



CITY OF PACIFIC GROVE  
300 Forest Avenue, Pacific Grove, California 93950

**AGENDA REPORT**

**TO:** HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL  
**FROM:** CHARLENE WISEMAN, DEPUTY CITY MANAGER  
**MEETING DATE:** DECEMBER 17, 2008  
**SUBJECT:** **CONSIDER ADOPTION OF A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT WITH ALLIANCE RESOURCE CONSULTING LLC IN AN AMOUNT NOT TO EXCEED \$20,500 TO CONDUCT A RECRUITMENT FOR CITY MANAGER**  
**CEQA:** THIS DOES NOT CONSTITUTE A "PROJECT" UNDER CEQA GUIDELINES

**RECOMMENDATION:**

Adopt the attached resolution.

**DISCUSSION:**

Staff has contacted five qualified executive recruitment firms to seek their interest in conducting a recruitment for a new City Manager. One of the firms responded that they were not interested. Of the four that expressed interest, all committed to an appropriate timeline and process. The lowest cost of the four was Alliance Resource Consulting, LLC at an amount not to exceed \$20,500. The three other firms fees ranged from \$22,500 to \$25,000.

**FISCAL IMPACT:**

Sufficient funds are budgeted in the City Manager's Office budget for this expense.

**ATTACHMENTS:**

- Resolution
- Proposal from Alliance Resource Consulting, LLC

RESPECTFULLY SUBMITTED:

\_\_\_\_\_  
Charlene Wiseman  
DEPUTY CITY MANAGER

REVIEWED BY:

*James J. Colangelo*

Digitally signed: I have reviewed this document

\_\_\_\_\_  
Jim Colangelo  
CITY MANAGER

**RESOLUTION NO.**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PACIFIC GROVE  
AUTHORIZING THE CITY MANAGER TO ENTER INTO A  
AN AGREEMENT WITH ALLIANCE RESOURCE CONSULTING  
FOR THE RECRUITMENT OF A CITY MANAGER**

**WHEREAS**, the City desires to recruit a new City Manager; and

**WHEREAS**, the Alliance Resource Consulting is qualified to complete such a recruitment

**WHEREAS**, granting the City Manager authority to enter into an agreement does not constitute a "Project" as that term is defined under the California Environmental Quality Act (CEQA), CEQA Guideline section 15378.

**NOW, THEREFORE**, THE COUNCIL OF THE CITY OF PACIFIC GROVE DOES RESOLVE AS FOLLOWS:

SECTION 1. The City Council determines that each of the Findings set forth above is true and correct, and by this reference incorporates those Findings as an integral part of this Resolution.

SECTION 2. The City Manager or his assign is authorized to execute all documents and to perform all other necessary City acts to enter into an agreement with Alliance Resource Consulting for an amount not to exceed \$20,500.

SECTION 3. This resolution shall become effective immediately following passage and adoption hereof.

PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF PACIFIC GROVE this 17<sup>th</sup> day of December, 2008, by the following vote:

AYES:

NOES:

ABSENT:

APPROVED:

\_\_\_\_\_  
DANIEL E. CORT, Mayor

ATTEST:

\_\_\_\_\_  
CHARLENE WISEMAN, City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
DAVID C. LAREDO, City Attorney

EXECUTIVE RECRUITMENT SERVICES

---

CITY MANAGER

CITY OF PACIFIC  
GROVE, CA

COPYRIGHT 2006 ALLIANCE RESOURCE CONSULTING, LLC  
All rights reserved.



December 10, 2008

**VIA ELECTRONIC MAIL**

**CONFIDENTIAL**

Mr. Jim Colangelo  
City Manager  
City of Pacific Grove  
300 Forest Avenue  
Pacific Grove, CA 93950

Dear Mr. Colangelo:

Alliance Resource Consulting is pleased to submit this proposal to assist the City of Pacific Grove in its efforts to recruit and screen candidates for the position of City Manager.

This proposal outlines our general understanding of your requirements and the steps we will take to help accomplish this task. If you desire some modification of our work program, we would be pleased to discuss this with you.

Alliance Resource Consulting is considered the premier public sector executive recruiting firm in the country. Our corporate motto is "The Power of Partnership." We take this seriously and have built our reputation on providing services of the highest quality. Alliance Resource Consulting was formed when our executive search consultants acquired the highly regarded executive search practice of one of the largest public sector consulting/government services companies in the United States. At Alliance Resource Consulting, we are building on the excellent reputation and commitment to service that were the cornerstones of the previous practice. With the innovative use of technology and a commitment to forming enduring partnerships with our clients, Alliance Resource Consulting is committed to setting a new standard for the industry.

We look forward with great interest to working with you again, on this very important assignment.

