

AGENDA: September 7, 2023

TO: Santa Cruz County Regional Transportation Commission
FROM: Executive Director Ad Hoc Committee Members and Steve Mattas
RE: Recommendation for Executive Director Recruitment

RECOMMENDATIONS

The Ad Hoc Committee (Committee) recommends the Commission interview CPS-HR and Ralph Andersen & Associates and then decide which firm to select to provide Executive Director recruitment services. It is also recommended that the Commission authorize the Chairperson to execute a contract with the selected recruitment firm in an amount not to exceed the proposed contract price and subject to approval as to form by the General Counsel.

BACKGROUND

Executive Director, Guy Preston, recently announced his retirement to be effective in early December and the Commission desires to retain a recruiter to assist the Commission with recruitment of an Executive Director. Based on direction from the Commission, the General Counsel issued a Request For Proposals (RFP) for Executive Director recruitment services to six experienced recruitment firms.

The RFP provided the following standard for the scope of work that the selected recruitment firm is expected, at a minimum to perform:

- Meet with the Commission to facilitate the development of an appropriate candidate profile, list of priorities for the new Executive Director, and a recruitment process/schedule.
- Develop and administer a search for appropriate candidates, including: preparing a recruitment brochure, designing appropriate advertising campaign, and outreach to qualified potential candidates.
- Answer questions from candidates, collect application materials, and maintain a list of all candidates who respond to the recruitment.
- Review the applications received, comparing them to the desired candidate profile, and performing screening interviews as needed.
- Advise the Commission on the qualifications of the candidates, develop a list of recommended candidates and provide a written report

summarizing the overall candidate pool and the qualifications of those selected to be interviewed.

- Advise the Commission on interview strategies and appropriate questions to ask candidates; attend the interview sessions and assist the Commission to narrow the candidate pool to finalists.
- Conduct a complete background check on final candidates and advise the Commission of the results.
- Facilitate the final interview process and assist the Commission to make a selection.
- Assist SCCRTC with employment contract negotiations with the selected candidate.

Four of the six firms submitted proposals by the September 1, 2023 deadline and the two firms that did not submit proposals advised us that they were too busy with other commitments to submit a proposal and lead this recruitment.

The four firms that submitted proposals are CPS-HR, Ralph Andersen & Associates, Avery Associates, and Bob Murray & Associates. Copies of the four proposals are included as Attachment A. As the Commission will recall, CPS-HR served as the recruiter for the last Executive Director recruitment. The four proposals range in price from \$25,500 to \$38,500 inclusive of reimbursement for direct costs (see table below).

Recruiting Firm	Cost
CPS HR Consulting	\$27,000
Ralph Andersen & Associates	\$38,500
Avery Associates	\$25,400
Bob Murray & Associates	\$29,900

All four proposals include a warranty that if the recommended candidate resigns or is terminated within one year of employment, the firm will assist with a follow-up recruitment with the only additional charge being for expense reimbursement costs.

On September 5, 2023, the Ad Hoc Committee met to review the proposals, and recommends that the Commission interview two finalists, CPS-HR and Ralph Andersen & Associates. The Ad Hoc Committee elected to not make a recommendation for the final selection at this time but instead thought it was preferable for the Commission to interview the two finalists. We are

working with the applicants to schedule the two finalists to be interviewed in open session as part of the Commission meeting on Thursday, September 7, 2023. The Committee and the General Counsel's office are preparing a list of questions that the Commission may use during the interviews. The proposed questions will be presented to the Commission as part of the meeting on Thursday. Once the Commission has completed the interview process, the Commission may convene in closed session to further consider the recruitment process followed by an open session for consideration of the final selection of the recruitment firm.

SUMMARY

Based on direction from the Commission, the General Counsel issued an RFP for Executive Director recruitment services to six recruitment firms. After reviewing the four proposals, the Ad Hoc Committee recommends that the Commission interview CPS-HR and Ralph Andersen & Associates and then have the Commission select a recruitment firm to provide recruitment services for the Executive Director recruitment.

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Attachment A

CPS HR Consulting

PROPOSAL

Santa Cruz County Regional Transportation Commission

Executive Recruitment Services for
Executive Director

September 1, 2023

2:00 P.M. PST

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

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Your Path to Performance

September 1, 2023

Steve Mattas
General Counsel
Santa Cruz County Regional Transportation Commission
1101 Pacific Ave #250
Santa Cruz, CA 95060

Submitted via email to: smattas@meyersnave.com

Subject: Executive Recruitment for Executive Director

Dear Mr. Mattas:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the Santa Cruz County Regional Transportation Commission (SCCRTC) with the recruitment of a new Executive Director. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

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 SCCRTC to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

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

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact me at (916) 471-3358 or via email at masher@cpshr.us.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

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A. About CPS HR Consulting

CPS HR Consulting has been assisting organizations with their talent management needs for over 35 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America. Our core competency is its knowledge of and expertise in the public sector.



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

CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

With more than 100 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Texas, Colorado and Southern California.

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 are 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 brief listing of recent similar recruitments to show our experience with similar executive recruitments.

Recent Transportation Recruitments Nationwide		
Agency	Title	Year Completed
City of Santa Fe, NM	Transit Director of Administration (Partial Recruitment Services)	Current
City of Oklahoma City (EMBARC), OK	Finance Controller - Public Transportation and Parking Systems	Current
City of Phoenix, AZ	Director of Streets & Transportation	Current
San Diego Association of Governments, CA	Independent Performance Auditor	Current
Los Angeles County Metropolitan Transportation Authority, CA	Executive Officer, Customer Experience	Current
Sonoma County Transportation Authority, CA	Executive Director	Current
Metropolitan Transportation Commission, CA	Executive Director	2023
Alameda-Contra Costa Transit District, CA	Director of Transportation	2023
City of Tucson, AZ	Director of Transportation and Mobility	2022
Southern California Regional Transit Training Consortium	Executive Director	2022
Los Angeles County Metropolitan Transportation Authority, CA	Manager, Communications – Executive Writer	2022
Sound Transit, WA	Chief Executive Officer	2022
Coconino County, AZ	Transportation Planner	2022
County of Trinity, CA	Director of Transportation	2022
Metropolitan Transportation Commission, CA	Associate Counsel	2022
Metropolitan Transportation Commission, CA	Senior Counsel	2022
Metropolitan Transportation Commission, CA	Chief Financial Officer	2022

*Proposal to Santa Cruz County Regional Transportation Commission
Executive Recruitment for Executive Director*

Recent Transportation Recruitments Nationwide		
Agency	Title	Year Completed
Regional Transportation Commission of Washoe County, NV	Director of Finance	2022
San Francisco Municipal Transportation Authority	Chief Operating Officer/CFO	2022
Transbay Joint Powers Authority, CA	Executive Director	2021
Stanislaus Regional Transit Authority, CA	Chief Executive Officer	2021
North County Transit District, CA	Director of Procurement and Contracts	2021
North County Transit District, CA	Human Resources Director	2021
Los Angeles Metropolitan Transportation Authority, CA	Chief People Officer	2021
Utah Transit Authority	Director of Capital Development	2021
Utah Transit Authority	Director of Planning	2021
Utah Transit Authority, UT	Director of Internal Audit	2021
Alameda-Contra Costa Transit District, CA	Chief Financial Officer	2021
Alameda-Contra Costa Transit District, CA	Executive Human Resources	2021
San Mateo County Transit District, CA	Executive Officer, Information Technology and Telecommunications	2021
City of Vancouver, WA	Senior Transportation Policy Advisor	2021
Montgomery County Department of Transportation, MD	Strategic Communications Manager (Partial Recruitment Services)	2021
Los Angeles Metropolitan Transportation Authority, CA	Chief Systems Security and Law Enforcement Officer	2021

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. Our executive recruitment team will work collectively to fulfill SCCRTC's needs in a timely and effective manner. We are committed to providing each of our clients with 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 SCCRTC.

Role/Project Assignment	Name	Phone	Email
Manager, Executive Recruitment	Pamela Derby	(916) 471-3126	pderby@cpsshr.us
Executive Recruiter	Robin Hovis James	(916) 263-1401	rjames@cpsshr.us
Associate Executive Recruiter	Fatima Nukic	(916) 471-3308	fnukic@cpsshr.us

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 conducted numerous General Manager and Executive Director recruitments including for the current SCCRTC Executive Director, two Executive Directors for MTC, the current Executive Director at SANDAG and her current recruitment for the Executive Director of the Sonoma County Transportation Authority.

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
- Special Cases Manager, Consumer Relations, The Money Store, CA
- Supervisor, Trailing Documents, The Money Store, CA
- Executive Assistant, Randlett Associates, CA

Education

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

Robin Hovis James, Executive Recruiter

Robin Hovis James has over twenty-five years of organizational design and human resources experience in diverse industries ranging from performing arts non-profits to corporate aviation, higher education, technology, and regional government. Her previous positions held report directly to executive leadership and included counseling and supporting senior leaders and managers. Ms. Hovis James has experience directing all human services and human resources functions including organizational design and staffing, employee performance, learning, and development, employee relations, labor relations, policy design and compliance, employment management, benefits management, payroll coordination and support, leave of absence and workers compensation management, and direct support of management and leadership staff.

Employment History

- Executive Recruiter, CPS HR Consulting
- Assistant Director of HR and Organizational Development, Metropolitan Transportation Commission
- Human Resources Manager, LEVEL Studios
- Director of Employee Services, Mills College

Education

- Bachelor of Arts Degree, Scripps College, Claremont, California
- Senior Professional in Human Resource (SPHR) Certification
- Member, Society for Human Resources Management (SHRM)

Fatima Nukic, Associate Executive Recruiter

Fatima Nukic has over ten years of professional experience in the public sector. She has assistant on a wide range of recruitments for county, city, special district, and association executives including executive director, city attorney, police chief, human resources director, finance director, health and human services director, risk manager, environmental resources director, to name a few. Ms. Nukic is an action-oriented and results-driven leader who thrives on finding new ways to promote recruitments and finding ideal candidates. She brings an extensive background in promoting, sourcing, and social media marketing to her role as an Associate Executive Recruiter at CPS HR Consulting.

Employment History

- Associate Executive Recruiter, CPS HR Consulting
- Executive Search Technician, CPS HR Consulting
- Office Manager/HR, DMD Express
- Guest Representative, The Mirage Hotel and Casino

Education

- Project Management Certificate-CSUS College of Continuing Education
- Bachelor of Science in Business Administration-University of Nevada, Las Vegas
- Bachelor of Arts, German Studies-University of Nevada, Las Vegas

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.

CLIENT/POSITIONS	CONTACT(S)
Metropolitan Transportation Commission Bay Area Metro Center 375 Beale Street, Suite 800 San Francisco, CA 94105	Nalungo Conley, Human Resources Director (415) 778-6741 nconley@bayareametro.gov
Multiple Recruitments	
Alameda County Transportation Commission 1333 Broadway, Suite 300 Oakland, CA 94612	Amara Morrison, Attorney (510) 834-6600 amorrison@Wendel.com
Multiple Recruitments	
Los Angeles Metropolitan Transportation Authority (LACMTA/LA METRO) One Gateway Plaza Los Angeles, CA 90012	Sandra Blanco-Sanchez, Director of Talent Acquisition (213) 418-3102 blancosanchezs@metro.net
Multiple Recruitments	

Sample Work Products

A recruitment brochure is available at the end of the proposal as **Appendix A** for SCCRTC's review.

B. Timeline and Scope of Work

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 Executive Director can be completed in 12 to 14 weeks for a Full Recruitment. A Partial Recruitment can be completed in 10 to 12 weeks, and an Outreach Project can be completed in 4 to 6 weeks following the kick-off meeting. 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	➤															
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

Capacity and Availability

Our CPS HR recruiters are collectively working on fifty-seven (56) recruitments that are in varying stages of the process. Our recruiters are responsible for six to eight recruitments at any given time, depending on close and kick off times. Each recruitment is treated with equal importance, regardless of the size of the agency or the type of recruitment. We are committed to providing each of our clients with the same level of service excellence, and we take great care not to take on more work than this commitment allows. ***Our Executive Recruiters and support team have the capacity, expertise and organizational knowledge to effectively and successfully manage SCCRTC's recruitments.***

Our Approach

Key Stakeholder Involvement

The Commission on behalf of the Santa Cruz County Regional Transportation Commission must be intimately involved in the search for a new Executive Director. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Commission, other key stakeholders may also be invited to provide input for the development of the candidate profile.

SCCRTC's Needs

A critical first step in a successful executive search is for the Commission to define the professional and personal qualities required of the Executive Director. CPS HR has developed a very effective process that will permit the Commission to clarify the preferred future direction for SCCRTC; the specific challenges SCCRTC is likely to face in achieving this future direction; the working style and organizational climate the Commission wishes to establish with the Executive Director; and ultimately, the professional and personal qualities required of the Executive Director.

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 the new Executive Director. We will contact the Commission and the newly appointed Executive Director 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 Process

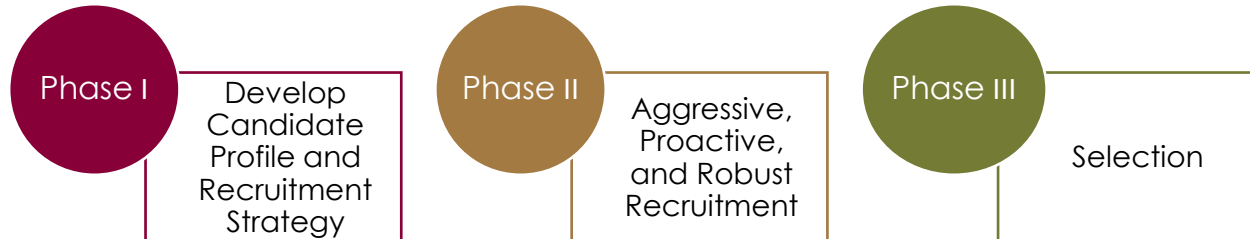
CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators 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.

The result is incredibly diverse candidate pools. Our clients have been quite pleased with our process and end results.

