



Chairman

Sam Abed
Mayor
City of Escondido

June 5, 2017

8

Vice Chairwoman

Jo MacKenzie
Vista Irrigation District

TO: Local Agency Formation Commission

FROM: Executive Officer

Members

Bill Horn
County Board of
Supervisors

Dianne Jacob
County Board of
Supervisors

Andrew Vanderlaan
Public Member

Lorie Zapf
Councilmember
City of San Diego

Vacant
City Member

Ed Sprague
Olivenhain Municipal
Water District

SUBJECT: Ratification of Executive Officer Recruitment Contract and Approval of Recruitment Committee (Task Force) Resolution

On May 1, 2017, I announced my intention to retire from my position as Executive Officer of the San Diego LAFCO, effective on or before August 31, 2017. The Commission concluded that a new Executive Officer should be hired, preferably before the end of August. To achieve that objective, executive search proposals were obtained from Peckham & McKenney, Ralph Anderson and Associates, and County of San Diego. After a thorough review, the Commission concluded that the proposal submitted by Peckham & McKenney was comprehensive and included an aggressive schedule to satisfy the tight time constraints associated with the overall search, selection, and retention of a new Executive Officer. The Commission unanimously voted to authorize me to execute a contract for an amount not to exceed \$30,000. On May 8th, I countersigned a contract with Peckham & McKenney for an amount not to exceed \$29,000. The contractual language specifies that the firm will provide recruitment services from beginning to end – in other words from working with Commissioners and development of a timeline and candidate profile – to conducting a statewide recruitment; performing preliminary interviews; recommending finalists; assisting with final interviews; verification of qualifications and background checks; and placement of the new Executive Officer. A copy of the executed contract is attached for the Commission’s information and ratification.

The Commission also discussed the need for the formation of an ad hoc committee to serve as a resource for Peckham & McKenney. LAFCO Chairman and Mayor Sam Abed accordingly appointed a four person ad hoc Recruitment Task Force consisting of himself, Vice Chair Jo MacKenzie, Supervisor Dianne Jacob, and Public Member Andy Vanderlaan. The Task Force is charged with advising the Commission and Peckham & McKenney regarding qualifications sought for a new Executive Officer, the review of applicants and application materials, plus other tasks as necessary. The Task Force will receive support from LAFCO General Legal Counsel Michael Colantuono and other staff as the Executive Officer or General Legal Counsel deem necessary. After the work of the Task Force is completed, the Task Force will be disbanded without further action of the Commission. As a temporary, ad hoc committee comprised of less

Alternate Members

Greg Cox
County Board of
Supervisors

Chris Cate
Councilmember
City of San Diego

Racquel Vasquez
Mayor
City of Lemon Grove

Harry Mathis
Public Member

Judy Hanson
Leucadia Wastewater
District

Executive Officer

Michael D. Ott

Legal Counsel

Michael G. Colantuono

than a quorum of the Commission (less than five commissioners), the Task Force may, but need not, comply with the Brown Act. A resolution creating the Executive Officer Recruitment Task Force is attached for Commission review, ratification, and approval. Therefore, it is:

RECOMMENDED: That your Commission,

- (1) Receive the staff report and ratify the approval of the contract between the San Diego LAFCO and Peckham & McKenney for executive search services.
- (2) Approve/ratify the attached resolution creating the LAFCO ad hoc committee, known as the Executive Officer Recruitment Task Force.

Respectfully submitted,



MICHAEL D. OTT
Executive Officer

MDO:eb

Attachments

- 1) LAFCO Contract Form
- 2) Draft Resolution Creating LAFCO's Executive Officer Recruitment Task Force
- 3) Peckham & McKenney Recruitment Proposal
- 4) Peckham & McKenney Search Schedule

**AGREEMENT BETWEEN
SAN DIEGO COUNTY
LOCAL AGENCY FORMATION COMMISSION
AND
Peckham & McKenney, Executive Search**

THIS AGREEMENT is effective on the third day of May, 2017, between **Peckham & McKenney, Executive Search** (hereinafter called "Consultant"), and the San Diego Local Agency Formation Commission (hereinafter called "LAFCO").

WITNESSETH:

WHEREAS, the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code Section 56380) authorizes LAFCO to employ or contract for professional or consulting services to carry out the functions of the Commission; and

WHEREAS, LAFCO desires the services of a consultant to conduct the recruitment for the Executive Officer position of the San Diego LAFCO.

NOW, THEREFORE, IT IS MUTUALLY AGREED by and between parties as follows:

I. EMPLOYMENT OF CONSULTANT

LAFCO agrees to engage Consultant and Consultant hereby agrees to perform the services hereinafter set forth.

II. INTENT OF PARTIES

It is understood between parties that Consultant will perform services as determined necessary by LAFCO or its Executive Officer.

III. SCOPE OF CONSULTANT SERVICES

Per the April 17, 2017 proposal submitted to LAFCO by Consultant, Consultant shall undertake the following services on a retainer basis at the request and direction of the Executive Officer or the Commission for an amount not to exceed \$29,000. The San Diego LAFCO's expectation is that the recruitment will be complete and a new Executive Officer hired by the San Diego LAFCO no later than August 18, 2017.

1. Project Organization – Prior to beginning the recruitment process, Consultant shall obtain comments from all members of the San Diego LAFCO regarding desired qualifications for the next Executive Officer. Consultant shall listen to specific desires and expectations, and respond to any questions or

concerns. Consultant shall discuss expected parameters of the search, the search timeline, and schedule future meeting dates.

Prior to beginning the recruitment, Consultant shall prepare and cause to be published in local and regional newspapers, newspapers of statewide readership, and online newsletters, a press release announcing the retirement of the current Executive Officer, Michael Ott. Consultant shall obtain biographical information from the Executive Officer in order to prepare the press release.

Consultant shall prepare a draft recruitment brochure and proposed time-line for completing the Executive Officer recruitment after conferring with Commissioners. The results of this effort shall be discussed with a LAFCO ad hoc committee, referred to as the Task Force, during a phone conference on or before May 15, 2017. On May 19, 2017, Consultant shall present the proposed time-line and a draft recruitment brochure to the Task Force, based on a position announcement prepared by LAFCO. Said draft brochure shall be made available to Task Force members via email at least two days prior to May 19, 2017.

2. Development of Candidate Profile (on-site #1) – This phase provides for the development of a detailed Candidate Profile. Consultant shall meet individually and in groups with those individuals identified in the Project Organization phase, to discuss the current and future issues and challenges facing the San Diego LAFCO and the organization, in particular. The desired background and experience, leadership style and personality traits, skills and abilities of the ideal candidate will be discussed. Consultant shall also discuss expectations, goals, and objectives that will lead to the success of the new Executive Officer.

3. Recruitment – Advertisements shall be placed in the appropriate industry publications and websites, and Consultant shall assume responsibility for presenting the opportunity with the San Diego LAFCO in an accurate and professional manner. Full information on the position will be posted on Consultant's web site as well as the agency's site. In addition, an attractive brochure will be finalized and prepared to market the organization and position to potential candidates.

This brochure will be mailed to 300-400 industry professionals in the State and nationally, as appropriate, and it will also be available on Consultant's web site. Copies of the brochure will also be made available to the agency. The main focus of the outreach will be direct phone contact with quality potential candidates. Consultant's recruiting efforts will focus on direct and aggressive recruiting of individuals within the search parameters established during the Candidate Profile Development phase. Throughout this active search process, Consultant will regularly notify the Task Force of the status and share questions, concerns, and comments received from potential candidates as they consider the opportunity. By doing so, Consultant shall "team" with the Task Force to ensure that all issues and concerns of candidates are discussed and understood thereby eliminating

“surprises” once the resume filing deadline has occurred. As resumes are received, they will be promptly acknowledged, and Consultant will personally respond to all inquiries. Once the application/resume filing deadline has passed, the Task Force will be once again updated on the status of the recruitment, the number of resumes received, and Consultant’s intent for preliminary interviews.

