



September 26, 2017

Mayor Lindy Peters
and members of the City Council
City of Fort Bragg
c/o Ms. June Lemos
City Clerk
416 North Franklin Street
Fort Bragg, CA 95437

Dear Mayor Peters:

It was wonderful to meet you at the League of California Cities conference earlier this month and thank you for allowing us the opportunity to express our interest in assisting the City of Fort Bragg in the recruitment of its next City Manager. With multiple decades of combined experience in executive search, management and local government, Peckham & McKenney brings a high level of service to the public sector. We offer our services to you with the understanding that the selection of the next City Manager is a crucial decision for you and the City Council and we will do everything within our power to make this recruitment process a positive experience for everyone involved.

Both Bobbi Peckham and I have earned an excellent reputation in the industry for being personally involved and providing customized processes that result in successful, long-term placements. This approach has resulted in a phenomenal success rate and allows us to offer a comprehensive placement guarantee that is one of the strongest in the industry.

And it's not necessarily what we do that differentiates us from our competition, it's how we do it. One example of this is the time we devote to each process. Interviewing you, and all of the City Council members, both individually and collectively, members of the management team, and key stakeholders in the organization and community as well as taking a tour of the City of Fort Bragg's facilities allows us to learn about and become familiar with the organizations' culture. Taking this time to become familiar with the City of Fort Bragg and the community it serves helps us to screen accordingly. This approach also applies to the entire recruitment process, i.e. we take the time to do it right.

Having personally conducted hundreds of searches for executive level positions in local government throughout the western United States, I am prepared to partner with the City of Fort Bragg and take the lead on this important recruitment process. My experience in resort communities with tourism based economies is significant including top executive level placements for the City of Ketchum, ID; City of Sedona, AZ; the Towns of Snowmass Village, Silverthorne, and Vail in Colorado; and the Rancho Santa Fe Association, the Sea Ranch Association, the City of South Lake Tahoe, and the Town of Truckee here in California to name just a few. You ask what would our firm be able to

offer you, and basically put, you get me with a hospitality and tourism background, now a successful recruiter with a strong niche in resort communities throughout the western United States. Given my unique combination of personal knowledge and professional experience, I believe I am the most qualified recruiter to assist the City of Fort Bragg with this very important search process.

Lastly, I encourage you to contact the references I have listed on page eight in this proposal and also to visit our Testimonial section on our website at www.peckhamandmckenney.com. Often times hearing about the process and service that Peckham & McKenney provides from other clients will give you the confidence to move us forward in your selection process. And in particular, please ask City Manager Linda Ruffing about her experience with Peckham & McKenney. Ms. Ruffing serves on the Executive Committee of the Redwood Empire Municipal Insurance Fund and participated heavily in the recruitment process of REMIF's next General Manager, a recent recruitment process that I conducted.

The following proposal includes more detailed information regarding our firm, the search process and timeline, all-inclusive fee, our guarantee, and client references. Of particular note, I will be the recruiter on this process and we always work with our clients until a placement is made. You get Peckham & McKenney until your new City Manager begins working with you.

All said, I would be honored to work with the City of Fort Bragg on this important recruitment process. Please feel free to call me toll-free at (866) 912-1919 if you have any questions.

Sincerely,

Phil

Phil McKenney
Chief Operating Officer
Peckham & McKenney, Inc.
(916) 616-9173 direct
www.peckhamandmckenney.com

Attachment

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INTRODUCTION

Peckham & McKenney, Inc. provides executive search services to local government agencies throughout the Western United States and is headquartered in Roseville, California. The firm was established as a partnership in June 2004 and incorporated in 2014 by Bobbi Peckham and Phil McKenney, who serve as the firm's lead Recruiters and bring over 50 years' combined experience in local government and executive search. We also offer the services of two former City Managers who serve as Recruiters on assignment. We are supported by an Office Manager, research specialists, a marketing and design professional, web technician, and distribution staff. Ms. Peckham serves as the firm's President, and Phil McKenney serves as the Chief Operating Officer and Secretary/Treasurer. Either of the firm's principals may be reached toll free at (866) 912-1919.

Peckham & McKenney was established on the premise that an executive search and consulting firm must be dedicated to providing its clients and candidates with professional service, as well as a personal, hands-on approach. Our business philosophy centers upon the understanding that this is a "people" related industry and that attention to others' needs is the key to providing effective customer service. Not only are we committed to providing our clients with well-qualified candidates, but we also take pride in treating both our clients and candidates with utmost respect. This commitment has led to multi-year retainer agreements with a number of agencies, as well as numerous client and candidate testimonials to their experiences with us. We invite you to visit our web site at www.PeckhamAndMcKenney.com.

At Peckham & McKenney, we are committed to local government and sensitive to the challenges and issues faced by our clients and candidates. As such, we serve as the Administrator for the Credentialed Government Leader program for the Municipal Management Associations of Northern & Southern California. We also actively support Women Leading Government as well as assist in the annual Women's Leadership Summit. In addition, we have provided numerous workshops and training sessions in California and Colorado to up-and-comers on resume and interview preparation and general career guidance.

Individual profiles of each of the Peckham & McKenney team follow.

Bobbi C. Peckham, President

Bobbi Peckham brings over 28 years' experience as an Executive Recruiter as well as 6 prior years of local government experience. Ms. Peckham is sought out and retained due to her high ethics, integrity, hands-on customer service, and unique ability to identify candidates that "fit" her client agencies and communities.