Methodology and Scope of Work

Our proposed executive search process is designed to provide SCCRTC with the full range of services required to ensure the ultimate selection of a new Executive Director uniquely suited to SCCRTC's needs. CPS HR can perform **Outreach Only** or **Partial Recruitment** services if a **Full Recruitment** is not currently needed by SCCRTC.



Phase I: Our consultant will meet with the Commission to ascertain SCCRTC’s needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with SCCRTC.

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

Phase III: The selection process is customized for SCCRTC. CPS HR will work with the Commission to determine the process best suited to the Santa Cruz County Regional Transportation Commission.

Below is a breakdown of the services included in each recruitment option.

Task	Description	Outreach	Partial	Full
Phase I - Develop Candidate Profile and Recruitment Strategy				
1	Finalize Schedule		X	X
2	Hold Key Stakeholder Meetings	X	X	X
3	Develop Candidate Profile	X	X	X
4	Develop Recruitment Brochure	X	X	X
Phase II – Aggressive, Proactive, and Robust Recruitment				
1	Place Ads	X	X	X
2	Identify and Contact Potential Candidates	X	X	X
3	Review Application Materials		X	X
4	Conduct Screening Interviews		X	X
5	Submit Client Report		X	X
6	Client Meeting to Select Semifinalists		X	X
7	Notify Candidates		X	X
Phase III – Selection				
1	Prepare Assessment			X
2	Schedule Candidates; Coordinate Travel			X
3	Prepare Evaluation manuals			X
4	Facilitate Finalist Selection Process			X
5	Conduct Reference and Background Checks			X
6	Assist in Negotiation (if requested)			X

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 – Develop Recruitment Brochure

The first step in this engagement is a thorough review of SCCRTC’s needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders

to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new Executive Director. Activities will include:

- Identifying key priorities for the new Executive Director and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Commission wishes to establish with the Executive Director.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new Executive Director in light of the discussions above.
- Discussing recruitment and selection strategies for the Commission’s consideration to best produce the intended results.

CPS HR will provide a summary to SCCRTC stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

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

Phase II – Aggressive, Proactive, and Robust Recruitment

- Task 1 – Place Advertisements**
- Task 2 - Identify and Contact Potential Candidates**
- Task 3 – Resume Review and Screening Interviews**
- Task 4 – Commission Selects Finalists**

The recruitment process is tailored to fit SCCRTC’s specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

Advertising Sources	
● SCCRTC’s website	● California Special District Association
● CPS HR website	● Mass Transit Magazine
● American Public Transit Association	● Governmentjobs.com
● Transit Talent	● California City News
● CALCOG	● Public CEO

- | | |
|--|--|
| <ul style="list-style-type: none">● Association of Metropolitan Planning Organizations● California Transit Association● LinkedIn | <ul style="list-style-type: none">● Community Transportation Association of America● ENO Center for Transportation● Women's Transportation Seminar |
|--|--|

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

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

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

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of SCCRTC. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to SCCRTC or continuing to ensure the public confidence in the integrity of SCCRTC.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes SCCRTC is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire

responses and other supporting materials. CPS HR will personally speak to selected candidates during a preliminary screening interview and 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 gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

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

Phase III – Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 – Final Preparation for Appointment

Task 4 – Contract Negotiation (if requested)

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

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

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

- **Arrange Follow-up Interviews/Final Assessment Process:** Should SCCRTC wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to

provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for SCCRTC. A written (anonymous) summary of the reference checks is provided to SCCRTC.

- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to SCCRTC for further review.
- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

C. Placement Guarantee

If the employment of the candidate selected and appointed by SCCRTC 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 SCCRTC with professional services to appoint a replacement. Professional consulting services will be provided at no cost. SCCRTC 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.

D. Professional Fees and Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I, II, and III** of the recruitment process. We are also providing the fees associated with **Partial (Phase I and II only) and Outreach only services**. Travel expenses for candidates who are invited forward in the interview process are not included.


Professional Fixed Fees*	
Professional Services for Outreach Only	\$10,000
Professional Services for Partial Recruitment	\$20,000
Professional Services for Full Recruitment	\$27,000

**Professional fees for a Partial and Full recruitment would be billed and paid monthly. Professional fees for an Outreach/Advertising project will be billed and paid in full after the completion of the project.*





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 Santa Cruz County Regional Transportation Commission in this important endeavor.

Appendix A: Sample Brochure



**Executive
Director**



rcpa 
REGIONAL CLIMATE PROTECTION AUTHORITY



■ Unique Opportunity

Applicants interested in the SCTA/RCPA Executive Director role will see a unique opportunity to plan, develop policy, fund priorities and implement projects in a collaborative and multidisciplinary manner. This dual agency has responsibilities covering local government action on transportation and climate change with a focus on collaboration, integrity, and building public trust.

■ About SCTA/RCPA

The Sonoma County Transportation Authority (SCTA) exists to maintain and improve our transportation network across all of Sonoma County through planning, funding, advocacy and implementation. The SCTA was created in 1990 and is governed by a twelve-member Board of Directors representing each of the nine cities – Cloverdale, Cotati, Healdsburg, Forestburg, Forestburg, Santa Rosa, Sebastopol, Sonoma and Windsor – and the Sonoma County Board of Supervisors.

The SCTA acts as the countywide planning and funding programming agency for transportation and performs a variety of essential functions related to advisory, project management, planning, finance, grant administration, and research. SCTA is responsible for managing and programming a \$4.6 billion budget for the fiscal year 2020 to be spent on local transportation projects.

The SCTA creates and connects the interests of local jurisdictions with regional, state and federal entities at both a policy and administrative level. As a coordination agency, the SCTA provides a forum for local elected officials to engage in dialogue on countywide issues and enables discussions among local and regional entities on a wide range of issues that link to the movement of people and goods, program management and project delivery.

The Regional Climate Protection Authority (RCPA) was formed in 2009 to coordinate countywide climate protection efforts among Sonoma County's nine cities and multiple countywide agencies. The RCPA is governed by the same board as the SCTA and fosters collaboration on climate protection activities countywide. The RCPA performs a variety of important, critical functions including advocacy, project management, planning, finance, grant administration, and research. As a coordination agency, the RCPA provides a forum for local elected officials to engage in dialogue on countywide issues and enables discussions among local and regional entities on a wide range of issues related to climate protection, including planning, program management, and project delivery.

The RCPA has three main areas of focus: collaboration, carbon sequestration, and resilience. The RCPA supports grant funding for all climate-related programs and projects as well as funding countywide climate advisory, data collection, public information and education as significant elements of the climate pro-

■ Sonoma County

Sonoma County has more than 100 communities and is part of the wine country landscape that stretches from the Sonoma Valley to the County. Sonoma County is home to about 500,000 people in a large geographic area that includes the cities, numerous unincorporated communities and 70 miles of coastline. Sonoma County residents, tourists, visitors, higher education, and agriculture are environmental stewards with a strong sense of place, business and civic responsibility.



SCTA Mission

As a collaborative agency of the cities and County of Sonoma, we work together to maintain and improve our transportation network. We do so by prioritizing, coordinating, and maximizing the funding available to us and providing comprehensive, countywide planning. Our decisions and actions recognize the diverse needs within our county and the environmental and economic aspects of transportation planning.

RCPA Mission

RCPA leads a local governmental coalition to maintain regional climate within Sonoma County.



Key Issues and Priorities

- » Go Sonoma Tax Measure
- » Comprehensive Transportation Plan and community-based planning
- » Climate Protection Initiative
- » Transit integration
- » Project Delivery – SR37, local projects
- » Funding management and advocacy
- » Equity
- » Community engagement
- » Data management – travel model, GHG inventory

■ The Position – Executive Director

The Executive Director is appointed by and serves at the pleasure of the Board of Directors for both SCTA and RCPA. Each are separate legal entities but have the same Board and a combined staff. The Executive Director acts as the chief administrative officer and provides strategic guidance and leadership for all SCTA/RCPA functions and services. The job includes:

1. Assisting the Board in the development and implementation of SCTA/RCPA plans, policies, objectives, and projects
2. Carrying out Board-adopted policies, directives, programs, and services
3. Advising the Board on issues directly and indirectly related to transportation and climate
4. Representing SCTA/RCPA with regional, state, local, or other government agencies and related public interest groups
5. Developing and managing the SCTA/RCPA budgets
6. Directing SCTA/RCPA's media and public relations
7. Handling human resources for SCTA/RCPA, including the selection and management of employees

The Executive Director is accountable to the Board of Directors for nine major areas of responsibility relating to transportation and climate change:

1. Organizational management
2. Fiscal management and grant development
3. Long range planning
4. Policy development
5. Program development
6. Project delivery
7. Relationship with the Board
8. Relationship with the community
9. Intergovernmental relations

■ Ideal Candidate

The Board of Directors is seeking well-rounded candidates who possess the ability to understand both the transportation and climate issues facing Sonoma County. The next Executive Director must be a relationship builder and appreciate the importance of working with stakeholders across the board from the local citizenry to federal level funders. The successful candidate will exhibit exceptional interpersonal skills and creative problem-solving abilities and bring a track record of getting things done. They understand equity and the importance of a supportive work culture while also applying that lens to all projects and initiatives. Proven leaders who embrace organizational development, innovation and collaboration will find this role rewarding. Other desirable traits identified by the board include:

- Transparent, honest, exceptional communicator and relationship builder who fosters collaboration with not only the Board but local, regional, state and federal stakeholders and funders.
- A visionary who can quickly comprehend the current transportation and climate landscape of Sonoma County and be a driver in ensuring funding and widespread support of SCTA/RCPWA's goals and initiatives.
- Values diversity and inclusion and ensures meaningful discussion around these issues in regard to transportation and climate issues facing underserved communities.
- A strong mentor and leader who values the input and expertise of staff, encourages an energetic culture, and celebrates people and successes.

■ Education and Experience

Any combination of experience and training that provides the required knowledge and abilities is qualifying. The ideal candidate will possess no less than seven years in transportation planning, public administration, or a related field with at least three years of management experience. A Bachelor's degree from an accredited college or university with major coursework in transportation planning, city or urban planning, engineering, business or public administration, sustainability, or a closely related field is required, with a Master's degree in similar fields preferred.





■ Compensation

Compensation will be competitive and negotiable depending on the experience and qualifications of the chosen candidate. Sonoma County provides an attractive benefit package that includes retirement benefits through the Sonoma County Employees' Retirement Association.

■ Application and Selection Process

To be considered for this exceptional career opportunity, submit your résumé, cover letter, a list of six work-related references (two supervisors, two direct reports and two colleagues) by **Monday, August 28, 2023**. Résumé 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: <https://www.cpshr.us/recruitment/2235>

For further information contact:

Pam Derby
CPS HR Consulting
(916) 471-3329
E-mail: pderby@cpshr.us
Website: www.cpshr.us

CPS HR  CONSULTING

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. Candidates deemed most qualified will be referred to the SCTA/RCPA Executive Committee. Selected candidates will be invited to participate in a virtual panel with external stakeholders **September 6 or 7**. Two – three finalist candidates will be chosen to participate in an in-person interview with the full Board of Directors on **September 11**. An appointment will be made following comprehensive reference and background checks.

Ralph Andersen and Associates



5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

August 31, 2023

Chair Manu Koenig
and Members of the Commission
Santa Cruz County Regional Transportation Commission
1101 Pacific Avenue, Suite 250
Santa Cruz, Calif 95060

Via Email: smattas@meyersnave.com

Dear Chair Koenig and Members of the Commission:

Ralph Andersen & Associates is pleased to our proposal to conduct an executive search for the position of Executive Director for the Santa Cruz County Regional Transportation Commission (SCCRTC).

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. With the reputation of Ralph Andersen & Associates you will have the opportunity to consider candidates located throughout California. If selected to conduct this search, Mr. Fred Wilson, Senior Consultant with Ralph Andersen & Associates, will be the Project Director.

Our proposal outlines the firm's experience in conducting similar recruitments, the methodology/work plan and timeline to accomplish the search tasks, as well as the cost to conduct a comprehensive search.

We are proud of our record of success in presenting a diverse pool of candidates for consideration. This is something we do as part of our current recruitment practice and throughout the years offering this service to local government agencies.

To see samples of our recruitment brochures and current engagements, as well as the way in which we market our clients digitally, please visit the Career Opportunities page of our website at www.ralphandersen.com.

As a principal in the firm, I am legally able to bind the firm and enter into a contractual agreement to provide these services.

Mr. Fred Wilson, Project Director, can be reached at (916) 630-4900, directly on his cell at (714) 421-3258, or via email at fred@ralphandersen.com.

Should you need any clarification, please feel free to contact me directly at (916) 630-4900 or more directly on my cell (916) 804-2885. Thank you very much for your consideration of this proposal.

Respectfully Submitted,

Heather Renschler
President/CEO



5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

Background Information

Executive Summary

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

The Commission has requested our proposal to assist in the identification and recruitment of a highly qualified group of candidates for the new Executive Director. In particular, the Santa Cruz County Regional Transportation Commission is seeking a firm with a strong national presence and the professional experience to clearly assess SCCRTC'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 important 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 SCCRTC'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 Commission 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 Santa Cruz County Regional Transportation Commission'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.

Ralph Andersen & Associates, a California Corporation, serves a nationwide clientele through its Corporate Office in the Sacramento area. The Corporate Office is located at 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765; phone number (916) 630-4900. The firm currently has 17 employees.

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.

The principals of the firm are Heather Renschler, President/CEO, and Robert Burg, Executive Vice President. Both Ms. Renschler and Mr. Burg are legally able to bind the firm.

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 51 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.

Relevant Search 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.