4. Preliminary Interviews – Prior to holding preliminary interviews, Consultant shall prepare a supplemental questionnaire in coordination with the Task Force. As resumes are received, Consultant shall send supplemental questionnaires to candidates who appear to meet the Candidate Profile. Following the resume filing deadline and a thorough review of the resumes and questionnaires received, Consultant will conduct preliminary interviews with those individuals most closely matching the Candidate Profile. An Internet search will be conducted as well as preliminary background (credit and criminal) checks.

5. Recommendation of Finalists (on-site #2) – A written recommendation of finalists will be personally presented to the Task Force in a one- to two-hour meeting. The Committee will receive a full listing of all candidates who applied for the position, as well as the cover letters, resumes, and supplemental questionnaires of the recommended group of candidates for further consideration. Once a group of finalists has been selected by the agency, all candidates will be notified of their status. Consultant will prepare a finalist interview schedule and notify finalist candidates accordingly. If necessary, finalists will make their own travel plans and reservations

6. Final Interviews/Selection (on-site #3) – During this phase, finalists will be interviewed by the Task Force. Consultant will provide on-site advice and facilitation assistance during the final interview process. Interview materials, including suggested interview questions, evaluation and ranking sheets will be provided for the Task Force’s convenience. An orientation session will be held with those involved prior to the finalist interviews, and we will work with the panel through a ranking process and discussion of the finalists at the end of the day. We will assist the Committee in coming to consensus on the leading two to three finalists for further consideration, and we will provide recommendations on next steps, including additional meetings with each finalist to learn more of the “fit” they may bring.

7. Qualification – Once the final candidate has been selected by the Board, a thorough background check will be conducted that is compliant with the Fair Credit Reporting Act and Investigative Consumer Reporting Agencies Act. Peckham & McKenney utilizes the services of Sterling Talent Solutions, the world’s largest company focused entirely on conducting background checks. This investigation will verify professional work experience; degree verification; certifications; and criminal, civil, credit, and motor vehicle records. LAFCO conduct further vetting the candidate through a Department of Justice LiveScan

in order to ensure that all known criminal history records (beyond seven years) are investigated.

Professional references will also be contacted, and a full report will be provided. This comprehensive process ensures that only the most thoroughly screened candidate is hired. In addition, negotiation assistance will be provided as requested by the Board. Consultant's ultimate goal is to exceed LAFCO's expectations and successfully place a candidate who "fits" the organization's and community's needs now and into the future.

IV. ADMINISTRATOR OF AGREEMENT

The Executive Officer or Chairman of LAFCO is LAFCO's representative (contract officer) for purposes of administering this Agreement. Bobbi C. Peckham, President of Peckham & McKenney is Consultant's representative for purposes of administering this Agreement.

V. CONSULTANT'S EMPLOYEES AND EQUIPMENT

Consultant agrees that it has secured or will secure at its own expense all persons, employees and equipment required to perform the services required under this Agreement and that all such services will be performed by Consultant, or under Consultant's supervision, by persons authorized by law to perform such services.

VI. TERM

This agreement shall become effective upon execution by both parties and shall terminate upon the hiring of a new Executive Officer by LAFCO. The expected hiring date for the new Executive Officer is August 18, 2017.

VII. COMPENSATION AND MANNER OF PAYMENT

Consultant will be compensated only for services described in Section III above performed at the express direction of the Executive Officer of LAFCO. Compensation shall include only labor and expenses, to be paid as follows:

Labor

Consultant's all-inclusive fee to conduct the search process for the next Executive Officer is \$29,000. One-third of this fee is due as a retainer upon execution of the agreement. The remainder of the fee will be divided and billed in two separate, monthly invoices. The all-inclusive fee includes professional fees and expenses. The all-inclusive fee includes expenses including, but not limited to out-of-pocket costs associated with administrative support, printing, copying, postage, and materials, consultant travel, advertising, telephone/technology, and

background checks (partial checks on recommended candidates; full background check on selected candidate). Additional expenses incurred due to requested additional meetings as well as full background checks on more than one candidate will be billed accordingly.

Manner of and Maximum Payment

Payment shall be made in arrears pursuant to written invoices submitted to the Executive Officer on a monthly basis. Payment shall be made within 30 days of receipt of invoices. Such payment shall constitute full and complete payment for the period covered by the invoice. The total amount paid to Consultant for work within any fiscal year may not exceed the amount budgeted for this purpose by LAFCO for that fiscal year. The amount budgeted for the recruitment is \$29,000.

VIII. AUDIT AND INSPECTION OF RECORDS

At a time that is agreed upon by LAFCO and Consultant and as often as LAFCO may deem necessary, Consultant shall make available to LAFCO or its designated agents for examination all of Consultant's data and records with respect to all matters covered by this Agreement, and Consultant will permit LAFCO, or its designated agents, to audit, examine, and make excerpts or transcripts from such data and records, and to make audits of all invoices, materials, payrolls, records of personnel, and other data relating to all matters covered by this Agreement. Unless otherwise specified by LAFCO in writing, said data and records should be made available for examination within San Diego County for a period of two (2) years following completion of this Agreement.

IX. INTEREST OF CONSULTANT

Consultant covenants that he/she presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Agreement. Consultant further covenants that in the performance of this Agreement, no person having any such interest shall be employed or retained under this Agreement. Consultant agrees to not act as consultant or perform services of any kind for any LAFCO applicant without the prior written consent of LAFCO. When consent has been given, Consultant shall endeavor to avoid involvement on behalf of said new client which would in any manner undermine the effective performance of services by Consultant or convey, utilize, or permit to be utilized, confidential information gained through its association with LAFCO for the benefit of any other client.

Consultant agrees to alert every client for whom consent is required to this conflict of interest provision and to include language in its agreement with said client, which would enable Consultant to comply fully with its terms.

Consultant shall recuse himself from discussions or actions that may result in a financial benefit to him or to any governmental agency that he represents. Due to the limited scope of Consultant's responsibilities, Consultant is not considered a "designated employee," as defined by LAFCO's Conflict of Interest Code adopted July 31, 1995; therefore, Consultant shall be considered exempt from submitting a Conflict of Interest Statement. LAFCO reserves the right to rescind this determination and may require Consultant to submit a Conflict of Interest Statement, based upon facts that may become known after execution of said agreement. Below are the individuals that are covered by this determination.

Bobbi C. Peckham, President and Clay Phillips, Executive Recruiter of Peckham & McKenney

X. TERMINATION OF AGREEMENT FOR CAUSE

If, through any cause, Consultant shall fail to fulfill in a timely and proper manner his/her obligations under this Agreement, or if Consultant shall violate any of the covenants, agreements, or stipulations of this Agreement, LAFCO shall thereupon have the right to terminate this Agreement by giving written notice to Consultant of such termination and specifying the effective date thereof, at least five (5) days before the effective date of such termination. In the event that the agreement is terminated, all finished or unfinished documents, data, studies, surveys, drawings, maps, reports, and other materials prepared by Consultant shall, at the option of LAFCO, become its property, and Consultant shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents and other materials, not to exceed the amounts payable under Section VII above.

Notwithstanding the above, Consultant shall not be relieved of liability to LAFCO for damages sustained by LAFCO by virtue of any breach of the Agreement by Consultant, and LAFCO may withhold any payments to Consultant for the purpose of offset until such time as the exact amount of damages due LAFCO from Consultant is determined. Consultant hereby expressly waives any and all claims for damages for compensation arising under this Agreement except as set forth in this section in event of such termination.

XI. TERMINATION FOR CONVENIENCE OF LAFCO

LAFCO reserves the right to terminate this Agreement at any time by written notice to Consultant five (5) days prior to date of termination thereof. LAFCO shall thereafter pay Consultant for work performed to the date of termination. Such notice shall terminate this Agreement and release LAFCO from any further fee, cost or claim hereunder by Consultant other than for work performed to date of termination. In the event of termination, all finished and unfinished documents and other material shall, at the option of LAFCO, become its property.

