



CITY OF CARMEL-BY-THE-SEA CITY COUNCIL AGENDA

Contact: 831.620.2000 www.ci.carmel.ca.us

Mayor Dale Byrne
Councilmembers Jeff Baron, Hans Buder, Bob
Delves, and Alissandra Dramov

All meetings are held in the City Council Chambers
East Side of Monte Verde Street
Between Ocean and 7th Avenues

Special Meeting Thursday, July 30, 2026 1:00 PM

HYBRID MEETING ATTENDANCE OPTIONS

This meeting will be held in person and via teleconference ("hybrid"). The public is welcome to attend the meeting in person or remotely via Zoom, however, the meeting will proceed as normal even if there are technical difficulties accessing Zoom. The City will do its best to resolve any technical issues as quickly as possible. To view or listen to the meeting from home, you may also watch the live stream on the City's YouTube page at: <https://www.youtube.com/@CityofCarmelbytheSea/streams>. To participate in the meeting via Zoom, copy and paste the link below into your browser.

<https://ci-carmel-ca-us.zoom.us/j/82006471044>

Webinar ID: 820 0647 1044

Passcode: 938408

Dial in: (253) 215-8782

HOW TO OFFER PUBLIC COMMENT

The public may give public comment at this meeting in person, or use the Zoom teleconference module, provided that there is access to Zoom during the meeting. Zoom comments will be taken after the in-person comments. The public can also email comments to cityclerk@ci.carmel.ca.us. Comments must be received at least 2 hours before the meeting in order to be provided to the legislative body. Comments received after that time and up to the beginning of the meeting will be made part of the record.

PUBLIC COMMENT GUIDELINES FOR SPECIAL MEETINGS

During Special City Council Meetings, public comments are permitted on items listed on the agenda. After each item on the agenda is introduced, the Mayor will invite public comment on that item. Each speaker has 3 minutes to speak unless otherwise adjusted by the Mayor. While stating your name is optional, it helps to identify speakers in the meeting minutes. Remote or in-person participants who do not comply with the requirements of the Brown Act will be muted.

CALL TO ORDER AND ROLL CALL - CHAMBERS

ORDERS OF BUSINESS

Orders of Business are agenda items that require City Council discussion, debate, direction to staff, and/or action.

- 1) Receive presentations from the three recruitment firms recommended by staff for the City Administrator recruitment, select one firm, and adopt Resolution 2026-055 authorizing the Acting City Administrator to execute an agreement with the selected firm

ADJOURNMENT

This agenda was posted at City Hall, Monte Verde Street between Ocean Avenue and 7th Avenue, Harrison Memorial Library, located on the NE corner of Ocean Avenue and Lincoln Street, the Carmel-by-the-Sea Post Office, 5th Avenue between Dolores Street and San Carlos Street, and the City's webpage (<http://www.ci.carmel.ca.us>) in accordance with applicable legal requirements.

CORRESPONDENCE RECEIVED AFTER THE POSTING OF THE AGENDA

Any correspondence or supplemental materials related to items on this agenda that are received after the agenda has been posted will be distributed to the City Council and made available for public review at City Hall (Monte Verde Street between Ocean and Seventh Avenues) during regular business hours. Written comments emailed to the City Clerk will not be read aloud, but will be posted online with the related agenda at:

<https://carmelbytheseaca.portal.civicclerk.com/>.

SPECIAL NOTICES TO PUBLIC

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk's Office at 831-620-2000 at least 48 hours prior to the meeting to ensure that reasonable arrangements can be made to provide accessibility to the meeting (28CFR 35.102-35.104 ADA Title II).



CITY OF CARMEL-BY-THE-SEA
City Council
Staff Report

July 30, 2026
ORDERS OF BUSINESS

TO: Honorable Mayor and City Council Members

SUBMITTED BY: Marisa Bermudez, Acting Assistant City Administrator

APPROVED BY: Brandon Swanson, Acting City Administrator

SUBJECT: Receive presentations from the three recruitment firms recommended by staff for the City Administrator recruitment, select one firm, and adopt Resolution 2026-055 authorizing the Acting City Administrator to execute an agreement with the selected firm

RECOMMENDATION:

1. Receive presentations from the three recruitment firms recommended by staff for the City Administrator recruitment:

- WBCP, Inc
- Mosaic Public Partners
- CPS HR Consulting

2. Select one firm to conduct the executive recruitment.

3. Adopt a Resolution (**Attachment 1**) authorizing the Acting City Administrator to execute an agreement with the selected firm.

BACKGROUND / SUMMARY:

BACKGROUND/SUMMARY:

In response to our request for proposals, the City received a total of sixteen (16) proposals from regional and national executive search firms. The list of all 16 recruiting firms is included as **Attachment 2**.

Staff evaluated all sixteen proposals using established criteria, including municipal executive recruitment experience, demonstrated success placing city administrators in the State of California, recruitment methodology, professional references, project schedule, salary study and on-site visits included, fee structure, and overall responsiveness to the City's needs.

Based on this evaluation, staff identified the following three firms as the strongest candidates for Council's consideration:

1. WBCP, Inc. (Attachment 3)

- Extensive municipal recruitment experience, specialized expertise in coastal California communities, and a strong background in marketing and employer branding strategy. Staff believes these qualifications position the firm well to recruit highly qualified candidates for Carmel-by-the-Sea.
- Lead Recruiter: Terri Maus-Nisich or Wendy Brown
- Proposed Fee & Timeline: \$31,000 Flat Fee (All-inclusive); 12-week schedule; 12-month guarantee.

2. Mosaic Public Partners (Attachment 4)

- The recruitment would be led by one of the firm's founders, each of whom previously served as public sector executive and brings firsthand municipal leadership experience. Mosaic also has recent experience conducting City Manager recruitments for coastal communities and maintains recruitment networks in California and common talent recruitment markets of Colorado and Texas.
- Lead Recruiters: Greg Nelson
- Proposed Fee & Timeline: \$27,500 Flat Fee (All-inclusive); 14-week schedule; 12-month guarantee.

3. CPS HR Consulting (Attachment 5)

- CPS HR Consulting is a California Joint Powers Authority (JPA) with more than 40 years of experience providing human resources and executive recruitment services to local governments. The firm maintains a network of more than 1,200 California city managers while also offering national recruitment capabilities. Their California expertise, coupled with national infrastructure across 47 states, provides Council an option with broader national reach.
- Lead Recruiters: Teddi Anderson
- Proposed Fee & Timeline: \$30,000 Flat Fee; 14–16 week schedule; 12-month guarantee.

Conclusion

Staff believes each of the three recommended firms is well qualified to conduct the City's executive recruitment. Following the presentations, staff requests that the City Council select one firm to provide recruitment services for the City Administrator position and adopt the attached Resolution authorizing the Acting City Administrator to execute an agreement with the selected firm.

FISCAL IMPACT:

The cost of most municipal executive recruiting firms for a City Administrator recruitment ranges from \$26,000 – \$37,000. The FY 26/27 budget contains sufficient fund allocation for this purpose.

PRIOR CITY COUNCIL ACTION:

June 4, 2026: At a Special City Council meeting, the Council directed that a public meeting be held on June 12, 2026, to discuss the recruitment process for the City Administrator.

June 12, 2026: At a Special City Council meeting, the Council directed staff to issue a Request for Proposals (RFP) for executive recruitment services and return with six recommended firms.

July 7, 2026: At a Regular City Council meeting, the Council revised its direction and requested that staff return with three recommended firms for final consideration.

ATTACHMENTS:

1. Resolution 2026-055
2. List of RFP's Submitted
3. WBCP, Inc.
4. Mosaic Public Partners
5. CPS HR Consulting

**CITY OF CARMEL-BY-THE-SEA
CITY COUNCIL**

RESOLUTION NO. 2026-055

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA
SELECTING _____ TO PROVIDE EXECUTIVE RECRUITMENT SERVICES
FOR THE CITY ADMINISTRATOR RECRUITMENT AND AUTHORIZING THE ACTING CITY
ADMINISTRATOR TO NEGOTIATE AND EXECUTE A PROFESSIONAL SERVICES
AGREEMENT**

WHEREAS, the City of Carmel-by-the-Sea is conducting a recruitment for the position of City Administrator; and

WHEREAS, on June 12, 2026, the City Council directed staff to issue a Request for Proposals (RFP) for executive recruitment services; and

WHEREAS, the City received sixteen (16) proposals from qualified executive recruitment firms; and

WHEREAS, staff evaluated each proposal based on established criteria, including municipal executive recruitment experience, demonstrated success placing city administrators in California, recruitment methodology, professional references, project schedule, fee structure, and overall responsiveness to the City's needs; and

WHEREAS, following its evaluation, staff recommended three qualified firms for the City Council's consideration; and

WHEREAS, on July 30, 2026, the City Council received presentations from the three recommended firms and selected _____ to provide executive recruitment services for the City's City Administrator recruitment.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carmel-by-the-Sea does hereby:

Select _____ to provide executive recruitment services for the City Administrator recruitment, and authorize the Acting City Administrator to negotiate and execute a Professional Services Agreement with _____ in an amount not to exceed \$59,999.

**PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA
this 3rd day of August 2026, by the following vote:**

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

ATTEST:

Dale Byrne, Mayor

Nova Romero, MMC, City Clerk

Recruiting Firm
Alliance Resource Consulting
Bob Hall & Associates
Bob Murray & Associates
CPS HR Consulting
Encode, Inc.
Goodwin Recruiting
InfoStride, Inc.
MGT Impact Solutions
Mosaic Public Partners
Muchmore Than Consulting
Prothman Company
Ralph Andersen & Associates
Recruiting Source International (RSI)
SGR (Strategic Govt Resources)
UCG Staffing
WBCP, Inc.



RECRUITMENT SERVICES



CITY ADMINISTRATOR

JULY 8, 2026

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JULY 8, 2026

Marisa Bermudez
Acting Assistant City Administrator/Human Resources Manager/
Acting Community Activities Director
P.O. Box CC
Carmel-by-the-Sea, CA 93921



RE: City of Carmel-by-the-Sea - City Administrator Recruiting Services

It is our pleasure to submit this proposal for recruitment services to secure your ideal candidate to serve as the City Administrator of the City of Carmel-by-the-Sea. WBCP has worked on many similar recruitments, and we look forward to the opportunity to partner with your organization on this critical position! **WBCP is especially well-positioned to support Carmel-by-the-Sea given our extensive experience serving coastal communities and public agencies throughout the Central Coast and broader California region.**

We trust our proposal will showcase our client-focused recruitment process and will act as a testament that we are passionate about what we do to make our clients happy.

WBCP, Inc. was selected, through a national request for proposal process, as the single-awarded vendor for executive recruitment services through a national competitive process conducted by the National Association of Counties (NACo) under the Public Promise Procurement (PPP) program. This cooperative purchasing agreement, with San Diego County serving as the Lead Public Agency (LPA), allows public sector organizations across the U.S. to satisfy competitive procurement requirements and contract directly with WBCP—without the delays or added costs of a traditional RFP process. The PPP/LPA partnership ensures that organizations can engage WBCP quickly, compliantly, and with confidence in the value and quality of service delivered. **Learn more here: <https://wbcpinc.com/naco>.**

It has been proven that great employees are looking for great employers, not just a paycheck. WBCP provides a broader perspective to recruitment services – going beyond securing the ideal candidate – we brand your organization as an employer of choice. We use eye-catching marketing materials, innovative search practices, and responsive and respectful communications with your applicants and stakeholders. **Additionally, we guarantee this placement for 12 months, and we provide a fair and equal recruitment process that also focuses on attracting ethnic and gender-diverse applicant pools.**

WBCP is talented at working with you to identify the strengths, challenges, and opportunities of this job, the ideal candidate, and your community and organizational culture. WBCP will work with your stakeholders to design a recruitment strategy that will include a customized engagement process. We will have a series of meetings, discussions, stakeholder interviews, and survey(s) to get to know you, the organization, the community, the culture, and the staff whom the future City Administrator will lead.

My team and I know the California candidate marketplace and have many clients in your region, such as the **County of Monterey, City of Watsonville, County of Santa Cruz, County of San Benito, City of Marina, and Monterey One Water (just to name a few)**. We are very familiar with the unique needs, opportunities, and expectations of coastal communities, having worked with public agencies such as the County of Monterey and County of Santa Cruz. WBCP also brings deep familiarity with the broader Central Coast region, including having filled over 100 positions in Santa Barbara County. In addition, WBCP's CEO grew up in the Bay Area and has a personal understanding of the character, values, and public service expectations of communities throughout Northern and Coastal California. We have exceptional experience successfully recruiting for similar positions, with several notable recruitments including, but not limited to:

- **City Administrator, City of Duvall, WA**
- **City Administrator, City of Hubbard, OR**
- **City Administrator, City of Rogue River, OR**
- **City Manager, City of Tillamook, OR**
- **City Manager, City of Sonoma, CA**
- **City Manager, City of Colfax, CA**
- **City Manager, City of Port Hueneme, CA**
- **City Manager, City of Dunsmuir, CA**
- **City Manager, City of Petaluma, CA**

To see a full list of our clients and successful recruitments, visit: <https://tinyurl.com/yp9a4thh>

We have over two decades of experience in public sector executive search services and have provided direct search services through WBCP since 2004. WBCP's executive recruiters are all highly personable and have unique backgrounds that make them well-equipped to take on your recruitments, as you will read their biographies in this proposal. WBCP now has offices in California, Oregon, Washington, Texas, South Dakota, and Florida.

Recruiting top talent has become the number-one topic among administrators. New and innovative recruitment strategies are critical to identifying and securing candidates with a deep understanding of how to assess and meet community needs and address future challenges. WBCP understands the complexity of community leadership, and we are prepared to provide a thorough, complete, and fair recruitment process to provide a diverse applicant pool. **Our 2025 year-end review showed that, over the past three years, an average of 68% of our placements have been candidates from diverse backgrounds.** In fact, we are often selected and told that we bring a larger, more qualified and diverse groups of candidates than they have ever received from past professional recruiters.

Clients also choose our firm over others because of our ability to work with your support staff and stakeholder group (including boards, appointed/elected officials, and engaged constituents), manage all details of a recruitment process, and secure great candidates. Our dedication and commitment to the client are complemented by our deep understanding and ability to effectively navigate challenging political climates.

Our clients have great things to say about the quality of the service we provide and the amazing candidates we find them. In fact, many of our clients are return customers. Please feel comfortable reaching out to these organizations to get their feedback directly.

Lastly, we love what we do, and we are passionate about finding exceptional candidates who are also passionate about serving others. WBCP's staff are driven and desire to exceed client expectations. I appreciate your consideration in retaining our services and hope to have an opportunity to work with you in the future.

Best Regards,



Wendi Brown | Founder/President, WBCP, INC.
wendi@wbcpinc.com | 541-664-0376
www.wbcpinc.com

DIVERSITY

68%

*of WBCP candidates
placed in positions
come from a diverse
background*

A. FIRM BACKGROUND.....

Principal: Wendi Brown, President/CEO

Company Legal Name: WBCP, Inc. (W. Brown Creative Partners)

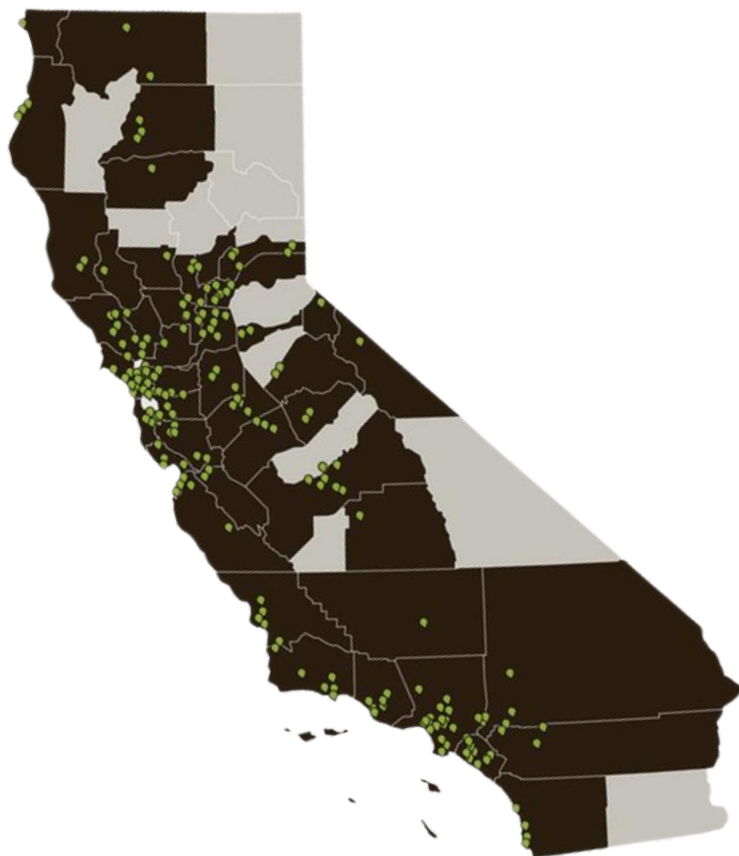
Tax ID: 81-5454037

Website: www.wbcpinc.com

Phone: 866-929-WBCP (9227) / 541-664-0376

Address:

- **Oregon (3 offices including WBCP, Inc. Headquarters):** 213 E Main St., Rogue River, OR, 97537; Grants Pass, Medford, and Tigard
- **California (6 offices):** San Jose, Gilroy, Roseville, Camarillo, Marina Del Rey, and Santa Barbara
- **Washington (2 offices):** Seattle and Walla Walla
- **Texas:** Dallas
- **South Dakota:** Mitchell
- **Florida (2 offices):** Minneola and Jacksonville



WOMEN OWNED

WBCP is a 100% women-owned business, an S Corporation, not part of a parent company, and is a registered small business through the US Small Business Administration (SBA). WBCP is registered to do business in all states we serve, and files and pays California S Corporation and personal income tax to the State of California.

BUSINESS HISTORY

WBCP, Inc. has been in business since 2004, and serves nonprofit and public sector organizations. WBCP offers a variety of services, including: partial and full service search services for individual contributor, supervisor, management and executive management positions; human resources consulting: organizational development, training, classification and compensation studies, analysis and assessments, etc.

A. FIRM BACKGROUND.....

INDUSTRIES

- Organizational Leadership
- Economic Development
- Facilities & Operations
- Financial, Administrative Services, Accounting, Auditing
- Health & Human Services, Housing, Unhoused
- HR, Risk, Labor/Employee Relations
- Information Technology
- Legal, Counsel, Clerk
- Library
- Marketing, Communications, PR
- Parks & Rec, Community Services, Arts
- Planning, Environmental, Community Development, Building, Transit
- Public Safety
- Public Works, Transportation, Engineering

