



**Ralph Andersen & Associates**  
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road  
Suite 410  
Rocklin, California 95765  
916.630.4900

June 21, 2023

Mayor Madison Davis  
and Members of the City Council  
City of Brisbane  
50 Park Place  
Brisbane, California 94005

Via Email: [apartin@brisbaneca.org](mailto:apartin@brisbaneca.org)

Dear Mayor Davis and Members of the City Council:

Ralph Andersen & Associates is pleased to submit this proposal to conduct an executive search for the position of City Manager for the City of Brisbane.

The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than half of a century. With the reputation of Ralph Andersen & Associates you will have the opportunity to consider candidates located throughout California.

If selected to conduct this search, I will be the Project Director. Ralph Andersen & Associates conducted the City Manager search in 1998 when Mr. Clayton Holstine was selected. Although I was not the Project Director for that search directly, I was intimately involved in the search process internally, providing oversight and quality control allowing me to interact with Mr. Holstine at that time.

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

We are proud of how we market and represent our clients; all of the design and graphics of our marketing material is done in-house so we can control the quality and production timing. Sample recruitment brochures for the communities of Colma (current search), Fairfax, and Mill Valley have been included for further reference. To see additional samples of our recruitment brochures, as well as the way in which we market our clients digitally, please visit the Career Opportunities page of our website at [www.ralphandersen.com](http://www.ralphandersen.com).

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

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

Respectfully Submitted,

Heather Renschler  
President/CEO



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# Background and Qualifications

## Executive Summary

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

The City Council has requested our proposal to assist in the identification and recruitment of a highly qualified group of candidates for the new City Manager. In particular, the City of Brisbane is seeking a firm with a strong national presence and the professional experience to clearly assess the City's needs and formulate a strategy to **deliver results**.

At Ralph Andersen & Associates, we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

We begin each search by working closely with the City's leadership, stakeholders, staff, and, if desired, the community to ensure a complete picture of the desired candidate pool is developed. Our team-oriented approach, matched with this 360-degree perspective, means we ensure that a complete understanding of the organization's mission and culture translates into those specific traits and characteristics necessary to ensure the selected candidate is successful in the position.

We understand that the City Council expects aggressive, personalized outreach to identify a diverse and highly qualified applicant pool and a selection process that includes comprehensive candidate reports based on thorough reference and background checks. We will begin with the desired characteristics and build a recruitment strategy that is tailored to meet the City of Brisbane's specific needs. The resulting outreach and advertising campaign will incorporate the extensive use of personal outreach to recruit a highly qualified group of candidates.

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

Our national staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, all senior staff have personal, hands-on executive experience in the operation of public agencies and private businesses.

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

## Why Choose Ralph Andersen & Associates?

Ralph Andersen & Associates, a California Corporation, has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 51 years.

**With Ralph Andersen & Associates, there is an entire team behind every recruitment.** Our firm takes a multi-disciplined, team approach to executive search. Successful outreach relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. By drawing on the combined expertise of our associates and our network of professional contacts, we address outreach from a wide variety of perspectives and find unique ways to identify and recruit the best and brightest.

## Relevant Search Experience

Ralph Andersen & Associates conducts a wide array of searches in the public sector specializing in the top executive in local government – the City Manager. Our experience spans populations of all sizes, from the largest in the country to small and mid-size municipalities.

Ralph Andersen & Associates' significant experience in city management searches is supported by a successful track record of highly regarded managers. The firm conducted the City Manager search in 1998 when Mr. Clayton Holstine was selected as City Manager.

**Expansive network of City Manager Searches (In-State and Nationally)** – We have one of the strongest track records of conducting City Manager searches. Searches conducted by Ms. Renschler have been noted with (“\*”). The first listing included here is for recruitments conducted in California since 2020, followed by our out-of-state engagements:

### **California Recruitments:**

- Artesia, CA – City Manager (2022)
- Barstow, CA – City Administrator (2021)
- Bishop, CA – City Administrator (2020)
- Calabasas, CA – City Manager (2021)\*
- California City, CA – City Manager (2022)
- Citrus Heights, CA – City Manager (2022)
- Colma, CA – City Manager (Current Search)\* – **Sample Brochure Provided**
- Compton, CA – City Manager (2022)
- Coronado, CA
  - Assistant City Manager (2022)
  - City Manager (2021)
- Eastvale, CA – City Manager (2022)
- El Segundo, CA – City Manager (2022)\*
- Emeryville, CA – City Manager (2022)

- Encinitas, CA – City Manager (2020)
- Fairfax, CA – Town Manager (2021)\* – **Sample Brochure Provided**
- Foster City, CA – City Manager (2022)
- Goleta, CA – City Manager (2022)\*
- Grand Terrace, CA – City Manager (2021)
- Gustine, CA – City Manager (2022)
- Huntington Beach, CA – City Manager (2022)
- Indio, CA – City Manager (2021)
- La Palma, CA – City Manager (2020)
- La Verne, CA – City Manager (2022)
- Lincoln, CA – City Manager (2022)
- Los Altos, CA – City Manager (2021)
- Mill Valley, CA – City Manager (2020 & 2022)\* – **Sample Brochure Provided**
- Modesto, CA – Deputy City Manager (2022 & Current Search)
- Montebello, CA – City Manager (Newly Awarded)
- Nevada City, CA – City Manager (2022)\*
- Norco, CA – City Manager (2022)
- Oakland, CA – City Administrator (2020 & 2023)
- Orange, CA – City Manager (2022)
- Palm Desert, CA – City Manager (2021)
- Palm Springs, CA – Assistant City Manager (2021)\*
- Palos Verdes Estates, CA – City Manager (2023)\*
- Pismo Beach, CA – City Manager (Current Search)
- Riverside, CA – City Manager (2022)
- Rossmoor, CA (Golden Rain Foundation) – General Manager (2022)\*
- Santa Monica, CA – City Manager (2021)
- Sierra Madre, CA – City Manager (2021)
- Solvang, CA – City Manager (2023)
- Stockton, CA – Deputy City Manager II (Two Placements) (2020)
- Upland, CA – City Manager (2021)

**National Recruitments:**

- Alexandria, VA – Deputy City Manager (2022)
- Avondale, AZ – City Manager (2022)\*

- Charlotte, NC – Assistant City Manager (2022)
- Cottonwood, AZ – City Manager (2023)\*
- Goodyear, AZ – Deputy City Manager (2022)\*
- Green Valley Recreation, Inc. – Chief Executive Officer (2020)\*
- Miami Beach, FL – City Manager (2021)
- Naples, FL – City Manager (2022)
- Oro Valley, AZ – Town Manager (2023)\*
- Powell, OH – City Manager (2020)\*
- Queen Creek, AZ – Assistant Town Manager (2023)\*
- Vancouver, WA
  - Deputy City Manager – Community and Economic Development (2021)
  - Deputy City Manager for Enterprise Services (2021)

# References

At Ralph Andersen & Associates, we feel strongly that our past client relationships will attest to the professionalism of our services. We would be pleased to provide additional references upon the City's request.

- **City of Mill Valley**  
Jim Wickham, Mayor  
(414) 388-4033 (City Hall)  
[jwickham@cityofmillvalley.org](mailto:jwickham@cityofmillvalley.org)  
Recruitment: Recruitment of City Manager
- **Town of Fairfax**  
Adam Politzer, Interim City Manager (during search process) and Former City Manager  
(Now Retired and Placement as City Manager for City of Sausalito in 2007)  
Phone Number Not Provided (Mr. Politzer prefers contact through email)  
[awpolitzer@gmail.com](mailto:awpolitzer@gmail.com)  
Recruitment: Recruitment of Town Manager
- **Town of Colma**  
Joanne del Rosario, Mayor  
(650) 997-8300 (City Hall)  
[jdelrosario@colma.ca.gov](mailto:jdelrosario@colma.ca.gov)  
Recruitment: Recruitment of City Manager (Current Search – Closes June 26)

# Project Staffing

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in the areas of local government management, executive search, and related disciplines. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf.