Ms. Peckham began her career in local government in the City Manager's office of the City of Naperville, Illinois, where she became familiar with all aspects of local government in the nation's fastest growing community. Ms. Peckham was then recruited to join the Executive Search practice of a leading California recruitment firm. Later, she played an integral role in creating a national search business for what became the largest recruitment practice serving local government in the country. Here, she became Regional Director overseeing Northern California and a nine-state region. In 2004, Ms. Peckham formed Peckham & McKenney, Inc. in partnership with Phil McKenney.

Ms. Peckham received a Bachelor of Science degree in Organizational Behavior from the University of San Francisco. She is a contributing member of the International City/County Management Association, Cal-ICMA, Women Leading Government, and Municipal Management Associations of Northern & Southern California. Ms. Peckham serves on the Planning Committee for the annual *Women's Leadership Summit*, at which she coordinates and leads the highly regarded Executive Roundtable Discussions with over 30 female local government leaders. In addition, Ms. Peckham was instrumental in writing the ICMA's *Job Hunting Handbook*. Over the years, Ms. Peckham has actively supported her community, and she currently volunteers her time to the Sacramento Affiliate of *Dress for Success*, which works to empower women to achieve economic independence by providing a network of support, professional attire, and the development tools to help women thrive in work and in life.

Phil McKenney, Chief Operating Officer

Phil McKenney has over 35 years' management experience and is very familiar with local government agencies, having led a county organization and having worked with numerous city governments and special districts. Mr. McKenney began his career in the resort and hospitality industry and served as General Manager for Mattakesett Properties on the island of Martha's Vineyard. He then relocated to Keystone Resort in Colorado, which is now acknowledged as a premiere all-season resort with special recognition for its level of guest services. Mr. McKenney later took over the helm of the Summit County Chamber of Commerce as their Executive Director. This hybrid-Chamber was the only countywide organization responsible for marketing all of Summit County, Colorado, home to Breckenridge, Keystone, and Copper Mountain resorts. Through his leadership and collaborative style, and working with the cities and county within Summit County, he led the Chamber to being a readily recognized and well-respected organization within Colorado and the Western United States.

Mr. McKenney was then selected by Placer County, California to lead the merger of the North Lake Tahoe Chamber of Commerce and the North Tahoe Visitors and Convention Bureau into the North Lake Tahoe Resort Association. As Executive Director of this new county organization, he represented the Tourism industry for all of North Lake Tahoe. The Resort Association is now a proactive, nationally recognized organization whose model of governance is being replicated in numerous resort communities across the Western United States.

Mr. McKenney began his career in executive recruitment in January 2003 and has since conducted hundreds of national recruitments throughout the Western states, including Colorado, Arizona, Idaho, Wyoming, Oregon, and California. Mr. McKenney has an undergraduate degree in Recreation from Slippery Rock State College as well as a Master of Business Administration from the University of Denver.

Clay Phillips, Executive Recruiter

Mr. Phillips brings extensive experience leading a city of over 150,000 and selecting and assembling an executive team that is highly revered in the San Diego region. He recently completed 30 years of service with the City of Escondido, 12 years of which he served as City Manager. Mr. Phillips served in several capacities with the City of Escondido including Finance Director, Administrative Services Director, and Deputy City Manager prior to his appointment as City Manager. He began his career with the City of Santa Ana and soon became Deputy Finance Officer for the City of Irvine.

Mr. Phillips has served as the Chairman of the San Diego City Managers Association, and he has been a speaker and expert panelist for the League of California Cities as well as POST and California State University San Marcos. Mr. Phillips has significant experience in leadership development, financial management, economic development, and labor relations. In his capacity as City Manager, he has been involved with the recruitment and hiring of department heads in all areas of local government. Mr. Phillips received his undergraduate degree from Loma Linda University with majors in Business Management and Accounting and was recognized as the Alumnus of the Year by the School of Business in 2008. He also received his Master of Business Administration from Pepperdine University.

Ellen Volmert, Executive Recruiter

Ms. Volmert recently began her encore career after 35 years of local government management experience in California and Oregon. She has served as City Manager with the City of La Palma; and 18 years as Acting City Manager, Assistant City Manager, Assistant to the City Manager, and Management Analyst with the City of Corvallis, Oregon. Ms. Volmert brings extensive experience in executive recruitment, labor relations, human resources, risk management, communications, diversity, budgeting, and intergovernmental relations.

Ms. Volmert focuses on all recruitment assignments in the state of Oregon as well as team support on all other executive recruitments. She is a graduate of UCLA and has a Master's degree in Public Administration from Cal State Fullerton.

Joyce Johnson, Office Manager

Ms. Johnson joined Peckham & McKenney in 2005 and serves as the firm's Office Manager. Ms. Johnson is complimented regularly on her strong customer orientation working with both clients and candidates alike. 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 separate national management consulting and executive recruitment firms. She has over 30 years' experience in the field of administrative and executive support for all aspects of the executive recruitment process. Ms. Johnson holds an Associate of Arts degree from American River College.

Cathy West-Packard, Marketing & Design

Ms. West-Packard has provided her design and marketing skills to Peckham & McKenney Recruiters for over 25 years. She is the firm's "go-to" professional for all advertising and brochure design and creation.

Kevin Johnson, Research Assistant

Mr. Johnson has been a member of the team since 2009 and currently serves as a Research Assistant. He supports the firm's Recruiters through his research of local government agencies and networks, potential candidates, and current candidates prior to recommendation to our clients. Mr. Johnson mastered his researching abilities while obtaining a Bachelor of Arts in Economics from Willamette University.

