



ATTACHMENT A - PROPOSAL COVER PAGE AND CHECKLIST

Respondent Name: Alliance Resource Consulting LLC

Respondent Address: 1 Centerpointe Drive, Suite 440; La Palma, CA 90623

By submitting this response, the undersigned hereby affirms and represents that they have reviewed the proposal requirements and have submitted a complete and accurate response to the best of their knowledge. By signing below, I hereby affirm that the respondent has reviewed the entire RFP and intends to follow all requirements.

Respondent specifically acknowledges the following facts:

1. Respondent has the required technical expertise and has sufficient capacity to provide the services outlined in the RFP.
2. Respondent has no unresolved questions about the RFP and believes that there are no ambiguities in the scope of work.
3. The fee schedule or price proposal sent in response to the RFP is for the entire scope of work and no extra charges or expenses will be paid by the Plans.
4. Respondent has completely disclosed to the Plans all facts bearing upon any possible interests, direct or indirect, that Respondent believes any member of the Plans, or other officer, agent, or employee of the Plans presently has, or will have, in this contract, or in the performance thereof, or in any portion of the profits thereunder.
5. Materials contained in proposals and all correspondence and written questions sent during the RFP process may be subject to disclosure pursuant to the Act.
6. Respondent is not currently under investigation by any state or federal regulatory agency for any reason.
7. The signatory below is authorized to bind the respondent contractually.

Signed: 

Date: December 7, 2023

Title: Founding Partner

1 CENTERPOINTE DRIVE, SUITE 440
LA PALMA, CALIFORNIA 90623
Tel: (562) 901-0769 Fax: (562) 901-3082

Website: www.allianceRC.com E-mail: info@allianceRC.com
<http://twitter.com/GoAllianceRC>
Facebook: Alliance Resource Consulting LLC



**Chief Executive Officer
San Jose Police and Fire Department
Retirement Plan and Federated City
Employees' Retirement System**

December 7, 2023

VIA PORTAL

Greetings:

Alliance Resource Consulting is pleased to submit this proposal to assist the City of San Jose Police and Fire Department Retirement Plan and Federated City Employees' Retirement System in its efforts to recruit and screen candidates for the Chief Executive Officer position. Enclosed is our proposal which outlines how we would partner with the City of San Jose Police and Fire Department Retirement Plan and Federated City Employees' Retirement System to recruit talented individuals for the position within your desired timeframe.

Our motto is "The Power of Partnership." We take this seriously and have built our reputation on providing services of the highest quality. Since 2004, we have placed more than 700 well-qualified individuals at a variety of organizations. We are a minority and female-owned company with an outstanding record of diversity outreach and placement.

We are excited about the prospect of working with you on this important assignment. Please let us know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Sherrill Uyeda", written in a cursive style.

Sherrill Uyeda
Founding Partner

1. Firm Organization and Background

A. Please provide a short introduction and executive summary of not more than two pages which includes the name, address, telephone number, email address and facsimile number of the person authorized to represent the Respondent with respect to all notices, negotiations, discussions and other communications relating to this RFP, to any further selection process, and to negotiations related to a contract for the services described in this RFP.

Since 2004, Alliance Resource Consulting has been committed to providing clients with the highest caliber of service in the industry. Our team utilizes highly effective networking and state-of-the-art technology to achieve positive results with every recruitment. We are based out of La Palma, California, and have consultants in Palo Alto, California; Tallahassee, Florida; and Seattle, Washington.

Main contact is Sherrill Uyeda (who is based out of the Bay Area) -

Address: 1 Centerpointe Drive, Suite 440; La Palma, CA 90623

Telephone Number: (562) 901-0769 x 331

Email Address: suyeda@alliancerc.com

B. Please provide narrative statements which demonstrate that Respondent meets the minimum qualifications set forth in Section 3. Narrative statements should not exceed three pages and should address the following:

i. years of experience conducting executive searches

Since 2004, we have placed more than 700 well-qualified individuals at a variety of organizations.

ii. identify and describe the experience of at least two firm staff who are propose to provide services under this RFP, each of whom has at least ten (10) years of experience in recruitment of executive staff for public pension clients

Sherrill Uyeda and Cindy Krebs will work on this recruitment.

