



October 13, 2023

Mayor Bernie Norvell
416 North Franklin Street
Fort Bragg, CA 95437
Via PDF/Email To: BNorvell2@FortBragg.com

Dear Mayor Norvell,

Thank you for considering Peckham & McKenney once again for the City of Fort Bragg recruitment for City Manager. We have enjoyed working with the City over the years and most recently in the recruitment for Police Chief and City Manager. Peckham & McKenney would be honored to again represent the City Council in this important search and specifically *finding* exceptionally skilled and experienced candidates for working with you, serving City residents, achieving your goals, and serving as the organization's leader.

As a long-standing, successful, and boutique firm specifically serving small and medium size cities in California, Peckham & McKenney is the recruiter of choice for cities; four key reasons are:

- We actively and personally search for, find and pursue candidates. We don't rely on ads and posts for attracting applicants. We have an extensive network, use the telephone and LinkedIn, and sell the opportunity.
- We limit the number of concurrent searches in order to directly focus on serving our client.
- We prioritize communicating with our client and applicants to keep everyone informed.
- Your recruiter is personally, solely, and directly doing, and responsible for, all aspects of the search while also serving as your one point of contact. In other words, the individual who knows you and the position the most is handling all components of the recruitment.

Our Peckham & McKenney team is comprised of retired City executives who are passionate about the public sector. As a Recruiter and owner of the firm, I'm proud of what we do because our team's values and priorities are to assist public agencies in furtherance of good government; place quality above quantity; and build long lasting relationships with those in the public service. We have also conducted several searches in the general region of Fort Bragg, specifically the Cities of Anderson, Healdsburg, Petaluma, and Windsor, among other generally remote communities like Corning, Susanville, Redding, Mariposa County, and Mammoth Lakes.

Either Tara Schultz or I will serve as your recruiter. Both of us are retired City Managers with decades of experience working in local governments. As such, we are both very familiar with the responsibilities of the City Manager, expectations of the position and working with the City Council. Moreover, with personally having conducted numerous searches, we know and understand what is necessary to find good candidates and we have a strong, excellent network for attracting candidates. I would be pleased to conduct the search while on the other hand, Tara maybe a refreshing alternative to me.

Attached is an example of a Candidate Profile that illustrates the information we collect, detail and utilize to attract applicants. Also attached is our proposal for conducting the search that includes information about our firm, process, timeline, resources, references, experience and fee. We still charge a fixed, all-inclusive fee; and because this search will necessitate a lot of personal, direct outreach and time to find the right fit for you (based on experience), we are again proposing \$27,000¹ that I'd be pleased to discuss. We would also be pleased to participate in a Zoom interview to personally present and discuss our proposal. Our proposal outlines a 12- to 14-week search process.

We are excited for the opportunity to implement the process leading to the successful placement of a candidate that "fits" the City's interests. Please feel free to call me at 310.567.1554 if there are any questions.

Sincerely,



Anton "Tony" Dahlerbruch
Executive Recruiter

Tony@PeckhamAndMcKenney.com

Enclosure:

City of Fort Bragg Search Proposal
Candidate Profile Examples

¹ This represents a discount from our regular fee of \$29,000.

City of Fort Bragg

RECRUITMENT PROPOSAL

for

City Manager

October 13, 2023

Peckham & McKenney
"All about fit"

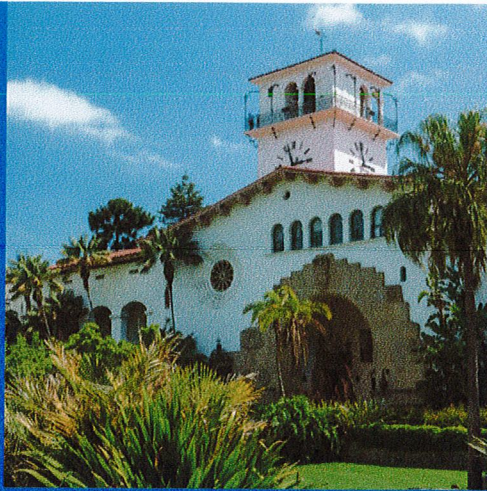


Peckham & McKenney
EXECUTIVE SEARCH

Serving local governments (cities, counties, districts) by conducting recruitments and placing management and executive leaders that fit the personnel needs and interests of agencies.

