates of insurance shall contain no exclusions unless negotiated with the City Attorney and approved, in writing, by the City Attorney.

14. DISPUTES AND TERMINATION. The Parties shall meet and confer in an attempt to resolve any dispute arising from this Agreement. If the dispute cannot be resolved, any party may terminate this Agreement upon 60 days written notice to the other party. In the event of termination, the Funding Partner shall not be entitled to any reimbursement of funding amounts already provided except as provide in Section 7 of this Agreement.

15. NOTICE: Written notice under this Agreement shall be provided via U.S. Mail, electronic mail, or in person, as follows:

for City	**for SS/TMA**
Joseph Irvin	Chris Proctor
City Manager	Chair, SS/TMA Board of Directors
1901 Lisa Maloff Way	PO Box 1875
South Lake Tahoe, CA 96150	Zephyr Cove, NV 89448

16. NO THIRD-PARTY BENEFICIARIES. This Agreement is for the benefit of the parties hereto and nothing contained herein shall be construed as granting, vesting, creating, or conferring any right or cause of action on any third party. Nothing in this Agreement is intended to create, nor shall it be deemed to create any contractual relationship with any third party and SS/TMA or the Funding Partner.

17. GOVERNING LAW; JURISDICTION. This Agreement will be governed by, interpreted under; and construed and enforced in accordance with the laws of the State of California, without regard to its conflict of laws rules, with venue in the Superior Courts in the County of El Dorado, South Lake Tahoe Division. Each of the Parties acknowledges and agrees that the laws of the State of California and the selection of venue in the foregoing city and county were freely chosen by the Parties.

18. ENTIRE AGREEMENT. This Agreement and the documents incorporated herein by reference constitute the entire agreement between the parties relating to the South Shore Microtransit Service and may not be modified except by an instrument in writing signed by the signatories to this Agreement. If any provision, or portion thereof, of the Agreement is or becomes invalid under any applicable statute or rule of law, it shall be deemed stricken and the remainder of this Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, this Agreement has been executed by the parties and is dated and effective as of the date written above.

FOR CITY OF SOUTH LAKE TAHOE	**FOR SOUTH SHORE TRANSPORTATION MANAGEMENT ASSOCIATION**

_____	_____
,Mayor	Chair, SS/TMA Board of Directors
_____	_____
Date	Date

Approved as to Form:

_____
Heather Stroud, City Attorney

Attachments:
Exhibit A: South Shore Microtransit Scope of Services

EXHIBIT A
SCOPE OF SERVICES

1.1 BACKGROUND

The fundamental goal of the South Shore Microtransit Service is to provide a demand-responsive mobility option for residents and visitors wanted to travel within the defined bi-state service area of the South Shore of Lake Tahoe (Zone identified in Exhibit A, Attachment 1), including to and from the Tahoe South Events Center, or trying to connect with the regional transit system. The micro transit service will be responsive to customer demand by providing riders the ability to reserve a ride in real-time through a smartphone application and software platform. The service will perform like a continuous vanpool and will dynamically route vehicles to meet riders demand, saving riders time and replacing single-occupancy vehicle trips.

1.2 OBJECTIVES

- Provide a microtransit option within the defined service area: 1) to meet the TRPA mitigation requirements related to the Tahoe South Events Center; and, 2) overall, provide a viable option to use of personal vehicles or traditional single occupancy transportation network companies through competitive or reduced travel times, convenience, cost effectiveness and an improved overall trip experience.
- Reduce congestion and improve traffic flow by reducing vehicles on the road.
- Better understand demand and willingness to use a rideshare service.
- Acquire data to allow for detailed analysis of service performance and opportunities for improvements.

1.3 REQUIREMENTS

A. Turnkey solution provided through this Agreement to include the following items:

- Real-time, dynamic service
- Software application/platform necessary for scheduling, dispatch, user interface, data collection, reporting, backend dashboard.
- Vehicles - owned or leased by vendor
- Drivers
- Operation of service
- Customer service
- Storage for vehicles.
- Maintenance of vehicles
- Marketing of service in partnership with SS/TMA

B. SS/TMA has identified zones for the Mobility on Demand South Shore micro transit service as shown in Exhibit C

- Ability for riders to seamlessly make connections between micro-transit service and the TTD fixed route service.
- All trips will be free to the rider.
- Data sharing and ownership by SS/TMA as described in Section **1.5.3.**
- On-site manager must be available during all hours when service is operational
- Ability to request an ADA accessible vehicle on-demand using the same technology as other patrons.
- Service option for those without a smart phone or internet access
- Ability to scale service based on demand
- Implement current industry and CDC standards for cleaning and capacity measures
- Contractors shall comply with all current applicable federal, state, and municipal laws,

codes, and regulations aimed at employers to protect the safety and health of employees and the public.

1.4 SERVICE DAYS AND HOURS

At a minimum:
Sunday-Thursday: 7:00am-9:00pm
Friday-Saturday: 7:00am-11:00pm

1.5 DETAILED SCOPE OF WORK

The SS/TMA requests the development and implementation of an innovative and dynamic demand response rideshare model. The key components of the South Shore Microtransit Service as envisioned by the SS/TMA are outlined below.

1.5.1. SERVICE IMPLEMENTATION PLAN

Contractor shall maintain a Service implementation plan for SS/TMA Board review and approval, detailing all tasks necessary to deploy the South Shore Micro Transit Service. Include timelines and indicate responsible parties.

1.5.2. PROJECT MANAGEMENT

Project management will be a key responsibility of the Contractor and a continuous function. The SS/TMA designates its Executive Director or Board designee to coordinate all project activities with the Contractor.

1.5.3. PERFORMANCE MONITORING AND REPORTING

A. Provide Performance Reports as follows:

- *Regular Performance Monitoring:*. All data collected as part of the South Shore Micro Transit Project must be openly shared with the SS/TMA Board and is the property of the SS/TMA The Contractor shall create custom reports as requested by the SS/TMA Board. Reports shall allow for daily, weekly, monthly assessment of the Service so that changes can be made to improve service and ridership if deemed necessary by the SS/TMA Board.
- *Performance Evaluation Reports:* Contractor shall provide a Performance Evaluation Report at the end of each month of Rideshare Service.
- *Report Content:* Monthly Performance Evaluation Reports shall summarize the performance of the Project, using clear and measurable criteria that could include but are not limited to the list below, subtotaled for each zone:
    - Vehicle Revenue Hours/Miles: The hours (miles) that a vehicle is available to the general public and for demand response service includes all travel and time from the point of the first passenger pick-up to the last passenger drop-off, as long as the vehicle does not return to the garage or dispatching point. In addition, VRH and VRM include the distance and time to pick-up the next passenger. This does not include deadhead distance and time. This definition is consistent with the National Transit Database definition.
    - Total Vehicle Hours/Miles: The hours (miles) that a vehicle is scheduled to or actually travels from the time it pulls out from its garage or dispatching point to go into revenue service to the time it pulls in from revenue service. It is often called platform time. This includes deadhead distance and time. This definition is consistent with the National Transit Database definition.
    - Passenger Miles: The cumulative sum of the distances ridden by each passenger. This definition is consistent with the National Transit Database definition.
    - Unlinked Passenger Trips (ridership): The number of passengers who board

public transportation vehicles. Passengers are counted each time they board vehicles no matter how many vehicles they use to travel from their origin to their destination.