Sherrill has over twenty years of public sector executive search experience. She began her career in executive search in 1998 and from 1999 to 2004, Sherrill was an executive search consultant with MAXIMUS, a leading government consulting firm which assists state, federal and local governments. In 2004, along with Eric J. Middleton, she founded Alliance Resource Consulting LLC.

Since 2007, Sherrill has been active in public sector pension recruitments. She fosters an environment of frequent communication to both clients and candidates and transparent and ethical recruitments on a timely basis. Her leadership and collaborative skills have led to an impressive hiring and retention rate.

Sherrill's track record of recruiting high-profile government executives across the nation in various industries include: city and county management, transportation, utilities, human resources, library services, building and planning, economic development and pension and retirement systems. Past clients for nationwide recruitments have included the City/County of San Francisco (CA), the County of Los Angeles (CA), Arlington County (VA), Broward County (FL), the City of Atlanta (GA), the City of Alexandria (VA), the City of Boston (MA), the City of Dallas (TX), and the City of San José (CA). Past retirement systems, she has recruited for are: Contra Costa County Employees Retirement Association, Fresno County Employees Retirement Association, Kern County Employees Retirement Association, Marin County Employees Retirement Association, Santa Barbara County Employees Retirement System, and Sonoma County Employees Retirement Association.

Additional areas of expertise include: facilitating community forums and outreach meetings, conducting multi-lingual citizen surveys and compensation and benefits negotiations. Sherrill 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 a member of the Society for Human Resources Management.

Cindy has worked with Alliance Resource Consulting since 2012. In that time, she has helped to place more than 250 well-qualified individuals in leadership positions at utility districts, public retirement systems, non-profit organizations, cities, and counties, cultivating countless professional relationships along the way.

Previously, Cindy served in a number of high profile positions that benefited from her excellent project management, communication, leadership, and organizational skills. Known as a creative problem solver and consensus builder, Cindy is highly adept at working with executives, managers, support staff, Board members, and community groups. Cindy holds Bachelor of Art degrees in Communications and Spanish. She is also a graduate of CORO's Orange County Leadership program. Cindy is a dedicated community volunteer who loves spending time with her family and friends, participating in outdoor activities, pursuing creative endeavors, and learning.

iii. identify at least two public pension plan clients for which Respondent successfully recruited executive professionals in the last five years (please include the name, title and contact information for each reference and please note that references may be checked at any point during the RFP process).

San Luis Obispo County Pension Trust

Name: Carl Nelson, CFA
Title: Executive Director and Chief Investment Officer
Phone #: (805) 781-5465
Email: CNelson@co.slo.ca.us

Marin County Employees' Retirement Association

Name: Jeff Wickman
Title: Retirement Administrator
Phone #: (415) 473-3733
Email: jwickman@marincounty.org

Merced County Employees' Retirement Association

Name: Kristen Santos
Title: Plan Administrator
Phone #: (209) 726-2724
Email: Kristen.Santos@countyofmerced.com

C. Please provide an overall description of Respondent's firm, including the following:

i. Respondent's organizational structure, e.g., corporation, partnership, limited liability company)

Limited Liability Company

ii. ownership structure

Sherrill Uyeda - 75% / Larry Uyeda 25%

iii. years in existence

Since 2004 - 19 years

iv. years of experience conducting executive searches

Sherrill Uyeda has over twenty years of public sector executive search experience.

v. financial condition

Alliance Resource Consulting has maintained its solid financial health since 2004.

vi. total number of employees

We have four recruiters, two research consultants and one admin support.

vii. headquarters and regional office locations, including the number of firm staff at each location who provide executive search services relevant to this RFP

We are based out of La Palma, California, and have consultants in Palo Alto, California; Tallahassee, Florida; and Seattle, Washington.