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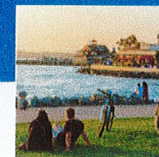
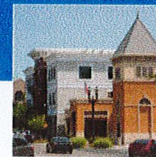
WHY CHOOSE US?

Peckham & McKenney focuses on *quality* searches and placements (over quantity) in recognition that each placement is “All about fit”. Serving local government since 2004, we are one of the most trusted and respected executive recruitment firms in the country. We have successfully placed hundreds of local government professionals including City Managers, County Executive Officers, General Managers, Police and Fire Chiefs, Department Heads, Assistant Managers, and mid-level Managers. Time and again, we receive unsolicited compliments from clients and candidates

in reference to our integrity and high ethics, commitment, follow-through, communication, and service. We take pride in treating both our clients and candidates with utmost respect.



For more information, please visit our website at www.PeckhamAndMcKenney.com.



OUR COMMITMENT TO YOU

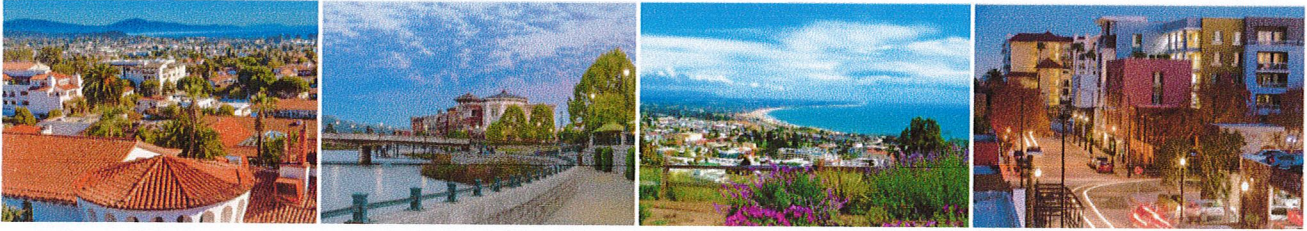
Peckham & McKenney, by maintaining the quality, style, values and culture established by Bobbi Peckham and Phil McKenney, performs on the premise that an executive search firm must be dedicated to providing its clients and candidates with professional and responsive service, and a personal, hands-on approach. Our business philosophy is founded on the understanding that we are in a “people” related industry and that attention to others’ needs is the key to providing effective customer service.

- **We believe in honesty.** No client should ever appoint an individual without being fully knowledgeable of the candidate’s complete background and history. Additionally, no candidate should ever enter into a new career opportunity without full disclosure of any organizational “issues.”
- **We keep everyone involved in the recruitment process informed.** Not only do we provide regular updates to our clients, we also have a reputation for keeping our candidates up to date.
- **We do not recruit staff from our client agencies** for another recruitment during an active engagement, nor

do we “parallel process” a candidate, thereby pitting one client against another for the same candidate.

- **We do not recruit our placements — ever.** Should a placement of ours have an interest in a position for which we are recruiting, they may choose to apply. If they become a finalist, we ask that they speak to their supervisor to alert them of their intent.
- **We are retained only by cities, counties and special districts.** We are not retained by applicants or non-governmental agencies.
- **We do not over commit ourselves to too many searches.** Your recruiter maintains a small, limited number of concurrent searches at all times in order to focus specifically and diligently on recruiting qualified candidates for your vacancy.
- **We commit to diversity in its broadest possible definition in every aspect of each executive recruitment.** Peckham & McKenney has a well established reputation of placing women and people with diverse backgrounds.