- Total number of unduplicated riders; both monthly and cumulative
- Demand summary (Total number of ride requests, origin/destination, time of use, boarding's per revenue hour, total ridership, type of rider)
- Trip data per zone (travel times, number of shared rides, average wait time, trip denial rate, booking abandonment rates, percentage of time expected wait times are not met, passenger no-shows, missed trips)
- Customer Experience Rating and Customer Service

1.5.4. Performance Metrics and Incentive

Metrics assume ride sharing is on.
Rides that were delayed for reasons outside of the Contractor's control (such as road closures or severe weather) will be documented by Contractor and not penalized.

A. Metric 1- Wait Time
Monthly average wait time for rides with origin in the City limits shall be maintained at 30 minutes or less.

B. Metric 2- Service Satisfaction Rating
SSTMA shall provide the opportunity for every rider to provide a service satisfaction rating immediately after their ride. SSTMA Board shall receive monthly reports on service ratings and evaluate any reduction of rating and customer feedback in order to maintain a minimum four out of five rating monthly average.

C. Metric 3 - Missed Trips
A missed trip is defined as any occurrence when the driver does not arrive at the pickup location of a ride request, and there are no circumstances beyond the Contractor's control such as a safety concern or a physical constraint outside of the driver's control. Each missed trip will result in a $500 penalty reflected in the variable rate of the contracted amount.

1.5.5. SOFTWARE, HARDWARE & EQUIPMENT PLANNING

Contractor shall provide all software, installation, training, and technical assistance, hardware and equipment required to deploy and manage the Rideshare Service.

1.5.6. TECHNICAL SUPPORT

The Contractor shall provide ongoing technical support to both the public and the SS/TMA for the duration of the South Shore Micro Transit Service. The Contractor should indicate the level of technical support and ongoing monitoring that will be provided to ensure the system is functioning properly. Software upgrades should be provided as soon as they are available. Technical support could include but is not limited to:

A. Public Application and User Support:

- Phone and email responses to software failures or questions within 24 business hours
- Assistance with questions on use of approved software configuration and software version
- Availability of experts to confer on software new release installation and fixes to bugs
- Software upgrades

1.5.7. CUSTOMER SERVICE

Customer service shall be available to riders anytime the South Shore Micro Transit Service is in

operation. The SS/TMA expects this service as part of the overall turnkey approach and will not have staff available to respond to customer service requests.

- Riders shall have immediate access to customer service assistance via mobile application or phone call at any point in time when service is in operation. Customer service will be provided during service hours via the app.
- Customer service concerns related to safety shall be addressed immediately and reported to the SS/TMA within two (2) hours.
- SS/TMA shall have access to all customer service comments, questions, requests, or complaints.

1.5.8. DRUG AND ALCOHOL TESTING

The Contractor shall establish and implement a drug and alcohol testing program that complies with 49 CFR Part 655, produce any documentation necessary to establish its compliance with Part 655, and permit any authorized representative of the United States Department of Transportation or its operating administrations, the applicable oversight agency of the State of Nevada, or SS/TMA to inspect the facilities and records associated with the implementation of the drug and alcohol testing program as required under 49 CFR Part 655 and review the testing process. The Contractor shall certify as soon as possible upon award of the resulting Agreement. After the Agreement award date and initial certification, the Contractor shall certify annually its compliance with Part 655 before March 15 of each Agreement year and shall submit the Management Information System (MIS) reports before March 15 of each Agreement year to (TBD). To certify compliance the Contractor shall use the "Substance Abuse Certifications" in the "Annual List of Certifications and Assurances for Federal Transit Administration Grants and Cooperative Agreements," which is published annually in the Federal Register.

The Contractor agrees to carry out pre-employment and other drug testing as to all safety- sensitive employees and sub-contractors performing safety-sensitive functions related to this service. The Contractor agrees to NOT hire or contract with any persons who test positive for substances prohibited under the approved contract or drug and alcohol policy to perform any services under this Agreement.

1.5.9. Americans With Disabilities Act Service Requirements

Access Requirements for Individuals with Disabilities: The Contractor agrees to comply with, and assure that any sub-contractor or, or third-party contract or under this Project complies with all applicable requirements of the Americans with Disabilities Act of 1990 (ADA). Language from the Federal Transit Administration (FTA) Circular dated November 4, 2015 is included below for reference. Contractor is required to comply with any applicable updates:

1. U.S. DOT regulations, "TransportationServices for Individuals with Disabilities Act (ADA)," 49 CFR Part 37;
    a. The following sections are relevant to the service provided by Contractor under this Agreement:

49 CFR Part 37 section 37.77(c)

"For purposes of this section, a demand responsive system, when viewed in its entirety, shall be deemed to provide equivalent service if the service available to individuals with disabilities, including individuals who use wheelchairs, is provided in the most integrated setting appropriate to the needs of the individual and is equivalent to the service provided other individuals with respect to the following service characteristics:

(1) Response time;
(2) Fares;
(3) Geographic area of service;
(4) Hours and days of service;

(5) Restrictions or priorities based on trip purpose;
(6) Availability of information and reservations capability; and
(7) Any constraints on capacity or service availability"

In addition to ensuring equivalent service, a transit agency must also ensure applicable ADA transit requirements are being met. FTA Circular 4701.1, Section 7.5 states: "With these services, agencies have the same obligations to ensure, for example, that service animals are allowed to accompany riders with disabilities and that portable oxygen is accommodated. The training requirements in section 37.173<[1]l can be particularly important. Vehicle Contractors, including taxi drivers and volunteer vanpool drivers, must be trained to proficiency on safely operating vehicles and equipment and on properly assisting and treating riders with disabilities".