Sincerely,

Eric J. Middleton  
Managing Partner

**PALO ALTO OFFICE**  
228 HAMILTON AVENUE, 3<sup>RD</sup> FLOOR  
PALO ALTO, CALIFORNIA 94301  
Tel: (605) 296-1032 • Fax: (605) 521-0024

**HEADQUARTERS OFFICE**  
400 OCEANGATE, SUITE 510  
LONG BEACH, CALIFORNIA 90802  
Tel: (562) 901-0769 • Fax: (562) 901-3082

**EAST COAST OFFICE**  
1940 DUKE STREET, SUITE 200  
ALEXANDRIA, VIRGINIA 22314  
Tel: (703) 684-3120 • Fax: (703) 548-9446

# TABLE OF CONTENTS

PROPOSAL SUMMARY .....	1
QUALIFICATIONS OF THE FIRM .....	2
PROPOSAL .....	4
THE RECRUITMENT PROCESS .....	6
OUR CLIENT'S ROLE.....	10
TIME FRAME.....	11
ALLIANCE INNOVATIONS .....	12
RECRUITMENT COSTS.....	14
APPENDIX A – CHIEF EXECUTIVE SEARCHES FOR LOCAL GOVERNMENTS CONDUCTED BY ALLIANCE RESOURCE CONSULTING	
APPENDIX B – CENTRAL COAST (CA) AREA CLIENTS OF ALLIANCE RESOURCE CONSULTING	
APPENDIX C – BIOGRAPHIES	
APPENDIX D – REFERENCES	

# PROPOSAL SUMMARY

Alliance Resource Consulting is committed to providing our clients with the highest caliber of service in the industry. Our team of dedicated professionals utilizes state-of-the-art technology in conducting a search.

We are based out of Long Beach, California and are the only firm in California to provide California clients **unlimited** on-site client meetings.

Our current staffing is:

Eric Middleton, Managing Partner

Sherrill Uyeda, Senior Partner (Palo Alto, CA)

Steve Holloway, Chief Financial Officer

Revlynn Lawson, Manager (Austin, TX)

Nicholas Mesic, Senior Consultant

Gisela Garcia McLean, Consultant

Syldy Tom, Consultant

Richard Kaplan, Research Consultant

Eric Middleton will have final responsibility for all work on this engagement and will be assisted by Sherrill Uyeda. To accomplish this assignment, we will use the full resources of the firm. Biographies of key consultants can be found in Appendix C, and references can be found in Appendix D.

This proposal will highlight our background, qualifications, methodology, innovative techniques, and professional service fee with regard to the City of Pacific Grove's City Manager recruitment.

# QUALIFICATIONS OF THE FIRM

We believe we are exceptionally well qualified to assist you. We have extensive nationwide experience recruiting City and County Managers, as well as experience throughout California. Currently, we are recruiting the City Manager for the City of San Bernardino (CA). We just completed the recruitments for the City of Gaithersburg (MD) and the City Administrator for the City of Huntington Beach (CA).

In the last six months to two years, we have completed the following City/County Manager recruitments:

<b>Butte County, CA</b>	Chief Administrative Officer
<b>City of Carlsbad, CA</b>	City Manager
<b>City of Compton, CA</b>	City Manager
<b>City of Concord, CA</b>	Assistant City Manager
<b>City of Dallas, TX</b>	Assistant City Manager
<b>City of Hesperia, CA</b>	City Manager
<b>City of Hillsboro, OR</b>	City Manager
<b>City of Inglewood, CA</b>	City Manager
<b>City of Irvine, CA</b>	Assistant City Manager
<b>City of La Palma, CA</b>	City Manager
<b>City of Monterey Park, CA</b>	City Manager
<b>Los Angeles County, CA</b>	Chief Administrative Officer
<b>City of Long Beach, CA</b>	City Manager
<b>City of Placentia, CA</b>	City Administrator
<b>City of San Jose, CA</b>	City Manager
<b>Washoe County, NV</b>	Assistant County Manager

Our ability to carry out the work required is heavily dependent on our past experience in providing similar services to others, and we expect to continue such work in the future. It should be noted that all of these recruitments were completed on time and within budget. Each search ranged from four to five months in duration.

We will preserve the confidential nature of any information received from you or developed during the work in accordance with our established professional standards.

We assure you that we will devote our best efforts to carrying out the work required. The results obtained, our recommendations and any written material we provide will be our best judgment based on the information available to us and our liability, if any, shall not be greater than the amount paid to us for the services rendered.

If selected, we would be pleased to provide you with our Agreement for Professional Services.

# PROPOSAL

It is our understanding that the City wishes to conduct a thorough executive recruitment for the position of City Manager. Relative to your present search requirements, we believe the principal advantages in using our firm and what may differentiate us from others are:

- Our specialization in public sector executive search on a nationwide basis;
- Our proactive recruitment of candidates who may not be seeking new employment and would not normally respond to routine advertising, or who may come from non-traditional sources;
- Our extensive experience recruiting City Managers and other chief executives;
- Our ability to capitalize on an established network of the most respected executives in the nation;
- Our track record of success in placing senior level executives in particularly sensitive and highly responsible/accountable positions;
- The quality of our work—indicative of this is the fact that most of our clients have utilized our services on more than one occasion, and many have hired our consultants from 5-to-25 times;
- Our team is skilled in the latest techniques to identify prospective candidates and, as a search progresses, to assist in gathering background information on leading candidates;
- Our proven ability to identify and recommend qualified female and minority candidates;
- Our ability to conduct your assignment in a timely and complete manner;

- Our reputation among clients and candidates for communication (e.g., acknowledgment of resumes, regular reports to the client, face-to-face interviews with candidates); and
- The thoroughness of our documented reference and background checks. We do not merely ask for “five work related references.” Rather, we request very specific references from candidates and supplement our reports with information gathered from available information sources (e.g., Lexis-Nexis, the internet, newspapers and blogs).

# THE RECRUITMENT PROCESS

Our objective is always to find the best qualified candidates. We believe that, although notices in professional journals may be helpful, many of the best candidates must be sought out and their interest encouraged. Our general familiarity with the City, knowledge of the field and our relationships with professional organizations make us well qualified to assist you.