EXPERIENCE



With our recruitment team that solely consists of retired City Managers, Assistant City Managers, Police Chiefs and Department Heads, and our expert support team, Peckham & McKenney brings more experience and knowledge of local government and executive search than any other California recruiter. Just a few of our most recent recruitments related to your search for a City Manager have been for:

- City Manager, City of Anderson, CA (current)
- City Manager, City of Big Bear Lake, CA
- City Manager, City of Corning, CA
- City Manager, City of Manteca, CA
- Town Manager, City of Mammoth Lakes, CA (current)
- City Manager, City of Pleasant Hill, CA
- City Manager, City of Seaside, CA
- City Manager, City of Watsonville, CA
- Assistant City Manager, City of Hollister, CA
- Assistant City Manager, City of San Luis Obispo, CA
- Deputy City Manager, City of Thousand Oaks, CA
- County Executive Officer, Napa County, CA
- County Administrator, Solano County, CA
- County Administrative Officer, Mono County, CA
- Assistant County Executive Officer, Santa Barbara County, CA
- Assistant County Administrative Officer/Human Resources Director, Mariposa County, CA

Please don't hesitate to contact these agencies as well as our large list of current and former clients on our website ([here](#)); they will attest to our quality of service, on-going communication throughout the process, personal and direct outreach and sourcing of candidates, quality applicant pool, written materials and interview facilitation.

As an ambassador of our clients, Peckham & McKenney is also known for maintaining ongoing communications with our applicants throughout the search process, treating every applicant with respect, and appropriately informing candidates to support their best effort. The numerous compliments we have received from applicants fairly illustrate this reputation.

Comfortable and Professional Experience

"I'd like to thank you again for your support and guidance throughout the recruitment and selection process. It was a comfortable and professional experience, and I attribute a great deal of that to you. It's my hope that our professional paths may cross again in the

Straightforward, Friendly, and Humane Recruitment Process

"I wanted to let you know what a terrific job I thought you and Peckham & McKenney did on the recruitment. It was absolutely the most straightforward, friendly, and humane recruitment process I've ever participated in. And I would feel the same way even if the outcome was not

Proactive and Responsive

Diana worked with the City to fill the Chief of Police position early in 2023. Diana is clearly well respected in the LEO community and has a vast network which led to a competitive pool of candidates for the City to select from. Diana was proactive from our very first meeting and always very responsive. The City team valued Diana's integrity, opinion and sense of humor. She was a pleasure to work with and I wouldn't hesitate to hire her for any executive recruitment critical to your organization. **Client**

You Made Me Feel So Comfortable

"This is my first time working with a recruiting company, and I'm so happy for having the opportunity to work with your company, wow! I truly enjoyed the process! Your interview skills are amazing! You made me feel so comfortable and I felt like I was just talking shop with a longtime friend. Thanks for the personal touch that you include in your job, I believe that this is what makes your firm so desirable and successful." **Candidate**

Testimonials from clients and candidates are at <https://www.peckhamandmckenney.com/testimonials>.

Please feel free to contact any of the following current and recent clients to inquire about their experience with Peckham & McKenney. In addition, we would be pleased to furnish the client contact and phone numbers for any past clients listed in this proposal.

City of Big Bear Lake, CA – City Manager

Mayor/Councilmembers Rick Herrick and Randall Putz, and / or Erik Sund, City Manager
(909) 866-5831; rherrick@citybigbearlake.com, rputz@citybigbearlake.com and / or esund@cityofbigbearlake.com

City of Fillmore, CA – Public Works Director and Finance Director

David Rowlands, City Manager or Erika Herrera, Assistant City Manager
(805) 524-1500 x 209; drowlands@fillmore.gov or (805) 946-1712; eherrera@fillmore.gov

City of San Dimas, CA – City Manager

Mayor Emmett Badar, Members of the City Council and / or City Attorney Jeffrey Malawy
(909) 394-6200; ebadar@sandimasca.gov or (310) 801-9529; jmalawy@awattorneys.com

City of Santa Barbara, CA – Economic Development Manager, Finance Director, Community Development Director, Information Technology Director and City Administrator (current)

Rebecca Bjork, City Administrator, or Wendy Levy, Human Resources Director
(805) 564-5301; rbjork@santabarbara.gov or (805) 564-5313; wlevy@santabarbara.gov

County of Santa Barbara, CA – Assistant County Executive Officer for Municipal Services, General Services Director, Chief Data Officer, Chief Information Officer, and Deputy Director for Long Range Planning

Carolyn Marceda, County Recruiter or Mona Miyasato, County Executive Officer
(805) 618-8711; cmarceda@sbcountyhr.org or (805) 568-3400; mmiyasato@countyofsb.org

YOUR RECRUITMENT TEAM

Our Approach

With every Peckham & McKenney recruitment, your Recruiter has the entire Peckham & McKenney team of Recruiters and administrative personnel for backup, support, collaboration, and sourcing. *However*, when you retain Peckham & McKenney, *your Recruiter* serves as your single point of contact throughout the entire search process and is fully responsible for its success. Moreover, in order to fully focus on your search and finding applicants that fit with the ideal candidate you are seeking, your Recruiter also maintains no more than 6 active searches.

