

December 7, 2016

Mr. Tracy Franklin
Senior Buyer Specialist
Financial Services Department
City of Austin
124 West 8th St., Suite 310
Austin, 78701

Email: Tracy.Franklin@austintexas.gov

Dear Mr. Franklin:

I wish to respond to a recent item report in the *Austin Monitor* regarding Ralph Andersen & Associates' experience in recruiting in large public sector organizations. It appears that a review of the current (open) recruitments on the Ralph Andersen & Associates website was observed, and did not reflect the long and successful track record of prior recruitments conducted over the last 44 years.

Just within the last two months, Ralph Andersen & Associates successfully completed the executive search for the City Manager of Charlotte, North Carolina – a city very near in size to Austin. We have previously recruited the City Manager/City Administrator for other large cities and counties, including the City of Los Angeles; the County of Los Angeles; the City of Cincinnati; Fairfax County, Virginia; Oakland, California and others. In addition, we have also previously recruited executive level positions and/or CEOs for numerous large enterprise organizations, such as Los Angeles World Airports, Sky Harbor (Phoenix) International Airport, Los Angeles Department of Water and Power, Port of Los Angeles, San Francisco International Airport and others. Additionally, we have completed numerous public sector executive recruitments for large Texas public sector clients, including the cities of Dallas, San Antonio, and El Paso, and the firm is in the final stages of a successful recruitment for Austin's next Public Works Director.

Not only does Ralph Andersen & Associates simply have the experience, but we have a *proven track record*. Of the last fifty city manager placements made by Ralph Andersen & Associates, only two have left within three years, which is a further testament to Ralph Andersen & Associates' longstanding commitment to serving public sector clients with proven and reliable candidates. Attached is a table reflecting relevant executive searches conducted in the last five years with requested detail. Also included is Ralph Andersen & Associates' complete five-year client listing, further demonstrating the capacity and reach of our firm.

While the firm's client base is public agencies, Ralph Andersen & Associates has specific experience and examples of sourcing private sector candidates, including executive-level placements, for public sector clients. We have access to the same candidates as private sector firms do in terms of personal outreach and solicitation, advertise in the same publications, and deliver successful results – all while utilizing our expertise in conducting a search in a public environment, and with a high degree of community engagement and conforming to open-record guidelines.

With respect to the possibility of working in tandem of some form with another search firm, Ralph Andersen & Associates does not believe this would be a feasible arrangement. We not only have

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immediate concerns of sharing our business practices with a competing firm, but also believe serious issues regarding candidate confidentiality and the transparency of the public process could be introduced. Put simply, Ralph Andersen & Associates is proud of the work we have done in the public sector for over forty years, and it is our belief that such an arrangement would diminish the quality of the process, not enhance it.

We strongly value the City of Austin as a current client and appreciate the opportunity to clarify and expand on these issues.

Respectfully,

A handwritten signature in blue ink, appearing to read "Greg Nelson", with a stylized, flowing script.

Greg Nelson
Senior Consultant



Selected Executive Recruitments, 2011 to Present

Client	Position	Form of Government	Year	Status	Population *	Budget *
Phoenix Sky Harbor International Airport	Aviation Director	Council-Manager	2014	Completed	N/A	\$236 million
Port of Los Angeles	Executive Director	Mayor-Council (Department of City)	2014	Completed	N/A	\$1.1 billion
San Francisco International Airport	Airport Director	Mayor-Council (Department of City)	2015	Completed	N/A	\$971 million
State of California	Executive Director, Comm. On POST	State	2015	Completed	38,800,000	\$252.6 billion
San Francisco Public Utilities Commission	General Manager	Mayor-Council (Department of City)	2013	Completed	7,100,000	\$800 million
State of Nevada	Director, Legislative Counsel Bureau	State	2012	Completed	2,900,000	\$11.8 billion
Broward County, FL	Chief Financial Officer	County Administrator	2016	Completed	1,900,000	\$4.1 billion
Fairfax County, VA	County Executive Officer	Urban County Executive	2011	Completed	1,131,000	\$6.1 billion
City and County of San Francisco, CA	Multiple Positions	Mayor-Council	2016	Current	865,000	\$9.6 billion
City of Charlotte, NC	City Manager	Council-Manager	2016	Completed	827,097	\$2.54 billion
City of Sacramento, CA	City Manager	Mayor-Council	2016	Current	479,686	\$951.6 million
City of Kansas City, MO	Multiple Positions	Mayor-Council	2010-2015	Completed	475,378	\$1.314 billion
Washoe County, NV	County Manager	County Manager	2013	Completed	433,731	\$541 million
Placer County, CA	County Executive Officer	County Board of Supervisors	2012	Completed	367,309	\$764 million
City of Riverside, CA	City Manager	Council-Manager	2015	Completed	303,871	\$915 million
City of Cincinnati, OH	City Manager	Mayor-Council	2014	Completed	300,000	\$1.4 billion
City of Henderson, NV	City Manager	Council-Manager	2015	Completed	286,000	\$482 million
City of Greensboro, NC	City Manager	Council-Manager	2012	Completed	270,000	\$450 million
City of Oakland, CA	City Administrator	Mayor-Council	2011	Completed	206,253	\$1 billion

* Populations and budgets at the time recruitments were conducted.