BELOW IS A LIST OF SIMILAR RECRUITMENTS WBCP HAS MANAGED:**ORGANIZATIONAL LEADERSHIP**

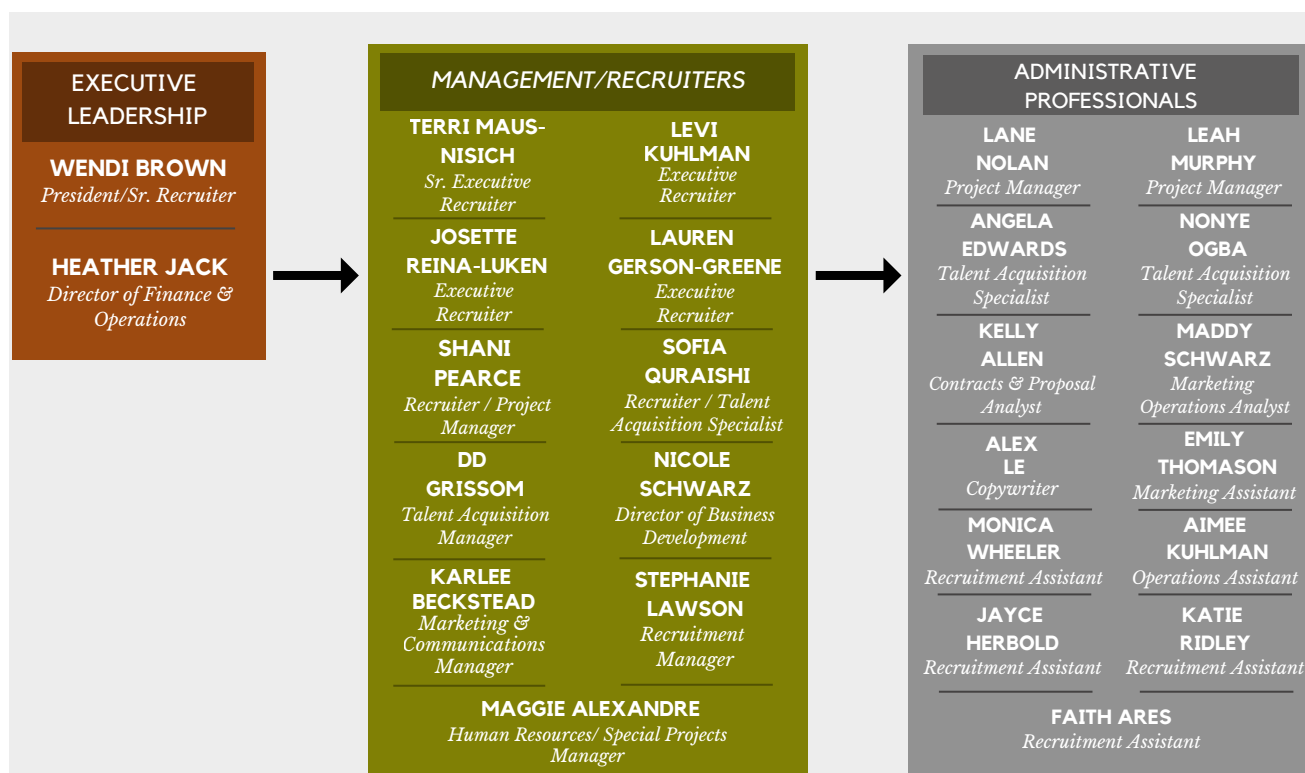
- City Manager, City of Atwater, CA
- City Manager, City of Boulder City, NV
- City Manager, City of Ceres, CA
- City Manager, City of Colfax, CA
- City Manager, City of Dunsmuir, CA 2022
- City Manager, City of Colfax, CA 2026
- City Manager, City of Garibaldi, OR
- City Manager, City of Gold Hill, OR
- City Manager, City of Goodyear, AZ 2026
- City Manager, City of Independence, OR
- City Manager, City of Milpitas, CA 2026
- City Manager, City of Oxnard, CA
- City Manager, City of Pasadena, CA 2021
- City Manager, City of Parlier, CA
- City Manager, City of Petaluma, CA
- City Manager, City of Phoenix, OR
- City Manager, City of Port Hueneme, CA
- City Manager, City of Santa Maria, CA
- City Manager, City of Santa Monica, CA
- City Manager, City of Santa Rosa, CA
- City Manager, City of Sonoma, CA
- City Manager, City of Talent, OR
- City Manager, City of Tillamook, OR
- City Manager, City of Ventura, CA
- City Administrator, City of Duvall, WA
- City Administrator, City of Hubbard, OR
- City Administrator, City of Rogue River, OR
- Deputy County Administrative Officer, Health and Human Services Agency, County of San Diego, CA
- Town Manager, Town of Truckee, CA
- Town Manager, Town of Windsor, CA
- Town Manager, Town of Portola Valley, CA
- Interim City Manager, City of Milpitas, CA
- Assistant City Manager, City of Beverly Hills, CA
- Assistant City Manager (Municipal Services), City of Sacramento, CA
- Assistant City Manager (Public Safety), City of Sacramento, CA
- Deputy City Manager, City of Long Beach, CA
- Chief Executive Officer, California Correctional Training and Rehabilitation Authority (CALCTRA), CA
- Chief Executive Officer, Downtown Streets Team, CA
- Chief Executive Officer, Newark Chamber of Commerce, CA
- Chief Executive Officer, San Joaquin County Employees' Retirement Association (SJCERA), CA
- Chief Executive Officer, San Joaquin Tributaries Authority, CA
- County Executive Officer, County of Orange, CA
- County Executive Officer, County of Santa Cruz, CA
- County Executive Officer, County of Shasta, CA
- Deputy County Administrative Officer – Budget, County of San Benito, CA
- County Administrative Officer, San Benito County, CA
- County Administrative Officer, County of Tuolumne, CA

A. FIRM BACKGROUND.....**ORGANIZATIONAL LEADERSHIP (CON'T)**

- ACAO – Assistant County Administrator, County of San Joaquin, CA
- ACAO/HR Director, County of Mariposa, CA
- ACEO – Assistant County Administrative Officer, County of Santa Barbara, CA
- ACEO – Assistant County Executive Officer, County of Napa, CA
- General Manager, Bear Valley Community Services District, CA
- General Manager, Los Angeles Public Media, CA
- General Manager, Olivehurst Public Utility District, CA
- General Manager, Radio Bilingüe, CA
- General Manager, San Benito County Water District, CA
- General Manager, Santa Cruz County Animal Services Authority, CA
- General Manager, Tuolumne Utilities District, CA
- General Manager, Trabuco Canyon Water District, CA
- Deputy General Manager, City of Ontario, CA
- Chief Operating Officer, Futures Without Violence, CA
- Chief Operating Officer – IT and Administrative Services, Valley Water, CA
- Chief Operating Officer – Water Utility Enterprise, Valley Water, CA
- Chief Operating Officer/Executive Director, Valley Consortium of Medical Education, CA
- Assistant General Manager Water Operations, Modesto Irrigation District, CA
- Executive Director, Association of California Water Agencies, CA
- Executive Director, California Municipal Utilities Association (CMUA), CA
- Executive Director, First 5 Association of California, CA
- Executive Director, Water Forum, CA
- Executive Director, San Benito Council of Governments, CA
- Executive Director, Placer County Transportation Planning Agency, CA
- Executive Director, Teton County Joint Housing Authority, ID
- Executive Director, Trindel, Risk Management, CA
- Executive Director, Arts Commission, County of Santa Barbara, CA
- Executive Director, Latino Public Broadcasting, CA
- Executive Director, Northern Valley Catholic Social Service, Redding, CA
- Executive Director, Greater Richmond Interfaith Program, CA
- Executive Director, Options Recovery Services, CA
- Executive Director, Sacramento Employment and Training Agency (SETA), CA
- Executive Director, Southern Oregon Regional Economic Development, Inc. (SORED), OR
- Executive Director, Pacific Gateway Workforce Innovation Network (PGWIN), City of Long Beach, CA
- Executive Director, Tri-City Mental Health Authority, CA
- Executive Director, First 5 Fresno, CA
- Executive Director, First 5 Santa Barbara County, CA
- Executive Director – Police Accountability Board, City of Rochester, NY
- Executive Director, San Joaquin Tributaries Authority, CA
- Executive Director – Office of Independent Review, County of Orange, CA
- Assistant Executive Director, First 5 San Mateo, CA
- Assistant Executive Officer (UC), Los Angeles County Employees Retirement Association (LACERA), CA
- Chief Deputy Director, ISD, County of Los Angeles, CA
- Vice President, Center Point, Inc., CA
- Executive Vice President, Center Point, CA
- Superintendent, Alum Rock Union Elementary School District, CA

Check out our full list of
recruitments here:
<https://tinyurl.com/yp9a4thh>

B. ORGANIZATIONAL CHART.....

**CREATIVE PARTNERS / SENIOR ADVISORS**

BRUCE GRIFFITHS
*Organizational Development/
IO Psychologist*

STEVE BROWN
*National Account
Manager*

BILL LANDIS
*Public Safety
Investigator*

ALAN ROSEN
*Executive Recruiter/
Sr. Facilitator*

BERNIE LICATA
*Organizational
Development Consultant*

**SCOTT
BECKSTEAD, JD**
Sr. Advisor

**MIKE
LUKEN**
Sr. Facilitator

**WILLIAM
RACOWSCHI**
Fire/Public Safety

**CHRISTY
WURSTER**
Sr. Facilitator

RIVKAH SASS
*Retired Library
Director/Sr. Facilitator*

WBCP STATISTICS

WBCP is a 100% woman-owned business. Staff and consultants are a diverse mix of gender/ethnicity
Age ranges from 24 - 70+



C. WBCP KEY STAFF.....

WENDI BROWN
*Lead Consultant/
Sr. Executive
Recruiter*



I am the President of WBCP, with over 20 years of experience in marketing and advertising and combine this with my background in recruiting to successfully place hard-to-fill, management, and executive positions. My team and I are passionate about helping organizations improve their recruitment services, place great talent, conduct department assessments, redesign antiquated processes, revise job descriptions, conduct salary and benchmark studies, and more. I have worked in various industries – advertising and public relations, national real estate franchisor, global manufacturing – and I have worked with nonprofit and public sector organizations since 1999. Formerly, I was an internal Human Resources Consultant for the County of Orange, California, providing countywide communications, human resources, executive search, and recruiter training services to the Assistant Chief Executive Office/Human Resources Director and, at that time, 25 decentralized departments, with 17,000 employees, serving a community of 300,000. I have a Bachelor’s of Science in Business Administration with an emphasis in Marketing from Colorado Technical University; have earned several certificates in Project Management, Global Business, Marketing, and Human Resources; and working toward a Master’s in Management at Southern Oregon University.

TERRI MAUS-NISICH
Sr. Executive Recruiter



Terri Maus-Nisich holds a pivotal role as one of our Senior Executive Recruiters, leveraging her extensive background as a distinguished leader in local government. With a local government career spanning over 40 years, Terri's journey includes transformative roles within the County of Santa Barbara, where she ascended from Parks Director to Assistant County Executive Officer, overseeing vital municipal and health/human service departments. Her remarkable impact encompasses leadership in Homeless Services, Communications, and Emergency Management, driving community engagement, disaster recovery, and support for vulnerable populations. Before her tenure in Santa Barbara, Terri spent 15 years with the City of Santa Clarita in roles ranging from analyst to Deputy City Manager. Throughout her remarkable career, Terri prioritized strategic planning, organizational development, and innovative problem-solving, garnering numerous awards. She holds a Bachelor’s Degree from UC Santa Barbara, a Masters of Public Administration from Cal State Northridge, and a graduate certificate from Harvard University’s JFK School of Government.

C. WBCP KEY STAFF.....

LAUREN GERSON-GREENE*Executive Recruiter*

Lauren Gerson is a seasoned Executive Recruiter at WBCP, where she draws on over 15 years of experience in career services, customer relations, and operations. Her recruiting expertise extends across various industries, with notable success in health and human services, utilities, and finance. Lauren has helped organizations across multiple states fill hard-to-hire positions at every level, from individual contributors to executives. Lauren's diverse professional journey began in operations and events management, where she honed her expertise in human resources, business management, and regulatory compliance. She later transitioned to career services, and prior to joining WBCP, worked with a career coaching company helping job-seekers better leverage their skills and overcome barriers to employment. Lauren holds a Bachelor's degree in Philosophy from Whittier College. She brings a unique perspective to her role, and is committed to making a positive impact both professionally and personally. With her unwavering dedication and client-centric focus, Lauren continues to drive success and excellence in executive recruitment at WBCP.

LEVI KUHLMAN*Executive Recruiter*

Levi Kuhlman is an Executive Recruiter at WBCP, and an experienced professional with a multifaceted career spanning across executive recruitment, real estate, and entrepreneurship. He has worked extensively with local municipalities, special districts, and not-for-profit organizations across the Western region, with a focus in California, Oregon, and Idaho. Levi has conducted many successful recruitments in various industries including planning, rent stabilization and housing, engineering, finance, city management, transportation and transit, community development, building and safety, public safety, risk management, and information technology. Levi serves as a skilled and diplomatic liaison, earning a reputation for his personalized approach to recruiting. Before joining the ranks of WBCP, he advocated on behalf of tenants, landlord, and clients. With a diverse skill set and a commitment to excellence, Levi continues to make significant contributions to WBCP, his clients, and broadening the professional community one recruitment at a time.

CWBCP KEY STAFF.....**JOSETTE REINA-
LUKEN***Executive Recruiter*

Josette, an Executive Recruiter at WBCP, specializes in government finance and the water industry with nearly 30 years of experience. Her career began in IT, managing software implementations and leading training and sales teams. After earning her MBA, she transitioned to municipal agencies, holding various management positions, including Administrative Manager and Financial Manager. With expertise in budgeting, strategic planning, and organizational development, Josette has made significant contributions to the agencies she's served. She holds a Bachelor's Degree in Political Science/Public Administration from the University of South Florida, an MBA from the University of Phoenix, and certificates in Human Resources from the California State University and Leadership from the University of Davis.

SHANI PEARCE*Executive Recruiter*

Shani Pearce brings over 15 years of corporate and public sector experience to her role as an Executive Recruiter at WBCP, with a background spanning executive support, human resources, project management, and regulatory compliance. She began her career with the City of Medford, working closely with executive leadership on labor relations, wellness initiatives, recruitment, and large-scale events. In the private sector, she advanced as a Human Resources Business Partner, specializing in recruitment, training, and organizational development, before joining a multi-billion-dollar, multi-state energy company where she progressed into project management, overseeing compliance, licensing, permitting, and stakeholder engagement. Alongside her corporate work, Shani co-founded a wedding and event business, further demonstrating her creativity and logistical expertise. At WBCP, she brings this diverse experience to lead recruitment processes, engage with clients, source candidates, and ensure a seamless candidate experience, making her a trusted partner to clients and a valued member of the WBCP team.

REVIEW OTHER EMPLOYEES & CONSULTANT
PARTNERS ON OUR WEBSITE:
WWW.WBCPINC.COM/WBCP-TEAM

D. RESUMES.....

Wendi Brown

WENDI BROWN RESUME – EXECUTIVE SEARCH & HR PROFESSIONAL

WBCP, INC | OFFICES IN OREGON AND CALIFORNIA

2004 – Present

President and Founder of WBCP, an executive search and human resources consulting firm with clients in AZ, CA, CO, ID, NY, OR, UT, and WA

Manager and lead consultant overseeing executive search services for nonprofit and public sector organizations; Use marketing and recruiting concepts to return excellent results for hard-to-fill, management and executive management positions; Lead consultant overseeing client relations, project management and recruiting consulting services; Direct project teams, production and creative marketing and branding projects; Track and manage marketing and search results; Design workforce plans, assess skill and talent gaps.

CLIENTS:

California, Arizona, Oregon, and Washington Cities of: Arcata (CA), Ashland (OR), Astoria (CA), Berkeley (CA), Calistoga (CA), Central Point (OR), Ceres (CA), Chandler (AZ), Colfax (CA), Corte Madera (CA), Culver City (CA), Davis (CA), Dunsmuir (CA), Duval (WA), Fremont (CA), Fresno (CA), Garibaldi (OR), Grants Pass (OR), Gold Hill (OR), Hemet (CA), Hubbard (OR), Independence (OR), Irvine (CA), Laguna Beach (CA), Larkspur (CA), Lincoln (CA), Livermore (CA), Livingston (CA), Long Beach (CA), Medford (OR), Milpitas (CA), Napa (CA), Novato (CA), Oakland (CA), Oxnard (CA), Palo Alto (CA), Park City (UT), Pasadena (CA), Petaluma (CA), Phoenix (AZ), Phoenix (OR), Port Hueneme (CA), Redding (CA), Riverside (CA), Rochester (NY), Roseville (CA), Rogue River (OR), Sacramento (CA), San Francisco (CA), San Rafael (CA), Santa Maria (CA), Santa Paula (CA), Santa Rosa (CA), Solvang (CA), Sonoma (CA), Sutter Creek (CA), Talent (OR), Truckee (CA), Ventura (CA), Vernon (CA), Victorville (CA), and Windsor (CA).

California, Colorado, Idaho, Oregon, and Washington Counties of: Alameda (CA), Colusa (CA), Contra Costa (CA), El Paso (CO), Fresno (CA), Humboldt (CA), Jackson (OR), King (WA), Lake (CA), Lane (OR), Los Angeles (CA), Marin (CA), Mariposa (CA), Mendocino (CA), Merced (CA), Mono (CA), Napa (CA), Orange (CA), Riverside (CA), Sacramento (CA), San Benito (CA), San Bernardino (CA), San Mateo (CA), San Francisco (CA), San Joaquin (CA), San Luis Obispo (CA), Santa Barbara (CA), Santa Clara (CA), Santa Cruz (CA), Shasta (CA), Solano (CA), Sonoma (CA), Stanislaus (CA), Tuolumne (CA), Yuba (CA), and Yolo (CA).

Local and National Councils, Boards, and Districts: Boulder Creek Protection District, California Prison Industry Authority (CALPIA), Cosumnes Community Services District, Hass Avocado Board (HAB), Jackson County Fire District 5, Los Angeles County Employees Retirement Association (LACERA), Mendocino County Air Quality Management District, Monterey One Water, Nevada Irrigation District, Newark Chamber of Commerce, North American Blueberry Council/U.S. Highbush Blueberry Council (NABC/USHBC), Oakland Housing Authority, Olivehurst Public Utility District, Orange County Employees Retirement System (OCERS), Placer County Transportation Planning Agency (PCTPA), Sacramento Area Flood Control Agency (SAFCA), Sacramento Employment & Training Agency (SETA), Sacramento Public Library Authority, Sacramento Sewer District, Sacramento Suburban Water District, San Benito Council of Governments, San Diego Port Authority, San Joaquin County Employees' Retirement Association (SJCERA), San Rafael Sanitation District (SRSD), Sonoma County Library, Tri-City Mental Health Authority (TCMHA), Truckee-Donner Public Utility District (TDPUD), Tuolumne Utilities District, and Valley Water.

Nonprofit and Joint Powers Authorities (JPAs): Center Point, Central California Legal Services (CCLS), Community Food Bank, Community Works, Dogs for Better Lives/Dogs for the Deaf, Downtown Streets Team, First 5 (Alameda County, California Association, Fresno, Santa Barbara County, San Mateo), Futures Without Violence (Family Violence Protect Fund), Gold Coast Health, Greater Richmond Interfaith Program (GRIP), Los Angeles Unified School District (LAUSD), La Public Media, Latino Public

D. RESUMES.....

WENDI BROWN RESUME – EXECUTIVE SEARCH & HR PROFESSIONAL

Broadcasting, Northern Valley Catholic Social Service (NVCSS), Options Recovery, Radio Bilingüe, Sacramento Public Library Authority (SPLA), Santa Cruz County Animal Services Authority, Teton County Joint Housing Authority (TCJHA), Transitions-Mental Health Association, Valley Consortium for Medical Education (VCME), Water Forum and West Angeles Church of God in Christ.

Private Organizations: CDS Publications, Central California Truck and Trailer, Morton & Pitalo, NAVA, SWEED, Touchstone Accounting.

Consulting services (classification and compensation services, competency modeling, job description development, job family development, job analysis): City of Fremont, City of Medford, City of Santa Maria, City of Santa Paula, County of Humboldt, County of Mariposa, County of Santa Barbara, and County of San Luis Obispo.

COUNTY OF ORANGE | COUNTY EXECUTIVE OFFICE, HUMAN RESOURCES, SANTA ANA, CA 1998 - 2003

Human Resources Consultant; Human Resources Manager; Specialist

Rapid progression of position titles and responsibilities implementing countywide initiatives affecting 24 decentralized dept., serving 17,000 employees, at the second largest county in California

Effective utilization of communications, marketing, networking tools to improve recruitment strategies; Manage department head and management recruitments; Lead internal consultant serving 24 decentralized departments supporting hard-to-fill and management recruitments; Train internal recruiters on recruitment and marketing strategies to improve results and efficiencies; Part of committee to analyze and change 25 year old County selection rules; Designed recruitment newsletters; Team member charged with designing and implementation of countywide recruiter competency based training model and recruiter assessment tool; Implemented communications campaign for new performance incentive program; Coordinated 17,000 employees/managers and internal trainers on new performance management system within 12 months.

CANON BUSINESS MACHINES | COSTA MESA, CA 1997 - 1998

Marketing Coordinator

Interface with Engineers and R&D for new product launch; Design and produce creative comps for product packaging and promotional insert materials; Create user documentation for various products in English and other languages; Network a relationship between Canon and an ISP to provide international internet access through a new product package insert.

HOMELIFE REALTY SERVICES, Inc. | NEWPORT BEACH, CA 1993 - 1995

Office and Franchise Marketing Manager

Guide, train, and support 55 franchises with over 500 agents in effective application of corporate marketing tools/strategies for business development and sales growth; Create several marketing communication tools; Cultivate and manage media relationships; public relations campaigns.

HAWKINS ADVERTISING & PUBLIC RELATIONS | NEWPORT BEACH, CA 1991 - 1993

Client Relations and Account Manager

Managed account relationships, budgets, billing, advertising, media relations, and ad placement for ad agency's clients which included Oscar Mayer, Nestles, ARA Cory, Remedy Temps, etc.; Planned and coordinated market research projects and system upgrades; organizational efficiencies.

EDUCATION

Bachelor of Science | Business Administration | Marketing emphasis | Colorado Technical University, Colorado | Summa cum Laude

D. RESUMES.....

Terri Maus–Nisich

 Santa Barbara, CA  805.450.8296  terri.mausnisich@gmail.com

Strengths Strategic Leadership - Strategic Planning - Community Based Problem Solving - Driving Systems Change -Collaboration & Partnership Building - Creating & Sustaining High Performing Teams - Policy Development & Program Implementation for Organizational & Community Impact - Executive Leadership Development

Experience *June 2023 to Present – WBCPInc. – Senior Executive Recruiter*
Professional executive recruiting and consulting services emphasizing competency integration to advance hiring selection, performance management and learning and development. Key focus area includes city, county and special district executive level roles.