The City of Brisbane will have Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates, as the Project Director on this engagement. Ms. Renschler will have all the resources and full support of our firm fully dedicated to ensuring the highest quality outcome during this important recruitment process.

## Ms. Heather Renschler, Project Director

Ms. Renschler has been with Ralph Andersen & Associates for more than 38 years and is the firm's President/CEO. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 26 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working with boards, city councils, staff members, and selection committees in the recruitment and selection process.



Ms. Renschler has extensive experience in conducting public sector recruitments and, as a result, has developed a network of contacts and potential candidates on a national basis. Ms. Renschler has had significant involvement in city manager related searches over an extended period of time, and as a result, has an extensive network from which to attract potential candidates.

Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and public accounting. Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism and obtained a Bachelor's degree in Public Administration from the University of San Francisco.

Ms. Renschler may be reached at (916) 630-4900 or directly on her cell at (916) 804-2885 or via email at [heather@ralphandersen.com](mailto:heather@ralphandersen.com).

## Paraprofessional and Support Staff

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



# Search Outline and Timeline

## Summary of Our Search Process

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

We feel that the key elements of the search process, which can be tailored to fit the specific needs of the City of Brisbane, should include:

- Developing a comprehensive position profile based upon information obtained in video meetings with the City Council, key staff members, and others as directed (i.e., key stakeholder groups).
- Extensive personal outreach, via telephone and through internet technology, to qualified candidates throughout California. Out-of-state candidates may apply although the focus will be on in-state experience.
- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, uses the Internet and social media, and also uses our already established professional contacts in the field of city management.
- A screening and assessment process that narrows the field of candidates to those that most closely match the needs of the City and is based on extensive reference checks and telephone interviews with the top candidates.
- Delivering a product in the form of a search report that recommends the top group of candidates and provides the decision-makers with detailed information about their backgrounds and experience.
- Assistance during the interview and selection process and in the negotiation of a compensation package.

## Search Work Plan

This section describes the usual steps in the search for a new City Manager for the City of Brisbane. This recruitment will be under the direction of Ms. Heather Renschler, Project Director/Search Consultant.

### Task 1 – Review Project Management Approach

The Project Director, Ms. Renschler, will begin work on this project within 10 days (or sooner) after the City provides a contract or, alternatively, an official notice to proceed. The first task will include established individual and/or group meetings with the City Council and others, as appropriate, to finalize the recruiting and selection process (preference to be done using Zoom Video Technologies application). This will include discussion of the project management for this search, review of the work plan, confirmation of timing, and communication methods. Working collaboratively with the City Council and key City staff, this task will result in a more definitive timetable.



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

## Task 2 – Develop Position Profile

The position profile for the City Manager is the guide for the entire search process. The development of the profile includes the collection of technical information and recruitment criteria.

### Technical Information

Ms. Renschler will conduct video meetings with the City Council, key staff members, and others as directed by the City to gain an understanding of the experience and professional background requirements desired in the City Manager. These meetings will also help the Project Director gain an understanding of the work environment and the issues facing the City of Brisbane. In-person meetings can be arranged with sufficient advance notice.

### Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the City Manager. The criteria should reflect the goals and priorities of the City of Brisbane.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an information brochure prepared by Ralph Andersen & Associates. The brochure will be reviewed by the City in draft format, revised as appropriate, and published for use throughout the search.

**Optional Service (Community Survey)** – The City Council may desire obtaining input from the Community on the qualities they would like to see in the new City Manager. To facilitate Community input, the Project Director can conduct an on-line survey. Additionally, our process can allow for email comments to Ralph Andersen & Associates relative to the desired qualities in the next City Manager. See Cost Section for more details on pricing.

## Task 3 – Outreach and Recruiting

This task is among the most important of the entire search. It is the focus of the activities of the Project Director and includes specific outreach and recruiting activities briefly described below.

### Outreach

An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as *Western City Magazine*, *International City/County Management Association (ICMA)*, and other professional publications. Specific Internet sites related to government will be used as a method of extending the specific outreach in a short period of time.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' website, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key level executives on an on-going basis.

### Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Project Director will target those individuals who meet the criteria set by the City. Each of the candidates identified through the recruiting efforts will

be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

## **Task 4 – Candidate Evaluation**

This task will be conducted following the application closing date. It includes the following specific activities:

### **Screening**

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience, and size and complexity of the candidate's current organization as compared to the candidate profile.

### **Preliminary Research and Internet Review**

The research staff of Ralph Andersen & Associates, under the direction of the Project Director, will conduct preliminary research and internet review for those candidates identified as the most qualified as a result of the screening process. This level of research will be done on a limited number of candidates to learn more about each candidate's public profile and related information that is available on the internet.

### **Preliminary Interviews via Video Technology**

The Project Director will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research and Internet review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using video technology.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately four (4) to six (6) individuals. Those individuals will be reviewed with the City Council prior to proceeding with the individual interviews.

## **Task 5 – Search Report**

After completing Task 4, all documentation will be supplied to the City electronically. No hard copies will be supplied to the City for any phase of this search engagement. Ms. Renschler will prepare detailed information for review including resumes uploaded to a file sharing system (i.e., DropBox or ShareFile). Ms. Renschler will conduct a video conference call or in-person meeting with the City Council Search or other designated representative to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed via video by the City Council; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include candidate resumes and cover letters. The results of preliminary media research will be included. This meeting will result in a confirmed group of top candidates for the City to further consider.

Important to note, we typically do not conduct references on all of the finalist candidates. The more standard process is to do a partial background on the top 2-3 candidates with various verifications, internet search, and limited references (outside of current employer). References for current employers are often not released by candidates until the final stage of the search process when they are assured of being the candidate of choice. Verifications such as credit check, DMV Report, and

civil/criminal are typically conducted once a contingent offer is made to the selected candidate unless the finalist candidate(s) give explicit approval and sign a release to proceed. Education checks are conducted before the slate of candidates interviews with the City Council.

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

## Task 6 – Selection

The final selection process will vary depending upon the desires of the City Council. The typical services provided by Ralph Andersen & Associates in the selection process are described briefly below:

- Ms. Renschler will coordinate the selection process for the finalist group of candidates. This includes handling the logistical matters with candidates and with the City.
- Ralph Andersen & Associates will prepare an electronic interview booklet (uploaded to a file sharing program such as DropBox or ShareFile) that includes the resume, cover letter, and preliminary media research for each candidate. In addition, this electronic information will contain suggested questions and areas for discussion based upon the recruitment criteria. Electronic copies of the interview booklet will be provided in advance of the candidate interviews. No hard copies of material will be provided. Should the City desire hard copies, that will be the responsibility of the City to produce and distribute.
- Ms. Renschler will facilitate the Interviews to assist the City through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.
- Additionally, verifications will be made on the top 2-3 candidates and will include education verifications, Department of Motor Vehicle check, and credit check. Due to legislation, criminal checks (“Ban the Box”) are only permissible when a contingent offer of employment is made. The results of these verifications will be discussed with the City at the appropriate time.
- Informal (limited) reference checks will be conducted on the top 2-3 candidates. A more detailed reference report will be done on the top candidate. The results of these reference checks will be discussed with the City Council at the appropriate time during a closed session.
- As needed, the Project Director is available to provide assistance to the City Council in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

## Task 7 – Negotiation

The Project Director is available to assist the City Council in negotiating a compensation package with the selected candidate. This includes recommendations on setting compensation levels.

Additionally, if desired by the City Council, Ralph Andersen & Associates will coordinate with the City Attorney to prepare a draft employment agreement and work with the City Council on the finalization of this document. As required by the Brown Act, the employment agreement for the new City Manager will be required to be approved and voted on in a public meeting at a regularly scheduled City Council meeting.