Ralph Andersen & Associates has conducted the following transportation related recruitments in the last five years (2018 to Present):

- Hayward, CA
 - Deputy Director of Public Works – Transportation (Current Search)
- Metropolitan Transportation Commission
 - Section Director, Design & Project Delivery (2018)
 - Section Director, Field Operations & Asset Management (2018)
 - Section Director, Finance & Accounting (2018)
 - Section Director, Funding Policy and Programs (2020)
 - Section Director, Regional Planning Programs (2020)
- Placer County Transportation Planning Agency, CA
 - Executive Director (2018)
- Regional Transportation Commission of Southern Nevada
 - Director of Regional Planning (Director of Southern Nevada Strong) (2018)
- Riverside County Transportation Commission, CA
 - Project Delivery Director (2022)
 - Regional Conservation Director (2022)
 - Chief Financial Officer (2021)

- San Antonio, TX
 - Transportation and Capital Improvements Director (2019)
- San Francisco Municipal Transportation Agency, CA
 - Chief Financial Officer and Director of Finance and Information Technology (2018)
- Ventura County Transportation Commission, CA
 - Executive Director (2021)

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. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf.

The Santa Cruz County Regional Transportation Commission 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.

Mr. 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 Commission 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, 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

Paraprofessional, graphics, and support staff will provide administrative support to the consultant team on recruitment assignments. These may include Ms. Diana Hausmann, Ms. Christen Sanchez, Ms. Hannah Jones, Ms. Karen AllGood, Ms. Tina Keller, and Ms. Teresa Heple.



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 upon SCCRTC's request.

- **Riverside County Transportation Commission**
Anne Mayer, Executive Director
(951) 787-7141
Recruitments for Project Delivery Director (Engineering Position) and Regional Conservation Director
- **Metrolink**
Darren Kettle, Chief Executive Officer
(805) 746-6242
Former Ventura County Transportation Commission Executive Director

Sample Work Products

Brochure

Ralph Andersen & Associates will prepare a digital recruitment brochures for the Executive Director search. Ralph Andersen & Associates' digital presence is the best in the industry. To see samples of our recruitment brochures, as well as the way in which we market our clients digitally, please visit the Career Opportunities page of our website at www.ralphandersen.com.

Sample Candidate Presentation Packet

The candidate assessment tools prepared by Ralph Andersen & Associates are customized for each recruitment. However, SCCRTC should expect to receive the following:

- Digital Resume Review Binder that includes a listing of:
 - All Applicants showing name and current position

- ▶ Matrix of Experience for those candidates that are in the Highly Qualified group for an “at a glance” comparison of the top candidate’s experience and qualifications
- ▶ Applicants in the Highly Qualified group along with their cover letter and resume
- ▶ Applicants in the Meets Minimum Qualifications group along with their cover letter and resume
- ▶ Applicants in the Lacks Minimum Qualifications group (no cover letters or resumes typically provided)
- Digital Interview Binder
 - ▶ Interview Schedule
 - ▶ Suggested Interview Questions
 - ▶ Matrix of Experience
 - ▶ Application packet for each finalist candidate that typically includes:
 - ▶ Cover Letter
 - ▶ Resume
 - ▶ Responses to Supplemental Questions/Writing Sample

Proposed Schedule

We anticipate approximately a 90 to 120-day time frame for this entire recruitment process. Importantly, there is the ability to begin this process effectively with the use of video technology and file sharing methods that support a very strategic approach under Mr. Wilson's direction, although most if not all meetings will be done in person, if possible.

A sample timeline is provided below.

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

Sample Work Plan

Summary of Our Search Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 51 years.

We feel that the key elements of the search process, which can be tailored to fit the specific needs of the Santa Cruz County Regional Transportation Commission, should include:

- Developing a comprehensive position profile based upon information obtained in video meetings with the Commission as well as key staff members and others as directed (i.e., key stakeholder groups).
- Extensive personal outreach, via telephone and through internet technology, to qualified candidates throughout California, the Western Region, and across the nation.
- 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 in the field of transportation management.
- A screening and assessment process that narrows the field of candidates to those that most closely match the needs of SCCRTC and is based on extensive reference checks and telephone interviews with the top candidates.
- Delivering a product in the form of a search report that recommends the top group of candidates and provides the decision-makers with detailed information about their backgrounds and experience.
- Assistance during the interview and selection process and in the negotiation of a compensation package.

Search Work Plan

This section describes the usual steps in the search for a new Executive Director for the Santa Cruz County Regional Transportation Commission. 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 SCCRTC provides a contract or, alternatively, an official notice to proceed. The first task will include established individual and/or group meetings with the Commission, key SCCRTC staff, and others, 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 Commission and key SCCRTC staff, this task will result in a more definitive timetable.

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

Task 2 – Develop Position Profile

The position profile for the Executive Director 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 Commission, key staff members, and others as directed by SCCRTC to gain an understanding of the experience and professional background requirements desired in the Executive Director. These meetings will also help the Project Director gain an understanding of the work environment and the issues facing the Santa Cruz County Regional Transportation Commission. 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 Executive Director. The criteria should reflect the goals and priorities of the Santa Cruz County Regional Transportation Commission.

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 SCCRTC in draft format, revised as appropriate, and published for use throughout the search.

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 *Association of Metropolitan Planning Organizations*, *California Association of Counties*, *American Planning Association*, 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 SCCRTC. 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 and 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 SCCRTC prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, all documentation will be supplied to SCCRTC electronically. No hard copies will be supplied to SCCRTC 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., DropBox or ShareFile). Mr. Wilson will conduct a video conference call or in-person meeting with the Commission 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 Commission; 2) a backup group to the first group; 3) no further consideration group; and 4) 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 SCCRTC to further consider.

Important to note, we typically do not conduct references on all of the finalist candidates. The more standard process is to do a partial background on the top 2 to 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) give explicit approval and sign a release to proceed. Education checks are conducted before the slate of candidates interviews with the Commission.

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

Task 6 – Selection

The final selection process will vary depending upon the desires of the Commission. 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 the logistical matters with candidates and with SCCRTC.
- Ralph Andersen & Associates will prepare an electronic interview booklet (uploaded to a file sharing program such as DropBox 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 SCCRTC desire hard copies, that will be the responsibility of SCCRTC to produce and distribute.
- Mr. Wilson will facilitate the Interviews to assist SCCRTC 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. Due to legislation, criminal checks (“Ban the Box”) are only permissible when a contingent offer of employment is made. The results of these verifications will be discussed with SCCRTC at the appropriate time.
- Reference checks will be conducted on the top candidate. The results of these reference checks will be discussed with the Commission at the appropriate time during a closed session.
- As needed, the Project Director is available to provide assistance to the Commission 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 Commission in negotiating a compensation package with the selected candidate. This includes recommendations on setting compensation levels.

Additionally, if desired by the Commission, Ralph Andersen & Associates will coordinate with SCCRTC’s Legal Counsel to prepare a draft employment agreement and work with the Commission on the finalization of this document. As required by the Brown Act, the employment agreement for the new Executive Director will be required to be approved and voted on in a public meeting at a regularly scheduled Commission meeting.

Task 8 – Close Out

After SCCRTC 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.

Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our full search services. If within a one-year period after appointment, the Executive Director resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The Santa Cruz County Regional Transportation Commission would be expected to pay for the reimbursement of all incurred expenses.

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. SCCRTC would be expected to pay for all incurred expenses.

Cost

The recruitment effort for a new Executive Director for the Santa Cruz County Regional Transportation Commission will be a national search process with a focus on California and the Western Region. The review of resumes and qualifications will be conducted on all candidates that submit giving SCCRTC 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 \$38,500*** 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. Should SCCRTC desire to conduct detailed reference calls on more than one candidate, a background fee of \$1,800 per candidate will be billed in addition to the above stated fees.

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

- Following kick-off and finalization of recruitment brochure – \$11,550
- After the closing date – \$11,550
- After finalist interviews – \$11,550
- Upon placement – \$3,850

Progress payments will be due upon receipt.

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

Exception – Any candidate travel is the full responsibility of SCCRTC.

Avery Associates



Los Gatos

August 30, 2023

Steve Mattas, General Counsel
Santa Cruz County Regional Transportation Commission
1101 Pacific Ave., #250
Santa Cruz, CA 95060

Dear Mr. Mattas:

Thank you for the opportunity to submit our proposal to recruit a new Executive Director for the Santa Cruz County Regional Transportation Commission (SCCRTC). We value our past relationship having previously done labor relations consulting for the Commission. We take great pride in providing our clients exceptional service and excellent results. These successful client partnerships result from an active and comprehensive level of Principal involvement leading to positive business relationships and highly satisfied clients.

We feel well suited to handling this assignment given our extensive background with Executive Director/CEO recruitments. Currently, we are conducting recruitments for Executive Director for the Housing Authority of Alameda County and Chief Executive Officer for the Housing Authority of the City of San Buenaventura, and last year completed an Executive Director search for the Municipalities, Colleges, Schools Insurance Group. Additionally, we've also completed searches for Executive Director of Governmental Operations for the Federated Indians of Graton Rancheria, CEOs for Butte Choice Energy and San Diego Community Power, CEO/GM for the Santa Clara Valley Water District, Executive Director for the Sites Reservoir Project JPA, Chief Assistant Director/COO - Department of Health and Human Services for Marin County, Executive Director for the Housing Authority of Alameda County, Chief Administrative Officer for the Nampa & Meridian Irrigation District and District Manager for the West Bay Sanitary District. In addition, we have an extensive experience base with city management recruitment having completed over 20 City Manager searches in the past three years.

Following review of our proposal, it is our hope that our track record of successful recruitments, our professionalism, and positive results we have delivered for our clients will provide the basis for selection of our firm. The enclosed proposal contains the following information:

- Company Profile
- Firm Qualifications
- Recruitment Team
- Recruitment Plan
- References

William Avery & Associates, Inc.
Consultants to Management

16 Lyndon Ave., Suite 200
Los Gatos, CA 95030
408.399.4424
Fax: 408.399.4423
www.averyassoc.net

- Consulting Fee
- Guarantees & Ethics
- Profiles
- Recruitment Timeline
- Sample Materials

Thank you again for the opportunity to be considered for this recruitment. If you have any questions, please do not hesitate to call me at 408-399-4424.

Sincerely,

William Avery

William H. Avery

WHA: jmc



PROPOSAL FOR THE SANTA CRUZ COUNTY REGIONAL
TRANSPORTATION COMMISSION
RECRUITMENT FOR THE EXECUTIVE DIRECTOR

William Avery & Associates, Inc. – Our Profile

William Avery & Associates, Inc. (Avery Associates) is a successful and service focused Management Consulting firm based in Los Gatos, California. Incorporated in 1982, the firm specializes in Executive Search, Labor Relations and Human Resources/Management Consulting.

The firm currently includes two Principals and several key consultants. Bill Avery, the founder of Avery Associates, heads and manages the firm. He oversees the Labor Relations practice and is heavily involved in the search business including leading key searches. Paul Kimura focuses on and manages the Executive Search and Recruitment practice. Key staff members include Bill Lopez and Kristi Ward, who support the search practice and the firm's administrative staff includes Jackie Collins and Marissa Kimura. Temporary staff as needed augments the team.

Mr. Avery, having served in the past as a City Manager, provides the firm with direct experience and knowledge of city administration. Mr. Kimura's expertise in executive, technical and business recruitment, which he gained during his nineteen years of high technology experience, provides the basis for many of the recruitment strategies and tactics utilized by the firm. Collectively and combined, the firms Principals offer exceptional expertise in the area of public sector recruitment and consulting. Their professional profiles are enclosed as part of this proposal.

Firm Qualifications – What Differentiates Avery Associates

Exceptional service delivery and a very high-quality work product provide excellent results for our clients. This begins with the initial client meetings, which lead to detailed timelines for deliverables followed by weekly recruitment status updates following initiation of the search. Our candidate outreach efforts are professionally and confidentially conducted. The evaluation materials we provide clients are routinely characterized as accurate, comprehensive and of very high quality. We believe more so than any other public sector recruitment firm. This is largely based on our interview system utilizing behavioral interview techniques. This leads to a quality product with excellent end results for our clients.

The service element is based on two factors: The first is the collective service philosophy from all of our organizational team members. They are each dedicated to providing service and support to clients. The second factor is based on the high level of engagement and participation from the firm Principals in every search assignment. This hands-on involvement includes client interface, identifying and developing the ideal candidate profile and position specification, development of the search strategy, candidate outreach, interviewing and assessment, completion



of reference interviews, candidate presentation, final interview facilitation and when desired, negotiation of employment terms with the successful candidate.

Recruitment Team for the Santa Cruz County Regional Transportation Commission

Bill Avery will serve as the Principal in charge of this project and will be assisted by Kristi Ward and Bill Lopez. Mr. Avery will be personally involved in the initial client meetings, development of the ideal candidate profile and search strategy, interview and assessment of candidates, referencing and presentation of candidates, attendance at final interviews, and will be available throughout the search process to provide other related consulting services.

Recruitment Plan and Services Provided

I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Avery will individually meet with SCCRTC Board of Supervisors and if appropriate meet with the retiring Executive Director and collectively with the organization's management team and/or key stakeholders to discuss the organizational needs and position requirements, and to formalize the job description. These meetings will provide insight into a profile of the "ideal candidate" for the position. Our goal for this aspect of the recruitment process is to:

- Understand the Commission's priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes and operational style of the ideal candidate.
- Discuss the goals, objectives, deliverables, and challenges related to this position.
- Gain insight of the various organizational dynamics and departmental issues that exist within the organization.
- Identify the compelling aspects to this opportunity.

The formal position description and a subsequent ideal candidate profile would be developed from the above discussions and incorporated into the formal position announcement. The candidate profile is also utilized in various other means as a marketing tool, for advertising copy, postings, and for other announcements.



II. Development of the Search Strategy

Our search strategy will be developed in conjunction with the organizational assessment. In every search, we feel it is critical to develop a high level of visibility with a comprehensive outreach program supplemented by a focused targeted recruitment approach. We would incorporate the following elements into this search:

- Development and contact of targeted candidate lists based on our extensive database of current recruitment contacts. We supplement these lists with referrals and recommendations from key sources and other current and former incumbents or related personnel who have extensive contacts and networks in transportation.
- Job postings on Internet-based job boards, association-based web sites that are unique to specific disciplines and/or to the public sector in general.
- Original research, which consists of identification and contact of current incumbents or other candidates who meet the various profile but are not actively seeking other employment. This is the crux of our direct and aggressive outreach by way of Linked-In, phone and email. It's our experience that despite extensive mailing, postings and announcements, many will not know of a position being available.
- Print advertising in various periodicals related to the public sector or to this discipline. Regular distribution magazines such as JOBS AVAILABLE magazine get a high degree of visibility.
- Development and distribution of the comprehensive position announcement to various city, county, and state departments, as well as agencies throughout the state and country.