January 2005 to May 2023 - County of Santa Barbara, CA Office of the CEO - Assistant County Executive Officer

Leadership, coordination and implementation of complex policy related matters and departmental operations, including personnel, labor relations, budget development, strategic and long-range planning function. Direct oversight of Health and Human Services, Parks Recreation and Community Services, Library Services, Public Works, Agricultural Commissioner. Comprehensive Land Use Planning, Homeless Services, Office of Emergency Management and Communications. Oversight of community-based plans updates, prior Isla Vista Redevelopment Agency and Master Plan development, university relations, organizational strategic planning and intergovernmental and legislative affairs. Key accomplishments:

August 2002 to January 2005 - County of Santa Barbara CA - Director of Parks

Reporting to the Board of Supervisors, and working in conjunction with the County Administrator, managed and supervised 90-person department including the acquisition and stewardship of natural resources and maintenance of facilities, 23 parks and multiple open spaces County wide and oversight of \$9.5 million capital improvement budget, Library and Arts Commission Programs. Key accomplishments:

July 2000 to August 2002 - City of Santa Clarita CA - Deputy City Manager/Director of Field Services/Public Works

Reporting directly to the City Manager, managed, supervised special projects, including open space planning and acquisition, River Reconnaissance/Army Corps joint study, the City Clerk's Division, and Council/Manager relations. As Director of Field Services, reported directly to the City Manager, supervised, managed, and led a staff of 60 individuals. Led functions of street maintenance, park and general government building and facility maintenance, vehicle maintenance, urban forestry, and property management. Key accomplishments:

D. RESUMES.....***August 1997 to July 2000 - City of Santa Clarita - Director of Field Services/Public Works***

Reporting directly to the City Manager, supervised, managed, and led a staff of 60 individuals. Oversaw functions of street maintenance, parks and general government building and facility maintenance, vehicle maintenance, urban forestry, and property management. Worked with and through others to accomplish all tasks. Established system of benchmarking and performance management. Key accomplishments:

August 1994 to August 1997 - City of Santa Clarita CA - Assistant to the City Manager

Reported directly to the City Manager and prepared and monitored the City Operating and Capital Improvement Budget more than \$70 million. Led budget negotiating team and organizational restructuring efforts. Developed and implemented City's first risk management and claims systems. Developed and implemented community, organizational and departmental strategic planning efforts, City's first organizational effectiveness "Think Tank" program to generate ideas for enhanced efficiencies. Developed and implemented internal consulting team, and conducted various training seminars on performance improvement, performance measurement, and creativity.

Affiliations & ICMA – 25-year member

Awards

Former Marymount of Santa Barbara Board of Trustees

Former Santa Barbara Children's Museum Board of Directors

United Way of Santa Barbara County Board of Directors

Council on Alcoholism and Drug Abuse (CADA) Board of Directors

Michael J. Sutton Award Recipient – Contributions to the Municipal Management Profession

CSFMO Budget Award for Operations and Innovations in the Field of Budgeting

CSAC Challenge Award Health and Human Services Recovery Plan

2023 California Legislature - Women Making History – 37th Assembly District

2022 Women of Communications Achievement Award

Education

Harvard University Senior Executives in Local Government/Leadership Seminar –Certificate

California State University Northridge, Northridge, CA - MPA

University of California Santa Barbara, Santa Barbara, CA B.A. Political Science and Economics

D. RESUMES.....

Josette Reina-Luken

Proven leadership with over 20 years' experience in Municipal Administration, Finance, Human Resources, and Information Technology.

AREAS OF EXPERTISE

- Budget Development/Oversight
- General and Fund Accounting
- Grant Management
- Cost Recovery Methods
- Procurement/Purchasing
- CIP/Contract Management
- Project Management
- Process Improvement
- Human Resource Administration
- Personnel Management/ Supervision
- Risk Management/Safety Programs
- Coaching/Training/Team Building
- Computerized Maintenance Management Systems
- High Ethical Standards
- Strong Presentation Skills

PROFESSIONAL SUMMARY

WBCP, Inc. 10/2023 – Present

Executive Recruiter

As an Executive Recruiter at WBCP, Inc., I focus primarily on public sector recruitment, particularly within the water and transportation sectors. My role involves managing recruitment projects comprehensively, from strategic scheduling to facilitating interviews and conducting in-depth candidate screenings. I also offer consulting services to City Councils, Boards of Supervisors, nonprofit boards, and other entities, working closely with hiring authorities. I excel in crafting and executing effective recruitment strategies, ensuring a seamless and efficient process. Furthermore, I am skilled in presenting highly qualified candidates to clients, aiding in the selection of top executives who align with the organization's objectives and values.

Regional Water Authority/Sacramento Groundwater Authority 09/2019 – Present
Finance and Administrative Manager

Serving as Chief Fiscal Officer for two government agencies. Primary duties include all accounting functions (A/R, A/P, payroll), producing the audited Annual Financial Statements and State Controller's reporting, treasury and investment oversight and reporting, annual budget development and monitoring,

D. RESUMES.....

human resources and benefit administration including CalPERS and OPEB, secretary to the board to over 20 water agencies, treasury and investment, in charge of purchasing, information technology, and facilities.

Citrus Heights Water District/Titan Employment Agency**08/2018 – 09/2019****Senior Analyst**

Temporary Work Assignment (1 year) to assist Operations Department, serve as Purchasing Agent, and Project Manager for District special projects (Corporation Yard Design, Staffing Analysis, Facilities Remodel, Emergency Operations and Local Hazard Mitigation Plan Update).

Nevada County Information & General Services**01/2018 – 07/2018****Chief Fiscal Administrative Officer**

Division Manager over administrative unit and staff in charge of fiscal, budget, and administrative functions for General and Information Services, Purchasing, Central Services, Facilities, Airport, County Library, and Special Events Permitting. Served as County Purchasing Agent. Financial Officer for several large county projects including construction of new Public Works Corporation Yard, countywide contract system, and airport hangar fire reconstruction.

City of Sacramento – Parks and Recreation**10/2014 – 3/2017****Support Services Manager**

Plans, coordinates, supervises, and participates in administrative services including personnel administration for the Parks and Recreation Department, 24 division budgets approximately \$41 million from multiple funding sources (General Fund, CFD, Special Revenue, grants, etc.), advises and directs staff on budgetary methods and financial procedures, procurement, and various department services; Staff of 10 direct reports. Develops, amends, and interprets existing policies, procedures, and regulations concerning operations, maintenance and administrative matters; Performs fiscal analysis and prepares recommendations relating to the status of various department fund balance projections, fiscal transactions, and related financial activities (such as fleet, staffing plans, etc.) pertaining to the preparation and maintenance of the department's operating and capital budgets; prepares recommendations for City Council, boards and commissions, and department management; served as financial officer for city affiliated non-profit organization, Gifts to Share, Inc. and Interim Parks Maintenance Manager for nine months.

City of West Sacramento - Public Works**2/2005 – 10/2014****Administrative Services Manager**

Plans, organizes and supervises administration of assigned Public Works activities, human resource programs and functions, and provides highly complex and responsible management assistance to the Public Works Director; is responsible for preparation, management, coordination, and administration of 27 Public Works operating budgets (over \$32 million), financial reporting, and manager over the Utility Billing Division; Manages staff of 7 accounting technicians, secretaries and clerks supporting administrative functions.

EDUCATION

University of Phoenix

1/1998 - 2/2001

Degree Received: **Master's in Business Administration**

University of South Florida

9/1993 - 12/1997

Degree Received: **Bachelor of Arts in Political Science/Public Administration**

D. RESUMES.....

Lauren Gerson

CAREER SUMMARY

Recruiting and career services professional with over 10 years of experience in human resources consulting, vocational coaching, and public and private sector recruiting and onboarding, as well as 15 years of expertise in client services. Career history of optimizing talent seeking and onboarding strategies, operational efficiencies, regulatory compliance and organizational development on behalf of employers and clients.

AREAS OF EXPERTISE

- | | | |
|----------------------------|---------------------------------|------------------------------|
| • Operations Optimization | • Talent Seeking and Recruiting | • HR policies and procedures |
| • Client Service Standards | • Onboarding and Retention | • Process Improvement |
| • Regulatory Compliance | • Organizational Development | • Project Management |

PROFESSIONAL EXPERIENCE**WBCP, Inc.**

Rogue River, OR

Executive Recruiter

2022 - Present

- Works with public sector agencies to recruit and retain top talent in executive level, difficult-to-fill, and highly specialized roles, with notable success in the fields of finance, utility management, legal services, public works, and police oversight.
- Serves a diverse client base across six states, including cities, counties, special districts, JPA's, and nonprofits.
- Manages the full recruitment life-cycle on behalf of client organizations, from initial conception through pre-employment processes.
- Develops customized recruitment marketing materials and advertising campaigns on behalf of clients, incorporating AI tools and inclusive search practices to ensure a diverse and robust candidate pool.
- Works closely with HR partners, hiring managers, and boards/councils throughout the recruitment process to provide consultation, strategic guidance, and timely updates.
- Provides impactful consultation regarding a wide range of human resource and organizational development issues, including job description development, talent optimization, competency modeling, classification and compensation, onboarding practices, and mentorship/sponsorship.
- Maintains working knowledge of state and federal laws and regulations related to employment and human resources, as well as public meetings and board/council procedures.

RESUMESCRIPter

Portland, OR

Client Services Specialist

Contract, 2014 - 2022

- Crafted ATS-optimized resumes using industry-leading techniques to ensure clients stood out in competitive markets, resulting in 37% raises on average for job-seekers obtaining new positions.
- Worked one-on-one with clients in interview sessions, drawing out latent experience and achievements to create more impactful resumes for job-seekers in director- and c-level roles.
- Performed QA testing on RS Works platform at multiple stages, tracking and reporting glitches and recommending UX improvements to company founder on an ongoing basis.
- Presented RSworks Platform at Oregon's Vocational Rehabilitation in-service conference, leading platform demonstrations for small groups of career counselors and other workforce professionals.

FLORA SOPHIA BOTANICALS

Ashland, OR

Operations Associate

Sept. 2021 - Present

- Managed critical aspects of administrative operations on behalf of VC-funded wellness and botanicals company, introducing new systems to optimize production, DTC fulfillment, and customer communications.
- Created policies and SOPs to standardize product storage, recordkeeping and tracking, resulting in a 4% average increase in monthly inventory accuracy.
- Worked with external consultant to evaluate compliance and risk management procedures, executing changes to tracking systems and QC measures to ensure full compliance with ODA, OHA, OLCC, and FDA requirements.
- Provided oversight for company rebrand spanning redesign of product packaging, website, and marketing strategy, promoting clear and consistent messaging for target audience.



D. RESUMES.....

ADDITIONAL EXPERIENCE**OLD TOWN BREWING CO.**

Portland, OR

Operations & Events Manager

Sept. 2014 - June 2020

- Promoted integrity of operations on behalf of award-winning Portland-based brewery and restaurant generating more than \$3 million in annual revenue, overseeing two-story brewpub serving more than 75,000 visitors each year.
- Directed recruitment and onboarding of all incoming employees, managing team of 20+ staff and cultivating supportive workplace culture which led to nearly 100% retention during tenure.
- Partnered with company founder throughout conceptualization and launch of innovative drive-thru brewer's market achieving nearly \$100,000 in sales, partnering with 20+ renowned breweries including Ecliptic, Gigantic and Pfriem.
- Performed financial forecasting of monthly and annual sales performance, conducting analysis of P&L statements and preparing projections of labor expenditures and COGs.

PIZZICATO GOURMET PIZZA

Portland, OR

Assistant Manager

Nov. 2010 - Sept. 2014

- Worked with senior staff to promote optimal guest service on behalf of largest company location, generating more than \$1.2 million in annual revenue and achieving consistent YOY growth above industry standard.
- Managed all FOH and BOH operations as well as a staff of 30, maintaining impeccable guest service at all times for high-volume location serving up to 700 customers each day and introducing changes which led to 20% increase in beer sales.
- Performed extensive analysis of monthly and quarterly P&L statements, leveraging insights to inform menu changes and promotional initiatives which led to team exceeding cost goals every quarter during tenure.

WHITTIER COLLEGE

Whittier, CA

Assistant to Director of International Programs

Sept. 2009 - May 2010

- Worked closely with students throughout all phases of applications to international study abroad programs, partnering with 100+ universities located across Europe, Asia, Central America and Africa.
- Conducted extensive research regarding educational opportunities for U.S. students, working with team to surpass national averages pertaining to study abroad participation.
- Responded to inquiries pertaining to transfer credits and course equivalencies, ensuring accuracy of documentation.
- Coordinated logistics of recruitment fairs reaching over 300 attendees, providing information to prospective candidates regarding overseas programs, financing opportunities and application requirements.
- Interfaced with 20+ programs worldwide, compiling data pertaining to program specifications and addressing issues pertaining to submitted applications.

EDUCATION & TRAINING**WHITTIER COLLEGE**

Whittier, CA

Bachelor's Degree - Philosophy

May 2010

Dean's List, Vice President of Phi Sigma Tau Honors Society. Semester Abroad at University of Edinburgh.

Leadership Development Forum

Central Point, OR

Centerpoint Leadership Academy

December 2023



D. RESUMES.....

Levi Kuhlman

I am a dedicated Executive Recruiter specializing in the public sector, collaborating with local and state government entities, nonprofits, City Councils, Boards of Supervisors, and nonprofit boards. With a keen focus on continuous improvement, my professional ethos is centered around leaving a positive impact, striving to enhance organizations beyond their initial state. My passion for serving people drives my commitment to identifying and placing top-tier executives who contribute significantly to the betterment of communities.

- Leadership
- Project Management
- Executive Recruiting
- Conflict Management
- Process Improvement
- Strategic Planner
- Stakeholder Engagement
- Community Engagement
- Public Speaker

PROFESSIONAL EXPERIENCE

Executive Recruiter**8/2022-Present****WBCP Inc., Rogue River, OR**

In my role as an Executive Recruiter for the public sector, I engage in comprehensive project management, overseeing all aspects of the recruitment process. This includes strategic scheduling, facilitating interviews, and conducting thorough candidate screening. My responsibilities extend to providing consulting services to City Councils, Boards of Supervisors, nonprofit boards, and other entities, collaborating closely with hiring authorities. I specialize in developing and implementing effective recruitment strategies, ensuring a meticulous and streamlined process. Additionally, I excel in presenting qualified candidates to clients, contributing to the selection of top-tier executives who align with organizational goals and values.

- Indirect oversight of 15 FTE.
- Salesforce Implementation
- Technological process improvement

Real Estate Broker**1/2019 – Present****Corvallis, OR**

As an accomplished Real Estate Broker, I have consistently excelled in helping buyers and sellers navigate the intricacies of the real estate market. With a keen focus on achieving client satisfaction, I specialize in showcasing properties, networking, and conducting comprehensive document reviews to ensure accuracy and compliance with state regulatory standards. My day-to-day responsibilities involve collaborating with clients, negotiating deals, and providing expert guidance throughout the entire buying or selling process. Additionally, I take pride in being recognized as a top-performing agent under 30, achieving this distinction based on the impressive number of units sold and high sales volume. My commitment to excellence extends to managing a dedicated marketing team of four, enhancing property visibility, and consistently driving successful transactions.

PAC 12 Official**8/2018 – 3/2020****State of Oregon**

As the youngest PAC-12 soccer official in my time, I dedicated myself to officiating matches within the conference, championing fair play, adherence to rules, and overall game integrity. Notably, I had the privilege of being personally coached by FIFA officials at regional and national championship tournaments, significantly enhancing my officiating skills, my leadership skills, and my interpersonal communication. Successfully navigating the challenges of officiating at a high level, I contributed to the smooth and fair execution of soccer competitions. This unique experience but was unfortunately halted due to COVID-19. After matches started back up, I was injured and required multiple surgeries, ultimately resulting in my inability to walk for the betterment of a year.

EDUCATION & TRAINING

Western Governors University, BS Business Administration

Western Governors University, MBA – In-Progress

Oregon State University 2018 –2020

Oregon Real Estate Licensee 2019 – Present

D. RESUMES.....

Shani Pearce

Professional Summary

Strategic and passionate leader with over 15 years of corporate experience, including 7+ years in Human Resources. Proven success as a business partner and change agent, skilled at fostering strong relationships with senior executives and driving customer and employee experience transformation. Expertise spans Talent Acquisition, Employee Relations, Compensation & Benefits, Payroll, and Learning & Development. Known for blending customer-centric thinking with disciplined execution to inspire team performance and continuous improvement.

Professional Experience

WBCP, Inc. — Executive Recruiter & Project Lead

February 2025 – Present | Executive recruiting firm specializing in public sector recruitments across 11 states

- Act as client liaison throughout recruitment lifecycle.
- Manage stakeholder engagement and project milestones.
- Lead interview scheduling and execution.
- Monitor project performance metrics and budgets.
- Adjust recruitment strategies based on candidate pipeline health.
- Mentor team members and manage role assignments.
- Utilize tools including Asana, Canva, Applicant Pool, and Rally Poll.

H&S Energy Group (Formerly Andretti Group)

Enterprise Business Coordinator | December 2022 – February 2025

- Managed retail projects in OR and CA; coordinated rebranding and construction.
- Oversaw lease management and stakeholder communications.
- Handled all local, state, and federal permitting for 300+ sites.
- Provided executive support to Director of Business Ops and Real Estate.

Human Resources Business Partner, Recruiting | September 2022 – May 2024

- Led recruitment strategy aligned with business goals.
- Managed full-cycle recruitment and onboarding via HRIS.
- Partnered with leadership for workforce planning and succession.
- Spearheaded outreach, job fairs, and social media recruitment.
- Administered compensation studies and performance management.

D. RESUMES.....**The LAB and Next Level University — Operations Manager***April 2019 – August 2021*

- Collaborated with President on business expansion plans.
- Oversaw software for member scheduling and relations.
- Managed social media and marketing content.
- Handled employee relations, vendor management, and event planning.

Elite Event and Party Design — Co-Owner & Event Planner*January 2019 – Present*

- Operate full-service wedding and event venue.
- Coordinate all aspects of events including vendor procurement and staffing.
- Manage client relations and contract development.

City of Medford — Executive Assistant to HR Director*November 2013 – January 2019*

- First point of contact for HR inquiries; managed confidential communications.
- Supported HR functions including recruitment, payroll, benefits, and labor relations.
- Prepared agendas, reports, and meeting materials.
- Coordinated special projects, collective bargaining meetings, and HR events.

Self-Employed — Medical Transcriptionist*September 2009 – June 2014*

- Provided confidential transcription services to local government entity.
- Maintained accurate logs in compliance with HIPAA regulations.

Special Assignments**City of Medford — Safety Committee Secretary (2014 – 2015)**

- Tracked incidents, prepared inspection logs and minutes.

City of Medford — Friends of the Multicultural Fair Committee (2015 – 2017)

- Vendor & entertainment coordination.

City of Medford — Wellness Coordinator (2013 – 2018)

- Designed and implemented wellness programs and events.

D. RESUMES.....

Heather Jack

Education

B.S. in Anthropology, Southern Oregon University

Graduated June 2015, Summa Cum Laude

Minors: Environmental Studies and French

Professional Experience

WBCP, Inc. — Director of Finance and Operations

2015 – Present

Heather Jack is WBCP’s Director of Finance & Operations. Since starting at WBCP in 2015, she has grown into an integral part of the business. Heather currently oversees accounting and financial operations, manages the budget, and ensures the company’s fiscal health. She also provides oversight and industry knowledge on all recruitments. During her time at WBCP, Heather has modernized processes and scaled technology systems for the company.

- Roles held at WBCP include:
 - Executive Assistant (2015 – 2019)
 - Office Manager (2019 – 2022)
 - Director of Finance and Operations (2022 – Present)

Circulation Desk Assistant — Hannon Library, Southern Oregon University

Ashland, OR | 2013 – 2015

- Sorted and shelved books using both Library of Congress and Dewey Decimal systems.
- Processed book loans and returns through the Summit lending system using Alma software.
- Provided front-desk and phone-based customer support for checkouts, account setup, and general inquiries.

D. RESUMES.....

Stephanie Lawson

Recruitment Manager | Talent Strategy Leader | Operations & Team Oversight

Medford, OR | stephanie@wbcpsc.com | (541) 664-0376

Professional Summary

Experienced recruitment professional with over 6 years of progressive responsibility in public sector talent acquisition. Currently leads WBCP, Inc.s recruitment team as Recruitment Manager, where she provides strategic oversight of recruitment operations, supervises recruitment project managers, and directs the daily work of recruitment assistants. Recognized for streamlining processes, enhancing client experiences, and cultivating high-performing teams. Background includes administrative leadership, customer service, and operational support in hospitality and retail settings, bringing a well-rounded and people-focused approach to her work.

Skills

- | | | |
|------------------------------------|-------------------------------------|-------------------------------------|
| - Team Leadership & Oversight | - Public Sector Hiring Processes | - Strategic Project Coordination |
| - Client Engagement & Support | - Process Optimization | - Microsoft Word, Excel, PowerPoint |
| - Applicant Tracking Systems (ATS) | - Reservation & Scheduling Software | - Staff Training & Development |
| - Client & Candidate Communication | - Customer Service Excellence | - Problem Solving & Adaptability |

Professional Experience

Recruitment Manager - WBCP, Inc. (2022 Present)

- Oversees the firms entire recruitment division, managing recruitment project managers and support staff.
- Provides high-level direction on recruitment strategies, timelines, and client communications across a portfolio of public sector hiring initiatives.

D. RESUMES.....

- Leads internal team coordination, ensuring project alignment, accountability, and consistent quality across all recruitment efforts.
- Drives continuous improvements in workflow, technology use, and service delivery to optimize performance.

Recruitment Coordinator - WBCP, Inc. (2020 - 2022)

- Supported end-to-end recruitment processes, including outreach, candidate communication, and interview scheduling.
- Maintained project documentation and ensured timely execution of client deliverables.
- Collaborated closely with project managers to support public sector recruitment initiatives.

Executive / Recruitment Assistant - WBCP, Inc. (2019 - 2020)

- Provided administrative support to executive recruiters and project leads.
- Handled scheduling, documentation, data entry, and communication with clients and candidates.
- Helped prepare materials for candidate assessments, client presentations, and project reporting.

Front Desk Staff & Assistant to the General Manager - Ground Up Farms Inc. (2018 - 2019)

- Performed front desk duties and provided direct administrative support to the GM.
- Handled scheduling, inventory management, and reporting in a fast-paced retail environment.
- Assisted with customer service and sales of regulated products.

Front Desk Agent - Ashland Hills Hotel (2017 - 2018)

- Delivered guest services and coordinated reservations using the Maestro system.
- Managed check-in/check-out processes and addressed guest inquiries.