Our clients have found that we are able to:

- Build consensus among those involved in the hiring process.
- Develop the appropriate specifications for a position.
- Encourage the interest of top-level people who would otherwise be reluctant to respond to an advertisement.
- Preserve the confidentiality of inquiries, consistent with State public disclosure and open meeting laws.
- Save a considerable amount of time for client staff in developing and responding to candidates.
- Independently and objectively assess the qualifications and suitability of candidates for the particular position for which we are recruiting.

If our proposal is accepted, we will do the following:

## **Organization and Position Analysis**

We will interview the appropriate individuals to determine views of the position and expectations regarding desirable training, experience and personal characteristics of candidates. In addition, should you request it, we will conduct/facilitate community outreach meetings and focus group discussions.

We also have experience creating and managing community surveys, should the City want input from its constituents. We will also gather/review relevant information about the City, such as budgets, organization charts, etc.

Once our findings have been summarized, we will submit a Recruitment Profile with the desired qualifications and characteristics for your approval. The Recruitment Profile that will be sent to potential candidates will include information about the City, the job and the criteria established by you. Sample Recruitment Profiles are enclosed.

### **Recruitment**

Once you have approved the Recruitment Profile, we will actively seek out individuals with superior qualifications and invite and encourage their interest. Announcements can be placed on-line and in professional journals. However, we will rely heavily on our own experience, contacts and file data.

As a matter of corporate policy, we will not discriminate against any applicant for employment on the basis of race, religion, creed, age, color, marital status, sex, sexual preference, disabilities, medical condition, veteran status or national origin. A substantial percentage of the placements made by our firm have been minority or female candidates.

Frequent communication with our clients is a hallmark of our firm. While consultants will provide regular updates on the progress of your search, you will also be able to access up-to-date 'real time' information regarding your search from our secure website.

### **Preliminary Screening**

We will review, acknowledge and evaluate all resumes received. Preliminary screening will be based upon criteria contained in the Recruitment Profile, information contained in the resumes submitted to us, and our knowledge of the people and organizations in which they work. Telephone screening will be conducted with the most promising candidates to gain a better understanding of their backgrounds.

### **Progress Reporting**

Upon completion of our preliminary screening, we will assemble and submit a progress report of the leading candidates to you. This report will include summary resumes, supplemental information, and the original resumes of those candidates we believe to be best qualified for the position. Supplemental information on a candidate typically includes: the size of the organization for which the person works, reporting relationships, budget responsibility, the number of people supervised, related experience and reasons for interest in the position. Any other specific information will be dictated by the criteria set forth in the Recruitment Profile.

The purpose of our progress report is two-fold. It allows you an opportunity to review the candidates prior to the conclusion of the search and allows us to receive feedback on the caliber of the candidates recruited. In this way, you will not be surprised by the candidates, as you will have seen their qualifications prior to the final interviews. Of course, we are flexible and may consider other individuals as final candidates who are subsequently identified and were not included in the progress report.

### **Candidate Evaluation**

We will interview (either in person or via video-conference) those candidates whose qualifications most closely match the criteria established by you. We will examine their qualifications and achievements in view of the selection criteria. Additionally, we will verify degrees and certifications and gather newspaper articles via the Internet.

As part of our process in evaluating candidates, we make telephone reference checks. In conducting these references, it is our practice to speak directly with individuals who are, or have been, in a position to evaluate the candidate's performance on the job. These references and our evaluations provide you with a frank, objective appraisal of the candidates. We will conduct preliminary references on candidates to be interviewed, and will finalize these for the top one or two candidates.

### **Final Reporting/Client Interviews**

We will assist you in scheduling final candidates for interview with your organization, and will send the candidates packets of information which we obtain from you (e.g., information about the organization and the geographic area, budgets, etc.).

We will prepare a brief written report for those candidates most nearly meeting your specifications, and will provide you with interviewing/selection tips, suggested interview questions, and rating forms for your use. Candidates will not be ranked, for we believe it will then be a matter of chemistry between you and the candidates. We will conduct a “briefing session” immediately preceding your interviews to make sure that the process flows smoothly, and will assist you in a “debriefing” immediately following the interviews. Once we finalize references on the top one or two candidates, and conduct credit/criminal/civil litigation/motor vehicle record checks through an outside service, we will provide you with a detailed, supplemental written report.

### **Special Assistance**

Our efforts do not conclude with presentation of the final report. We are committed to you until a successful placement is made. Services that are routinely provided include:

- Arranging the schedule of interviews and the associated logistics for final candidates;
- Advising on starting salary, fringe benefits, relocation trends and employment packages;
- Acting as a liaison between client and candidate in discussing offers and counter offers;
- Conducting a final round of reference checking with current employers (if not previously done for reasons of confidentiality); and
- Notifying unsuccessful candidates, who were not recommended for interview, of the decision.

# OUR CLIENT'S ROLE

The client has a very important role in the recruitment process. While we may identify and recommend qualified candidates, it is the client who must make the decision about which candidate to hire.

In order to insure that the best candidates are available from which to choose, our clients should be willing to do the following:

- Clearly inform us about matters relevant to the search that you wish to keep confidential (e.g., salary, personnel issues, and other privileged information);
- Supply us with the names of people you have previously interviewed/considered for this position;
- Forward to us copies of the resumes you receive, to avoid duplication of effort;
- Provide feedback to Alliance Resource Consulting regarding the information and recommendations provided by us;
- Promptly decide upon and follow up in scheduling interviews with the most promising candidates; and
- Assist in providing information to candidates that will enable them to make their career decisions.