Bradley Frank, Technology Guru

The newest member of the Peckham & McKenney team, Mr. Frank holds the official title of Technology Guru as he expertly oversees the firm's web site as well as responding to all technology questions from the firm's principals. He is currently studying Material Sciences & Engineering at the University of California, Merced, and is a NASA Fellow.

THE SEARCH PROCESS

While it is my intent to customize the search and project schedule to fit the City of Fort Bragg's specific needs, the search process typically includes the following key actions:

Project Organization – Prior to beginning the recruitment process, I will be available to discuss the recruitment process, listen to specific desires and expectations, and respond to any questions or concerns. I will discuss expected parameters of the search, the search timeline, and schedule future meeting dates. At this time you and the City Council members will determine the extent of involvement of other individuals in the search process.

Development of Candidate Profile (on-site #1) – This phase provides for the development of a detailed Candidate Profile. I will meet individually and in groups with those individuals identified in the Project Organization phase, to discuss the current and future issues and challenges facing the region and the City of Fort Bragg. The desired background and experience, leadership style and personality traits, skills and abilities of the ideal candidate will be discussed. I will also discuss expectations, goals, and objectives that will lead to the success of the new City Manager.

Recruitment – Advertisements will be placed in the appropriate industry publications and websites, and our firm will assume responsibility for presenting your opportunity in an accurate and professional manner. Full information on the position will be posted on our firm's web site as well as the City's site. In addition, an attractive brochure will be prepared to market the organization and position to potential candidates. This brochure will be mailed to 300-400 industry professionals nationally, and it will also be available on our firm's web site. Copies of the brochure will also be made available to the City of Fort Bragg.

The main focus of our outreach, however, will be direct phone contact with quality potential candidates. With close to 30 years of collective executive search experience, we have developed an extensive candidate database that is continuously utilized and updated. Our recruiting efforts will focus on direct and aggressive recruiting of individuals within the search parameters established during the Candidate Profile Development phase. We believe direct recruiting produces the most qualified candidates.

Throughout this active search process, I will regularly notify the City of the status and share questions, concerns, and comments received from potential candidates as they consider the opportunity. By doing so, I will "team" with the City to ensure that all issues and concerns of potential candidates are discussed and understood thereby eliminating "surprises" once the resume filing deadline has passed.

As resumes are received, they will be promptly acknowledged, and we will personally respond to all inquiries. Once the resume filing deadline has passed, you will be once again updated on the status of the recruitment, the number of resumes received, and our intent for preliminary interviews.

Preliminary Interviews – As resumes are received, supplemental questionnaires will be sent to candidates who appear to meet the Candidate Profile. Following the resume filing deadline and a thorough review of the resumes and questionnaires received, I will conduct preliminary interviews with those individuals most closely matching the Candidate Profile. An Internet search will be conducted as well as preliminary background (credit and criminal) checks.

Recommendation of Finalists (on-site #2) – A written recommendation of finalists will be personally presented to you and the City Council members in a one- to two-hour meeting. Prior to this meeting, all participants will receive a full listing of all candidates who applied for the position, as well as the cover letters, resumes, and supplemental questionnaires of the recommended group of candidates for further consideration.

Once a group of finalists have been selected, all candidates will be notified of their status. I will prepare a finalist interview schedule and notify finalist candidates accordingly. If necessary, finalists will make their own travel plans and

reservations. It is customary that the City reimburse finalists for round-trip airfare, car rental, and lodging necessary to attend the interviews in the City of Fort Bragg. I will confirm this at our meeting to recommend finalists.

Final Interviews/Selection (on-site #3) – During this phase, finalists will be interviewed by the City. I will provide on-site advice and facilitation assistance during the final interview process. Interview materials, including suggested interview questions, evaluation and ranking sheets will be provided for the City’s convenience.

An orientation session will be held with those involved prior to the finalist interviews, and I will work with the panel through a ranking process and discussion of the finalists at the end of the day. I will assist the City in coming to consensus on the leading two to three finalists for further consideration, and I will provide recommendations on next steps, including additional meetings with each finalist to learn more of the “fit” they may bring.

Qualification – Once the final candidate has been selected by the City, a thorough background check will be conducted that is compliant with the Fair Credit Reporting Act and Investigative Consumer Reporting Agencies Act. Peckham & McKenney utilizes the services of Sterling Talent Solutions, the world’s largest company focused entirely on conducting background checks. This investigation will verify professional work experience; degree verification; certifications; and criminal, civil, credit, and motor vehicle records. We encourage our clients to consider further vetting the candidate through a Department of Justice LiveScan in order to ensure that all known criminal history records (beyond seven years) are investigated.

Professional references will also be contacted, and a full report will be provided. This comprehensive process ensures that only the most thoroughly screened candidate is hired. In addition, negotiation assistance will be provided as requested by the City.

My ultimate goal is to exceed your expectations and successfully place a candidate who “fits” the City’s and community’s needs now and well into the future.

SEARCH SCHEDULE

This sample schedule anticipates a 14-week process. In today's competitive recruiting environment, our goal is to make the process as efficient and effective as possible. We ask that our clients work with us to identify future meeting dates, which will be published within the Candidate Profile. This will ensure that the momentum of the search process is consistent and that all parties are available in order to lead to a successful result.

