



DATE SUBMITTED May 10, 2017  
 SUBMITTED BY Administrative Services Director  
 DATE ACTION REQUIRED May 17, 2017

COUNCIL ACTION (x)  
 PUBLIC HEARING REQUIRED ( )  
 RESOLUTION ( )  
 ORDINANCE 1<sup>ST</sup> READING ( )  
 ORDINANCE 2<sup>ND</sup> READING ( )  
 CITY CLERK'S INITIALS 

**IMPERIAL CITY COUNCIL  
 AGENDA ITEM**

SUBJECT:	DISCUSSION/ACTION:  APPROVAL OF THE AGREEMENT WITH BOB MURRAY & ASSOCIATES FOR THE POLICE CHIEF RECRUITMENT		
DEPARTMENT INVOLVED: CITY MANAGER/ADMINISTRATIVE SERVICES			
BACKGROUND/SUMMARY:			
<p>Bob Murray &amp; Associates is a recruiting firm for the City of Imperial. City has expressed an interest in retaining their services for the recruitment of the Police Chief. Attached for Council's review and consideration is a proposal that includes a letter of intent and timeline for the recruitment effort.</p> <p>City Attorney has also reviewed the proposal.</p>			
FISCAL IMPACT: NOT TO EXCEED \$17,500 (Does not include traveling expenses)	ADMIN SERVICES SIGN INITIALS		
STAFF RECOMMENDATION: APPROVE THE PROPOSAL FROM BOB MURRAY & ASSOCIATES	DEPT. INITIALS	_____	
MANAGER'S RECOMMENDATION:	CITY MANAGER'S INITIALS		
MOTION:			
SECONDED: AYES: NAYES: ABSENT:	APPROVED ( ) DISAPPROVED ( )	REJECTED ( ) DEFERRED ( )	
REFERRED TO:			



Mr. Stefan Chatwin, City Manager  
City of Imperial  
420 South Imperial Avenue  
Imperial, CA 92251

Dear Mr. Chatwin:

This letter is to express Bob Murray & Associates' interest in conducting the Police Chief recruitment on behalf of the City of Imperial, should the City decide to retain an executive recruitment firm. Since the firm's founding in 2000, we have brought a results-oriented approach to executive search. With a focus on providing quality service to public agencies in the Western United States, Bob Murray & Associates emphasizes personal contact with clients and candidates to ensure successful recruitments.

With a national network of contacts and unparalleled experience conducting successful recruitments, Bob Murray & Associates is the West's premier executive search firm in terms of placing quality candidates. A significant portion of our process focuses on conducting thorough and confidential background investigations of candidates to ensure that nothing about them is left undiscovered. We have candid discussions with references who have insight into the candidate's experience, style and ethics; conduct a search of newspaper articles; and later, run credit, criminal and civil records reports on the top 2-3 individuals under consideration. This ensures that the chosen candidate will not only be an excellent fit with the City of Imperial, but also that the selection will reflect positively upon your organization.

The consulting fee for conducting the Police Chief recruitment on behalf of the City of Imperial is \$17,500 plus expenses. Services provided for in the fee consist of all steps outlined below, including three (3) days of meetings on site:

<b>Task:</b>	<b>Week:</b>
Initial Meeting(s):	Week 1
Our firm develops recruitment brochure:	Week 2
Authority approves brochure:	Week 3
Job advertising and candidate sourcing:	Weeks 4-8
Our firm reviews application packets:	Week 9
Our firm conducts screening process:	Weeks 10-11
Authority approves candidates:	Week 12
Authority's interview panel convenes:	Week 13
Reference/Background Checks:	Week 14
Second Interviews by Authority, if necessary:	Week 15
Offer of Employment:	Week 16

The City of Imperial will be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$6,900. Reimbursable expenses include such items as the cost of travel; recruitment brochures; express mail delivery; clerical support; placement of ads; education, credit, criminal and civil checks; and newspaper searches. Postage, printing, photocopying and telephone charges are allocated charges included in the not-to-exceed expense estimate.

The not-to-exceed cost is \$24,400.

Our process, our contacts, and our experience will ensure you have a quality group of finalists from which to select your new Police Chief. Should you have any questions, please do not hesitate to call me at (916) 784-9080.