By doing the above, we will maximize the likelihood of mutual success.

Finally, please be reminded that the United States Immigration Reform and Control Act of 1986 requires that all employers verify an employee's eligibility to work in the United States. Since Alliance Resource Consulting cannot serve as your agent in this matter, your hiring process should include this verification procedure.

# TIME FRAME

The following is a typical schedule to conduct a thorough recruitment. However, we would be pleased to modify this to meet your needs:

1 <sup>st</sup> week	Meet with the appropriate individuals to gather background information.
2 <sup>nd</sup> to 4 <sup>th</sup> week	Develop and obtain approval for the Recruitment Profile. Develop a list of potential candidates to target. Prepare and place advertisements, if desired.
5 <sup>th</sup> to 8 <sup>th</sup> week	Active recruitment—solicit, receive and acknowledge resumes.
9 <sup>th</sup> week	Evaluate resumes and gather supplemental information.
10 <sup>th</sup> week	Submit progress report and meet with you to review leading candidates.
11 <sup>th</sup> to 12 <sup>th</sup> week	Verify degrees and certifications, conduct preliminary references and interview the best qualified candidates.
13 <sup>th</sup> week	Submit final report and initiate the interview process with you.
Following Interviews	Finalize references, conduct credit/criminal/civil litigation/motor vehicle record checks, and assist with negotiations.

# ALLIANCE INNOVATIONS

## **Technology**

Alliance Resource Consulting is the only firm to utilize a custom-built “online” client/candidate management system. This custom system allows candidates to input their resumes and cover letters on our website. (For candidates who wish to email or mail us a hard copy of their resume, we will input the information for them.) One of the benefits of our system is that our consultants are able to access this information regardless of where they are staffed. In addition, our client contact is assigned a username and password and is able to check the latest applicant list in real-time.

## **Diversity**

Striving for diversity in our recruitments is a hallmark of our firm. We use a variety of sources for outreach to various minority communities to ensure the desired diversity of our candidate pool. In addition to our personal contacts in various minority communities, we advertise our positions in publications that target minorities in government and further publicize the position through minority organizations such as Blacks in Government and the IHM. To ensure a diverse pool, we also create a recruiting list of qualified candidates from communities that have a comparable level of diversity as our client’s community.

Recently, we created lists for comparable diversity during recruitments for the City Administrator for the City of Inglewood (CA), the Assistant City Manager for the City of Irvine (CA), the City Manager for the City of Calexico (CA), and the City Manager for the City of Marina (CA). The final pool for the City of Irvine included three women among the six finalists. We also collect Equal Employment Opportunity (EEO) information on our candidate pool. This information is accessible to our clients in real time on our company website. Our firm is illustrative of the diversity that we strive to bring to our recruitments. Our staff of

consultants includes two Asian American women, a Mexican American woman, and an African American woman.

### **Stakeholder Outreach**

Our firm has used several methods, including stakeholder meetings, community forums and surveys, for stakeholder outreach in a number of previous recruitments. For example, for the City of San José City Manager recruitment, our consultants facilitated 13 community outreach meetings where citizens were invited to attend and express their opinions about what they were looking for in city manager candidates. For the City of Alexandria's City Manager recruitment, we also met with special interest groups such as business leaders, Chamber of Commerce members and historic preservation groups.

During the recruitment of the City Administrator for the City of Huntington Beach (CA), our lead consultant met with each councilperson, each department head, conducted an open citizen forum and a forum for a group of stakeholders comprised of two citizens recommended by each councilperson. For the City Manager recruitment conducted for the City of Duarte (CA), our consultants conducted a community panel as well. Our previous experience in stakeholder outreach makes our firm very qualified to conduct the meetings with the Mayor's Office and City Council Members as well as facilitate multiple stakeholder outreach forums throughout the City that your request for proposal outlined.

Lastly, our firm has significant experience in creating citizen surveys should you wish to provide this option to your community. We have utilized surveys for many of our city manager recruitments. Last year, for the first time, we provided a survey to our client's citizens in three different languages. The surveys can be accessed on-line, or at our office and our client's office.

# RECRUITMENT COSTS

As a local client, our budget provides for **unlimited** meetings with you. The three major client meetings will be: one to develop the Recruitment Profile, one to present our Progress Report, and one to attend interviews of final candidates. We propose a fixed fee of \$15,000 for the work outlined above. This includes expenses such as for advertising, travel, interviewing, sourcing, support services, background checks and other related items, as well as allocated costs such as telephone, postage and photocopying. These expenses will not exceed \$5,500 for a statewide search. Please note that this amount does not include reimbursement of candidates who travel to be interviewed by you. Unless you notify us to the contrary, we will assume that you will handle these reimbursements directly. We will submit three equal monthly invoices for fees, plus an amount for expenses, due and payable upon receipt.

Our standard billing schedule on a retained professional fee (and based not on an hourly rate) is as follows:

<b>1<sup>st</sup> Billing</b>	Due upon our submittal of a draft recruitment profile	First third of work completed
<b>2<sup>nd</sup> Billing</b>	Due after we meet and submit our Progress Report to you	Second third of work completed
<b>3<sup>rd</sup> Billing</b>	Due after the City conducts interviews with finalists	Last third of work completed

Please note that this is a standard billing schedule and can be modified as requested.