## Task 8 – Close Out

After the City has reached agreement with the individual selected for the position, the Project Director will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone.

## Schedule

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

A sample timeline is provided below.

<b>Task</b>	<b>Estimated Week of Completion</b>
Task 1 – Review Project Management Approach	Week One
Task 2 – Develop Position Profile and Recruitment Brochure	Week One – Week Two
Task 3 – Outreach and Recruiting	Week Two – Seven
Task 4 – Candidate Evaluation	Ongoing Throughout Process (typically more focused during Week Six and Week Seven)
Task 5 – Search Report	Week Eight – Week Nine
Task 6 – Selection	Week Nine - Week Ten
Task 7 – Negotiation	Week Ten – Week Eleven
Task 8 – Close Out	Week Twelve

# Work Samples

## Sample Brochures

Sample recruitment brochures for the Town of Colma, Town of Fairfax, and City of Mill Valley are attached for further reference. To see additional samples of our recruitment brochures please visit the Career Opportunities page of our website at [www.ralphandersen.com](http://www.ralphandersen.com).

## Sample Candidate Presentation Packet

The candidate assessment tools prepared by Ralph Andersen & Associates are customized for each recruitment. Important to note, no hard copies will be provided; all material will be electronically provided through a file-sharing application. The City should expect to receive the following:

- Digital Resume Review Binder that includes a listing of:
  - All Applicants showing name and current position
  - Matrix of Experience for those candidates that are in the Highly Qualified group for an “at a glance” comparison of the top candidate’s experience and qualifications
  - Applicants in the Highly Qualified group along with their cover letter and resume
  - Applicants in the Meets Minimum Qualifications group along with their cover letter and resume
  - Applicants in the Lacks Minimum Qualifications group – no cover letters or resumes typically provided
- Digital Interview Binder
  - Interview Schedule
  - Suggested Interview Questions
  - Matrix of Experience
  - Cover Letter / Resume
  - Optional – Responses to Supplemental Questions/Writing Sample

# Fee Proposal

The recruitment effort for a new City Manager for the City of Brisbane will be a national search process with a focus on California and the Western Region. The review of resumes and qualifications will be conducted on all candidates that submit giving the City the ability to select from a broad field of qualified candidates. The professional services fee to perform this search will be a **fixed fee of \$31,750\*** for recruitment services and all related expenses.

**\*Note** – Expenses included in this fixed fee include such items as advertising, consultant interaction (anticipated to be done primarily through videoconferencing except for finalist interviews), clerical, graphic design, research, and long-distance telephone charges. On top candidates, Internet and Lexis/Nexis searches will be conducted. Additionally, education verifications, DMV check, wants and warrants, civil and criminal litigation search, and credit check will be conducted on the top two candidates. Detailed reference checks will be conducted on the top candidate. Should the City desire to conduct detailed reference calls on more than one candidate, a background fee of \$1,800 per candidate will be billed in addition to the above stated fees. Limited references (outside of current employer) are included in this quote.

**Invoicing for Services** – Ralph Andersen & Associates will bill the City in four installments as follows:

- Following kick-off and finalization of recruitment brochure – \$9,525
- After the closing date – \$9,525
- After finalist interviews – \$9,525
- Upon placement – \$3,175

Progress payments will be due upon receipt.

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

**Optional Service (Community Survey)** – Should the City choose to conduct a Community Survey with summarized results, this would be conducted for an additional \$3,500.

**Exception** – Any candidate travel is the full responsibility of the City.

## Standard Hourly Billing Rates

Ralph Andersen & Associates' standard hourly billing rates are as follows:

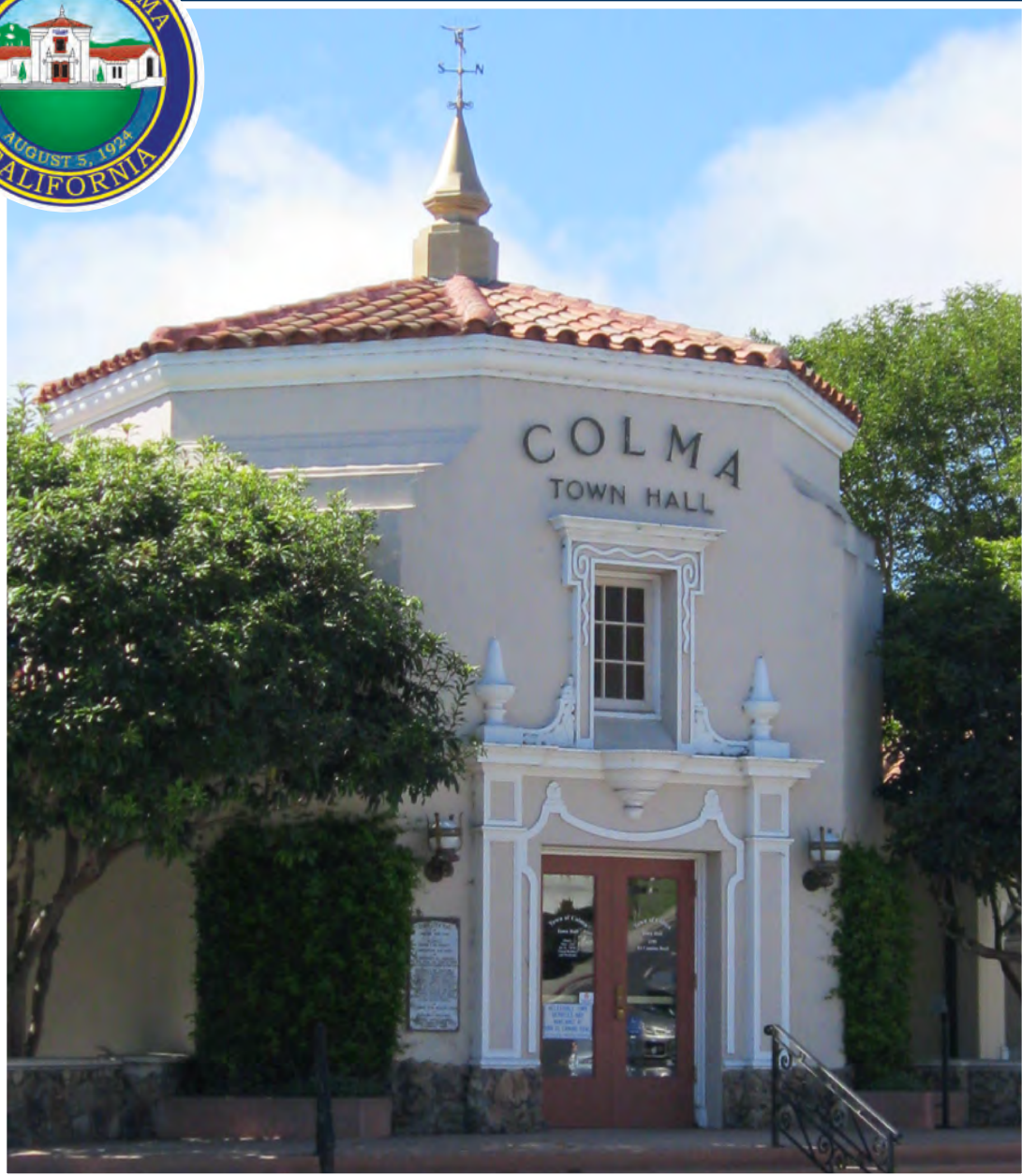
- |                                  |           |
|----------------------------------|-----------|
| • Project Director               | \$195/hr. |
| • Senior Consultant              | \$175/hr. |
| • Recruitment Manager            | \$80/hr.  |
| • Senior Recruitment Coordinator | \$80/hr.  |
| • Graphics Designer              | \$75/hr.  |
| • Researcher                     | \$60/hr.  |
| • Support Services               | \$50/hr.  |

## Guarantee

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

If a placement is not made in the first outreach effort, the Consultant will conduct a second outreach effort with no charge for Professional Services. The City would be expected to pay for all incurred expenses.

