



**BOB MURRAY
& ASSOCIATES**

Experts In Executive Search

A Proposal to Conduct an Executive Recruitment

for the Position of

CHIEF OF POLICE

on behalf of the City of



MARGATE
Florida

1544 Eureka Road, Suite 280
Roseville, CA 95661
(916) 784-9080
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April 5, 2024

Mr. Tommy Ruzzano, Mayor
City of Margate
5790 Margate Blvd.
Margate, FL 33063

Submitted via email to: LMeyer@MargateFL.com

Dear Mayor Ruzzano and Commission Members:

Bob Murray & Associates is pleased to submit a proposal to conduct the Chief of Police recruitment for the City of Margate. The following details our qualifications and describes our systematic—yet flexible—method of identifying, recruiting, and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, and guarantee.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments, non-profit agencies, and private firms. Our recruitment process helps you to determine the direction of the search and the types of candidates you seek while capitalizing on our decades of experience and vast network of contacts to reach those candidates. Our expertise ensures that the candidates we present to the City of Margate will match the criteria you have established, be a good fit for your organization, and be outstanding in their field.

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

2024

City of Ridgecrest, CA (Police Chief) – *Current*
City of Santa Ana, CA (Police Chief) – *Current*
Burbank-Glendale-Pasadena Airport, CA
(Deputy Police Chief) – *Current*
City of Benicia, CA (Police Chief) – *Current*
City of Downey, CA (Police Chief) – *Current*
City of Newport Beach, CA (Deputy Police
Chief) – *Current*
City of Palos Verdes Estates, CA (Police Chief)
– *Current*
City of San Diego, CA (Police Chief)
City of Cotati, CA (Police Chief)
City of Petaluma, CA (Police Chief)
City of Santa Paula, CA (Police Chief)

2023

City of Anaheim, CA (Police Chief)
City of Arcata, CA (Police Chief)
City of Camas, WA (Police Chief)
City of Merced, CA (Police Chief)

City of Port Hueneme, CA (Police Chief)
City of Reedsport, OR (Police Chief)
City of Vancouver, WA (Assistant Police
Chief)
East Bay Regional Park District, CA (Assistant
General Manager Public Safety/Police Chief)
City of Tehachapi, CA (Police Chief)

2022

City of Azusa, CA (Police Chief)
City of Astoria, OR (Police Chief)
City of Carmel-by-the-Sea, CA (Director of
Public Safety/Police Chief)
City of Fremont, CA (Deputy Police Chief)
City of Lake Oswego, OR (Police Chief)
City of Montebello, CA (Police Chief)
City of Pittsburg, CA (Police Chief)
City of San Ramon, CA (Police Chief)
City of Seaside, CA (Police Chief)
City of Tacoma, WA (Police Chief)
City of Vacaville, CA (Police Chief)

City of Vancouver, WA (Police Chief)
City of Walla Walla, WA (Police Chief)
Port of Seattle, WA (Police Chief)
Santa Ana Unified School District, CA (Police Chief)
Town of Los Gatos, CA (Police Chief)

2021

California State University, Sacramento (Police Chief)
City of Alameda, CA (Police Chief)

City of Capitola, CA (Police Chief)
City of Delano, CA (Police Chief)
City of Dixon, CA (Police Chief)
City of Huntington Beach, CA (Police Chief)
City of Menlo Park, CA (Police Chief)
City of Oceanside, CA (Police Chief)
City of Roseville, CA (Police Chief)
City of San Rafael, CA (Police Chief)
City of Walnut Creek, CA (Police Chief)
City of Westminster, CA (Police Chief)
City of Willits, CA (Police Chief)

We work as a team on every search at Bob Murray & Associates. Your Executive Recruiter would be Adele Fresé, who would serve as the Project Lead. Each recruitment is also assigned a dedicated Recruiting Coordinator to help manage administrative details, logistics, and marketing. Together, they will ensure a seamless recruitment experience from beginning to end.

To learn first-hand of 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 11 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

Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding a positive placement, 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 30+ years of experience in executive search.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the City of Margate's needs will be key to a successful search. Adele Fresé will meet with the City Manager and key stakeholders to learn as much as possible about the ideal candidate for the Chief of Police position. 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 City of Margate.

Ms. Fresé will review and help define the City's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the City to identify expectations regarding education and experience. The City Manager and Ms. Fresé 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.