We are committed to working with you until a placement is made, however, if the selected candidate (if recommended by us for hire, and other than an internal candidate) should be terminated within one year from the date of hire, we will redo the search for no additional professional fee. Naturally, we would expect to be reimbursed for any expenses that might be incurred.

You may discontinue this assignment at any time by written notification. In the unlikely event that this occurs, you will be billed for all expenses incurred to the date of the cancellation, and for professional fees based upon the time elapsed from the commencement of the assignment to the date of cancellation. If a cancellation occurs within the first 30 days of the assignment, following either verbal or written authorization to proceed, one-third of the professional fee will be due. If a cancellation occurs thereafter, the fee beyond the first one-third will be prorated based upon the number of calendar days which have elapsed. If a cancellation occurs after 90 days, all professional fees will be due in full.

In addition, Alliance Resource Consulting has a one-year placement guarantee. Should the City terminate our placement, or should our placement leave your organization within one year of hire, we will conduct another recruitment at no additional professional fee. However, we would expect to be reimbursed for any expenses that might be incurred.

# APPENDIX–A

## CHIEF EXECUTIVE SEARCHES FOR GENERAL PURPOSE LOCAL GOVERNMENTS CONDUCTED BY ALLIANCE RESOURCE CONSULTING\*

### ALABAMA, STATE OF

Anniston, City of

City Manager

Bay Minette, City of

City Administrator

### ALASKA, STATE OF

Juneau, Borough of

Borough Manager

Ketchikan, City of

City Manager

Ketchikan-Gateway, Borough of

Borough Manager

Valdez, City of

City Manager

### ARIZONA, STATE OF

Apache Junction, City of

City Manager

Casa Grande, City of

City Manager

Coconino County

County Manager

Glendale, City of

City Manager

Maricopa County

County Administrative Officer

Mesa, City of

City Manager

Paradise Valley, Town of

Town Manager

Phoenix, City of

City Manager

Pima County

County Manager

Prescott, City of

City Manager

Scottsdale, City of City Manager  
Tucson, City of City Manager

## ARKANSAS, STATE OF

Little Rock, City of City Manager

## CALIFORNIA, STATE OF

Alameda, City of City Manager  
Alameda County County Administrator  
Albany, City of City Administrator  
Anaheim, City of City Manager  
Arcadia, City of City Manager  
Atascadero, City of City Manager  
Atherton, City of City Manager  
Bakersfield, City of City Manager  
Baldwin Park, City of City Manager  
Bell, City of City Administrative Officer  
Belmont, City of City Manager  
Berkeley, City of City Manager  
Beverly Hills, City of City Manager  
Big Bear Lake, City of City Manager  
Blythe, City of City Manager  
Brea, City of City Manager  
Buellton, City of City Manager  
Buena Park, City of City Manager  
Burbank, City of City Manager  
Butte County County Administrative Officer  
Calistoga, City of City Manager  
Camarillo, City of City Manager  
Campbell, City of City Manager  
Carmel-by-the-Sea, City of City Manager  
Carson, City of City Administrator  
Cathedral City, City of City Manager  
Chino Hills, City of City Manager  
Citrus Heights, City of City Manager  
Coachella, City of City Manager  
Concord, City of City Manager

Contra Costa County	County Administrator
Corona, City of	City Manager
Coronado, City of	City Manager
Corte Madera, Town of	Town Manager
Culver City, City of	Chief Administrative Officer
Cypress, City of	City Manager
Dana Point, City of	City Manager
Del Mar, City of	City Manager
Desert Hot Springs, City of	City Manager
Diamond Bar, City of	City Manager
East Palo Alto, City of	City Manager
El Cajon, City of	City Manager
El Dorado County	Chief Administrative Officer
El Segundo, City of	City Manager
Encinitas, City of	City Manager
Fairfield, City of	City Manager
Fontana, City of	City Manager
Fresno, City of	City Manager
Fresno County	County Administrative Officer
Fullerton, City of	City Manager
Galt, City of	City Manager
Glendale, City of	City Manager
Glendora, City of	City Manager
Grover Beach, City of	City Administrator
Hanford, City of	City Manager
Hawthorne, City of	City Manager
Hemet, City of	City Manager
Hercules, City of	City Manager
Hesperia, City of	City Manager
Hidden Hills, City of	City Manager
Humboldt County	Chief Administrative Officer
Huntington Beach, City of	City Administrator
Indio, City of	City Manager
Inglewood, City of	Administrative Officer
Irwindale, City of	City Manager
King City, City of	City Manager
La Quinta, City of	City Manager
Laguna Hills, City of	City Manager

