



CITY *of* BRISBANE

City Council Special Meeting Agenda

Thursday, October 19, 2023 at 6:00 PM • Hybrid Meeting, 50 Park Place, Brisbane, CA 94005

The public may observe/participate in City Council meetings using remote public comment options or attending in person. Members of the City Council shall attend in person unless remote participation is permitted by law. The City Council may take action on any item listed in the agenda.

TO ADDRESS THE COUNCIL IN PERSON

Location: 50 Park Place, Brisbane, CA 94005, Large Conference Room

Masking is not required, but the California Department of Public Health recommends people at higher risk for severe illness consider masking. Similarly, to help maintain public health and safety, we respectfully request that people not attend public meetings in-person if they are experiencing symptoms associated with COVID-19 or are otherwise ill and likely contagious (e.g., respiratory illnesses).

To address the City Council on any item – whether on the posted agenda or not – please fill out a Request to Speak Form located in the Community Meeting Room Lobby and submit it to the City Clerk. Speakers are not required to submit their name or address.

REMOTE PARTICIPATION

Members of the public may participate in the Special Meeting by logging into the Zoom Meeting listed below.

The agenda materials may be viewed online at [brisbaneca.org](https://www.brisbaneca.org) at least 72 hours prior to a Regular Meeting, and at least 24 hours prior to a Special Meeting.

Remote Public Comments:

Remote meeting participants may address the City Council during public comment. We also encourage you to submit public comments in writing in advance of a meeting. Aside from commenting personally while in the Zoom Meeting, the following email and text line will be also monitored during the meeting and public comments received will be noted for the record during Public Comment.

Email: ipadilla@brisbaneca.org or **Text:** (628) 219-2922

Join Zoom Webinar: zoom.us (please use the latest version: zoom.us/download)

<https://us06web.zoom.us/j/85031706803?pwd=Nlc0NVdaREF5Y3hiN2o0bEhNNkNmQT09>

Meeting ID: 850 3170 6803

Call In Number: 1 (669) 900 9128

Note: Callers dial *9 to “raise hand” and dial *6 to mute/unmute.

SPECIAL ASSISTANCE

If you need special assistance to participate in this meeting, please contact the City Clerk at (415) 508- 2113. Notification in advance of the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

6:00 P.M. CALL THE SPECIAL MEETING TO ORDER

- A. Consider any request of a City Councilmember to attend the meeting remotely under the “Emergency Circumstances” of AB 2449
- B. Public Comment
- C. Interview Executive Search Firm Teri Black and Company
- D. Consider Adoption of a Resolution Selecting an Executive Search Firm to Recruit for the Position of the City Manager

ADJOURNMENT

File Attachments for Item:

D. Consider Adoption of a Resolution Selecting an Executive Search Firm to Recruit for the Position of the City Manag



CITY COUNCIL AGENDA REPORT

Meeting Date: October 19, 2023

From: Abby Partin, Human Resources Director

Subject: Adopt Resolution to Review the Proposal Submitted by Teri Black & Company for the City Manager Recruitment

Community Goal/Result

Safe Community, Community Building, Fiscally Prudent

Purpose

To ensure the community continues to receive excellent service by retaining and attracting exceptional employees in a financially prudent manner.

Recommendation

Staff recommends the City Council review the proposal submitted by Teri Black & Company to recruit for the City Manager position and authorize staff to take any action, as City Council deems appropriate, relative to the process for the recruitment of a City Manager.

Background/Discussion

On September 21, 2023, the City Council decided to consider another executive recruitment firm to continue the search for a City Manager. Staff recommended Teri Black and Company to continue the City Manager search based on their qualifications, recruitment approach and experience within the San Mateo County. On October 4, 2023, staff met with the executive recruitment firm to discuss Council expectations and elements of the recruitment for consideration.

A summary of key information from the proposal is set forth below.

- Principal Recruiter – Teri Black
- Fees – \$26,000 + \$12,650 (not to exceed amount for additional expenses)
- Estimated Recruitment Timeline - 3.5 - 4 months

If the City Council is in agreement with staff recommendation, it should adopt the attached resolution and provide staff direction to negotiate contract terms with the executive recruitment firm.