# The Town of Colma



*invites your interest  
in the position of*

**City Manager**

*recruitment services provided by Ralph Andersen & Associates*



# Career Opportunity

Nestled at the northern end of the Peninsula in the San Francisco Bay Area is the small community of Colma. The City Council is seeking candidates for the City Manager position who recognize the history and unique character of the Town and will guide the policymakers in maintaining the quality of life that residents value and cherish. The ideal candidate will be an outgoing and engaging individual who enjoys people and public service combined with being comfortable with the high level of citizen participation inherent in this “small town” community. This is a community where residents value a common sense of civic purpose and support a positive, open relationship with each other and their Town government. This is an attractive career opportunity in local government for someone who understands the benefits of having a thriving commercial and retail environment as a means to deliver community services and public safety to residents. While the City Council highly values California experience, the Council welcomes interest from a broad pool of candidates (department heads, assistant/deputy city managers and others) with the ability to provide strategic and ethical leadership.

In 2024, the Town of Colma will celebrate its 100<sup>th</sup> anniversary since incorporating.

# The History of Colma

The community of Colma was formed in the 1800s as a collection of homes and small businesses along El Camino Real and the adjacent railroad line. Several churches, including Holy Angels Catholic Church, were founded in these early years. The community created its own fire district, which serves the unincorporated area of Colma north of the Town limits, as well as the area that became a Town in 1924. Colma became the location of a large number of cemeteries when San Francisco, its powerful neighbor to the north, passed an ordinance in 1900 outlawing the construction of any more cemeteries in the city (mainly because of increased property values making the cost of using land for cemeteries prohibitive), and then passed another ordinance in 1912 evicting most existing cemeteries from city limits.

# Colma Today

The population in Colma is 1,492. The Town covers only 2.2 square miles. The overall activity and traffic levels resemble a much larger community in terms of visitors, shoppers, and commuters. Daily visitors often exceed 20,000.

The community has excellent freeway access and is also served by the BART System. The Colma Station is served by the Pittsburg/Bay Point-SFO/Millbrae and Richmond-Millbrae lines. Residents are proud of having their own police department. The Police Chief is supported by an active department (19 sworn staff; 7.5 non-sworn) providing three shifts that serve the community and also offer mutual aid to its neighbors. Other services provided by the Town include recreation, public works, maintenance, planning and economic development. Staffing is comprised of both in-house and various service providers/contractors. Total combined staff is 48.5 FTEs. For Fiscal Year 2022-2023, total expenditures for all funds are at \$38.57 million, comprised of \$24.54 million in Operating Expenditures and \$14.04 million in Capital Improvement Projects. The Town has a surplus of revenue over operating expenditures of about \$848,000 this year. The General Fund Reserve balance is \$28.01 million.



“It’s great to be alive in Colma”

# Colma Today continued

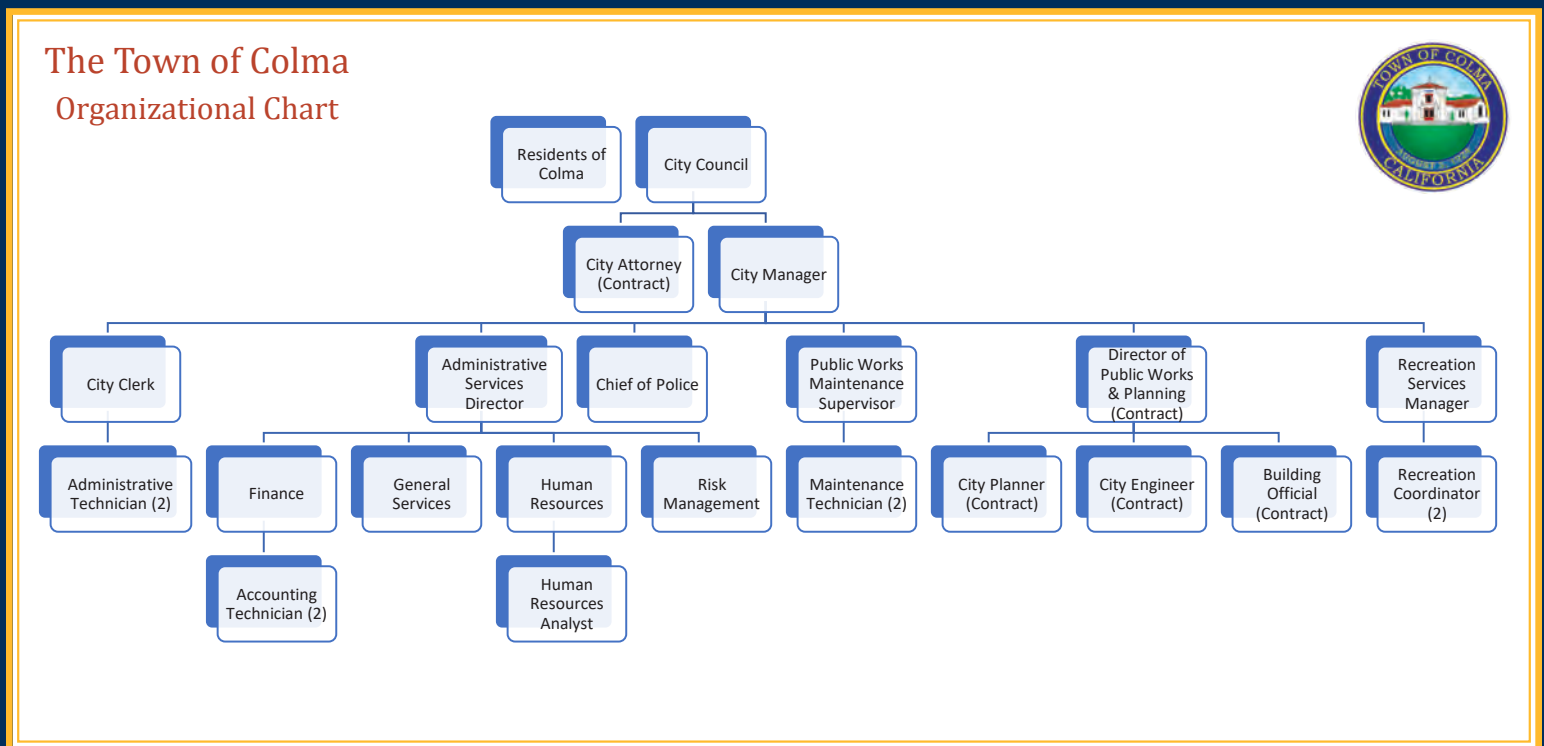
Today and since the 1980s, Colma has expanded its economic base and become more diversified, with a variety of retail businesses and automobile dealerships, which have brought more sales tax revenue to the Town government. There are 17 cemeteries; 10 auto dealerships, representing 15 automobile brands; and a vibrant and active cardroom (Lucky Chances) that employs more than 600 individuals. Major retail and key employers include: Target (Serra Center), Kohls, Office Depot, Ashley's Furniture, Beverages and More (BevMo!), Boot Barn, CarMax, Good Feet, Pet Club, Home Depot and a Home Depot Pro as well as the 280 Metro Center. All electric car makers Tesla and VinFast have chosen the Town of Colma as one of their primary sales and service centers. The fiscal stability and outlook for the future is strong. Current reserves demonstrate the overall health of the organization with continued emphasis on sales tax and conservative fiscal practices of the Town's leadership. Continuing this strong sales tax base is important to both the City Council and the residents.

