

TO: City Council
FROM: James L. App, City Manager
SUBJECT: Executive Search – Community Development Director
DATE: June 7, 2005

NEEDS: Consider engaging outside assistance to conduct a State-wide search for a Director of Community Development.

- FACTS:**
1. Bob Lata, Director of Community Development, plans to retire December 2005.
 2. A State-wide search is indicated to attract experienced professionals well-versed in the disciplines/services offered by the Department.
 3. There are a number of Executive Search firms that specialize in assisting local governments in the recruitment and selection of public executives.
 4. The City received two proposals from qualified Executive Search firms.

ANALYSIS &

CONCLUSION: Generally, professionals with the requisite sophistication of planning, engineering, and executive management skills and abilities are currently employed with other public agencies. Soliciting their interest is challenging and highly competitive (as of this writing, at least six other California Cities are actively recruiting for similar posts – offering more generous compensation packages).

Executive Search firms have established access to, and an accepted means for soliciting, public executives. Additionally, these firms can assist in certain labor intensive and time-consuming elements of the search and selection process.

Two proposals were received – from Avery & Associates and Ralph Anderson & Associates; both well known and accomplished search firms. Proposed fees (including expenses) are estimated at \$20,300 and \$21,250 respectively. Avery & Associates appears well suited as the principals are acquainted with Paso Robles unique character and challenges as a result of long professional affiliation (B. Avery has served as the City's labor consultant, and A. Slate as sister City San Luis Obispo's Human Resources Director).

It is important to note that the outcome of any search process cannot be guaranteed. Success is a function of market dynamics including competition, availability, marketability, timing, etc. What the City would be assured is market penetration, as well as professional recruitment and selection assistance.

POLICY

REFERENCE: None.

FISCAL

IMPACT: \$21,000. It is possible that F.Y. 06 General Fund operations will result in savings sufficient to cover this expense. If not, it could be drawn from General Fund Reserves (with current balance of approximately \$7,500,000).

- OPTIONS:**
- 1. Authorize the City Manager to Execute a Contract with Avery & Associates for Executive Search Services, and Appropriate Funds if/as Needed.**
 - 2. Amend, Modify, or Reject the Options Above.**

Attachments: Search Proposals (2)

EXECUTIVE SEARCH

HUMAN RESOURCES
CONSULTING



AVERY
ASSOCIATES

William Avery & Associates
Management Consultants

May 4, 2005

Meg Williamson
City of Paso Robles
1000 Spring St.
Paso Robles, CA 93446



Dear Ms. Williamson:

Thank you for the opportunity to submit our proposal of partial search services for the position of Director of Community Development for the City of Paso Robles. 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 meet your needs in this assignment. We've recently completed a number of related searches including Community Development Director/Planning Director assignments for the cities of Santa Clarita, Morgan Hill, Culver City, Los Gatos, Beverly Hills, West Hollywood, Saratoga, Gilroy, Los Altos, Lathrop, and Assistant Planning Director for the County of Monterey. We are also currently engaged in searches for the Community Development Director for Vacaville and City Planner for Beverly Hills. Despite our extensive contacts of qualified individuals who are capable of filling this assignment, we feel it in the best interest of your city to conduct a more comprehensive outreach effort. We feel the competitive market place and great demand for planning and community development personnel necessitates a more extensive recruitment effort to ensure you have viable alternatives in your recruitment pool.

Following your review of this proposal, it is our hope that our knowledge and background in municipal recruitment, and our commitment to quality and service will provide the basis for positive consideration of our firm.

The enclosed proposal contains the following information:

- Company Profile and Firm Qualifications
- Recruitment Work Plan for Partial Search Services
- Consulting Fee, and Billing Assignment
- Recruitment Timeline
- Profiles on Principals of the Firm
- Client References

Once again, thank you for the opportunity to submit our proposal to assist you with your recruitment. If you have any questions, please do not hesitate to call me at 408-399-4424.

Sincerely,

A handwritten signature in black ink that reads 'William Avery' with a long, sweeping underline.

William H. Avery

William Avery & Associates
Management Consultants

3½ N. Santa Cruz Ave. Suite A
Los Gatos, CA 95030
408.399.4424
Fax: 408.399.4423

WHA:jmc

PROPOSAL FOR THE CITY OF PASO ROBLES FOR THE NEW DIRECTOR OF COMMUNITY DEVELOPMENT

Avery Associates - Profile

Avery Associates is a Los Gatos, California based Management Consulting firm incorporated in 1982. The growth of the firm recently resulted in the opening of an office in Visalia, CA. We specialize in Executive Search and Human Resources/Management Consulting. Our firm currently has three Principals led by Bill Avery, who heads the Firm and the Management/Labor Relations practice in addition to participating in key searches. Paul Kimura and Gary Brown are the two Principals who oversee the Search and Recruitment practice. They along with Kimberly Warner, Recruitment Specialist; Kim Duran, Office Manager; and Jackie Collins complete the recruitment team for the firm.

We offer a unique recruitment service as the background and capabilities of our firm Consultants gives us the ability to provide recruitment that positively differentiates us from other public sector search firms, by incorporating private sector search methodologies into our public sector recruitment process, and combining "best" practices from both the public and private sectors.

Firm Qualifications

Our firm's Principals complete the majority of the recruitment activity. This hands-on involvement includes client interface, strategy development, candidate identification and qualification, interviewing and assessment, candidate presentation and facilitation of final interviews.