XII. INSURANCE AND HOLD HARMLESS AGREEMENT

Consultant agrees to maintain such insurance as will fully protect Consultant, LAFCO, and County from any and all claims under any workers' compensation act or employer's liability laws, and from any and all other claims of whatsoever kind or nature for the damage to property or for personal injury, including death, made by anyone whomsoever which may arise from operations carried on under this Agreement, either by Consultant, any subcontractor, or by anyone directly or indirectly engaged or employed by either of them. Consultant shall exonerate, indemnify, defend, and hold harmless LAFCO and County from and against, and shall assume full responsibility for payment of all federal, state, and local taxes or contributions imposed or required under unemployment insurance, social security and income tax laws, with respect to Consultant and Consultant's employees engaged in performance of this Agreement. LAFCO and County, and their agents, officers, and employees shall not be, nor be held liable for any claims, liabilities, penalties, fines, or forfeitures, or for any damage to the goods, properties, or effects of Consultant or of any other persons whatsoever, nor for personal injury to or death of them, or any of them, whether caused by or resulting from any negligent act or omission of Consultant or Consultant's agents, employees, or representatives. Consultant further agrees to indemnify, defend, and hold harmless LAFCO and County, and their agents, officers, and employees, against and from any and all of the foregoing liabilities, and any and all costs or expenses incurred by LAFCO and County on account of any claim therefore. In the event that a court of competent jurisdiction should determine that LAFCO has not the authority to provide by agreement for the provision of the hereinabove-set-forth professional service, Consultant nevertheless agrees to assume the foregoing obligations and liabilities, by which it is intended by both parties that Consultant shall indemnify and save LAFCO and County free and harmless from all claims arising by reason of any negligent act or omission of Consultant.

LAFCO acknowledges that Consultant maintains insurance in good standing as follows: Professional Liability Insurance (\$1,000,000 limit), Commercial General Liability Insurance (\$2,000,000 General Liability, and \$4,000,000 Products) and Automobile Liability Insurance (\$1,000,000). Consultant's Insurance Broker is Wells Fargo Insurance, Inc., Charlotte, NC, and coverage is provided by Sentinel Insurance Company and Hiscox Insurance Co. Limited.

XIII. INTEREST OF LAFCO OFFICERS AND OTHERS

No officer, member, or employee of LAFCO and no member of its governing body shall participate in any decision relating to this Agreement which affects his/her personal interest, or the interest of any corporation, partnership, or association in which he/she is directly interested; nor shall any such person have any interest, direct or indirect, in this Agreement or the proceeds thereof.

XIV. ASSIGNABILITY

Consultant shall not assign any interest in this Agreement, and shall not transfer any interest in the same (whether by assignment or novation) without prior written consent of LAFCO thereto. Provided, however, that claims for money due or to become due to Consultant from LAFCO under this Agreement may be assigned to a bank, trust company, or other financial institution without such approval. Notice of any such assignment or transfer shall be furnished promptly to LAFCO. Any assignment requiring approval may not be further sub-assigned without LAFCO approval.

XV. FINDINGS CONFIDENTIAL

Any reports, information, data, statistics, forms, procedures, systems, studies and any other communication or form of knowledge given to or prepared or assembled by Consultant under this Agreement which LAFCO requests to be kept as confidential shall not be made available to any individual or organization by Consultant without prior written approval of LAFCO.

XVI. OWNERSHIP, PUBLICATION, REPRODUCTION, AND USE OF MATERIAL

Any and all drawings, plans, field survey notes, reports and other materials and documents prepared by the Consultant under this Agreement shall be the property of LAFCO from the moment of their preparation and the Consultant shall deliver such materials and documents to LAFCO whenever requested to do so by LAFCO. However, the Consultant shall have the right to make duplicate copies of such materials and documents for his/her own file, or other purposes as may be authorized in writing by LAFCO.

XVII. NOTICE

Any notice or notices required or permitted to be given pursuant to this Agreement may be personally served on the other party by the party giving such notice, or may be served by certified mail, postage prepaid, return receipt requested, to the following addresses:

LAFCO: Executive Officer
San Diego LAFCO
9335 Hazard Way, Suite 200
San Diego, CA 92123

Consultant: Bobbi C. Peckham, President
Peckham & McKenney, Executive Search
300 Harding Blvd #106e, Roseville, CA 95678

XVIII. INDEPENDENT CONTRACTOR

Consultant and any agent, subconsultant, or employee of Consultant shall act in an independent capacity and not as an officer or employee of LAFCO. LAFCO assumes no liability for Consultant's action in performance, nor assumes responsibility for taxes, funds, payments or other commitments, implied or expressed, by or for Consultant. Consultant shall not have authority to act as an agent on behalf of LAFCO unless specifically authorized to do so in writing by LAFCO's Executive Officer. Consultant acknowledges that it is aware that, because it is an independent contractor, LAFCO is making no deductions from its fee and is not contributing to any fund on its behalf. Consultant disclaims the right to fee or benefits except as expressly provided for in this Agreement.

Consultant shall provide the services required by this Agreement and arrive at conclusions with respect to the rendition of information, advice or recommendations, independent of the control and direction of LAFCO, other than normal contract monitoring; provided, however, Consultant shall possess no authority with respect to any LAFCO decision beyond rendition of such information, advice or recommendations.

XIX. EQUAL OPPORTUNITY

Consultant will not discriminate against any employee, or against any applicant for such employment because of age, race, color, creed, religion, sex, or national origin. This provision shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeships.

XX. SUBCONTRACTS

None of the services covered by this Agreement shall be subcontracted or assigned without the prior written consent of LAFCO, provided however, that this provision shall not apply to secretarial, clerical, routine mechanical, and similar incidental services needed by Consultant to assist in the performance of this Agreement. Consultant shall not hire LAFCO's or County's employees to perform any portion of the work or services provided for herein including secretarial, clerical, and similar incidental services except upon the written approval of LAFCO. Performance of services under this Agreement by associates or employees of Consultant shall not relieve Consultant from any responsibility under this Agreement.

XXI. CHANGES

LAFCO may from time to time require changes in the scope of the services of Consultant to be performed hereunder. Such changes, including any increase or decrease in the amount of Consultant's compensation, which is mutually agreed

upon by and between LAFCO, the Consultant, and the Applicant shall be effective when incorporated in written amendments to this Agreement.

XXII. NOTICE OF TAXABLE POSSESSORY INTEREST

The terms of this document may result in the creation of the possessory interest. If such a possessory interest is vested in a private party to this document, the private party may be subjected to the payment of personal property taxes levied on such interest.

XXIII. APPLICABLE LAW

This Agreement shall be construed and interpreted according to the laws of the State of California.

IN WITNESS WHEREOF, LAFCO and Consultant have executed this Agreement as of the date first above written.

CONSULTANT

SAN DIEGO LAFCO

BY *Bobbi C. Peckham*
BOBBI C. PECKHAM
Consultant

BY *[Signature]*
MICHAEL D. OTT
Executive Officer

DATE *May 3, 2017*

DATE *5/8/17*

Attachment: April 17, 2017 Peckham & McKenney Executive Search Proposal

**DRAFT
RESOLUTION NO. _____**

**A RESOLUTION OF THE SAN DIEGO LAFCO ESTABLISHING AN
AD COMMITTEE TO BE KNOWN AS THE
EXECUTIVE OFFICER RECRUITMENT TASK FORCE**

WHEREAS, the San Diego Local Agency Formation Commission (San Diego LAFCO) has received notification that Executive Officer Michael Ott intends on retiring or before August 31, 2017; and

WHEREAS, on May 1, 2017, the San Diego LAFCO discussed office continuity and personnel succession planning matters; interim staff assignments; and the overall appointment and/or recruitment process; and

WHEREAS, the San Diego LAFCO reviewed three recruitment proposals received from Peckham and McKenney, Inc., Ralph Anderson and Associates, and the County of San Diego; and

WHEREAS, it will be useful for an ad hoc advisory committee of Commissioners to serve as a resource and assist the executive search firm in the review of qualifications for the Executive Officer position; and

NOW, THEREFORE, BE IT RESOLVED THAT:

SECTION 1. The Commission hereby confirms and ratifies the May 1, 2017 formation of an ad hoc advisory committee, known as the Executive Officer Recruitment Task Force. Said Task Force is hereby established and will be comprised of Commissioners Abed, MacKenzie, Jacob, and Vanderlaan.

SECTION 2. The Task Force is charged with being a resource and advising the San Diego LAFCO and the executive search firm regarding the qualifications for a new Executive Officer, the review of Executive Officer applicants and application materials, plus other tasks as deemed necessary. The Task Force shall have support from LAFCO's General Legal Counsel and other staff as the Executive Officer or General Counsel shall direct.