Fiscal Impact

Should the City Council retain the firm, the total fiscal impact will be included in the fiscal year 23-24 budget.

Measure of Success


The City is able to maintain a stable and high quality workforce.

Attachments

1. Resolution 2023-__



Abby Partin, Human Resources
Director



Clay Holstine, City Manager

RESOLUTION NO 2023-XX**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BRISBANE
SELECTING TERI BLACK AND COMPANY TO ASSIST THE CITY COUNCIL
IN THE RECRUITMENT OF A CITY MANAGER**

WHEREAS, the City Council of the City of Brisbane recognizes the need to fill the position of the City Manager; and

WHEREAS, the City Council has reviewed the proposal from Teri Black and Company to assist with the recruitment of a City Manager and has considered retaining the firm.

NOW, THEREFORE, the City Council of the City of Brisbane resolves as follows:

The professional executive recruitment firm on the attached Exhibit A, Teri Black and Company is retained to assist the City Council in the recruitment of a City Manager and City staff is directed to negotiate terms of a professional services agreement between the City and the firm.

Madison Davis, Mayor

I hereby certify that the foregoing Resolution No. 2023-XX was duly and regularly adopted at a special meeting of the Brisbane City Council on October 19, 2023, by the following vote:

Ayes:

Noes:

Absent:

Abstain:

Ingrid Padilla, City Clerk



TB & CO.

TERI BLACK & COMPANY, LLC

STELLAR TALENT.

PREMIER SERVICE.

POWERFUL RESULTS.

TERI BLACK & Co., LLC
LETTER OF TRANSMITTAL

October 11, 2023

Ms. Madison Davis
Mayor
City of Brisbane
50 Park Place
Brisbane, CA 94005

Dear Mayor Davis:

Thank you for contacting Teri Black & Company (TBC) regarding the opportunity to assist the **City of Brisbane** with its efforts to successfully recruit a new **City Manager**. We are the recruiter of choice for many Bay Area municipalities and would be honored to represent the City Council with this important endeavor.

A woman-owned firm founded in 2006, TBC is known for delivering the most personalized executive search services to clients and candidates in our industry. The firm's business goals are to produce quality results and establish long-term relationships with our customers. Personalized service and inclusivity have never been more important in our industry as outstanding candidates often have many options when considering a job change.

The attention we devote to ensuring an exceptional candidate experience is also reflected in our **consistent success with diverse placements**. For the last four years, more than **40 percent of our placements** were from underrepresented populations. In **2022 alone, 59 percent** of our **successful candidates** were of **minority representation** and nearly **60 percent** of our total placements were females. Our results in 2023 promise to be similar. With our extensive network and incomparable approach to client and candidate care, **our consultants consistently produce outstanding results**. As a result, nearly all of our business is a result of repeat customers.

TBC is not driven by volume, which is another feature that sets us apart from our competitors. We are committed to providing customized and flexible service to our clients and will only take on a select number of recruitments at any given time. Headquartered in Los Angeles, TBC is the most established female founded and owned executive search firms serving local government in the United States. Detailed information about the firm and our clients is available on our website - **www.tbcrecruiting.com**.

If retained, you have my commitment that Brisbane will receive the highest level of attention and will not be delegated to junior level staff. Please do not hesitate to call if you have any questions or need additional information regarding our services or qualifications.

Sincerest regards,



Teri Black
President
teri@tbcrecruiting.com

PROPOSAL

Executive Search Services

for the

CITY OF BRISBANE

to recruit a

CITY MANAGER

TB & CO.