Comprehensive Client Listing By Classification

(2010 to 2016)

Administration / General Services

- Bear Valley Community Services District, CA
 - Administrative Services Director (Current Search)
- Irvine, CA
 - Director of Administrative Services (2015)
- Los Altos, CA
 - Administrative Services Director (2016)
- Solano County, CA
 - General Services Director (2007 & 2011)

Agriculture

- Riverside County, CA
 - Agricultural Commissioner (Current Search)

Arts / Cultural / Museum / Fairs

- 37th District Agricultural Association / Santa Maria Fairpark
 - General Manager / Chief Executive Officer (2014)
- Alameda County Fair Association, CA
 - Chief Executive Officer (most recently 2013)

- Broward County, FL
 - Director of Greater Fort Lauderdale Convention & Visitors Bureau (2016)
- California Mid-State Fair
 - Chief Executive Officer (2016)
- Los Angeles, CA
 - Executive Director, Cultural Affairs (2014)
- Marin County, CA
 - Director of Cultural & Visitor Services (2014)
- Nevada County Fair, CA
 - Chief Executive Officer (2015)
- Oregon State Fair Council, OR
 - Chief Executive Officer (2014)
- Queen Creek, AZ
 - Horseshoe Park & Equestrian Centre General Manager (2010)

Aviation

- Broward County, FL
 - Aviation Director of Planning (2013)
 - Director of Aviation – Fort Lauderdale International Airport (Backgrounds) (2016)
- Los Angeles World Airports
 - Deputy Executive Director I, Operations and Emergency Management (Current Search)
 - Deputy Executive Director II, Maintenance and Facilities (Current Search)

- Palo Alto, CA
 - Airport Manager (General Aviation) (2013)
- Phoenix Sky Harbor International Airport, AZ
 - Aviation Director (2015)
- San Francisco International Airport
 - Airport Chief Information Officer/ITT Director (2013)
 - Associate Deputy Airport Director, Hotel Developer (2013)
 - Airport Director (2016)
 - Airport Finance Manager (2009 and 2012)
 - Associate Deputy Director of Revenue Development & Management (2005 & 2013)
 - Aviation & Parking Management Director (2016)
 - Chief Information Security Officer (2015)
 - Director of International Marketing & Aviation Development (2015)
 - Enterprise Architect (2015)

Child Support Services

- Alameda County, CA
 - Director of Child Support Services (2015)
- Child Support Directors Association of California
 - Executive Director (2016)
- Marin County, CA
 - Director of Child Support Services (2015)
- Riverside County, CA
 - Director of Child Support Services (2015)

City / County Management

- Alexandria, VA – City Manager (2011)
- Auburn, CA – City Manager (Current Search)
- Beverly Hills, CA – City Manager (2010 and 2015)
- Belvedere, CA – City Manager (Current Search)
- Carlsbad, CA – City Manager (2014)
- Carmel-by-the-Sea, CA – City Administrator (Backgrounds) (2016)
- Carson City, NV – City Manager (2014)
- Charlotte, NC – City Manager (2016)
- Cincinnati, OH – City Manager (2014)
- Colma, CA – City Manager (2013)
- Davis, CA – City Manager (2014)
- Dublin, OH – City Manager (2014)
- El Campo, TX – City Manager (2010)
- El Dorado County, CA – Chief Administrative Officer (2016)
- Fairfax County, VA – County Executive (2011)
- Fountain Valley, CA – City Manager (2013)
- Greensboro, NC – City Manager (2012)
- Henderson, NV – City Manager (2015)
- Huntington Beach, CA – Assistant City Manager (2013)
- Indio, CA – City Manager (2010)
- Irvine, CA – Assistant City Manager (2016)
- Kingsburg, CA – City Manager (2013)
- Lake Forest, CA – City Manager (Current Search)
- Lathrop, CA – City Manager (2012)
- Lawrence, KS – City Manager (2016)

- Lincoln, CA – City Manager (2014)
- Los Banos, CA – City Manager (2016)
- Manhattan Beach, CA – City Manager (2010)
- McKinney, TX – City Manager (2016)
- Mono County, CA – County Administrative Officer (2013 and 2015)
- Morgan Hill, CA – City Manager (2013)
- Oakland, CA – City Administrator (2011)
- Pacific Grove, CA
 - City Manager (2016)
- Palm Desert, CA – City Manager (2016)
- Placer County, CA – County Executive Officer (2012)
- Portola Valley, CA – Town Manager (2012)
- Reno, NV – City Manager (Current Search)
- Riverside, CA – City Manager (2015)
- Rocklin, CA – City Manager (2010)
- Ross, CA – Town Manager (2012)
- Sacramento, CA
 - Assistant City Manager (Backgrounds) (2016)
 - City Manager (On “hold” awaiting Mayor Elect in December 2016)
- San Juan Capistrano, CA – City Manager (2015)
- Sanger, CA – City Manager (2015)
- Santa Barbara, CA
 - City Administrator (2015)
 - Assistant City Administrator (2015)
- Santa Barbara County, CA – County Executive Officer (2010)