Laguna Niguel, City of	City Manager
Lathrop, City of	City Manager
Lawndale, City of	City Manager
Lincoln, City of	City Administrator
Livermore, City of	City Manager
Lomita, City of	City Administrator
Long Beach, City of	City Manager
Los Alamitos, City of	City Manager
Los Altos Hills, Town of	City Manager
Los Angeles County	Chief Administrative Officer
Malibu, City of	City Manager
Mammoth Lakes, Town of	Town Manager
Marin County	County Administrator
Marina, City of	City Manager
Mariposa County	County Administrative Officer
Martinez, City of	City Manager
Marysville, City of	City Administrator
Menlo Park, City of	City Manager
Milpitas, City of	City Manager
Modesto, City of	City Manager
Monrovia, City of	City Manager
Monterey County	County Administrator
Monterey Park, City of	City Manager
Moreno Valley, City of	City Manager
Morgan Hill, City of	City Manager
Mountain View, City of	City Manager
Needles, City of	City Manager
Nevada County	County Administrator
Norco, City of	City Manager
Novato, City of	City Manager
Oakland, City of	City Manager
Ontario, City of	City Manager
Orange, City of	City Manager
Orinda, City of	City Manager
Oxnard, City of	City Manager
Palm Springs, City of	City Manager
Palo Alto, City of	City Manager
Park City, City of	City Manager

Paso Robles, City of	City Manager
Piedmont, City of	City Administrator
Pittsburg, City of	City Manager
Pleasanton, City of	City Manager
Pomona, City of	City Manager
Porterville, City of	City Manager
Rancho Palo Verdes, City of	City Manager
Redding, City of	City Manager
Redlands, City of	City Manager
Redondo Beach, City of	City Manager
Redwood City, City of	City Manager
Ridgecrest, City of	City Administrator
Riverside, City of	City Manager
Riverside County	County Administrative Officer
Rolling Hills, City of	City Manager
Sacramento County	County Executive
Salinas, City of	City Manager
San Buenaventura, City of	City Manager
San Clemente, City of	City Manager
San Diego, City of	City Manager
San Diego County	County Manager
San Fernando, City of	City Administrative Officer
San Gabriel, City of	City Manager
San Jacinto, City of	City Manager
San Joaquin County	County Administrator
San Jose, City of	City Manager
San Luis Obispo County	County Administrative Officer
San Mateo County	County Manager
Santa Ana, City of	City Manager
Santa Clarita, City of	City Manager
Santa Monica, City of	City Manager
Selma, City of	City Manager
Shasta County	County Administrative Officer
Signal Hill, City of	City Manager
Solvang, City of	City Administrative Officer
Sonoma County	County Administrator
South Lake Tahoe, City of	City Manager
South Pasadena, City of	City Manager

South San Francisco, City of	City Manager
Stanton, City of	City Manager
Sunnyvale, City of	City Manager
Tehachapi, City of	City Manager
Temecula, City of	City Manager
Thousand Oaks, City of	City Manager
Tracy, City of	City Manager
Truckee, City of	City Manager
Tulare, City of	City Manager
Tulare County	County Executive
Turlock, City of	City Manager
Vallejo, City of	City Manager
Ventura County	Chief Administrative Officer
Visalia, City of	City Manager
Vista, City of	City Manager
Walnut, City of	City Manager
Walnut Creek, City of	City Manager
West Covina, City of	City Manager
West Hollywood, City of	City Manager
Westminster, City of	City Manager
Whittier, City of	City Manager
Woodland, City of	City Manager
Yorba Linda, City of	City Manager
Yucaipa, City of	City Manager

## COLORADO, STATE OF

Arapahoe County	County Administrator
Aurora, City of	City Manager
Avon, City of	City Manager
Boulder, City of	City Manager
Commerce City, City of	City Manager
Estes Park, Town of	Town Administrator
Grand Junction, City of	City Manager
Greenwood Village, City of	City Manager
Lakewood, City of	City Administrative Officer
Longmont, City of	City Manager
Northglenn, City of	City Manager

## COLUMBIA, DISTRICT OF

District of Columbia

City Administrator/Deputy Mayor  
for Operations

District of Columbia Financial  
Responsibility & Management  
Assistance Authority

Chief Management Officer

## CONNECTICUT, STATE OF

Hartford, City of

City Manager

Meriden, City of

City Manager

West Hartford, Town of

Town Manager

## DELAWARE, STATE OF

Dover, City of

City Manager

## FLORIDA, STATE OF

Alachua County

County Manager

Bay County

County Administrator

Boynton Beach, City of

City Manager

Clearwater, City of

City Manager

Fort Lauderdale, City of

City Manager\*\*

Gainesville, City of

City Manager

Hillsborough County

County Administrator

Jupiter, Town of

Town Manager

Key Biscayne, Village of

Village Manager

Lee County

County Administrator

Marion County

County Administrator

Miami, City of

City Manager

Miami Beach, City of

City Manager

Miami—Dade County

County Manager

Naples, City of

City Manager

Ocala, City of

City Manager

Palm Beach, Town of

Town Manager

Pensacola, City of

City Manager

Riviera Beach, City of

City Manager

Safety Harbor, City of

City Manager

Sarasota, City of

City Manager

Sarasota County  
St. Petersburg, City of

County Administrator  
City Manager

## GEORGIA, STATE OF

Albany, City of  
Fulton County  
Lowndes County

City Manager  
County Manager  
County Manager

## ILLINOIS, STATE OF

Crystal Lake, City of  
Des Plaines, City of  
Downers Grove, Village of  
DuPage County  
Elgin, City of  
Flossmoor, Village of  
Hazel Crest, Village of  
McHenry, City of  
Mount Prospect, Village of  
Naperville, City of  
Peoria, City of  
Rock Island, City of  
Skokie, Village of  
Sterling, City of  
Streamwood, Village of  
Villa Park, Village of  
Wood River, City of