Front Desk Agent - Ashland Springs Hotel (2016 - 2017)

- Provided front-line guest support and facilitated room accommodations.
- Used the Epitome reservation system to manage bookings and reports.

Education

Southern Oregon University Ashland, OR
Bachelor of Science in Business Administration, June 2018

D. RESUMES.....

Leah Murphy

WORK EXPERIENCE	
Project Manager WBCP Inc. An executive recruiting firm, specializing in public sector recruitments in 11 states December 2023 to Present - Act as primary point of contact for clients, keeping them informed about the progress of the recruitment as well as the health of the applicant pool. - Coordinate and manage stakeholder engagement throughout the project. Communicate clearly about expectations and timelines for each milestone event. - Coordinate interviews, ensuring a smooth and efficient process. - Track project performance against key metrics and identify areas of improvement. - Identify and resolve issues that arise during the project lifecycle. - Monitor recruitment progress against timeline milestones and make adjustments as needed. - Assign and manage team members, ensuring the optimal work performance and alignment to expertise and skillset. - Track and record project budget to guarantee accurate final client billing. - Identify and mitigate potential risks that could impact the success of the project. - Build and maintain relationships with key stakeholders, clients and applicants. - Work with recruiters and sourcing team to identify qualified candidates and move them forward in the interview process. - Provide leadership and guidance to the team, fostering a collaborative and productive environment. - Train and onboard new team members, providing the skills and tools for success. - Coordinate candidate and recruiter travel for in-person interviews. - Schedule stakeholder engagement meetings prior to a recruitment open, initial applicant screening calls, and interviews. - Utilized online tools such as Rally Poll, Applicant Pool, Asana, and Canva.	PROFESSIONAL SUMMARY Proven ability to initiate and nurture effective communication and collaboration, contributing to a positive, cooperative, and results-driven work environment. Strong leadership, interpersonal, and organizational skills. Highly effective in managing time and prioritizing tasks to meet multiple, shifting deadlines. Demonstrated capability to make independent decisions and to lead by example—motivating, mentoring, and empowering team members while actively supporting their professional growth and development. CORE COMPETENCIES - Time Management - Attention to Detail - Adaptability - Strategic Thinking - Communication - Teamwork EDUCATIONAL BACKGROUND Lewis and Clark Graduate School of Education Portland, OR Master of Art in Teaching Multiple Subject Endorsement 2008 Oregon Teacher Standards and Practice Commission Preliminary Teaching Certificate (Expired 12/2024) Early Elementary and Elementary Multiple Subjects Lewis and Clark College Portland, OR Bachelor of Art Degree in Psychology 2006

D. RESUMES.....

WORK EXPERIENCE CONTINUED

Elementary Teacher (Kindergarten - 5th grade)**Medford School District, OR 2018 - 2023****Charleston County School District, SC 2011 - 2018**

- Create and maintain a positive and effective environment for students.
- Use instructional strategies, supported by research, to engage all students in learning.
- Understand and organize subject matter for student learning.
- Collaborate with parents and guardians through regular communication, parent-teacher conferences, and progress updates to support student achievement.
- Use appropriate assessment, evaluation and instruction techniques.
- Utilize effective practices to build a classroom community conducive to learning and emotional well-being.
- Demonstrate a firm understanding of curriculum, teaching tools and resources.
- Design and monitor a continuous professional growth plan.
- Develop and deliver engaging, standards-based instruction across core subject areas to meet diverse student learning needs.
- Assess student progress regularly and use data-driven strategies to inform instruction and improve academic outcomes.
- Plan and lead academic evening events, such as Family Literacy Night and STEM Exploration Night, to promote student enrichment and community engagement.
- Provide targeted tutoring and academic support to individual students or small groups to help close learning gaps and improve performance.
- Maintain accurate student records, including assessments, progress reports, and individualized education plans (IEPs) when applicable.

Manager**Old Market Pub and Restaurant 2009 - 2011**

- Supervised daily operations of a busy brew pub and restaurant, managing 3-6 direct and 4 indirect staff to ensure efficiency, quality service, and profitability.
- Oversaw front-of-house and back-of-house coordination, ensuring seamless communication between kitchen staff, servers, and bar staff.
- Reconciled daily sales revenue, including food, beverage, and Oregon Lottery machine transactions, maintaining accurate financial records and preparing daily deposit reports.
- Delivered exceptional customer service by cultivating a warm, welcoming atmosphere that encouraged repeat business and positive word-of-mouth.
- Planned, scheduled, and executed private and special events in the venue's rental space; responsibilities included pre-ordering food, coordinating beverage needs, optimizing layout for guest experience, and offering on-site customer support.
- Monitored inventory levels and performed supply ordering to ensure timely stock of food, beverage, and operational materials, avoiding shortages and minimizing waste.
- Handled customer concerns and conflicts professionally, employing problem-solving and interpersonal skills to achieve mutually satisfactory resolutions.
- Ensured accurate and timely delivery of food and drink orders while maintaining quality and presentation standards.

A. RECRUITMENT STRATEGY / PHASES.....

WBCP knows how to customize your search strategy to meet your unique recruitment needs. We customize your recruitment based on the specific needs, target audience, and challenges for each recruitment; however, below is a baseline approach for most recruitments.

CLIENT & STAKEHOLDER MEETINGS

We require the Client and/or Search Committee, to be actively involved in key phases of the recruitment process to help WBCP gain a clear understanding of the organization's priorities, leadership needs, culture, and long-term goals.



Broad Community Participation: WBCP collaborates with stakeholders identified by the Client, which may include elected officials, governing boards, executive leadership, employees, labor representatives, community organizations, residents, businesses, and partner agencies. Stakeholder input helps WBCP develop the ideal candidate profile, targeted recruitment materials, and a strategic outreach approach tailored to the Client's needs.

Engagement Options:

LISTENING SESSIONS

- **Internal & External Stakeholder Engagement**
- **Flexible Discussion Formats:**
 - 1:1
 - Small group
 - Large group
- **Virtual & In-Person Options**

ONLINE SURVEYS

- **Internal/External Groups:** we provide customized online surveys and share distribution links to clients for internal and external stakeholder groups, including employees, residents, leadership teams, and community members.
- **Multilingual & Accessible Options:** online surveys can be customized for distribution to specific stakeholder groups, such as individual districts within a city. Surveys may also be provided in multiple languages. Additional customization and translation services may involve an additional cost.

FEEDBACK OUTCOME / TIMELINE DEVELOPMENT

Following the Client/stakeholder meetings, we will develop a detailed timeline for the recruitment along with a proposed advertising plan for approval.

CREATIVE DEVELOPMENT

Immediately following the client feedback activities, we will draft the competencies for the recruitment and advertising material/recruitment brochure for the Client's review. This information will summarize what was learned from Client-related interviews and will be used to advertise the opening.

A. RECRUITMENT STRATEGY / PHASES.....

MARKETING STRATEGY & IMPLEMENTATION

WBCP will execute a customized marketing/ad plan once the job announcement is created. An ad plan could include the following (based on assumptions), and will be customized based on information gathered in Phase I:



PHASE II

DIGITAL ADVERTISING WITH DIVERSITY IN MIND

WBCP utilizes targeted digital advertising and proactive outreach to develop diverse and highly qualified applicant pools, leveraging over 20 years of recruitment experience and tens of thousands of established contacts through our existing network. Our outreach includes local and national job boards, professional associations, industry networks, and social media platforms. In partnership with a diversity recruitment platform, our postings reach up to 600 local employment and diversity websites, connecting with more than 15,000 community organizations and niche sites while accessing a job bank of over 2 million resumes. Upon our 2025 year-end review, we found that 68% of candidates placed over the previous three years came from diverse backgrounds.

EMAIL & DIRECT MAIL ADVERTISING

In addition to tapping into WBCP's existing pool of potential applicants, we have the capability to access various professional lists. We actively seek out additional lists through associations, contacts, and other strategic channels.

SOURCING/HEADHUNTING

WBCP employs a proactive recruitment approach focused on identifying, engaging, and connecting with highly qualified candidates through targeted outreach and strategic sourcing efforts, including:

- **LinkedIn Recruiter Access:** utilizing LinkedIn Recruiter's network of more than 350 million profiles and Boolean search strategies to identify and engage highly qualified candidates.
- **Advanced AI-Driven Sourcing:** leveraging advanced AI tools to access phone numbers, email addresses, and other hard-to-find contact information in today's competitive market.
- **Centralized Talent Acquisition Support:** WBCP's centralized talent acquisition team maximizes outreach efforts, expands candidate pipelines, and conducts an average of 100-200 direct outreach calls per recruitment.

COMMUNICATION WITH CLIENT

We will provide weekly updates on the progress of this search unless the client prefers more or less frequent communications. We tailor our communications in accordance with our Client's needs.

A. RECRUITMENT STRATEGY / PHASES.....

RESUME ASSESSMENT

WBCP will review resumes as they are received and/or at the close of the recruitment. Those candidates determined to be the most highly qualified will be selected for a screening interview.

SCREENING INTERVIEWS / REPORT TO CLIENT

WBCP does not restrict the number of applicants or candidates to be screened. Rather, we interview candidates who meet our ideal candidate criteria; frequently this group amounts to 20 candidates, or on average 20% of the applicant pool. Following the completion of the phone screen interviews, we will develop a report/recommended shortlist of candidates, which includes: resumes, cover letters, and a one-page profile summary of candidates' professional history, including a brief overview of WBCP's assessment and the results of their phone screen. We will meet with the selection committee/Client to review this report and select candidates for interviews. In this meeting, we will review the recruitment plan and discuss the final stages of the selection process.



COMMUNICATION WITH CANDIDATES

WBCP will take responsibility for communicating with the applicants/candidates during each phase of the search process and Client should refer any inquiries from potential or existing applicants directly to WBCP.

SELECTION PROCESS

WBCP will design and administer an appropriate final selection process based on the needs of the Client (tailored to the need and recruitment). WBCP will facilitate the invitation and coordination of these meetings/interviews and provide additional assessment tools/recommendations such as interview questions, writing and presentation exercises, problem solving scenarios, etc.

COMMUNICATION WITH CLIENT

Following the interviews and the Client's top candidate(s) selection, we will assist the Client with facilitating a thorough background and reference check. A typical approach includes a review of federal, state, and local criminal background checks and academic verification by a licensed background agency. Reference checks are conducted over the phone by a senior consultant and a final report is provided to the Client. References are completed on candidate(s) being considered after initial/panel interviews.



NEGOTIATIONS

Once the client reviews and is comfortable with the findings in the background and reference report, we are available to assist with negotiations on compensation, benefits, start date, and other transition details.

B. SCOPE OF WORK.....

- Facilitate initial kick-off meeting with Client and other meetings that may include Executive Leadership, staff, community, and other stakeholders to assist with identifying the ideal candidate profile.
- Assist Client hiring authority/stakeholders in modifying the job description (as needed), and develop a recruitment announcement, marketing materials, and advertising plan for the recruitment.
- Attend all other meetings and engagements as needed or identified by the Client.
- Implement advertising plan including: publication, headhunting, direct mail, and other online and email marketing efforts.
- Provide timely updates and progress reports to the client regarding search services; every two weeks or as Client identifies is needed.
- Preliminary internet searches will be conducted on recommended candidates.
- Coordinate interview panel(s) as needed, or coordinate this process with Client.
- Receive and review applicants and screen those applicants to identify top candidates. Top screened paper applicants will be video/phone screened by recruiter to identify the key competencies (technical and interpersonal) to assist in identifying the top group of candidates who will be recommended at the Client/WBCP shortlist meeting.
- Facilitate shortlist meeting with Client – review and select candidates who will be invited to interview.
- Coordinate invitations to candidates.
- Develop interview questions and other selection details to meet specific needs and identify key competencies of candidates.
- Facilitate interviews with panel(s).
- Background and reference checks will be conducted with candidates who are identified as final candidates after initial Client interviews have been conducted. Background checks will be conducted in accordance with local law and typically include the following: criminal (local, state, and federal), education, credit, social security. References will be conducted based on a 360-degree perspective and will include staff, peers, and superiors. Onsite background services are available at an additional fee (see fees for details)
- Facilitate offer and negotiations with selected candidate; as directed by Client.

C. GUARANTEE.....

WBCP Inc. provides either a placement guarantee, or a replacement guarantee as determined by the recruitment outcome and defined below:

Successful Placement Guarantee: We guarantee a successful placement and will provide continued consulting services for one additional recruitment at no extra consulting fee. The client will be responsible for any direct expenses.

OR

Replacement Guarantee: If a candidate selected and appointed by the client leaves their position for any reason before completing **12 months of service**, WBCP will provide consulting services at no additional cost to secure a replacement. The client will be responsible for any direct expenses. This guarantee applies to one replacement within one year of the candidate's departure.

WBCP will not limit the number of hours we work on a recruitment, rather we charge a flat rate and will spend the time necessary to ensure we are successful. Consulting fees will be billed in thirds at the beginning (open for applications and advertising campaign launched), middle (shortlist selection), and end of the recruitment process (selection made and background/ references concluded).

SERVICE COST PER RECRUITMENT CITY ADMINISTRATOR

Description of Services/Deliverables:	Inclusive Rate per Recruitment:
<u>Consulting Services:</u> Phases I-IV in the proposal's recruitment strategy/phases section + optional salary survey.	\$24,900 (flat rate)
• <u>Expenses Include:</u> Consulting Services: Phases I-IV in the proposal's recruitment strategy/phases section and related expenses: Brochure/graphic design (\$950) ◦ Marketing and advertising which may include: print and postage (if applicable), online job boards targeted per recruitment, social media, sourcing, LinkedIn (\$395), InMails (\$300), Circa Diversity Job Boards (\$295), and ZoomInfo (\$299) ◦ Surveys: Available in multiple languages; internal and external surveys may be customized and distributed as needed. Document shipping and delivery charges included for virtual meetings and panel materials. ◦ Fees for background and reference checks (one candidate) ◦ One facilitator for each virtual or in-person interview day. ◦ Recruiter travel (up to three trips) <i>These expenses will be billed at actual cost and reimbursed based on receipts.</i>	Up to \$6,100 (direct expenses not-to-exceed)

*BELOW IS A SAMPLE OF AN EXECUTIVE SEARCH TIMELINE THAT
WBCP WILL CUSTOMIZE FOR THIS RECRUITMENT*

Week 1:

- Secure services with search firm, WBCP, Inc.
 - WBCP can schedule a Kickoff meeting as soon as we are selected.
- WBCP: review search parameters and recruiting processes with Client
 - Interview with hiring authority and other stakeholders for competencies
 - Identification of advertising venues and ideal candidate prospects
 - Calls, meetings, or coordination with other stakeholders for information gathering

Weeks 1 + 2:

- Develop and approvals: recruitment process, deadlines, ad plan and strategy, recruitment timeline and brochure
- Print coordination (if applicable)

Weeks 2 + 3:

- **OPEN RECRUITMENT AND AD PLAN:** Implement marketing plan and direct mail (if applicable)
- Secure panel member calendars
- Timeline may be extended if direct mail piece is included (i.e., print/postage)
- Finalize panel members and interview logistics and invitations to panel members

Weeks 4, 5, + 6:

- Receive applications –Collect and source applicants will continue until recruitment closes

Weeks 7 + 8:

- **CLOSE RECRUITMENT AND ADVERTISING**
- Conduct initial phone screen to identify shortlist of candidates
- Preliminary check on shortlist candidates (Google search)
- Candidate profiles developed and short list recommendations to client

Weeks 9 + 10:

- **MEETING – Client confirms selection of candidates to be advanced to panel interviews**
- Finalize questions, presentation, in-basket (as determined)
- Coordinates invitations with selected top candidates (shortlist)
- Produce panel candidate interview packets

Weeks 10 + 11:

- WBCP facilitates interview process – Interview process will be customized based on client and community needs:
 - **Day 1: Panel Interviews Conducted; Day 2: 2nd Interviews with executive leaders;**
 - 3rd interviews may be scheduled as needed with Boards/Commissions, etc.;
 - As needed schedule staff and/or community discussions/meetings

Week 12:

- WBCP conducts background and reference checks (backgrounds may be conducted by Client if current contract exists)
- WBCP conducts full reference checks for candidate(s) selected for Board/Commission interviews; or when Client is interested in making an offer

NEGOTIATIONS / HIRE:

- Hire date to accommodate possible candidate relocation
- Client (WBCP available to assist in process) conducts offer and facilitates salary negotiations with preferred candidate

1-City of Malibu, California

Similar Positions Filled:

- City Manager

Contact Information:

- Doug Stewart, City Councilmember – dstewart@malibucity.org
- Steve Uhring, City Councilmember – suhring@malibucity.org

2-City of Santa Monica, California

Similar Positions Filled:

- City Manager

Contact Information:

- Michael Arnoldus, Human Resources Manager – Michael.Arnoldus@santamonica.gov | 310-458-8613
- Dana Brown, Director of Human Resources – Dana.Brown@santamonica.gov

3-City of Colfax, California

Similar Positions Filled:

- City Manager

Contact Information:

- Mike Luken, Interim City Manager – mluken78@gmail.com | 916-997-2760

4-City of Goodyear, Arizona

Similar Positions Filled:

- City Manager

Contact Information:

- Lyman Locket, Human Resources Director – lyman.locket@goodyearaz.gov | 623-208-8365

5-City of Beverly Hills, California

Similar Positions Filled:

- Assistant City Manager

Contact Information:

- Shelly Ovrom, Director of Human Resources – sovrom@beverlyhills.org

6-Monterey One Water, California

Positions Filled:

- Finance Director
- Director of Engineering

Contact Information:

- Leara Sampson, Director of Employee Services – leara@my1water.org | 831-645-4650

Optional Services (Services Listed Below Fall Outside the Standard Scope of Work)

- **Additional Virtual Interview Facilitation (beyond the two facilitators included):** \$750 per day, per consultant
- **Additional On-Site Meeting Days/Interviews (beyond the two trips included):** \$1,500 per day, per consultant, plus applicable travel expenses*
- **Candidate Travel Coordination:** Up to \$1,500 per non-local candidate for travel reimbursement, including lodging, transportation, and/or stipends. WBCP can coordinate travel arrangements upon request.
- **Additional Background Checks (beyond one final candidate):** \$300 per candidate
- **Additional Reference Checks (beyond one final candidate):** \$500 per candidate
- **Additional Hires (beyond the initial placement):** \$9,000 per candidate
- **Web Content Accessibility Guidelines (WCAG) Brochure Updates (optional):** \$150–\$200 per brochure
- **Investigative Background Services:** WBCP offers comprehensive investigative background services, led by Chief Bill Landis, who brings more than 30 years of public safety experience, including employee investigations. This onsite investigation is available for an additional \$3,500 plus travel expenses and may include a detailed review of professional history, reputation, qualifications, conduct, and any past administrative or internal investigations; interviews with current and former colleagues, supervisors, family, friends, and neighbors; a home and workplace visit; in-person reference checks; and review of publicly available information, including social media, as well as any other inquiries deemed necessary. This service is in addition to the standard background checks included in the proposal expenses, which include online criminal and civil records checks, credit check, education and credential verification, driving record review, and Social Security verification. Investigations of this scope typically take approximately 2–4 weeks to complete, depending on candidate availability and the depth of review required.

Timeline Policy

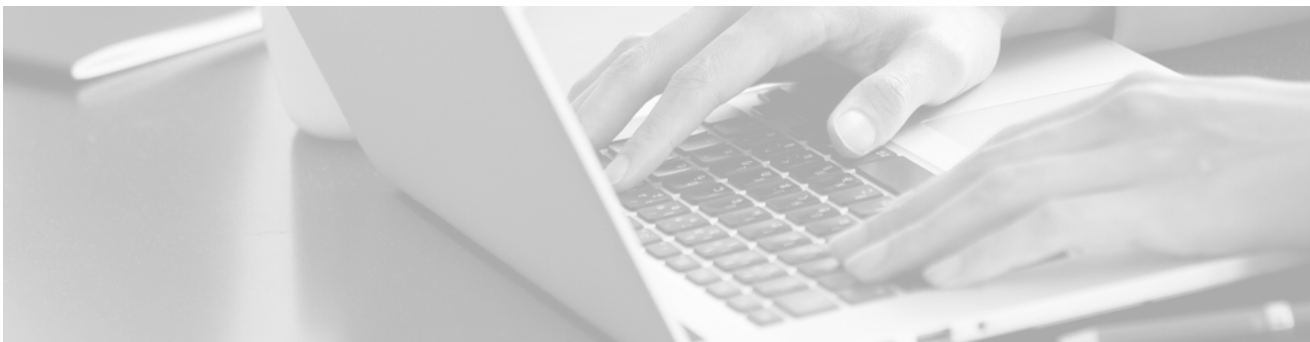
1. **Work Performed Out of Scope:** To deliver optimal results, adherence to agreed-upon dates and times for critical recruitment milestones (e.g., shortlist meeting and interview dates) is required. Any changes to these timelines after the recruitment process has commenced may result in:

- a. **Forfeiture of the Recruitment Guarantee:** Deviating from the agreed timeline will void the recruitment services guarantee if the deviation is significant enough to affect the overall outcome of the recruitment (i.e., losing ideal candidates due to a prolonged timeline)
- b. **Additional Charges:** Adjustments to timelines will incur additional fees for additional administrative work, rescheduling, etc., billed at our standard hourly rate of \$250.

These policies ensure clarity, fairness, and high-quality outcomes for all parties involved.

Proposal Negotiations

While our standard pricing reflects the value and quality of our recruitment services, we recognize that each client's needs are unique. As such, we are open to discussing pricing options and also offer flexible partial search services that can be tailored to meet your specific requirements.