Sincerely,

*Valerie Gaeta Phillips*

Valerie Gaeta Phillips  
President  
Bob Murray & Associates

1544 Eureka Road, Suite 280  
Roseville, CA 95661  
(916) 784-9080  
(916) 784-1985 fax



**A PROPOSAL TO CONDUCT AN EXECUTIVE  
RECRUITMENT FOR A  
Police Chief  
ON BEHALF OF THE  
City of Imperial**

1544 Eureka Road, Suite 280  
Roseville, CA 95661  
(916) 784-9080  
(916) 784-1985 fax

March 28, 2017

Mr. Stefan Chatwin, City Manager  
City of Imperial  
420 South Imperial Avenue  
Imperial, CA 92251

Dear Mr. Chatwin:

Thank you for inviting Bob Murray & Associates to submit a proposal to conduct the Police Chief recruitment for the City of Imperial. The following proposal details our qualifications and describes our process of identifying, recruiting and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, guarantee, and sample recruitment brochure.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments. We have created a recruitment process that combines our ability to help you to determine the direction of the search and the types of candidates you seek with our experience recruiting outstanding candidates who are not necessarily looking for a job. Our proven expertise ensures that the candidates we present for your consideration will match the criteria you have established and will be outstanding in their field.

With respect to the Police Chief recruitment, Bob Murray & Associates offers the following expertise:

- ◆ With a national network of contacts and unparalleled experience conducting successful Police Chief recruitments, Bob Murray & Associates is the West's premier executive search firm. Since the firm's founding in 2000, we have conducted over 150 Police Chief searches. We are currently conducting Police Chief recruitments on behalf of the California cities of Alhambra, Fullerton, Manteca, San Pablo, and Santa Cruz. We are also conducting the Police Chief recruitments for California State University, San Marcos; the University of San Diego (Assistant Vice President/Chief of Public Safety); Bay Area Rapid Transit (BART), CA; the City of Mesa, AZ; the City of Tigard, OR; and the Port of Seattle, WA. We recently completed Police Chief recruitments on behalf of the California cities of Arvin, Benicia, Capitola, Cathedral City, East Palo Alto, Fort Bragg, Pacifica, Salinas, Tehachapi, Turlock, Tracy, Vallejo and Westminster; the Police Chief search on behalf of the City of Lone Tree, CO; and the Director of Public Safety recruitment on behalf of the City of Sunnyvale. We also recently completed Police Chief recruitments for California State Polytechnic University Pomona; California State University, San Bernardino; Humboldt State University, CA; and the Los Angeles World Airports. The enclosed Client List details all of our previous Police Chief searches. Our extensive experience in Police Chief recruitments and our national network of contacts will provide the City of Imperial with an outstanding candidate pool from which to select the next Police Chief.

- ◆ Our firm is familiar with the City of Imperial and the community it serves, as we recently completed your City Manager recruitment on behalf of the City. Our knowledge of the region, its issues, and its outstanding quality of life will be an asset in presenting this opportunity to prospective candidates.

A significant portion of our process focuses on conducting thorough and confidential background investigations of the top 2-3 candidates to ensure that nothing about them is left undiscovered. We have candid discussions with references who have insight into the candidate's experience, style and ethics; conduct a search of newspaper articles; and run credit, criminal and civil records reports. This ensures that the chosen candidate will not only be an excellent fit with the City of Imperial, but also that the selected candidate will reflect positively upon your organization.

To learn first-hand of the quality of our service and our recruitment successes, we invite you to contact the references listed on page 10 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 should you have any questions.

Sincerely,

*Valerie Gaeta Phillips*

Valerie Gaeta Phillips  
President, Bob Murray & Associates

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## **THE RECRUITMENT PROCESS**

Bob Murray & Associates' unique and client oriented approach to executive search will ensure that the City of Imperial has quality candidates from which to select the new Police Chief. Outlined below are the key steps in our recruitment process.