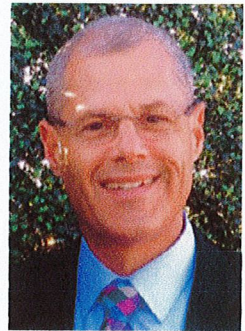
The Executive Recruiter for you in this search is either Tony Dahlerbruch or Tara Schultz.



Peckham & McKenney Team

Tony Dahlerbruch, Executive Recruiter Managing Member (owner) of Peckham & McKenney Executive Search

Tony worked in local government over 30 years before joining the Peckham & McKenney team. His experience spans most every city department in the Cities of Beverly Hills, California; Scottsdale and Phoenix, Arizona; and Rockville, Maryland, with ultimately serving a combined 12 years as City Manager in Rolling Hills and Palos Verdes Estates, California. Tony has represented the City Managers Department in CalCities as a two term Director on the Executive Board, President of City Managers Department, and member of numerous Policy Committees. He has also served as a Regional Vice President on the Executive Board of the International City/County Management Association. Tony holds a Bachelor of Arts in Political Science from the University of California at Santa Barbara and a Master of Public Administration from The American University in Washington, D.C.



Tara Shultz, Executive Recruiter, Peckham & McKenney Executive Search

With a 28 year career in local government, Tara retired from city service in 2020. At the time of her retirement, she was the City Manager of Claremont, California. Prior to serving in Claremont, Tara contributed nearly 19 years of her career to the City of Alhambra. Tara served as Deputy City Manager and then Assistant City Manager, along with holding the titles of Administrative Services Director, Development Services Director and Human Resources Director. Tara has a bachelor's degree in Recreation Administration and a master's degree in Public Administration from California State University, Northridge.



Tony and Tara are supported by the following [team](#).

Joyce Johnson, Operations Manager

Joyce Johnson joined Peckham & McKenney in 2005 and serves as the firm's Operations Manager. She has over 30 years' experience in the field of administrative and executive support for all aspects of the executive recruitment process. She oversees internal administration of the firm as well as directing contract administrative support in the areas of advertising and design, web posting, and duplication and mailing services. Prior to joining Peckham & McKenney, Ms. Johnson oversaw internal administration in the Western Region headquarters of two national management consulting and executive recruitment firms. Ms. Johnson is complimented regularly on her strong customer orientation working with both clients and candidates alike. Ms. Johnson holds an Associate of Arts degree from American River College.

Taylor Bergstrom, Research Assistant

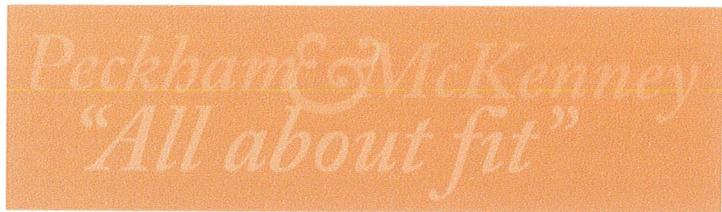
Taylor Bergstrom joined Peckham & McKenney in 2022 and currently serves as a Research Associate. Taylor is currently pursuing a PhD at UCLA where she worked previously as a lab manager overseeing various research projects. Prior to that, Taylor graduated from UC San Diego with a Bachelor of Science degree in Psychology.

Linda Pucilowski, Graphic Designer

With nearly 30 years of experience, Linda Pucilowski provides her expert design and marketing skills to Peckham & McKenney. She is the firm's "go-to" professional for all advertising and brochure design and creation. Ms. Pucilowski holds a Bachelor's degree from California State University, Sacramento.

