



THE METROPOLITAN WATER DISTRICT
OF SOUTHERN CALIFORNIA

Board Action

- **Board of Directors**

Special Organization, Personnel and Effectiveness Committee

6/3/2025 Board Meeting

2-1

Subject

Authorize execution of an agreement with a firm to conduct the recruitment for the General Manager position; the General Manager has determined that the proposed action is exempt or otherwise not subject to CEQA

Executive Summary

At the May 13, 2025, Board meeting, the Ad Hoc Committee on Executive Performance was authorized to begin vetting recruiting firms for the General Manager and to present a recommendation of the preferred firm to the Organization, Personnel, and Effectiveness Committee. At that same meeting, the Organization, Personnel, and Effectiveness Committee was authorized to hire a firm.

Proposed Action(s)/Recommendation(s) and Options

Staff Recommendation: As this is a Board/Committee process, no recommendation is provided.

Option #1

Based on the recommendation of the Ad Hoc on Executive Performance, approve the execution of an agreement with Bob Murray & Associates to conduct the recruitment for the General Manager.

Fiscal Impact: \$44,000 plus optional limited expenses

Business Analysis: Follows the approved steps of the Board approved General Manager recruitment process.

Option #2

Do not approve

Fiscal Impact: None

Business Analysis: Delays the process of hiring a new General Manager.

Alternatives Considered

None

Applicable Policy

Metropolitan Water District Administrative Code Section 11104: Delegation of Responsibilities

Metropolitan Water District Administrative Code Section 6401: Method of Appointment and Removal

Related Board Action(s)/Future Action(s)

None

Summary of Outreach Completed

Thirteen executive search firms were invited to submit proposals to conduct the search process for the new General Manager. Eleven proposals were received and reviewed by the Ad Hoc Committee on Executive Performance.

California Environmental Quality Act (CEQA)

CEQA determination for Option #1:

The proposed action is not defined as a project under CEQA because it involves continuing administrative activities, such as general policy and procedure making (Section 1538(b)(2) of the State CEQA Guidelines). In addition, the proposed action is not subject to CEQA because it involves other government fiscal activities, which do not involve any commitment to any specific project which may result in a potentially significant physical impact on the environment. (Section 15378(b)(4) of the State of CEQA Guidelines).

CEQA determination for Option #2:

None

Details and Background

Background

Thirteen executive search firms were invited to submit proposals to conduct the search process for the new General Manager. Eleven proposals were received and reviewed by the Ad Hoc Committee on Executive Performance on May 20, 2025. Three finalists were identified and interviewed by the Ad Hoc on May 27, 2027. Proposals were received from the following firms:

- Baker Tilley
- Bob Murray & Associates (finalist)
- CPS HR Consulting
- J. Powers Recruiting Inc.
- Koff & Associates
- Korn Ferry (finalist)
- Morgan Samuels Company (finalist)
- Mosaic Public Partners
- Peckham & McKenny
- Ralph Andersen & Associates
- Wendi Brown Creative Partners

Based on the results of the comprehensive interviews and the submitted proposals, the Ad Hoc on Executive Performance is recommending entering into an agreement with Bob Murray & Associates.

The cost of the executive search is \$44,000 and includes three days of on-site meetings. Additional on-site meetings are \$1,500 per day per consultant, plus travel expenses billed at the actual rate.

The proposal includes a twelve-month placement guarantee. If the candidate recommended by the firm resigns or is terminated, Bob Murray & Associates will secure a replacement at no cost, aside from specific reimbursable expenses incurred on Metropolitan's behalf during the new search. These expenses include but are not limited to reprinting and distribution of the position brochure, additional advertising expenses, and background/reference checks.

The anticipated timeline for the search, as approved by the Board on May 27, 2025, is:

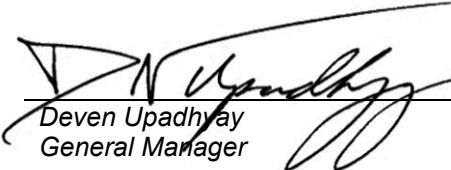
<u>Estimated Timeline</u>	<u>Key Steps</u>
June	OPE Selects Executive Recruiter informed by Ad Hoc's recommendation
June	Board approves job description and key selection criteria
June/July	Recruiter to complete initial inquiry with candidates and candidate evaluation
July	Candidates presented to the full Board for consideration and interview
August/September	Board selects and appoints General Manager subject to reference and background check