Optional Service: Community and Staff Involvement

We find that many of our clients value a recruitment process that opens the opportunity for community members, business leaders, organization representatives, and employees to provide input regarding the ideal candidate. Our recruiters are skilled in designing and facilitating forums, town hall meetings, and online surveys that allow equitable involvement from a variety of constituencies and in consolidating feedback into a cohesive narrative of common themes.

If the City of Margate so desires, we will work with the City Manager to create a customized community and/or staff input process.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Ms. Fresé and your dedicated Recruitment Coordinator will use the candidate profile developed with the City of Margate 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 City of Margate that you feel best represent your organization and your community.

Upon your approval, Ms. Fresé will send the brochure by postal mail and email to a targeted audience, personally inviting potential candidates to apply for the Chief of Police 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.

Ms. Fresé will also design an effective advertising campaign appropriate for the Chief of Police recruitment. Our broadest outreach comes through our active social media involvement on [Facebook](#), [LinkedIn](#), and [Twitter](#), where upcoming and current positions are posted. 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 Chief of Police field.

Suggested Chief of Police-specific advertising sources for the City of Margate's search include:

- International Association of Chiefs of Police
- Hispanic American Police Command Officers Association
- National Organization of Black Law Enforcement Executives
- National Association of Women Law Enforcement Executives

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. 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.

Ms. Fresé will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the City of Margate, to maximize the potential for individuals from a wide variety of backgrounds, races, cultures, physical abilities, life experiences, and gender to be considered for the Chief of Police 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 1,400 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 Chief of Police recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Ms. Fresé 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 Ms. Fresé will discuss with the City Manager how the City of Margate wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Ms. Fresé 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.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Ms. Fresé, 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 Ms. Fresé 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, Ms. Fresé will 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 those to be considered will be up to you.

We typically recommend 6-8 candidates that we feel will best match your expectations, and we prepare a detailed written report on each candidate. This bound report provided to each member of the decision-making body 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 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 work with the City of Margate to craft and implement an interview approach that fits your needs. This may include individual

and panel interviews by the City Manager and key stakeholders, community/employee interview panels, writing and presentation samples, meet-and-greets, or another specialized process element Ms. Fresé helps the City of Margate to design.

Ms. Fresé will be present on-site during the interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided to 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 interview dates and times and reach out directly to candidates to schedule. 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

Ms. Fresé and your Recruitment Coordinator will conduct detailed reference checks for up to three (3) 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 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. Ms. Fresé know what other organizations have done to put deals together with great candidates and what the current market is like for Chief of Police positions in organizations like the City of Margate's. 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 City of Margate, 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 Ms. Fresé on behalf of the City of Margate.

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. Ms. Fresé will be available to the City of Margate 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 fixed, flat professional services fee for conducting the Chief of Police recruitment on behalf of the City of Margate is \$25,000. Services provided for in this fee consist of all steps outlined in this proposal, including three (3) days of meetings on site. 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 City of Margate. Therefore, Ms. Fresé will contact the City at the first anniversary of the placement to confirm an effective transition has occurred.

The City of Margate will also be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$9,500. Reimbursable expenses include (but are not limited to) such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit 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. *In no instance will expenses exceed this estimate without prior approval from the City of Margate.*

Expense reimbursement for candidate travel related to on-site interviews will be the responsibility of the City of Margate.

Professional Fees and Reimbursable Expenses	
Professional Services (Fixed Flat Fee)	\$25,000
Reimbursable Expenses <i>Example costs and approximate amounts include:</i> Brochure Design and Printing (\$1,275) Advertising (\$2,300) Background Checks – 3 candidates (\$650) Consultant Travel (\$3,550) Other expenses – supplies, shipping, clerical (\$875)	\$9,500
Not-to-Exceed Total	\$34,500

Optional Services

- Community/Staff Input Forum: \$1,500/day, plus travel expenses
- Online survey: \$1,000 (Surveys include formatting questions and preparing survey link. Services do not include summaries or analysis of data.)
- Additional on-site meeting days: \$1,500/day/recruiter, plus travel expenses
- Additional background checks: \$250/candidate
- Additional reference checks: \$500/candidate
- Additional hires: \$6,500/candidate
- Other services: \$250/hour or \$1,500/day