- Santa Rosa, CA
 - City Manager (2014)
 - Deputy City Manager (2015)
- Simi Valley, CA – City Manager (2013)
- Solana Beach, CA – City Manager (2015)
- South Lake Tahoe, CA – City Manager (Background) (2012)
- South Jordan, UT – Assistant City Manager (Current Search)
- South Padre Island, TX – City Manager (2016)
- Sutter County, CA
 - County Administrator (2010)
- Tiburon, CA – Town Manager (2006 & 2015)
- Ukiah, CA
 - Technical Assistance on City Manager Recruitment (2015)
- Union County, NC – Assistant County Manager (2015)
- Upper Arlington, OH – City Manager (2011)
- Washoe County, NV – County Manager (2013)
- Watsonville, CA – City Manager (2015)
- Waxhaw, NC – Town Manager (2015)
- Windsor, CA – Town Manager (2012)
- Yorba Linda, CA – City Manager (2013)

City Attorney / Legal

- Anaheim, CA
 - City Attorney (2013)

- East Palo Alto, CA
 - City Attorney (2016)
- Flagstaff, AZ
 - City Attorney (2010 & 2013)
- Hillsborough County, FL
 - County Attorney (2012)
- Los Angeles County, CA
 - Public Defender (2010)
- Metropolitan Transportation Commission
 - Associate Counsel (Partial Assistance) (2011)
 - General Counsel (2010)
 - Senior Counsel (2013 and Current Search)
- Morgan Hill, CA
 - City Attorney (2016)
- Napa County, CA
 - Public Defender (2013)
- Plumas County, CA
 - County Counsel (2010)
- Redwood City, CA
 - City Attorney (2010)
- Riverside, CA
 - City Attorney (2015)
- San Bernardino County Employees' Retirement Association
 - Chief Counsel (2013)

- Santa Barbara, CA
 - City Attorney (2014)
- Santa Rosa, CA
 - City Attorney (Current Search)
- Simi Valley, CA
 - City Attorney (2008 & 2012)
- Solano County, CA
 - Public Defender (2010)
- Ventura, CA
 - City Attorney (2014)

Communication / Dispatch

- NORCOM
 - Executive Director (2012)
- Stanislaus Regional 911
 - Executive Director (2016)
- Tulsa, OK
 - Customer Care Director (2012)

Community Development / Economic Development / Code Enforcement

- Arlington, TX
 - Deputy City Manager (Economic Development and Capital Investment) (2012)
- Broward County, FL
 - Director of Economic and Small Business (2013)
- Cupertino, CA
 - Assistant Director of Community Development (2016)

- El Paso, TX
 - Director of Economic and International Development (2013)
 - Redevelopment Manager (2014)
- Garden Grove, CA
 - Community & Economic Development Director (2016)
- Hayward, CA
 - City Building Official (2016)
- Irvine, CA
 - Community Development Director (2015)
- Lancaster, CA
 - Development Services Director (2015)
- Modesto, CA
 - Director of Community and Economic Development (2015)
- Morgan Hill, CA
 - Assistant City Manager for Community Development (2010)
- Nevada County, CA
 - Community Development Agency Director (2015)
- Riverside, CA
 - Community Development Director (2012)
 - Community & Economic Development Director (2015)
- Riverside County, CA
 - Deputy Director of Economic Development Agency (2016)
 - Code Enforcement Official (2016)
- San Antonio, TX
 - Assistant Director of Planning & Community Development (2015)

- SeaTac, WA
 - Community & Economic Development Director (2013)
- Vacaville, CA
 - Community Development Director (2014)

Courts / Probation / Corrections

- Alameda County, CA
 - Chief Probation Officer (2016)
- Judicial Council of California – Administrative Office of the Courts
 - Administrative Director of the Courts (2012)
- Kansas City, MO
 - Administrator of the Municipal Court (2013)
- San Francisco Superior Court
 - Chief Adult Probation Officer (2005 & 2015)
- Superior Court of Arizona, Maricopa County
 - Chief Juvenile Probation Officer (2012)
 - Court Administrator (Backgrounds) (2012)
 - Deputy Court Administrator (Backgrounds) (2011)

Correctional Health

- City of Los Angeles, CA
 - Nurse Manager (2012 and 2013)

Education

- Allan Hancock Joint Community College District
 - Superintendent/President (Backgrounds) (2013)
 - Vice President of Student Services (References) (2013)