### **STEP 1 DEVELOPING THE CANDIDATE PROFILE**

Our understanding of the City of Imperial's needs will be key to a successful search. We will work with the City Manager to learn as much as possible about the organization's expectations for a new Police Chief. We want to learn the values and culture of the organization, as well as understand the current issues, challenges and opportunities that face the City of Imperial. We also want to know the City Manager's expectations regarding the knowledge, skills and abilities sought in the ideal candidate and will work with the City to identify expectations regarding education and experience. Additionally, we want to discuss expectations regarding compensation and other items necessary to complete the successful appointment of the ideal candidate. The profile we develop together at this stage will drive subsequent recruitment efforts.

### **STEP 2 ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE**

After gaining an understanding of the City of Imperial's needs, we will design an effective advertising campaign appropriate for the Police Chief recruitment. We will focus on professional journals that are specifically suited to the Police Chief search. We will also develop a professional recruitment brochure on the City Manager's behalf that will discuss the community, organization, position and compensation in detail. Once completed, we will mail the profile to an extensive audience, making them aware of the exciting opportunity with the City of Imperial.

### **STEP 3 RECRUITING CANDIDATES**

After cross-referencing the profile of the ideal candidate with our database and contacts in the field, we will conduct an aggressive outreach effort, including making personal calls to prospective applicants, designed to identify and recruit outstanding candidates. We recognize that the best candidate is often not looking for a new job and this is the person we actively seek to convince to become a candidate. Aggressively marketing the Police Chief position to prospective candidates will be essential to the success of the search.

### **STEP 4 SCREENING CANDIDATES**

Following the closing date for the recruitment, we will screen the resumes we have received. We will use the criteria established in our initial meetings as a basis upon which to narrow the field of candidates.



#### **STEP 5 PERSONAL INTERVIEWS**

We will conduct personal interviews with the top 10 to 12 candidates with the goal of determining which candidates have the greatest potential to succeed in your organization. During the interviews we will explore each candidate's background and experience as it relates to the Police Chief position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of his/her knowledge, skills and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

#### **STEP 6 PUBLIC RECORD SEARCH**

Following the interviews, we will conduct a review of published articles for each recommended candidate. Various sources will be consulted including Lexis-Nexis™, a newspaper/magazine search engine, Google, and social media. This alerts us to any further detailed inquiries we may need to make at this time.

#### **STEP 7 RECOMMENDATION**

Based on the information gathered through meetings with your organization and personal interviews with candidates, we will recommend a limited number of candidates for your further consideration. We will prepare a detailed written report on each candidate that focuses on the results of our interviews and public record searches. We will make specific recommendations, but the final determination of those to be considered will be up to you.

#### **STEP 8 FINAL INTERVIEWS**

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel or assessment center process. We will provide you with suggested interview questions and rating forms and will be present at the interview/assessment center to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates.

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the manner in which the entire process is conducted will have an effect on the candidates' perception of your organization.

## **STEP 9 BACKGROUND CHECKS/DETAILED REFERENCE CHECKS**

Based on final interviews we will conduct credit, criminal, civil litigation and motor vehicle record checks for the top one to three candidates. In addition, those candidates will be the subjects of detailed, confidential reference checks. In order to gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. We will ask candidates to forward the names of their supervisors, subordinates and peers for the past several years. Additionally, we make a point of speaking confidentially to individuals who we know have insight into a candidate's abilities, but who may not be on their preferred list of contacts. At this stage in the recruitment we will also verify candidates' degrees.

## **STEP 10 NEGOTIATIONS**

We recognize the critical importance of successful negotiations and can serve as your representative during this process. We know what other organizations have done to put deals together with great candidates and will be available to advise you regarding current approaches to difficult issues such as housing and relocation. We will represent your interests and advise you regarding salary, benefits and employment agreements with the goal of putting together a deal that results in the appointment of your chosen candidate. Most often we can turn a very difficult aspect of the recruitment into one that is viewed positively by both you and the candidate.

## **STEP 11 COMPLETE ADMINISTRATIVE ASSISTANCE**

Throughout the recruitment we will provide the City Manager with updates on the status of the search. We will also take care of all administrative details on your behalf. Candidates will receive personal letters advising them of their status at each critical point in the recruitment. In addition, we will respond to inquiries about the status of their candidacy within twenty-four hours. Every administrative detail will receive our attention. Often, candidates judge our clients based on how well these details are handled.