D. Briefly describe each firm staff member who may be assigned to provide services under this RFP, including for each staff member:

i. location of office

La Palma Office - 1 Centerpointe Drive, Suite 440; La Palma, CA 90623

ii. title and role within Respondent's firm

Sherrill Uyeda, Founding Partner and Cindy Krebs, National Director

iii. number of years with Respondent's firm

Sherrill Uyeda - 19 years

Cindy Krebs - 11 years

iv. years of experience providing executive search services

Sherrill Uyeda and Cindy Krebs have over twenty years of public sector executive search experience.

v. expected role and any specialized expertise

Both Sherrill and Cindy have enjoyed a strong and consistent track record working with your executives throughout the City. They also have significant experience working with both boards who oversee the City's retirement system.

vi. relevant public pension executive searches within the past five years

- Alameda County Employees Retirement Association - Chief Counsel
- Alameda County Employees Retirement Association - Assistant Chief Executive Officer
- Alameda County Employees Retirement Association - Assistant Chief Executive Officer, Benefits
- Fresno County Employees' Retirement Association - Assistant Retirement Administrator
- Los Angeles County Employees Retirement Association - Chief Executive Officer
- Los Angeles County Employees Retirement Association - Deputy Chief Executive Officer
- Los Angeles County Employees Retirement Association - Assistant Executive Officer
- Los Angeles County Employees Retirement Association - Chief, Information Technology
- Los Angeles County Employees Retirement Association - Information Security Officer
- Marin County Employees' Retirement Association - Assistant Retirement Administrator
- Mendocino County Employees' Retirement Association - Chief Executive Officer
- Merced County Employees' Retirement Association - Chief Retirement Investment Officer
- Sacramento County Employees' Retirement System - Chief Operations Officer
- San Bernardino County Employees' Retirement Association - Chief Financial Officer
- San Bernardino County Employees' Retirement Association - Chief of Member Services
- San Bernardino County Employees' Retirement Association - Staff Counsel
- San Bernardino County Employees' Retirement Association - Investment Officer
- San Diego County Employees Retirement Association - Chief Executive Officer
- San Luis Obispo County Pension Trust - Executive Director
- Stanislaus County Employees' Retirement Association - Executive Director

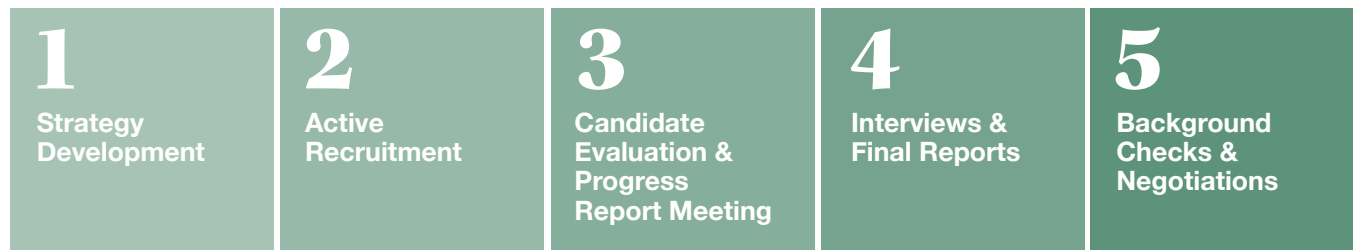
2. Executive Search Methodology

A. Please provide a description of the firm's recruitment methodology to conduct executive searches.

Alliance Resource Consulting believes that the best way to assist you is to handle all the details of the recruitment process for you. Our objective is to find you qualified candidates that shine – and we do that while working within your expectations and guidelines.

We act as an extension of your organization

Our recruitment approach includes:



Strategy Development

We will interview members of the Search Committee and other client contacts to obtain a detailed understanding of the position, key goals and challenges, and organizational culture. Then we will summarize our findings and submit a Recruitment Profile to you for approval. Once approved, the Recruitment Profile will be sent to potential candidates with authorized information about the organization and the position.

Active Recruitment

Once you have approved the Recruitment Profile, we will actively seek out individuals who meet your expectations.

Our hands-on approach ensures successful outcomes

We will place advertisements in professional journals and online sites because, even today, ads can be an effective means of attracting quality applicants. However, our experience has proven that extra work is often needed to attract the most competitive candidates — they must be sought out and encouraged to explore new opportunities.

To generate a high level of interest in your organization and the position you want to fill, we will conduct thorough research to identify a strong bench of prospective candidates. Then we will reach out to each of them individually via mail, email, social media, and telephone to promote the job and answer any questions they may have. As the application deadline approaches, we will do a final round of follow-up to our target list of candidates to inspire them to pursue the opportunity.

As a matter of corporate policy, we do not discriminate against any applicant on the basis of race, religion, creed, age, color, marital status, sex, sexual identity, gender preference, disability, medical condition, veteran status, or national origin.