- Coast Community College District
 - Vice Chancellor of Educational Services and Technology (2010)
 - Vice Chancellor of Finance and Administrative Services (2010)
- Marin Community College District
 - Superintendent/President (2010)
- Merced Community College District
 - Director of Human Resources (Backgrounds) (2014)
 - Superintendent/President (2012)
 - Vice President of Administrative Services (Backgrounds) (2013)
 - Vice President of Instruction (Backgrounds) (2014)
 - Vice President of Instruction / Assistant Superintendent (Partial Search) (2015)
 - Vice President of Student Services (Backgrounds) (2014)
- Pasadena Area Community College District, CA
 - Superintendent/President (2015)
 - Superintendent/President / Board Relationship Workshop (2015)
- Peralta Community College District
 - College President, College of Alameda (Partial Search) (2014)
- San Bernardino Community College District
 - Vice Chancellor, Human Resources and Employee Relations (Current Search)
- Santa Monica Community College District (Santa Monica College)
 - Superintendent/President (2015)
 - Board / Superintendent/President Workshop (2016)
- Sierra Community College District
 - Chief Human Resources Officer, Assistant Superintendent (Outreach Assistance) (2014)
 - Superintendent / President (2005 and 2010)

- Southwestern Community College District
 - Vice President of Business and Financial Affairs (2015)
 - Vice President of Employee Services/Human Resources (2016)
- University of California, Davis (UCD)
 - Chief of Police (Current Search)
- University of California, Los Angeles (UCLA)
 - Assistant Police Chief (2005)
 - Chief of Police (Current Search)
- University of California, San Francisco (UCSF)
 - Chief of Police (2016)
- Ventura County Community College District, CA
 - Vice President of Business Services at Moorpark College (Partial Search) (2015)
- West Valley-Mission Community College District
 - President of Mission College (Partial Search) (2013)
- Yosemite Community College District, California
 - College President, Modesto Junior College (2012)
 - President of Columbia College (2013)
 - Vice Chancellor of Human Resources (2014)
 - Vice President of College and Administrative Services, Modesto Junior College (2014)
- Yuba Community College District, California
 - President of Yuba College Backgrounds (2015)
 - President of Woodland College Backgrounds (2014)
 - Vice President of Yuba Community College Backgrounds (2014)

Finance / Audit

- Anaheim, CA
 - Budget Manager (2016)
- Baltimore, MD
 - Director of Finance (2011)
 - Deputy Director of Finance (2010)
- Beverly Hills, CA
 - Director of Administrative Services / Chief Financial Officer (2012)
 - Assistant Director of Administrative Services / Finance (Current Search)
- Broward County, FL
 - Chief Financial Officer/Director of Finance and Administrative Services (2012 & 2016)
 - Deputy Chief Financial Officer/Deputy Director of Finance and Administrative Services (2013)
 - Director of Management and Budget (Current Search)
 - Port Everglades Director of Finance (2012)
- Camarillo, CA
 - Director of Finance (2016)
 - Assistant Director of Finance (Partial Search) (2016)
- Carmel-by-the-Sea, CA
 - Finance Manager (Backgrounds) (2011)
- Central Contra Costa Sanitary District, CA
 - Director of Budget & Finance (2016)
- Coronado, CA
 - Administrative Services Director (2015)

- Eastern Municipal Water District, CA
 - Assistant General Manager of Finance and Administration (2012)
 - Controller (2015)
 - Deputy General Manager (2014)
- Huntington Beach, California
 - City Treasurer (Backgrounds) (2011)
- Irvine Ranch Water District, CA
 - Executive Director of Finance & Administration (2012)
- Kansas City, MO
 - City Auditor (2013)
- La Habra Heights, CA
 - Finance Manager (Background) (2012 and 2013)
- Lake Forest, CA
 - Accounting Manager (Backgrounds) (2011)
- Las Vegas Valley Water District, NV
 - Finance Director (2011)
- Marin Municipal Water District, CA
 - Administrative Services Division Manager/Treasurer (Current Search)
- Martinez, CA
 - Finance Manager (2016)
- Menifee, CA
 - Finance Director (2010)
- Millbrae, CA
 - Senior Accountant (2016)

- Mono County, CA
 - Director of Finance (2016)
- Napa, CA
 - Finance Manager (2016)
- New Mexico Finance Authority
 - Chief Executive Officer (2014)
 - Chief Financial Officer (Current Search)
 - Chief Regulatory Compliance Officer (2016)
- Palo Alto, CA
 - City Auditor (2011 & 2014)
- Philadelphia Housing Authority, PA
 - Director of Audit & Compliance (2011)
- Public Health – Seattle & King County, WA
 - Chief Financial Officer (2016)
- Sacramento, CA
 - City Treasurer (Current Search)
- San Antonio, TX
 - Assistant Director of Finance (Public Utilities) (2016)
 - Director of the Office of Management and Budget (Budget Director) (2015)
- San Francisco International Airport
 - Airport Finance Manager (2009, 2012 & 2016)
- Sanger, CA
 - Finance/Administrative Services Director (2016)
- Santa Margarita Water District, CA
 - Chief Financial Officer (2016)