<u>ACTIVITY</u>	<u>TIME FRAME</u>
I. Project Organization <ul style="list-style-type: none">• Conference call discussion of recruitment process• Formalize project schedule	Pre-Recruitment
II. Development of Candidate Profile <ul style="list-style-type: none">• On-site meeting with City representatives to discuss Candidate Profile• Develop Candidate Profile/Marketing Brochure and obtain approval from the City• Develop advertising and recruiting plan	Two Weeks
III. Recruitment <ul style="list-style-type: none">• Advertise, network, and electronically post in appropriate venues• Send Candidate Profile to 300-400 industry professionals• Post opportunity on firm's web site as well as the City's site• Search for/identify/recruit individuals within the parameters of the Candidate Profile• Respond to all inquiries and acknowledge all resumes received in a timely manner	Six Weeks
IV. Preliminary Interviews/Recommendation <ul style="list-style-type: none">• Review resumes and supplemental questionnaires• Conduct preliminary interviews with leading candidates• Conduct Internet research and credit/criminal checks• Personally present written recommendation of finalists to the City• Notify all candidates of search status	Three Weeks
V. Final Interviews/Selection <ul style="list-style-type: none">• Schedule finalist interviews• Design process and facilitate finalist interviews with the City• Assist the City throughout process and provide suggestions• City selects candidate or leading 2-3 candidates for further consideration• City conducts second interview process.	Two Weeks
VI. Qualification <ul style="list-style-type: none">• Conduct thorough background and reference checks on leading candidate• Negotiation assistance• Exceed expectations and successfully place candidate who "fits."	One Week

PROFESSIONAL FEE AND EXPENSES

Fee

Our all-inclusive fee to conduct the search process for the City of Fort Bragg's next City Manager is \$27,000. One-third of this fee is due as a retainer upon execution of the agreement. The remainder of the fee will be divided and billed in two separate, monthly invoices.

Expenses

The all-inclusive fee includes professional fees and expenses. Expenses include out-of-pocket costs associated with consultant travel, advertising, telephone/technology, administrative support/printing/copying/postage/materials, and background checks (partial checks on recommended candidates; full background check on selected candidate). Additional expenses incurred due to excessive additional meetings as well as full background checks on more than one candidate will be billed accordingly.

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 Wells Fargo Insurance, Inc., Charlotte, NC, and our coverage is provided by Sentinel Insurance Company and The Hartford.

CLIENT REFERENCES

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

Redwood Empire Municipal Insurance Fund, General Manager

Linda Ruffing, Executive Committee Member
(707) 961-2829, lruffing@fortbragg.com

City of Eureka, CA – City Manager, Police Chief, and City Attorney

Mayor Frank Jager and/or Greg Sparks, City Manager
(707) 441-4140, gsparks@ci.eureka.ca.us

The Sea Ranch Association, CA – Community Manager

Frank Bell, Community Manager
(707) 758-2444, fbell@tsra.org

Town of Vail, CO – Town Manager, Community Development Director, and Fire Chief

Krista Miller, Human Resources and Risk Manager
(970) 477-3512, kmiller@vailgov.com

Town of Snowmass Village, CO – Town Manager

John Dresser, Town Attorney
(970) 972-2274, jdresser@tosv.com

Town of Truckee, CA – Town Manager

Mayor Morgan Goodwin and/or Kim Szcurek, Administrative Services Director
(530) 582-2913, kszcurek@townoftruckee.com

PLACEMENT GUARANTEE AND ETHICS

Our placement record allows us to offer one of the strongest guarantees in the industry. In the unlikely event that a candidate recruited and recommended by our firm leaves your employment ***for any reason within the first year*** (except in the event of budgetary cutbacks, promotion, or position elimination), we agree to provide a one-time replacement at no additional charge, except expenses.

Time and again, we receive unsolicited comments from clients and candidates relating to our integrity and high ethics.

- First, we believe in honesty. No client should ever appoint an individual without being fully knowledgeable of the candidate's complete background and history. Conversely, no candidate should ever enter into a new career opportunity without full disclosure of any organizational "issues."
- We strive to keep everyone involved in a recruitment process informed of the status. Not only do we provide regular updates to our clients, but we also have a reputation for keeping our candidates posted, even to the extent of informing them as to who was eventually selected.
- As recruitment professionals, 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. However, if they become a finalist, we ask that they speak to their supervisor (Council member or Manager) to alert them of their intent.
- 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 misrepresent our client list. Only those searches that we personally conducted appear on our list.
- We are retained only by client agencies and not by our candidates. While we have a reputation for being actively involved in the profession and providing training, workshops, and general advice to candidates, we represent only our clients. In addition, we *always* represent and speak of our client in a positive manner; during the recruitment engagement as well as years after.

EXECUTIVE SEARCHES CONDUCTED (2004 to PRESENT*)

(* 100's of additional searches were conducted from 1987-2004)