> **§37.173 Training requirements.** Each public or private entity which operates a fixed route or demand responsive system shall ensure that personnel are trained to proficiency, as appropriate to their duties, so that they operate vehicles and equipment safely and properly assist and treatindividuals with disabilities who use the service in a respectful and courteous way, with appropriate attention to the difference among individuals with disabilities.

2. U.S. DOT regulations "Americans with Disabilities Act (ADA) Accessibility Specifications for Transportation Vehicles", 49 CFR Part 38;
3. U.S. DOT regulations, "Nondiscrimination on the Basis of Disability in Programs and Activities

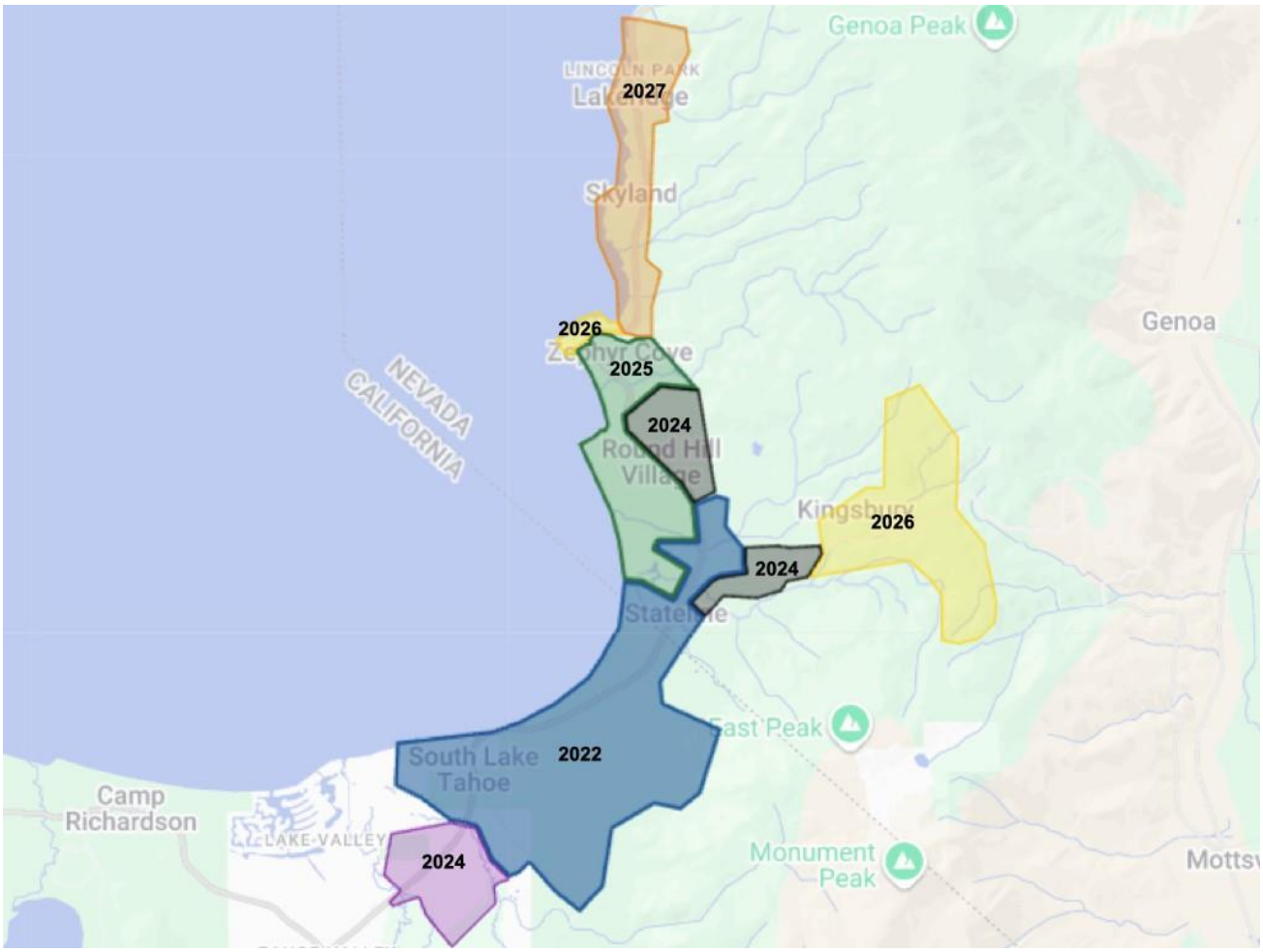
Receiving or Benefitting from Federal Financial Assistance," 49 CFR Part 27;