SECTION 3. The Task Force shall provide advice to the Commission upon request. Its role shall be advisory only and it shall have no power to bind the Commission to any action or direction. The Task Force shall be disestablished without further action by the Commission.

SECTION 4. As a temporary, ad hoc advisory committee comprised of less than a quorum of the Commission, the Task Force may, but need not, comply with the Brown Act as authorized by Government Code section 54952, subdivision (b).

AYES:

NOES:

ABSTAINING:

ABSENT:

STATE OF CALIFORNIA, County of San Diego

I hereby certify that the foregoing is a full, true and correct copy of the Original Resolution entered in the Minutes of the San Diego LAFCO

MICHAEL D. OTT, EXECUTIVE OFFICER

Resolution No.

XX/XX/2017

MICHAEL D. OTT

Executive Officer



April 17, 2017

Mr. Michael Ott, Executive Officer
San Diego Local Agency Formation Commission
Mike.Ott@sdcounty.ca.gov
9335 Hazard Way, Suite 200
San Diego, CA 92123

Dear Mr. Ott:

Thank you for the opportunity to express our interest in assisting the San Diego LAFCO in the recruitment of the next Executive Officer. Based on your successful tenure with the agency, we are fully prepared to team with the Board in order to ensure a successful outcome. It is our understanding that the agency is interested in a full recruitment and outreach process leading to the successful placement of a candidate that “fits” the organization and the community it serves.

As we discussed, Clay Phillips is immediately available to conduct this search. Clay recently conducted the search for Association Manager for the Rancho Santa Fe Association. His familiarity with the San Diego LAFCO and the region will be highly beneficial throughout this search process. Based in Escondido, Clay brings extensive experience leading the City of Escondido and selecting and assembling an executive team that is highly revered in the San Diego region. Having completed 30 years of service with the City, Clay has been working with Peckham & McKenney for well.

Clay will be fully supported by Peckham & McKenney. Our firm has established a solid reputation and strong track record in the industry. Since 2004, we have conducted hundreds of executive level searches throughout California and the western states. As your Recruiter, we work to understand the organizational culture and its needs, actively recruit and then evaluate candidates accordingly, and recommend outstanding candidates for your consideration. Most importantly, we believe that it’s truly all about fit, and we work toward that end.

The attached proposal includes more detailed information regarding the firm, the search process and timeline, cost of services, our guarantee, and client references. We look forward to the opportunity to work with you on this important search process.

Sincerely,

Bobbi

Bobbi C. Peckham, President
Peckham & McKenney, Inc.
www.peckhamandmckenney.com
(866) 912-1919 toll-free; (916) 730-2014 (cell)

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INTRODUCTION

Peckham & McKenney, Inc. provides executive search services to local government agencies throughout the Western United States and is headquartered in Roseville, California. The firm was established as a partnership in June 2004 and incorporated in 2014 by Bobbi Peckham and Phil McKenney, who serve as the firm's President and Chief Operating Officer. We also offer the services of three former City and County Managers who serve as Recruiters on assignment. We are supported by an Office Manager, research specialists, a marketing and design professional, web technician, and distribution staff. Either of the firm's principals may be reached toll free at (866) 912-1919.

Peckham & McKenney was established on the premise that an executive search and consulting firm must be dedicated to providing its clients and candidates with professional service, as well as a personal, hands-on approach. Our business philosophy centers upon the understanding that this is a "people" related industry and that attention to others' needs is the key to providing effective customer service. Not only are we committed to providing our clients with well-qualified candidates, but we also take pride in treating both our clients and candidates with utmost respect. This commitment has led to multi-year retainer agreements with a number of agencies, as well as numerous client and candidate testimonials to their experiences with us. We invite you to visit our web site at www.PeckhamAndMcKenney.com.

At Peckham & McKenney, we are committed to local government and sensitive to the challenges and issues faced by our clients and candidates. As such, we serve as the Administrator for the Credentialed Government Leader program for the Municipal Management Associations of Northern & Southern California. We also actively support Women Leading Government as well as assist in the annual Women's Leadership Summit. In addition, we have provided numerous workshops and training sessions in California and Colorado to up-and-comers on resume and interview preparation and general career guidance.

Individual profiles of each of the Peckham & McKenney team follow.

Bobbi C. Peckham, President

Bobbi Peckham brings 30 years' experience as an Executive Recruiter as well as 6 prior years of local government experience. Ms. Peckham is sought out and retained due to her high ethics, integrity, hands-on customer service, and unique ability to identify candidates that "fit" her client agencies and communities.

Ms. Peckham began her career in local government in the City Manager's office of the City of Naperville, Illinois, where she became familiar with all aspects of local government in the nation's fastest growing community. Ms. Peckham was then recruited to join the Executive Search practice of a leading California recruitment firm. Later, she played an integral role in creating a national search business for what became the largest recruitment practice serving local government in the country. Here, she became Regional Director overseeing Northern California and a nine-state region. In 2004, Ms. Peckham formed Peckham & McKenney, Inc. in partnership with Phil McKenney.

Ms. Peckham received a Bachelor of Science degree in Organizational Behavior from the University of San Francisco. She is a contributing member of the International City/County Management Association, Cal-ICMA, Women Leading Government, and Municipal Management Associations of Northern & Southern California. Ms. Peckham serves on the Planning Committee for the annual *Women's Leadership Summit*, at which she coordinates and leads the highly regarded Executive Roundtable Discussions with over 30 female local government leaders. In addition, Ms. Peckham was instrumental in writing the ICMA's *Job Hunting Handbook*. Over the years, Ms. Peckham has actively supported her community, and she currently volunteers her time to the Sacramento Affiliate of *Dress for Success*, which works to empower women to achieve economic independence by providing a network of support, professional attire, and the development tools to help women thrive in work and in life.

Phil McKenney, Chief Operating Officer

Phil McKenney has over 35 years' management experience and is very familiar with local government agencies, having led a county organization and having worked with numerous city governments and special districts. Mr.

McKenney began his career in the resort and hospitality industry and served as General Manager for Mattakesett Properties on the island of Martha's Vineyard. He then relocated to Keystone Resort in Colorado, which is now acknowledged as a premiere all-season resort with special recognition for its level of guest services. Mr. McKenney later took over the helm of the Summit County Chamber of Commerce as their Executive Director. This hybrid-Chamber was the only countywide organization responsible for marketing all of Summit County, Colorado, home to Breckenridge, Keystone, and Copper Mountain resorts. Through his leadership and collaborative style, and working with the cities and county within Summit County, he led the Chamber to being a readily recognized and well-respected organization within Colorado and the Western United States.

Mr. McKenney was then selected by Placer County, California to lead the merger of the North Lake Tahoe Chamber of Commerce and the North Tahoe Visitors and Convention Bureau into the North Lake Tahoe Resort Association. As Executive Director of this new county organization, he represented the Tourism industry for all of North Lake Tahoe. The Resort Association is now a proactive, nationally recognized organization whose model of governance is being replicated in numerous resort communities across the Western United States.

Mr. McKenney began his career in executive recruitment in January 2003 and has since conducted hundreds of national recruitments throughout the Western states, including Colorado, Arizona, Idaho, Wyoming, Oregon, and California. Mr. McKenney has an undergraduate degree in Recreation from Slippery Rock State College as well as a Master of Business Administration from the University of Denver.

Andrew (Drew) Gorgey, Vice President

Before joining Peckham & McKenney in December 2016, Drew Gorgey served in Colorado local government for nearly 20 years, including 11 years at the executive management level. Mr. Gorgey served as County Manager and County Attorney for Garfield County in Glenwood Springs, Colorado. Mr. Gorgey also served as First Assistant and Chief Deputy County Attorney in El Paso County, Colorado. In addition, he served as Interim City Manager for the City of Glenwood Springs. His strong skills in strategic planning and talent identification, recruitment, and retention have allowed organizations seeking continual improvement to realize their strategic planning objectives quickly and effectively.