- Santa Monica, CA
 - Assistant Director of Finance (2010)
- Solano County, CA
 - Budget Officer (2013)
- Solano Irrigation District
 - Finance Director (2010)
- Turlock Irrigation District
 - Financial Reporting Manager (2016)
- Windsor, CA
 - Finance Director (2012)

Harbor / Port

- Brisbane, CA
 - Harbormaster (2014)
- Port of Los Angeles, CA
 - Executive Director (2014)
- Port of San Francisco, CA
 - Chief Harbor Engineer (2014)
 - Real Estate Deputy Director (Current Search)

Health / Public Health / Mental Health

- Association of Regional Center Agencies, CA
 - Executive Director (2011)
- Broward County, FL
 - Chief Medical Examiner (2012)
- El Paso, TX
 - Public Health Director (2013)

- Marin County, CA
 - Chief Operations Officer (Chief Assistant Director of Health & Human Services) (2014)
- Monterey County, CA
 - Health Officer (2013)
- Nevada County, CA
 - Health and Human Services Agency Director (2015)
- Orange County Mosquito and Vector Control District, CA
 - District Manager (2010 and 2015)
- Placer County, CA
 - Director of Health & Human Services (2013)
 - Public Health Officer (2013)
- Placer County Air Pollution Control District, CA
 - Director (2015)
- Port of Los Angeles, CA
 - Director of Environmental Management (2010)
- Riverside County, CA
 - Riverside University Health Systems – Director of Behavioral Health (2016)
 - Riverside University Health Systems – Medical Center Comptroller (Current Search)
- San Francisco, CA
 - Chief Medical Examiner (2015)
 - Director of the Office of Early Care and Education (2013)
- San Mateo County Mosquito and Vector Control District, CA
 - District Manager (2015)

- Union County, NC
 - Director of Human Services (2013)

Housing

- Berkeley Housing Authority, CA
 - Executive Director (2016)
- Corpus Christi Housing Authority, TX
 - President/Chief Executive Officer (2011)
- Housing Authority of the City of Evansville, IN
 - Executive Director (2011)
- Lawrence-Douglas County Housing Authority, KS
 - Executive Director (2010)
- Los Angeles, CA
 - General Manager, Housing and Community Investment Department (HCID) (2014)
- Housing Authority of the City of Los Angeles
 - President and CEO (2012)
- Oakland Housing Authority, CA
 - Executive Director (2010)
- San Antonio Housing Authority, TX
 - President and Chief Executive Officer (2016)
- Housing Authority of the County of San Bernardino, CA
 - President and CEO (2012)
- Housing Authority of the County of Santa Clara, CA
 - Assistant Director of Housing Programs (2011)
 - Executive Director (2016)

- Housing Programs Manager (2011)
- Senior Project Manager (2011)

Human Resources

- Alexandria, VA
 - Human Resources Director (2012)
- Arlington, TX
 - Director of Workforce Services (2011)
- Beverly Hills, CA
 - Assistant Director of Administrative Services/Human Resources (2014)
 - Human Resources Manager (2015)
- El Paso, TX
 - Human Resources Assistant Director (2015)
- Fort Lauderdale, FL
 - Employment Manager (2016)
- Marin County, CA
 - Director of Human Resources (2016)
- Marin Municipal Water District
 - Human Resources Division Manager (2007 & Current Search)
- Millbrae, CA
 - Administrative Services Director (Human Resources) (2016)
- Modesto, CA
 - Human Resources Director (2016)
- Mono County, CA
 - Human Resources Manager (2016)

- Orange County Fire Authority, CA
 - Director of Human Resources (2014)
- Orange County, CA
 - Chief Human Resources Officer (2016)
- Philadelphia Housing Authority, PA
 - Director of Human Resources (2011)
 - Senior Labor and Employee Relations Specialist/EEO Officer (2011)
- San Francisco, CA
 - Workers' Compensation Director (2012)
- Solano County, CA
 - Director of Human Resources (2006 & 2012)
- University of Redlands, CA
 - Employee Relations and Equal Opportunity Manager (Current Search)
- Western Municipal Water District
 - Human Resources Manager (2013)

Information Technology

- Baltimore, Maryland
 - Chief Information Officer (CIO) (2012)
- Berkeley, CA
 - Director of Information Technology (2015)
 - Information Systems Manager (2016)
 - Senior Systems Analyst (2016)
- Broward County, FL
 - Chief Information Officer, Enterprise Technology Services (2011)
 - Assistant Director of Enterprise Technology Services (2013 & 2016)