Residents continue to celebrate many community events throughout the year that are extremely well attended. Events include Family Field Day & BBQ, Town Picnic and Colma Game Night as well as many other activities supporting youth and the active senior population. Town-sponsored events reflect a close-knit community and the type of interaction, visibility, and civic engagement that residents and the City Council will expect from the new City Manager.

Candidates should be aware that housing and rental stock in Town are scarce and infrequently available. As a result, the majority of the Town's staff commute to work and do not live in Town. The City Council has publicly stated and understands that the City Manager will not be expected to live in Colma.

## Government Structure

Colma is a general law city, and the City Council is the governing body of the Town. The focus of the City Council has consistently been to preserve and enhance the character unique to the Town of Colma and promote the community as "business friendly." Municipal Elections are held in November of even-numbered years. The Mayor and Vice Mayor are appointed by the Council for one-year terms each December. Council Meetings are held the second and fourth Wednesday of each month at 7:00 p.m. in the Town Hall in the Council Chamber.



# The Ideal Candidate

The City Council seeks a professional who enjoys public service and embraces the high level of citizen participation inherent in this “small town” community. This position is very hands-on with a strong emphasis on relationship building. Additionally, the ideal candidate will have a strong service orientation combined with a desire to lead an organization dedicated to providing residents with the highest level of assistance and customer service. It goes without saying, that communication is key with the City Council as the governing body.

The top candidate will be an effective, honest, and forthright communicator skilled at facilitating open discussions, supporting debate on important issues, and addressing, through the City Council, the best common interests of the community. Additionally, the top candidate will have the ability to assess and evaluate the use of periodic contractual and outsourced staffing arrangements or other alternatives for potential cost savings.

## ***The ideal candidate will also have personal attributes and qualities that include:***

- ◆ An individual with integrity and a great attitude combined with a warm and approachable personal style grounded in humility and respect for others;
- ◆ Servant leadership that embodies a genuine interest and passion for serving the community with an enthusiasm for public service and the importance of community relations (public, business community and media);
- ◆ Strong understanding of municipal budget and finance combined with a business approach to sustain and enhance economic development opportunities;
- ◆ Commitment to inspire and mentor staff;
- ◆ Engaging leadership style with the ability to focus on establishing achievable goals and objectives on an organization-wide basis and at the same time, be able to motivate others to contribute effectively to their timely achievement and successful performance;
- ◆ Ability to anticipate and deal with an array of operational needs as well as administrative and contractual issues including negotiating agreements that represent the best interests of the public;
- ◆ Commitment to promoting good government, best practices, and transparency in all dealings with staff, elected officials, and the general public;
- ◆ Flexible, creative, and able to find common ground to develop solutions;
- ◆ Strategic thinker and skilled in presenting all viable options and alternatives for the City Council’s consideration with full disclosure of pros/cons without bias;
- ◆ Strong project management skills, ability to effectively delegate and manage outcome through to successful completion with both internal staff and consultants;
- ◆ An interest in dealing with intergovernmental agencies and neighboring communities on local, regional, and state-wide issues that impact the Town; and
- ◆ Experience with policy implementation as set by the City Council.

[WWW.COLMA.CA.GOV](http://WWW.COLMA.CA.GOV)

# Challenges & Opportunities

The City Manager will undertake a leadership role in advising the City Council on a wide variety of projects including the following:

- ◆ Coordination of the 100-Year Anniversary program and numerous community events including leading, staffing, and guiding the Town’s Centennial Committee;
- ◆ Management and oversight of Grant Related CIP Projects totaling over \$10 million;
- ◆ Hillside Boulevard beautification and renovation;
- ◆ On-going economic development initiatives and actively pursuing viable opportunities that generate potential revenue;
- ◆ Active involvement with business community and civic organizations;
- ◆ Involvement and oversight of various public works related issues;
- ◆ Maintenance of healthy fiscal reserves and enhance financial reporting;
- ◆ Evaluation of staffing and other areas for cost saving; and
- ◆ Continued enhancement of intergovernmental relationships with local agencies and boards.



## Qualifying Experience & Education

**Experience** – This position requires experience in a management capacity preferably in a small-to-medium municipal organization as Administrative Services Director, Assistant City Manager or Deputy City Manager, City/Town Manager, **or** as a Department Director with a medium or larger agency. Skills as a local government generalist would be well utilized in this position. Alternatively, candidates with a combination of public and private sector experience with transferable skills may also be a viable option for Council consideration. **All qualified candidates with experience are strongly encouraged to submit career credentials for consideration.** Qualified local government professionals within a commutable distance are highly encouraged to consider this opportunity. The City Council will also seriously consider all individuals if leadership, personal attributes, and career history are a match with the Town's. All resumes will be reviewed by a Sub-Committee of the City Council and the short-list of applicants will be interviewed with the full Council.

**Education** – A Bachelor's degree is required. A Master's degree may be considered a plus.

## Compensation & Benefits

The competitive salary range (\$240,000 to \$275,000) will be dependent upon qualifications, experience, and overall fit with the Town of Colma. An at-will employment agreement will be negotiated with the selected candidate.

The Town offers a comprehensive executive benefit package including:

- ◆ **Retirement**
  - » Classic Members: CalPERS; 2% at 60 benefit formula. Employees contribute 7% of the employee-share.
  - » New Members: CalPERS; 2% at 62 benefit formula. Employees contribute 6.25% of the employee-share.
  - » The Town **does** participate in Social Security.
- ◆ **457 Plan** – Up to \$100 per month in matching.
- ◆ **Automobile** – Up to \$300 per month allowance.
- ◆ **Medical** – Town offers 100% family medical insurance (CalPERS) and contributes 1.5% of base salary into a Retirement Health Savings plan for retiree medical costs.
- ◆ **Dental** – The Town pays for a family plan through Delta Premier.
- ◆ **Vacation / Sick Time / Holidays / Administrative Leave**
- ◆ **Vision Insurance** – Vision Service Plan.
- ◆ **Life Insurance – \$50,000 (City Paid); additional purchase by Employee available.**
- ◆ **Other Benefits include** Flexible spending account/ dependent care, EAP (Aetna), Commuter benefits (Navia Solutions), tuition reimbursement (up to \$1,000 per year), professional development (annual amount of \$3,000), and town paid cell phone and laptop.

Further details on the benefit package are available through Ralph Andersen & Associates.

# To Be Considered

This is a **confidential recruitment** and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references **will not** be contacted until mutual interest has been established. Candidates are encouraged to **apply prior to Monday, June 26, 2023**. This recruitment is considered open until filled. **Electronic submittals are strongly preferred. Interested candidates should apply to Ralph Andersen & Associates via email at [apply@ralphandersen.com](mailto:apply@ralphandersen.com)**, and should include the following:

- ◆ Compelling cover letter;
- ◆ Comprehensive resume; and
- ◆ Professional references.

Ralph Andersen & Associates will work directly with a Sub-Committee of the City Council to conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. Interviews with the Sub-Committee (via video) will be conducted on Thursday, June 29th for a select group of highly qualified applicants. **Only the top tier of candidates will be invited to an in-person interview with the full City Council on the afternoon and evening of Tuesday, July 11th.** Contract approval by the City Council will be scheduled for July 26th or as needed. Ideally, the newly selected City Manager will join the Town of Colma in early August 2023 (or at a mutually agreed upon date) in order to have a smooth transition of leadership and overlap with the retiring City Manager (last date of employment is August 18, 2023). Every effort will be made by the City Council to accommodate timing constraints by interested candidates.

Confidential inquiries are welcomed to Heather Renschler, Ralph Andersen & Associates, at (916) 630-4900.