Mr. Gorgey began his career in the resort and hospitality industry and served as a Corporate Trainer for The Broadmoor, a Forbes Five-Star and Triple A Five-Diamond Resort in Colorado Springs. Since his youth, Mr. Gorgey has been an enthusiastic student of leadership, dedicating substantial volunteer hours to leadership positions in various professional associations. The El Paso County Bar Association in Colorado Springs named Mr. Gorgey "Outstanding Young Lawyer" in 1999 and elected him one of the Association's youngest Presidents in 2003-04. Mr. Gorgey twice served the Colorado Bar Association as Vice President. He is also Past President of the Association of Colorado County Administrators. Mr. Gorgey has lectured on leadership at the American Bar Association's prestigious Bar Leadership Institute in Chicago, the Colorado Bar Association's Bar Leadership Training course (COBALT), and the Special District Association of Colorado's Leadership Academy, among others.

Mr. Gorgey has an undergraduate degree in English from the University of Colorado, as well as a Juris Doctor from the University of South Carolina School of Law.

Clay Phillips, Executive Recruiter

Mr. Phillips brings extensive experience leading a city of over 150,000 and selecting and assembling an executive team that is highly revered in the San Diego region. He recently completed 30 years of service with the City of Escondido, 12 years of which he served as City Manager. Mr. Phillips served in several capacities with the City of Escondido including Finance Director, Administrative Services Director, and Deputy City Manager prior to his appointment as City Manager. He began his career with the City of Santa Ana and soon became Deputy Finance Officer for the City of Irvine.

Mr. Phillips has served as the Chairman of the San Diego City Managers Association, and he has been a speaker and expert panelist for the League of California Cities as well as POST and California State University San Marcos. Mr. Phillips has significant experience in leadership development, financial management, economic development, and labor relations. In his capacity as City Manager, he has been involved with the recruitment and hiring of department heads in all areas of local government. Mr. Phillips received his undergraduate degree from Loma Linda University with majors in Business Management and Accounting and was recognized as the Alumnus of the Year by the School of Business in 2008. He also received his Master of Business Administration from Pepperdine University.

Ellen Volmert, Executive Recruiter

Ms. Volmert recently began her encore career in executive recruitment for cities after 36 years of local government management experience in California and Oregon. She has served as City Manager with the City of La Palma, California, Assistant City Manager with the City of Corvallis, Oregon and previous to that as Assistant to the City Manager in Baldwin Park, California and as Management Analyst in West Covina, California. Ms. Volmert brings extensive experience in executive recruitment, labor relations, human resources, risk management, communications, diversity, budgeting, and intergovernmental relations.

Ms. Volmert both leads recruitment assignments, including all assignments in the state of Oregon, and provides team support. She is a graduate of UCLA and has a Master's degree in Public Administration from Cal State Fullerton as well as maintaining credentialed city manager status from ICMA.

Joyce Johnson, Operations Manager

Ms. Johnson joined Peckham & McKenney in 2005 and serves as the firm's Office Manager. Ms. Johnson is complimented regularly on her strong customer orientation working with both clients and candidates alike. She oversees internal administration of the firm as well as directing contract administrative support in the areas of advertising and design, web posting, and duplication and mailing services. Prior to joining Peckham & McKenney, Ms. Johnson oversaw internal administration in the Western Region headquarters of two separate national management consulting and executive recruitment firms. She has over 30 years' experience in the field of administrative and executive support for all aspects of the executive recruitment process. Ms. Johnson holds an Associate of Arts degree from American River College.

Cathy West-Packard, Marketing & Design Specialist

Ms. West-Packard has provided her design and marketing skills to Peckham & McKenney Recruiters for over 25 years. She is the firm's "go-to" professional for all advertising and brochure design and creation.

Kevin Johnson, Research Assistant

Mr. Johnson has been a member of the team since 2009 and currently serves as a Research Assistant. He supports the firm's Recruiters through his research of local government agencies and networks, potential candidates, and current candidates prior to recommendation to our clients. Mr. Johnson mastered his researching abilities while obtaining a Bachelor of Arts in Economics from Willamette University.

Joyce Masterson, Research Assistant

Ms. Masterson brings nearly 30 years' experience working in the City Manager's office and as Director of Economic Development & Community Relations with the City of Escondido. She brings Peckham & McKenney extensive experience in general government administration, media relations, public information, and customer service. She has been active in various organizations over the years including the Municipal Management Assistants of Southern California and California Association of Public Information Officials. Ms. Masterson holds a Bachelor of Arts degree in Telecommunications from Brooklyn College, NY.

THE SEARCH PROCESS

While it is our intent to customize the search and project schedule to fit the agency's specific needs, the search process typically includes the following key actions:

Project Organization – Prior to beginning the recruitment process, we will be available to discuss the recruitment process, listen to specific desires and expectations, and respond to any questions or concerns. We will discuss expected parameters of the search, the search timeline, and schedule future meeting dates. At this time, the agency will also determine the extent of involvement of other individuals in the search process.

Development of Candidate Profile (on-site #1) – This phase provides for the development of a detailed Candidate Profile. We will meet individually and in groups with those individuals identified in the Project Organization phase, to discuss the current and future issues and challenges facing the San Diego LAFCO and the organization, in particular. The desired background and experience, leadership style and personality traits, skills and abilities of the ideal candidate will be discussed. We will also discuss expectations, goals, and objectives that will lead to the success of the new Executive Officer.

Recruitment – Advertisements will be placed in the appropriate industry publications and websites, and our firm will assume responsibility for presenting your opportunity in an accurate and professional manner. Full information on the position will be posted on our firm's web site as well as the agency's site. In addition, an attractive brochure will be prepared to market the organization and position to potential candidates. This brochure will be mailed to 300-400 industry professionals nationally, and it will also be available on our firm's web site. Copies of the brochure will also be made available to the agency.

The main focus of our outreach, however, will be direct phone contact with quality potential candidates. With close to 30 years of executive search experience, we have developed an extensive candidate database that is continuously utilized and updated. Our recruiting efforts will focus on direct and aggressive recruiting of individuals within the search parameters established during the Candidate Profile Development phase. We believe direct recruiting produces the most qualified candidates.

Throughout this active search process, we will regularly notify the Ad Hoc Committee of the status and share questions, concerns, and comments received from potential candidates as they consider the opportunity. By doing so, we will "team" with the Ad Hoc Committee to ensure that all issues and concerns of candidates are discussed and understood thereby eliminating "surprises" once the resume filing deadline has occurred.

As resumes are received, they will be promptly acknowledged, and we will personally respond to all inquiries. Once the resume filing deadline has passed, the Ad Hoc Committee will be once again updated on the status of the recruitment, the number of resumes received, and our intent for preliminary interviews.

Preliminary Interviews – As resumes are received, supplemental questionnaires will be sent to candidates who appear to meet the Candidate Profile. Following the resume filing deadline and a thorough review of the resumes and questionnaires received, we will conduct preliminary interviews with those individuals most closely matching the Candidate Profile. An Internet search will be conducted as well as preliminary background (credit and criminal) checks.

Recommendation of Finalists (on-site #2) – A written recommendation of finalists will be personally presented to the Ad Hoc Committee in a one- to two-hour meeting. The Committee will receive a full listing of all candidates who applied for the position, as well as the cover letters, resumes, and supplemental questionnaires of the recommended group of candidates for further consideration.

Once a group of finalists has been selected by the agency, all candidates will be notified of their status. We will prepare a finalist interview schedule and notify finalist candidates accordingly. If necessary, finalists will make their own travel

plans and reservations. It is customary that the agency reimburse finalists for round-trip airfare, car rental, and lodging necessary to attend the interviews with the Ad Hoc Committee or Board. We will confirm this with the Ad Hoc Committee at our meeting to recommend finalists.

Final Interviews/Selection (on-site #3) – During this phase, finalists will be interviewed by the Ad Hoc Committee. We will provide on-site advice and facilitation assistance during the final interview process. Interview materials, including suggested interview questions, evaluation and ranking sheets will be provided for the Committee’s convenience.

An orientation session will be held with those involved prior to the finalist interviews, and we will work with the panel through a ranking process and discussion of the finalists at the end of the day. We will assist the Committee in coming to consensus on the leading two to three finalists for further consideration, and we will provide recommendations on next steps, including additional meetings with each finalist to learn more of the “fit” they may bring.