EXECUTIVE SEARCH PROPOSAL



CITY ADMINISTRATOR

CITY OF CARMEL-BY-THE-SEA

DATE SUBMITTED
JULY 6, 2026

SUBMITTED TO
MS. MARISA BERMUDEZ

Acting Assistant City Administrator
City of Carmel-by-the-Sea

PREPARED BY
GREG NELSON

MOSAIC PUBLIC PARTNERS

200 Gateway Dr., #1908, Lincoln, CA, 95648

916-550-4100

greg@mosaicpublic.com

connect@mosaicpublic.com

July 6, 2026

Ms. Marisa Bermudez
Acting Assistant City Administrator
City of Carmel-by-the-Sea
P.O. Box CC
Carmel-by-the-Sea, CA 93921



RE: REQUEST FOR PROPOSAL FOR CITY ADMINISTRATOR RECRUITMENT SERVICES

DEAR MS. BERMUDEZ:

Mosaic Public Partners is pleased to present our qualifications and approach to your executive search needs for the position of City Administrator. Mosaic Public Partners was founded on the principles of providing higher levels of innovation and client collaboration to complement the tried-and-true principles of executive search. By using private-sector technologies and search methodologies, we deliver a better client experience and results, while staying within the constraints of the public sector. We pride ourselves on our speed, agility, thoroughness, and client communications.

Members of our project team are seasoned public sector executives who have a true passion for the work of public agencies. We understand the challenges that public agencies face and their unique needs. Our consultants have conducted over 380 executive searches across the United States, bringing both experience and a national perspective on current trends and issues. This has allowed us to develop an extensive network of executives as potential candidates that we will deliver to the City if awarded this search. If selected, both principals of the firm will lead this recruitment.

As a California based business, we take great pride in partnering with public agencies in California to deliver the best executive leaders. The combined networks of our professional recruiters will provide the City of Carmel-by-the-Sea with a robust candidate generation, along with significant experience and perspectives on municipal leadership in California and across the nation. This experience, along with our proven track record of successful recruitments, makes Mosaic Public Partners the ideal executive search partner.

After reviewing our proposal, please contact us at (916) 550-4100 if you have questions or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

Best Regards,

A handwritten signature in black ink that reads "Gregory R. Nelson".

Greg Nelson
Founder and Managing Partner
greg@mosaicpublic.com

A handwritten signature in black ink that reads "Bryan A. Noblett".

Bryan Noblett
Founder and Managing Partner
bryan@mosaicpublic.com

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PROFESSIONAL QUALIFICATIONS

We are seasoned public sector executives who have profound respect for the work of public agencies. We are passionate about placing today's public leaders, which enables public agencies to deliver exemplary leadership to their constituents.

Following several years of experience in a leadership role with a well-known national public sector search firm, Greg Nelson founded Mosaic Public Partners with his business partner, Bryan Noblett, in January of 2022. Since the launch of our firm, we have conducted 220 successful executive searches and are operating in 11 states. Including their experience with the prior firm, our consultants have led over 380 successful executive recruitments for public agencies across the nation.

Mosaic Public Partners is a Limited Liability Company (LLC) registered in the state of California. Greg Nelson and Bryan Noblett are the founders and managing partners of Mosaic Public Partners with 55% and 45% respective ownership, and both have the authority to bind the firm. There are no known conflicts of interest related to this executive search, and no subcontractors are utilized. Mosaic Public Partners has never been involved in litigation, nor has it been involved in any form of financial insolvency.

MOSAIC APPROACH

Placing today's public leaders is our mission. Aligning the right candidates with the right opportunities helps our clients build effective teams. We enjoy building relationships with the people involved in our searches, whether it is the candidates, hiring managers, team members, or stakeholders. Establishing meaningful connections with those involved in our search processes is the basis from which we derive our success as a trusted partner and client-focused search firm.

CLIENT FOCUSED

Mosaic Public Partners provides a client-focused, customized approach to every search. We create an open, transparent, and interactive search process for both our clients and candidates. As a small firm, we remain highly responsive to client needs and objectives, along with being personally available during the search process. Honest communication, collaboration, and connecting with people are key components in a successful search. At Mosaic Public Partners, we pride ourselves on excellent customer service, agility, and responsiveness. We tailor our workload so that we can be readily available to assist with all elements of the search process for our clients and candidates alike.

Our use of innovative technology allows our clients unparalleled real-time access and visibility into the search process. We use an executive search software platform that provides a client portal for each project. Our commitment is that our clients have a 360-degree view of all elements of their recruitment at any time. As the only public sector search firm using this platform, we offer an innovative and collaborative experience to our clients that allows a higher level of partnership and transparency. We are proud to bring private sector technology to our public sector searches to make them as efficient and transparent as possible for our clients.

— *Placing today's public leaders*

TRUSTED PARTNERS

Our founding partners are two former public sector executives, each with exemplary service careers. We understand local government and the importance of accountability and responsiveness. Our combined career histories exemplify professionalism and a dedication to public service, along with a keen understanding of what it takes to be an effective leader in a public sector environment. Leveraging our public service careers, we became experienced executive search consultants, bringing with us a continued dedication to public service and an ethical, confidential, and discrete approach to assisting public agencies in the executive search process. Mosaic Public Partners is your trusted partner in placing today's public leaders.

COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

The Mosaic Team celebrates and prioritizes diversity, equity, and inclusion in its search practices and in its own organizational culture. We understand the dynamic nature of diverse teams and our clients' need to build organizations that are as representative of the communities they serve as possible. Simply stated, the need for public employers and public sector search firms to build recruitment processes anchored by a commitment to diversity, equity, and inclusion is more important now than ever. Mosaic Public Partners is committed to ensuring outreach to diverse candidate pools via inclusive and strategic advertising, targeted outreach, and other methods which are all intended to deliver a diverse, highly qualified candidate pool to our clients. Evidence of this commitment can be seen in the placements we have made by viewing [Mosaic Placements](#) on our website.

WHY CHOOSE MOSAIC PUBLIC PARTNERS?

NATIONAL REACH

While we have extensive experience conducting executive searches in the West, our work across the nation brings a valuable perspective on issues and candidate markets to our clients. We invite you to review our consultants' body of executive search experience by viewing our [consultant portfolio](#).

DIVERSITY

Today's public sector leadership teams thrive when they are diverse in race, ethnic and cultural identity, gender, background and thought. Mosaic Public Partners is here to assist, guide, and lead in that endeavor.

COLLABORATION

Mosaic Public Partners believes that executive searches are more successful when the consultants and clients work closely together throughout the engagement. We treat each search as a true partnership with our clients.

EXPERIENCE

Public service is the world in which we have lived. Our search team has over 80 years of public service experience. Having attained executive level positions in our public sector careers has given us valuable insight and an advantage in understanding and responding to the nuances and challenges of selecting public sector leaders.

SERVICE

Our team will be your partner from start to finish. We are committed to providing excellent service to clients and candidates alike and representing our clients at the highest level.

INNOVATION

Applying private sector technologies to the tried-and-true practices of public sector searches allows Mosaic Public Partners to deliver needed agility and improved communications to our clients.

RELEVANT EXPERIENCE

Our consultants have conducted City Management recruitments in the last three years that position us to successfully complete this search on behalf of City of Carmel-by-the-Sea. Below is a list of our most relevant searches.

Town of Loomis – Loomis, CA

Population – 7,000

Town Manager (2026)



City of Lodi – Lodi, CA

Population – 69,000

City Manager (2026)



City of Chico – Chico, CA

Population – 105,000

City Manager (2026)



City of Pismo Beach – Pismo Beach, CA

Population – 8,000

Assistant City Manager (2025)



City of Moorpark – Moorpark, CA

Population – 36,000

City Manager (2025)



City of Orange – Orange, CA

Population – 138,000

City Manager (2025)



City of Arroyo Grande – Arroyo Grande, CA

Population – 18,000

City Manager (2024)



City of Morro Bay – Morro Bay, CA

Population – 10,500

City Manager (2023)



ADDITIONAL EXPERIENCE

The following is the consultants' additional experience in conducting City Management executive recruitments over the last three years.

YEAR	CLIENT	POSITION
2026	Town of Sunnyvale – Sunnyvale, TX	Assistant Town Manager (Current)
2026	City of Yuma – Yuma, AZ	City Administrator (Current)
2026	City of Hercules – Hercules, CA	City Manager (Current)
2026	Town of Sunnyvale – Sunnyvale, TX	Town Manager
2026	City of Midlothian – Midlothian, TX	Assistant City Manager
2026	City of San Angelo – San Angelo, TX	City Manager
2025	City of San José – San José, CA	Deputy City Manager
2025	Adams County – Brighton, CO	Deputy County Manager
2025	City of Paso Robles – Paso Robles, CA	Assistant City Manager
2025	City of Bloomington – Bloomington, MN	City Manager
2025	City of South Pasadena – South Pasadena, CA	Assistant City Manager/CFO
2025	Adams County – Brighton, CO	County Manager
2025	Town of Gilbert – Gilbert, AZ	Assistant Town Manager
2025	City of McKinney – McKinney, TX	Assistant City Manager
2025	Cosumnes Community Services District - Elk Grove, CA	General Manager
2024	City of San José – San José, CA	Deputy City Manager
2024	City of Austin – Austin, TX	City Manager
2024	City of Elk Grove – Elk Grove, CA	Assistant City Manager
2024	City of Cleburne – Cleburne, TX	Assistant City Manager
2024	City of San Marcos – San Marcos, TX	Assistant City Managers (2)
2024	City of Rancho Palos Verdes – RPV, CA	Deputy City Manager
2024	City of Venus – Venus, TX	City Administrator
2023	City of Burleson – Burleson, TX	Deputy City Manager
2023	City of Brownsville – Brownsville, TX	City Manager
2023	City of Denton – Denton, TX	Deputy City Manager
2023	Town of Addison – Addison, TX	City Manager

REFERENCES

The consultants at Mosaic Public Partners are proud of their past work and are happy to provide the following references to the City of Carmel-by-the-Sea in the City Administrator search.

CITY OF ARROYO GRANDE – ARROYO GRANDE, CA *MAYOR CAREN RAY RUSSOM*

300 E. Branch Street
Arroyo Grande, CA 93420
805-473-5400 | crayrussom@arroyogrande.org

Searches: Administrative Services Director (Current),
City Manager, and Chief of Police.

TOWN OF LOOMIS – LOOMIS, CA *MAYOR JAN CLARK-CRETS*

P.O. Box 1330
Loomis, CA 95650
916-303-0548 | jclark-crets@loomis.ca.gov

Searches: Town Manager

CITY OF ORANGE – ORANGE, CA *MONICA ESPINOZA, HUMAN RESOURCES DIRECTOR*

300 E. Chapman Avenue
Orange, CA 92866
714-744-7255 | mespinoza@cityoforange.org

Searches: City Attorney, City Manager, City Attorney (2023), Community Development Director, and Finance Director.

CITY OF MOORPARK – MOORPARK, CA *CHRIS ENEGREN, MAYOR*

323 Science Drive
Moorpark, CA 93021
805-517-6222 | cenegren@moorparkca.gov

Searches: City Manager (2025), Finance Director,* and
City Manager (2017)*

CITY OF LODI – LODI, CA *MAYER RAMON YEPEZ, MAYOR*

221 W Pine Street
Lodi, CA 95240
209-333-6702 | ryepeza@lodi.gov

Searches: City Attorney (Current), City Manager, Assistant City Attorney, and Human Resources Manager (Partial).

*Projects completed during the consultants' tenure with a prior firm.

APPROACH AND SEARCH METHODOLOGY

We approach every executive search as a partnership with our client. In this light, we use a proven framework as the foundation for the project and collaboratively tailor the work plan to meet the unique needs and wishes of our clients. In every search, we aim to provide our client with three deliverables: 1) a diverse selection of qualified candidates, 2) a thoughtful, inclusive, and well-communicated search process, and 3) sound advice and consultation. The following is a representation of the approach and methodology to a Mosaic Public Partners Search.

KICKOFF

PROJECT MANAGEMENT

For council-appointed positions, such as the City Administrator, our primary point of contact throughout the search will be a Search Committee of the City Council, along with designated staff contacts to support the search effort. The full Council is involved at critical points of the recruitment.

The Mosaic Team will initially meet via videoconference with the Search Committee, and others, as desired. The objectives of this meeting are to learn contact and communication preferences, conduct a stakeholder analysis, develop the project timeline, and create the preliminary selection process.

During this phase of the project, the consultants will review the organization's job description and review the salary and benefit offering for competitiveness in the market. The consultants will also conduct a stakeholder analysis with the City to determine the level and manner of community and stakeholder engagement necessary for a successful process.

CANDIDATE PROFILE DEVELOPMENT

Based on the project management kickoff meetings, the project team will meet with the Council members individually, as well as previously identified stakeholders to solicit input on the desired qualities sought in the next City Administrator and anticipated challenges and opportunities they may face. The project team will also gather important documents, information, and media from the City to be used in the development of the candidate profile.

The Mosaic Public Partners team will meet with City staff and stakeholders individually or in small groups to gather their input relative to the desired characteristics sought for candidates, as well as challenges and opportunities facing the City of Carmel-by-the-Sea.

Utilizing the input received, Mosaic Public Partners will create a candidate profile that accurately and attractively presents the opportunity to prospective candidates. Once approved by the City, this candidate profile serves as the standard by which all prospective candidates are evaluated and for guiding the search strategies.

A sample brochure from the City of Morro Bay, CA – City Manager recruitment is included in this proposal as a visual example of the quality way in which we represent our clients and market their search to potential candidates.

The City Council Search Committee will be provided with online access to Mosaic Public Partners' recruitment software through a client portal that ensures the search strategy and approach are properly calibrated for success. Our goal is to ensure that our clients are continually kept updated on the status of the recruitment.

OUTREACH

OUTREACH AND RECRUITING

Based upon the search strategy developed with the City, Mosaic Public Partners will immediately launch a targeted and comprehensive search effort that sources candidates from the following five primary categories.

- **Advertising Campaign:** Advertisements will be placed in sources targeted at attracting a diverse selection of highly qualified candidates.
- **Website and Social Media Campaign:** Mosaic Public Partners provides a comprehensive social media marketing campaign that includes custom graphics, eye-catching photos and distribution on LinkedIn and Facebook accounts to share the position with potential candidates. Social media posts are crafted at several points throughout the recruitment process. In addition, partners and recruiters share Mosaic Public Partners blog and social media posts on their respective LinkedIn accounts. Mosaic Public Partners will also highlight the position on our website with a blog post, listing in our "Upcoming Career Opportunities" and ultimately on our "Careers" page once the position is open.
- **Direct Outreach:** The search consultants have an extensive candidate network across the nation. These networks will be leveraged to identify and recruit candidates that appear well matched to the candidate profile.
- **Indirect Outreach:** By using the same candidate networks, Mosaic Public Partners can seek nominations from other leading public sector executives who often provide excellent insight into rising talent.
- **Researched Outreach:** Using the search strategy as a guide, Mosaic Public Partners will apply innovative technologies to find and recruit candidates that may not have been identified through other methods.

Each potential candidate is personally engaged by the search consultants and many hours are typically spent answering questions and providing information to candidates to minimize any barriers that may be a discouragement.

CANDIDATE SCREENING AND EVALUATION

The search consultants perform an initial evaluation of candidates based upon their submitted materials. Candidates who are well aligned with the candidate profile, along with all internal candidates, are interviewed via videoconference to further evaluate their qualifications and suitability for the position.

Candidates who are well matched to the candidate profile are identified and a thorough Internet and news search is conducted to help understand each candidate's public persona, as well as to ensure that any items that may be seen as controversial are known and understood.

SELECTION

PRESENTATION OF CANDIDATES

During an executive session meeting with the City Council, the search consultants will present the candidates that submitted interest in the position and make recommendations to the City Council. The meeting will be facilitated by Mosaic Public Partners' innovative client portal which provides the Council with direct access to all candidate materials. From this meeting, the Council decides on a small group of candidates that are invited to participate in the selection process.

SELECTION PROCESS

Having previously designed the selection process collaboratively with the City, the search consultants typically will provide on-site facilitation of the interviews. A typical interview process for a City Administrator will include an interview with the full City Council and may also include other interview panels which represent community and staff perspectives. Mosaic Public Partners will design and provide tailored interview materials for all interview panels and ensure the City retains the completed materials for records retention needs.

Customarily, this initial round of interviews will reduce the field of candidates to a smaller number who are then invited for a second interview with the full Council.

BACKGROUND AND FINAL QUALIFICATION

Once the City has identified its candidate of choice, the search consultants will perform a thorough background check of the candidate, accompanied by a series of consultant-driven reference checks that seek input from people with a variety of perspectives to the candidate. Background checks and reference checks are not conducted for internal candidates.

NEGOTIATION

Mosaic Public Partners will negotiate on the City's behalf to succeed in reaching an agreement with the selected candidate. Across earlier candidate conversations, the search consultants attempt to ensure the candidate's salary and benefit expectations are in alignment with the City's to prevent surprises at this critical culmination of the recruitment.

CLOSEOUT COMMUNICATIONS

Throughout the search process, Mosaic Public Partners maintains professional communications with all candidates involved. We realize that we are representing the City of Carmel-by-the-Sea throughout the recruitment and ensure that each person we interact with is left with a favorable impression of the City. In this final communication, we inform all candidates who were not selected of their status and the City's appreciation for their interest.

EXECUTIVE SEARCH TIMELINE

At the beginning of each search engagement, Mosaic Public Partners meets with clients to collaboratively craft a work plan and timeline that best aligns with our client's needs. Our consultants will suggest best practices and share examples from prior engagements to tailor a process that is thoughtful and well communicated.

The typical duration of a traditional search project is 12-17 weeks. Additionally, the selected candidate will customarily need to provide 30 days for notice and transition, if selected from outside of the organization. This brings the total duration to approximately 16-21 weeks.

A customized timeline will be crafted in collaboration with the City during the first step of the search engagement. We are confident that we can deliver a successful search effort that meets the needs of the City of Carmel-by-the-Sea.

The following timeline represents the typical key milestones of an executive search, including tasks and approximate durations.

KICKOFF	Project Management	1–2 Weeks
	Pre-kickoff meeting; project schedule, stakeholder analysis, communication methods, collection of background material	
OUTREACH	Candidate Profile Development	
	Client input meetings, stakeholder input meetings	
	Drafting and layout of candidate profile	
	Outreach and Recruiting	4-6 Weeks
SELECTION	Advertising strategy and campaign. Candidate research and identification	
	Seek nominations. Recruit candidates	
	Candidate Screening and Evaluation	2 Weeks
	Paper screening. Screening interviews. News and internet research	
	Presentation of Candidates	1 Week
	Client meeting to review candidates and select those to advance. Candidate updates	
	Selection Process	2-3 Weeks
	Consult and design interview process	
	Facilitation of on-site interview process, typically 4-7 candidates	
	Background and Final Qualification	1-2 Weeks
	Background investigation and thorough reference checks for finalist candidate	
	Negotiation	1 Week
	Negotiation with final candidate	
	Assistance with offer letter and employment agreement	
	Closeout Communications	Concurrent

PROJECT TEAM

If awarded the search, both Founders and Managing Partners of the firm will serve on the project team, supported by the firm's Business Support Manager, Administrative Services Manager, Recruitment Support Specialist, and a Graphic Designer.



GREG NELSON

FOUNDER & MANAGING PARTNER

For the better part of a decade, Mr. Nelson has led a successful executive search practice for a national search firm. In his role, Mr. Nelson has successfully recruited public sector executives on a national scale for a diverse array of fields and positions. His work has included positions with intense community interest, high levels of stakeholder involvement, and those with political sensitivities.

In the first twenty years of his career, Mr. Nelson served leadership roles in municipal government where he was known for his progressive and principled leadership. Under his tenure, the City increased employee engagement, citizen satisfaction (amongst the highest in a national survey), and made drastic improvements in the labor-management climate. He created public-private partnerships that allowed for superior levels of service during budget shortfalls, while enhancing relationships with stakeholders in the community. Additionally, he has provided expert testimony for state and local legislative bodies. Mr. Nelson was a co-founder of a municipal Human Rights Committee, engaging businesses and citizens in workshops and community dialogue on diversity and social equity issues, in and out of the workplace.

Mr. Nelson holds a Master's degree in Public Administration from the University of Illinois-Springfield with a graduate certificate in Public Sector Labor Relations.

As a founder of Mosaic Public Partners, Mr. Greg Nelson leverages decades of experience in the public sector with many years of successful experience leading executive searches for a variety of client roles across the nation.

GREGORY R. NELSON | 916.550.4100

200 Gateway Drive #1908, Lincoln, CA 95648

www.linkedin.com/in/greg-nelson-95728113greg@mosaicpublic.comwww.mosaicpublic.com**EDUCATION****Master of Public Administration – University of Illinois – Springfield, Springfield, IL****Graduate Certificate in Public Sector Labor Relations – University of Illinois – Springfield, Springfield, IL****Bachelor of Arts, Social Justice Professions – Sangamon State University, Springfield, IL****Federal Bureau of Investigations National Academy, Quantico, VA****EMPLOYMENT HISTORY****Mosaic Public Partners****January 2022 – Present**

Founder and Managing Partner

Lincoln, California

- Together, with Bryan Noblett, founded the firm to provide higher levels of service and client collaboration in public sector executive search. As co-principals of the firm, we are building a winning employee culture which leads to exceptional customer service.