Mr. Avery, having served in the past as a City Manager, provides the 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 advanced technology experience, provides the basis for many of the recruitment strategies and tactics utilized by the firm. Mr. Brown, who has extensive experience in the recruitment of City Managers and other public sector executives, brings an unparalleled depth of knowledge in municipal recruitment. Collectively, the firms Principals offer exceptional expertise in this area of public sector recruitment. Attached are profiles on the Principal's of the firm.

We're pleased that each of our recruitments has resulted in a successful closure within the projected timeframe. More importantly, our clients have expressed a high degree of satisfaction in the quality and depth of our service. Enclosed you will find a set of our past recruitments.

Recruitment Team for the City of Paso Robles

William Avery will serve as the Principal in charge of this project and will be assisted Ann Slate. Mr. Avery will be personally involved in the interview and assessment of candidates 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 meet with the key decision makers to discuss the organizational needs and position requirements. Our goal for this aspect of the recruitment process is to:

- Understand the City and departmental priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes, interpersonal skills 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.

We would welcome the opportunity to have other discussions with various key staff as appropriate. Based on these discussions, a candidate profile and a final recruitment strategy will be presented for final approval. The ideal candidate profile would be incorporated into the formal position announcement. The candidate profile is also utilized in various other means as a marketing tool, an advertising copy, and for other announcements.

II. Development of the Search Strategy

The search strategy is developed in conjunction with the organizational assessment. The final approach is based on your input and considerations during the assessment activity. For this assignment, 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:

- Contacting current Assistant Director's of Community Development and Planning executives in comparable agencies that may be interested or aware of potential candidates. This effort will mainly be geared toward identifying individuals who meet the profile of the ideal candidate but are not actively seeking other employment.



- Development of a targeted candidate list based on contacts, referrals and recommendations from key sources and other current and former engineering and/or communications personnel who have extensive contacts and networks in this area.
- Active referral solicitation from various industry sources and other contacts developed from our many years of public sector consulting.
- Public information sources that include various membership listings.
- Marketing and listing the position with various agencies, counties and cities within the state, region and county.
- Advertising in WESTERN CITY magazine, JOBS AVAILABLE magazine and other publications or periodicals deemed appropriate for this search.
- Internet job postings on national public sector employment bulletin boards, related web sites, and our company website (www.averyassoc.net).
- Utilization of our extensive and key executive contacts included in our recruitment database.
- 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

Initially, all candidates responding to this position will be evaluated based on their resume and, if appropriate, an extensive phone "screening" by the firm. Candidates who pass this initial "qualifying" criteria are then scheduled for a formal interview with one of our firm's Principals. These extended personal interviews typically take one to two hours and consist of a thorough discussion of the candidate's experience, accomplishments, management philosophy and interpersonal style. Those individuals who best fit the position requirements will have an extensive Candidate Assessment Report developed by the Principal who conducted the interview. Additionally, several initial reference interviews are performed on these candidates.

IV. Candidate Presentation

Upon completion of formal interviews and initial reference interviews, a selection of candidates for presentation is made. Typically, the number of final candidates requested by our clients range from three to seven.



We feel our extensive screening, interview, and reference process; combined with 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 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 candidate reference reports.

V. Selection Process

Once the final candidate interview group is identified, we will assist in the structuring 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.

Upon request, our firm will also arrange for summary background evaluations on the City's final one or two candidates. A copy of these confidential reports can be provided for you. The costs for these evaluations are considered independent of the recruitment expenses listed below and will be invoiced separately.

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 the formulation of 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 after the City has hired the individual, we will speak with that individual to ensure that an effective transition has occurred. During the same period, we will also review the individual's status with your office.

Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$14,300. If awarded the search, we would provide our first consulting invoice in the amount of \$6,000 at the outset of the search. The final balance of \$8,300 would be invoiced at the completion of the search.

Normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would not exceed \$6,000. These expenses include: research, advertising, clerical time, supplies, printing, telephone, postage, and consultant travel for client discussions, meetings and local and out-of-area candidate interviews. All expense



items will be detailed and billed on a monthly basis or on a one-time basis at the completion of the search.

The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

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 six months 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 six months for reasons which would have precluded his/her employment had they been known at the time employment started. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.





CITY OF PASO ROBLES
DIRECTOR OF COMMUNITY DEVELOPMENT - RECRUITMENT SCHEDULE

Description (Weeks)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Initial meeting(s)	<u>1</u>																			
- Job announcement draft			<u>3</u>																	
- Advertising and marketing in place.			<u>3-4</u>																	
- Recruitment strategy finalized			<u>3-4</u>																	
- Approve and print job announcements			<u>4-5</u>																	
Recruitment period								<u>4-10</u>												
- Candidate screening								<u>6-10</u>												
Candidate Interviews													<u>11-12</u>							
- Complete references													<u>13</u>							
- Preparation of candidate book													<u>13</u>							
Presentation of candidate														<u>14</u>						
Final interviews															<u>15-16</u>					

Avery Profile

William Avery

"I was very careful in building my firm. I defined my direction and needs, then took my time to fill those needs with experts who complement my skills and expand what we can do for clients.. I'm extremely proud of our team."

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.



William Avery & Associates
Management Consultants

3½ N. Santa Cruz Ave, Suite
Los Gatos, CA 95030

408.399.4424
Fax: 408.399.4423

Avery Profile

Paul Kimura

"My recruitment expertise was honed during many years in the high tech industry — the most competitive recruitment environment that exists. I learned how to design an effective strategy and implement successful recruitment tactics. Perhaps most important, I have developed exceptional assessment skills."

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



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Paul is involved in leading both private and 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."