Mark Brower
Human Resources Group Manager

6/2/2025

Date



Deven Upadhyay
General Manager

6/2/2025

Date

Attachment 1 – Bob Murray & Associates Proposal

#12706132



**BOB MURRAY
& ASSOCIATES**

Experts In Executive Search

A Proposal to Conduct an Executive Recruitment
for the Position of
GENERAL MANAGER
on behalf of the



1544 Eureka Road, Suite 180
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

May 8, 2025

Adán Ortega, Jr., Chair of the Board
Metropolitan Water District of Southern California
700 N. Alameda Street
Los Angeles, CA 90012

Submitted via email to: MBrower@MWDh20.com

Dear Chairman Ortega and Members of the Board:

Bob Murray & Associates is pleased to submit a proposal to conduct the General Manager recruitment for the Metropolitan Water District of Southern California (MWD). The following details our unique qualifications and describes our systematic–yet flexible–method of identifying, recruiting, and screening outstanding candidates on your behalf. Bob Murray & Associates is proud to offer straightforward, *all-in pricing*, eliminating surprises and making the experience simple and stress-free. This proposal includes information on our proven process, a timeline, and a guarantee.

As the premier public sector executive search firm specializing in water industry positions that report directly to elected boards, we understand the unique dynamics, high expectations, and political acumen required of leaders in these critical roles. We don't just fill positions—we ensure the candidates we present to MWD are well-aligned with your organization's goals, values, and culture. Our team is composed of experienced executive recruiters and former public-sector executives—professionals who are passionate about public service and attuned to current trends in government leadership. With over 34 years of experience and a network of more than 40,000 professionals and organizations, we've built a strong reputation for delivering exceptional candidates and achieving repeat success with our clients.

Bob Murray & Associates recognizes that we work at the pleasure of the Board of Directors and our job is to facilitate the Board in finding the District's next General Manager. Our best practice is to establish a strong partnership with the Board, to ensure the placement of a General Manager who is ideally suited to its needs. In developing this collaborative approach, we will seek the opportunity to meet with the Board's ad hoc committee members individually to discuss their expectations for the MWD's new General Manager. The feedback received from the ad hoc committee will be essential in providing guidance when recruiting and screening candidates for the position.

Current and recent recruitments we have completed similar in scope to your upcoming search include the following:

2025

Silicon Valley Clean Water, CA (General Manager) - *Current*

City of Oceanside, CA (Water Utilities Director) - *Current*

West Contra Costa Integrated Waste Management Authority (RecycleMore) (Executive Director) - *Current*

City of Petaluma, CA (Director of Water Resources and Utilities)

Elsinore Valley Municipal Water District, CA (Assistant General Manager) - *Current*

Monterey Peninsula Regional Park District (General Manager) - *Current*

California Statewide Communities Development Authority (Executive Director) - *Current*

San Luis Obispo County Air Pollution Control District (Air Pollution Control Officer/Chief Executive Officer)

2024

California Water Data Consortium, CA (Chief Executive Officer)

Glenn-Colusa Irrigation District, CA (General Manager)

West Basin Municipal Water District, CA (Assistant General Manager)

Elsinore Valley Municipal Water District (Director of Engineering)

Yuba Water Agency, CA (General Counsel)

Western Placer Waste Management Authority, CA (General Manager)

Resource Conservation District of the Santa Monica Mountains, CA (District Manager)

2023

Kinneloa Irrigation District, CA (General Manager)

Valley Water, CA (Chief Operating Officer-Watersheds)

Mountain House Community Services District, CA (Deputy General Manager)

Nipomo Community Services District, CA (General Manager)

California State Association of Counties, CA (Chief Operating Officer)

Sonoma County, CA (Executive Director, Economic Development Board)

Yolo-Solano Air Quality Management District, CA (Executive Director-Air Pollution Control)

2022

Monterey County Water Resources Agency, CA (General Manager)

Oakdale Irrigation District, CA (General Manager)

Azusa, CA (General Manager, Light & Water)

Las Gallinas Valley Sanitary District, CA (General Manager)

San Francisco, PUC (Assistant General Manager and CFO)

Tamalpais Community Services District, CA (General Manager)

West Basin Municipal Water District, CA (General Manager)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Yasmin Beers, Valerie Gaeta Phillips, or Gary Phillips, who would not only direct and

supervise the project team from beginning to end but also serve as the Recruiter for the project as well.

To learn first-hand about the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 19 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 with any questions.