- Cupertino, CA
 - Chief Technology Officer/Director of Information Services (2016)
- Douglas County, Nevada
 - Chief Technology Officer (2016)
- Huntington Beach, CA
 - Chief Information Officer (2016)
- Los Angeles Department of Water and Power
 - Chief Information Officer (CIO) (2006 and 2016)
- Los Angeles World Airports
 - Chief Information Officer (2016)
- Mountain View, CA
 - Chief Information Officer / IT Director (2014)
- Palo Alto, CA
 - Chief Information Officer (CIO) (2011)
- Rancho Cucamonga, CA
 - Director/Chief Innovation Officer (2015)
- Riverside, CA
 - Chief Innovation Officer (2013)
 - Public Utilities Assistant General Manager – Operational Technology (2016)
- Riverside County, CA
 - Chief Information Officer (2015)
- San Carlos, CA
 - Information Technology Manager (2015)
- San Francisco, CA
 - Chief Information Officer (2013)

- Chief Information Security Officer (2015)
- Director of Project Management Office, Department of Technology (2014)
- Senior Program Manager (2), Department of Technology (2014)
- IT Director, Human Services Agency (2014)
- San Francisco International Airport, CA
 - Airport Chief Information Officer / ITT Director (2013)
 - Chief Information Security Officer (2015)
 - Enterprise Architect (2015)
- Santa Monica, CA
 - Chief Information Officer (2016)
- Sunnyvale, CA
 - Director of Information Technology (2016)
- Turlock Irrigation District
 - Information Technology Services Department Manager (2015)
- Washoe County, NV
 - Chief Information Officer (2015)

Investment

- Los Angeles City Employees' Retirement System (LACERS)
 - Chief Investment Officer (2012)
- San Bernardino County Employees' Retirement Association (SBCERA)
 - Senior Investment Officer and Investment Officer (2014)

Legislative Affairs / Public Affairs

- Legislative Counsel Bureau, State of Nevada
 - Director (2012)

Miscellaneous

- Antioch, CA
 - Administrative Analyst II/III (Partial Search) (2015)
- Beverly Hills, CA
 - Community Services Director (2011)
- California Center for Sustainable Energy
 - Executive Director (2012)
- California Trucking Association
 - Chief Executive Officer/Executive Vice President (2014)
- El Paso, TX
 - Animal Services Director (Current Search)
- Fallen Leaf Lake, CA
 - Concessionaire (Backgrounds) (2011)
- Kansas City, MO
 - Chief Innovation Officer (2013 & 2015)
 - Director of Creative Services (2015)
- Los Angeles, CA
 - City Clerk (2014)
 - Director, Operations Innovation Team (Partial Search) (2015)
 - Director of Innovation Delivery Team (Partial Search) (2015)
- Los Angeles County Employees Retirement Association (LACERA)
 - Director of Retiree Health Care Benefits (2007 & 2010)

- Metropolitan Transportation Commission (MTC)
 - Director, Electronic Fares Program (2012)
- Palo Alto, CA
 - Chief Communications Officer (2013)
 - Director of Community Services (2015)
- Rural County Representatives of California
 - Executive Vice President (Current Search)
- San Bernardino County Employees' Retirement Association (SBCERA)
 - Chief Executive Officer (2014)
- Santa Rosa CA
 - Community Engagement Director (2015 & Current Search)
- Solano County, CA
 - Director of Resource Management (2010)
- Wildlife Heritage Foundation
 - Executive Director (2016)

Parks / Open Space / Recreation

- Albuquerque, NM
 - ABQ BioPark Chief Executive (2016)
- Cincinnati, OH
 - Director of Recreation (2016)
- Cupertino, CA
 - Director of Recreation and Community Services (2016)
- Healdsburg, CA
 - Community Services Director (2005 & 2015)

- Marin County, CA
 - Director of Parks and Open Space (2009 & 2016)
- Palo Alto, CA
 - Urban Forester (2012)
 - Director of Community Services (2015)
- Riverside, CA
 - Park Superintendent (2014)
 - Parks, Recreation and Community Services Director (2014)
- Ross, CA
 - Recreation Manager (2014)
- Sacramento, CA
 - Parks and Recreation Director (2016)
- Santa Rosa, CA
 - Recreation & Parks Director (2013)

Planning

- Cincinnati, OH
 - Director of Buildings and Inspections (2015)
- Dallas, TX
 - Assistant Director of Mobility Planning (2016)
- El Paso, TX
 - Deputy Director of Planning (Current Search)
- Kansas City, MO
 - Development Services Manager (Senior Planner) (2010)
- Mountain View, CA
 - Chief Building Official (2016)

- Palo Alto, CA
 - Chief Building Official (2014)
 - Planning Managers (Partial Search) (2015)
 - Senior Planners (Partial Search) (2015)
- Regional Transportation Commission of Southern Nevada
 - Director of Planning Services (2015)
- Riverside, CA
 - City Planner (2015)
- Riverside County Transportation and Land Management Agency, California
 - Planning Director (2015)
- Solano County, CA
 - Building Official (2015)
- Tulsa, OK
 - Director of Planning (2011)
- Windsor, CA
 - Planning and Building Director (2010)