Ralph Andersen & Associates**February 2015 – December 2021**

Vice President

Rocklin, California

- Led the firm's public safety practice area, as well as served a diverse client portfolio primarily in the Western Region of the United States (primarily California, Nevada, Texas, Washington and Oregon).
- Leveraged 20-year career in municipal policing to dramatically increase the firm's public safety practice area.
- Successfully performed executive recruitments for clients in a variety of environments, including populations served between 5,000 in population to well over 1 million; various forms of government, including cities, counties, special districts and non-profit.

Pekin Police Department**September 1994 – February 2015**

Chief of Police (2011-2015), Deputy Chief of Police, Lieutenant, Sergeant, Patrolman (1994-2011)

Pekin, Illinois – Direct Report to City Manager (population 34,000)

- Created a goal-oriented organizational culture within the agency. Crime reduced over 20% in 2014.
- Worked cooperatively to establish the best labor-management climate in agency history.
- Focused on customer service; Participated in a national study of police-citizen encounters with a rating of 94% favorable, amongst the highest in the study.
- Led a state-wide legislative effort in controlling pseudoephedrine to solve the state's methamphetamine lab problem, building consensus of various stakeholders of government and business collaboration.
- Along with one other member, stood up the City's Human Rights Committee promoting community diversity in the workplace and the community.



BRYAN NOBLETT

FOUNDER & MANAGING PARTNER

Bryan Noblett spent over 34 years working as a public safety leader in the Greater Sacramento Region. The majority of his career was spent working in leadership and executive level roles. Bryan placed a strong focus on staff development and on ensuring his organization was responsive to community needs throughout his career. He possesses a strong commitment to customer service and worked diligently as a municipal government executive to ensure his organization was focused on partnering with the community it served. In addition, Bryan is well-versed in labor negotiations and working collaboratively with labor groups to achieve successful outcomes. Bryan's passion for leadership development, talent assessment and public service led him to accept a position with a nationally recognized public sector search firm shortly after his retirement. Bryan holds a Bachelor's degree in Criminal Justice, a Master's degree in Organizational Leadership and has attended several prestigious professional development courses.

As a long-time contributor to city executive teams, Bryan possesses a thorough understanding of all areas of public sector leadership. He spent the last 6 years partnering with municipal clients and communities across the country by assisting them in recruiting talented leaders to serve as Police Chiefs, City Managers, Chief Financial Officers, and other executive-level leadership positions. Bryan deeply values his connections with people, which has led to several outstanding placements and ongoing relationships with clients and candidates alike.

As a founder of Mosaic Public Partners, Bryan is very excited to focus on client needs and work with candidates to place today's public leaders.

BRYAN A. NOBLETT | 916.550.4100

200 Gateway Drive #1908, Lincoln, CA 95648

www.linkedin.com/in/bryan-noblett-47689131bryan@mosaicpublic.comwww.mosaicpublic.com**EDUCATION****Master of Arts, Organizational Leadership – Chapman University, Orange, CA****Bachelor of Science, Criminal Justice – CSU Sacramento, Sacramento, CA****Senior Management Institute for Police – Boston University, Boston, MA****Federal Bureau of Investigations National Academy, Quantico, VA****EMPLOYMENT HISTORY****Mosaic Public Partners****January 2022 – Present**

Founder and Managing Partner

Lincoln, California

- Along with Greg Nelson, founded the firm to provide higher levels of service and client collaboration in public sector executive search. As co-principals of the firm, we are building a winning employee culture which leads to exceptional customer service.

Ralph Andersen & Associates**October 2019 – December 2021**

Executive Search Consultant

Rocklin, California

- Worked with Greg Nelson in the firm's public safety practice area, as well as served a diverse client portfolio primarily in the Western Region of the United States (primarily California, Nevada, Texas, Washington and Oregon).
- Leveraged 30+ year career in municipal policing to successfully complete several police chief searches in multiple states.

Elk Grove Police Department**July 2009 – September 2019**

Chief of Police (2016-2019), Assistant Chief of Police (2015-2016), Captain (2009-2015)

Elk Grove, CA – Direct Report to City Manager (population 175,000)

- Established Chief's Community Advisory Board to increase community collaboration.
- Created mission, vision, values for the organization through collaboration and team building.
- Worked with City Council, City Manager and others to build a real-time information center to improve police response, along with increasing officer and public safety.

Lodi Police Department**February 1985 – July 2009**

Lieutenant, Sergeant, Corporal, Detective, Police Officer

Lodi, CA (population 65,000)

COST OF SERVICES

Our flat fee to provide executive search services as outlined in this proposal for the position of City Administrator is **\$27,500**. The flat fee includes both professional services and consultant expenses related to the aforementioned work plans. These expenses include graphic design, a single round of advertising, consultant travel, administrative support, printing, postage, technology, and educational verification and background check on the selected candidate.

Invoicing will be in four installments:

- | | |
|---|---------|
| 1. Upon Execution of the Professional Services Agreement: | \$8,250 |
| 2. After Presentation of Candidates: | \$8,250 |
| 3. After Initial Interviews: | \$8,250 |
| 4. After Accepted Offer of Employment: | \$2,750 |

Included in the flat fee is up to one consultant trip. All other consultant meetings will be conducted via videoconference. Additional consultant trips, if requested, shall be supplementally invoiced at \$1,500 per day, per consultant plus consultant travel expenses. Any additional expenses will be invoiced at the end of the project and are supplemental to the flat fee. Candidate travel expenses shall be the responsibility of the City of Carmel-by-the-Sea.

This cost proposal and professional search services referenced herein are valid for 60 days from date of submittal.

\$27,500 FLAT FEE PER EACH

OPTIONAL SERVICES

MARKET COMPENSATION STUDY

Should the City wish to better understand the competitive compensation landscape for the position, Mosaic Public Partners will conduct a market compensation study. This includes research and analysis of total compensation packages for comparable roles in peer agencies, with a focus on base salary, incentives, and key benefits. A summary report detailing the findings and recommendations will be provided to assist the City in determining an appropriate and market-aligned salary. The fee for a market compensation study is **\$2,000**.

CITY EMPLOYEE AND/OR COMMUNITY SURVEY

Should the City be interested in a utilizing a survey to extend opportunities for employees of the City of Carmel-by-the-Sea and/or the community to provide input into the recruitment and selection of the next City Administrator, Mosaic Public Partners will develop a survey instrument and provide a summary report to help inform the selection. The City would be responsible for any announcements to create awareness of the survey opportunity. The optional fee for either an employee or community survey is **\$2,500** or **\$5,000** for both.

— *Placing today's public leaders*

A sample employee survey and community survey from the City of Morro Bay, CA - City Manager recruitment is included in this proposal as an example of the value and expectations a survey can provide the City.

GUARANTEE

Mosaic Public Partners offers an industry-standard one-year guarantee on our full search process. If, within a one-year period after appointment, the selected candidate in a search voluntarily resigns or is dismissed for cause, Mosaic Public Partners will conduct another search effort without additional fees for professional services. The City would be expected to reimburse the firm for all actual expenses incurred, which are approximately 30% of the flat fee and could include advertising costs, background checks, and consultant travel. This guarantee does not apply to the appointment of internal candidates or to candidates selected over the expressed objection(s) of the consultants.

If a placement is not made in the first search attempt, Mosaic Public Partners will conduct a second search effort with no charge for professional services. The City would be expected to pay for all actual expenses incurred in furtherance of the second search effort which could include advertising costs, background checks, and consultant travel.

Mosaic Public Partners will never actively recruit our placement while they are employed with the City of Carmel-by-the-Sea.

INSURANCE

Mosaic Public Partners maintains the following insurance coverage:

Errors and Omissions/Professional Liability	\$2,000,000
General Liability/Commercial	\$2,000,000
Automobile Liability (hired/non-owned)	\$1,000,000
Workers Compensation	\$1,000,000
Cyber/Data Breach Liability	\$2,000,000

SAMPLE CANDIDATE PROFILE

CITY OF MORRO BAY, CA – CITY MANAGER



Photo courtesy of @alex__photos__



CITY MANAGER

CITY OF MORRO BAY, CALIFORNIA

Recruitment Services Provided By



The Opportunity

Don't miss this rare opportunity to serve as the City Manager in one of California's most idyllic beach towns. While there are compelling professional challenges, the calming sounds of the surf and striking sunsets provide abundant opportunities for relaxation and an unmatched quality of life.

About Morro Bay

The City of Morro Bay is located on California's picturesque Central Coast, halfway between Los Angeles and San Francisco, in San Luis Obispo County. Boasting a close-knit community of approximately 10,500, Morro Bay is blessed with a temperate year-round marine climate that offers residents the peaceful tranquility of a coastal fishing village, only 12 miles from the convenience of San Luis Obispo's shops, university, dining, and entertainment. The City motto, "Rock Solid Together" expresses the community's attitude of collaboration and cooperation.

Morro Bay is instantly recognizable to anyone who has traveled up California's iconic Central Coast thanks to Morro Rock, a 500-foot extinct volcano that serves as a breathtaking attraction for visitors and long-time residents alike. On a given day, you can find surfers enjoying the waves along its banks, paddleboarders taking advantage of the glassy waters of the bay, bird watchers observing some of the over 200 species in its natural estuary, or travelers setting up camp for the night. A tourist destination, close to Hearst Castle and the Big Sur coastline, Morro Bay receives 800,000 visitors annually from all over the world who are drawn to its natural beauty, slow pace, and quaint atmosphere.

While the City very much values its visitors, it is highly dedicated to serving its Morro Bay residents who are active and involved in their community. The City makes every effort to clearly communicate important issues and involve community members in decision-making processes when appropriate. In turn, the residents support the City. Recently, a 1% sales tax measure passed with more than 58% of votes.

Morro Bay is a beautiful place to work and call home. In addition to the incredible surrounding nature, the City boasts 13 parks, a County golf course, State Parks, and a charming downtown corridor that includes used bookstores, arts and crafts stores, movie theatre, coffee shops, restaurants and more. The community enjoys several City-hosted events, including the Winter Bird Festival, Cruisin' Morro Bay Classic Car Show, Ironman Triathlon, Fourth of July Celebration, Art in the Park, Harbor Festival, Kite Festival, Avocado Margarita Festival, and the Lighted Boat Parade.

City Government

The City of Morro Bay is a general law city and operates under the council-manager form of government. The five-member City Council consists of the directly elected Mayor and four Council Members. The Mayor is elected to a two-year term and Council Members are elected to four-year terms, all elected at large without limits. The Council appoints only the City Manager and the City Attorney. The City Council enjoys a positive and effective working relationship with each other and with City staff.

Morro Bay is a full-service City with a FY 22/23 all funds budget of \$77.4 million and a general fund budget of \$18.3 million. Services are provided by a staff of 105 FTE employees, organized in the following departments: City Manager's Office (City Clerk and Human Resources), Administrative Services (Finance and Information Technology), Fire, Harbor, Police, Community Development, Public Works and the Recreation Services division.

Despite its easy-going coastal charm, Morro Bay is also dedicated to advancing technologies and growth. In February 2023, the City brought online a \$145 Million Water Reclamation Facility that replaced its prior wastewater treatment plant with an advanced water purification facility that will protect the environment and contribute a safe and reliable water source for Morro Bay's homes and businesses. Other exciting developments in the works include the decommissioning of an existing treatment plant, roadway improvements, water tank replacements, harbor infrastructure improvements, various wastewater capital projects and creation of a capital improvement plan. Effective information technology services are critical to assist with these new projects and developments and serve the high-quality public safety, planning, recreation, harbor services, water and sewer services, and administrative support that the City provides.



The Position

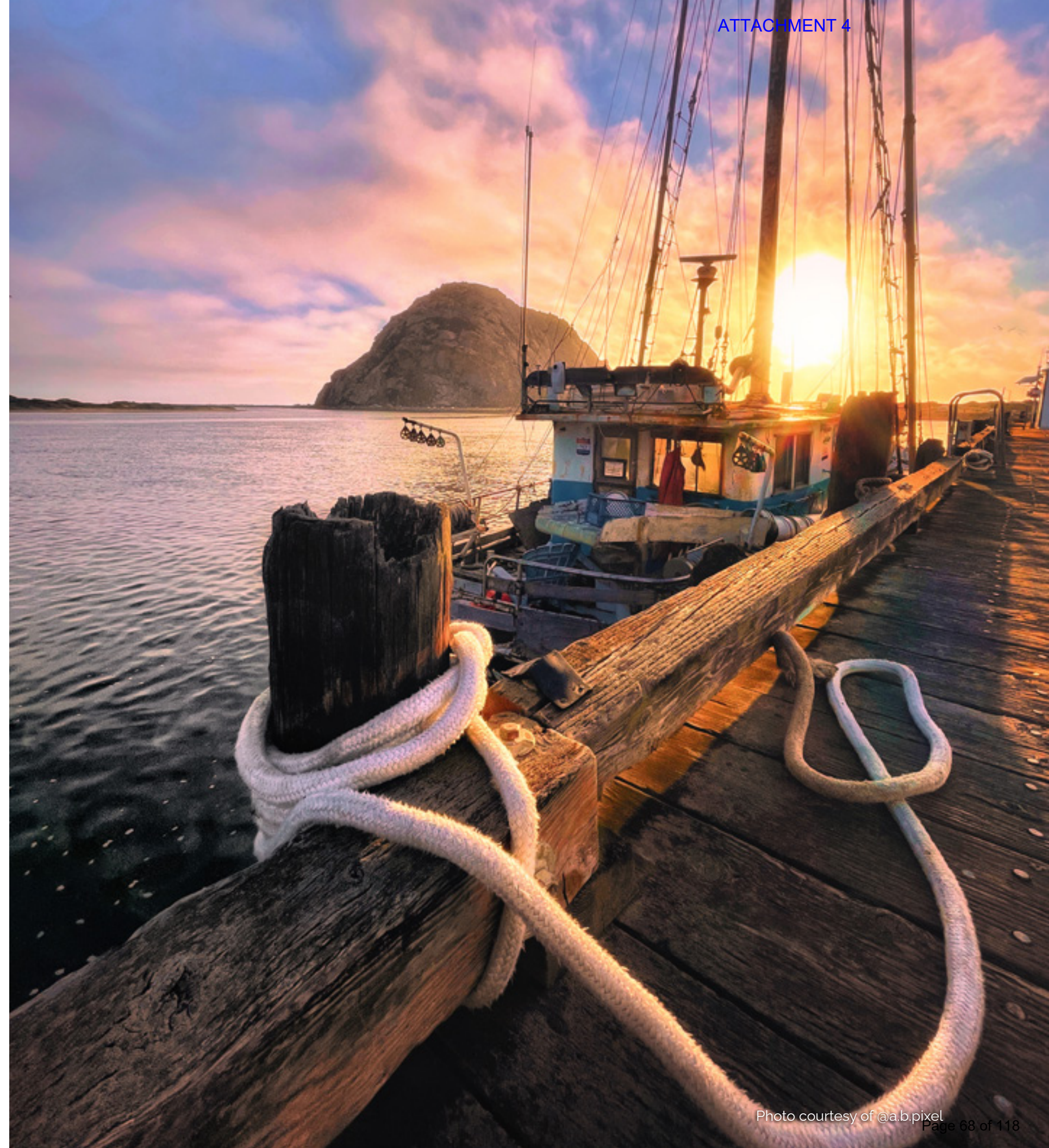
The City Manager is appointed to effectively implement and administer the policies established by the City Council. The City Manager is responsible for making recommendations to the Council concerning policies and programs and developing methods to ensure the efficient operation of city services. The City Manager has significant responsibilities for the operation of the City, including:

- Provide overall leadership for City staff;
- Fully oversee and assist the City Council on policy matters;
- Establish procedures for policy/program implementation;
- Maintain the delivery of established services in alignment with the community standard;
- Hire, assign, and promote employees;
- Implement federal, state, and county mandates as appropriate.
- The City Manager also represents the City within the community and with other government agencies.

Challenges and Opportunities

The next City Manager will be presented with a few known challenges and opportunities in which to excel, including:

- The Morro Bay community has a strong desire to maintain its identity as a quaint California beach community. While the tourism industry helps to sustain both its identity and services, the next City Manager will be challenged to help find ways to diversify and strengthen the City's long term financial sustainability without adversely affecting the community identity. This enduring community sentiment underlies many of the periodic challenges the City encounters.
- Two major projects are of strong community interest, yet Morro Bay is faced with varying degrees of control: offshore wind energy and a battery energy storage system at the site of the former Morro Bay Power Plant. The next City Manager will need to provide both the Council and community with clear communication and expectations on the future of these potential projects, as well as helping to continually identify the City's degree of influence.
- There is an opportunity to work with the City's staff to streamline processes and drive efficiencies across the organization, to yield both cost savings and better customer service.
- The City will be renegotiating labor agreements with its three bargaining units in 2024. A classification and compensation study will be completed in the coming weeks which should help inform the process.





Ideal Candidate

In addition to being ethical, well qualified, and experienced, the next City Manager for Morro Bay must possess certain traits that will be essential for success.

- The ability to build and maintain rich and effective relationships with Council, staff, and the community is of critical importance for success in the position.
- An approachable, easygoing style coupled with a powerful work ethic and drive to accomplishing goals and completing projects will be well received in Morro Bay.
- The ideal candidate will place a high value on customer service and will convey that priority across the organization.
- Innovative and solution-oriented, the next City Manager should continually seek to drive effectiveness and efficiency.

Qualifications

The following are the minimum qualifications for the position of City Manager:

Education: Graduation from an accredited four-year college or university with a degree in Public Administration, Political Science, Business Management or a closely related field. A Master's degree is preferred.

Experience: Five years of experience in municipal administration.



Compensation and Benefits

The anticipated salary range for the position of City Manager is **\$201,948 to \$214,338** with a 4% increase in July 2023 and an excellent executive benefits package that considers the candidate's qualifications and track record of career success. The City Council will negotiate a mutually agreeable employment agreement with the selected candidate, including assistance with moving and relocation if appropriate.

The Recruitment Process

This recruitment will be handled with strict confidentiality. Confidential inquiries are welcomed to Greg Nelson or Bryan Noblett at (916) 550-4100. References will not be contacted until mutual interest has been established.

Interested candidates should submit a comprehensive résumé and compelling cover letter online at mosaicpublic.com/careers no later than **Friday, April 21, 2023**.

The City of Morro Bay is an Equal Opportunity Employer.

SAMPLE SURVEY RESULTS

CITY OF MORRO BAY, CA – CITY MANAGER

COMMUNITY SURVEY RESULTS



CITY MANAGER

CITY OF MORRO BAY, CALIFORNIA

Survey Results Collected By

MOSAIC
PUBLIC PARTNERS

COMMUNITY SURVEY RESULTS

This report summarizes the results of the Community Input Survey conducted as part of the City of Morro Bay's City Manager recruitment and selection process. The survey was created by Mosaic Public Partners to allow respondents the ability to provide input regarding the desired characteristics and priorities for the next Morro Bay City Manager. The survey was electronically distributed to the public through the City's website and the community had approximately five weeks in March and April to respond. A total of 44 responses were gathered from community members who chose to provide input as part of this recruitment process.

A total of four questions were asked as part of the survey. The first question was designed to collect demographic information from the respondents. Question 2 was designed to elicit input from the community about the top priorities the next City Manager should focus on. Question 3 sought to collect the most important characteristics that best define the ideal City Manager for the City of Morro Bay. The final question provided a free response opportunity for respondents to include any additional thoughts they desired to share regarding the selection of the next City Manager.

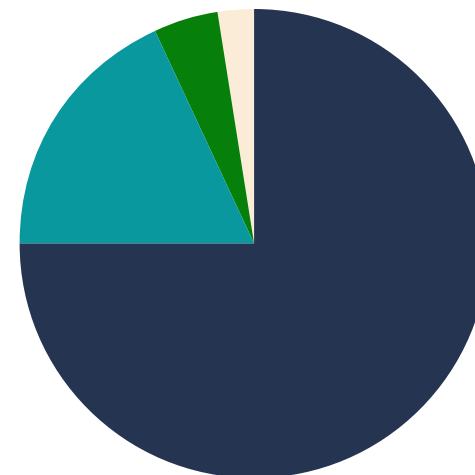
DEMOGRAPHIC INFORMATION

75%
RESIDENT
33 RESPONDENTS

18.2%
BUSINESS OWNER
& RESIDENT
8 RESPONDENTS

4.5%
NEITHER
2 RESPONDENTS

2.2%
BUSINESS OWNER
1 RESPONDENT



COMMUNITY SURVEY RESULTS

What do you believe should be the top priorities for the next City Manager?

During extensive outreach in the initial stages of the recruitment, community members were asked to identify the top priorities for the next City Manager. Those responses were gathered by the recruitment team and are detailed below by category.

Improve Infrastructure (19) The top issue identified was improving the City's roads. Additional concerns were keeping the city attractive to help promote tourism, public building upkeep, flood control, and repair to the harbor.

Economic Development and Generating Revenue (18) Respondents wish to improve the economic well-being and quality of life for the community while maintaining the coastal and quaint feel of the city. By bringing economic vitality and generating revenue, infrastructure improvements will follow and help local businesses.

Challenges with unhoused persons and cleaning the city (9) Many of the respondents relayed concerns about homelessness and safety. Additionally, this will contribute to city clean up, beautification, and maintenance.

Financial Responsibility (9) Fiscal health and responsible spending were highly noted. Suggested responses included staying within the City's budget, reducing costs within City management, and blocking projects that result in fines when not completed in a timely manner.

Vistra Battery Energy Storage System (5) This topic presented with a division of support and opposition for the project. However, it is noted that this issue is a priority for the next City Manager.