*The Town of Colma is an  
Equal Opportunity Employer*



# Town of Fairfax, California

*invites your interest in the position of*

## Town Manager



# A Unique Opportunity

The Town Council of Fairfax, California is seeking an engaging leader with exceptional interpersonal and communication skills and a strong passion for public service. Importantly, this top candidate will be very skilled at multi-tasking and handling a variety of tasks more typical in a smaller organization.

The ideal candidate will thrive in an environment that embraces an entrepreneurial spirit and approach to local government and foster a high level of customer service and responsiveness. The selected Town Manager will also bring an inclusive management style combined with a true appreciation for diversity, equity, and inclusion, with a commitment to social justice and environmental quality along with an emphasis on climate resilience. Additionally, this top candidate will continue to build on the extremely positive culture in the organization.

Collaboration skills and a passion for best practices in managing municipal services are key characteristics the Town Council will be looking for in the next Town Manager. Additionally, a thorough understanding of municipal finance, budgeting, community planning, and contracting for a wide range of services is of high importance to the Town Council. Although the Town is largely built-out, opportunities and challenges will be centered around providing new housing opportunities, including meeting affordable housing requirements, and addressing short- and long-term capital improvement program priorities and projects.

The new Town Manager will be focused on excellent customer service and responsiveness to support a progressive, engaged, and forward-thinking Town Council.

# The Community

The Town of Fairfax is an environmentally conscious community situated in the heart of central/west Marin County. Incorporated in 1931, Fairfax has a population of approximately 7,500 nestled on 2.2 sq. miles with vast open space, trees, and hillsides. Historic development patterns in Fairfax created a town with a distinct center, giving it a village-like feel, and providing public transit within walking and bicycling distance of most of the town's inhabitants.

The Town is very well known as a mountain/road biking and hiking mecca surrounded by open space, watershed lands and a nature preserve. As the Country's birthplace of mt. biking, it also houses The Marin Museum of Bicycling. The Town's setting and Mediterranean climate encourages outdoor activities all year-round. The location is ideally suited with many amenities, such as San Francisco a short distance away and Pt. Reyes National Seashore and the Coastal Range to the west. The Mt. Tamalpais watershed, state, and county parks are within and/or nearby.

The current town center creates a lively mixture of businesses and residences. The movie theater is the centerpiece of a vibrant nightlife with quality restaurants and many types of nightly live music. The blend of the Town's small businesses, quaint neighborhoods, and busy sidewalks, all contribute to the sense of uniqueness about Fairfax.

Fairfax is a special place, loved by residents as well as visitors.







# Governing Structure

The Fairfax Town Council consists of five members, who are elected at large by Fairfax residents for four-year terms. Elections are held every two years, with three Council Members elected in one cycle and two in the alternate cycle. Annually, the five Council Members select a Mayor and Vice Mayor from their ranks.

The Town operates under a Town Council-Town Manager form of government. Under this form of government, the Town Council is the legislative body responsible for setting Town policy, including the adoption of ordinances and land use regulations, the adoption of the annual Town operating and capital budget. The Council appoints the Town Manager and the Town Attorney (contract with an outside firm), as well as members of Town commissions, boards, and advisory committees.

Town Council meetings are held on the first and third Wednesday of each month.

Current members of the Town Council and their elected term are as follows:

- Mayor Bruce Ackerman (Nov 2020-Nov 2024)
- Vice Mayor Stephanie Hellman (Nov 2019-Nov 2022)
- Barbara Coler (Nov 2020-Nov 2024)
- Chance Cutrano (Nov 2020-Nov 2024)
- Renee Goddard (Nov 2019-Nov 2022)



# Key Council Goals for FY 2021/2022

*(not in priority order)*

- Adopted updated Climate Action Plan (8/2021) and consider implementation of the top priorities
- Continue to support racial equity and social justice throughout the Town and continue work toward making the Town more inclusive
- Update the Housing Element and related General Plan elements with a robust public outreach and education process to inform the community of the policy challenges the Town will be facing (e.g., regional housing needs allocation)
- Determine allocation of Federal Rescue and potential Federal Infrastructure funds
- Begin the process and hire a Department of Public Works (DPW) Director
- Begin construction of Pavilion seismic retrofit project
- Continue to repair sidewalks downtown
- Establish Community Emergency Preparedness Committee
- Explore uses for outdoor public spaces downtown, including connecting the East and West sides of downtown
- Finalize and implement a Tree Maintenance Plan
- Continue pedestrian trail improvements
- Adopt a short-term rental ordinance



# Financial Overview

The Town of Fairfax is financially stable and has been well managed over the years. The recently approved budget for FY2021-2022 shows an Operating and Capital Budget of \$18.2 million which includes:

- \$11,600,000 for General Fund operations
- \$1,200,000 for debt service and other special funds
- \$5,400,000 for CIP projects

The Town of Fairfax has a longstanding position of financial stability and effective fiscal management. It has taken early steps to minimize pension liabilities by re-financing debt obligations, saving millions of dollars over several years. Also, adding to the overall fiscal health of the organization and internal policies, financial audits conducted by an outside CPA firm continue to demonstrate a well-run municipal organization and all audits to date have been deemed “clean” with no material events or notations. Reserves are strong and projected to be approximately 32% of operating expenses at the end of this fiscal year, a testament to the skills and commitment of The Town’s small but mighty staff in partnership with the Town Council.

Importantly, the Town has its own Police Department that operates seven days per week, twenty-four hours per day which is the only municipality in Marin County to operate in this fashion. Interested candidates will also want to be aware that fire services are provided through a JPA, the Ross Valley Fire Department. Marin Municipal Water District provides water to the local community. The Town participates in several JPAs, notably the newly created Marin Wildfire Prevention Authority (the first agency of its kind in California).



## The Town Manager's Office

The Town Manager is appointed by the Town Council and serves at its pleasure. The Town Manager directs, coordinates, and manages the overall administrative activities and operation of the Town and advises and assists the Town Council while exercising significant independent judgment and initiative.

The Town Manager is responsible for 33.4 FTEs (28 F/T and 5.4 P/T employees) supported by Memoranda of Understanding (MOUs) with three employee groups (SEIU, Fairfax POA, and the Management Group).

Importantly, candidates should be aware that the previous Town Manager was with the organization for more than eight years demonstrating a very stable work environment.



# The Ideal Candidate

The Town Council is seeking a creative and innovative individual to employ a team approach in proactively addressing issues that impact the Town Council and the community. The new Town Manager will also embrace the culture of the organization and continue to promote the values held by the community for highly ethical, responsive, and efficient delivery of services. The Town of Fairfax has a very engaged and active community. Approachability, attention to detail, patience, responsiveness, innovation, and follow-through are key to success in this community.

Connection to the Town and its community, connection to the region, and sharing/learning from peers are important areas of focus for the Town Manager. As such, the Town Manager will be expected to be actively involved with the Marin Managers' Association on a regular and ongoing basis. This level of involvement is highly regarded by the Town Council and valued as an important part of the Town Manager's responsibilities. Additionally, the Town Manager will be expected to be knowledgeable about each Council Member's involvement on a variety of local and regional boards as well as involved to varying degree on the Town's use of the committee structure on a range of topics.

The Town Manager will also be an "idea" person, able to develop and promote strategic initiatives for the Town Council's discussion and consideration, while incorporating best practices in local government.

Additionally, the Town Manager will have a hands-on, collaborative approach to management with frequent interaction with staff and the Town Council, fostering an open dialogue and strong lines of communication. The Town Council desires a manager who enjoys working in the public sector and appreciates contributions from all sources within the organization as well as the community. Successful candidates will also promote the use of new and emerging technology in their approach to city management.