Public Safety

- Albuquerque, NM
 - Chief of Police (2014)
- Arlington, TX
 - Fire Chief and Director of Emergency Services (2010)
 - Police Chief – Background Checks (2010)
- Bishop, CA
 - Chief of Police (2016)

- Carson City, NV
 - Deputy Fire Chief (Current Search)
- Commission on Peace Officer Standards and Training, CA
 - Executive Director (2016)
- Indio, CA
 - Chief of Police (2016)
- Kansas City, MO
 - Fire Chief (2013)
- La Habra Heights, CA
 - Fire Chief Backgrounds (2010 & 2011)
- Los Angeles, CA
 - Fire Chief (2014)
- Martinez, CA
 - Chief of Police (2015)
- Menlo Park Fire Protection District, CA
 - Fire Marshal (2014)
- Morro Bay, CA
 - Chief of Police (Current Search)
- Oakland, CA
 - Chief of Police (2014 & Current Search)
 - Fire Chief (2012)
- Orange County, FL
 - Fire Chief (Partial Recruitment) (2012)
- Orange County Fire Authority, CA
 - Assistant Chief/Fire Marshal (2014)

- Fire Chief (2014)
 - Interim Fire Chief (2014)
- Pacific Grove, CA
 - Police Chief (2016)
- Riverside, CA
 - Fire Chief (2014)
- Ross Valley Fire Department, CA
 - Fire Chief (2014)
- San Francisco, CA
 - Chief of Police (Current Search)
- Santa Barbara County, CA
 - Fire Chief (2015)
- Santa Rosa, CA
 - Police Chief (2015)
- Shafter, CA
 - Chief of Police (2016)
- Simi Valley, CA
 - Chief of Police (2012)
- Tualatin, OR
 - Chief of Police (2016)
- Turlock, CA
 - Fire Chief (2015)
- Union County, NC
 - Executive Director of the Emergency Services Agency (2014)

Public Works / Engineering

- Anaheim, CA
 - City Engineer (Current Search)
 - Engineering Manager (2014)
- Arlington, TX
 - Public Works Director (2016)
- Austin, Texas
 - Public Works Director (Current Search)
- Bear Valley Community Services District, CA
 - Public Works Director (Current Search)
- Carlsbad, CA
 - Public Works Director (2014)
- Claremont, CA
 - Director of Community Services (2016)
- El Paso, TX
 - City Engineer (2016)
- Kansas City, MO
 - Deputy Director of Public Works (2015)
- Ketchikan, AK
 - Public Works Director/Engineering Manager (2016)
- Marina, CA
 - Public Works Director (2016)
- Millbrae, CA
 - Public Works Director (2016)

- Modesto, CA
 - Director of Public Works (2014)
- Moorpark, CA
 - Public Works Director/City Engineer (2016)
- Multnomah County, OR
 - Facilities Planning, Construction, & Operations Director (2012)
- Napa County, CA
 - Deputy Director of Public Works – Flood Control & Water Resources (2010)
- Pasadena, CA
 - Director of Public Works (2011)
- Riverside, CA
 - City Engineer (Backgrounds) (2016)
 - Public Works Director (2012 & 2015)
- Santa Monica, CA
 - Director of Public Works (2010)
- South San Francisco, CA
 - Public Works Director (Current Search)
- Union County, NC
 - Assistant Director of Public Works (2014)
- Vacaville, CA
 - Public Works Director (2013)
- Ventura, CA
 - Public Works Director (2016)

Social Services / Human Services

- Placer County, CA
 - Director of Health & Human Services (2013)
- Riverside County, CA
 - Assistant Director of Public Social Services – Administrative Services Division (2016)
 - Assistant Director of Public Social Services – Children’s Services Division (2016)
 - Assistant Director of Public Social Services – Self-Sufficiency (2016)

Transportation / Rail / Transit

- El Dorado County Transportation Commission
 - Executive Director (Background) (2011)
- El Paso, TX
 - Transportation Director (2013)
- Issaquah, WA
 - Engineering Manager – Transportation (2016)
- Kansas City, MO
 - Fleet Asset Superintendent (2015)
- Los Angeles, CA
 - General Manager, Department of Transportation (2014)
- Modesto, CA
 - Transit Manager (2016)
- Palo Alto, CA
 - Chief Transportation Official (2015)
 - Fleet Manager (2014)

- Riverside Transit Agency, CA
 - Risk Manager (2015)
- Santa Rosa, CA
 - Director of Transportation and Public Works (2015)
- Silicon Valley Regional Interoperability Authority, CA
 - Executive Director (2015)

Real Estate

- California Department of General Services
 - Assistant Deputy Director, Real Estate Services Division (Partial Search) (Current Search)
 - Deputy Director, Real Estate Services Division (Partial Search) (Current Search)
- Port of San Francisco, CA
 - Real Estate Deputy Director (Current Search)