EXECUTIVE SEARCH

HUMAN RESOURCES CONSULTING

Avery Profile

Gary Brown

"We want to be the best public search firm, not simply the firm that conducts the most searches. We provide close personal oversight to the project and seek skilled, enthusiastic candidates who can hit the ground running."

Before becoming a Principal with William Avery & Associates, Gary Brown had worked in municipal government for more than 40 years. Most recently, he was Police Chief for the City of Monterey. Prior to his Monterey experience, Gary was Deputy City Manager for the City of Visalia and Police Chief in Ashland, Oregon.

Earlier, he served for several years as Senior Vice President and Division Manager of Executive Recruitment for a prominent nationwide consulting firm serving local government. Under Gary's direction, it quickly became the number one public sector search firm in the nation. He personally has conducted more than 60 public sector executive searches and provided management oversight over hundreds of executive recruitments.

Gary began his law enforcement career with the Garden Grove Police Department and eventually served as Police Chief for the California cities of Chowchilla, South Pasadena, and San Clemente.

"This broad experience provided me with great insight into the leadership qualities needed for success as a CEO," says Gary. "My intuition — when accompanied by a thorough, pre-employment inquiry — will most often ensure a successful match."

Gary also worked for the federal government (ONI-NIS) and the State of California Department of Justice, as well as the firm of Public Systems, Inc. With PSI, he also conducted comprehensive consulting projects for major criminal justice agencies throughout the nation.

His educational background includes an A.A. degree from Mt. San Antonio College, a B.A. in Government from Sacramento State, and an MPA from the University of Southern California. He has served as an adjunct professor for CalState Pomona, CalState Long Beach, Southern Oregon, and Chapman Universities. He also has taught at the Basic, Supervisory, Middle Management, and the Executive Development levels for municipal police agencies.

Gary has been published many times and continues to lecture on executive development, managing change, and strategic planning. He has assisted many law enforcement agencies with strategic planning, and has had International training experiences in Bolivia, China, and Russia.



AVERY
a s s o c i a t e s

William Avery & Associates
Management Consultants

3½ N. Santa Cruz Ave, Suite
Los Gatos, CA 95030

408.399.4424
Fax: 408.399.4423

Related References

for Avery Associates

Town of Los Gatos
Debra Figone, Town Manager. 408.354.6837

Community Redevelopment Agency (CRA) of the
City of Los Angeles
Ken Clark, Deputy Administrator. 213.276.8099

City of Livermore
Steve Harman, Personnel Director. 925.960.4100

City of Gilroy
LeeAnn McPhillips, Personnel Director 510.790.6810

City of Newport Beach
Bob McDonell, Police Chief. 949.644.3701

City of Pittsburg
Yvonne Beals, Council Member. 925.252.4850

City of Morgan Hill
Edward Tewes, City Manager. 408.779.7271

City of Boulder, CO
Frank Bruno, City Manager. 303.441.3090



AVERY
a s s o c i a t e s

William Avery & Associates
Management Consultants

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Los Gatos, CA 95030

408.399.4424
Fax: 408.399.4423

Avery Recruitments

The following represents a partial list of Key Public Sector and Non-Profit Executive Recruitments com-

City Manager

Atherton
Chowchilla
Clovis
Costa Mesa
Fairfield
Los Gatos
Martinez
Piedmont
Pismo Beach
Pittsburg
Rialto
Sanger
San Marino
Santa Paula
Union City
Walnut Creek

Asst. City Manager

Ashland, OR
Bakersfield
Boulder, CO
Concord
Oxnard
Riverside
West Hollywood

CEO/Executive Director

EOC of SLO County
Joint Venture-Silicon Valley
Joint Venture-Civic
Action Network
Kings Federal Credit Union
Second Start, Inc. -
Pine Hill School
The Health Trust
National Recreation and
Park Association
Community Redevelopment
Agency - City of Los Angeles
County of San Bernardino
(CAO)

Parks/Recreation Director

Boulder, CO
Encinitas
Long Beach (Asst. Director)
Los Gatos
Santa Clarita

HR Director

Concord
Fremont
Newport Beach
San Bernardino County
San Leandro
Sonoma County
Tustin

Finance Director

Alameda County
Concord
Encinitas
Grand Junction, CO
Los Gatos
Palo Alto
Santa Clara
Santa Clarita
Walnut Creek

Public Works Dir.

Ashland, OR
Concord
Encinitas
Grand Junction, CO
Lathrop
Los Altos
Los Gatos
Monterey County
Palmdale
Paso Robles
Pomona
Redondo Beach
San Luis Obispo
Santa Ana
Santa Clarita
Santa Rosa
Union City

Community Develop. Dir.

Beverly Hills
Chandler, AZ
Encinitas
Lathrop
Saratoga
West Hollywood

Director of IT

Alameda County SSA
Boulder, CO
Huntington Beach
Modesto
Monterey County
Santa Clara County SSA
Santa Cruz County
Sonoma County

Fire Chief

Beverly Hills
Fairfield
Gilroy
Indio
Moraga/Orinda
Redondo Beach
San Diego
San Luis Obispo
Visalia

Police Chief

Albany
Banning
Beverly Hills
Bishop
Clovis
Corcoran
Costa Mesa
Culver City
Downey
Fort Bragg
Gilroy
Los Gatos
Menlo Park
Milpitas
Monrovia
Morgan Hill
Piedmont
Pomona
S. Pasadena
Salinas
Santa Barbara
Tacoma, WA
Union City
Vallejo
Woodland