Affordable housing (5) Several respondents believe the next City Manager should make affordable housing for residents a priority.

Community outreach (4) – Some respondents would like to see more community engagement to ensure the citizens of Morro Bay have a voice. Additionally, it is suggested that outreach will resolve questions and concerns raised by community members.



COMMUNITY SURVEY RESULTS

What characteristics do you believe best define the ideal City Manager for the City of Morro Bay?

Effective communicator	11	Good work ethic	5
Experienced and competent	9	Lives in Morro Bay	5
Honesty/Integrity/Trustworthy	8	Problem Solver/Strategic thinker	3
Strong leader	8	Personable	3
Financially sound/business background	8	Consensus builder	2
Values the community's input	7		
Has the best interest for the city	7		
Unbiased/political acumen	6		



COMMUNITY SURVEY RESULTS

Is there anything else you would like to share regarding the selection of the next City Manager?

The following is an inclusive list of the free responses where 30 of the 44 respondents provided additional comments. The responses have been grouped into themes or concepts for organizational clarity.

COMMUNITY

- The next City Manager should have roots in Morro Bay. The decisions they make should directly affect them.
- They need to have already lived here and not just pocket cash from whoever can give them the most. How about someone who's had to pay their way with a regular job in this area? Don't just cater to the wealthy.
- Obviously, I care about cleaning up trash and graffiti. I've attempted to contact the last City Manager and got no response. I think it's pretty pathetic that locals have to clean up trash and paint over graffiti. I raise my children here and own a home. I take on enough. I think the trash hero thing is a BS cop-out to save money.
- Resident.
- Be motivated in wanting to see Morro Bay thrive and succeed.
- We need a sensible, tourist-oriented plan for the power station.
- Hopefully someone who is involved in the community and stays.
- It's a tough job to work with the council and City staff to get things done harmoniously. Please select someone who can improve our city. Someone that lives in or whose heart is in the central coast.
- Consider cultural fit. The next City Manager should be a good fit for the culture and values of Morro Bay. This can include a commitment to

environmental sustainability, a focus on community engagement, and an understanding of the unique challenges facing the city.

LEADERSHIP AND CHARACTERISTIC

- The next City Manager should continue what Scott Collins started - knowing and appreciating what staff does, helping the public understand it, and holding staff accountable to high quality. The next city Manager should be as approachable, transparent, humble, and welcoming as Scott.
- Yes, we can attitude.
- Needs to have a strong backbone to deal with the most vocal, smallest population that constantly threatens the ability of Morro Bay city government to function.
- Should be analytical, hold ego in check and be energetic.
- Pragmatic.
- Kindness, inclusivity, and rainbow crosswalk.
- It has to be someone the council can work well with.
- Clone Scott Collins.
- Scott Collins pedigree and temperament will never be matched. But that should be our North Star.



COMMUNITY SURVEY RESULTS

Is there anything else you would like to share regarding the selection of the next City Manager?

RELATIONSHIPS

- The City Manager needs to be able to communicate with the council when prioritizing staff efforts, spending decisions, seeking new business investment, and serving the whole community, not just those who have the time to attend meetings and speak.
- Work in concert with staff, city council, mayor and communities surrounding Morro Bay.

CITY STAFFING

- The City of Morro Bay has been lucky to attract and hire very talented individuals. However, retention is a struggle due to employee burnout, responsibility overload and imbalance, and especially low pay. It would go a long way if the next City Manager could recognize that city staff is overwhelmed constantly and continues to miss milestones, while not intentionally, but out of necessity and staffing constraints. The message to the community is that Special Revenue was to help with these staffing and salaries shortages but that doesn't seem to be what is actually occurring each year.
- Our city staff are the most competent, professional staff at every position that we have had in 23 years of owning a home and operating a business in Morro Bay. It is of paramount importance to maintain the quality of city services and to increase revenues to retain staff.

RECRUITMENT PROCESS

- Please share the process openly with the public.
- Would really appreciate and need a town hall setting where residents can meet face-to-face and get to know the candidates.
- Listen to the citizens.
- Thank you for opening up your selection process by distributing this online survey, which I hope will be energetically widespread.
- Conduct a thorough and transparent recruitment process. It's important to ensure that the recruitment process for the City Manager position is fair, transparent, and inclusive. This can help attract a diverse pool of qualified candidates and ensure that the best person is selected for the job.
- Involve stakeholders in the selection process. It may be beneficial to involve a diverse group of stakeholders, such as city staff, elected officials, business owners, and residents in the selection process. This can help ensure that the new City Manager has the support of the community and is aligned with the city's values and priorities.
- Prioritize experience and qualifications. When selecting the next City Manager, it is important to prioritize candidates who have a proven track record of success in municipal management and possess the necessary qualifications and skills for the job.



COMMUNITY SURVEY RESULTS

Is there anything else you would like to share regarding the selection of the next City Manager?

MISCELLANEOUS

- Maybe a woman would be a good choice to complement our all women council.
- That the candidate is selected upon merit and compatibility, not DEI parameters.
- Someone who is willing to invest 5-10 years to help the city achieve long-range goals.
- Provide support and resources. Once the new City Manager is selected, it's important to provide them with the support and resources they need to be successful. This can include mentoring and coaching, access to training and professional development opportunities, and a clear set of expectations and goals.



CITY STAFF SURVEY RESULTS



CITY MANAGER

CITY OF MORRO BAY, CALIFORNIA

Survey Results Collected By

MOSAIC
PUBLIC PARTNERS

CITY STAFF SURVEY RESULTS

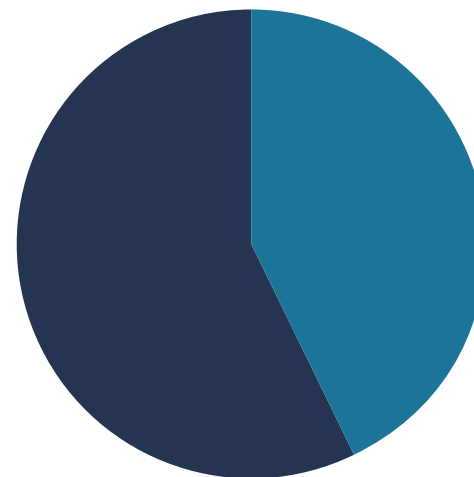
This report summarizes the results of the City Staff Survey conducted as part of the City of Morro Bay's City Manager recruitment and selection process. The survey was created by Mosaic Public Partners to allow respondents the ability to provide input regarding the desired attributes, challenges, and priorities for the next Morro Bay City Manager. The survey was electronically distributed to 105 City staff members and the staff was given approximately five weeks in March and April to respond. A total of 30 responses were received, which means approximately 29% of the staff chose to provide input as part of the recruitment process.

A total of five questions were asked as part of the survey. The first question was designed to collect demographic information from the respondents. Questions 2 and 3 were designed to elicit information from staff regarding top challenges and priorities the next City Manager should focus on. Question 4 sought to collect the most important characteristics staff are seeking in their next leader. The final question provided a free response opportunity for staff to share any additional thoughts regarding the selection of the next City Manager.

DEMOGRAPHIC INFORMATION

57%
OF CITY STAFF
LIVE OUTSIDE OF
MORRO BAY

43%
OF CITY STAFF
LIVE AND WORK IN
MORRO BAY.



CITY STAFF SURVEY RESULTS

What do you believe will be the most significant challenges for the next City Manager?

Challenge Theme 1 - Topics relating to the Vistra Battery Energy Storage System and the Wind Energy Project were prominent in the survey (36%). The responses were divided between support and opposition for these projects; however, it is clear they will present a significant challenge for the next City Manager. Several respondents specifically mentioned the need to balance the community and business district needs while demonstrating leadership acumen with a new mayor and council.

Challenge Theme 2 - A strong focus was placed on generating revenue in light of recession concerns while maintaining and/or increasing levels of service to the community (40%). Placing priorities on budgeting between salaries, projects and the community were strongly represented. A common priority was recruitment and retention of City staff (23%). Many of the respondents who identified this priority paired it with the need for competitive salaries for City staff.

Challenge Theme 3 - Several responses presented a theme suggesting the next City Manager will need to focus on the City's infrastructure, development, and housing. It was suggested the new mayor and council follow the recently adopted goals and policies while guiding the City in this area. Several respondents mentioned concerns surrounding the wastewater treatment plant and the transition to the WRF.

Vistra Battery Energy Storage System/Wind Energy Project	11
Balancing the community and business district with the new mayor and council	7
Maintaining the small town identity	2
Generating revenue by increasing the tax base and managing salaries	12
Recruitment and retention of City Staff	7
Adopting goals for housing and development	5
Decommissioning of the wastewater treatment plant and transitioning to WRF	4
Degradation of City infrastructure	3



CITY STAFF SURVEY RESULTS

What do you believe are the important areas of improvement you would like to see the City Manager prioritize?

Improvement Theme 1 - A strong sentiment toward recruitment and retention occurred with a focus on competitive salaries and benefits for City staff (20%). A recurring topic was team building and cohesiveness, employee development, and clear communication from the City Manager to enable staff to meet the City's goals and objectives.

Improvement Theme 2 - Respondents felt that a clear vision for the City's future while maintaining the existing feel of the community was important. Concerns regarding the future included the City Manager's ability to develop and maintain positive leadership and rapport with the new mayor and council while managing expectations of the public when it comes to City staff. Vitalizing the community while maintaining and upgrading existing infrastructure was a suggested area for improvement by 6 respondents (20%).

Improvement Theme 3 - Topics related to the City's budget and revenue generation presented during the survey (43% combined). Several respondents felt the distribution of City funds could be better allocated and prioritized. With the onset of potential high-profile projects in the City's future, it is necessary to ensure funding will be sufficient to meet the City's future needs.

Competitive increase in salary and benefits for City staff	6
Strategic development of City Staff and team building	5
Recruitment and retention of City Staff	3
Clear expectations to meet City's goals and objectives	3
Vitalize Community and Infrastructure	6
Clear vision for the City	5
Managing the public expectations while maintaining positive rapport with council	3
Better use of City funding to fund projects and pay	8
Revenue Generation	5



CITY STAFF SURVEY RESULTS

What characteristics do you believe best define the ideal City Manager for the City of Morro Bay?

1	Strong leadership	10
2	Good listener and communicator	10
3	Supportive of City staff	5
4	Prioritize critical needs and be a problem solver	4
5	Collaborative leadership	4
6	Be like Scott Collins	4
7	Honest, trustworthy, and ethical	3
8	Visionary and forward thinking	3
9	Knowledge of coastal cities	2
10	Apolitical and transparent	2



CITY STAFF SURVEY RESULTS

Is there anything else you would like to share regarding the selection of the next City Manager?

The following is an inclusive list of the free responses, 16 of the 30 respondents provided additional comments to this question. The responses have been grouped into four themes or concepts for organizational clarity.

LEADERSHIP

- Hoping to find someone that is a leader, who can work with all the council, all staff, and the community. One who supports staff, who can produce work and not just delegate all their work to staff.
- Not being a sheep.
- Someone that can come in and leave the ego at the door. Get to know our operations before making drastic changes.
- Given the tenacity of the public, we need someone who will not cave into the individual desires of the public by abandoning the hard-fought adopted goals and policies included in the General Plan, Coastal Land Use Plan, and zoning code.
- Scott Collins was a great fit for this city which is so polarized. He was able to bring people together and find common ground and articulate the challenges at hand. It would be great to find a leader with similar character traits to Scott. A dominant, take charge, arrogant type of leader will not be good for efforts to bring people of different opinions together and won't be good for staff.
- Scott Collins' kindness, generosity, and forward vision made him a great manager and less akin to a politician. A politician or manager will not benefit the city, but a leader will.

COMMUNITY

- Find someone focused on good governance, growth, and fiscal sustainability. Avoid someone that is focused on activism or agenda-based decision making. Identify a candidate that truly wants what is best for the community.

STAFFING

- Take care of the people on the front line.
- Having someone with a good track record of positive influence and working relationships with subordinates would be an ideal person for Morro Bay.

MISCELLANEOUS

- I miss Scott, bring him back!
- Thank you for this survey and for taking the time needed to choose the best candidate for the job!
- It's going to be hard to fill Scott Collins' shoes, but we will be accepting and kind.
- Scott Collins was great – find another of those.
- Thank you for allowing input and good luck with the recruitment process.
- Scott will be hard to replace so I wish you luck in finding his replacement.
- Clone Scott Collins.





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PROPOSAL

City of Carmel-by-the-Sea

City Administrator Recruitment Services

RFP # 25-26-008

DUE: July 10, 2026

Submitted by:

Melissa Asher

Chief of Client Services

CPS HR Consulting, 2450 Del Paso Road, Suite 220, Sacramento, CA 95834

P: (916) 471-3358, masher@cpshr.us

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Cover Letter

July 10, 2026

City Council
City of Carmel-by-the-Sea
PO Box CC
Carmel-by-the-Sea, CA 93921

Submitted via email to: mbermudez@ci.carmel.ca.us

Subject: City Administrator Recruitment Services

Dear Council Members:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Carmel-by-the-Sea (City) with the recruitment of a new City Administrator. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement. With **40 years** of experience providing human resources services to state and local government agencies and non-profit organizations — and more than **20 years** placing top executives in public agencies throughout the United States — CPS HR pairs a genuinely national recruitment network with four decades of California local-government roots. It is a combination uniquely suited to a community like Carmel-by-the-Sea.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

We are committed to working in close partnership with your organization to achieve a successful recruitment outcome. Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please do not hesitate to contact me at (916) 471-3358 or via email at masher@cpshr.us.**

Sincerely,



Melissa Asher, Chief of Client Services

Qualifications

About CPS HR Consulting

CPS HR is a client-focused human resources and management consulting firm, dedicated to addressing the unique challenges faced by government and non-profit organizations. Founded in 1985, we have earned a reputation as a trusted advisor by leveraging our in-depth public sector expertise to deliver practical, results-driven solutions. As a Joint Powers Authority, we are a self-supporting government agency exclusively serving public entities. This gives us a distinct advantage in understanding and meeting the specific needs of clients across all levels of government, including Federal, State, Local, Special Districts, Higher Education and Non-Profit organizations.

Our unwavering commitment to delivering an unparalleled client experience is built on our comprehensive knowledge of the complexities within the public and non-profit sectors. We assist organizations in attracting, hiring, retaining, and motivating top talent, essential for driving organizational excellence in alignment with their vision.

With more than 100 full-time employees and a network of 200+ project consultants and technical experts across the nation, CPS HR has partnered with more than 2,700 public and non-profit clients throughout the United States. Headquartered in Sacramento, CA, with regional offices in Texas, Colorado, Ohio, and Southern California, we are strategically positioned to support your organization's growth and help your employees fulfill the promise of public service.

Client Focused

We help clients succeed by:

- **Understanding Their Goals:** We listen to your needs, understand your business, and focus on achieving your desired outcomes.
- **Unlocking New Perspectives:** Together we explore new ideas, expand possibilities, and consider the broader impact on those you serve.
- **Bringing Solutions to Life:** We put plans into action, making strategies operational and effective.
- **Empowering Their Growth:** Provide you with the tools and knowledge to elevate performance and expand capabilities for your organization and those you serve.

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs.

Our wealth of recruitment experience has been gained through **more than 20 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR were female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.

- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.
- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **National Reach Coupled with Deep California Expertise.** CPS HR offers the unique combination of a nationwide executive recruitment network and unmatched California local government expertise. For more than 20 years, CPS HR has recruited executive and senior leaders for public agencies across the United States, serving cities, counties, special districts, transit agencies, and other governmental organizations.

This national reach is not aspirational, it is infrastructure. CPS HR maintains a proprietary, continuously refreshed database of over 3,000 City Managers and Assistant City Managers across 47 states, including 1,200 in California alone.

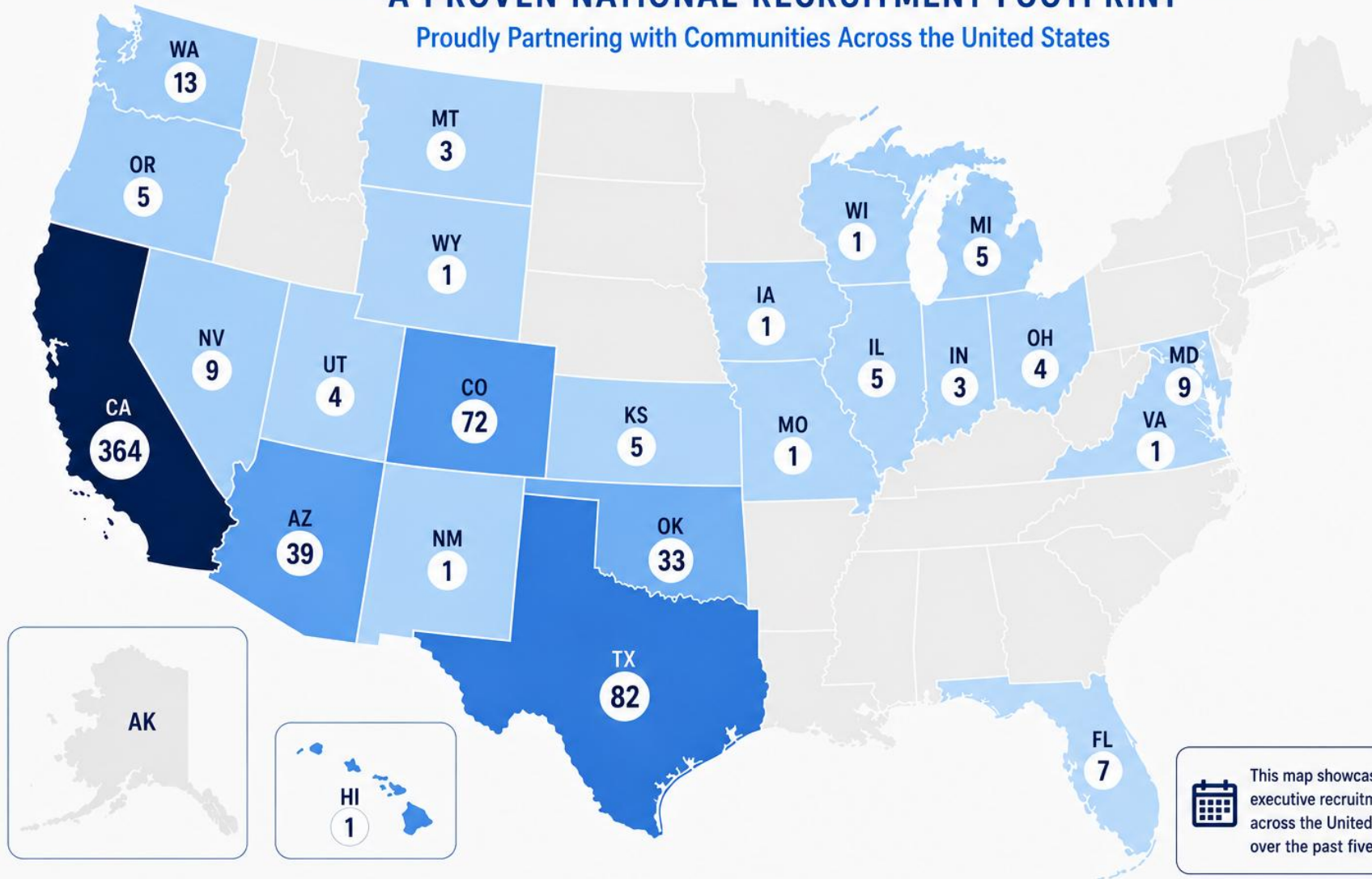
Cultivated over four decades of trusted public-sector practice rather than purchased as a mailing list, this living network means the ideal candidate for Carmel-by-the-Sea may not be scanning job boards — but is very likely already known to us. When we launch your search, we are not starting from zero; we are activating relationships that allow us to conduct proactive, direct outreach to accomplished leaders who are not actively seeking a change but will listen when the right community calls.

CPS HR's national reach allows us to identify exceptional candidates from across the country, while our extensive California presence and experience ensure we understand the state's complex regulatory environment, public-sector governance structures, council-manager form of government, labor relations considerations, and community expectations.

NATIONAL REACH WITH CALIFORNIA ROOTS

— A PROVEN NATIONAL RECRUITMENT FOOTPRINT —

Proudly Partnering with Communities Across the United States



This map showcases CPS HR's executive recruitment footprint across the United States over the past five years.

National Reach with California Roots

Carmel-by-the-Sea's next City Administrator will emerge from a candidate pool that must be genuinely national in scope, yet vetted through a California lens. CPS HR delivers both. Over the past three years, we have led City Manager, Assistant City Manager, City Administrator, and County Executive recruitments across ten states, from Sacramento and Alameda to Wichita, Brownsville, Arvada, and Oklahoma City, while remaining deeply rooted in California local government since 1985. The engagements listed below reflect the scope, complexity, and community-fit sensitivity that Carmel's Council can expect from CPS HR.

The engagements below span 10 states and 30+ executive placements — anchored by a network of 1,200+ executive-level California leaders.