III. Candidate Assessment

Our assessment process involves several "tiers" of evaluation. All candidates responding to this position will initially, be evaluated based on their resume and if appropriate, an extensive phone "screening" by a firm Consultant. Candidates who pass the initial "qualifying" criteria are then scheduled for a formal interview with the Principal in charge of the project. These extended personal interviews typically take one hour and a thorough discussion of their experience, accomplishments, management philosophy and interpersonal style takes place. Those individuals who best fit the position requirements will have a Candidate Assessment Report developed by the Principal who conducted the interview. Additionally, two initial reference interviews are performed on these candidates.



IV. Candidate Presentation

Upon completion of formal interviews, a selection of candidates for presentation is made. Typically, the number of final candidates requested by our clients range from four to seven. We feel our extensive qualification, interview, and reference interviewing process and the knowledge gained during our initial assessment period; enable our client to proceed with fewer rather than more finalists.

The final candidates are presented in our in-depth candidate presentation “book”. Each finalist will have a file consisting of a candidate summary sheet, a resume, the Candidate Assessment Report (based on the formal interview), and two candidate reference interviews.

Candidate summary sheets for everyone else who submitted a resume will also be included. This provides the client an insight to the level and nature of response for their position.

V. Selection Process

Once the final candidate interview group is identified, we will assist in defining, structuring and logistics support of the interview process and coordinate the interview scheduling activity. Our firm will also provide candidates with guidance related to travel planning, hotel accommodations, as well as other interview planning issues.

VI. Position Closure and Follow-Up

Based on the firm’s experience in human resource management and executive search, we are able to assist our clients in formulating appropriate compensation and other employment arrangements. We will be available throughout our retention to assist in this process.

As a matter of policy, Avery Associates monitors the transition and progress of any executive we place with a client. Within the first three to six months following the hired individual joining the Commission, we will speak with that individual to ensure the transition has effectively occurred. During the same period, we will also review the individual’s status with your office.

References

I. City of Anaheim

Chris Zapata, Former City Manager; 619.240.5620 (C); email: chriszapata007@gmail.com (currently City Manager in Sausalito)

Tom Tait, Former Mayor; 714.403.1804; email: tomtait@tait.com



- II. City of Paso Robles
Ty Lewis, City Manager; 805.237.3888; email: citymanager@prcity.com
Chris Huot, Assistant City Manager; 805.237.3888; email: chuot@prcity.com
Fred Strong, Council Member; 805.227.7213; email: fstrong@prcity.com

- III. Contra Costa County
Monica Nino, County Administrator, 925.655.2075; email: monica.nino@cao.cccounty.us

Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$19,400. If awarded the search, we would request an initial retainer of \$8,400 at the outset of the search. A second invoice of \$5,500 would be submitted upon the Clients acceptance of a finalist candidate group. The final balance of \$5,500 would be invoiced upon acceptance of a job offer constituting completion of the search. Our invoicing models ensures the firm will remain totally committed to the Commission throughout the duration of the search as the final invoice is not submitted until the Commission has an accepted candidate. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

In addition to the Professional Services Fee, normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would be a not-to-exceed amount of \$6,000 without the express consent of the Commission. These expenses include advertising, clerical time, supplies, printing, telephone, postage, background checks and consultant travel for client discussions, meetings and local or out-of-area candidate interviews. All expense items will be detailed and billed on a monthly basis.

Guarantees and Ethics

Whenever William Avery & Associates, Inc. is retained; we make several guarantees and commitments to a client. Due to our experience, knowledge and success within the management consulting field, we assure a client that we will only present candidates who meet a substantial majority of the ideal qualifications that you have outlined. We are also committed to continue our search efforts until a successful candidate is employed.

It is also our practice to replace a candidate who may voluntarily resign during the first year of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first year for any reason. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.



Avery Profile

William Avery

William Avery founded his successful management consulting firm in 1981. He has directed William Avery & Associates in service as a Labor Relations and Executive Search consultancy, serving personally as a chief negotiator, trainer, and representative in grievance and disciplinary matters.

A specialist and widely recognized expert in employer-employee relations, he has served as a City Manager (Los Gatos) and Assistant City Manager. While City Manager, he was President of the Santa Clara County City Manager's Association and Chair of the County Employee Relations Service.

Bill has lectured at De Anza College, San Jose State University, and Stanford University, and regularly makes presentations for the League of California Cities, CALPELRA, and other public sector organizations.

Building on his personal track record of success, he expanded the firm's focus to include increased emphasis on public and private sector search. He added proven industry professionals with expertise in these areas. The result has been to create an exceptionally strong management consulting firm, now known as Avery Associates, with the expertise to provide the full range of services required for successful public or private sector executive search.

A key measure of the firm's success has been the many long-term relationships that he and his staff have established with clients.

Bill holds B.A. in Political Science and an MPA from San Jose State University, where he was graduated with highest honors.



Avery Profile

Paul Kimura

Paul Kimura brings a unique combination of recruitment and business experience to Avery clients.

Paul is involved in leading Avery's public sector professional searches. He has been both a corporate recruitment director and HR director for a number of high technology companies, ranging from Fortune 500 firms such as Novell and National Semiconductor to a Silicon Valley start-up. His proven recruitment and HR generalist skills help him bring forward the best available candidates and properly assess their skills and "fit" with client organizations.

Indeed, many of the recruitment strategies and tactics incorporated into the Avery search process are a direct result of Paul's extensive recruitment experience in the high technology industry.

Paul has been a successful HR consultant, guiding clients through all aspects of Human Resources functions — compensation & benefits, employee and management training, performance management, and termination issues.

He is skilled in areas such as strategic planning, executive coaching, separation negotiation, and organizational assessment and design. It's another service that Avery Associates is able to offer its clients because of the unique background of its principals — and Paul's extended skill set in Human Resources underscores the fact that Avery professionals "have been there" and understand your needs from a personal perspective.

Paul holds a B.S. degree in Business Administration from San Jose State University. He is active in professional HR organizations and in the community, where he has worked with a number of education, youth service, civic, business, and cultural organizations.

"Just as Avery looks to form long-lasting relationships with its clients, I believe in making the same commitments within my community."



SANTA CRUZ COUNTY REGIONAL TRANSPORTATION
COMMISSION
EXECUTIVE DIRECTOR – RECRUITMENT SCHEDULE

Description (Weeks)	1 2 3 4	5 6 7 8	9 10 11 12	13 14 15 16
Initial meeting(s)	<u>1</u>			
- Job announcement draft	<u>2</u>			
- Advertising and marketing in place.	<u>2 - 3</u>			
- Recruitment strategy finalized	<u>3</u>			
- Approve and print job announcements	<u>3 - 4</u>			
Recruitment period		<u>4 - 8</u>		
- Candidate screening		<u>7 - 8</u>		
Candidate Interviews		<u>8 - 9</u>		
- Complete references			<u>10</u>	
- Preparation of candidate book			<u>10</u>	
Presentation of candidates			<u>11</u>	
Final interviews				<u>13</u>



Sample Materials

We have attached several examples of our work product. Contained are a candidate assessment, a reference interview and an ad sample. Also included with our proposal is a sample recruitment brochure.

CANDIDATE ASSESSMENT FOR

_____ has over 20 years of professional experience including investment management, finance management, and budgets. During the past ten years, she's had two different tenures with _____, and in between served as the Treasury and Investment Director for the _____ based in _____. Her _____ experience includes serving as a portfolio manager for a global real estate fund and also for an equity portfolio. _____ educational background includes an M.B.A. and a B.S. in Business Administration, both from Cal State University in Sacramento.

_____ rejoined _____ in October of 2013, following two years in the Washington assignment. During this time she has reported to the portfolio manager of the real estate investment fund, and administers a portfolio of up to \$3.5 billion in various partnerships and funds. In her assignment with _____, she had oversight for the entire portfolio, which consisted of both defined benefit funds and corporate funds. She felt her greatest accomplishment there was in evolving the investment direction towards a focused and structured asset allocation strategy. She left the _____ assignment to return to _____ for personal and family reasons. _____ began her career at _____ in 2005 where she served as an accounting services manager with responsibility for a new investment accounting system implementation. Subsequent to that, she moved into a portfolio management position for a two-year period.

_____ offers a nice broad range of experiences, although her investment experience is limited to the asset classes for which she had oversight in her last two _____ assignments. Her knowledge of the defined pension environment is a real plus, and _____ also focused on investment and finance areas in her pursuit of her M.B.A. Her management experience at _____ is a bit limited, although she has headed up project teams and has actively worked across the organization, especially in the implementation of a new finance IT system earlier in her career. With _____, she reported to the CFO, had one direct report, and worked closely with the controller's staff. _____ especially strong in the interpersonal area, as she has a very pleasant and positive manner and seems to be quite effective in developing and maintaining strong work relationships. She's quite enthused at the prospect of taking a senior level position, and appears to have great interest in the position in _____.



REFERENCE INTERVIEW

Candidate's Name: _____

Date:

Reference: Name
Title
Agency
Phone

Position Applying For: Title
City of _____

1. How long have you known this individual? What is the nature of your work relationship?

She moved up to _____ to work for us as our System Treasurer. She was here for about two years between 2010-2012. We are a \$1.2 billion hospital business with about \$1 billion in the retirement funds. She did a real nice job helping us reformat our Asset Allocation investment policy.

2. What has impressed you most about his/her leadership, management, and administrative style? Is he/she effective at providing direction and motivation to staff?

She is a knowledgeable person and an expert in treasury management. She would always be up front about what she knew and what she didn't. Her response to questions was always great. She would research the sticky problems and close the loop, particularly with external auditors. She had one direct report and relationships with the accounting folks and external people. She relates very well at all levels. She presented before the Board and some pretty sophisticated people.

3. Describe the candidate's strengths in the area of investing, specifically in terms of managing funds and investment portfolios.

It's not about market timing, it's about having a sound strategy and policy that has to be vetted and agreed upon. That's where she stands. She holds people accountable and tries to understand the managers' particular strategies. To her, it's getting beneath the numbers and really understanding what's going on.

4. Tell me about this individual's communication and operational style. How well do they interact with department heads, staff, City Council and external agencies?



She likes to make it fun, which is a good thing! We had a relationship with external managers where she really got to know them. You can pick up the phone anytime and ask her things. She is a very good networking person. She is really good at working with the accounting folks, also.

5. Can you tell me about his/her commitment to customer service?

She would do excellent research and provide excellent information. If you asked a question, she would do more. She got her work done on time.

6. Is there anything else you would like me to know about this person to help us evaluate him/her as a candidate for this position?


I trusted her. She was very honest. She was always good with me and would tell me what happened when it happened, as opposed to just sitting on the information. She has managed teams before. The other thing I liked about her is her sophistication that she brought from _____. She kept the relationships open with them, and they were really happy to get her back. She is capable of doing a lot more.

CITY OF PORT HUENEME

The City of Port Hueneme (pronounced "Wy-nee'mee") is a charming, friendly and relaxed seaside community in Ventura County, California. Visitors quickly find that the quality of life in Port Hueneme is one-of-a-kind. Those who live or work here benefit from the City's small town atmosphere, affordable housing, temperate climate, clean air, low crime, quality education and recreation. Residents consistently cite the high quality of life offered due to planned development, excellent public facilities and responsive city services as being primary reasons for choosing to live in the City.

The City Manager is appointed by the City Council and serves as the operational head of city government. In overseeing city operations, the expectation is to focus on quality of life issues that are so vital to the City Council and residents. The successful candidate will need to establish and maintain an exceptional working relationship with the Council, city staff and the community. Proactive, candid and timely communications with all Councilmembers in keeping them informed of current issues/developments and in providing effective operational alternatives and recommendations will be vital in this role. In doing so, the new Manager must create an environment of trust and credibility essential in facilitating discussion and decision making within the City.

The new City Manager will be an effective and seasoned public sector administrator who creates and maintains an environment of mutual respect and transparency. A strong background in budget, finance and administration is essential. Experience as a City Manager, Assistant/Deputy City Manager or as an Executive Director or department head of a complex public sector organization is required. A BS/BA in a related field is essential and a Master's is ideal. The salary is open and negotiable, dependent on qualifications. To be considered, please submit (email preferred) a letter of interest, resume, salary history and contact information including email addresses for five work-related references to Bill Avery by August 5, 2016. A formal job announcement is available at <http://www.averyassoc.net>.


AVERY
ASSOCIATES
William Avery & Associates
Management Consultants

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email: jobs@averyassoc.net
www.averyassoc.net

**CITY
MANAGER**





Housing Authority of the County of Alameda



*invites your interest
for the position of*

**Executive
Director**

The Community

Alameda County sits at the geographic center of the San Francisco Bay Area, across the bay from the San Francisco peninsula, with Contra Costa County to the north and Santa Clara County to the south. With a population approaching 1.7 million residents, Alameda is the second largest county in the Bay Area and the seventh largest in the State. The county encompasses 14 incorporated cities and six unincorporated areas that span a total of 738 square miles.



Commonly referred to as the “East Bay,” the region has been the fastest growing in the San Francisco Bay area for more than two decades. The East Bay is popular because of its desirable location, incredible diversity, ideal climate, broad economic base, and its range of available housing and business opportunities. The county itself is one of the most diverse regions in the entire country.

Alameda County offers a rich array of cultural activities, including the Oakland Museum and the Oakland East Bay Symphony. The wine country of the inland Tri-Valley area and the Chabot Space and Science Center bring additional opportunities for recreation, relaxation and education. The University of California, Berkeley and California State University, East Bay are just two of the numerous distinguished academic institutions serving Northern California. Urban transportation options are extremely accessible in Alameda County including the Oakland International Airport, the Bay Area Rapid Transit (BART) system, and the San Francisco Bay ferry system. The Housing Authority’s office, located in Hayward, is three blocks from a BART station.