Qualification – Once the final candidate has been selected by the Board, a thorough background check will be conducted that is compliant with the Fair Credit Reporting Act and Investigative Consumer Reporting Agencies Act. Peckham & McKenney utilizes the services of Sterling Talent Solutions, the world’s largest company focused entirely on conducting background checks. This investigation will verify professional work experience; degree verification; certifications; and criminal, civil, credit, and motor vehicle records. We encourage our clients to consider further vetting the candidate through a Department of Justice LiveScan in order to ensure that all known criminal history records (beyond seven years) are investigated.

Professional references will also be contacted, and a full report will be provided. This comprehensive process ensures that only the most thoroughly screened candidate is hired. In addition, negotiation assistance will be provided as requested by the Board.

Our ultimate goal is to exceed your expectations and successfully place a candidate who “fits” your organization’s and community’s needs now and into the future.

SEARCH SCHEDULE

This sample schedule anticipates a 14-week process. In today's competitive recruiting environment, our goal is to make the process as efficient and effective as possible. We ask that our clients work with us to identify future meeting dates, which will be published within the Candidate Profile. This will ensure that the momentum of the search process is consistent and that all parties are available in order to lead to a successful result.

<u>ACTIVITY</u>	<u>TIME FRAME</u>
I. Project Organization <ul style="list-style-type: none">• Conference call discussion of recruitment process• Formalize project schedule	Pre-Recruitment
II. Development of Candidate Profile <ul style="list-style-type: none">• On-site meeting with Agency representatives to discuss Candidate Profile• Develop Candidate Profile/Marketing Brochure and obtain approval from Agency• Develop advertising and recruiting plan	Two Weeks
III. Recruitment <ul style="list-style-type: none">• Advertise, network, and electronically post in appropriate venues• Send Candidate Profile to 300-400 industry professionals• Post opportunity on firm's web site as well as Agency's site• Search for/identify/recruit individuals within the parameters of the Candidate Profile• Respond to all inquiries and acknowledge all resumes received in a timely manner	Six Weeks
IV. Preliminary Interviews/Recommendation <ul style="list-style-type: none">• Review resumes and supplemental questionnaires• Conduct preliminary interviews with leading candidates• Conduct Internet research and credit/criminal checks• Present written recommendation of finalists to Ad Hoc Committee• Notify all candidates of search status	Three Weeks
V. Final Interviews/Selection <ul style="list-style-type: none">• Schedule finalist interviews• Design process and facilitate finalist interviews with Ad Hoc Committee• Assist Ad Hoc Committee throughout process and provide recommendations• Committee selects candidate or leading 2-3 candidates for further consideration• Board conducts second interview process.	Two Weeks
VI. Qualification <ul style="list-style-type: none">• Conduct thorough background and reference checks on leading candidate• Negotiation assistance• Exceed expectations and successfully place candidate who "fits."	One Week

PROFESSIONAL FEE AND EXPENSES

Cost of Services

Our all-inclusive fee to conduct the search process for your next Executive Officer is \$29,000. One-third of this fee is due as a retainer upon execution of the agreement. The remainder of the fee will be divided and billed in two separate, monthly invoices.

The all-inclusive fee includes professional fees and expenses. Expenses include out-of-pocket costs associated with administrative support/printing/copying/postage/materials, consultant travel, advertising, telephone/technology, and background checks (partial checks on recommended candidates; full background check on selected candidate). Additional expenses incurred due to requested additional meetings as well as full background checks on more than one candidate will be billed accordingly.

Insurance

Peckham & McKenney carries Professional Liability Insurance (\$1,000,000 limit), Commercial General Liability Insurance (\$2,000,000 General Liability, and \$4,000,000 Products) and Automobile Liability Insurance (\$1,000,000). Our Insurance Broker is Wells Fargo Insurance, Inc., Charlotte, NC, and our coverage is provided by Sentinel Insurance Company and Hiscox Insurance Co. Limited.

CLIENT REFERENCES

Please feel free to contact any of the following current and recent clients to inquire about their experience with Peckham & McKenney. In addition, we would be pleased to furnish the client contact and phone numbers for any past clients listed in the Attachment.

**City of Oceanside, CA – Assistant City Manager, Development Services; Human Resources Director
Finance Director, Fire Chief, and Development Services Director (current search)**

Robert O'Brien, Human Resources Director; or Deanna Lorson, Assistant City Manager
(760) 435-3496; robrien@ci.oceanside.ca.us

Rancho Santa Fe Association – Association Manager

Ken Markstein, Vice President, or Bob Hall, Association Manager
(858) 756-1174; Bob@rsfassociation.org

City of Escondido, CA – Assistant City Manager (2014) and City Manager (2017)

Sam Abed, Mayor, or Sheryl Bennett, Director of Administrative Services
(760) 839-4589; sbennett@escondido.org

PLACEMENT GUARANTEE AND ETHICS

Our placement record is particularly strong in that 80% of the candidates we have placed since 2010 continue in those positions today. In the unlikely event, however, that a candidate recruited and recommended by our firm leaves your employment *for any reason within the first year* (except in the event of budgetary cutbacks, promotion, position elimination, or illness/death), we agree to provide a one-time replacement at no additional charge, except expenses.

Time and again, we receive unsolicited comments from clients and candidates relating to our integrity and high ethics.

- First, we believe in honesty. No client should ever appoint an individual without being fully knowledgeable of the candidate's complete background and history. Conversely, no candidate should ever enter into a new career opportunity without full disclosure of any organizational "issues."
- We strive to keep everyone involved in a recruitment process informed of the status. Not only do we provide regular updates to our clients, but we also have a reputation for keeping our candidates posted, even to the extent of informing them as to who was eventually selected.
- As recruitment professionals, we do not recruit our placements -- *ever*. Should a placement of ours have an interest in a position for which we are recruiting, they may choose to apply. However, if they become a finalist, we ask that they speak to their supervisor (Council member or Manager) to alert them of their intent.
- We do not recruit staff from our client agencies for another recruitment during an active engagement. Nor do we "parallel process" a candidate, thereby pitting one client against another for the same candidate.
- We do not misrepresent our client list. Only those searches that we personally conducted appear on our list.
- We are retained only by client agencies and not by our candidates. While we have a reputation for being actively involved in the profession and providing training, workshops, and general advice to candidates, we represent only our clients. In addition, we *always* represent and speak of our client in a positive manner; during the recruitment engagement as well as years after.

EXECUTIVE SEARCHES CONDUCTED (2004 to PRESENT*)

(* 100's of additional searches were conducted from 1987-2004)

City/County Manager, Executive Director, and Related

Alameda County Waste Management Authority, CA	Executive Director
American Canyon, CA	City Manager
Anderson, CA	City Manager
Antioch, CA	City Manager
Arroyo Grande, CA	City Manager
Ashland, OR	City Administrator
Auburn, CA	City Manager
Basalt, CO	City Manager
Bell, CA	City Manager
Belmont, CA	City Manager
Belvedere, CA	City Manager
Benicia, CA	City Manager
Big Bear Lake, CA	City Manager
Brentwood, CA	City Manager
Brookings Economic Development Agency, SD	Executive Director
Buellton, CA	City Manager
Burbank, CA	City Manager
Burlingame, CA	City Manager
Calistoga, CA	City Manager
Campbell, CA	City Manager (2011 & 2016)
Carmel-by-the-Sea, CA	City Administrator
Centennial, CO	City Manager (2007 & 2017)
Cordillera Metropolitan District, CO	General Manager
Corvallis, OR	City Manager
Cupertino, CA	City Manager
Del Mar, CA	City Manager
Douglas County, NV	County Manager
Durango, CO	City Manager
Eagle County, CO	County Manager
El Dorado Hills Community Services District, CA	General Manager
Encinitas, CA	City Manager
Escondido, CA	City Manager
Eureka, CA	City Manager
Exeter, CA	City Administrator
Foothills Park & Recreation District, CO	Executive Director
Fort Lupton, CO	City Administrator
Galt, CA	City Manager
Garfield County, CO	County Manager
Gilroy, CA	City Administrator (2007 & 2016)
Glendora, CA	City Manager
Grand Junction, CO	City Manager
Greeley, CO	City Manager
Hayward, CA	City Manager
Hughson, CA	City Manager
Indian Wells, CA	City Manager
Incline Village General Improvement District, NV	General Manager
Ketchum, ID	City Administrator
La Plata County, CO	County Manager
La Quinta, CA	City Manager
La Palma, CA	City Manager
Lone Tree, CO	City Manager
Manitou Springs Chamber of Commerce, CO	Chief Operating Officer
Martinez, CA	City Manager