City/County Manager, Executive Director, and Related

Alameda County Waste Management Authority, CA	Executive Director
American Canyon, City of	City Manager
Anderson, City of	City Manager
Antioch, City of	City Manager
Arroyo Grande, City of	City Manager
Ashland, OR, City of	City Administrator
Auburn, City of	City Manager
Bell, City of	City Manager
Belmont, City of	City Manager
Belvedere, City of	City Manager
Benicia, City of	City Manager
Big Bear Lake, City of	City Manager
Brentwood, City of	City Manager
Brookings Economic Development Agency, SD	Executive Director
Buellton, City of	City Manager
Burbank, City of	City Manager
Burlingame, City of	City Manager
Calistoga, City of	City Manager
Campbell, City of	City Manager
Carmel-by-the-Sea, City of	City Administrator
Cordillera Metropolitan District, CO	General Manager
Corvallis, OR, City of	City Manager
Cupertino, City of	City Manager
Del Mar, City of	City Manager
Douglas County, NV	County Manager
Durango, CO, City of	City Manager
Eagle County, CO	County Manager
El Dorado Hills Community Services District, CA	General Manager
Encinitas, City of	City Manager
Eureka, City of	City Manager
Exeter, City of	City Administrator
Foothills Park & Rec. District, CO	Executive Director
Fort Lupton, CO, City of	City Administrator
Galt, City of	City Manager
Garfield County, CO	County Manager
Gilroy, City of	City Administrator (2007 & 2016)
Glendora, City of	City Manager
Grand Junction, CO, City of	City Manager
Greeley, CO, City of	City Manager
Hayward, City of	City Manager
Hughson, City of	City Manager
Indian Wells, City of	City Manager
Incline Village General Improvement District, NV	General Manager
Ketchum, City of, ID	City Administrator
La Plata County, CO	County Manager
La Quinta, CA	City Manager
La Palma, CA	City Manager
Lone Tree, CO, City of	City Manager
Manitou Springs Chamber of Commerce, CO	Chief Operating Officer
Martinez, City of	City Manager
Midpeninsula Regional Open Space District, Los Altos, CA	General Manager

Mill Valley, City of	City Manager
Milpitas, City of	City Manager
Moraga, Town of	Town Manager
Mountain House Community Svcs. District, CA	General Manager
Mountain Village, CO, Town of	Town Manager
North Lake Tahoe Public Utility District, CA	General Manager (2004 & 2007)
Novato, City of	City Manager
Palmdale, City of	City Manager (2011 & 2015)
Palos Verdes Estates, City of	City Manager (2007 & 2013)
Park City Municipal Corporation, UT	City Manager
Piedmont, City of	City Administrator
Pleasant Hill, City of	City Manager
Point Arena, City of	City Manager
Portola Valley, Town of	Town Manager
Public Agency Risk Sharing Authority of CA	General Manager
Rancho Murieta Community Services District, CA	General Manager
Redlands, City of	City Manager
Redwood City, City of	City Manager
Rohnert Park, City of	City Manager
San Clemente, City of	City Manager
San Mateo, County of	County Manager
Santa Clara, City of	City Manager
Santa Clara County Open Space Authority, San Jose, CA	General Manager
Sea Ranch Association, CA	Community Manager
Sedona, AZ, City of	City Manager (2008 & 2014)
Snowmass Village, CO, Town of	Town Manager (2006 & 2013)
Solana Beach, City of	City Manager
South Suburban Parks & Recreation District, CO	Executive Director
St. Helena, City of	City Manager
Steamboat Springs, CO, City of	City Manager (2005 & 2008)
Teton County, WY	County Administrator
Tracy, City of	City Manager (2007 & 2014)
Tulare, City of	City Manager (2005 & 2011)
Waterford, City of	City Administrator
West Sacramento, City of	City Manager
Windsor, CO, Town of	Town Manager
Winter Park, CO, Town of	Town Manager
Woodside, Town of	Town Manager
Yakima Regional Clean Air Authority, WA	Executive Director/Air Pollution Cont'l Officer
Yolo, County of	County Administrator

Assistant City/County Manager and Deputy Manager

Arvada, CO, City of	Deputy City Manager
Atherton, City of	Assistant City Manager
Carlsbad, City of	Assistant City Manager
Contra Costa County, CA	Chief Assistant County Administrator (2 Positions)
Daly City, City of	Assistant City Manager
Douglas County, CO	Deputy County Manager
Douglas County, NV	Assistant County Manager
Escondido, City of	Assistant City Manager
Foster City, City of	Assistant City Manager
Fremont, City of	Assistant City Manager
Gilroy, City of	Assistant City Administrator
Hayward, City of	Assistant City Manager (2006 & 2010)
Midpeninsula Regional Open Space District, Los Altos, CA	Assistant General Manager (2 Positions)
Oceanside, City of	Assistant City Manager, Development Services

Pacifica, City of
Palo Alto, City of
Porterville, City of
San Clemente, City of
San Pablo, City of
San Rafael, City of
Tracy, City of

Assistant City Manager
Assistant City Manager
Deputy City Manager
Assistant City Manager
Assistant to the City Manager
Assistant City Manager (2006 & 2015)
Assistant City Manager (2007 & 2015)

City Attorney/Legal Counsel

Antioch, City of
Archuleta County, CO
Ashland, OR, City of
Brisbane, City of
Burlingame, City of
Eureka, City of
Garfield County, CO
Hayward, City of
Mesa County, CO
Midpeninsula Regional Open Space District, Los Altos, CA
Milpitas, City of
Mountain Village, CO, Town of
Pleasanton, City of
Redwood City, City of
Richmond, City of
San Bruno, City of
San Pablo, City of
Simi Valley, City of
South Lake Tahoe, City of
Yolo County, CA

City Attorney (2005 & 2015)
County Attorney
City Attorney
City Attorney (contract services)
City Attorney (2008 & 2012)
City Attorney
County Attorney
City Attorney
County Attorney
General Counsel
Assistant City Attorney
Town Attorney
City Attorney
City Attorney
City Attorney
City Attorney
City Attorney
City Attorney
County Counsel