City Manager  
City Manager  
Village Manager  
County Administrator  
City Manager  
Village Manager  
Village Manager  
City Administrator  
Village Manager  
City Manager  
City Manager  
City Manager  
Village Manager  
City Manager  
Village Administrator  
Village Manager  
City Manager

## IOWA, STATE OF

Ames, City of  
Sioux City, City of

City Manager  
City Manager

## KANSAS, STATE OF

Emporia, City of  
Sedgwick County  
Wichita, City of

City Manager  
County Administrator  
City Manager

## MAINE, STATE OF

Bangor, City of  
Lewiston, City of

City Manager  
City Administrator

## MARYLAND, STATE OF

Columbia Association, The  
Prince George's County  
Rockville, City of

President/Chief Executive Officer  
Chief Administrative Officer  
City Manager

## MICHIGAN, STATE OF

Ann Arbor, City of  
Bay City, City of  
Berkley, City of  
Branch County  
Essexville, City of  
Grand Rapids, City of  
Kalamazoo, City of  
Kalamazoo County  
Saginaw, City of  
Sandstone, City of  
St. Joseph, City of  
Washtenaw County  
Ypsilanti, City of

City Administrator  
City Manager  
City Manager  
County Manager  
City Manager  
City Manager  
City Manager  
County Administrator  
City Manager  
City Manager  
City Manager  
County Administrator  
City Manager

## MINNESOTA, STATE OF

Brooklyn Park, City of  
Coon Rapids, City of  
Minneapolis, City of  
Ramsey County  
Sandstone, City of  
St. Louis Park, City of

City Manager  
City Manager  
City Coordinator  
County Executive  
City Administrator  
City Manager

## MISSOURI, STATE OF

Branson, City of  
Columbia, City of  
Kansas City, City of  
St. Charles, City of

City Administrator  
City Manager  
City Manager  
City Administrator

**MONTANA, STATE OF**

Great Falls, City of

City Manager

**NEVADA, STATE OF**

Las Vegas, City of

City Manager

North Las Vegas, City of

City Manager

**NEW JERSEY, STATE OF**

Plainsboro Township

Village Administrator

**NEW MEXICO, STATE OF**

Los Alamos County

County Administrator

**NEW YORK, STATE OF**

Garden City, Village of

Village Manager

Scarsdale, Village of

Village Manager

**NORTH CAROLINA, STATE OF**

Charlotte, City of

City Manager

Gaston County

County Manager

Winston-Salem, City of

City Manager

**OHIO, STATE OF**

Brunswick, City of

City Manager

Cincinnati, City of

City Manager

**OKLAHOMA, STATE OF**

Bartlesville, City of

City Manager

Edmond, City of

City Manager

Enid, City of

City Manager

Mustang, City of

City Manager

**OREGON, STATE OF**

Ashland, City of

City Administrator

Astoria, City of

City Manager

Coos Bay, City of

City Manager

Corvallis, City of	City Manager
Eugene, City of	City Manager
Grants Pass, City of	City Manager
Lake Oswego, City of	City Manager
Lane County	County Administrator
Medford, City of	City Manager
Milwaukie City of	City Manager
Ontario, City of	City Manager
Pendleton, City of	City Manager
Redmond, City of	City Manager
Roseburg, City of	City Manager
Salem, City of	City Manager
Tualatin, City of	City Manager
Wilsonville, City of	City Manager

## SOUTH CAROLINA, STATE OF

Greenville, City of	City Manager
Myrtle Beach, City of	City Manager

## TEXAS, STATE OF

Austin, City of	City Manager
Bellaire, City of	City Manager
Brownsville, City of	City Manager
Bryan, City of	City Manager
Carrollton, City of	City Manager
Cedar Park, City of	City Manager
Cleburne, City of	City Manager
Corpus Christi, City of	City Manager
Dallas, City of	City Manager
Edna, City of	City Manager
El Paso, City of	Chief Administrative Officer
Gaston County	County Manager
Georgetown, City of	City Manager
Grapevine, City of	City Manager
Longview, City of	City Manager
Orange, City of	City Manager

San Antonio, City of	City Manager
West University Place, City of	City Manager
Woodlands Community Service Corporation, The	President/Chief Executive Officer

## UTAH, STATE OF

Park City, City of	City Manager
--------------------	--------------

## VIRGINIA, STATE OF

Alexandria, City of	City Manager
Arlington County	County Manager
Chesapeake, City of	City Manager
Chesterfield County	County Administrator
Fairfax County	County Executive
Richmond, City of	City Manager
Virginia Beach, City of	City Manager

## WASHINGTON, STATE OF

Bellevue, City of	City Manager
Kirkland, City of	City Manager
Normandy Park, City of	City Manager
Vancouver, City of	City Manager

## WISCONSIN, STATE OF

Barron County	Administrative Services Coordinator
Fond du Lac, City of	City Manager
Muskego, City of	City Manager
Portage, City of	City Manager

## WYOMING, STATE OF

Casper, City of	City Manager
Jackson, City of	Town Administrator
Laramie, City of	City Manager

\*Some searches were conducted by Alliance Resource Consulting when it was known as MAXIMUS Executive Search.

\*\*Searches in which we assisted with the recruitment process.