Exhibit A - Scope of Services

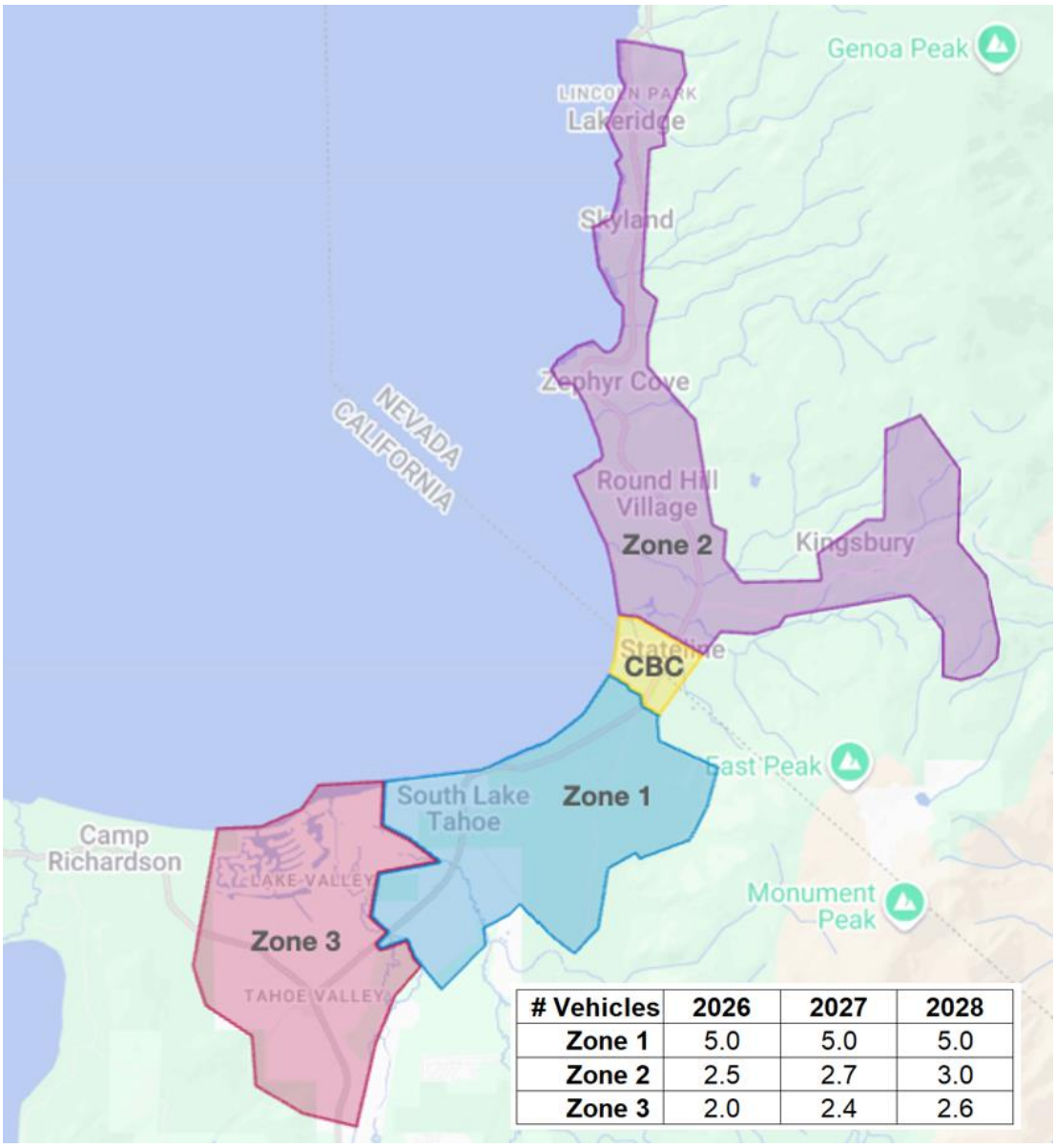
Attachment 1

(South Shore Micro Transit Service Area)

September 2025-June 2026 (current service area)



July 2026-September 2028



# Vehicles	2026	2027	2028
Zone 1	5.0	5.0	5.0
Zone 2	2.5	2.7	3.0
Zone 3	2.0	2.4	2.6

Resolution 2026-XXX

Adopted by the City of South Lake Tahoe City Council

January 27, 2026

Appropriation of funds from Parking Garage Revenue for the Funding Agreement with the South Shore Transportation Management Association (SS/TMA) for Additional $200,000 Funding Contribution for South Shore Microtransit Service in Fiscal Year 2025/2026.

BACKGROUND

A. City Council originally appropriated $150,000 to partner with the South Shore Transportation Management Association (SS/TMA) for Microtransit Service on March 15, 2022 during the City Council's Fiscal Year (FY) 21-22 mid-year budget adjustment. City Council subsequently approved an agreement with the SS/TMA on May 3, 2022.

B. Lake Link, a turnkey on-demand pilot microtransit service operated by Downtowner, LLC, formally launched in July 2022, with a soft launch late June 2022, and has seen a steady increase in ridership.

C. On February 14, 2023 City Council amended the original agreement to include an additional $50,000 for total annual funding of $200,000 through FY 2023/2024.

D. On September 23, 2025, City Council approved an amendment to the funding agreement to continue a $650,000 contribution to microtransit through FY 25/26. As part of the motion, City Council also noted that the City would commit an additional $200,000 if the Tahoe Regional Planning Agency (TRPA) will commit California Transportation Development Act (TDA) funds or SB 125 funds for microtransit expansion to the "Y".

E. This item includes a City Council motion to approve a three-year funding agreement that includes expansion of the microtransit service area citywide.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, BE IT RESOLVED, that the City Council of the City of South Lake Tahoe hereby:

1. Appropriates $200,000 from Parking Garage Revenue, 520-05320-34460, into account 520-05320-44032, Contributions/Sponsorships.

Passed and adopted by the City of South Lake Tahoe City Council on January 27, 2026 by the following vote:

Yes:
No:
Absent:
Abstain:

_____ _____
, Mayor Date:

Attest:

_____
Susan Blankenship, City Clerk

The presence of electronic signature certifies that the foregoing is a true and correct copy as approved by the South Lake Tahoe City Council.

City of South Lake Tahoe

Agenda Item Executive Summary

Joe Irvin, City Manager

Meeting Date: January 27, 2026
Agenda Item #: 13

Agenda Item: Agenda Planning Calendar

Requested Action / Suggested Motions: Identify, with consent of at least two Council Members, any desired future agenda items, and/or modify the Agenda Planning Calendar as desired.

Responsible Staff Member: Susan Blankenship, City Clerk, and Joseph Irvin, City Manager

Attachments:

APC 2026.pdf

2026 Agenda Planning Calendar (Updated 01 22 2026)

		Agenda Item	Agenda Section
Feb. 10, 9 a.m.	**Airport**	FAA Runway Grant Application	Consent
	City Attny	VHR Ordinance (First Reading)	NB
	Dev Services	Prohousing Incentive Program Grant Application SPV Phase 2B	Consent
		John Stewart Company Presentation on SPV Tenant Selection & Compliance	Presentation
		Quarterly Housing Report	Consent
		Tahoe Valley Area Plan Amendments Kickoff	NB
	Finance	TID Annual Report	Presentation
	Fire	MOU Ratification of Auto Aid with LVFD	Consent
		MOU Ratification of Auto Aid with TDFD	Consent
		CCAC Fellows Agreement Amendment for Mileage	Consent
	Parks & Rec	STPUD Turf Buyback Rebate Funds Acceptance	Consent
		Kiwanis 2025 Donation Acceptance	Consent
		Parks Bob Cat Tool Cat Purchase	Consent
	Police	AB109 MOU	Consent
	Public Works	Tahoe Valley Phase 1 Changeorder Reconciliation	Consent

2026 Agenda Planning Calendar (Updated 01 22 2026)

Feb. 24, 5:30 p.m.	**City Attny**	VHR Ordinance (Second Reading)	Consent
	CA/DS	2nd Home Cap/Housing Unit Replacement	NB
	City Manager	LTCC Fire Training Center Coverage Agreement	NB
	Finance	Quarterly Budget and Financial Status Report as of December 2025	Consent
		Citywide User Fee Study Presentation	NB
		Investment Portfolio Report as of December 2025	Consent
	Pub Works	Stormwater Master Plan/Areawide Drainage	NB
	Parks & Rec	Tahoe Tessies Lakeview Commons Concession Lease Renewal	Consent
		Future of Senior Center	NB
March 10, 9 a.m.	**City Manager**	Legislative Agenda	UB
		Economic Development Program Update	UB
	Dev Services	PLHA Loan To SPV Phase 2B	NB
		CTC Land Exchange	Consent
		El Dorado Transit AHSC Grant Subrecipient Agreement	Consent
		Sign Ordinance Amendments (Sub Committee Recos)	UB
	Finance	Fiscal Year 2025-2026 Mid-Year Budget Review	Consent