Midpeninsula Regional Open Space District, Los Altos, CA	General Manager
Mill Valley, CA	City Manager
Milpitas, CA	City Manager
Moraga, CA	Town Manager
Mountain House Community Services District, CA	General Manager
Mountain Village, CO	Town Manager
North Lake Tahoe Public Utility District, CA	General Manager (2004 & 2007)
Novato, CA	City Manager
Palmdale, CA	City Manager (2011 & 2015)
Palos Verdes Estates, CA	City Manager (2007 & 2013)
Park City Municipal Corporation, UT	City Manager
Piedmont, CA	City Administrator
Pleasant Hill, CA	City Manager
Point Arena, CA	City Manager
Portola Valley, CA	Town Manager
Public Agency Risk Sharing Authority of California	General Manager/CEO (2004 & 2016)
Rancho Murieta Community Services District, CA	General Manager
Rancho Santa Fe Association, CA	Chief Administrative Officer
Redlands, CA	City Manager
Redwood City, CA	City Manager
Rohnert Park, CA	City Manager
San Clemente, CA	City Manager
San Mateo County, CA	County Manager
Santa Clara, CA	City Manager
Santa Clara County Open Space Authority, San Jose, CA	General Manager
Sea Ranch Association, CA	Community Manager
Sedona, AZ	City Manager (2008 & 2014)
Sierra Madre, CA	City Manager
Snowmass Village, CO	Town Manager (2006 & 2013)
Solana Beach, CA	City Manager
Sonoma, CA	City Manager
South Suburban Parks & Recreation District, CO	Executive Director
St. Helena, CA	City Manager
Steamboat Springs, CO	City Manager (2005 & 2008)
Teton County, WY	County Administrator
Tracy, CA	City Manager (2007 & 2014)
Tulare, CA	City Manager (2005 & 2011)
Walnut Creek, CA	City Manager
Waterford, CA	City Administrator
West Sacramento, CA	City Manager
Windsor, CO	Town Manager
Winter Park, CO	Town Manager
Woodside, CA	Town Manager
Yakima Regional Clean Air Authority, WA	Executive Director/Air Pollution Contl Officer
Yolo County, CA	County Administrator

Assistant City/County Manager and Deputy Manager

Arvada, CO	Deputy City Manager
Atherton, CA	Assistant City Manager
Carlsbad, CA	Assistant City Manager
Concord, CA	Assistant City Manager
Contra Costa County, CA	Chief Assistant County Administrator (2 Positions)
Daly City, CA	Assistant City Manager
Douglas County, CO	Deputy County Manager
Douglas County, NV	Assistant County Manager
Escondido, CA	Assistant City Manager
Foster City, CA	Assistant City Manager

Fremont, CA
Gilroy, CA
Hayward, CA
Midpeninsula Regional Open Space District, Los Altos, CA
Oceanside, CA
Pacifica, CA
Palo Alto, CA
Placer County, CA
Porterville, CA
Sacramento County, CA
San Clemente, CA
San Pablo, CA
San Rafael, CA
South Lake Tahoe, CA
Tracy, CA

Assistant City Manager
Assistant City Administrator
Assistant City Manager (2006, 2010 & 2016)
Assistant General Manager (2 Positions)
Assistant City Manager, Development Services
Assistant City Manager
Assistant City Manager
Assistant Chief Executive Officer
Deputy City Manager
Assistant County Administrator
Assistant City Manager
Assistant City Manager
Assistant City Manager (2006 & 2015)
Assistant City Manager
Assistant City Manager (2007 & 2015)

City Attorney/Legal Counsel

Antioch, CA
Archuleta County, CO
Ashland, OR
Brisbane, CA
Burlingame, CA
Eureka, CA
Garfield County, CO
Hayward, CA
Mesa County, CO
Midpeninsula Regional Open Space District, Los Altos, CA
Milpitas, CA
Mountain Village, CO
Pleasanton, CA
Redwood City, CA
Richmond, CA
San Bruno, CA
San Pablo, CA
Simi Valley, CA
South Lake Tahoe, CA
Yolo County, CA

City Attorney (2005 & 2015)
County Attorney
City Attorney
City Attorney (contract services)
City Attorney (2008 & 2012)
City Attorney
County Attorney
City Attorney
County Attorney
County Attorney
General Counsel
Assistant City Attorney
Town Attorney
City Attorney
City Attorney
City Attorney
City Attorney
City Attorney
City Attorney
City Attorney
County Counsel

Community Development/Planning/Economic Development

Alameda, CA
Alhambra, CA
Ashland, OR
Bell, CA
Beverly Hills, CA
Burbank, CA
Concord, CA
Dana Point, CA
Delano, CA
Elk Grove, CA
Fremont, CA
Fremont, CA
Hayward, CA
Hayward, CA
Jefferson County, CO
Laguna Niguel, CA
Livermore, CA

Economic Development Manager
Director of Development Services
Community Development Director
Community Development Director
Community Development Director
Community Development Director
Principal Planner
Community Development Director
Economic Development Manager
Economic Development Director
Deputy Director of Community Development
Deputy Redevelopment Agency Director, Housing
Community Development Director
Economic Development Manager
Planning & Development Director
Director of Community Development
Economic Development Director

Long Beach, CA
Long Beach, CA
Martinez, CA
Milpitas, CA
Mountain Village, CO
North Tahoe Public Utility District, CA
Novato, CA
Oceanside, CA
Pacifica, CA
Pacific Grove, CA
Palo Alto, CA
Pittsburg, CA
Placer County, CA
Rancho Santa Margarita, CA
Reno, NV
San Bruno, CA
San Clemente, CA
San Clemente, CA
San Mateo, CA
San Pablo, CA
San Rafael, CA
Santa Clara County, CA
Santa Rosa, CA
Seaside, CA
Seaside, CA
South Lake Tahoe, CA
St. Helena, CA
Stockton, CA
Teton County, CO
Vail, CO
Walnut Creek, CA
Walnut Creek, CA
Windsor, CA
Winters, CA
Yuba City, CA

Deputy Director, Development Services
Planning Bureau Manager, Development Services
Community Development Director
Director of Planning & Neighborhood Services
Director of Community Development & Housing
Planning & Engineering Manager
Community Development Director
Development Services Director
Planning Director
Community/Economic Development Director
Development Services Director
Community Development Director/City Engineer
Community Development Resources Agency Director
Development Services Director
Redevelopment Administrator
Community Development Director
Community Development Director
Economic Development & Housing Director
Economic Development Manager
Assistant to the City Manager, Economic Development
Community Development Director
Director, Planning & Development
Planning & Economic Development Director
Planning Services Manager
Redevelopment Services Manager
Development Services Director
Planning & Community Improvement Director
Community Development Director
Planning & Development Director
Director of Community Development
Economic Development Manager
Planning Manager
Community Development Director
Community Development Director
Development Services Director

Public Works/Engineering and Related

Ashland, OR
Aurora Water, CO
Benicia, CA
Benicia, CA
Big Bear Lake, CA
Carlsbad, CA
Concord, CA
Fremont, CA
Galt, CA
Gilroy, CA
Greeley, CO
Greeley, CO
Greenfield, CA
Hayward, CA
Jefferson County, CO
Louisville, CO
Mariposa County, CA
Milpitas, CA
Pacifica, CA
Pacifica, CA

Public Works Director
Director of Water
Land Use & Engineering Manager
Public Works Director
Assistant General Manager, Dept. of Water & Power
Deputy Public Works Director
Infrastructure Maintenance Manager
Manager of Maintenance Operations
Public Works Director
Building Field Services Manager
Public Works Director
Water & Sewer Director
Public Works Director
Director of Public Works
Airport Manager
Public Works Director
Public Works Director
Public Works Director/City Engineer
Deputy Director, Public Works
Deputy Director, Wastewater Treatment