Agency	Title	Year Completed
City of Anaheim, CA	City Manager	Current
City of North Miami, FL	Assistant City Manager	Current
City of Alameda, CA	City Manager	2026
City of Phoenix, AZ	Assistant City Manager	2025
City of Wichita, KS	City Manager	2025
City of Sacramento, CA	City Manager	2025
City of Missouri City, TX	Assistant City Manager	2025
City of Oklahoma City, OK	Assistant City Manager	2025
City of Arvada, CO	City Manager	2025
County of Orange, CA	County Administrative Officer	2025
City of Carbondale, IL	City Manager	2025
Jefferson County, WI	County Administrator	2024
San Joaquin Area Flood Control Agency, CA	Executive Director	2024
San Diego Ethics Commission, CA	Executive Director	2024
California Workforce Association	Executive Director	2024
County Welfare Directors Association of California, CA	Executive Director	2024
Fresno Council of Governments, CA	Executive Director	2024

Agency	Title	Year Completed
City of Simi Valley, CA	Deputy & Assistant City Manager, Outreach	2024
City of Farmersville, CA	City Manager	2024
County of San Diego, CA	Chief Administrative Officer	2024
San Diego Association of Governments, CA	Chief Executive Officer	2024
City of Arcata, CA	City Manager	2024
California Student Aid Commission, CA	Executive Director	2024
Stanislaus County Housing Authority, CA	Executive Director	2024
City of Simi Valley, CA	City Manager	2024
Contra Costa County Employees' Retirement Association, CA	Chief Executive Officer	2024
Orange County Power Authority, CA	Chief Executive Officer	2024
Southern California Public Power Authority	Executive Director	2024
County of Luis Obispo, CA	County Administrative Officer	2024
City of Gillette, WY	City Administrator	2023
Sierra Lakes County Water District, CA	General Manager	2023
Selma-Kingsburg-Fowler County Sanitation District, CA	General Manager	2023
City of Phoenix, AZ	Assistant City Manager	2023
City of Phoenix, AZ	Deputy City Manager	2023
City of Baytown, TX	City Manager	2023
City of Littleton, CO	Deputy City Manager	2023

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 the City'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 the City.

Team Resumes

Debbie Gutman, M.A., SPHR, PHR-CA

Ms. Gutman is a strategic human resources professional with more than 30 years of experience in the public and private sectors. She is a collaborative team member with strong communication skills and the ability to build effective relationships at all levels of an organization. Her expertise includes federal and state labor laws, full-cycle recruitment, employee relations, benefits and leave administration, training, budget administration, and policy development.

Employment History

- Manager, Talent Acquisition, CPS HR Consulting
- Principal HR Consultant, CPS HR Consulting
- Senior HR Consultant, CPS HR Consulting
- Human Resources Manager, Sierra Nevada Brewing Company
- Human Resources Director, Feather Falls Casino
- Human Resources Manager, Rumiano Cheese Company
- Human Resources Technician, Chico Unified School District

Professional Experience

- Partnered closely with internal leaders, hiring managers, and external stakeholders to manage multiple recruitment projects involving the hiring of over 100 employees, ranging from entry-level roles to executive management. Responsibilities included developing hiring plans, aligning recruitment strategies with stakeholder needs, advertising roles, conducting job fairs, supporting candidate outreach, facilitating selection interviews, and onboarding new employees.
- Partnered with clients as a strategic project manager to design, deliver, and implement innovative yet practical solutions to daily HR challenges and project initiatives.

- Oversaw the Human Resources department of a growing company, promoting a collaborative work environment, including direct supervision of human resources personnel. Proposed new strategies, policies, and procedures to achieve ongoing enhancements in departmental efficiency.
- Responsible for preparing the annual operating budget and monitoring expenditures to ensure they align with the approved budget.

Education and Certifications

- M.A., Human Resources Management, National University
- B.A., Business Administration, emphasis in Human Resources, California State University, Chico

Professional Affiliations

- Society for Human Resources Management (SHRM)
- Human Resources Certification Institute (HRCI)

Fatima Nukic, Associate Executive Recruiter

Fatima Nukic brings more than 15 years of experience with CPS HR Consulting and over a decade of specialized public sector recruitment expertise. She has successfully managed and supported executive and hard-to-fill recruitments for cities, counties, special districts, and professional associations throughout California and beyond.

Her experience includes recruiting for a wide range of leadership positions, including Executive Director, City Attorney, Police Chief, Human Resources Director, Finance Director, Health and Human Services Director, Risk Manager, Environmental Resources Director, and other key executive roles. This breadth of experience provides her with an understanding of public agency operations, governance structures, and the unique challenges facing public sector organizations.

Ms. Nukic develops and implements strategic recruitment plans that leverage targeted outreach, professional networking, direct sourcing, and social media marketing techniques to attract highly qualified and diverse candidate pools.

Professional Experience

- Brings 15+ years with CPS HR Consulting and extensive expertise in public sector executive recruitment, supporting cities, counties, special districts, and professional associations nationwide.
- Successfully managed full-cycle recruitment for executive and hard-to-fill roles, including City Attorney, Police Chief, HR Director, Finance Director, and Executive Director positions.
- Develops and implements strategic recruitment plans utilizing targeted outreach, direct sourcing, professional networks, and social media to attract diverse, high-caliber candidate pools.
- Possesses strong understanding of public sector governance, operations, and workforce challenges, informing effective candidate evaluation and client advisory support.

Employment History

- Associate Executive Recruiter, CPS HR Consulting
- Executive Search Technician, CPS HR Consulting
- Office/HR Manager, DMD

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

Teddi Anderson, Executive Recruiter

Teddi Anderson is an accomplished human resources professional with the ability to manage a large number of complex projects and programs. Ms. Anderson has a unique background, starting her career in public sector as a Police Officer and now has more than 30 years in local government, 20 of those in Human Resources.

She has managed all functional areas of HR, working in and consulting for Cities in Colorado for 10 years. She has been the lead negotiator on a number of police and fire union contracts across the country. She has experience leading executive searches and with a previous Executive Search firm. She most recently served as the City of Littleton Colorado's Budget and Compensation Manager.

Employment History

- Project Consultant/Executive Recruiter, CPS HR Consulting
- Budget Manager/HR Manager, City of Littleton, CO
- Ralph Anderson & Associates, Sacramento, CA
- Human Resources Manager of Operations, City of Aurora, CO
- Recruitment and Compensation Manager, Metro Regional Government, Portland, OR
- Training and Organizational Development, City of Grasham, OR
- Police Officer, Sgt and Detective, City of Portland, OR

Key Projects

- During a transition in Finance for the City of Littleton, Teddi became the Compensation and Budget Manager. She is responsible for staff that manages the full cycle recruitment process. She completed numerous market studies, created the city's new salary structure, developed city policies and led police bargaining.
- Class-Comp restructuring for Market Based Philosophy
- Developed and implemented a new city handbook
- Conducted numerous re-orgs, succession plans and department capacity evaluations
- Assisted with planning and prepping responsibilities for pending ERP
- Lead negotiator for Police Bargaining 2020-current
- Presented to council for City Manager and City Attorney evaluations and recommended salary increases.

Work Plan

Our Understanding of the Scope of Work

The City of Carmel-by-the-Sea seeks an executive search partner to help the City Council recruit its next City Administrator. The City Administrator is responsible for day-to-day operations of a one-square-mile General Law City with approximately 87 full-time employees and a \$41 million annual budget, located entirely within California's Coastal Zone. The successful candidate must possess not only the technical competencies of a modern municipal executive, but also the values, temperament, and cultural fluency to lead an organization whose identity has been shaped by artists, writers, and civic visionaries for over 100 years

Our Approach

Key Stakeholder Involvement

The City Council on behalf of City of Carmel-by-the-Sea must be intimately involved in the search for a new City Administrator. Our approach assumes their direct participation in key phases of the search process. At the discretion of the City Council, other key stakeholders may also be invited to provide input for the development of the candidate profile.

The City's Needs

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

Commitment to Communication

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

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected a candidate, and will contact the City Council and the newly appointed City Administrator 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, the National Association of Asian American Professionals, and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job. Our recruitment process results in an exceptionally diverse candidate pool and a high level of client satisfaction.

Methodology and Scope of Work

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



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

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

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

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 the City'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 City Administrator.

Activities will include:

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

CPS HR will provide a summary to the City 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 the City for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at <https://www.cpsr.us/executive-level-recruitment-job-listings/>.

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 - City Council Selects Finalists

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

CPS HR 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.

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 City Administrator 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 the City. 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 the City or continuing to ensure the public confidence in the integrity of the City.

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

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 City Council. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the City Council to review this report and to assist 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 the City to review this process and discuss the City's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the City. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the City with deliberation of the results; and contacting both 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 the City 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 the City. A written (anonymous) summary of the reference checks is provided to the City.

- **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 the City 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.

Costs

Professional Services Fee

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**.

Professional Fixed Fee Per Recruitment*	
Service	Pricing
Full Executive Recruitment	\$30,000 Flat Fee
Partial Executive Recruitment	\$22,500 Flat Fee
Outreach Only Services	\$10,000 Flat Fee (includes brochure and direct advertising)

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

One-Year Service Guarantee

If the employment of the candidate selected and appointed by the City as a result of a **full executive recruitment (Phases I, II, and III)** comes to an end before the completion of the first year of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc.

This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period. Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.

Schedule

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

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

Additional Services

Complimentary Compensation Market Study

Attracting a strong pool of qualified City Administrator candidates depends on a compensation package that is competitive in today's market. As part of our recruitment process, CPS HR provides a complimentary market analysis conducted by our in-house Classification and Compensation experts. We benchmark the City's salary and benefits against comparable jurisdictions to assess competitiveness and identify specific adjustments that strengthen the City's position. The result is a clearer picture for the City Council, greater candidate interest, and a recruitment outcome grounded in market reality. This integration of executive search and compensation consulting under one firm is a capability few search firms can offer — and one our clients consistently tell us makes a measurable difference.

Comprehensive Community and Stakeholder Outreach

Recognizing the importance of community engagement in selecting a successful City Administrator, CPS HR incorporates robust stakeholder outreach into our recruitment process. We work closely with elected officials, executive leadership, employees, community stakeholders, business leaders, and residents to gather meaningful input regarding the characteristics, leadership style, and priorities desired in the City's next City Administrator.

Through facilitated meetings, interviews, focus groups, surveys, and other engagement methods, we help ensure the recruitment profile reflects the community's values and expectations. This outreach not only strengthens candidate recruitment efforts but also promotes transparency, stakeholder buy-in, and confidence in the selection process. CPS HR's experience working with local governments enables us to effectively balance diverse perspectives while helping the City identify the leadership qualities most critical to its future success.

Candidate Travel

Travel expenses for candidates who are invited forward in the interview process are not included in our professional fixed fee. However, CPS HR can coordinate candidate travel arrangements, including airfare, lodging, and related logistics, for candidates participating in the interview process for an additional not-to-exceed fee of \$5,000.

References

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

Reference 1

Agency: City of Alameda, CA

Contact: Marilyn Ezzy Ashcraft, Mayor

Phone/Email: 510-747-7400; mezzyashcraft@alamedaca.gov

Address: 2263 Santa Clara Ave, Alameda, CA 94501

Project: Full Recruitment for City Manager (2026)

Reference 2

Agency: City of Sacramento, CA

Contact: Dennis Rogers, Chief of Staff

Phone/Email: 916-201-8325; dmrogers@cityofsacramento.org

Address: 915 I Street, Sacramento, CA 95814

Project: Full Recruitment for City Manager (2025)

Reference 3

Agency: City of Arcata, CA

Contact: Keira Vink, HR Administrative Services Director

Phone/Email: 707-822-5953; kvink@cityofarcata.org

Address: 736 F Street, Arcata, CA 95521

Project: Full Recruitment for City Manager (2024)

Reference 4

Agency: Port of Bellingham, WA

Contact: Reilly Wynn, HR Director

Phone/Email: 360-676-2500 ext. 318; reillyw@portofbelllingham.com

Address: 1801 Roeder Ave, Bellingham, WA 98225

Project: Full Recruitment for Executive Director (2026)

Reference 5

Agency: County of San Diego, CA

Contact: Joshua Blandino

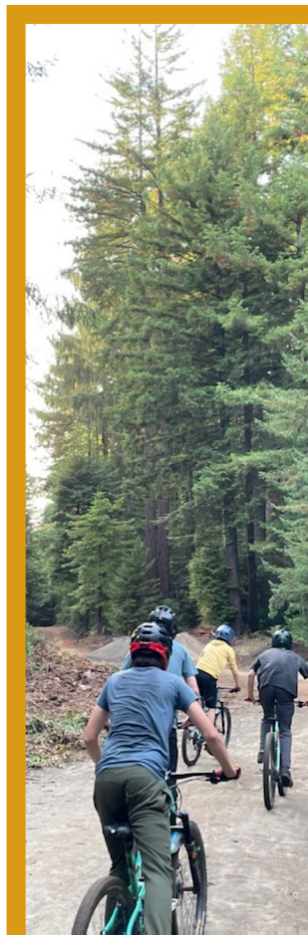
Phone/Email: 619-372-1908; Joshua.blandino@sdcounty.ca.gov

Address: 5530 Overland Ave, #210, San Diego, CA 92123

Project: Full Recruitment for Chief Administrative Officer (2024)



ATTACHMENT 5



ARCATA
California

City Manager

*This is a tremendous opportunity
for an experienced public servant and leader
to join the City of Arcata team.*





The City :: :: :: ::

The [City of Arcata](#) is a charming and vibrant community located on the northern coast of California, in Humboldt County, with a population of approximately 19,000. Known for its picturesque natural surroundings, progressive culture, and strong community spirit, Arcata offers a unique blend of small-town charm and urban amenities.

Arcata is home to Cal Poly Humboldt, a renowned institution recognized for its focus on science, technology, engineering, and math (STEM) programs, hands on learning and graduate commitment to environmental stewardship. The university brings a youthful energy to the city and contributes to its cultural and intellectual vibrancy.

The city's downtown area is a bustling hub of activity, featuring locally owned shops, cafes, restaurants, and art galleries. The Plaza, a historic town square, serves as the heart of Arcata and hosts a variety of events such as a weekly farmers' market, nationally recognized Oyster Festival, and community gatherings throughout the year. Although remote, the Arcata-Eureka airport offers regular direct flights to San Francisco and Burbank.

Arcata is also known for its commitment to environmental sustainability and work to promote equity. The City has implemented various initiatives to promote sustainability, including municipal forestry, naturalized wastewater treatment, an excessive electricity use tax, renewable energy programs, and active participation to create a welcoming, safe and racially equitable community.

In addition to its natural beauty and progressive culture, Arcata offers a wide range of outdoor recreational opportunities. The Arcata Community Forest provides miles of hiking and biking trails, while the city's proximity to the Pacific Ocean, rivers and lagoons offers opportunities for beach combing, surfing, rafting, and kayaking. Whether you're exploring its scenic landscapes, enjoying its cultural amenities, or engaging with its active community, Arcata offers a unique and enriching experience for residents.

City Government :::::

Arcata is a City Council City Manager form of Government with a budget of \$85.8 million (which includes significant capital projects), 6 departments, and 130 dedicated employees. The City promotes a supportive work environment, pride in the privilege to serve the community, integrity, professionalism, and accountability.

The City of Arcata presently has six operating departments: the City Manager's Office, Finance, Police, Community Development, Engineering & Building, and Environmental Services. The City Manager's Office includes the Human Resources Division and Administrative Services Divisions of City Clerk, Procurement and Contracts, Risk Management/Insurance, and Information Technology/Communications.



Reporting directly to the City Council, the City Manager holds the pivotal role of Chief Administrative Officer of the City. This individual orchestrates, oversees, and provides strategic direction for all municipal activities, functions, and operations. The City Manager advises and supports the City Council in its governance responsibilities, liaises with various stakeholders, and ensures adherence to regulatory frameworks. The role demands a high level of accountability and visibility in steering the administrative affairs of the City.

Key Responsibilities: Fosters a positive organizational culture responsive to the community.

Strategic Leadership:

- » Assumes full responsibility for all City activities, programs, and services, setting and implementing goals, objectives, procedures, and long-range plans to ensure their achievement.
- » Provides expert advice and guidance to the City Council on program and service development, collaborating closely with the City Attorney as necessary.

Financial Management:

- » Directs the preparation and administration of the City budget, providing regular reports to the City Council on financial status, program progress, and future requirements.
- » Oversees the City's Capital Improvement Program and financing strategies, ensuring fiscal responsibility and sustainability.

Operational Oversight:

- » Reviews and evaluates City service delivery methods and systems, identifying opportunities for enhancement and implementing procedural improvements.
- » Collaborates with department heads and managers to address administrative and operational challenges, developing long-range plans to support City objectives.

Personnel Management:

- » Builds a cohesive team where people are proud to come to work and feel the value of serving an evolving community.
- » Directs the implementation of City personnel policies and practices, including recruitment, training, and performance evaluation of staff.

Stakeholder Engagement:

- » Serves as a key resource for the City Council, City staff, and the public, facilitating communication and collaboration among stakeholders.
- » Establishes and maintains positive relationships with community organizations, tribal and other local government agencies, and the public, promoting a customer-centric approach to municipal services.

Professional Development:

- » Keeps abreast of developments in public administration and service delivery responsibilities, attending relevant professional and community meetings as necessary.
- » Responds effectively to sensitive and complex inquiries, issues, and complaints, demonstrating a commitment to excellent service provision and customer service.

The ideal candidate for the City Manager position should bring extensive experience in municipal management, showcasing a proven track record of successful leadership and strategic planning. They must possess strong financial acumen and budgetary management skills, capable of effectively navigating the complexities of municipal finances while ensuring fiscal responsibility.

Excellent interpersonal and communication abilities are essential, demonstrated through the candidate's capacity to build positive relationships with diverse stakeholders, including City Council members, department heads, community leaders, and the public. Moreover, the candidate should have the ability to navigate complex regulatory environments and effectively manage organizational change, fostering a culture of adaptability and continuous improvement within the City administration.

A commitment to transparency, accountability, and ethical conduct in all aspects of City governance is paramount, reflecting the candidate's dedication to upholding the highest standards of integrity and public trust. The ideal candidate will embody a passion for public service, a dedication to community engagement, and a vision for advancing the City's objectives in a collaborative and inclusive manner.

EDUCATION AND EXPERIENCE

- » Equivalent to a Bachelor's degree from an accredited college or university with major coursework in public or business administration, public policy, or a related field.
- » At least eight (8) years of increasingly responsible municipal or other related public agency management experience.
- » Possession of an appropriate Master's degree and experience in working with an elected Council or Board is highly desirable.

Current Projects & Priorities

- » Support existing and develop new partnerships to create safe spaces for those without shelter and to expand social and mental health services.
- » Develop a Valley West community center to offer recreation and resources services.
- » Maintain a strong partnership with Cal Poly Humboldt.
- » Seek ways to expand alternative Police response programs such as the Community Ambassador Program, Mobile Intervention Services Team (MIST), Juvenile Diversion and 24-hour emergency crisis response.
- » Improve racial equity and a sense of welcomed belonging both within the organization and the community.
- » Work to Improve government relationships with local Tribal Governments.
- » Update the Economic Development Strategic Plan to position Arcata for resiliency and to capture the positive potential from the modest growth on the horizon.
- » Set the City up to lead in Climate Change Adaptation.
- » Support the City's aggressive Capital Improvement Program.
- » Implement the Local Road Safety plan and prioritize projects to improve Bicycle and Pedestrian safety.

Compensation and Benefits :::::



The salary for this position will be commensurate with experience and regionally competitive. The current range for this position is **\$132,840 - \$169,541.24** annually, plus a competitive benefits package including:

- » **RETIREMENT/PENSION:** 2% at age 62 non-classic members, classic members: 2% at age 55, based on provisions of the California Public Employees' Retirement System (CalPERS).
- » **MEDICAL, DENTAL, VISION INSURANCE:** City pays majority of medical premium for employee and family; and the full premium for dental and vision. City offers \$300 per month medical opt-out option.
- » **RETIREE HEALTH COVERAGE:** City contribution toward retiree health after 10 years, amount increases with service. There are specific requirements for continuing medical coverage as a retiree.
- » **VACATION:** Accrues 8 hours per month upon employment and increases with time in service.
- » **SICK LEAVE:** Accrues 8 hours per month with no limit.
- » **FAMILY ILLNESS LEAVE:** 48 hours per year, to be deducted from employee's accrued Sick Leave. This is not accruable.
- » **BEREAVEMENT LEAVE:** 40 hours per year.
- » **MANAGEMENT LEAVE/FLOATING HOLIDAY:** 144 hours combined of Management Leave and Floating Holiday per year. Ability to cash out up to 72 hours per year.
- » **PAID HOLIDAYS:** 12 fixed holidays per year + 32 hours floating holidays.
- » **LIFE INSURANCE:** \$50,000 policy.
- » **LONGEVITY PAY:** Employee receives an additional 3% of base pay after 10 years of continuous service; an additional 3% after 15 years; and an additional 0.5% after 20 years.
- » **DEFERRED COMPENSATION:** City contributes 1.5% of salary towards deferred compensation upon hire and increases with service with only a minimum employee contribution of \$25 per month.
- » **VEHICLE ALLOWANCE:** \$350 per month.
- » **ADDITIONAL BENEFITS:** Employee Assistance Program (EAP), education and training reimbursement program, physical fitness reimbursement program, and more!

Application and Selection Process :::::

To be considered for this exceptional career opportunity, submit your résumé, cover letter, and a list of six work-related references (two supervisors, two direct reports, and two colleagues, who will not be contacted in the early stages of the process) by **April 22, 2024**.

Résumé should reflect years and months of employment, beginning/ending dates.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2332>

For further information contact:

CPS HR  **CONSULTING**

Pam Derby
(916) 471-3126
e-mail: pderby@cpshr.us
website: www.cpshr.us

Résumés 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 consultant. Candidates deemed most qualified will be referred to the City. Selected candidates will be invited to participate in further interviews and selection activities. Appointment is anticipated following comprehensive reference, background, and media checks.



ARCATA
California