The Housing Authority

The Housing Authority of the County of Alameda (HACA) has been recognized as a high performer and an innovative leader among housing authorities nationally. HACA’s mission is to improve the stability and quality of life for low income families, individuals with disabilities and seniors by providing affordable housing. HACA’s office is located in the city of Hayward and serves the nine cities of Albany, Dublin, Emeryville, Fremont, Hayward, Newark, Pleasanton, San Leandro and Union City. HACA also serves several unincorporated communities, including Castro Valley, San Lorenzo, Ashland, and Cherryland.



HACA is an independent governmental entity separate from the County of Alameda and is governed by a 12-member Housing Commission appointed by the Alameda County Board of Supervisors. The Housing Commission is comprised of one appointee from each city (who are usually city council members), one representative from the unincorporated area and two HACA participants.

HACA’s contract with the U.S. Department of Housing and Urban Development (HUD) provides for 7,023 Housing Choice Vouchers (HCV), including 415 Veterans Affairs Supportive Housing (VASH) vouchers and 289 Mainstream vouchers. 803 HCV and 112 VASH vouchers are project-based. HACA has an active Family Self-Sufficiency (FSS) program with 200 participants. In addition, it owns 15 non-HUD units.

HACA has created a non-profit instrumentality, Preserving Alameda County Housing, Inc. (PACH), to develop and manage affordable housing. PACH has no staff and is managed by HACA. Its five-member board of directors is comprised of members of HACA's Housing Commission and HACA staff. PACH assumed ownership of all 230 units of HACA's former public housing units, of which 72 are RAD units and 158 are Section 18 units. All units have project-based vouchers. PACH also owns HACA's former administrative offices, currently leased to a social service organization.



HACA enjoys excellent relationships with the Alameda County Housing and Community Development Department (HCD) and the county's Behavioral Health Care Services Agency (BHCS). It administers approximately 100 Shelter Plus Care units for HCD along with another 25 under an HCD-created program. For BHCS, HACA manages rental subsidies for approximately 75 units under a locally-designed and funded program.

The Position and Ideal Candidate

The new Executive Director joins HACA as it continues to transition out of the global pandemic and considers new opportunities to move forward within a changing economic and social landscape. The organizational culture is rooted in an environment of mutual respect, progressive ideas and an appreciation for the legacy of HACA's accomplishments. The expectation is to further enhance this rich culture while fostering new approaches and ideas toward expanding housing opportunities for county residents.

HACA views its role as a facilitator and resource in advancing affordable housing development efforts through partner agencies and development entities. Thus, a key aspect of this role is to continually seek out diverse funding streams and development opportunities through interagency collaboration and partnership. In seeking out new opportunities, the Director will maintain current relationships and look to expand and build additional relationships.

The Executive Director will be a strategic, big picture thinker who operates in a collaborative, collegial, and mentoring style. Excellent communication and presentation skills will be essential in interacting with HACA's Housing Commission, regional partners, clients, stakeholders, internal staff, and regulatory entities including HUD. As the Commissioners are largely active and busy city council members, interactions and information provided them must be substantive and informative, yet concise.

The ideal candidate will have a passion and energy for affordable housing and will be an adaptable, flexible and creative problem solver. She/he will be a positive leader and role model reflecting a team-oriented management style.



Strong administration and personnel management skills are expected along with a mentor/coach orientation that provides guidance and staff development opportunities. Knowledge of HUD programs administered by HACA and HUD funding will be critical to this role. The position requires senior management experience within a housing related agency and possession of a Bachelor's degree from an accredited college or university. A Master's degree is highly preferred.

Compensation and Benefits

The salary range for this position is open and negotiable, depending on qualifications. HACA offers a competitive benefits package that includes:

- ◆ **Retirement:** Participation in the Alameda County Employees' Retirement Association (ACERA). New members participate in Tier IV with a benefit of 2.5% @ 67 with the employee paying a member share of approximately 9.3%. HACA participates in Social Security.
- ◆ **Medical:** Choice of plans offered by Kaiser or United Healthcare for employee and dependents. HACA will pay 90% of the Kaiser premium for employee/employee plus one/employee plus family coverage. Employees who have medical coverage through another source may choose to opt-out of HACA's medical group coverage and will receive a stipend.
- ◆ **Dental:** Choice of Delta Dental (PPO) or Delta Care (HMO). HACA pays 100% of the premium for employee/employee plus one/employee plus family coverage.
- ◆ **Vision:** HACA pays 100% of the premium for employee coverage. Employee will pay a portion of the premium for dependent coverage.
- ◆ **Flexible Spending Accounts (FSA):** Employees can elect an annual amount up to \$3,050 on a pre-tax basis for eligible medical expenses and up to \$5,000 for eligible dependent care expenses.
- ◆ **Holidays:** 14 paid holidays per calendar year. In addition, HACA provides 6 floating holidays annually per fiscal year.
- ◆ **Vacation:** 120 hours of vacation time annually during the first three years of service. Employees may also sell accrued vacation each fiscal year and purchase vacation if eligibility requirements are met.
- ◆ **Sick Leave:** Accrued at the rate of 104 hours per year.
- ◆ **Kin Care Leave:** Up to 60 hours of accrued sick leave may be used for the care of eligible family members per calendar year.
- ◆ **Life Insurance:** \$100,000 payable upon death of employee; premiums are paid by HACA. Employees are eligible after 6 months of employment.
- ◆ **Management Flexible Benefit:** Up to \$2,300 per calendar year in taxable or non-taxable reimbursements for eligible purchases.
- ◆ **Credit Union:** Membership in a credit union is available based upon government employment.
- ◆ **9/80 Work Schedule and Flexible Working Hours:** HACA offices are closed every other Friday. In order to work 80 hours in each pay period, management employees are scheduled for 8.9 hours per day. Management employees have some ability to flexibly schedule their 8.9 hours.
- ◆ **Deferred Compensation:** Voluntary participation through employee pre-tax contributions into a 457 plan.
- ◆ **Additional Benefits Include:** Employee Assistance Program, State Disability Insurance (SDI), Family Leave, and Long Term Disability Insurance.



The Process

To be considered for this exceptional career opportunity, please visit the Avery Associates Career Portal on our website at www.averyassoc.net/current-searches/ to upload your letter of interest, resume, and contact information, including email addresses for five work-related references (who will not be contacted until after an interview takes place).

Paul Kimura or Bill Lopez
Avery Associates
16 Lyndon Ave., Suite 200
Los Gatos, CA 95030
E-mail: jobs@averyassoc.net

The final filing date for this recruitment is: August 7, 2023



If you have any questions or wish to further explore this opportunity, please contact Paul Kimura at paulk@averyassoc.net or 408.399.4424 or Bill Lopez at williaml@averyassoc.net or 408.888.4099.

THE HOUSING AUTHORITY OF THE CITY OF SAN BUENAVENTURA



invites your interest for the position of

**CHIEF EXECUTIVE
OFFICER**

The City and Community of San Buenaventura

The beautiful city of San Buenaventura is a coastal community considered to be one of America's most desirable places to live. This historic city offers ideal amenities such as a moderate climate, pristine beaches, beautiful mountains, and a host of outdoor activities. Residents enjoy an excellent education system, an abundance of farm-fresh produce, and a diverse culture with friendly people, where all are welcome.



Ventura, was founded in 1782 and officially named San Buenaventura, incorporating as a city in 1866. Located along the Pacific Ocean, Ventura is situated 63 miles northwest of Los Angeles and 30 miles south of Santa Barbara. The rolling hills and sweeping ocean views are reminiscent of a European seaside village and are often compared to Hawaii's mainland. With a resident population of 109,000, locals enjoy its mild Mediterranean climate and wonderful quality of life. This community is known for its thriving cultural scene, award-winning, National Blue Ribbon, California Distinguished Schools, and engaged citizens who actively participate in improving the community.

Such a desirable place to live comes with a high cost of living with housing being the biggest cost of living challenge. And for the past 70 years, The Housing Authority of the City of San Buenaventura has focused on creating affordable housing opportunities for the city's most vulnerable populations.

The Housing Authority of the City of San Buenaventura

The Housing Authority of the City of San Buenaventura (HACSB) was founded in 1949 to create affordable housing to help the City's most vulnerable populations: low-income families, homeless seniors, veterans, and people with disabilities. It operates as an independent agency governed by a seven-member Board of Commissioners. The City Council of San Buenaventura, on an at-large basis, appoints the Commissioners. Two of the Commissioners must be tenants of the Housing Authority. HACSB operates with a mission to "provide and develop quality affordable housing for eligible low-income residents of Ventura County and to establish strong partnerships necessary for HACSB customers to achieve personal goals related to literacy and education; health and wellness; and job training and employment leading to personal growth and economic self-sufficiency."

HACSB is the largest residential landlord in the City of Ventura, with 219 public housing units, more than 1,480 Housing Choice Vouchers, and over 1,000 nonprofit affordable rental units. The agency actively works to increase the supply of affordable housing and improve the quality of life and help its residents achieve self-sufficiency and or age in place. While HACSB has been recognized as a high performer and an innovative leader among housing authorities nationally, it doesn't operate as a strictly traditional Housing Authority.



The Housing Authority prides itself as a progressive, different, and unique community partner in offering programs that provide adult and youth education, work training and financial literacy, and fosters improved health and safety, and food security. This level of community support improves the lives of tenants and promotes self-sufficiency and upward mobility. The agency is also an active development entity, seeking development and real estate partnerships and other creative means to increase affordable housing opportunities.

The agency has enjoyed and benefited from a lengthy period of stability and continuity including the current CEO serving in this capacity for the past 11 years. The HACSB team operates within an organizational culture

rooted in an environment of mutual respect, progressive ideas, dedication to its mission, and an appreciation for the legacy of HACSB accomplishments. The expectation is to further enhance this rich culture while fostering new approaches and ideas toward expanding affordable housing opportunities for the population it serves.

The Position and Ideal Candidate

The new CEO will oversee an HACSB organization including 76 FTEs with eight direct reports overseeing the areas of: Real Estate Development, Property Operations, Assisted Housing, Community Services, Asset Management, Finance, Information Technology, and Human Resources. In reporting to a seasoned Board of Commissioners, the CEO will provide leadership to a committed and dedicated staff while serving as a key face to the community and residents served by HACSB.

Organizational leadership is a key priority for the CEO position. Operationally, the wide array of short- and long-range objectives related to housing development, property and asset management, neighborhood revitalization, housing assistance programs, resident empowerment programs, Diversity, Equity, and Inclusion (DEI) efforts, and anti-poverty initiatives must all support the organization's strategic goals while yielding positive results in an efficient and timely fashion. The CEO will need to maintain a close working relationship and strong communication with the Board, and must ensure all HACSB staff are aligned with vision, mission, and annual goals.

Housing development efforts are another area of focus for this role. HACSB has led innovative initiatives that allowed



the organization to creatively acquire or develop new affordable units with complex financial structures. This ongoing priority is essential as development efforts are viewed as key to the future of this and other housing authorities. A Home Key Project involving a Limited Partnership to convert 140 units from a local hotel to permanent supportive housing is a current priority that involves layers of complexity in coordinating the myriad of partners and agencies that will provide support services. HACSB was also one of the first housing authorities in the county to participate in the Rental Assistance Demonstration program (RAD), which allowed the agency to renovate hundreds of existing public housing units. Effective utilization of the RAD program will continue to be a critical tool in the ability to redevelop and improve housing projects. As well as Faircloth to RAD conversions.

Community leadership, outreach, advocacy, and residential relationships are also focus areas for the CEO. HACSB will continue to take an active leadership role in identifying housing needs, providing programs and services, and advocating for those they serve. These efforts require a passionate, energetic, and dedicated proponent with an unwavering commitment to the mission. The new CEO will work collaboratively with the Board and the Executive Leadership team to develop and implement strategies and initiatives that advance diversity, equity, and inclusivity within the agency. This includes strategic implementation of the comprehensive DEI strategy and leading implementation of DEI initiatives, while providing thought leadership in creating innovative staff development programming that incorporates DEI issues. Ultimately, the desire is to evolve the organizational culture towards embracing new diversity programs that confront and address those issues.

The ideal candidate will be a strategic, big picture thinker that operates with a collaborative, and collegial style. Excellent interpersonal, communication, and presentation skills, along with a strong orientation towards relationship building are essential aspects of this position. The CEO will have a positive leadership style reflecting a team oriented, adaptive, and flexible management approach while serving as a role model and mentor/coach.

Excellent administration and personnel management skills are expected in this role. A strong background with development projects including knowledge of housing tax credits and the ability to evaluate project proforma's is essential to this role. The position requires 10 or more years of experience in the management of complex, large housing authority, non-profit or affordable housing entities including a minimum of seven years in an executive leadership role. A Bachelor's degree in business/public administration finance, urban studies or a related field is required, with a Master's degree preferred.

Compensation and Benefits

The salary range for this position is open and negotiable, depending on qualifications. HACSB offers a competitive benefits package that includes:

- ◆ **Retirement:** Participation in CalPERS with Classic members eligible for 2% @ 60 formula. New members to CalPERS participate in PEPPRA with a 2% @ 62 formula. HACSB does not participate in Social Security.
- ◆ **Health Benefits:** HACSB offers an allowance of up to \$10,200 annually towards health insurance. Options include - Medical, Dental, Vision and an agency paid \$50,000 life insurance policy. We offer a choice of several plans to choose from.
- ◆ **Flexible Spending Accounts (FSA):** We offer a Medical FSA of up to \$2,000 and a DFSA for Childcare needs up to \$5,000.
- ◆ **Holidays:** We have 13 holidays and 1 Floating Holiday.
- ◆ **Vacation:** 80 hours annually accrued bi-weekly for the first five years of employment, 120 hours annually accrued bi-weekly through year 10, and 160 hours annually accrued bi-weekly over 10 years. With a 240-hour cap.
- ◆ **Auto Allowance:** \$425 per month.
- ◆ **Sick Leave:** 96 hours annually, accrued at 8 hours per month.
- ◆ **4/10 Work Schedule:** HACSB offices are closed every Friday. Office hours are Monday-Thursday 7:00 am to 5:30 pm.
- ◆ **Deferred Compensation:** CalPERS 457 Deferred Compensation Plan.
- ◆ **Additional Benefits Include:** Employee Assistance Program, and AFLAC & Colonial Life Supplemental Insurance plans.