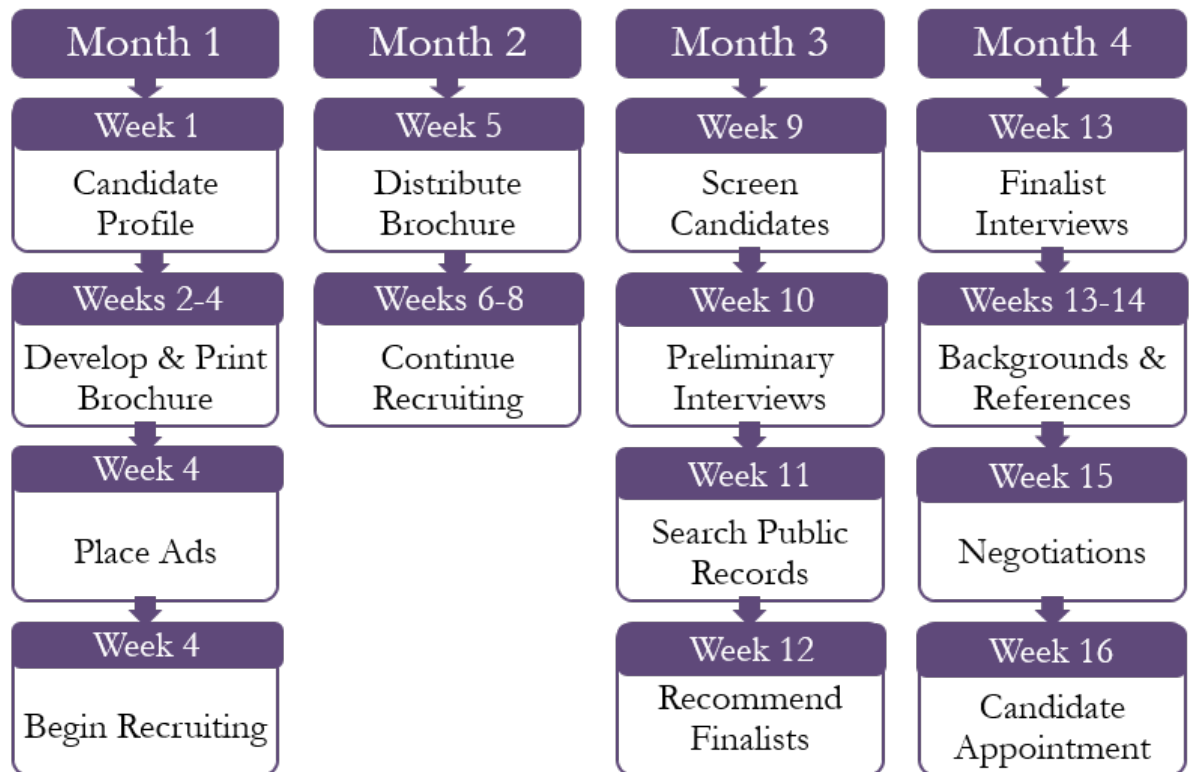
GUARANTEE

Should a candidate recommended by our firm position resign or be terminated within the first 12 months of employment, we will provide the City of Margate with professional services to secure a replacement. Services will be provided at no cost, aside from expenses incurred on the City of Margate's behalf during the new search. We are confident in our ability to recruit outstanding candidates and do not expect the City 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 City of Margate. 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 fourteen (14):

- ◆ 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*
- ◆ Alexandria Kopack, *Recruitment and Operations Manager*
- ◆ Kathy Lolas, *Senior Recruitment Coordinator*
- ◆ Grace Marshall, *Senior Recruitment Coordinator*
- ◆ Steph Souza, *Assistant Recruitment Coordinator*
- ◆ George Lolas, *Contracts Administrator*

Please see your lead recruiter's biography below:

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.

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. 280
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, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like City of Margate:

- 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 Joel Bryden or 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 Vancouver, WA
POSITION: Police Chief & Assistant Chief of Police
REFERENCE: Mr. Eric Holmes, City Manager
(360) 487-8640

CLIENT: City of Reedsport, OR
POSITION: Police Chief
REFERENCE: Ms. Deanna Schafer, City Manager
(541) 662-1237

CLIENT: City of Petaluma, CA
POSITION: Police Chief
REFERENCE: Ms. Peggy Flynn, City Manager
(707) 778-4345

CLIENT: City of Tehachapi, CA
POSITION: Police Chief
REFERENCE: Mr. Greg Garrett, City Manager
(661) 822-2200 ext. 105

*We appreciate the City of Margate's consideration of our proposal
and look forward to working with you.*