Candidate Evaluation & Progress Report Meeting

We will review, acknowledge, and evaluate all applications received. We will conduct screening interviews with the most promising candidates. We will complete article and social media checks.

When we have completed our candidate evaluation, which is typically a week after the resume deadline, we will send you a progress report that includes the leading candidates' application materials. Then we will schedule a meeting with you to walk through the progress report. The purpose here is two-fold: One, you will have the opportunity to review the candidates and select the individuals you would like to interview. Two, we have a chance to learn how your thoughts about the ideal candidate may have evolved during the recruitment process.

Interviews & Final Reports

▶ Candidate Practice Interviews

We will host practice interviews with the candidates on your shortlist. This is an opportunity for us to provide general coaching and feedback to the candidates to ensure they are well-prepared for their interviews with you. We will not share your interview questions with them.

▶ Preliminary Interview & Final Reports

We will schedule the candidates for preliminary interviews with your organization. You will be responsible for identifying and confirming the availability of the interview panelists. When all the candidates' interview times have been confirmed, we will send confidential final reports to the interview panelists so they can familiarize themselves with the candidates' qualifications before the interviews. Interviews can be conducted on-site or virtually. Either way, we will be present on the day of to facilitate the process from start to finish.

▶ Final Interviews

You will be responsible for scheduling follow-up interviews with the candidates who are shortlisted after the preliminary interviews. Upon request and depending on our availability, we may provide support for this step.

Background Checks & Negotiations

▶ Background Checks

In the interest of providing as complete a picture as possible of your top candidate, Alliance will partner with reputable, reliable outside companies who specialize in completing education verifications and conducting civil, criminal, motor vehicle record, and credit checks. In addition, our in-house team will complete 360-degree (supervisor, peer, and subordinate) reference checks for your top candidate. The findings of these efforts will be presented to you in two separate, confidential reports and no extra charge.

▶ Negotiations

As a final step in the recruitment process, we will support you as you negotiate with your top candidate. The goal will be to develop an employment agreement that is acceptable to all parties which creates a solid foundation for future success.

B. Please describe the average time taken to perform a typical executive search supported by a typical timeline listing typical milestones and their time to completion. Please consider that the searches may include discussions/approvals at public meetings at various key milestones of the process.

Our timelines vary and are customized for each client recruitment. Here is a sample anticipated timeline:

January 8, 2024 - Start Meeting with members of the Boards
January 15, 2024 - Draft Recruitment Brochure submitted to Client for approval
January 19, 2024 - Recruitment opens and advertisements placed
February 19, 2024 - Resume Deadline
Week of March 4, 2024 - Progress Meeting with Boards
Week of March 18, 2024 - First round of client interviews

C. Please describe your strategies proposed for the recruitment process, including a discussion of the geographic scope of the recruitment process and strategies for recruiting candidates.

At the start of each recruitment, we establish an anticipated timeline in coordination with our client contact. We track progress and coordinate our efforts internally through weekly staff meetings every Monday morning during which all recruitments are discussed and also through frequent, informal communication. In addition, individual consultants provide weekly or bi-weekly recruitment updates via memo form to their client contacts.

We will do the following:

- Partner with you and act as an extension of your organization.
- Define a recruitment strategy and timeline, develop a recruitment profile and attract/research prospective candidates.
- Conduct a multi-layered candidate screening analysis on the applicants.
- Communicate frequently and on-time with both the client and candidates.

Typically, our recruitments are broken into four main phases:

1. Assessment Phase – strategy development
2. Active Recruitment – network, casting wide net
3. Candidate Evaluation-candidate review and screening
4. Client Interviews – face to face with finalists

D. Recommendations as to methods of interviewing and vetting the candidates and which your firm have found to be most successful.

We have found our multiple rounds of candidate screening and review have been instrumental in recommending the most qualified candidates. We also conduct news articles and social media checks prior to our Progress Meeting. Our firm also conducts preliminary reference checks before our candidates are interviewed by our clients.

E. The scope and nature of the background search: who should conduct it and who should be contacted?

Our firm conducts credit, criminal, civil litigation and motor vehicle record checks as well as degree and certification checks via HireRight. Our consultants directly interview former supervisors, peers and subordinates. These interviews are summarized in an Evaluation Report Summary for the client to review. As this is a C-level position, we would also recommend contacting board members as references.