2026 Agenda Planning Calendar (Updated 01 22 2026)

		2025-2026 Master Fee Schedule	PH
		Ski Run BID Annual Report and Budget	Consent
	Fire	Fuels Division Report Presentation	NB
		Right of Entry for Cole Property Project	Consent
		CTC Land Access Agreement for Airport project	Consent
	Police	PD Annual Report	Consent
		Douglas County Mutual Aid MOU	Consent
		SMD Ordinance (First Reading)	NB
		AB 481 Report	Consent
		Patrol Tahoe Purchase	Consent
March 24, 5:30 p.n	**Dev Services**	Annual Planning Report	Consent
		SMD Ordinance (Second Reading)	Consent
April 21, 5:30 p.m.	**Finance**	2025 Annual Comprehensive Financial Report (ACFR)	Consent
		2025-2026 Master Fee Schedule Adoption	Consent
	Fire	RFP Contract Award Cole Property project	Consent
	Police	Ca State Boating & Enforcement Aid Program Grant Acceptance	Consent

2026 Agenda Planning Calendar (Updated 01 22 2026)

May 5, 9 a.m.	**Dev Services**	Quarterly Housing Report	Consent
		Inclusionary Housing Ordinance Annual Report	Consent
		Tahoe Living Housing and Mobility Fees	UB
		Evaluate Feasibility - Res. Area Plan/SB9 & Remove Tourist Accomodation	NB
	Finance	Ski Run BID to Levy Assessment for Business License year 2026/2027	PH
	Fire	LVFD MOU update for data sharing	Consent
May 19, 5:30 p.m.	**Finance**	Quarterly Budget and Financial Status Report as of March 2026	Consent
		Investment Portfolio Report as of March 2026	Consent
	Fire	Right of Entry Agreements for EVAC route fuels work	Consent
June 2, 9 a.m.	**City Clerk**	Pride Resolution Update	Consent
	City Manager	2026 National Community Survey Report	NB
	Dev Services	Mid Town Area Plan Adoption	PH
		STR Delinquency Report	PH
June 16, 5:30 p.m.	**Finance**	Direct Charge of Mello-Roos Special Tax for CFD 1995-1 for FY 2026-27	Consent
CC-STRSA			
		Annual Special Tax for CFD 2001-1 Series 2015 Special Tax Refunding Bo	Consent
	Police	SRO Agreement for 2026-2027 School Year	Consent

2026 Agenda Planning Calendar (Updated 01 22 2026)

Unscheduled/Pending			
	City Attorney	Ethics Policy Revisions	
	CC/CA	Recreation JPA Amendment #3 to Agreement	Consent
	City Clerk	Ordinance Increasing City Council Compensation (October 2026)	
		City Council Protocols Special Meeting	
	City Manager	Grants/Funding for Undergrounding Utilities	
		Chateau Update	
	Dev Services	Performance Bond as a Condition of Demolition	
		Discussion: Second Home Cap/Permit Options	
	Finance	Disolution STJPPFA	
	Fire		
	Parks & Rec	Events and Facitilies Naming Rights Discussion	
		South Tahoe Parks Foundation Fundraiser Donation Agreement Update	
		Purchase of Parks Equipment and Additional Funds Request	
		Regan Beach Environmental & Design RFP	
		Regan Beach Statewide Park Program Grant Application	

2026 Agenda Planning Calendar (Updated 01 22 2026)

	El Dorado Boat Ramp Replacement Purchase
Police	Barton Community Health Needs and Harm Reduction Update
	Heavenly Village Employee Discount Parking Passes
	Ratification of Application for CalOES DVRT
	Massage Ordinance Update/Amendments
	Parking Garage Rate Increase
Police/PW	Bike Paths/Speed Bumps, Bike Parking, Vehicle Parking
	2026 Update to Parking Fees in the Bellamy Parking Garage
Public Works	Geothermal Use Discussion Item
	Paving Policy Prioritixation of Total Users
	Award of PD Roof Replacement
	Eloise Bike Path Enhancements
	Adjustment to 2026 Paving Program
	TTD US 50 Plans Presentation
	Award Lakeview and Ski Run Electrical Upgrades
	Facilities Condition Assessment
	Award PS&E for Sugar Pine Bike Path Project

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

PROPOSAL FOR EXECUTIVE RECRUITMENT FIRM CITY MANAGER RECRUITMENT
SOLICITATION: 2026-1-16
DUE: JANUARY 16, 2026
Submitted to:
City of South Lake Tahoe

Altiora Consulting LLC
402 Production Dr, South Elgin, IL 60177
(847) 920-8289
contactus@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

COVER LETTER

1/16/2026
City of South Lake Tahoe
RE: Proposal for RFP #2026-1-16 Executive Recruitment Firm City Manager Recruitment

Members of the City Council,
On behalf of Altiora Consulting, we are pleased to submit our proposal in response to the RFP #2026-1-16 for Executive Recruitment Firm City Manager Recruitment. As a woman-owned boutique consulting and staffing firm, Altiora brings a personalized approach, industry expertise, and advanced technology solutions tailored to meet the city's needs.

Altiora is led by co-founders Angie Starkey and J.B. Lorenty, with over 50 years of combined experience in staffing, recruitment, and resource management. Our innovative use of AI-driven recruitment technology and data insights accelerates the placement process while ensuring top-tier, qualified candidates who align with the city's specific requirements.

We believe our commitment to responsive client service and our rigorous candidate vetting process set Altiora apart as a recruitment provider. By understanding your unique goals and leveraging our expertise, we are confident in our ability to support the city in achieving both immediate and long-term objectives.

This proposal will remain current and valid for a period of not less than 120 calendar days from the proposal due date. Altiora has reviewed the City's standard Professional Services Agreement and finds the terms generally acceptable.

We thank you for the opportunity to present our proposal and look forward to the potential of working together. Please feel free to contact us directly at (314) 960-0953 / (847) 902-2947 or via email at angelastarkey@altioraconsulting.com / jblorenty@altioraconsulting.com should you have any questions.

Sincerely,
Angela R. Starkey
Co-Founder & Managing Partner

Signed by:
Angela Starkey
7A7F570E4CE549D...