October 2023



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I. CREDENTIALS, QUALIFICATIONS & COMMITMENT

Teri Black & Company, LLC (TBC) has a solid reputation for providing exemplary service to its clients and has enjoyed great success in **recruiting impressive local government professionals** for our clients throughout the Western United States. In addition to serving the City of Brisbane in the past, our **Northern California/Bay Area** municipal client base is extensive and includes the Cities of San Mateo, Redwood City Menlo Park, San Bruno, Burlingame, South San Francisco, Daly City, Pacifica, Palo Alto, Santa Clara, San Jose, Cupertino, Mountain View, Milpitas, Walnut Creek, Pleasanton, Fremont, San Leandro, Alameda, Emeryville, as well as the Towns of Woodside, Hillsborough, and Los Gatos, among numerous others. As evidence of our **clients' high satisfaction levels**, more than **90%** of our projects are generated through repeat business and client referrals.

As the longest established female-founded firm in the industry, TBC has an **excellent track record** for recruiting well qualified candidates and has been very successful in attracting diverse candidate pools. Our successful City Manager searches include placements for the Cities of San Mateo, Redwood City, Mountain View, Santa Cruz, Escondido, Poway, Indian Wells, and the Town of Hillsborough (2015 & 2018). In addition, we have also served as advisors to the **Palo Alto** and **Santa Clara** City Councils on their City Manager selection processes in the past.

Because of our **dedication to personalized service** and our **concern for quality over volume**, the firm limits the number of active City Manager recruitments to two at any given time. In addition, we are **careful to only partner with clients that appreciate the value of highly personalized services** and the importance of finding qualified candidates who would be a good fit rather than simply attracting individuals who meet minimum qualification criteria.

The attention we devote to ensuring an exceptional candidate experience is also reflected in our **consistent success with diverse placements**. For the last four years, more than **40 percent of our placements** were from underrepresented populations. In **2022** alone, **59 percent** of our **successful candidates** were of **minority representation** and nearly **60 percent** of our total placements were females. Our results in 2023 promise to be similar.

Brisbane will also find that our **commitment to candidate care is incomparable**. From initial conversations during the active recruiting period, personalized coaching as they prepare for final interviews, all the way to professional development debriefings at the end of a process – **no other firm invests the amount of time and level of attention in candidates than we do**. Our treatment of applicants is a direct reflection of our customers' values, and we consistently receive feedback that our service is simply unmatched.

Partnered with Suzanne Mason, our Bay Area based Senior Recruiter, Teri Black will co-lead this recruitment and will be actively supported by the entire TBC support team. Our recruiters maintain a **strong network** throughout various local government disciplines through their involvement and membership with numerous professional associations.

II. RECRUITMENT STRATEGY

The executive search strategy that follows describes four complete phases of a comprehensive recruitment for a Council appointed position.

PHASE I

Client Feedback & Involvement

The recruiters will work closely with the City Council to design a customized candidate profile, recruitment strategy, and timeline in accordance with the Client's desires and expectations. It is our goal to gain a complete understanding of the experience, knowledge, expertise, and strengths the City Council is seeking in a new City Manager, as well as learn more about the City's priorities, current and upcoming challenges, fiscal health, organizational culture, and composition of the management team.

In cases where our clients desire community input, most rely on an online survey that can be posted on the City's website. This has proven to be the most popular, convenient, and cost-effective strategy for our clients to obtain input throughout the duration of recruitment and is the most accessible and user-friendly for constituents.

At the City Council's discretion, one of the lead consultants can also meet with various stakeholders including department heads, and other internal stakeholders as deemed appropriate. These optional meetings sometimes allow us to obtain additional feedback and gain a broader understanding of the organization's culture and inner workings of the city. This additional knowledge can often be helpful to the recruiters as they assess the critical factors relating to candidate "fit" later in the process. Because our clients know their organizations best, we rely on their guidance to determine the best sources of information upon launching each assignment.

Strategy Refinement

Following the gathering of feedback, TBC will develop a detailed timeline for the project along with a proposed methodology for attracting the best possible candidates. The timelines and overall strategy will be reviewed and approved by the Council prior to execution.

Material Development & Production

Immediately following the client feedback activities, the recruiters will draft advertising and recruitment brochure text for the Client's review. This information (description of community, culture, organization, ideal candidate profile, compensation, and benefits, etc.) should accurately summarize what was learned from the feedback sources. Sample TBC recruitment brochures are included as a separate attachment.