Community Development/Planning/Economic Development

Alameda, City of
Alhambra, City of
Ashland, OR, City of
Bell, City of
Beverly Hills, City of
Burbank, City of
Concord, City of
Dana Point, City of
Delano, City of
Elk Grove, City of
Fremont, City of
Fremont, City of
Hayward, City of
Hayward, City of
Jefferson County, CO
Laguna Niguel, City of
Livermore, City of
Long Beach, City of
Long Beach, City of
Martinez, City of
Milpitas, City of
Mountain Village, CO, Town of
North Tahoe Public Utility District, CA
Novato, City of

Economic Development Manager
Director of Development Services
Community Development Director
Community Development Director
Community Development Director
Community Development Director
Principal Planner
Community Development Director
Economic Development Manager
Economic Development Director
Deputy Director of Community Development
Deputy Redevelopment Agency Director, Housing
Community Development Director
Economic Development Manager
Planning & Development Director
Director of Community Development
Economic Development Director
Deputy Director, Development Services
Planning Bureau Manager, Development Services
Community Development Director
Director of Planning & Neighborhood Services
Director of Community Development & Housing
Planning & Engineering Manager
Community Development Director

Pacifica, City of
Pacific Grove, City of
Palo Alto, City of
Pittsburg, City of
Rancho Santa Margarita, City of
Reno, NV, City of
San Bruno, City of
San Clemente, City of
San Clemente, City of
San Mateo, City of
San Pablo, City of
San Rafael, City of
County of Santa Clara, San Jose, CA
Santa Rosa, City of
Seaside, City of
Seaside, City of
South Lake Tahoe, City of
St. Helena, City of
Stockton, City of
Teton County, CO
Vail, CO, Town of
Walnut Creek, City of
Walnut Creek, City of
Windsor, City of
Winters, City of
Yuba City, City of

Planning Director
Community/Economic Development Director
Development Services Director
Community Development Director/City Engineer
Development Services Director
Redevelopment Administrator
Community Development Director
Community Development Director
Economic Development & Housing Director
Economic Development Manager
Assistant to the City Manager, Economic Development
Community Development Director
Director, Planning & Development
Planning & Economic Development Director
Planning Services Manager
Redevelopment Services Manager
Development Services Director
Planning & Community Improvement Director
Community Development Director
Planning & Development Director
Director of Community Development
Economic Development Manager
Planning Manager
Community Development Director
Community Development Director
Development Services Director

Public Works/Engineering and Related

Ashland, OR, City of
Aurora Water, CO
Benicia, City of
Benicia, City of
Big Bear Lake, City of
Carlsbad, City of
Concord, City of
Fremont, City of
Galt, City of
Gilroy, City of
Greeley, CO, City of
Greeley, CO, City of
Greenfield, City of
Hayward, City of
Jefferson County, Golden, CO
Louisville, CO, City of
Mariposa County, CA
Milpitas, City of
Port San Luis Harbor District, CA
Sacramento County, CA
San Jose, City of
San Leandro, City of
San Pablo, City of
San Rafael, City of
Santa Clara, City of
South Lake Tahoe, City of
Steamboat Springs, CO, City of

Public Works Director
Director of Water
Land Use & Engineering Manager
Public Works Director
Assistant General Manager, Dept. of Water & Power
Deputy Public Works Director
Infrastructure Maintenance Manager
Manager of Maintenance Operations
Public Works Director
Building Field Services Manager
Public Works Director
Water & Sewer Director
Public Works Director
Director of Public Works
Airport Manager
Public Works Director
Public Works Director
Public Works Director/City Engineer
Facilities Manager
Associate Civil Engineer
General Services Director
Engineering & Transportation Director
City Engineer
Public Works Director
Assistant Director of Water/Sewer Utilities
Public Works Director
Public Works Director

Finance Director/Controller/Treasurer

Alhambra, City of	Finance Director
American Canyon, City of	Administrative Services Director
Arvada, CO, City of	Director of Finance
Atherton, City of	Finance Director
Aurora, CO, City of	Finance Director
Azusa, City of	Director of Finance
Bell, City of	Finance Director
Brentwood, City of	City Treasurer/Administrative Services Director
Daly City, City of	Director of Finance
Durango, CO, City of	Finance Director
Encinitas, City of	Finance Director
Fairfield, City of	Director of Finance
Fairfield, City of	Assistant Director of Finance
Greeley, City of, CO	Finance Director
Hayward, City of	Finance Director
La Quinta, City of	Finance Director
Marin County, CA	Assistant Director of Finance
Milpitas, City of	Finance Director
Modesto, City of	Director of Finance
Oceanside, City of	Director of Finance
Orange County Fire Authority, CA	Assistant Chief, Business Services
Orange County Fire Authority, CA	Treasurer
Pacific Grove, City of	Finance Director
Pasadena, City of	Accounting Manager
Pittsburg, City of	Finance Director
Rancho Cordova, City of	Assistant Finance Director
Reno, NV, City of	Finance Director
San Mateo, City of	Finance Director
San Mateo, City of	Deputy Director of Finance
Santa Clara, City of	Accounting Division Manager
Santa Clarita, City of	Finance Manager
Seaside, City of	Financial Services Manager
Silverthorne, CO, City of	Director of Finance/Administrative Services
Sonoma, City of	Finance Director
South Lake Tahoe, City of	Administrative Services Director
Steamboat Springs, CO, City of	Finance Director
Superior Court of Calif./Co. of San Mateo	Finance Director
Winter Park, CO, City of	Finance Director