J.B. Lorenty
Co-Founder & Managing Partner

Signed by:
J.B. Lorenty
475A1661CF85455...

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

TABLE OF CONTENTS

EXECUTIVE SUMMARY 4
COMPANY HISTORY, BACKGROUND AND EXPERIENCE 5
SCOPE OF WORK/IMPLEMENTATION 5
PROJECT BUDGET 10
DESCRIPTION OF RECENT PROJECTS/REFERENCES 11
CONCLUSION 11

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

EXECUTIVE SUMMARY

Altiora Consulting and Staffing is a boutique Woman-Owned Small Business operating out of Chicago, IL. Our leadership has a proven record for staffing and managing multimillion dollar projects across multiple industries.

We bring a unique blend of industry expertise and innovative recruitment solutions. With a specialized focus on recruitment and staffing, Altiora is committed to delivering exceptional candidates who not only meet but exceed clients' expectations. Leveraging advanced AI technologies, we accelerate candidate identification, ensuring that only the most qualified professionals are matched for our client's needs. Altiora has an extensive screening process utilized to obtain top-tier candidates. Our candidate vetting includes thorough reference verifications to meet the high standards expected in the recruitment process.

At Altiora Consulting, we pride ourselves on delivering exceptional solutions for recruitment services and temporary staffing roles. The partners at Altiora Consulting have a combined 50+ years of experience and have staffed and managed over 100 resources at a given time. Altiora strives to keep the company size low to provide more customized partnerships with our clients. In having on average 2-5 new clients per year, Altiora's founders can keep our commitment to fostering lasting client relationships that has earned us a reputation as a trusted partner.

In addition to the longstanding level of experience our founders have managing multi-million dollar projects over the course of their careers, Altiora Consulting is currently working with JLK Global Enterprises, Inc., the City of Tucson, AZ, the Houston-Galveston Area Council, the State of Kansas, the South Dakota Department of Social Services and the Richardson Independent School District for recruitment services and/or to staff administrative, business and technical related roles including, but not limited to, administrative assistants, accountants, business analysts, data analysts, HR specialists, payroll specialists, project managers, scrum masters, software architects, database administrators and website developers.

EQUITY AND INCLUSION: At Altiora Consulting, we are unwavering in our commitment to fostering a diverse, equitable, and inclusive workplace. We believe that embracing differences in race, gender, ethnicity, age, sexual orientation, disability, and religion is not just a moral imperative but a business necessity. Our dedication to DEI drives innovation, excellence, and a culture where every individual feels valued, respected, and empowered. Our core values are as follows:

INCLUSIVITY We celebrate and leverage diverse perspectives to drive innovation and excellence. Our inclusive environment ensures that all employees have equal opportunities to thrive and contribute to our shared success.

EQUITY We are committed to providing equitable opportunities for all team members, ensuring that everyone has the support and resources they need to succeed.

RESPECT We foster a culture of respect where every individual is treated with dignity and fairness, regardless of their background or identity.

EMPOWERMENT We empower our employees to bring their authentic selves to work, encouraging them to share their unique insights and ideas.

Altiora Consulting's dedication to DEI is a cornerstone of our identity and operations. By fostering a diverse, equitable, and inclusive workplace, we not only enhance our organizational culture but also drive better business outcomes. We are committed to continuing our efforts to create a workplace where everyone can thrive and contribute to our shared success.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

COMPANY HISTORY, BACKGROUND AND EXPERIENCE

Altiora Consulting and Staffing is a boutique Woman-Owned Small Business operating out of Chicago, IL with 2-10 employees. Our leadership has 50+ years of combined experience and a proven record for staffing and managing multimillion dollar projects across multiple industries.

As Altiora Managing Partners, both Angie Starkey and J.B. Lorenty will be primary points of contact. They hold several professional certifications, including the PMP and many technical certifications. Together, they lead Altiora with a commitment to respect, integrity, and transparency. This collaborative approach fosters a culture of innovation and client satisfaction, empowering the entire Altiora team to deliver solutions that not only meet immediate staffing needs but also support sustainable growth for clients. The contact information for both can be found in the footer of this proposal.

Angie Starkey, Co-Founder and Managing Partner, is a key driver of Altiora's strategic vision. With over 25 years in talent management and organizational development, Angie specializes in creating innovative, data-driven recruitment strategies that meet client demands while fostering long-term relationships. Her experience in recruitment and her commitment to finding experienced DEI candidates wherever possible make her instrumental in ensuring Altiora's staffing solutions are inclusive, efficient, and tailored to each client's unique needs. As a woman-owned small business, Altiora benefits from Angie's insights and dedication to maintaining high standards of quality and integrity in every engagement.

J.B. Lorenty, Co-Founder and Managing Partner, brings a wealth of experience in operations and resource management. J.B.'s direct approach to client service ensures that Altiora's operations are efficient, transparent, and consistently aligned with client expectations. With a background in managing large-scale staffing initiatives, J.B. oversees Altiora's day-to-day operations, ensuring that every project benefits from streamlined processes and the latest technology. His focus on continuous improvement and operational excellence has helped Altiora establish a reputation as a dependable partner capable of delivering superior results.

We strive to employ a highly experienced and trained resource pool. Our team of highly skilled professionals work diligently to ensure our clients' needs are met with precision and care. We believe in empowering businesses with the right talent and support to drive success at every stage of their journey.

SCOPE OF WORK/IMPLEMENTATION

Altiora Consulting ensures that each recruitment announcement is meticulously crafted to attract top-tier candidates. By leveraging its deep industry expertise, the firm creates job postings that are not only accurate but also compelling, highlighting key responsibilities, qualifications, and unique aspects of the role to engage potential applicants. Altiora utilizes Canva and other tools to develop dynamic job announcements.

METHODOLOGY

COMPREHENSIVE RECRUITMENT:

Altiora offers a comprehensive approach to recruitment, designed to meet staffing needs efficiently and effectively. Our recruitment solutions are customized to align precisely with the requirements, ensuring a seamless fit with the organizational culture and job specifications. We take a consultative approach to understand the specific needs, goals, and preferences. By combining expertise with a client-centered approach, Altiora ensures that every step of the recruitment process is managed with precision, from role scoping and sourcing to candidate selection and onboarding.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

Direct Networking Campaign for Top Talent

Altiora will design and execute a targeted, relationship-driven networking campaign to surface exceptional City Manager candidates across national, regional, in-state, and local talent pools. This strategy goes far beyond traditional advertising and leverages Altiora's established networks, sector expertise, and proactive outreach capabilities to ensure the City Council has access to the strongest possible slate of leaders.