City Attorney

Bakersfield
Livermore
San Luis Obispo
Union City
Vallejo
Walnut Creek

Other

Bakersfield - Risk Manager
East Bay Municipal Utility District -
Deputy Director
Fremont - City Clerk
Los Gatos - Library Director
Pasadena - Chief Prosecutor
Paso Robles - City Engineer
San Bernardino County - Director of
Architecture/Engineering
San Leandro - Development Svcs. Dir.
San Mateo - Building Official, City
Engineer and Planning Manager
Santa Cruz County - Employee
Relations Manager
Santa Clara County - Director and
Assistant Director of Children and
Family Services
Monterey County - Director of
Human Services
LA County - Director of Adoptions



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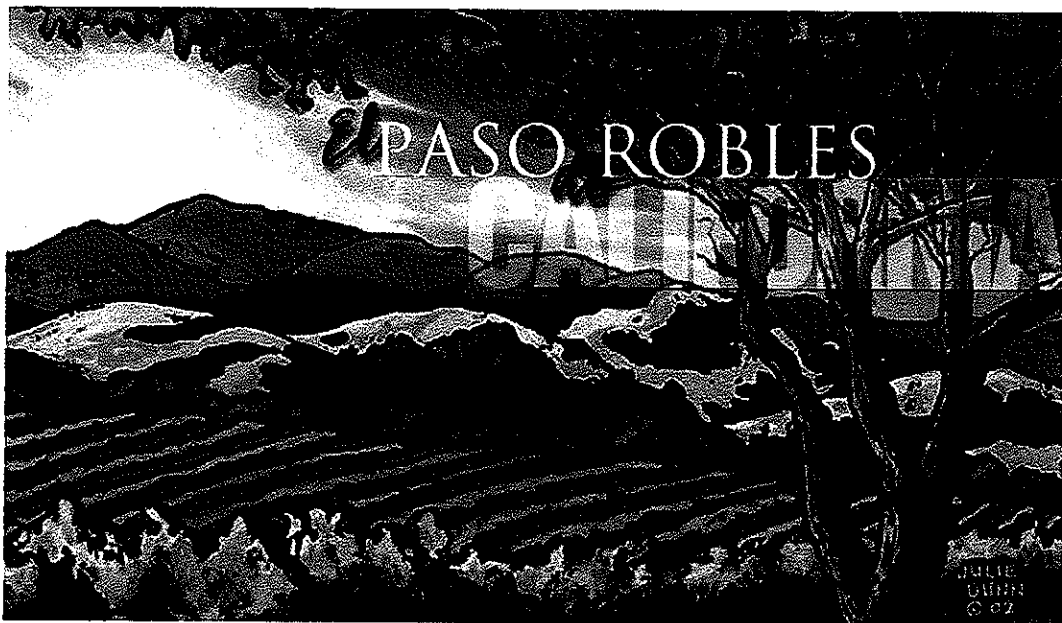
*Proposal to Provide
Executive Search Services*

for the position of

**Director of Community
Development**

with the

City of Paso Robles



Submitted May 13, 2005

Prepared by

Ralph Andersen & Associates

5800 Stanford Ranch Road, Suite 410

Rocklin, CA 95765

916•630•4900



May 13, 2005

City of Paso Robles
Attention: Ms. Meg Williamson
1000 Spring Street
Paso Robles, California 93446

Dear Ms. Williamson:

Ralph Andersen & Associates is pleased to submit the following proposal for executive search services to assist the City of Paso Robles and its City Manager, Jim App, recruit a successor to retiring Director of Community Development Robert Lata. Paso Robles will be well served by our proven record of outreach and candidate identification.

Ralph Andersen & Associates Profile

Ralph Andersen & Associates is incorporated in California and has been providing search and management consulting services to public, nonprofit and related sectors since 1972.

CEO Heather Renschler leads Ralph Andersen & Associates. The firm has eight consultants associated with it and an office support staff of two full-time and three part-time assistants as seen on the following organizational chart.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in the Sacramento area (Rocklin, CA). Its network of professionals supporting the firm's consulting work are based in:

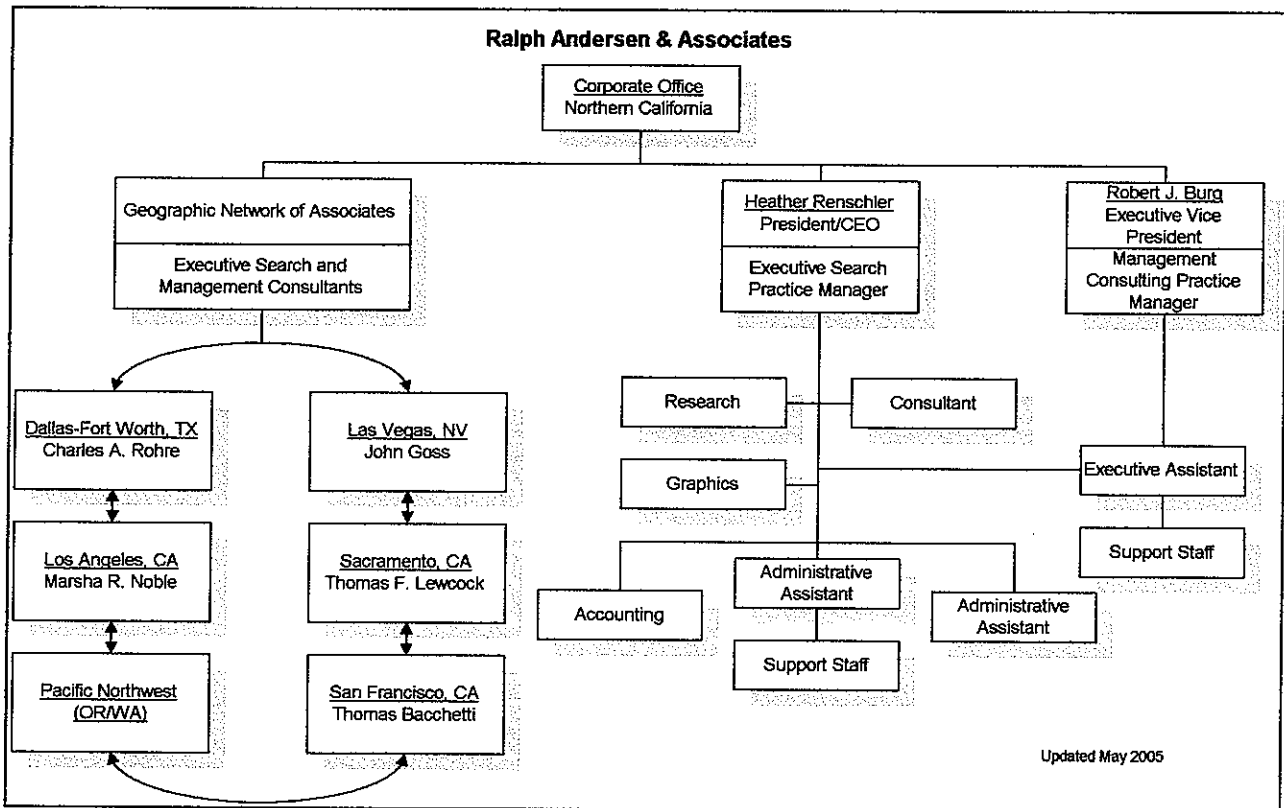
- Dallas / Fort Worth, Texas
- Incline Village / Reno, Nevada
- Los Angeles, California
- Pacific Northwest (Oregon & Washington)
- Phoenix / Tucson, Arizona
- San Francisco, California

As one of the first in the nation to work extensively in the public sector, Ralph Andersen & Associates has become a leader in public sector and nonprofit executive recruitment. We have worked hard to earn and maintain a reputation for excellence by delivering exceptional quality, meeting client objectives, and producing results on time, on budget, as promised.

At Ralph Andersen & Associates, our goal is to provide personal service and practical solutions. Our focus is simple – recruiting top talent and leadership and providing customized management consulting. For more than three decades, we have worked successfully with clients across the country offering our unique approach.

A Tradition of Excellence Since 1972

5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765 Phone: 916 630-4900 Fax: 916 630-4911 Website: www.ralphandersen.com



Since 1972, Ralph Andersen & Associates has conducted nearly 1,100 executive recruitments for a variety of key management positions. These clients include symphony orchestras and community cultural centers as well as cities, counties, water districts, special districts, school districts, universities and others from across the United States.

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, nonprofit arts 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.

Mr. J. Thomas Bacchetti, Project Director

Based in San Francisco, Mr. Bacchetti recently joined Ralph Andersen & Associates as a Senior Associate, specializing in both executive search and consulting assignments. He has over 35 years of experience in leading complex institutions in both the private and public sectors. He began his career at Stanford University where he served in the University Relations Department. As Executive Director of the Tennessee Arts Commission he forged an alliance between the Commission and Tennessee Technical University for management of the Appalachian Crafts Center, a significant crafts educational facility. Following Tennessee he served the Atlanta Symphony Orchestra as General Manager and then Executive Director, pioneering corporate sponsorship programs, a vastly expanded recording and television presence and expanding the

orchestra's educational role in the community. While in Georgia he served on the Architect Selection Committee for the University of Georgia's Arts Campus and as special advisor to the President of Clayton State College. As a consultant he helped the Southern Arts Federation analyze and improve its annual conference, the Alabama Symphony re-launch after bankruptcy – including recruitment of its first Executive Director – and, most recently facilitated the operational transition of Carmel-by-the-Sea's *Sunset Community & Cultural Center* from the City to a private, nonprofit corporation.

Mr. Bacchetti is a graduate of Colgate University and has done post-graduate work at Stanford University.

Our Approach

Phase I

- Developing a comprehensive position profile based upon information obtained in individual meetings with the City Manager and others as appropriate.
- Personal outreach by the Search Consultant to qualified candidates in California. This is perhaps the most important aspect of a search process.
- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, uses the Internet, and uses our extensive professional contacts throughout California.

Phase II

- A screening process that narrows the field of candidates to those that most closely match the needs of the City and is based on extensive reference checks and telephone interviews with the top six (6) candidates.
- Delivering a product in the form of a search report that recommends the top group of candidates and provides the City with detailed information about their backgrounds and experience.
- Design and facilitation of a structured interview process, which will enable the City to effectively evaluate the management styles, analytical abilities and interpersonal skills of the top candidates.

Phase III

- Assistance during the interview and the selection process.
- Negotiation of a compensation package for the individual selected.
- Coordination to close out the search process.

Project Timing

The timing of the search process will be completed in 120 days or sooner from project kick-off to the presentation of finalists candidates. Negotiation, notice and relocation should have

the candidate in place in Paso Robles in sufficient time to permit modest crossover with the retiring director. It is anticipated that a start date for the search will be immediately upon proper notification to proceed.