Sincerely,



Valerie Gaeta Phillips
President, Bob Murray & Associates

TABLE OF CONTENTS

THE RECRUITMENT PROCESS.....	2
STEP 1 DEVELOP THE CANDIDATE PROFILE.....	2
STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS	3
<i>Reaching Diverse Candidates</i>	4
STEP 3 RECRUIT CANDIDATES	4
STEP 4 SCREEN CANDIDATES.....	4
STEP 5 CONDUCT PRELIMINARY INTERVIEWS.....	4
STEP 6 SEARCH PUBLIC RECORDS	4
STEP 7 MAKE RECOMMENDATIONS	4
STEP 8 FACILITATE FINAL INTERVIEWS	5
STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS	5
STEP 10 ASSIST IN NEGOTIATIONS.....	6
COMPLETE ADMINISTRATIVE ASSISTANCE	6
COSTS AND GUARANTEE	7
PROFESSIONAL FEE AND EXPENSES	7
<i>Optional Services</i>	7
GUARANTEE	8
RECRUITMENT SCHEDULE.....	9
FIRM PROFILE.....	10
REFERENCES.....	19

THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding positive placements and providing security and fairness to candidates and clients while ensuring the integrity of the search process. Outlined below are the steps in our proven recruitment process, refined through our 34+ years of experience in executive recruiting.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the MWD's needs will be key to a successful search. Yasmin Beers, Valerie Gaeta Phillips, or Gary Phillips will meet virtually with the Board's ad hoc committee members and other key stakeholders to learn as much as possible about the ideal candidate for the General Manager position. Key stakeholders often include:

- Ad hoc Committee Members - up to five virtual one-on-one meetings with the Recruiter
- Internal Stakeholders (e.g. Department Heads) - up to two virtual group meetings with the Recruiter
- External Stakeholders (e.g. Chamber of Commerce, Community Groups) - one virtual one-on-one or group meeting with the Recruiter

Internal and External Stakeholders

We find that many of our clients value a recruitment process that opens the opportunity for employees, community members, business leaders, and organization representatives to provide input regarding the ideal candidate. Our recruiters are skilled in virtually facilitating group staff meetings, forums for the business community, and/or town hall meetings that provide for equitable involvement from a variety of constituencies.

If the MWD desires, we will work with the Board to create a customized virtual community and/or staff input process. *Please note: Virtual facilitation of stakeholder meetings is included in the professional fee. On-site Recruiter facilitation is available for an additional fee - please refer to "Costs and Guarantee" on page 7 for pricing information.*

Online Stakeholder Surveys

Sometimes clients are seeking input from a wider range of stakeholders—such as community members, business leaders, and organization representatives—online surveys are ideal to solicit input regarding qualities of the ideal candidate. Our experienced recruiters excel at crafting targeted, thoughtful, open-ended questions and can design a customized survey, providing a link for easy sharing on your website. After closing, your dedicated Recruitment Coordinator will send you the survey

response data for your review and analysis. This proposal includes one Online Survey. Additional Online Surveys are available under Optional Services (please refer to page 7).

We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the MWD. Your Recruiter will review and help define the District's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the District to identify expectations regarding education and experience. The ad hoc committee and your Recruiter will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Your Recruiter and your dedicated Recruitment Coordinator will use the candidate profile developed with the MWD to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the MWD that you feel best represent your organization and your community.

Upon your approval, your Recruiter will send the brochure by email (and postal mail if desired) to a targeted audience, personally inviting potential candidates to apply for the General Manager position. We will also place the recruitment brochure on our [website](#), which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Your Recruiter will also design an effective advertising campaign appropriate for the General Manager recruitment. Our broadest outreach comes through our active social media involvement on LinkedIn as well as our monthly newsletter where upcoming and current positions are featured. Sources such as *Western City Magazine*, PublicCEO, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the General Manager field.

Suggested General Manager-specific advertising sources for the District's search include:

- Association of California Water Agencies
- American Water Resources Association
- American Water Works Association

- Association of Metropolitan Water Agencies
- Association of Women in Water, Energy, and the Environment
- BC Water Jobs
- National Association of Clean Water Agencies

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is **proud of its commitment to attracting and placing diverse candidates**. Nearly 50% of our last 100 placements were women; Hispanic placements 25%; African American placements 13%; Asian placements 21%; and Native American placements at 1%. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women's Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Your Recruiter will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the MWD, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the General Manager position.

STEP 3 RECRUIT CANDIDATES

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through **over 2,100 successful placements**, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the General Manager recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, your Recruiter will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and your Recruiter will discuss with the ad hoc committee how the MWD wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Your Recruiter will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Zoom, Teams, or other convenient videoconferencing applications.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of your Recruiter, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert your Recruiter to any further detailed inquiries we may need to make before our recommendations are finalized.

STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, your Recruiter will meet with the ad hoc committee to share the complete applicant list and recommend a limited number of candidates for your further consideration. Your Recruiter will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of interviewees will be up to you.

We typically recommend 6-8 candidates that we feel best match your expectations and prepare a detailed report on each candidate. This virtual "Recommended Finalist" eBook is provided to each member of the decision-making body and includes:

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- Summary of experience and education for each Recommended Finalist candidate
- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

STEP 8 FACILITATE PANEL 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 work with the MWD to craft and implement an interview approach that fits your needs. This may include panel and/or individual interviews by the ad hoc committee or full Board of Directors; key stakeholders, community/employee interview panels; writing and presentation samples; meet-and-greets; or other specialized process elements your Recruiter helps the MWD to design.

Your Recruiter will be present on-site during the panel interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided for each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews. Our goal is to ensure that each candidate has a positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Your Recruiter and your Recruitment Coordinator will conduct detailed reference checks for up to two (2) final candidates. 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. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with the two (2) final candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Your Recruiter knows what other organizations have done to put deals together with great candidates and what the current market is like for General Manager positions in organizations like the MWD. Your Recruiter will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the MWD, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from Your Recruiter on behalf of the MWD.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Your Recruiter will be available to the MWD by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The **all-inclusive professional services fee** for conducting the General Manager recruitment on behalf of the Metropolitan Water District is **\$44,000**. Services provided for in this fee consist of all steps outlined in this proposal, including design and distribution of the recruitment brochure, advertising, marketing and promotion, administrative support, public records research, comprehensive background reporting on the final candidates, postage, technology, and three days of on-site meetings. This proposal is valid for 60 days from the date of the proposal.

*Optional Services are listed below and are in addition to the professional services fee. Expense reimbursement for **Consultant travel** related to additional on-site meeting days is billed at the actual rate (airfare/mileage, lodging) and is the responsibility of the MWD.*

The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the MWD. Therefore, Your Recruiter will contact the District at the first anniversary of the placement to confirm an effective transition has occurred.

Optional Services

- **Additional virtual stakeholder meetings:** \$250/meeting
- **Additional on-site meeting days:** \$1,500/day/Consultant, plus travel expenses
- **Online Surveys:** \$500/each (includes preparing recommended questions, preparing and sharing the survey link, closing the survey, and sending the survey response data for your review and analysis)
- **Additional background checks:** \$300/candidate
- **Additional reference checks:** \$500/candidate
- **Additional hires:** \$9,000/candidate

GUARANTEE

In the event a candidate recommended by our firm resigns or is terminated within the first 12 months of employment, Bob Murray & Associates will provide the MWD with professional services to secure a replacement. Services will be provided at no cost, aside from the following *reimbursable* expenses incurred on the MWD's behalf during the new search:

- Brochure design and distribution (\$695 reprint only, \$1,275 edit/reflow/reprint)(*if needed*)
- Advertising actual costs (estimated at \$2,975)
- Public records search for all new candidates (\$500)
- Background Checks (\$300/candidate)
- Reference Checks (\$500/candidate)
- Consultant travel reimbursement (if travel is needed)
- *Plus any applicable Optional Services, if desired*