Public Safety/Law Enforcement

Alhambra, City of	Chief of Police
Alhambra, City of	Fire Chief
Antioch, City of	Police Chief
Atherton, Town of	Police Chief
Bell, City of	Police Chief
Beverly Hills, City of	Police Chief
Eureka, City of	Police Chief
Galt, City of	Police Chief
Gilroy, City of	Fire Chief
Hayward, City of	Fire Chief
Lone Tree, CO, City of	Patrol Operations Commander
Lone Tree, CO, City of	Police Chief
Los Altos, City of	Police Captain
Menlo Park, City of	Police Chief

Milpitas, City of
Porterville, City of
San Pablo, City of
San Pablo, City of
San Rafael, City of
Santa Monica, City of
Silverthorne, CO, City of
Springfield, City of, OR
Vail, CO, Town of

Police Chief
Chief of Police
Police Chief
Police Commander
Chief of Police
Police Chief
Police Chief
Police Chief
Fire Chief

Human Resources/Personnel

Anaheim, City of
Belmont, City of
Benicia, City of
Brookings, SD, City of
Concord, City of
Eagle County, CO
Encinitas, City of
Folsom, City of
Hayward, City of
Jefferson County, CO
Lakewood, CO
Mariposa County, CA
Midpeninsula Regional Open Space District, Los Altos, CA
Pacific Grove, City of
Palo Alto, City of
Porterville, City of
Rancho Cucamonga, City of
Rancho Santa Margarita, City of
Redwood City, City of
San Bruno, City of
San Clemente, City of
San Rafael, City of
Seaside, City of

Human Resources Director
Human Resources Director
Human Resources Manager
Director of Human Resources
Human Resources Director
Director of Human Resources
Human Resources Manager
Human Resources Director
Human Resources Director
Human Resources Director
Employee Relations Director
Human Resources Director/Risk Manager
Manager of Administration/Human Resources
Human Resources Manager
Chief People Officer
Administrative Services Manager
Director of Human Resources
Human Resources/Risk Management Administrator
Human Resources Director
Human Resources Director
Human Resources Manager
Human Resources Director
Personnel Services Manager

Parks & Recreation

Anaheim, City of
Bell, City of
Oxnard, City of
Pacifica, City of
Palo Alto, City of
Piedmont, City of
Pleasanton, City of
Roseville, City of
San Clemente, City of
Tracy, City of

Director of Community Services
Community Services Director
Cultural & Community Services Director
Director of Parks, Beaches & Recreation
Community Services Director
Recreation Director
Director of Parks & Community Services
Parks, Recreation & Libraries Director
Director of Beaches, Parks & Recreation
Parks & Community Services Director

City/County Clerk

Hayward, City of
Long Beach, City of
Midpeninsula Regional Open Space District, Los Altos, CA
Midpeninsula Regional Open Space District, Los Altos, CA
Mountain View, City of
Palo Alto, City of
Rancho Santa Margarita, City of

City Clerk
City Clerk
Clerk of the Board
Public Affairs Manager
City Clerk
City Clerk
City Clerk

San Mateo, City of
Walnut Creek, City of

City Clerk
City Clerk

Library Director

Boulder, CO, City of
Hayward, City of
Huntington Beach, City of
Palo Alto, City of

Library Director
Library Director
Library Director
Library Director

Information Technology

Fremont, City of
Jefferson County, Golden, CO
Superior Court of California, County of San Mateo
Superior Court of California, County of San Mateo

Information Services Technology Director
Information Technology Director
Information Technology Director
Court Information Technology Manager

Human Services

Douglas County, CO
Eagle County, CO
Mariposa County, CA
Washington County, OR

Human Services Director
Director of Human Services
Public Health Officer
Director of Health & Human Services



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EXECUTIVE SEARCH

Redwood Empire Municipal Insurance Fund (REMIF)

GENERAL MANAGER

INTRODUCTION

Throughout California, many variations of JPA's have been formed for the benefit of their members. A risk-sharing JPA is a government-regulated public entity formed by two or more public agencies for the purpose of pooling their assets to promote loss control and pay claims on behalf of its members. Of California's 482 incorporated cities, nearly 90% are members of a liability risk-sharing JPA.

THE COMMUNITY

The Redwood Empire Municipal Insurance Fund (REMIF) office is located in Sonoma, California in the heart of one of the world's premier wine-producing regions. The beautiful community of Sonoma offers its 10,933 residents a vibrant lifestyle and rich, cultural heritage. Just 45 minutes north of the Golden Gate Bridge, Sonoma spans approximately 2.8 square miles. The adjacent scenic hills and agricultural valley provide a setting of unparalleled natural beauty.

Sonoma serves as the economic hub for the rural Sonoma Valley, which has a population of about 39,000. Residents and numerous visitors enjoy shopping in the historic square, wine tasting, golf, spas, hiking, as well as a vibrant restaurant scene with choices ranging from casual cafes to five-star restaurants.

For more information about Sonoma, please visit: www.sonomacity.org.

THE ORGANIZATION

The Redwood Empire Municipal Insurance Fund (REMIF) is a self-insured Joint Powers Authority (JPA) created in 1976 through the provisions in the Labor, Government and Education Codes. It handles the insurance and workers' compensation claims, benefit programs and risk management needs for fifteen member agencies (the cities of Arcata, Cloverdale, Cotati, Eureka, Fort Bragg, Fortuna, Healdsburg, Lakeport, Rohnert Park, Sebastopol, Sonoma, St. Helena, Ukiah, Willits and the Town of Windsor). REMIF's office is located at 414 W. Napa Street, in Sonoma, California and has a total of eleven employees including the General Manager.