Cost Structure

Professional services to conduct a California based search for a Community Development Director position is outlined below. Expenses associated with conducting the recruitment are in addition to the professional services. The professional service fee and expense costs associated with the search (including advertising) will be as follows:

• Professional Services	\$16,250
• Expenses*	<u>\$5,000</u>
Total	<u>\$21,250</u>

**Expenses are based on actual incurred expenses.*

The City will be responsible for all associated costs for candidates' on-site interviews.

Ralph Andersen & Associates will prepare an informational brochure (sample attached) that will be placed on Ralph Andersen & Associates website and also distributed to a large number of professionals capable of handling an executive level position of this magnitude

We look forward to your favorable consideration. Please feel free to contact Mr. Bacchetti at 415.550.8065 if you have any further questions.

Respectfully Submitted,

Ralph Andersen & Associates

Ralph Andersen & Associates

City of Manteca CALIFORNIA

*Announces the
recruitment for*

**Economic
Development
Manager**



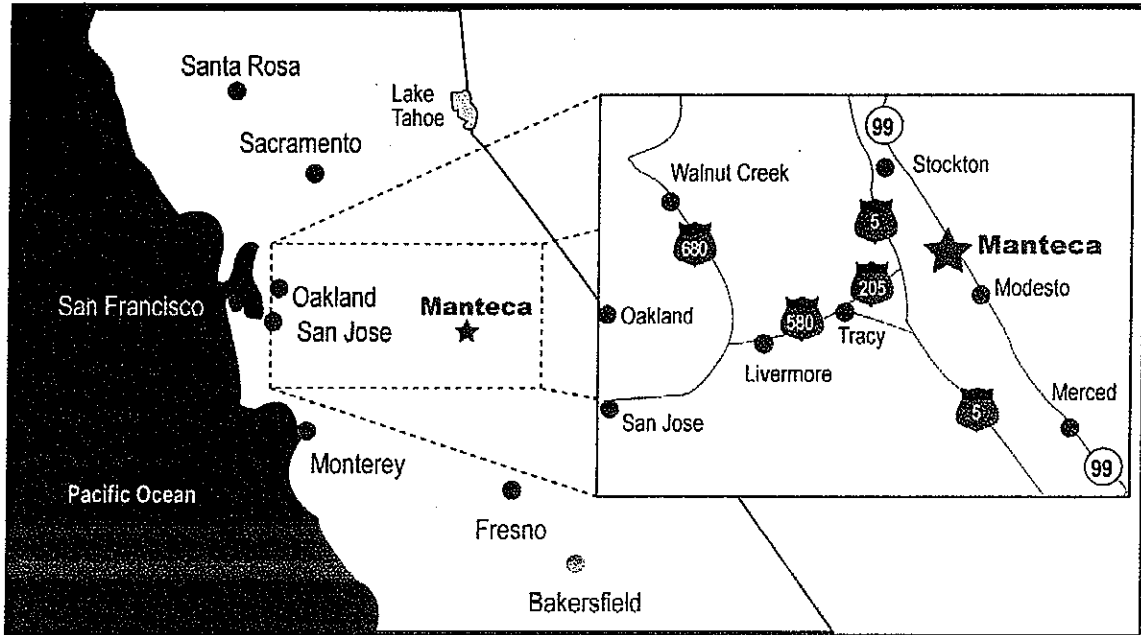
Recruitment services provided by
RALPH ANDERSEN & ASSOCIATES

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Located in the heart of the Central Valley, Manteca is approximately one hour east of San Francisco and about 20 minutes away from both Stockton and Modesto (cities exceeding 200,000 in population). Regional recreation opportunities include Yosemite Lake, Kings and the "Mother Lode" country. The famed California Delta with its 1,000 miles of recreational waterways is easily accessible. The University of the Pacific, California State University at Stanislaus, San Joaquin Delta Community College, and a highly regarded elementary and secondary school system provide excellent educational opportunities.

Home to 60,000 residents, Manteca is experiencing steady residential and commercial growth along with a strong and diversifying economic base. With the potential to reach a population of over 100,000 within 20 years, Manteca offers expanding suburban amenities while striving to maintain the friendly, small town atmosphere reflected in its motto as "The Family City".

Characterized by a successful blend of mature neighborhoods with new residential and commercial development and its strategic location in a dynamic and growing region, Manteca is an excellent place to live and work.



THE GOVERNMENT

The City has operated under the Council/Manager form of Government since its incorporation in 1918. In this form of government, the City Council develops policies and legislation to guide and direct the city, and hires the City Manager to oversee City of Manteca personnel and operations, and carry out Council policies and direction.

The City Council consists of a directly elected Mayor and four Council members elected at large on a non-partisan ballot for four-year overlapping terms. The Mayor's role is to serve as the City's political leader and chairperson of the Council.

The City has approximately 350 regular employees and a \$126,700,000 total budget. Services are provided through the following departments:

- Administration;
- Community Development;
- Finance;
- Fire;
- Parks and Recreation;
- Police; and
- Public Works.