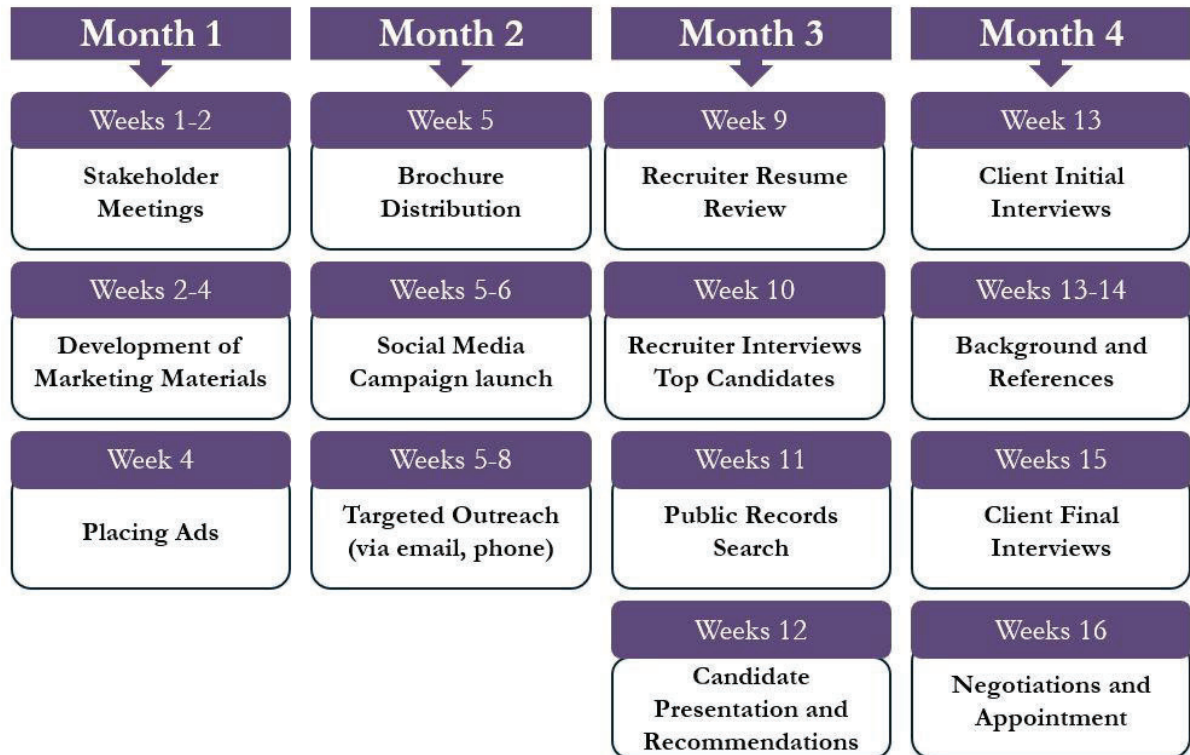
In the event that a placement is not made from the initial recruitment, Bob Murray & Associates will provide professional services to conduct one additional recruitment. Services will be provided at no cost. However, the MWD will be responsible for the *reimbursable* expenses as noted above.

We are confident in our ability to recruit outstanding candidates and do not expect the District to find it necessary to exercise this provision of our proposal.

RECRUITMENT SCHEDULE

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with the MWD. A typical timeline of tasks and events is included here for reference.



FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of seventeen (17):

- ✦ Bob Murray, *Founder*
- ✦ Valerie Gaeta Phillips, *President*
- ✦ Gary Phillips, *Executive Vice President*
- ✦ Joel Bryden, *Vice President*
- ✦ Yasmin Beers, *Senior Executive Recruiter*
- ✦ Adele Fresé, *Senior Executive Recruiter*
- ✦ Stacy Stevenson, *Senior Executive Recruiter*
- ✦ Jon Lewis, *Executive Recruiter*
- ✦ Stephanie Dietz, *Executive Recruiter*
- ✦ Melanie Richardson, *Executive Recruiter*
- ✦ Jeff Mori, *Executive Recruiter*
- ✦ Michael Ishii, *Executive Recruiter*
- ✦ Ian Schmutzler, *Executive Recruiter*
- ✦ Alexandria Kopack, *Recruitment and Operations Manager*
- ✦ Kathy Lolas, *Senior Recruitment Coordinator*
- ✦ Grace Marshall, *Senior Recruitment Coordinator*
- ✦ Steph Souza, *Recruitment Coordinator*

Please see your lead recruiter's biography below:

VALERIE GAETA PHILLIPS, PRESIDENT AND RECRUITER



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. Since joining Bob Murray & Associates, Valerie has completed over 160 searches in a diverse range of fields, including city and general management, planning, finance, human resources, transportation, communication and public relations, community and economic development, information technology, parks and recreation, and operations. She has recruited at all levels of municipal and non-profit organizations, from technicians and engineers to Executive Directors and Chief Executive Officers.

Valerie 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; she is also active in a variety of industry organizations and in diversity-focused associations. Valerie is called upon often to serve

as an expert speaker on topics such as managing one's online reputation, diversity issues in municipal and non-profit leadership, and how to identify a positive placement for the organizational culture.

Ms. Gaeta Phillips, along with Executive Vice President Gary Phillips, has a passion for helping people, evidenced by fundraising, sponsorship, and involvement in raising awareness for organizations such as Autism Speaks, the UC Davis M.I.N.D. Institute, and the Northern California Special Olympics.

GARY PHILLIPS, EXECUTIVE VICE PRESIDENT AND RECRUITER



Since joining Bob Murray & Associates, Mr. Phillips has completed over 125 searches for executives and professionals in a wide variety of fields including animal services, city and general management, planning, legal counsel, cyber security, and human resources. Gary's clients have ranged from municipal government to non-profit and private sector organizations, and he has sourced outstanding candidates for positions from the level of division managers up to City Managers, Executive Directors, and General Managers.