Strategic Alignment With the City Council

During the initial project kickoff, Altiora will meet with the City Council to confirm the leadership profile, community priorities, and any unique attributes of the role or municipality. These insights will guide the scope and focus of the networking campaign, ensuring outreach efforts are aligned with the City's values, culture, and long-term strategic direction.

National and Regional Outreach

Our team will:

- Leverage national organizations such as ICMA, NFBPA, ELGL, and regional municipal management associations to identify respected leaders who may not be actively applying but are open to confidential conversations.
- Conduct targeted outreach to executives in comparable or aspirational municipalities to attract candidates with relevant scale, complexity, and governance experience.

In-State and Local Talent Engagement

Recognizing the importance of local context and community familiarity, Altiora will also:

- Engage local government professionals, civic leaders, and community-based networks to identify emerging talent and respected leaders who may be strong cultural fits.
- Ensure that local and regional candidates receive the same level of proactive engagement as national prospects, supporting a balanced and equitable search process.

Confidential, High-Touch Outreach

Our team conducts:

- One-on-one outreach calls
- Confidential exploratory conversations
- Tailored messaging that highlights the City's strengths, opportunities, and leadership vision
- Continuous engagement to maintain candidate interest throughout the recruitment timeline

This approach consistently yields high-caliber candidates who would not otherwise enter a competitive process.

Delivering a Robust and Diverse Candidate Pipeline

Altiora's outreach strategy is designed to:

- Expand the reach of the search beyond traditional applicant pools
- Increase diversity in leadership representation
- Identify both active and passive candidates
- Ensure the City Council has access to the strongest possible talent from every relevant geography

This targeted recruitment process enables us to consistently deliver high-quality candidates, enhancing the workforce with professionals who are prepared to contribute immediately.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

AI-POWERED TALENT SOURCING:

To meet the need for speed and precision in staffing, Altiora employs an advanced AI-powered approach to talent sourcing. Our proprietary Applicant Tracking System (ATS) uses artificial intelligence to screen and match candidates with specific job criteria, ensuring a fast, accurate, and bias-free selection process. The AI algorithms continuously learn and adapt based on hiring patterns, making candidate searches even more refined and effective over time. By integrating AI with our recruitment practices, Altiora can quickly identify top-tier candidates who not only meet the technical qualifications but also align with Client expectations.

TIMELINE

Altiora is committed to an expedited candidate delivery process. Each candidate undergoes a rigorous screening process, including background checks and skills verification, before being presented for review. Our goal is to provide top candidates in a short timeframe, ensuring exceptional talent without delay. Altiora will provide guidance throughout the interview process and conduct additional interviews as requested.

KICKOFF

- Immediately upon the contract award, Altiora initiates a detailed kickoff meeting with key stakeholders to align on requirements and discuss expectations. This meeting allows us to understand the **preferred candidate profiles and any unique aspects** of the role. The **recruitment strategy and any requirements for marketing and advertising** will be discussed as well. Following this alignment session, Altiora collaborates closely to establish a recruitment schedule, document key deliverables, and confirm communication protocols for efficient updates.

ONGOING COMMUNICATION

- Transparent and proactive communication is a cornerstone of Altiora's recruitment process. **Weekly progress reports** help to keep fully informed at each stage of the process and provide real-time insights into candidate sourcing, screening progress, and any adjustments needed based on feedback or changing requirements. With the updates, Altiora will provide updates on the goal of providing a **shortlist of candidates within 8 weeks.**

CANDIDATE PRESENTATION

- Altiora is committed to an expedited candidate delivery process. Each candidate undergoes a **rigorous screening process, including background checks and skills verification**, before being presented for review. Our goal is to provide top candidates in a short timeframe, ensuring exceptional talent without delay. This accelerated candidate presentation timeline enables quickly advancing through interview and hiring phases, reducing time-to-fill, and minimizing disruptions. Altiora will provide guidance throughout the interview process and conduct additional interviews as requested.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

At Altiora Consulting, we are committed to streamlining and enhancing the hiring and selection process for our clients. Our approach ensures that every stage of the interview process is conducted efficiently, professionally, and with strategic decision-making at its core.

Phase	Weeks Active	Description
Stakeholder Alignment	Weeks 1–2	Stakeholder meetings and alignment
Recruitment Strategy	Weeks 3–4	Develop strategy with promotional materials and advertising
Preliminary Interviews	Weeks 5–8	Review applications, conduct preliminary interviews, and provide shortlist of candidates
Final Interviews, Screening & Selection	Weeks 9–12	Interview coordination, background checks, and final selection

COMPREHENSIVE INTERVIEW PROCESS SUPPORT

At Altiora Consulting, we are committed to streamlining and enhancing the hiring and selection process for our clients. Our approach ensures that every stage of the interview process is conducted efficiently, professionally, and with strategic decision-making at its core. Below is an overview of our tailored services:

Interview Process → Scheduling → Evaluation Tools → Conduct Interview

FACILITATING THE INTERVIEW PROCESS

Altiora Consulting will oversee and manage the entire interview process, ensuring a structured and seamless experience for both candidates and City Council. We will:

- Develop a clear framework for interviews, including a template with standard behavioral questions.
- Provide guidance on best practices to ensure a consistent and equitable interview process.

ASSISTING WITH SCHEDULING

Efficient scheduling is critical to maintaining momentum in the hiring process. Altiora Consulting will:

- Manage interview logistics, coordinating availability between candidates and the City Council.
- Utilize advanced scheduling tools to optimize efficiency and minimize conflicts.
- Ensure timely reminders and follow-ups, reducing last-minute disruptions.

PROVIDING EVALUATION TOOLS TO SUPPORT DECISION-MAKING

Objective and data-driven evaluation is essential in selecting the most suitable candidates. To support informed decision-making, Altiora Consulting will:

- Design and implement customized scoring rubrics tailored to the specific needs of the role.
- Provide structured feedback forms that capture key insights from interviewers.
- Offer comparative analysis tools that facilitate a fair and transparent assessment of all candidates.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

GUIDING CITY COUNCIL ON INTERVIEW CONDUCT

Altiora Consulting understands the importance of professionalism and alignment during interview sessions. We will:

- Develop guidelines for maintaining a positive candidate experience while ensuring a rigorous assessment.
- Provide ongoing consultation to address any challenges or concerns throughout the selection process.
- Aid in selecting finalists with a short list of recommended candidates. This will include a summary of the candidates' qualifications.