03/13/03-03/13/03

# APPENDIX—B

## CALIFORNIA CENTRAL COAST CLIENTS OF ALLIANCE RESOURCE CONSULTING\*

Atascadero, City of  
Buellton, City of  
California Polytechnic State  
University Foundation  
Cambria Community Services  
District  
Carmel-By-The-Sea, City of  
Central Coast Water Authority  
Gonzales, City of  
Grover Beach, City of  
King City, City of  
Monterey, City of  
Monterey County  
Monterey County Water Resources  
Agency

Monterey Peninsula Water  
Management District  
Monterey Regional Water Pollution  
Control Agency  
Paso Robles, City of  
Pismo Beach, City of  
Salinas, City of  
San Luis Obispo, City of  
Santa Barbara, City of  
Santa Cruz Metropolitan Transit  
District  
Santa Cruz, City of  
Santa Cruz SPCA  
Santa Maria, City of  
SPCA of Monterey County

\*Some searches were conducted by Alliance Resource Consulting when it was known as MAXIMUS Executive Search.

01/02/02--5/15/01

# APPENDIX—C

## BIOGRAPHIES

### ■ ERIC J. MIDDLETON – MANAGING PARTNER

Eric Middleton began his career in executive search in 1999 with MAXIMUS. He is currently a founding partner and Vice President of Alliance Resource Consulting LLC. Prior to his career in executive search, Mr. Middleton spent 13 years with the County of Los Angeles and the City of Los Angeles. During his tenure with Los Angeles County, Mr. Middleton held various positions with the Chief Administrative Office, the County Sheriff, the Office of the District Attorney, the Department of Public Works and the Probation Department. While with the Probation Department, Mr. Middleton was instrumental in drafting legislation creating the 1996 Repeat Offender Prevention Project (AB 2447) an intervention and prevention program targeting at-risk youth.

Immediately prior to joining MAXIMUS, he was the Senior Legislative Deputy to a Los Angeles City Council Member responsible for oversight of the City's public safety and social service programs. Mr. Middleton also served as the senior staff member to the City of Los Angeles Public Safety Committee. Mr. Middleton has also served as a member of the Los Angeles County Bar Association Juvenile Court Task Force, as legislative staff to the Chief Probation Officers of California, and as a community member of the Public Safety Advisory Committee to Assembly Member Robert Hertzberg. In 1993, Mr. Middleton was recognized as a Los Angeles County Volunteer of the Year for his civic involvement. Mr. Middleton is currently a Vice President of the Los Angeles Metropolitan Chapter of the American Society for Public Administration (ASPA).

Mr. Middleton has been engaged in over 200 recruitments in most areas of general local government (e.g., Public Safety, Community and Economic Development, Social Services, Public Works, Finance, etc.), as well as Pension and Retirement system searches for the Arizona State

Retirement System, Fresno County (CA), Santa Barbara County (CA), Kern County (CA), and the Washington State Investment Board (WA). Mr. Middleton has also conducted numerous City Manager recruitments, including the California cities of Yorba Linda, Diamond Bar, Redlands, West Hollywood, Martinez, Marina, Millbrae, Duarte and Huntington Beach. Mr. Middleton has also recruited Police Chiefs for the City of Chicago (IL), Glendale (CA), San Diego (CA), and San Jose (CA).

Mr. Middleton received a Bachelor of Arts degree in History from California State University at Northridge, and a Master of Public Administration degree from the University of Southern California.

Mr. Middleton is based out of Long Beach, California.

## ■ SHERRILL A. UYEDA – SENIOR PARTNER

Sherrill Uyeda began her career in executive search in 1998 with Norman Roberts & Associates, Inc., which was acquired by MAXIMUS in 1999. She is currently a founding partner of Alliance Resource Consulting LLC. Ms. Uyeda has over ten years of public sector executive search experience and has completed over 350 recruitments. Ms. Uyeda's professional recruitment background covers all areas of public sector executive search, including city, state, and regional government with a successful track record of executive placements. She is experienced in recruiting in the fields of public utilities, public works, planning, medical, redevelopment, library, recreation, finance, human and social services, airports and port authorities. Past nationwide clients have included the Metropolitan Water District, District of Columbia Water and Sewer Authority, San Antonio Water System, Bay Area Rapid Transit District, Los Angeles World's Airports, New Orleans International Airport, Nashville International Airport and Broward County, FL Department of Aviation.

Prior to her executive search experience, Ms. Uyeda worked for Burson-Marsteller. While at Burson-Marsteller, she worked within the Corporate Practice which focused on global perception management. She specialized in corporate communications and strategic positioning for companies such as Sony Pictures Entertainment and Gulfstream Netjets.

Ms. Uyeda graduated from the University of Southern California, with both a Bachelor of Arts degree in Communication Arts and Sciences and a Master of Public Administration degree. She is currently a member of the Los Angeles Junior Chamber of Commerce, American Society for Public Administrators and USC's Town and Gown.

Ms. Uyeda is based out of Palo Alto, California.

# APPENDIX—D

## REFERENCES

**CLIENT:** City of Hillsboro, OR  
**CONTACT:** Name: Amy Heinlen  
Title: Human Resources Director  
Phone #: (503) 681-6460

**CLIENT:** City of Huntington Beach, CA  
**CONTACT:** Name: Jill Hardy  
Title: Former Mayor  
Phone #: (714) 536-5553

**CLIENT:** City of San José, CA  
**CONTACT:** Name: Mark Danaj  
Title: Director of Human Resources  
Phone #: (408) 975-1476

**CLIENT:** City of Long Beach, CA  
**CONTACT:** Name: Becki Ames  
Title: Chief of Staff  
Phone #: (562) 570-6801