PHASE II

Advertising & Marketing

After our recruiters develop a clear understanding of what the Client is seeking, we will create aggressive advertising, marketing, and social media campaigns for the recruitment. Both the traditional and electronic campaigns will be interrelated to ensure the position has a powerful presence in the marketplace.

Once the advertising is executed, TBC will distribute the recruitment brochure with a personalized cover letter to our national network of professional contacts in our database. Both e-mail and traditional mail are utilized in our marketing efforts. The job will also be promoted through the firm's social media presence via LinkedIn, Facebook, and Twitter.



Personalized Outreach

As an intensive follow-up to the direct mail campaign, the recruiters will personally contact the individuals targeted and generate new contacts through referrals made by respected sources. The most impressive candidates are usually found this way and it frequently requires several persuasive conversations to attract them into a recruitment if they are content and successful in their current position. Most highly qualified candidates will not necessarily respond to an advertisement; therefore, extensive proactive outreach is required.

Our clients pay for results and that's exactly what we deliver. TBC dedicates an extraordinary amount of time to discovering new talent. With the maturation of enhanced retirement programs, there has been a tremendous loss of executive/management talent throughout the country. In response, we invest more time and resources in finding undiscovered superstars across the country as well as within the state. While most of our competitors charge additional consulting fees beyond a specific threshold, we do not limit the number of consulting hours, travel or meetings dedicated to any given project.

PHASE III

Resume Assessment

While the lead recruiter will review resumes as they are received, a final detailed review of each submission will be conducted immediately following the closing date of the recruitment. Those candidates determined to be the most highly qualified will be selected for screening interviews.

The TBC online application system was introduced to the market more than a decade ago and was the first in the public sector executive search industry. Leveraging the power, reach, and accessibility of the internet, TBC pioneered a modern digital experience for both candidates and clients. Since then, some of our competitors have followed suit, but TBC continues to set the bar with enhanced website and online application security features, two-step authentication, strong passwords, and secure candidate database storage to keep candidate information safe and confidential.

Screening Interviews

TBC does not restrict the number of candidates to be screened. Rather, we interview every candidate who meets our Client's criteria. As a rule, this group frequently amounts to 6-12 candidates per recruitment. The number of candidates screened ranges from just a handful of professionals for highly specialized positions to more than 20 for highly coveted opportunities. The screening interviews are typically conducted by Zoom or phone.

Recruitment Report

Following the completion of the screening interviews, the lead recruiter will develop a written report that includes: a master list of all the applicants, resumes and cover letters for each candidate interviewed, a one-page profile summarizing each candidate's professional history, plus an overview of the recruiter's initial assessment of each individual based on their experience and the results of their screening interview. This information will be presented to the Client in a closed session meeting where the recruiter will review the results of the overall recruitment, discuss each candidate screened, and plan for the final stage of the selection process.

Candidate Communications & Care

Throughout the entire recruitment, TBC will take responsibility for communicating with the candidates during each stage of the search. In addition, the City should feel free to refer any inquiries from potential or existing candidates directly to the lead recruiter at any time during the engagement. We handle all administrative aspects of the assignment.

TBC is **extremely attentive to internal candidates**. Our recruiters make sure they understand the process and are kept informed at every juncture as they may have never worked with a recruiter before. We strive to exceed the expectations of candidates throughout our engagements as it is critical that all the participants, regardless of whether they are selected, have a **positive** experience, and leave the process with a **favorable impression** of the City of Brisbane.

PHASE IV

Selection Process & Confidentiality

TB&Co. will design and administer an appropriate final selection process in partnership with the Client. Most traditional selection processes entail at least one or two interviews with the City Council, followed by the appointing authority spending time with the highest ranked candidates. Some of our clients also include the current City Manager's input or involvement in the final stages of the process. Our team will prepare the materials for the interviews, arrange for follow-up interviews with the Council, and coordinate all logistics with the candidates. We tailor the process to best meet the Client's needs and will assist the decision makers with deliberations. Lastly, it is critical that **candidates' confidentiality be respected and maintained** to the greatest degree possible to maintain the integrity of the process.