THE DEPARTMENT

The Community Development Department aims to enhance the community's quality of life by influencing

its growth and development. In particular, the City works toward:

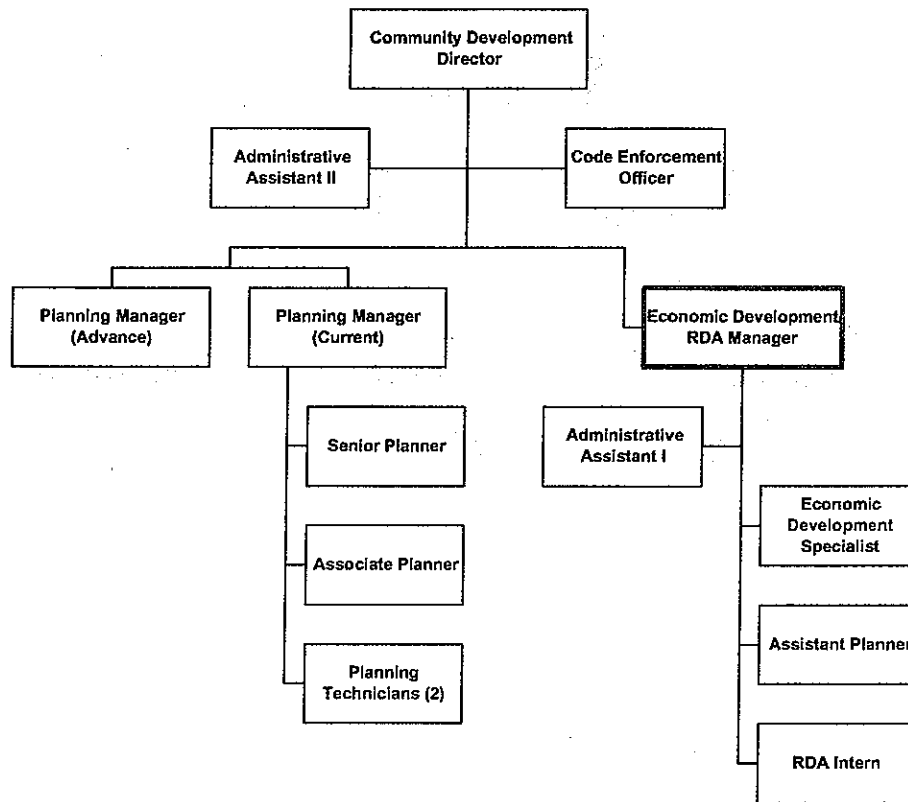
- A healthy business climate and expanding its tax base;
- Adequate and affordable housing;
- Orderly development and land use;
- An attractive and appropriately developed physical environment; and
- Safe buildings and facilities.

The functions of the Department consist of Economic Development / Redevelopment / Housing, Long Range and Current Planning and Code Enforcement. The Economic / Redevelopment / Housing Division for which this position would be responsible consists of the Manager, an Economic Development Specialist, an Assistant Planner, an RDA Intern and an Administrative Assistant. There are several major projects in this growing, centrally located city, which mark this as an extremely exciting, challenging and worthwhile position.

THE POSITION

Reporting to the Community Development Director, the Economic Development Manager is responsible for the redevelopment and economic development activities of the City. The Manager is responsible for business retention and attraction activities, negotiation of development agreements, the preparation of pro-forma analyses of City and RDA projects and investments, overseeing the City's housing program, and preparation and administration of the Redevelopment Agency budget and long-range capital plans.

Community Development Department



Primary responsibilities of the Economic Development Manager include:

- Planning, organizing, and directing the redevelopment and economic development activities of the City;
- Developing and participating in various business retention and attraction activities;
- Negotiating development agreements, including monitoring project status and implementation schedules;
- Overseeing the preparation of various reports, including budget analyses, technical research, and project status reports;
- Conducting pro-forma analyses of various City and agency projects and investments;
- Communicating with other administrators, personnel and outside organizations to coordinate activities and programs, resolving issues and conflicts, and exchanging information;
- Developing and preparing the annual preliminary budget for the Redevelopment Agency;
- Developing long-range agency capital plans;
- Evaluating City housing needs, including the identifying and analyzing potential housing programs; implementing housing programs administered by the Redevelopment Agency;

- Coordinating the Federal Home Investment Partnership (HOME) program;
- Managing real estate/property transactions of the City/ Agency; and
- Training and evaluating the performance of assigned staff, including interviewing and selecting employees, and recommending transfers, reassignment, termination and disciplinary actions.

Other responsibilities of the Economic Development Manager include preparing and presenting reports to the City Council and other organizations; attending and conducting a variety of meetings and professional workshops as assigned; and serving on assigned committees.

Current Projects and Specific Areas of Interest

Current projects and specific areas of interest which are noteworthy for candidates considering this career opportunity include:

- Stadium Park Power Center - This project involves on-going efforts to conclude sale of 60 acres of RDA-owned property to a commercial developer toward development of a center featuring national and regional big-box and mid-box retailers, along with hospitality and food-service business tenants.



- Lifestyle Retail Center - Early-stage negotiations are underway with a national commercial developer toward defining potential forms of RDA financial assistance in support of developing a major retail project (70-90 acres) on identified sites.
- Tara Business Park - This project involves development of a program to address the infrastructure needs for a planned high-tech research/office development. Challenges include oversight of completion of a specific plan and securing affected property-owners' cooperation in an infrastructure-financing approach.
- Project Area Expansion - This effort involves oversight of consultant team activities toward increasing the RDA's geographic scope and increment cap potentials. Continued negotiations with affected property owners and taxing entities are necessary for the effort's completion.
- Moffat Boulevard Specific Plan - Oversight toward completion of on-going consultant efforts to prepare a specific plan for rejuvenation of a blighted, railway adjacent corridor near the City's downtown. Challenges involve defining opportunities for RDA involvement in encouraging property re-use and private sector re-investment in the plan area.
- Downtown Improvement Program - Construction of various downtown-area street, sidewalk and parking lot improvements are underway toward overall 'beautification' and 'place-making'. Additional phases of this project require management coordination and interface with downtown stakeholders.
- Multi-Modal Transit Station - This project requires oversight of negotiations involving acquisition of property and identifying funding sources toward development of a multi-modal station in the City's downtown area.
- Police Department Facility and Superior Court Complex - The City/Agency is close to completion of property acquisition toward future development of a new police facility and superior court complex. Future efforts involve negotiations with County and State agencies concerning funding of construction.
- Library Expansion - This project involves RDA assistance toward property acquisition in support of expansion of the City's library facility.
- Façade Improvement Program - An on-going program focused on providing grants to downtown-area

property owners for improvement/rehabilitation of existing commercial structures.