The Process

To be considered for this exceptional career opportunity, please visit the Avery Associates Career Portal on our website at <http://www.averyassoc.net/current-searches/> to upload your letter of interest, resume and contact information, including email addresses for five work-related references (who will not be contacted until after an interview takes place).

Paul Kimura or Bill Lopez
Avery Associates
16 Lyndon Ave., Suite 200
Los Gatos, CA 95030
E-mail: jobs@averyassoc.net



The final filing date for this recruitment is May 12, 2023. A final appointment for the position is expected by late July with a desired start date in August.

If you have any questions regarding this position, please feel free to contact Paul Kimura at 408.399.4424 or by email: paulk@averyassoc.net or Bill Lopez at 408.888.4099 or by email: williaml@averyassoc.net.

**BOB MURRAY
& ASSOCIATES**



A Proposal to Conduct an Executive Recruitment

for the Position of

EXECUTIVE DIRECTOR

on behalf of the

**SANTA CRUZ COUNTY REGIONAL
TRANSPORTATION COMMISSION**



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

August 29, 2023

Chair Manu Koenig & Members of the Commission
Santa Cruz County Regional Transportation Commission
1101 Pacific Avenue, #250
Santa Cruz, CA 95060

Submitted via email to: smattas@meyersnave.com

Dear Chair Koenig & Members of the Commission:

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

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments, non-profit agencies, and private firms. Our recruitment process helps you to determine the direction of the search and the types of candidates you seek while capitalizing on our decades of experience and vast network of contacts to reach those candidates. Our expertise ensures that the candidates we present to the Santa Cruz County Regional Transportation Commission will match the criteria you have established, be a positive addition to your organization, and be outstanding in their field.

We recognize that we work at the pleasure of the Commission Members and our job is to facilitate the Commission's Executive Director search. From the outset of the search, we work to establish a strong partnership with the Commission in order to ensure the placement of an Executive Director who is ideally suited to its needs. In order to develop an effective search, we will seek the opportunity to meet with Commission Members individually to discuss their expectations for Santa Cruz County Regional Transportation Commission. We hope they will speak candidly with us regarding the traits they are looking for in the new Executive Director. The insight garnered as a result of these meetings will be invaluable as we recruit and screen candidates for the position.

With over 25 years of experience, we have conducted hundreds of searches for municipal and special district executives, including those for transportation professionals. We most recently completed the Chief Executive Officer on behalf of the Transportation Corridor Agencies in California; the Deputy Chief Auditor recruitment on behalf of the Los Angeles County Metropolitan Transportation Authority (METRO); the Assistant Director of Transportation recruitment on behalf of the City of Montebello; and the Transportation Director recruitment on behalf of the City of Montebello.

With respect to the Executive Director recruitment and the Santa Cruz County Regional Transportation Commission, Bob Murray & Associates has an unmatched record of success in recruiting local government professionals. We have conducted over 80 Executive Director searches on behalf of large and small agencies throughout the United States. We most recently completed the District Administrator recruitment on behalf of the Sunrise Recreation & Park District, and the Chief Operating Officer, Watersheds recruitment on behalf of Valley Water, CA.

As a result of having conducted these searches, we have an extensive number of contacts and a deep understanding of the Executive Director role that will be valuable when screening candidates on behalf of the Santa Cruz County Regional Transportation Commission.

Recent Executive Director recruitments we have completed similar in size and scope to your upcoming search include the following:

2023

Yolo-Solano Air Quality Management District, CA (Executive Director-Air Pollution Control)
California State Association of Counties (Chief Operating Officer)
Sonoma County, CA (Executive Director, Economic Development Board)
Sunrise Recreation & Park District, CA (District Administrator)
Transportation Corridor Agencies, CA (Chief Executive Officer)
Valley Water, CA (Chief Operating Officer-Watersheds)

Central Contra Costa County Solid Waste Authority dba RecycleSmart, CA (Executive Director)
County of Orange, CA (Executive Director, Office of Independent Review) (see Public Relations/Intergovernmental Searches)
Placer County, CA (Executive Officer)
San Joaquin LAFCO, CA
Santa Clarita Valley Water Agency, CA (Director of Water Resources)
Valley Water, CA (Chief Operating Officer)

2022

Bay Area Air Quality Management District, CA (Chief Operating Officer-Air Pollution Control)
Capitol Area Development Authority, CA

2021

California Agricultural Commissions and Sealers Association (CACASA), CA
March Joint Powers Authority, CA
State Bar of California, CA (Executive Director)

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

To learn first-hand of the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 17 of the attached proposal.

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

Sincerely,



Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding a positive placement, providing security and fairness to candidates and clients while ensuring the integrity of the search process. We understand that superlative recruiting for the Executive Director will lead to superlative results for the Santa Cruz County Regional Transportation Commission. Outlined below are the steps in our proven recruitment process, refined through our 30+ years of experience in executive search.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the Santa Cruz County Regional Transportation Commission's needs will be key to a successful search. Gary Phillips will meet with the Commission Members and key stakeholders to learn as much as possible about the ideal candidate for the Executive Director position. We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the Santa Cruz County Regional Transportation Commission.

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

Optional Service: Community and Staff Involvement

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

If the Santa Cruz County Regional Transportation Commission so desires, we will work with the Commission Members to create a customized community and/or staff input process.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Mr. Phillips and your dedicated Recruitment Coordinator will use the candidate profile developed with the Santa Cruz County Regional Transportation Commission 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 Santa Cruz County Regional Transportation Commission that you feel best represent your organization and your community.

Upon your approval, Mr. Phillips will send the brochure by postal mail and email to a targeted audience, personally inviting potential candidates to apply for the Executive Director 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.

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

Suggested Executive Director-specific advertising sources for the Santa Cruz County Regional Transportation Commission's search include:

- California Transit Association
- Women in Transportation
- Local Government Hispanic Network
- League of Women in Government
- California State Association of Counties
- California Association for Coordinated Transportation

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

Reaching Diverse Candidates

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

Mr. Phillips will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the Santa Cruz County Regional Transportation Commission, to maximize the potential for individuals from a wide variety of backgrounds, races, cultures, physical abilities, life experiences, and gender to be considered for the Executive Director position.

STEP 3 RECRUIT CANDIDATES

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

allay any reservations, and these efforts are essential to the success of the Executive Director recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Mr. Phillips 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 Mr. Phillips will discuss with the Commission Members how the Santa Cruz County Regional Transportation Commission wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Mr. Phillips 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 Skype, FaceTime, or other convenient videoconferencing applications.

During these in-depth interviews, Mr. Phillips will explore each candidate's background and experience as it relates to the Executive Director position, such as significant accomplishments, size and scope of responsibility, and organizational culture. In addition, Mr. Phillips will discuss with the candidates their motivation for applying for the position and assess his/her knowledge, skills, and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Mr. Phillips, 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 Mr. Phillips 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, Mr. Phillips will recommend a limited number of candidates for your further consideration. He will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of those to be considered will be up to you.

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

- ◆ Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- ◆ Summary of experience, education, and salary information for each Recommended Finalist candidate

- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

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

STEP 8 FACILITATE FINAL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the Santa Cruz County Regional Transportation Commission to craft and implement an interview approach that fits your needs. This may include individual and panel interviews by the Commission Members and key stakeholders, community/employee interview panels, writing and presentation samples, meet-and-greets, or another specialized process element Mr. Phillips helps the Santa Cruz County Regional Transportation Commission to design.

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

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

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

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Mr. Phillips and your Recruitment Coordinator will conduct detailed reference checks for up to three (3) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

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

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Mr. Phillips knows what other organizations have done to put deals together with great candidates and what the current market is like for Executive Director positions in organizations like the Santa Cruz County Regional Transportation Commission's. He 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 Santa Cruz County Regional Transportation Commission, 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 Mr. Phillips on behalf of the Santa Cruz County Regional Transportation Commission.

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. Mr. Phillips will be available to the Santa Cruz County Regional Transportation Commission by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The fixed, flat professional services fee for conducting the Executive Director recruitment on behalf of the Santa Cruz County Regional Transportation Commission is \$23,000. Services provided for in this fee consist of all steps outlined in this proposal, including two (2) days of meetings on site. The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the Santa Cruz County Regional Transportation Commission. Therefore, Mr. Phillips will contact the Commission at the first anniversary of the placement to confirm an effective transition has occurred.

The Santa Cruz County Regional Transportation Commission will also be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$6,900. Reimbursable expenses include (but are not limited to) such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate. *In no instance will expenses exceed this estimate without prior approval from the Santa Cruz County Regional Transportation Commission.*

Expense reimbursement for candidate travel related to on-site interviews will be the responsibility of the Santa Cruz County Regional Transportation Commission.

Professional Fees and Reimbursable Expenses	
Professional Services (Fixed Flat Fee)	\$23,000
Reimbursable Expenses <i>Example costs and approximate amounts include:</i>	
Brochure Design and Printing (\$1,275)	
Advertising (\$3,000)	\$6,900
Background Checks – 3 candidates (\$550)	
Consultant Travel (\$1,500)	
Other expenses – supplies, shipping, clerical (\$575)	
Not-to-Exceed Total	\$29,900

Optional Services

- Community/Staff Input Forum: \$1,500/day, plus travel expenses
- Online survey: \$250
- Additional on-site meeting days: \$1,500/day, plus travel expenses
- Additional background checks: \$250/candidate
- Additional reference checks: \$500/candidate
- Other services: \$250/hour or \$1,500/day

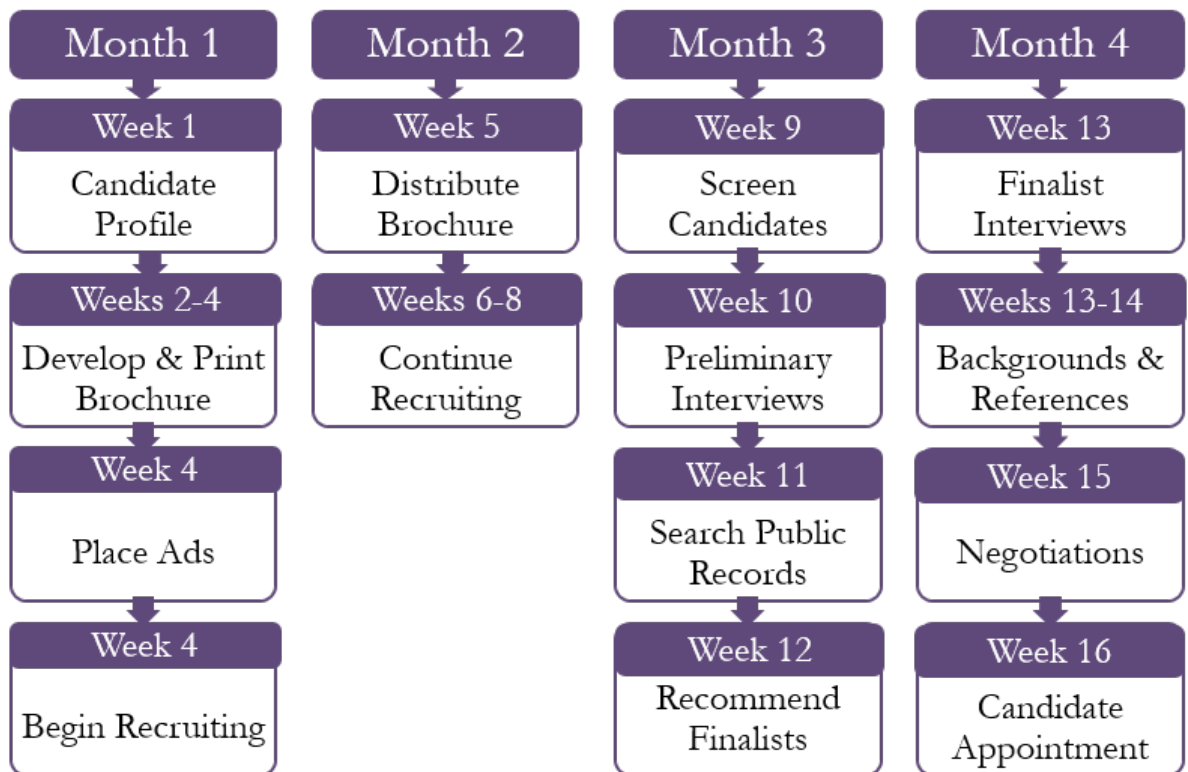
GUARANTEE

Should a candidate recommended by our firm position resign or be terminated within the first 12 months of employment, we will provide the Santa Cruz County Regional Transportation Commission with professional services to secure a replacement. Services will be provided at no cost, aside from expenses incurred on the Santa Cruz County Regional Transportation Commission's behalf during the new search. We are confident in our ability to recruit outstanding candidates and do not expect the Commission 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 Santa Cruz County Regional Transportation Commission. 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 fifteen (15):

- ✦ Bob Murray, *Founder*
- ✦ Valerie Gaeta Phillips, *President*
- ✦ Gary Phillips, *Executive Vice President*
- ✦ Joel Bryden, *Vice President*
- ✦ Yasmin Beers, *Senior Executive Recruiter*
- ✦ Carmen Valdez, *Senior Executive Recruiter*
- ✦ Adele Fresé, *Senior Executive Recruiter*
- ✦ Bryan Hill, *Senior Executive Recruiter*
- ✦ Stacey Stevenson, *Senior Executive Recruiter*
- ✦ Deanna Cantrell, *Executive Recruiter*
- ✦ Jon Lewis, *Executive Recruiter*
- ✦ Alexandria Kopack, *Recruitment and Operations Manager*
- ✦ Kathy Lolas, *Senior Recruitment Coordinator*
- ✦ Stephanie Marshall, *Recruitment Coordinator*
- ✦ Gini Herndon, *Contracts Administrator/Bookkeeper*

BOB MURRAY, FOUNDER

Mr. Murray—known simply as “Bob” to his clients and candidates throughout the western U.S.—brings over 40 years’ experience as a recruiter and is recognized as one of the top local government recruiters in the nation. He conducted hundreds of searches for cities, counties, and special districts and was called on to conduct searches for some of the largest, most complex organizations in the country—and some of the smallest. Bob conducted searches for chief executives, department heads, professional and technical positions, taking the lead on many of the firm’s most difficult assignments with great success. His clients retained him again and again, given the quality of his work and success in finding candidates for difficult to fill positions.