F. Whether or not your services would include drafting and negotiating the employment agreement on behalf of the JPC.

Our firm often assists negotiating employment agreements and takes on the role of mediator.

3. Executive Search Experience

A. Provide a complete listing of the firm's executive searches for high-level executives for public pension plans during the last five years. Please provide the names, positions and contact information of persons working at these cities who we could contact to obtain information about the results of your recruitment efforts on their behalfs.

- Alameda County Employees Retirement Association - Chief Counsel
- Alameda County Employees Retirement Association - Assistant Chief Executive Officer
- Alameda County Employees Retirement Association - Assistant Chief Executive Officer, Benefits
- Fresno County Employees' Retirement Association - Assistant Retirement Administrator
- Los Angeles County Employees Retirement Association - Chief Executive Officer
- Los Angeles County Employees Retirement Association - Deputy Chief Executive Officer
- Los Angeles County Employees Retirement Association - Assistant Executive Officer
- Los Angeles County Employees Retirement Association - Chief, Information Technology
- Los Angeles County Employees Retirement Association - Information Security Officer
- Marin County Employees' Retirement Association - Assistant Retirement Administrator
- Mendocino County Employees' Retirement Association - Chief Executive Officer
- Merced County Employees' Retirement Association - Chief Retirement Investment Officer
- Sacramento County Employees' Retirement System - Chief Operations Officer
- San Bernardino County Employees' Retirement Association - Chief Financial Officer
- San Bernardino County Employees' Retirement Association - Chief of Member Services
- San Bernardino County Employees' Retirement Association - Staff Counsel
- San Bernardino County Employees' Retirement Association - Investment Officer
- San Diego County Employees Retirement Association - Chief Executive Officer
- San Luis Obispo County Pension Trust - Executive Director
- Stanislaus County Employees' Retirement Association - Executive Director

Alameda County Employees' Retirement Association

Name: Dave Nelsen
Title: Chief Executive Officer
Phone #: (510) 628-3000
Email: dnelsen@acera.org

Marin County Employees' Retirement Association

Name: Jeff Wickman
Title: Retirement Administrator
Phone #: (415) 473-3733
Email: jwickman@marincounty.org

Sonoma County Employees' Retirement Association

Name: Julie Wyne
Title: Chief Executive Officer
Phone #: (707) 565-8103
Email: julie.wyne@sonoma-county.org

B. List all executive searches commenced over the past five years which will not be completed with an explanation.

We have two recruitments in the past five years that were not completed. One was your Debt Administrator (2022 to 2023) recruitment for the Department of Finance. We recruited three times and successfully found a finalist. However, each time an offer was presented, the candidate declined. The Department ended up using a new recruiter for the 4th round. The other recruitment was the Human Resources Analyst (2022) for the Coachella Valley Water District. Over the course of the recruitment process, the District changed the scope of the role and decided to not fill the position.

C. Provide a list of all City of San Jose executive search engagements within the past 10 years, if any.

- Administrative Officer, Finance & Parks/Recreation Department
- Assistant Chief Information Officer
- Assistant City Manager
- Assistant Director of Information Technology
- Assistant Director of Planning, Building and Code Enforcement
- Assistant Fire Chief
- Assistant to the Director (Finance)
- Benefits Manager
- Chief Investment Officer
- Chief of Staff, District 7
- City Auditor
- City Clerk
- Debt Administrator
- Deputy City Manager
- Deputy City Manager - Temp
- Deputy Director, Climate Smart SJ
- Deputy Director, Code Enforcement
- Deputy Director, Debt & Treasury Management
- Deputy Director, Environmental Services Department
- Deputy Director of Account Management, Marketing, and Communications
- Deputy Director of Administrative Services, Fire Department
- Deputy Director of Finance, Accounting
- Deputy Director of Finance, Controller
- Deputy Director of Finance, Revenue Management
- Deputy Director of Human Resources
- Deputy Director of Power Resources
- Deputy Director of Public Works – Wastewater
- Director of Finance
- Director of Community Energy
- Director of Human Resources
- Director of Planning
- Division Manager, Homeless Solutions
- Division Manager, Rent Stabilization
- Fire Chief
- Housing Policy & Planning Administrator, Production
- Intergovernmental Relations Director
- Planning Official
- Principal Investment Officer
- Principal Power Resources Specialist
- Public Works Director
- Regulatory & Legislative Policy Division Manager
- Retirement Chief Investment Officer
- Senior Development Officer, Affordable Housing
- Senior Power Resources Specialist