***Since residency within the Town's jurisdiction is not required, the Town Council is open to considering candidates that would commute a greater distance thus allowing for an expanded pool of applicants. Further consideration and specifics of how this would be achieved through work schedule will need to be explored on a case-by-case basis with those invited to interview with the Town Council. A physical, daily, presence at Town Hall is required as this is the expectation of the Town Council regarding the Town Manager to be present to lead and manage staff as well as participating in civic and community events.***



## The Ideal Candidate *continued*

The Town Manager will have unquestioned personal integrity, display honesty, and have strong ethics. Additionally, the Town Manager will also have excellent communication and interpersonal skills with the ability to address issues with a collaborative and inclusive management style.

The ideal candidate will also possess or demonstrate the following characteristics:

- Genuine concern for preserving the quality of life presently offered to residents of Fairfax with an appreciation for the natural beauty of the area and a high regard for the importance of the environment, quality of life, and open space to local residents;
- Results-driven approach to municipal finance, public safety, and all aspects of municipal service delivery;
- Ability to promote a culture of exceptional customer service, service delivery that exceeds community expectations, effective and efficient operations, transparency, and overall community access;
- Confident style that will offer candid and open discussions and encourage the review of options and alternatives for the Town Council's consideration;
- Ability to provide leadership to both the Town Council and staff with the ability to set goals and objectives, motivate others, and contribute effectively to their timely achievement and successful performance; and
- Strategic thinking with the ability to be pro-active in a variety of management decisions.

The new Town Manager will provide strong leadership and be primarily involved in:

- Balancing an array of community needs including continuing the high-level of transparent, frequent, and open communications;
- Addressing ongoing infrastructure needs, service delivery, and public safety as well as overseeing overall enhancements through effective planning and community development for a built-out environment; and
- Continuing to promote and embrace the Town's tradition of providing a strong leadership role in intergovernmental relationships, local agencies, and boards.



## Experience and Education

**Review of Qualifying Experience and Education** – The full Town Council will be actively involved with Ralph Andersen & Associates in the initial screening and evaluation of resumes to determine the appropriate match of professional experience and education.

- **Experience** – This position requires a minimum of five years of progressively responsible experience in municipal management including at least three years in a responsible middle management or higher capacity.

*Ideally, candidates will have experience either as a department director, assistant/deputy town manager, or town/city manager level in the immediate region or in a more expanded area of Northern California that would be considered commutable. Although California municipal experience is highly regarded by the Town Council, all qualified candidates are strongly encouraged to apply for this position.*

- **Education** – Candidates will have a Bachelor's degree from an accredited college or university with major course work in public or business administration, or a closely related field. A Master's degree in these fields may be a plus.

# Compensation

The Town Council is prepared to offer a competitive salary for the region consistent with recent practices including CalPERS Retirement (2%@55-Classic Member; 2%@62-New Member). A mutually agreeable at-will employment agreement will be negotiated and may include relocation assistance. Candidates should be aware that the Town of Fairfax does not participate in Social Security. Further details can be obtained through discussions with Ralph Andersen & Associates.

# To Be Considered

Interested candidates may apply for this career opportunity by submitting a resume and compelling cover letter by **Monday, October 18, 2021, to [apply@ralphandersen.com](mailto:apply@ralphandersen.com)**. Candidates should be aware that the Town Council desires a smooth transition of leadership and, as a result, the Council, along with the Interim Town Manager, Adam Politzer, will work together to facilitate a smooth transition. Invited finalist candidates will be interviewed by the full Town Council in early-to-mid November. Anticipated start date will be January 2022 (or sooner).

This is a highly confidential search process. References will not be contacted until mutual interest has been established. Confidential inquiries are welcomed and should be directed to Ms. Heather Renschler, Ralph Andersen & Associates at (916) 630-4900. Alternatively, candidates may request or schedule a date/time for a discussion by emailing [scheduling@ralphandersen.com](mailto:scheduling@ralphandersen.com).

***The Town of Fairfax celebrates and strongly supports a vibrant and diverse workforce and encourages all highly qualified candidates to submit for consideration.***

**[townoffairfax.org](http://townoffairfax.org)**





# CITY MANAGER

City of Mill Valley



## An Incredible Opportunity!

The City Council of the City of Mill Valley is seeking an accomplished and experienced professional to become its new City Manager, a career opportunity created by an upcoming retirement. This vibrant Marin County community, nestled among the redwood trees and ferns, is known for its charming and walkable downtown area, shops, and galleries. The City Council has a focus on fiscal responsibility, top-notch service delivery to the community, commitment to sustainability, social equity and justice, and environmental stewardship.

With proximity to San Francisco and its idyllic location at the foot of Mount Tamalpais, Mill Valley offers an outstanding quality of life to its residents. The history of the community and the pride of residents is abundant. The population is nearly 14,000 residents

### Did you know?

- ◆ The City of Mill Valley owns and operates a 9-hole 103-year-old golf course.
- ◆ First run in 1905, the Dipsea is the oldest trail race in America. It is run every year on the second Sunday in June. This scenic 7.4-mile course from Mill Valley to Stinson Beach is considered to be one of the most beautiful courses in the world.
- ◆ The Sequoia Theatre was opened as a single screen theatre on February 21, 1929, with 1,200 seats. Twinned in 1975, the former Sequoia Twin Cinema is part of the Mill Valley Film Festival each year.
- ◆ City Leadership is currently seeking designation as a cultural destination.
- ◆ The City of Mill Valley has a number of historical designations and a focus on preservation and history. For further details visit: [mvhistory.com/](http://mvhistory.com/).

This top executive will be an engaging leader with a focus on equity and inclusion complemented by exceptional interpersonal and communication skills. Known for their warmth and authenticity, this individual will also be an excellent listener and collaborator with the ability to apply best practices in service delivery, while at the same time inviting and encouraging community engagement and dialogue. In this high-touch and hands-on environment, an open and approachable leadership style is essential in order to relate to a broad spectrum of stakeholders, including staff, elected and appointed officials, business and community leaders, and an active community. This professional will also be comfortable soliciting and welcoming input from all sources. The new City Manager will guide policymakers with a strong sense of purpose, decisiveness, and action supported by a genuine commitment to fairness and equity.

The City Manager will be a working professional, skilled in managing public meetings, addressing politically sensitive issues, balancing often competing priorities, agenda management, and guiding Department Heads and the City Manager/City Clerk Team.

The new City Manager will need to be well prepared to continue the strong and proactive leadership role on a local and regional basis which will include continuing to explore and cultivate opportunities for public-private partnerships and shared services.

Moving forward, the City Council will focus on excellent customer service, responsiveness to support a progressive and engaged community, and continuing to expand opportunities to be a more inclusive and inviting community and local government.

## Organizational Overview

Mill Valley is a General Law City and operates under the Council-Manager form of government. The five members of the City Council are elected to four-year overlapping terms, with the Mayor selected among their peers to serve a one-year term. The City Council appoints the City Manager, who in turn, serves as chief executive of the municipal organization. The City also uses several standing volunteer commissions. The City relies upon these commissions as well as temporary committees to work through community issues.

The City of Mill Valley is a full-service city with a total budget of \$47.3 million based on a two-year budget cycle. Current staffing includes 160 benefited full-time employees and 147 part-time non-benefited employees. The City has its own Police Department and fire services with Southern Marin Fire Protection District in a shared services model. The City provides library services, senior services, and provides staffing for the community wastewater treatment plant.

Importantly, the City is financially stable with healthy general fund reserves due to prudent financial management, especially during the COVID-19 pandemic. The City Council has a policy to hold a 15% contingency reserve of prior year operating costs within General Fund balances in accordance with best practices in local government. The City Council has a long-standing practice of maintaining a 10% buffer in addition.

Currently, Mill Valley has a low annual debt payment obligation with principal and interest payments totaling less than 5.2% of general fund revenues and has a S&P debt quality rate of AAA.

Recently, the City has created a long-range financial forecast that includes a recession assumption in order to carefully manage through future CalPERS cost impacts.