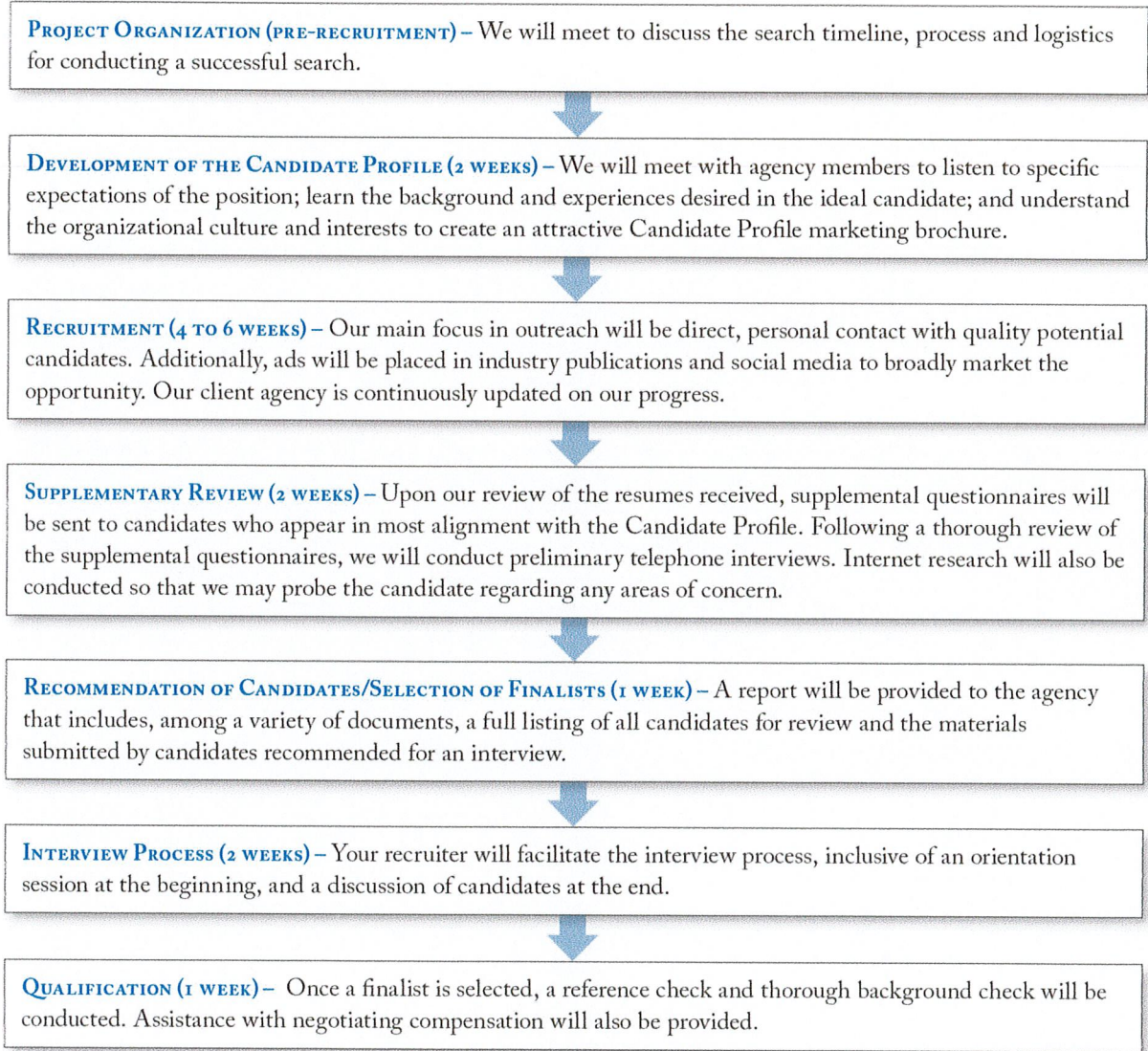
Rachel Moran, Website & Social Media Assistant

Rachel Moran has been in the graphic design field since 2007 and prides herself on creating eye-catching visual art. She supports the Peckham & McKenney team by handling all website visual and technical design as well as social media. Ms. Moran graduated from the Art Institute of Houston obtaining her Bachelor's Degree in Fine Arts with a concentration in Graphic Design.