Gary 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 that eventually expanded to 13 countries in Europe. He proceeded to hold senior leadership positions in several Fortune 500 companies, with noted successes such as building an organization from two to 250 employees worldwide and growing a company from 800 to 1200 employees.

As part of an executive acquisition and recruiting team, Gary helped build a start-up enterprise software company in San Francisco, recruiting top-notch talent and building a world-class organization. He has maintained customer relationships in the public sector and the private sector, including medical and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips, along with Ms. Gaeta-Phillips, is involved in his community as a soccer coach, as an organizer of fundraisers for Autism Speaks and the UC Davis M.I.N.D. Institute, and as a sponsor of the Northern California Special Olympics. Mr. Phillips received his Associate of Science degree and completed additional coursework at Rochester Institute of Technology, NY.

YASMIN BEERS, SENIOR EXECUTIVE RECRUITER



Yasmin Beers brings over 33 years of municipal government experience to Bob Murray and Associates. Yasmin retired as the City Manager for Glendale with a population of over 200,000. She served as Chief Executive Officer overseeing close to 2,000 employees serving in Police, Fire, Public Works, Parks, Community Development, Library Arts & Culture, Innovation Performance & Audit, and Water & Power to name a few.

Yasmin's three decades of experience in public service brings extensive background in public sector finance, human resources management, contract negotiations, strategic planning & organizational leadership, policy development, emergency response & planning, team building and performance improvement. Throughout her career, Yasmin has had a great deal of experience in recruiting, selecting and hiring employees for executive and management level positions with a focus on the organizational needs and culture.

Yasmin currently serves on the Glendale Memorial Hospital Community Board of Directors and the Advisory Board for Village Christian School. Yasmin is a past member of Soroptimist International of Glendale where she served as President in 1999/2000. She is a past board member of Glendale Healthy Kids, Salvation Army and the American Red Cross. In 2011 the Glendale Chamber of Commerce recognized Yasmin as Woman of the Year; in 2013 she was the recipient of The Armenian American Woman of Excellence Award; in 2014 Yasmin was recognized by the Glendale Educational Foundation for her distinguished service and philanthropic efforts; in 2015, YWCA awarded Yasmin with the Heart & Excellence Award; in 2017, she was recognized by Business Life Magazine as a Women Achiever; and in 2018 the California State Senate recognized Yasmin as one of the Woman of the Year, each a tribute to her core values that represent her civic responsibilities, volunteerism and community service.

Yasmin has a Bachelor of Arts degree in Political Science from California State University, Northridge and a Master's degree in Organizational Leadership from Woodbury University.

MELAINE RICHARDSON, EXECUTIVE RECRUITER



Melanie Richardson brings many years of experience to Bob Murray & Associates. She currently works as the Interim CEO at Valley water and previously worked for the Santa Clara Valley Water District (VW) for over 33 years in a variety of executive positions including Deputy Operating Officer of Watersheds Design and Construction, Deputy Administrative Officer of Corporate Business Services, Chief Operating Officer of Watersheds and Assistant Chief Executive Officer (ACEO).

She holds a BS in Chemical Engineering from Montana State University and an Executive MBA from UC Berkeley. Melanie is a registered Civil Engineer in California and served on several local, regional and national boards during her tenure. These included serving on the City of San Jose Parks and Recreation Commission for six years including two years as Chair, serving on the Board of the Bay Planning Coalition and the board of the National Association of Flood and Stormwater Agencies.

In her role as ACEO at Valley Water, Melanie oversaw over 600 employees in the Watersheds and Water Utility business areas. She was a mentor to several employees over the years as they charted their professional careers.

Melanie also had oversight of major projects such as the Anderson Dam Seismic Retrofit project, water recycling partnerships and other efforts. She acted as one of VW's designated engineers during her time as Deputy Officer and as lead negotiator on many regulatory efforts.

STACEY STEVENSON, SENIOR EXECUTIVE RECRUITER



In Ms. Stevenson's 32 years of service in municipal government, she worked for the California cities of San Diego, National City, and Murrieta. Ms. Stevenson began her professional career in City of San Diego as a Personnel Analyst and went on to work in the Personnel, Metropolitan Wastewater, Engineering, and Contracting departments; as well as the City Manager's office, progressing from Analyst to Deputy Director. She also assumed special projects such as the creation and opening of the City's neighborhood service centers and Liaison to the City Council.

From San Diego she joined the City of National City where she served as the Director of Human Resources, the Director of Administrative Services, and Deputy City Manager. She oversaw Community Services, Finance, Human Resources, and Information Technology; and managed special projects such as the balloting and passage of the City's local sales tax and the implementation of a new payroll module.