## **BUDGET AND TIMING**

### **PROFESSIONAL FEE AND EXPENSES**

The consulting fee for conducting the Police Chief recruitment on behalf of the City of Imperial is \$17,500 plus expenses. Services provided for in the fee consist of all steps outlined in this proposal including three (3) days of meetings on site. The City of Imperial will be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$6,900. Reimbursable expenses include such items as the cost of recruiter travel; clerical support; brochure development; express mail delivery; placement of ads; credit, criminal and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate.

These prices reflect being retained to provide a full search. Should we be retained to conduct only certain tasks, the price may vary.

### **TIMING**

We are prepared to start work on this assignment immediately and anticipate that we will be prepared to make our recommendation regarding finalists within seventy-five to ninety days from the start of the search.

#### **Task:**

#### **Week:**

Contract Start Date:	TBD
Initial Meeting(s):	1 week from contract start date
Our firm develops recruitment brochure:	2 weeks from contract start date
City approves brochure:	4 weeks from contract start date
Job advertising and candidate sourcing:	8 weeks from contract start date
Our firm reviews application packets:	9 weeks from contract start date
Our firm conducts screening process:	10 weeks from contract start date
City approves candidates:	12 weeks from contract start date
City's interview panel convenes:	13 weeks from contract start date
Reference/Background Checks:	14 weeks from contract start date
Second Interviews by City, if necessary:	15 weeks from contract start date
Offer of Employment:	16 weeks from contract start date

### **GUARANTEE**

We guarantee that should a recommended candidate selected for the position be terminated within the first year of employment we will conduct the search again at no cost (with the exception of expenses) to the City of Imperial. We are confident in our ability to recruit outstanding candidates and do not expect the City of Imperial to find it necessary to exercise this provision of our proposal.

## **PROFESSIONAL QUALIFICATIONS**

Should Bob Murray & Associates be retained to conduct the Police Chief search on behalf of the City of Imperial, the primary recruiter assignment will be based upon our workload at the time of contract signing. The primary recruiter will be assisted by Ms. Amber Smith or Ms. Hellen Amsden for support services and administrative matters.

### **BOB MURRAY, FOUNDER**

Mr. Murray brings over 30 years' experience as a recruiter. Mr. Murray is recognized as one of the nation's leading recruiters. He has conducted hundreds of searches for cities, counties, and special districts. He has been called on to conduct searches for some of the largest most complex organizations in the country and some of the smallest. Mr. Murray has conducted searches for chief executives, department heads, professional and technical positions. Mr. Murray has taken the lead on the firm's most difficult assignments with great success. His clients have retained him again and again given the quality of his work and success in finding candidates for difficult to fill positions.

Prior to creating Bob Murray & Associates, Mr. Murray directed the search practice for the largest search company serving local government in the country. Mr. Murray has worked in local government and benefits from the knowledge of having led an organization. Prior to his career in executive search he served as the City Manager for the City of Olympia, Washington. He has also served as an Assistant City Manager and held various positions in law enforcement.

Mr. Murray received his Bachelor of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

**VALERIE GAETA PHILLIPS, PRESIDENT**

Ms. Gaeta Phillips has over 18 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Ms. Gaeta Phillips has expertise in the full recruiting cycle, from process design and outreach through candidate assessment and selection. She has placed senior-level candidates in various aspects of the public sector, as well as with special districts and nonprofits.

Ms. Gaeta Phillips is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success. Ms. Gaeta Phillips has a passion for helping people, evidenced by her fundraising and efforts to raise awareness for organizations such as Autism Speaks and the M.I.N.D. Institute.

**GARY PHILLIPS, EXECUTIVE VICE PRESIDENT**

Mr. Phillips started his career with a New York based Fortune 100 company and quickly became a Senior Manager building and running a large customer service organization in New York and eventually in thirteen countries in Europe. He also served as a Director with a large Fortune 500 company and was responsible for developing and maintaining new and existing clients in Europe, Asia, and Australia. He then became Senior Vice President with a public enterprise software company. Some of his successes include building an organization from 2 to 250 people worldwide; acquiring 5 companies in two years; and growing a company from 800 to 1200 employees.