- Almond Terrace 2 Project - Oversight of on-going negotiations with a non-profit senior housing developer to develop 40 units of attached affordable housing for low-mod income seniors.
- First-Time Homebuyer Program - Oversight of an on-going program to provide mortgage gap-financing to low-mod income buyers.
- Residential Rehab Program - Oversight of a program to provide residential rehab grants to low-mod income homeowners.
- Developmentally Disabled Housing Project - The RDA is currently working with a non-profit developer to construct 14 housing units targeted to developmentally-disabled residents. Site has been identified, but Owner Participation Agreement negotiations require pursuit and finalization.
- Economic Development Marketing Efforts - The City/RDA has various marketing materials and a nascent 'program', mostly involving coordination with local and regional entities to promote our community's geographical location attributes, lifestyle amenities and potential for public-private financial 'partnerships'. Our efforts require greater focus, sophistication and targeted application.

Desired Characteristics

The ideal candidate for the Economic Development Manager will be knowledgeable, strategic-thinking, and have unquestionable integrity in his or her commitment to lead and manage the City's economic development activities. The ideal candidate will have excellent communication and interpersonal skills, and will approach this position with an energetic and enthusiastic style that welcomes input and encourages teamwork.

Additionally, the Economic Development Manager must be recognized as having the ability to provide the City with the following:

Exceptional leadership skills:

- Display outstanding character, integrity and professionalism;
- Ability to build consensus and lead and mentor subordinate staff;
- Ability to embrace and effectively implement new ideas, and have a genuine interest in the community and the broad range of economic and housing issues facing the City of Manteca;
- Consistently communicate and implement the City's mission;
- The capacity to lead, promote and articulate the City's commitment to customer service;

- The ability to maintain and foster relationships in the development and business communities.

Outstanding managerial skills:

- Extensive knowledge of current trends and issues that affect and influence all aspects of economic development, redevelopment and housing;
- Creative problem-solving capabilities, with the ability to analyze and resolve complex and sensitive issues, problems and situations; and
- A proven track record of identifying and evaluating specific organizational needs relative to the broad fields of expertise required by this position.

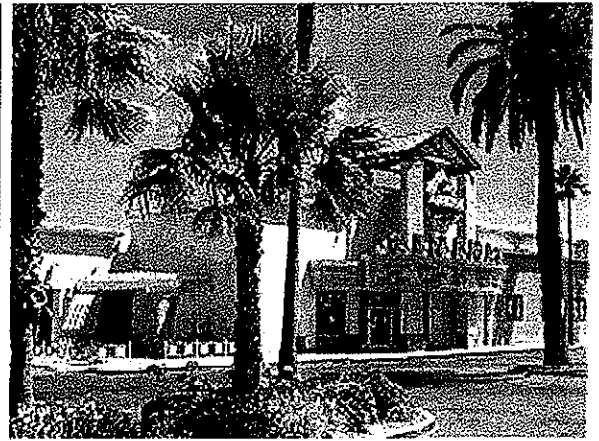
Proven, effective communicator:

- Display and outgoing communicative style, one that is comfortable working with a variety of individuals at any level in the organization;
- A good listener, open and approachable with new ideas;
- Excellent writing skills, a highly articulate oral communicative style, and the ability to clearly explain complex issues to a wide variety of constituents;
- Proactive at providing information to the Community Development Director, City Manager, City Council and other department directors; and
- Open, honest and forthright in all communications.

In summary, the new Economic Development Manager must have achieved a notable level of success in the areas of economic development, redevelopment and housing.

Education and Experience

Education or experience equivalent to a Bachelor's degree in business administration, public administration, or related field, and three years of increasingly responsible public management, economic development, or redevelopment experience.



Compensation and Benefits

The salary range for the position of Economic Development Manager is \$88,632 - \$107,784, which includes an 8% PERS pickup contribution. Placement within the range will be based on the candidate's qualifications and experience. The City of Manteca offers a comprehensive employment package, including full medical, dental, vision, long-term disability, and life insurance. The CalPERS retirement plan is 2.7% @ 55.

TO BE CONSIDERED

Interested candidates can apply for the position on line at www.ralphandersen.com using the Resume Submittal™ feature or submit a resume, cover letter, current salary and five work-related references to Heather Renschler, Ralph Andersen & Associates, 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765, or e-mail to apply@ralphandersen.com by April 15, 2005. Confidential inquiries welcomed. References will not be contacted until mutual interest has been established.

Ralph Andersen & Associates will conduct initial screening of candidates after the closing date and present recommendations to the City Manager. Preliminary interviews with Ralph Andersen & Associates will occur in late-April. Additionally, the recruitment process may also involve the submittal of a supplemental written questionnaire. Selected candidates will be invited to participate in the on-site panel interviews in late April or early May. Ideally, the new Economic Development Manager will join the City of Manteca during May 2005.

If you have questions, or would like to discuss this opportunity further, please call John Goss at (858) 829-9788, or Heather Renschler at (916) 630-4900, ext. 18, or e-mail info@ralphandersen.com. For more information about the City of Manteca, visit their website at www.ci.manteca.ca.us.