Risk Management

- Association of Bay Area Governments (ABAG)
 - Risk Manager (2010)
- California Fair Services Authority (CFSA)
 - Executive Director (2011)
- San Bernardino County, CA
 - Director of Risk Management (2014)
- Schools Excess Liability Fund (SELF)
 - Chief Executive Officer / Executive Director (2006, 2008 & 2013)
- Shasta-Trinity Schools Insurance Group
 - Executive Director (2009 & 2013)

Water / Wastewater / Utility

- Anaheim, CA
 - Water Engineering Manager (2015)
- Antelope Valley East Kern Water Agency (AVEK)
 - Assistant General Manager (2012)
 - General Manager (2009 & 2016)
- Antioch, CA
 - Collection Systems Superintendent (Partial Search) (2015)
 - Water Distribution Supervisor (Partial Search) (2015)
- Apple Valley Ranchos Water Company, CA
 - Assistant General Manager (2012)
- Bay Area Water Supply & Conservation Agency
 - Chief Executive Officer / General Manager (2013)
- Big Bear Area Regional Wastewater Agency, CA
 - General Manager (Current Search)
- Big Bear Lake, CA
 - General Manager, Department of Water & Power (2012)
- California Municipal Utilities Association
 - Executive Director (2016)
- Claremont, CA
 - Director of Community Services (2016)
- Cincinnati, OH
 - Water Works Director (2015)
- Davis, CA
 - General Manager of Utilities, Development and Operations (2012)

- Dublin San Ramon Services District
 - Administrative Services Manager (2014 & 2016)
 - Engineering Services Manager (2015 & 2016)
 - General Manager (2016)
 - Operations Manager (2016)
- Eastern Municipal Water District
 - Assistant General Manager of Finance and Administration (2012)
 - Controller (2015)
 - Deputy General Manager (2014)
 - Director of Field Engineering (2015)
 - Director of Water Resources Planning (2016)
- Elsinore Valley Municipal Water District
 - General Manager (2013)
- Irvine Ranch Water District
 - Executive Director of Operations (2013)
- Issaquah, WA
 - Engineering Manager – Utilities (2016)
- Kansas City, MO
 - Wastewater Utility Officer (2013)
- Ketchikan, AK
 - Electric Systems Manager/Engineer (Current Search)
- King County, WA
 - Assistant Division Director of the Solid Waste Division (Current Search)
 - Assistant Operations Manager (2016)
 - Environmental Marketing Manager (Current Search)

- Wastewater Construction Management Supervisor (Current Search)
- Wastewater Division Assistant Operations Manager (2016)
- Wastewater General Manager (Current Search)
- Los Angeles, Office of Public Accountability, CA
 - Executive Director/Ratepayer Advocate (2012)
 - Utility Rates and Policy Specialist I / II / III (2013)
- Los Angeles, Bureau of Sanitation, CA
 - Hyperion Treatment Plant Manager (2013)
- Los Angeles Department of Water and Power, CA
 - Assistant Director Procurement in the Supply Chain Services Division (2016)
 - Director of Customer Operations (2013)
 - Director of Energy Efficiency (2012)
 - Director of Security and Emergency Management (Current Search)
- Marin Municipal Water District, CA
 - Administrative Services Division Manager (Current Search)
- Modesto, CA
 - Director of Utilities (2014)
- Mountain View, CA
 - Utilities Electrician (Current Search)
- Rancho California Water District
 - Assistant General Manager – Engineering & Operations (2016)
- Riverside, CA
 - Utilities General Manager (2013)
 - Deputy Public Works Director, Wastewater Systems (2015)

- San Francisco Public Utilities Commission
 - General Manager (2012)
 - Assistant General Manager, Infrastructure (2013)
- Santa Rosa, CA
 - Director of Utilities (2012)
 - Water Director (Current Search)
- Sausalito-Marín City Sanitary District, CA
 - General Manager (2015)
- Solano Irrigation District
 - General Manager (2012)
- South Orange County Wastewater Authority
 - General Manager (2014)
- Stockton, CA
 - Deputy Municipal Utilities Director/Wastewater (Current Search)
- Tahoe-Truckee Sanitation Agency
 - General Manager (2015)
- Tucson, AZ
 - Deputy Director, Water Department (2015)
- Turlock Irrigation District, CA
 - Chief Dam Safety Engineer (2013)
 - General Manager (2010)
 - Power Plant Engineering Department Manager (2013)
- Tulsa, OK
 - Water Systems Supply Manager (2014)

- Union Sanitary District, CA
 - General Manager (2014)
- Valley Sanitary District, CA
 - Accounting Technician (Backgrounds) (2013)
 - District Engineer (Backgrounds) (2013)
 - Finance & Administration Manager (Backgrounds) (2013)
 - General Manager (2010)
- Ventura Regional Sanitation District
 - General Manager (2016)
- Water Employee Services Authority (WESA) (*provides professional water and wastewater services to Elsinore Valley Municipal Water District*)
 - Director of Operations (2012)