As our Founder, Bob currently takes on few searches personally but continues to be an active presence at Bob Murray & Associates, providing valued insight and experience to our team members regarding all aspects of the recruitment process.

Mr. Murray received his Bachelor of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

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.

JOEL BRYDEN, VICE PRESIDENT AND RECRUITER

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having retired as Chief of Police in Walnut Creek, CA prior to joining Bob Murray & Associates in 2013.

Throughout his career, Joel has been involved in public sector consulting, with vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

Joel has a solid reputation as a leader in the public sector and his ability to find and evaluate outstanding applicants for our clients is invaluable in the search process. Since joining Bob Murray & Associates, Joel has conducted over 100 recruitments in a broad range of sectors including police, fire, building, planning, city management, and general management. He is often called upon to recruit specialized or difficult-to-fill positions, such as Independent Police Auditor.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts Degree in Communication from San Diego State University. He is currently based in Walnut Creek, CA.

YASMIN BEERS, SENIOR EXECUTIVE RECRUITER

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

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

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

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

CARMEN VALDEZ, SENIOR EXECUTIVE RECRUITER

Carmen Valdez provides executive recruitment and human resource services to municipal government agencies and non-profits. She has more than 25 years' experience in team-building, executive search, general human resources, classification and compensation, testing, policy

development, performance management, organizational development, discipline, and other employee relations activities.

Carmen has most recently been consulting with Municipal Resource Group, prior to which she spent over 30 years with the City of Milpitas, a Silicon Valley city of 70,000 residents. In this capacity, she was responsible for collective bargaining, PEPRAs and Affordable Care Act implementation, modernizing Human Resource services to improve efficiencies and reduce costs, revamping the Workers Compensation service delivery and completing a City-wide strategic plan. Carmen also spent almost 2 years as the Director of Recreation Services.

In addition to her significant experience in the public sector, Carmen earned a Bachelor of Arts degree in Business from University of Phoenix. She is also a member of Local Government Hispanic Network and League of Women in Government. She is an avid runner and enjoys giving back to her community.

ADELE FRESÉ, SENIOR EXECUTIVE RECRUITER

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

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

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

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

BRYAN HILL, SENIOR EXECUTIVE RECRUITER

Chief Bryan Hill (ret.) spent over 30 years serving as a public safety leader in the San Francisco Bay Area. During his career, he worked for three appreciably different East Bay cities and developed and led several regional programs providing him a broad perspective of local government. Much of Bryan's career was spent working in a wide variety of leadership and executive level roles. As a police chief and city department head he was known for a progressive and principled leadership approach.

Throughout his career, Bryan emphasized community engagement. As a municipal government executive, he was dedicated to establishing lasting community partnerships, building strong teams, and continues to participate in leadership development.

Bryan received the California Police Officer's Association Award of Distinction for his efforts in developing regional partnerships that increased efficiencies, professionalism and service to the community. Bryan received his Bachelor of Arts degree in Social Science from California State University, Sacramento and he earned a Master of Science in Organizational Leadership. He is a graduate of the FBI National Academy and holds a California POST Executive Certificate.

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.

DEANNA CANTRELL, EXECUTIVE RECRUITER

Deanna Cantrell brings 28 years of municipal government passion and experience to Bob Murray & Associates as an executive recruiter. Deanna is recognized as a prominent driver of public safety leadership, innovative and evidence-based problem solving, advancing trust and community building, and developing leaders. She has a proven record for exceptional communication, talented public speaking, forward thinking policing, strategic planning, staff development, mentoring, and coaching.

Deanna was the Chief of Police for the City of Fairfield, California for over two years. Prior to that, Deanna served almost five years as the Chief of Police in San Luis Obispo (SLO) California, and over 21 years with the Mesa, Arizona Police Department where she moved through the ranks from Officer to Assistant Chief.

Deanna has built a deep-rooted history of building trust with the community, improving employee health and wellness, and advancing meaningful police transformation. Deanna has developed numerous testing processes, has assisted in over 20 executive recruitments, and is gifted in mentoring, coaching and recognizing and developing talent. She served for four years as the Co-Chair for the California Women Leaders in Law Enforcement (WLLE) and is the WLLE Foundation Board President, also chairing the mentoring committee. Deanna served for six years on the California Police Chiefs Association Board. She is currently an Executive Fellow for the National Policing Institute and is on the Board for Police2Peace. In 2018 Deanna was selected as the 24th District, California Congressional Woman of the year, and in 2022, Women Leaders in Law Enforcement established the Deanna Cantrell Exceptional Leadership award.

Deanna holds a Bachelor of Science in Education and a Master of Administration from Northern Arizona University. She has an Executive Development Certificate from CA POST, teaches Advancing Ethical Leadership for CA POST through Cal State Long Beach, and is a graduate of Northwestern University Police Staff and Command School where she is also an adjunct faculty member, teaching policy, executive image, strategic planning, internal conflict.

Deanna enjoys the arts, playing the guitar, golfing, and growing future leaders.

JON LEWIS, EXECUTIVE RECRUITER

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

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

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

ALEXANDRIA KOPACK, RECRUITMENT AND OPERATIONS MANAGER

Alex is the Recruitment and Operations Manager with Bob Murray & Associates, and partners closely with the executive recruiter to support both the client and candidates through the entire recruitment process. Alex's responsibilities include posting available positions to job boards, interview scheduling, conducting background checks on candidates, and creating marketing materials for each search.

Alex graduated with a bachelor's degree in Business Administration from Boise State University. She has several years of experience in many different office settings and is eager to assist in the hiring process.

In her spare time, Alex enjoys spending time with her husband, family, and poodle (Theo), as well as playing tennis whenever weather allows.

KATHY LOLAS, SENIOR RECRUITMENT COORDINATOR

Kathy recently joined the Bob Murray & Associates team after eight years of retirement. She is serving as a Recruitment Coordinator and brings over 30 years of experience from the residential real estate, state government, and life coaching industries. As a Recruitment Coordinator, Kathy partners closely with executive recruiters to provide support to candidates and clients throughout the recruitment process. She assists with scheduling, conducting background checks, creating marketing materials, and posting advertisements for open recruitments.

Kathy returned to graduate school in 2015, earned her Master's degree and launched a private life-coaching practice. She is known for her outgoing personality, attention to detail and collaborative approach to successfully completing executive recruitments. In her free time, Kathy enjoys playing jazz piano, travel, boating, and playing with her poodle, "Rocky".

STEPHANIE MARSHALL, RECRUITMENT COORDINATOR

Stephanie serves as a Recruitment Coordinator with Bob Murray & Associates, partnering closely with executive recruiters to support clients and candidates through the recruitment process. She assists with scheduling interviews, creating marketing materials, posting advertisements, and conducting background checks, as well as many other administrative tasks that contribute to the success of each recruitment.

Stephanie graduated with a Bachelor's degree in Anthropology and earned a Paralegal certification from the University of California, Davis. She's worked in various offices before her time at Bob Murray & Associates and is excited to assist in the hiring process.

During her free time, Stephanie enjoys spending time with family, reading high fantasy novels, and being out on the water.

GINI HERNDON, CONTRACTS ADMINISTRATOR/BOOKKEEPER

Ms. Gini Herndon is the Contracts Administrator/Bookkeeper at Bob Murray & Associates. Ms. Herndon is the first point of contact at Bob Murray & Associates and has an extensive administrative background in business law.

Ms. Herndon is known for her collaborative approach as she works closely with our internal team and clients to ensure a successful search. As a first point of contact, Ms. Herndon is highly professional and maintains a high level of confidentiality and sensitivity.

CORPORATION

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

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

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

PROFESSIONAL ASSOCIATIONS

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

- ◆ California Special Districts Association – *Member*
- ◆ California City Management Foundation (CCMF) – *Member*
- ◆ International City/County Management Association (ICMA) – *Member*
- ◆ League of California Cities – *League Partner*
- ◆ League of Women in Government – *Sponsor/Member*
- ◆ Municipal Management Association of Northern California (MMANC) – *Sponsor/Member*
- ◆ Municipal Management Association of Southern California (MMASC) – *Sponsor/Member*
- ◆ National Forum for Black Public Administrators (NFBPA) – *Committee member for Marketing and Branding*

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, presented by Joel Bryden on behalf of the California Police Chiefs Association
- ◆ Organization of Latino Affairs invited speaker, Valerie Phillips for Hispanic Heritage Month; and

- “The Next Step on Your Career Ladder: A Rung Up or a Missed Step? What City Managers are Seeking to Create a Dream Team,” Bob Murray & Associates is a leading participant on the MMANC 2019 Conference Panel

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: Orange County, CA
POSITION: Executive Director, Office of Independent Review
REFERENCE: Ms. Pia Rose, Central Human Resources Services Division Director
(714) 834-7361

CLIENT: San Joaquin County – Local Agency Formation Commission (LAFCo)
POSITION: Executive Director
REFERENCE: Mr. Rod Attebery, Legal Counsel
(209) 948-8200

CLIENT: California Agricultural Commissioners and Sealers Association
POSITION: Executive Director
REFERENCE: Ms. Sandra Elles, Former Executive Director Commissioner
(707) 235-6135

CLIENT: Los Angeles County Metropolitan Transportation Authority (METRO)
POSITION: Deputy Chief Auditor
REFERENCE: Ms. Sandra Blanco-Sanchez, Deputy Executive Officer – Human Resources
(213) 922-6217

We appreciate the Santa Cruz County Regional Transportation Commission’s consideration of our proposal and look forward to working with you.





Transportation Corridor Agencies™

The Toll Roads®

CHIEF EXECUTIVE OFFICER



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

The Transportation Corridor Agencies (the Agencies) are two separate Joint Powers Authorities managed by one staff located in beautiful Orange County which offers a nearly perfect climate year-round. The Southern California coast, with a culturally diverse population of over 3 million, offers a high quality of life and features an excellent education system, a low crime rate, a wide variety of businesses, and unlimited recreational opportunities.

Many corporate headquarters and leading technology and biomedical firms have made Orange County their home. John Wayne Airport is conveniently located for business and vacation travelers. Educational opportunities are plentiful with two State universities - California State University, Fullerton and the University of California at Irvine, plus several private colleges and four community college districts. There are over 60 high school campuses and enough elementary schools to educate one and a half million students.

Visitors and residents alike have an opportunity to enjoy an abundance of world-class shopping, dining, and resort accommodations, as well as spectacular vistas with 42 miles of pristine, sandy coastline. The region offers a variety of amenities for those who seek an active lifestyle. Water sports of every kind abound on the beaches and in the harbors and marinas that dot the coast. Besides water sports and beaches, the sunny weather is perfect for golfing on world-class courses, hiking and mountain biking. Cultural venues are also abundant, including the theater, symphony, orchestra performances, and museums for adults and children.

THE AGENCIES

Formed in the 1980s and located in Irvine, California, the Transportation Corridor Agencies were created with the very clear mission of enhancing mobility in Orange County and Southern California by developing and operating publicly owned roads and toll facilities as a part of the regional transportation system. The Agencies are public agencies responsible for planning, financing, constructing, and operating the state's largest toll road network that are comprised of State Routes 73, 133, 241 and 261, which equate to over 420 lane miles. Three decades of success and sound fiscal management has led the Agencies to solid financial footing allowing for cash-funded additional key projects such as the Oso Parkway Bridge and the planned 241/91 Express Connector. The Agencies' work every day to provide a safe, reliable, and time saving alternative to the region's congested non-tolled facilities.

The Transportation Corridor Agencies are recognized as a thought-leader in the tolling industry with a strong track record of success in innovative project delivery having utilized design-build to construct the skeleton of its highway system.



Additionally, the Agencies have a strong legacy of environmental stewardship and have conserved over 2,000 acres of permanent open space. Hallmarks of the Agencies' environmental contributions include the first in the nation to successfully create native habitat on a closed landfill, the transformation of a narrow concrete drainage ditch into thriving riparian wetland, and the construction of a state-of-the-art, award-winning wildlife fence that keeps drivers and wildlife separate and safe. As the Agencies' look to completing more regionally significant projects and implementing strategic improvements that build out the originally envisioned system, innovation in project delivery, mitigation and strategic partnerships will remain at the core of its success.