Port San Luis Harbor District, CA
Sacramento County, CA
San Jose, CA
San Leandro, CA
San Pablo, CA
San Rafael, CA
Santa Clara, CA
South Lake Tahoe, CA
Steamboat Springs, CO

Facilities Manager
Associate Civil Engineer
General Services Director
Engineering & Transportation Director
City Engineer
Public Works Director
Assistant Director of Water/Sewer Utilities
Public Works Director
Public Works Director

Finance Director/Controller/Treasurer

Alhambra, CA
American Canyon, CA
Arvada, CO
Atherton, CA
Aurora, CO
Azusa, CA
Bell, CA
Brentwood, CA
Daly City, CA
Durango, CO
Encinitas, CA
Fairfield, CA
Fairfield, CA
Greeley, CO
Hayward, CA
La Quinta, CA
Marin County, CA
Milpitas, CA
Modesto, CA
Oceanside, CA
Orange County Fire Authority, CA
Orange County Fire Authority, CA
Pacific Grove, CA
Pasadena, CA
Pittsburg, CA
Rancho Cordova, CA
Reno, NV
San Mateo, CA
San Mateo, CA
Santa Clara, CA
Santa Clarita, CA
Seaside, CA
Silverthorne, CO
Sonoma, CA
South Lake Tahoe, CA
Steamboat Springs, CO
San Mateo County, Office of Superior Court, CA
Winter Park, CO

Finance Director
Administrative Services Director
Director of Finance
Finance Director
Finance Director
Director of Finance
Finance Director
City Treasurer/Administrative Services Director
Director of Finance
Finance Director
Finance Director
Director of Finance
Assistant Director of Finance
Finance Director
Director of Finance/CFO (2006 & 2017)
Finance Director
Assistant Director of Finance
Finance Director
Director of Finance
Director of Finance
Assistant Chief, Business Services
Treasurer
Finance Director
Accounting Manager
Finance Director
Assistant Finance Director
Finance Director
Finance Director
Deputy Director of Finance
Accounting Division Manager
Finance Manager
Financial Services Manager
Director of Finance/Administrative Services
Finance Director
Administrative Services Director
Finance Director
Finance Director
Finance Director

Public Safety/Law Enforcement

Alhambra, CA
Alhambra, CA
Antioch, CA
Atherton, CA
Bell, CA

Chief of Police
Fire Chief
Police Chief
Police Chief
Police Chief

Beverly Hills, CA
Contra Costa County, CA
Eureka, CA
Galt, CA
Gilroy, CA
Hayward, CA
Lone Tree, CO
Lone Tree, CO
Los Altos, CA
Menlo Park, CA
Milpitas, CA
Oceanside, CA
Porterville, CA
San Pablo, CA
San Pablo, CA
San Rafael, CA
Santa Monica, CA
Silverthorne, CO
Sonoma Valley Fire & Rescue District, CA
Springfield, OR
Vail, CO

Police Chief
Chief Probation Officer
Police Chief
Police Chief
Fire Chief
Fire Chief
Patrol Operations Commander
Police Chief
Police Captain
Police Chief
Police Chief
Fire Chief
Chief of Police
Police Chief
Police Commander
Chief of Police
Police Chief
Police Chief
Fire Chief
Police Chief
Fire Chief

Human Resources/Personnel

Anaheim, CA
Belmont, CA
Benicia, CA
Brentwood, CA
Brookings, SD
Concord, CA
Eagle County, CO
Emeryville, CA
Encinitas, CA
Folsom, CA
Hayward, CA
Jefferson County, CO
Lakewood, CO
Mariposa County, CA
Midpeninsula Regional Open Space District, CA
Oceanside, CA
Pacific Grove, CA
Palo Alto, CA
Porterville, CA
Rancho Cucamonga, CA
Rancho Santa Margarita, CA
Redwood City, CA
San Bruno, CA
San Clemente, CA
San Rafael, CA
Seaside, CA
Silverthorne, CO
South Lake Tahoe, CA

Human Resources Director
Human Resources Director
Human Resources Manager
Human Resources Director
Director of Human Resources
Human Resources Director
Director of Human Resources
Human Resources Director
Human Resources Manager
Human Resources Director
Human Resources Director
Human Resources Director
Employee Relations Director
Human Resources Director/Risk Manager
Manager of Administration/Human Resources
Human Resources Director
Human Resources Manager
Chief People Officer
Administrative Services Manager
Director of Human Resources
Human Resources/Risk Management Administrator
Human Resources Director
Human Resources Director
Human Resources Manager
Human Resources Director
Personnel Services Manager
Human Resources Director
Human Resources Manager

Parks & Recreation

Anaheim, CA
Bell, CA
Lafayette, CA

Director of Community Services
Community Services Director
Director of Parks & Recreation

Oxnard, CA
Pacifica, CA
Palo Alto, CA
Piedmont, CA
Pleasanton, CA
Roseville, CA
San Clemente, CA
Tracy, CA

Cultural & Community Services Director
Director of Parks, Beaches & Recreation
Community Services Director
Recreation Director
Director of Parks & Community Services
Parks, Recreation & Libraries Director
Director of Beaches, Parks & Recreation
Parks & Community Services Director

City/County Clerk

Hayward, CA
Long Beach, CA
Midpeninsula Regional Open Space District, CA
Midpeninsula Regional Open Space District, CA
Mountain View, CA
Palo Alto, CA
Rancho Santa Margarita, CA
San Mateo, CA
Walnut Creek, CA

City Clerk
City Clerk
Clerk of the Board
Public Affairs Manager
City Clerk
City Clerk
City Clerk
City Clerk
City Clerk

Library Director

Boulder, CO
Hayward, CA
Huntington Beach, CA
Palo Alto, CA

Library Director
Library Director
Library Director
Library Director

Information Technology

Fremont, CA
Jefferson County, CO
San Mateo County, Office of Superior Court, CA
San Mateo County, Office of Superior Court, CA

Information Services Technology Director
Information Technology Director
Information Technology Director
Court Information Technology Manager

Human Services

Douglas County, CO
Eagle County, CO
Mariposa County, CA
Washington County, OR

Human Services Director
Director of Human Services
Public Health Officer
Director of Health & Human Services

RECRUITMENT OF EXECUTIVE OFFICER
SAN DIEGO LAFCO

SEARCH SCHEDULE

<u>ACTIVITY</u>	<u>TIME FRAME</u>
I. Project Organization <ul style="list-style-type: none"> • Conference call discussion of recruitment process • Formalize project schedule 	Pre-Recruitment
II. Development of Candidate Profile <ul style="list-style-type: none"> • On-site meeting with Agency representatives to discuss Candidate Profile • Develop Candidate Profile/Marketing Brochure and obtain approval from Agency • Develop advertising and recruiting plan 	May 15–19
III. Recruitment <i>(Filing deadline: June 26, 2017)</i> <ul style="list-style-type: none"> • Advertise, network, and electronically post in appropriate venues • Send Candidate Profile to 300-400 industry professionals • Post opportunity on firm’s web site as well as Agency’s site • Search for/identify/recruit individuals within the parameters of the Candidate Profile • Respond to all inquiries and acknowledge all resumes received in a timely manner 	May 22–June 26
IV. Preliminary Interviews/Recommendation <ul style="list-style-type: none"> • Review resumes and supplemental questionnaires • Conduct preliminary interviews with leading candidates • Conduct Internet research and credit/criminal checks • Present written recommendation of finalists to Committee Task Force • Notify all candidates of search status 	June 27–July 14
V. Final Interviews/Selection <ul style="list-style-type: none"> • Schedule finalist interviews • Design process and facilitate finalist interviews with Committee • Assist Committee throughout process and provide recommendations • Committee selects candidate or leading 2-3 candidates for further consideration • Board conducts second interview process. 	July 17–July 28
VI. Qualification <ul style="list-style-type: none"> • Conduct thorough background and reference checks on leading candidate • Negotiation assistance • Exceed expectations and successfully place candidate who “fits.” 	July 31–August 4