THE SEARCH PROCESS AND SCHEDULE

Peckham & McKenney is committed to finding the best fit for your position. Our process is 12 to 14 weeks and generally involves the following phases:



COST OF SERVICES

The proposed fee to conduct the search process for your next City Manager is \$27,000. This is an all-inclusive fee for the services described below and, in this proposal, to achieve success in your search. Additional services can be provided and negotiated accordingly.

Peckham & McKenney is unique among recruiting firms for several reasons including having a fixed all-inclusive fee. We have found that an all-inclusive fee for the search process is simpler, cost-effective, and efficient.

The all-inclusive fee above includes professional fees and expenses (out-of-pocket costs associated with advertising, Recruiter travel, administrative support / printing / copying / postage / materials, telephone / technology, internet research checks on recommended candidates, and full background check on selected finalist only). For services not specified herein, we will discuss your interests and an appropriate fee.

PROCESS OF PAYMENT

One-third of the all-inclusive fee is due as a retainer upon execution of the agreement. This retainer covers upfront and necessary expenses incurred by Peckham & McKenney on the City's behalf for the preparatory work and advertising. If the retainer is not received by Peckham & McKenney within 30 days of execution of the agreement, we will suspend the recruitment process until payment is received. The second one-third of the full payment will be invoiced 1 month from contract execution, and it is due within 30 days following the invoice date. The final one-third of the full payment will be invoiced 2 months from contract execution, and it is due within 30 days following the invoice date.

AGREEMENT

Peckham & McKenney is the operating name of City Management Advisors LLC, Anton Dahlerbruch, Managing Member.

INSURANCE

Peckham & McKenney carries Professional Liability Insurance (\$1,000,000 limit), Commercial General Liability Insurance (\$2,000,000 General Liability, and \$4,000,000 Products) and Automobile Liability Insurance (\$1,000,000). Our Insurance Broker is B&B Premier Insurance Solutions, Agoura Hills, CA.



GUARANTEE

We are pleased to share that the Peckham & McKenney success and placement record are particularly strong. We are confident that our recruitment process will result in a quality candidate that will stay in your employment.



OUR GUARANTEE:

- We will connect with you and our placement in 6 months and 1 year after the appointment to check-in.
- We will conduct a second search within 6 months of our search process if a candidate is not placed.
- If the Peckham & McKenney recommended candidate/placement vacates the position within 1 year from the date of accepting the offer (external candidates only and except in the event of budgetary cutbacks, promotion, position elimination, or illness/death, etc.), we agree to conduct a second search within 6 months of the vacancy.

In the unlikely event that a second search is needed, we will review with you the changes necessary for a new outcome. Recognizing the current market for finding competent and successful executives and the changes in strategy that would be needed for a second search, the cost of a second search will be discounted to half of the fee for conducting the original search.

DIVERSITY STATEMENT



Peckham & McKenney is committed to diversity in its broadest possible definition in every aspect of each executive recruitment our firm provides. We take pride in the placement of women and applicants of diversity, and are known for long, successful tenures of candidates selected by the agency.

Peckham & McKenney does not discriminate on the basis of race, color, religion, creed, sex/gender, national origin/ancestry, disability, pregnancy, sexual orientation (including transgender status), marriage or family status, military status, or age. We are fully compliant with all applicable federal and state employment laws and regulations in all of our recruitments.

For over 30 years, founder Bobbi Peckham has been a champion of women seeking executive leadership positions within local government.

With our diverse team of Recruiters, Peckham & McKenney supports, promotes and advocates for diversity in the recruitment and hiring processes. In addition to our outreach methods, Peckham & McKenney routinely advertises with the National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network (LGHN) and CivicPRIDE as well as the National Diversity Network to ensure placement of your opportunity with the following online venues:

- African American Job Network
- Asian Job Network
- Disability Job Network
- Latino Job Network
- LGBT Job Network
- Retirement Job Network
- Veteran Job Network
- Women's Job Network