In the City of Murrieta, Ms. Stevenson served as Administrative Services Director and Deputy City Manager, again overseeing Community Services, Finance, Human Resources, and Information Technology, and managing special projects. Ms. Stevenson has also served as a commissioner on both the Child Care and Civil Service Commissions for the City of Chula Vista.

Ms. Stevenson holds a Bachelor's degree in Industrial Organizational Psychology as well as a Master of Business Administration degree with an emphasis in Human Resource Management.

ADELE FRESÉ, SENIOR EXECUTIVE RECRUITER



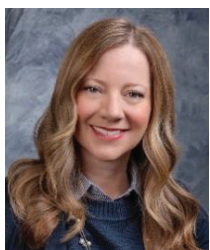
Adele Fresé brings 27 years of local government experience to Bob Murray & Associates, having retired as Chief of Police in Salinas, CA prior to joining the firm in 2021. Adele began her public service career in 1985 as an active-duty member of the United States Marine Corps before serving the City of Corpus Christi for 20 years.

Adele has extensive experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

During her 7 years as a Chief of Police, Adele exercised strong leadership and implemented monumental changes leading to the diversification of her agency's sworn staff. Adele's commitment to collaboration with the public and law enforcement agencies earned her the Partner of the Year Award from Homeland Security Investigations, and her Department the Community Policing Award from the Community Policing Institute of California.

Adele received her Bachelor of Science degree in Criminal Justice Administration from California State University at Hayward, and a minor degree in Sociology. She earned a Master of Science in Public Safety, completed the Senior Executives in State and Local Government program at the Harvard Kennedy School, and PERF's Senior Management Institute for Police. She is a Texas Certified Public Manager.

STEPHANIE DIETZ, EXECUTIVE RECRUITER



Stephanie Dietz brings over 20 years of municipal and public agency experience to Bob Murray and Associates. Stephanie retired as the City Manager for the City of Merced, a City with a population of nearly 100,000 and the newest University of California campus. She served as the Chief Executive Officer overseeing more than 500 employees who provided services within the areas of Police, Fire, Development and Inspection Services, Engineering, Public Works, Parks & Recreation, Arts & Culture, Housing, and the Office of Neighborhood Safety.

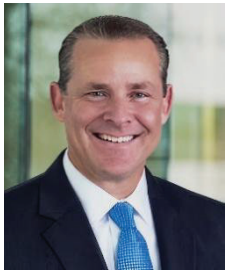
For 20 years, Stephanie garnered experience across city and county governments, along with the University of California, specializing in public finance and budgeting, human resources, labor relations, strategic planning, public safety, water management, redistricting, and leading city-initiated sales tax and charter ballot initiatives. Her professional career saw great success, with projects that included the construction of a new municipal airport terminal, the award of several state and federal grants to construct 850 affordable housing units, and the annexation of UC Merced. Throughout her professional career, she has been responsible for recruiting and retaining executive-

level leaders who reflect the culture of their communities while fostering a spirit of innovation.

Stephanie serves on the Merced Irrigation District Board, on the Merced College Foundation Board, and as an Advisory Board Member for the Central California Small Business Development Center. In 2023, Stephanie was recognized by the California State Assembly as Woman of the Year for her innovative solutions in affordable housing and transportation and her pioneering spirit as the first female City Manager for the City of Merced. Stephanie also volunteers on the boards of several local non-profits that support youth sports and local FFA chapters, ensuring students have the community support needed to be successful.

Stephanie holds a Bachelor of Arts in Liberal Arts with a Minor in Mathematics from California State University, Fresno, and a Master of Arts in English from National University.

JON LEWIS, EXECUTIVE RECRUITER



Jon Lewis brings over 30 years of municipal government experience to Bob Murray and Associates. Jon began his career in public service in 1991 with the City of Newport Beach, an iconic coastal community of 53 square miles in Southern California. After successfully working his way through the ranks of the Police Department, he honorably retired in December of 2022 after serving as the Chief of Police for nearly seven years. Jon is known for his commitment to selfless service, ethical leadership and maintaining longstanding community partnerships. During his tenure as Chief of Police, the Newport Beach Police Department achieved reduction in crime to historic lows through effective, data-driven community policing strategies as well as excellence in emergency response and 911 call answer times.

Jon graduated with honors from California State University Long Beach with a Bachelor of Science degree in Criminal Justice and Speech Communication and holds a Master of Arts degree in Criminal Justice from Chapman University. He is a graduate of several advanced law enforcement training courses including the California Commission on Peace Officer Standards and Training Command College. Jon has authored two university-level textbooks in criminal justice and is an instructor with the Center for Criminal Justice Research and Training at California State University Long Beach.