These aspects and the introduction of new technologies and solutions will play an ever-increasing role in the Agencies' continued success. Core to this success is the Agencies' continued ability to serve the region by providing reliable infrastructure to support the movement of goods and people through strong fiscal stewardship. To learn more about the Transportation Corridor Agencies, go to:

<https://www.thetollroads.com/>

THE POSITION

Under direction of and reporting directly to the Board of Directors, the new Chief Executive Officer (CEO) will lead the Transportation Corridor Agencies in strategic, programmatic, financial, and management operations in its mission to "implement and operate a highway network of congestion free travel alternatives with a focus on customer service, innovation and self-reliant financial approaches while considering regional transportation needs and opportunities." The CEO is responsible for execution of the Foothill/Eastern and San Joaquin Hills Transportation Corridor Agencies Boards of Directors' strategic plan, oversight of daily tolling operations, management of an annual budget (excluding debt

service) of \$78.6 million, 66 full-time equivalent employees, and an investment portfolio of approximately \$1.5 billion. The new CEO will design and oversee the execution of strategic program initiatives and serve as the primary liaison to key political and regional stakeholders. The CEO will also serve as the main point of contact and spokesperson for the Agencies, including communication with members of the media and the general public. It is the responsibility of the CEO to ensure the integrity and accountability of the Agencies including consistent quality of financial management, administration, hiring of staff, communications, capital programs and customer service and tolling systems. Other duties include:

- Attending all meetings of the Board of Directors;
- Advising the Board of Directors on issues, programs, and financial status; preparing and recommending long and short-range plans for toll-road transportation, capital improvement projects, and system enhancements for residents and commuters; and directing the development of specific proposals for action regarding current and future needs;
- Overseeing the planning, financing, administration, construction, and use of the Agencies toll roads; working to ensure enhanced customer service offerings by partnering with various vendors and businesses to provide convenient toll payment services for customers;
- Optimizing operations and managing expenditures to reduce costs per transaction and enhancing project/program delivery while seeking to improve the Agencies' stellar approach to customer service;
- Overseeing management of the Agencies environmental programs and lands;
- Ensuring innovation in the form of new technologies and service solutions to provide new opportunities to support enhanced mobility;
- Monitoring and advancing the Agencies' financial strength through the Agencies' debt management policies that support strategic bond refunding for savings and early paydown of bonds; and continued enhancement and bolstering of the Agencies' credit-worthiness;
- Managing the budget to support activities adopted under the Strategic Plan, early bond paydown programs, delivering transportation improvements, incorporating innovative technologies, and continuing development of regional mobility partnerships;
- Overseeing the selection, training, professional development, and work evaluation of the Agencies' staff; overseeing the implementation of effective employee relations and related programs; providing policy guidance and interpretation to staff;



- Ensuring cross-departmental collaboration within the organization to bring about greater business processing efficiency and economy; and
- Providing management training and developing leadership qualities among directors and staff as necessary to build a management team that can plan for and meet future challenges.

THE IDEAL CANDIDATE

The new CEO is a forward-thinking visionary who will successfully lead the organization, including a vibrant and dedicated staff, while navigating a complex political environment. A highly qualified and innovative leader with outstanding communication skills and political acumen who thinks strategically and works collaboratively is being sought to serve as the next CEO.

The Board of Directors is looking for an inspirational leader who models humility, integrity, and who instills a culture of mutual respect. A leader who can successfully navigate politically sensitive environments while remaining apolitical is desired. The new CEO will collaborate with and gain the trust of the Board of Directors. They also have the ability to maintain the Agencies' current exceptional level of customer service while simultaneously planning for an ambitious, technologically advanced future. Those who lead by example and who possess high emotional intelligence have a unique opportunity to engage various local and regional stakeholders to take this organization to the next level.

The Board is looking for a CEO who instills trust and will inspire confidence among the Board, stakeholders, department directors, and staff. The new CEO will be a robust and

highly effective communicator, will provide the same level of transparency amongst all Board Members, and will keep the staff and Board well informed. An individual who has experience in transportation and/or tolling, working effectively with key public and private stakeholders, and who has a demonstrated background of successfully executing large capital improvement projects will excel in this position.

A background in municipal management, finance, and budgeting, as well as experience working with regional partners and municipal infrastructure is particularly desirable. A Bachelor's degree in Public Administration, Business Administration, Organizational Development, Transportation, Engineering, or a related field is required; a Master's degree is preferred and a minimum of 5 years of increasingly responsible experience in executive leadership is required.

BENEFITS AND COMPENSATION

The current acting Chief Executive Officer's salary is \$303,000 plus bonus. The salary for the incoming Chief Executive Officer is negotiable and dependent upon experience and qualifications. The Transportation Corridor Agencies also offers an attractive benefits package including the following:

Retirement - Provided through the Orange County Employee's Retirement System ("OCERS).

Deferred Compensation - The Agencies' will contribute up to \$32,000 annually on a prorated basis to an eligible 401(a) Plan.

Health Insurance - Employee shall receive medical insurance for self and dependents with the Agencies' paying the full cost of premium.

Long-Term Disability Insurance - Employee shall have the option of enrolling in the Agencies' Long Term Disability Benefit Program at their own expense.

Life Insurance - Employee shall receive regular group life insurance as provided to all of Agencies' employees, except that the benefit amount shall equal twice the CEO's annual salary up to a maximum of Five Hundred Thousand Dollars (\$500,000).

Dental Insurance - Employee shall receive dental insurance for self and dependents in accordance with the current Dental Plan.

Vision Insurance - Employee shall receive vision insurance for self and dependents in accordance with the current Vision Plan.

Comprehensive Annual Leave - Employee shall be eligible for Comprehensive Annual Leave benefits in the amount of twenty (20) days.

Automobile Allowance - Employee shall receive up to \$765 per month.

TO APPLY

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

www.bobmurrayassoc.com

**Filing Deadline:
May 14, 2023**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the Transportation Corridor Agencies. Candidates will be advised of the status of the recruitment following selection of the Chief Executive Officer.

If you have any questions, please do not hesitate to call Mr. Gary Phillips at:

(916) 784-9080





DIRECTOR OF TRANSPORTATION



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

The City of Montebello is 8.37 square miles, conveniently bordered by the 605 freeway, 60 freeway and minutes away from the 710 and 5 freeways. Montebello is centrally located near the center of the Los Angeles metropolitan area and is only 15 minutes away from Downtown Los Angeles. Montebello is comprised of a diverse population of 61,000 residents and a multitude of corporate and small business enterprises. The City is aggressively addressing their housing and economic development needs with new developments in housing and economic opportunities. In 2021, the City celebrated 100 years of incorporation and are proud of their rich history and look forward to the next 100 years of progress and innovation. Our goal is to provide new and current residents a high quality of life, incorporate innovative policies, and maintain community programs that make our community great and businesses thrive.

Montebello is a municipality well known for being community-centered and multi-cultural because of its desirable location and first-class amenities. The City offers family style neighborhoods, a downtown area with thriving locally owned businesses, and restaurants, award winning health care facilities such as Kaiser Permanente and Beverly Hospital. The City owns and operates an executive golf course, two hotels, and provides opportunities for outdoor enthusiasts with their parks, horse trails, and sports fields.

Montebello's central geography, easy proximity to ports and abundant freeway access can, by itself, be a deciding issue. In addition to the city's industrial base, various companies such as Bimbo Bakeries USA, Ford of Montebello, Montebello Chevrolet, warehouse for Coca Cola Reyes Bottling Company, and various petroleum distributors, and building materials suppliers, all find Montebello's location near the "hub of the wheel" critical to their operations.

THE ORGANIZATION

As a general-law city, Montebello operates as a Full-Service City through the Council-City Manager form of municipal government. The five City Council members are elected at large to overlapping terms of four years and annually select one of their members to serve as Mayor. The City Council is the legislative body responsible for the overall policies and direction for the City of Montebello. They are the citizens' representatives in local government. The City Council appoints residents to serve on several commissions. The City Manager has a strong executive team that includes an Assistant City Manager as well as the City's eight department directors. The level of services Montebello provides supersedes those of other cities. The City provides a full range of services, including police and fire protection, street maintenance, public landscaping, downtown parking, planning, building and safety, code enforcement, recreation and community services, and our own Montebello Bus Lines (MBL) regional transit system.



MBL serves roughly 1.9 million riders each year, the primary responsibility is to provide transportation services to residents of Montebello and neighboring cities. MBL is the third largest municipal bus system in Los Angeles County, behind Long Beach Transit and Santa Monica's Big Blue Bus. With a fleet of 66 buses, MBL serves over 8 million passengers a year throughout the communities of Alhambra, Bell Gardens, Boyle Heights, Commerce, Downtown Los Angeles, East Los Angeles, La Mirada, Montebello, Monterey Park, Pico Rivera, Rosemead, South Gate, and Whittier.

Montebello Dial-A-Taxi (DAT) provides transportation services for seniors over 62 in age and qualified disabled residents of any age and their attendants. The service utilizes vehicles equipped with wheelchair lifts upon request at the time of scheduling. DAT provides transportation services within the City of Montebello and medical trips within the designated DAT boundary service area.

MBL is also responsible for the operation of "Montebello LINK," which offers curb-to-curb shuttle service to and from the Montebello Station and employment centers in Bell, Commerce, Montebello, Monterey Park, Pico Rivera, and Rosemead. The service is scheduled to meet each arriving and departing Metrolink train. In addition to providing transportation services, the Department also maintains the Montebello Metrolink Station and over 800 bus stops. MBL secures dedicated transportation funding from federal, state, and local agencies to provide public transit services.

THE POSITION

Under City Manager direction, the Director of Transportation plans, organizes, directs, and coordinates a comprehensive public transportation and vehicle maintenance program including public transit, transportation planning, vehicle maintenance, and central stores; and develops and administers the Department's capital improvement budget.

Essential functions of the position include, but are not limited to:

- Provide technical staff support, information, and assistance to the City Council, City Manager, and Department heads concerning public transit, transportation planning, and vehicle maintenance proposals and programs;
- Coordinate the efforts of the various Department divisions;
- Confer with and advise supervisory assistants on problems relating to the planning and operation of public transit and related operations, the interpretations and enforcement of Federal and State transportation and transit laws, and the design and operation of transit systems;
- Confer with other departments and governmental agencies regarding proposed or existing public transit projects or problems;
- Confer with the City Manager on policies, programs, procedures, and long-range capital improvement programs;
- Supervise the maintenance of records, official documents, and files relating to department operations;
- Direct the preparation of reports and correspondence;
- Direct formulation of a long-term program of public transit improvements;
- Plan, coordinate, and report on the maintenance and repair of City vehicles;
- Direct the construction, maintenance, repair of equipment maintenance facilities and other transit-related facilities and equipment;
- Prepare project, program, and case reports as required;
- Prepare annual budget estimates and justification for transportation and vehicle maintenance activities;
- Prepare talks, correspondence, and reports on the City's transit-related activities;
- Review plans, engineering reports, budget estimates, and proposed ordinances and regulations submitted by division heads;
- Determine major policies, plan long-term programs, and make technical decisions;
- Advise on the acceptance of bids received on transit-related projects;
- Recommend changes in the basic structure and staffing complement;
- Administer the training and evaluation programs of personnel;
- Resolve difficult administrative and transportation and maintenance problems; and
- Review and evaluate division performance and budget expenditures.



THE IDEAL CANDIDATE

The Director of Transportation will be a seasoned supervisor or manager with a demonstrated ability to provide leadership in an operational environment and possess strong organizational and interpersonal skills to serve as a valuable resource throughout the City. The ideal candidate will be customer service oriented with a history of effective partnerships and responsiveness. It is imperative that the incoming Director is a team player and collaborator who understands the chain of command and can work interdepartmentally.

The ideal candidate will foster a team environment where communication is highly valued. Essential to this position is the ability to build and maintain partnerships, to have a seat at the table with METRO and other transportation consortia. A strategic thinker with long-range planning experience is sought. The successful candidate will know the nuts and bolts of the administrative side of the position and also understand the intricacies of the larger transportation stage from a regional perspective.

It is expected that the selected candidate will have knowledge of modern principles, practices, and techniques of transportation planning as applied to the field of municipal public transit, including planning, developing, designing, constructing, operating, and maintaining a variety of equipment maintenance facilities; principles of personnel management, public administration, supervision, and training; applicable City, County, State, and Federal laws, codes, and regulations affecting public transportation; technical, legal, financial, and public relations problems solved in the conduct of a municipal public transit program; methods of preparing designs, plans, specifications, estimates, reports, and recommendations relating



to public transit and public works facilities; methods, materials, tools, and equipment used in the repair and maintenance of automotive and heavy equipment; and principles of local government, organization, financing; budget development, preparation, and administration; and research methods and procedures.

Any combination of training and experience which would likely provide the required knowledge and abilities is qualifying. The typical candidate will have graduated from an accredited four (4) year college or university with major course work in public or business administration, industrial engineering, or a closely related field and five (5) years of progressively responsible and varied professional experience in public transit programs involving the management and operation of a variety of public transit programs, including three (3) years in a management, supervisory, or administrative position. A Master's degree in a related field is highly desirable.

THE COMPENSATION

The annual salary range for the Director of Transportation is \$159,372-\$203,448 (salary is currently under review and may be increased); placement within this range is dependent upon qualifications and experience of the selected candidate. The City also offers an attractive benefits package including:

Retirement - CalPERS Non-Safety "Classic" 2.7% @ 55
"PEPRA" 2.0% @ 62

Employees contribute 8% of member contribution

Medical Health Insurance Benefits - City pays for employee plus family of any CalPERS medical plan that the City offers capped at the Kaiser LA 3 party rate.

Vision and Dental Benefits - City shall pay the entire premium on behalf of employee/retiree and eligible dependents.

Health Insurance Cash Out - Opt out of city insurance is 80% of CalPERS Kaiser LA 3 party monthly premium upon proof.

Social Security - Employee deduction and city contributes equal amount.

Employee Assistant Program (EAP) - City pays 100% monthly.

Longevity Stipend - Annual flat dollar amount provided based on service years with City of Montebello.

Deferred Compensation - 457 Voluntary deferred compensation plan no employer match.

Long Term and Short Term Disability Insurance - Executive benefit City-paid coverage to employee a percentage of the salary.

Life Insurance - Basic Term Life \$150,000 and Accidental Death and Dismemberment (AD&D) \$150,000. Additional life insurance is available.

Physical Examinations - Annual city-paid comprehensive physical medical examination from Scripps Center for Executive Health.

Vacation Leave - Starting at 194 hours per year. Leave accrual upon hire based on prior years of service with other public agencies.

Sick Leave - 8 hours per month of continuous service.

Holiday Leave - 11 designated paid holidays.

Administrative Leave - 80 hours of leave per Fiscal Year. Annual cash out of unused time in July.

Bereavement Leave - 30 hours per incident.

Education Incentive - Bachelor's Degree: \$200/month, Master's/ Doctoral Degree: \$400/month

Auto Allowance - \$450/month in lieu of city-provided vehicle.

Education Reimbursement - Eligible for up to \$3,000 per fiscal year.

TO APPLY

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

www.bobmurrayassoc.com

**Filing Deadline:
December 17, 2021**

Following the filing deadline, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. Candidates will be advised of the status of the recruitment following finalists' selection. Finalist interviews will be held with the City of Montebello. 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.

If you have any questions, please do not hesitate to contact Yasmin Beers at:

(916) 784-9080