With Altiora Consulting's expertise, a well-coordinated and professionally executed interview process that fosters effective hiring decisions will be followed. Our comprehensive approach ensures a smooth experience for all stakeholders, empowering the City Council to make confident and well-informed choices. In addition, Altiora can assist the City with offer and contract negotiations for the approved candidate.

BACKGROUND CHECKS & DRUG SCREENING

Altiora's candidate vetting process leverages AI-driven technology, industry-standard background checks, and thorough reference verifications to meet the high standards expected in government staffing. Key steps include:

Screening → Background Checks → Reference Checks → Final Review → Onboarding & Feedback

INITIAL SCREENING AND AI-POWERED ASSESSMENT

- **Resume Screening**: Candidates submit resumes through our recruitment platform integrated with AI. Our AI tools analyze key skills, experience, and certifications to match candidates against the position requirements, ensuring alignment with the skillsets needed.
- **Skill Matching and Predictive Analysis**: Using advanced AI, we assess candidate profiles based on historical data and predictive analytics, highlighting individuals who show the best fit for success in the role based on job-specific attributes.
- **Preliminary Phone Interview**: Qualified candidates undergo a phone interview to assess communication skills, role understanding, and availability.

BACKGROUND CHECKS AND COMPLIANCE VERIFICATION

- **Identification and Employment Verification**: Confirm candidate identity and verify past employment, education, and certifications through top industry verification tools to ensure accuracy and compliance.
- **Criminal Background Check**: Conduct comprehensive criminal background checks to comply with government standards, using secure, industry-leading platforms, such as HireRight and Sterling Check.
- **Drug Screening** (if required): Provide optional pre-employment drug screening to align with specific governmental or client mandates. Altiora uses Quest Diagnostics where available. Otherwise, a reputable local company will be used.

REFERENCE CHECKS AND PROFESSIONAL ASSESSMENT

- **Professional Reference Follow-Up**: Will request candidates provide at least two professional references to assess their previous performance, skills, work ethic, and suitability for the role.
- **Structured Reference Questionnaire**: Use a standardized questionnaire tailored to the candidate's role to ensure consistency and reliability of feedback.
- **Behavioral Competency Assessment**: Through reference input, evaluate the candidate's behavioral competencies such as teamwork, problem-solving, and adaptability—qualities essential for roles in government environments.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Altiora
Consulting and Staffing

FINAL REVIEW AND GOVERNMENT CLIENT COMPLIANCE

- **Client Compliance Checklist**: Verify that each candidate meets all client-specific compliance standards, including any unique governmental regulations.
- **AI-Driven Quality Review**: Final AI-powered review of candidate profiles to confirm alignment with job requirements and overall suitability for the role.
- **Onboarding Approval and Client Presentation**: Approved candidates are onboarded and presented to the client with full summary documentation of vetting, compliance, and qualifications.

POST-HIRE PERFORMANCE TRACKING AND FEEDBACK COLLECTION

- Collect feedback from clients to improve vetting accuracy and refine our AI algorithms for future placements.

PROJECT BUDGET

- **Estimated fees (not to exceed):** $25,000
- **Hourly Rate:** N/A
- **Travel and out-of-pocket expenses:** $5,000 (travel is included in the TOTAL (not to exceed amount)
- **TOTAL (not to exceed):** $30,000

- **Fees**: Fees are inclusive of background checks, drug screening & advertising. This does not cover any travel expenses that may be required.
- **Payment Terms**: Fees are due within 30 days of candidate placement. ACH payment options are available for convenience and prompt processing.
- **Incidental Expenses**: All incidental expenses will be billed at cost and not exceed this estimate without prior approval.
- **Firm Pricing:** Fees are not subject to increase during the engagement.
- **Replacement Guarantee:** At Altiora, we understand the importance of stability and continuity in staffing and the impact that turnover can have on operational efficiency. We have developed robust contingency policies to address any potential early placement terminations. If a candidate placed by Altiora leaves the position or is terminated within the first year of employment, we offer a replacement guarantee with Altiora committed to providing a qualified replacement at no additional cost to the city.

  Our team will immediately initiate a replacement search, leveraging our existing candidate pool and AI-driven recruitment tools to expedite the process and present suitable candidates as quickly as possible. Each replacement candidate undergoes the same rigorous screening process. This guarantee reflects our commitment to quality and long-term client satisfaction, ensuring the city has access to a dependable workforce without incurring further recruitment expenses.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com

Docusign Envelope ID: 131C1C7C-93B9-4F64-AE5D-1E6760223A97

Altiora
Consulting and Staffing

DESCRIPTION OF RECENT PROJECTS/REFERENCES

Altiora Consulting has consistently demonstrated a commitment to excellence and client satisfaction through the longevity and expertise of its resources. Our seasoned professionals bring decades of experience to the table, ensuring that every project is handled with precision and care.

Reference 1:	
Company Name	JLK Global Enterprises, Inc.
Contact Name	Jamie Kincade
Contact #	(770) 222-8041
Email	info@jlkglobalinc.com
Address	1750 Powder Springs Rd., Ste 190, Marietta GA. 30064
Contract Dates	Recruitment and staffing services starting in 2025
Reference 2:	
Company Name	City of Tucson, AZ
Contact Name	Salvador Servin III
Contact #	(520) 837-4141
Email	salvador.servinIII@tucsonaz.gov
Address	255 W Alameda St, Tucson, AZ 85701
Contract Dates	Recruitment services for 2025-2026
Reference 3:	
Company Name	State of Kansas
Contact Name	Nicole Mears
Contact #	(785) 296-6924
Email	Nicole.Mears@ks.gov
Address	900 SW Jackson, Suite 451 S, Topeka, KS 66612
Contract Dates	Recruitment and staffing services for 2025-2031

CONCLUSION

Altiora is uniquely positioned to deliver exceptional results for the city. We bring a personalized, client-focused approach to every recruitment service. Our innovative use of AI-driven technology ensures a streamlined and efficient process, identifying candidates who not only meet the qualifications but also embody the vision and values of the city.

Furthermore, our commitment to diversity and inclusion guarantees a candidate pool reflective of the city's needs and priorities. We are honored to have the opportunity to assist in securing a resource who will lead with purpose, integrity, and a shared commitment to progress. Please do not hesitate to contact us for any further discussion or clarification. We look forward to the potential of partnering with the city.

402 Production Dr.
South Elgin, IL 60177

(847) 920-8289
(314) 960-0953
(847) 902-2947

contactus@altioraconsulting.com
angelastarkey@altioraconsulting.com
jblorenty@altioraconsulting.com