He and his wife, Darcy, have two children and reside in Orange County.

JEFF MORI, EXECUTIVE RECRUITER



Jeff Mori has 31 years of local government experience he brings to Bob Murray and Associates, having retired as the Vancouver, WA Chief of Police in October 2024.

Jeff started his career at the Washington County Sheriff's Office in Hillsboro, OR, finishing his tenure as the Undersheriff. He joined the Vancouver Police Department in 2019.

He has significant experience working and collaborating with a variety of government and public stakeholders. Jeff develops strong relationships and assists others in reaching their full potential and goals.

Whether working as a government executive, volunteer sports coach, or professional instructor, Jeff quickly recognizes talent. He understands the importance of providing meaningful feedback and helping people navigate complex processes.

Jeff is a graduate of the FBI National Academy, Harvard Kennedy School's Senior State and Local Executives program, and PERF's Senior Management Institute for Police. He obtained his Bachelor of Science Degree from Oregon State University. He and his wife reside in southwest Washington State, and have three adult children.

MICHAEL ISHII, EXECUTIVE RECRUITER



Michael Ishii is a retired Police Chief and consultant specializing in public safety and government technology. From August 2024 to January 2025, he served as Interim Police Chief for the Fountain Valley Police Department in Orange County, CA.

Previously, he spent 32 years with the Hawthorne Police Department, serving as Chief from 2018 to 2022. During his tenure, he helped transform the department into a community policing-driven organization focused on employee empowerment, officer wellness, and innovation. He spearheaded the Hawthorne Safe Initiative, enhancing public safety in parks, schools, neighborhoods, traffic, and businesses. He launched Care for Blue, a wellness program supporting mental health, career development, financial planning, and physical well-being. Under his leadership, HPD became the first agency in the region to hire a full-time Medical Director and implement a paramedic and EMT training program for officers, significantly improving emergency response capabilities. These initiatives strengthened departmental culture, resilience, and public trust, positioning HPD as a leader in innovative policing.

Mike is currently an Instructor for the California Police Chiefs Association (CPCA) Executive Leadership Program. He is also a member of the National Association of Asian American Law Enforcement Commanders (NAAALEC), where he provides career guidance, leadership training, and mentorship to its members, helping to cultivate the next generation of law enforcement leaders.

Mike also serves on the Advisory Board for Carfax for Police, offering expertise on data-driven law enforcement strategies and technology integration. Additionally, he is a subject matter expert in community policing with the U.S. Department of Justice Community Oriented Policing Services (COPS Office), contributing to national policing initiatives.

Mike received his MA from California State University Dominguez Hills in Negotiation, Conflict/Management, and BA from California State University Long Beach in Communication Studies - Interpersonal and Organizational Communication.

Mike was born in Japan and grew up on a US military base near Tokyo. He is fluent in Japanese.

CORPORATION

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 180
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

PROFESSIONAL ASSOCIATIONS

Our firm, represented by either our President or our Executive Vice President, is involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like the MWD:

- California Special Districts Association
- California City Management Foundation (CCMF)
- Engaging Local Government Leaders (ELGL)
- International City/County Management Association (ICMA)
- International Network of Asian Public Administrators (I-NAPA)
- League of California Cities
- League of Women in Government
- Municipal Management Association of Northern California (MMANC)
- Municipal Management Association of Southern California (MMASC)
- National Forum for Black Public Administrators (NFBPA)

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues. Recent and upcoming speaking engagements and trainings provided by our staff include:

- "Role of the Chief" class, annually presented by Jon Lewis on behalf of the California Police Chiefs Association;
- MMANC and MMASC annual mock interviews;
- Annual League of California Cities Booth; and
- Annual League of California Cities City Manager's Conference (City Manager hosted event).

REFERENCES

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

CLIENT:	City of Petaluma, CA
POSITION:	Director of Water Resources & Utilities
REFERENCE:	Ms. Peggy Flynn, City Manager (707) 778-4345
CLIENT:	California Water Data Consortium
POSITION:	Chief Executive Officer
REFERENCE:	Mr. Dave Orth, Chair of the Board (559) 289-2181
CLIENT:	Monterey County Water Resources Agency, CA
POSITION:	General Manager
REFERENCE:	Ms. Irma Ramirez-Bough, Human Resources Director (831) 970-7022

We appreciate the Metropolitan Water District's consideration of our proposal and look forward to working with you.