Mr. Phillips was part of an executive acquisition and recruiting team where he helped build a start-up enterprise software company in San Francisco. He recruited top notch talent, and built a world class organization. The company was eventually sold to a Fortune 500 software company.

Mr. Phillips has maintained customer relationships in the public sector, private sector, as well as medical, and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips is involved in his community as a soccer coach and as an organizer of fundraisers for Autism Speaks in Sacramento. Mr. Phillips received his Associate of Science degree, as well as completed coursework at Rochester Institute of Technology, NY.

**REGAN WILLIAMS, SENIOR VICE PRESIDENT**

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates and has over 15 years of experience in executive recruitments with our firm. Prior to joining Bob Murray & Associates, Mr. Williams served as Director of Public Safety with the City of Sunnyvale, CA. Mr. Williams was involved in the development of some of Sunnyvale's most innovative public safety programs and has a national reputation for excellence in law enforcement, as well as in law enforcement executive recruiting. He has been responsible for over 300 recruitments throughout his career; clients find his insight and expertise in recruitment and selection a valuable asset.

Mr. Williams received his Bachelor of Science Degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

**JOEL BRYDEN, VICE PRESIDENT**

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having retired as Chief of Police in Walnut Creek, CA prior to joining our firm. Throughout his career, Mr. Bryden has been involved in public sector consulting. He has vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government. Mr. Bryden has a solid reputation as a leader in the public sector. His ability to find and evaluate outstanding applicants for our clients is invaluable in the search process.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts Degree in Communication from San Diego State University.

**FRED FREEMAN, VICE PRESIDENT**

Mr. Freeman brings over 24 years of local government experience to Bob Murray & Associates, with 11 years in the recruitment field. Mr. Freeman is a retired Chief of Police and has served as an elected official in local government. He has vetted hundreds of local governmental officials in the pre-employment process and conducted recruitments for positions in all sectors of public agency employment.

In addition to his career in the law enforcement field, Mr. Freeman served as the Mayor and the Mayor Pro-Tem for the Los Alamitos City Council. Mr. Freeman has been a member of the Public Safety Policy Committee - California League of Cities; the Orange County Fire Authority Board of Directors; and the Orange Line Development Authority as the Vice-Chair. His unique perspective and experience, as both a member of executive city staff and as an elected official, provides exceptional results for our clients.

Mr. Freeman is a graduate of the FBI National Academy and received his Teaching Credential from the University of California Los Angeles.

**AMBER SMITH, PRINCIPAL CONSULTANT**

As Principal Consultant with Bob Murray & Associates, Ms. Smith acts as a liaison between clients and candidates from beginning to end of each recruitment process. She is responsible for the development and distribution of position recruitment and advertising materials, client research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team.

Ms. Smith brings over 5 years of client-oriented customer service, administrative, and management experience to Bob Murray & Associates. She is committed to working as a partner with clients and candidates in order to provide a quality service and experience.

Ms. Smith received her Bachelor of Arts degree in Business Administration from La Sierra University, Riverside, California.

**HELLEN AMSDEN, SENIOR CONSULTANT**

Ms. Amsden acts as a liaison among clients, recruiters, and candidates throughout each recruitment process. Her responsibilities include development and distribution of position recruitment and advertising materials, client and candidate research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team.

Ms. Amsden joined our firm in 2016 with nearly a decade of customer service, administrative, and leadership experience. She is committed to providing the highest level of quality support and to working as a partner with clients and candidates throughout the search process.

Ms. Amsden graduated summa cum laude with a Bachelor of Arts degree in Leadership and Organizational Studies from Saint Mary's College of California.

## REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted searches are listed below.

**CLIENT:** City of Alhambra, CA  
**POSITION:** Police Chief, City Manager, Development Services Director  
**REFERENCE:** Mr. Mark Yokoyama, City Manager, (626) 570-5010; or Ms. Tara Schultz, Assistant City Manager/Human Resources Director, (626) 570-5098

**CLIENT:** City of Arvin, CA  
**POSITION:** Police Chief, City Manager, Community Development Director (through recommendation)  
**REFERENCE:** Ms. Cecilia Vela, City Clerk, (661) 854-3134; or Mr. Al Noyola, City Manager, cell (661) 903-0136 work (661) 854-3134