D. Provide links or examples of several recruitment brochures and marketing materials.

San Luis Obispo County Pension Trust - Executive Director: <https://www.alliancerc.com/wp-content/uploads/2023/06/SLOCPT-Executive-Director-Profile-FINAL.pdf>

AC Transit - Retirement System Manager: <https://www.alliancerc.com/wp-content/uploads/2022/09/AC-Transit-Retirement-System-Manager-Profile-FINAL.pdf>

Marin County Employees' Retirement Association - Assistant Retirement Administrator: <https://www.alliancerc.com/wp-content/uploads/2022/12/MCERA-ARA-Profile-FINAL.pdf>

4. Miscellaneous

A. Please discuss any additional information that Respondent would like the JPC to know about Respondent that may impact consideration of Respondent as a potential service provider to the Plans.

Projected Timeline

This is a sample recruitment schedule. We can happily modify this timeline to meet your needs:

Week 1	Meet with the appropriate individuals to gather background information.
Week 2-3	Develop and obtain approval for the Recruitment Profile. Develop a list of potential candidates to target. Prepare and place advertisements, if desired.
Week 4-7	Active recruitment — solicit, receive, and acknowledge resumes.
Week 8-9	Evaluate resumes and gather supplemental information. Submit progress report and meet to review leading candidates.
Week 10	Interview the most qualified candidates.
Week 11	Submit final report and initiate the interview process.
Following Interviews	Verify degrees and certifications of the top candidate. Check references and conduct criminal litigation, civil litigation, motor vehicle record and, if appropriate for the position, credit checks. Assist with negotiations.

Alliance Summary

We are dedicated to providing our clients AND candidates an ethical, transparent, and well-documented recruitment process and we are committed to adding value to your organization by connecting you with talented, highly motivated professionals. We look forward to working with you. Should you decide to retain our firm for your executive search, we will:

- ▶ Partner with you and act as an extension of your organization.
- ▶ Define a recruitment strategy and timeline, develop a recruitment profile and attract/research prospective candidates.
- ▶ Conduct a multi-layered candidate screening analysis of the applicants.
- ▶ Communicate frequently and on time with both the client and candidates.

Contact Information

Sherrill Uyeda
Office: (562) 901-0769 x331
E-mail: suyeda@alliancerc.com

Cindy Krebs
Office: (562) 901-0769 x336
E-mail: ckrebs@alliancerc.com

HEADQUARTERS
1 Centerpointe Drive, Suite 440
La Palma, CA 90623

Website: www.alliancerc.com
LinkedIn: <https://www.linkedin.com/company/alliance-resource-consulting>

Attachment C – Cost Proposal

We propose a fixed fee of \$38,000 for the work outlined in the proposal which includes up to three main meetings (conducted via Zooms or Teams): one to develop the Recruitment Profile (this may occur over several days to ensure all stakeholders are included), one to present our Progress Report, and one to attend the first round of candidate interviews. If more than three meetings are required, an additional fee of up to \$2,000 per meeting may be added. Please note that our fee does not include reimbursement for candidates that travel to your organization to be interviewed. We assume that you will handle those reimbursements directly.

Our billing schedule is as follows:

1st Billing	Due after start meeting	\$19,000
2nd Billing	Due after interviews are complete	\$19,000

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

Discontinuation of Contract

You may cancel 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 as follows: 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 cancellation occurs thereafter, the fee beyond the first one-third will be prorated based on the number of calendar days that have elapsed. If a cancellation occurs after 90 days, all professional fees will be due in full.

In the event that you hire, within one year of completion of this recruitment project, any candidates identified during the Progress Report as a result of our recruitment efforts for any position other than the recruitment position, you agree to pay us a fee of \$10,000 for each additional candidate hired.

Guarantee

If the selected candidate (recommended by us for hire and excluding internal candidates) should be terminated for cause within one year from the date of hire, we will conduct a new search at a 25-50% discount from the original fee, plus reimbursement for direct expenses related to the new search.