REMIF's goal is to protect the members' assets by helping moderate the effects of claims, lawsuits and losses through the use of education, prevention, training, advocacy, and insurance/self-insurance programs. In addition, REMIF

helps provide cost effective employee benefit programs through the use of group coverage purchasing or self-insurance. Members are assessed contributions for participation in REMIF's programs. REMIF also acts as a contract third party claims administrator for handling the workers' compensation claims for two cities that are not members of REMIF. REMIF generates approximately \$4.8 million in annual revenues.

REMIF has a governing board comprised of fifteen voting members and an Executive Committee composed of the President, Vice-President and three Directors. The Board appoints a General Manager who serves at the pleasure of the Board.

THE POSITION

The General Manager is the Secretary and Chief Administrative Officer of the Authority and administers the operations of REMIF. The General Manager may not be an employee or an officer of a member agency. The General Manager is responsible for administering the operations of the Authority and has the duty to maintain all accounting and other financial records of the Authority, file financial reports of the Authority, and perform other such duties as the Board may specify. In REMIF's history there have been only three General Managers.

The General Manager is assisted by a Claims Administrator who oversees and coordinates the workers' compensation program; a Finance Director who oversees all financial operations for REMIF; and an Administrative Assistant who coordinates training, risk transference, general/auto liability claims handling, acts as a receptionist, performs other clerical functions and is the JPA's confidential Board Assistant. Outside providers are retained by REMIF to investigate, adjust and defend against claims, conduct annual financial audits and actuarial studies, provide payroll services, safety training, and contracts with health providers, and perform biannual workers' compensation and liability claims audits.

The Board is seeking a replacement for current General Manager Mark Ferguson who will retire on June 30, 2017.

For more information about REMIF, please visit: www.remif.com.

THE IDEAL CANDIDATE

In this lean and high-performing organization, the General Manager is a working manager who is responsible for the planning and direction of REMIF's day-to-day operations to meet the

organization's fiscal and service goals as established by the Board of Directors.

The selected candidate will possess significant knowledge regarding risk management practices and training, the structure and operation of public organizations, safety and risk control programs for local government agencies, safety and risk control standards, computer and RMIS systems, and principles

of public sector human resource management.

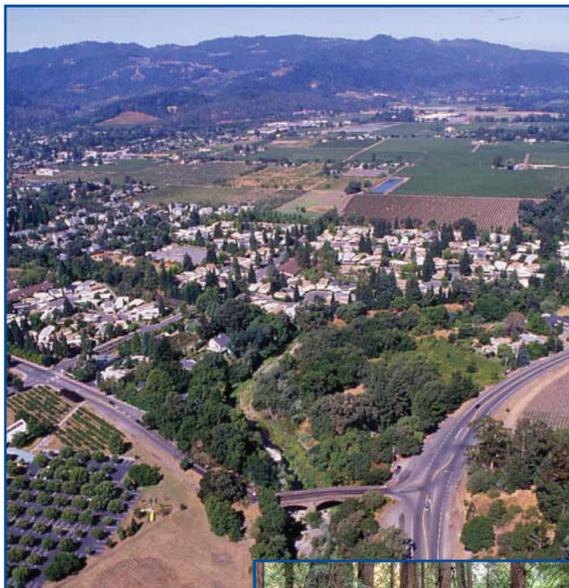
The next General Manager must be sensitive to maintaining a balance between the needs of individual members and the pool as a whole and must have the ability to evaluate where REMIF is now and have a vision for the future. Communication skills, both written and verbal, are key to the success of the next General Manager as are being an effective listener and having the ability to evaluate complex data and issues and provide clear recommendations for the Board's consideration. Also necessary is the ability to explain technical information in laymen's terms to a variety of audiences.

The new General Manager will be an excellent manager. He/she will be collaborative, flexible, tactful and thoughtful with both members and staff. She/he will know how to delegate, teach and mentor, and will inspire trust, provide sound and strategic fiscal leadership, and will be open to new ideas from staff and Board members. He/she will be politically aware and will partner with the Board in designing the future of REMIF.

This is an excellent opportunity for the right person, a true leader able to guide REMIF into the future while maintaining a superior, quality, customer-service based organization. REMIF desires a team player to take them to the next level.

Any combination of education and experience that would provide the knowledge, skills, and abilities necessary to perform the duties and responsibilities of the position will be qualifying. Ideally the new General Manager will possess a Bachelor's degree from an accredited college or university with major course work in business or public administration or a related field, and five years of increasingly responsible risk management, or governmental administrative experience.





THE COMPENSATION

The salary range for this opportunity is from \$150,000 to \$185,000 annually DOQE. REMIF also provides benefits such as vacation, administrative leave, sick leave, holidays, pay during jury duty, bereavement leave, health and dental coverage, payroll deduction plans, deferred compensation, health savings account, life insurance, long term disability, workers compensation, retirement (CalPERS), severance, retiree medical, and other benefits as determined by the REMIF Board of Directors.



SEARCH SCHEDULE

Filing DeadlineMay 22, 2017
Preliminary InterviewsMay 24 through June 9, 2017
Recommendation of CandidatesJune 13, 2017
Finalist Interview ProcessJune 22, 2017
These dates have been confirmed, and it is recommended that you plan your calendar accordingly.

THE RECRUITMENT PROCESS

To apply for this exciting career opportunity, please send your resume and cover letter electronically to:

Peckham & McKenney

apply@peckhamandmckenney.com

Please do not hesitate to contact Phil McKenney toll-free at (866) 912-1919 if you have any questions regarding this position or recruitment process.



www.peckhamandmckenney.com