## The City Manager's Office

The City Manager directs, coordinates, and manages the overall administrative activities and operation of the City and advises and assists the City Council while exercising significant independent judgment and initiative. The City Manager is appointed by the City Council and serves at its pleasure. The current City Manager, Alan Piombo, will be retiring in October 2022, which will allow for a well-planned transition with the newly selected manager during the month of September.



# Advancing Equity in the City Organization and Community

The City Council has identified Diversity, Equity, and Inclusion (DEI) as their top priority and the City has committed to act and encourage community action toward eliminating racial disparities both inside government and in the community. In 2020, Council directed a comprehensive, community-based analysis of City policies and programs, which evolved into a City DEI Work Plan. In 2021 Council accepted the Work Plan and directed staff to continue to prioritize racial equity as critical to future success as a community, to continue to build internal capacity, and to intentionally consider racial equity when making policy, planning, and delivering programs and services. City staff maintain accountability through implementation of DEI initiatives, conducting/monitoring assessments on racial equity progress, and sharing through transparent regular reporting. Please visit [www.cityofmillvalley.org/dei](http://www.cityofmillvalley.org/dei) to learn more.

## The Ideal Candidate

The City Council is seeking a creative and innovative leader dedicated to addressing issues that impact the community. The City Manager will also be an idea person who is able to develop and promote strategic initiatives for City Council consideration while incorporating best practices in local government. A track record of addressing diversity and equity issues in the workplace and community is critical to the success of this top professional. Additionally, the new City Manager will have the ability to stimulate discussion and ideally achieve success in implementing public-private partnerships and shared services with neighboring and partner agencies.

The City Manager will have a hands-on and collaborative approach to management with frequent interaction with department heads and staff, fostering an open dialogue. The City Council also desires a Manager who also enjoys working in the public sector and appreciates the variety and diversity of contributions from all sources within the organization and from the community.

The City Manager should be a person who can successfully address a variety of issues at the highest levels using sound judgment. Top candidates for consideration will have a solid career track record of having unquestioned personal integrity, honesty, and strong ethics. The ideal candidate will also enjoy working closely with a Council that has a tradition of being supportive and collegial.

The ideal candidate will also possess the following characteristics:

- ◆ Genuine concern for preserving the quality of life presently offered to residents of Mill Valley with an appreciation for the natural beauty of the area and a high regard for the importance of the natural environment, emergency management, and emergency preparedness to local residents;
- ◆ Action-oriented, responsive, and results-driven in addressing inquiries and issues on behalf of the City Council and the community;
- ◆ Forward-thinking approach to managing a local government organization combined with situational awareness;
- ◆ A sincere interest and track record of success for implementing initiatives that encompass all aspects of DEI in the workplace and community and serve as a change agent to identify and remove any structural biases and/or inequities in City policies, programs, and services;

- ◆ Confident style that will promote candid discussions and encourage diversity of thought by providing an environment that listens intently to the community and emphasizes the review of options and alternatives for the City Council's consideration;
- ◆ Demonstrated experience in recruiting, staffing, and mentoring a team of senior staff; and
- ◆ Ability to provide leadership to both the City Council and staff with the ability to set goals and objectives as well as the ability to motivate and contribute effectively to their timely achievement and successful performance, all for the betterment of the community.

## Key Community Issues

The City Council received input from the community and key staff that includes the following key areas:

- ◆ Commitment to the economic vitality of the downtown including support of a vibrant and active business community through frequent interaction, innovation, and proactive engagement with the understanding it is highly supported locally and enjoyed regionally;
- ◆ Enhance community dialogue on emergency preparedness and responsiveness due to natural disasters such as earthquakes, fires, floods, or mudslides;
- ◆ Address traffic issues and promote and increase active mobility options;
- ◆ Prioritize and execute infrastructure needs;
- ◆ Address other quality of life issues such as environmental sustainability, impacts of climate change, lack of diversity of housing, and prioritizing infrastructure needs, etc.;
- ◆ Continue to improve on the level of transparent, open dialogue, and communication at City Hall including active outreach to community partners and agencies;
- ◆ Manage the organization effectively with limited resources yet bring innovation and creativity to day-to-day operations;
- ◆ Address current vacancies and upcoming retirements through forward thinking hiring practices and effective succession planning for key positions; elevate the City of Mill Valley as an employer of choice in the region through enhanced employment and compensation practices as well as outreach efforts to better address the focus on DEI;
- ◆ Expand and enhance arts and culture, recreational, library services, and community-based programs that better serve the residents while examining for efficiencies including shared services in various areas;
- ◆ Possess a track record of successful involvement with labor and employee relations issues, including working with unions/associations;
- ◆ Proactively continue the City's leadership role in intergovernmental relationships with Marin County, Marin Managers' Association, Mill Valley Chamber of Commerce, school districts, other local agencies, and groups such as the Mill Valley Friends of Parks & Recreation; and
- ◆ Value, empower, delegate, and celebrate the accomplishments of staff.

## Qualifying Experience and Education

The City Council has established broad general guidelines for consideration in order to attract a wide range of qualified applicants. Although California municipal experience, particularly in Marin County, is highly regarded by the City Council, all highly qualified candidates, both in-state and out-of-state, are strongly encouraged to apply.

Additionally, alignment on core values, commitment to DEI as well as passion for public service are very important to this City Council and to the community. Interested candidates are responsible to convey this information through a complete submittal of documents as outlined in this solicitation.

**Experience:** This position requires a minimum of eight (8) years or more of progressively responsible experience in an administrative, managerial, or senior level staff capacity in a comparable or larger organization with similar issues.

**Education:** Bachelor's degree from an accredited college or university with major course work in finance, planning, public or business administration, or a closely related field is required. An advanced degree may be a plus based on overall career experience.

## Compensation

The City Council is prepared to offer a competitive salary for the Marin County plus executive level benefits including CalPERS Retirement (2%@55-Classic; 2%@62-New). A mutually agreeable employment agreement will be negotiated and may include relocation assistance at the discretion of the City Council. [The current City Manager's contract may be viewed here](#). Candidates should be aware that the City does not participate in Social Security. Further details on compensation and benefits may be obtained through discussions with Ralph Andersen & Associates.



## To Be Considered

Interested candidates should apply no later than **Tuesday, May 31, 2022**, by submitting a resume and compelling cover letter to [apply@ralphandersen.com](mailto:apply@ralphandersen.com).

A tentative timetable, located below, has been included to provide an overview of the recruitment and selection process. Candidates should be aware that the City Council desires a smooth transition of leadership and, as a result, the Council and the outgoing City Manager will work to facilitate an extended overlap of leadership during September 2022.

This is a highly confidential search process through all phases of the recruitment and selection process. References will not be contacted until mutual interest has been established. Confidential inquiries are welcomed and should be directed to Ms. Heather Renschler, Ralph Andersen & Associates, at (916) 630-4900. Alternatively, a scheduled appointment may be made by emailing [scheduling@ralphandersen.com](mailto:scheduling@ralphandersen.com).

## Recruitment Timeline

The City Council will be actively involved with Ralph Andersen & Associates in the initial screening and evaluation of resumes to determine the appropriate match of career experience and education. Only the top candidates will be invited to continue on in the selection process and be presented to the Community Panel. Results from the Community Panel will be taken into consideration by the City Council for further evaluation.

The following timeline is subject to change and will culminate in a final selection and appointment during the month of July:

- ◇ Active Recruiting of Candidates Late April / Month of May
- ◇ Applications Accepted Until Tuesday, May 31, 2022
- ◇ Invitations Made to Top Candidates Early June

Community and Department Head Panel (Round #1) – Via Video  
Mid-June

City Council Interviews (Round #2) – In-person  
Mid-to-Late June

Negotiations Conclude / Approve Contract at Regular Meeting (Open Session)  
Early-to-Mid July

New City Manager on Board  
September (overlap with Outgoing City Manager)