Negotiations

Following the guidance of the Council, the lead recruiter will facilitate negotiations on compensation, benefits, start date and other transition details to the satisfaction of both parties.

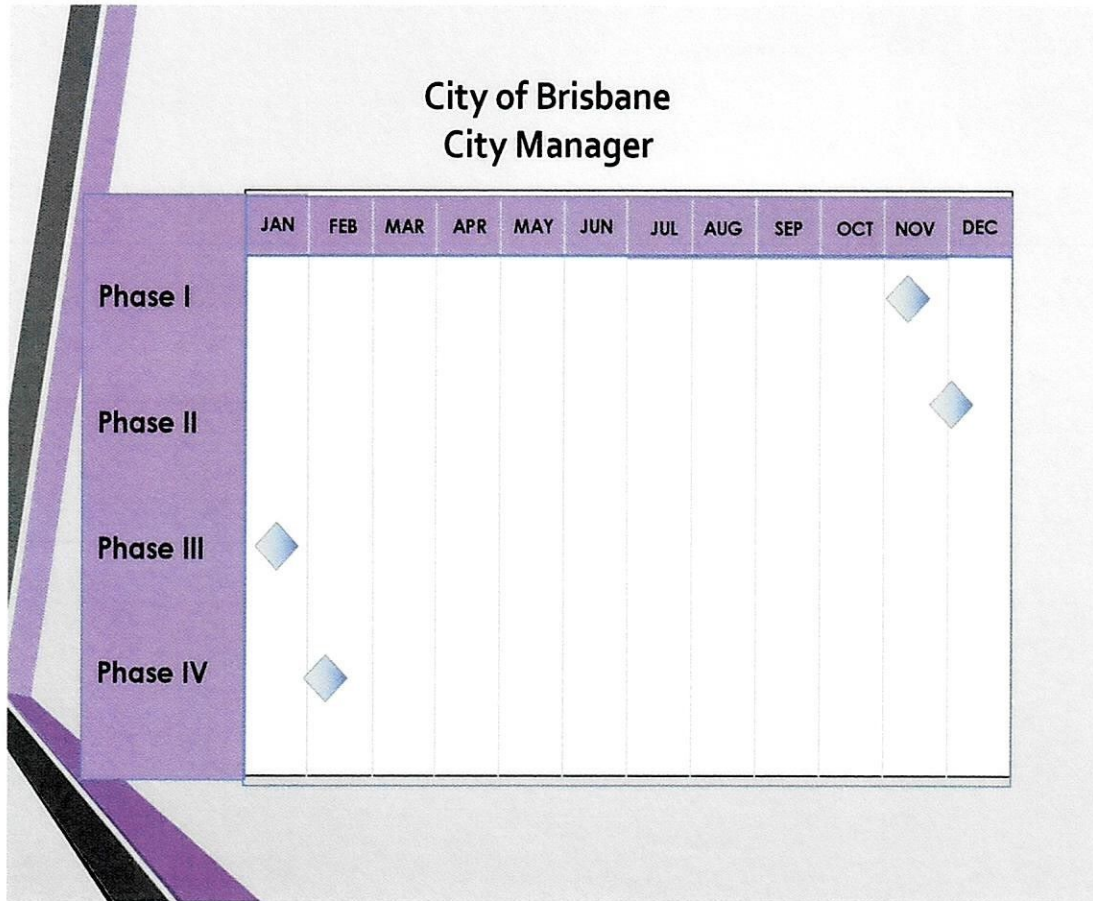
Background & References

Following the final process and the Client's selection of its top candidate, TBC will conduct **thorough background and in-depth reference checks**. Our background checks are performed by a licensed private investigator and entail credit, driving record, civil, criminal, and academic credential records checks. Court records checks include county, state, and federal systems. Media, internet, and social networking checks are also included. The reference checks are conducted by a TBC consultant and are typically supplemented by

comments generated from contacts that do not appear on the candidate's reference list. Extensive written reports are provided to the Client for review and recordkeeping.

Project Timeline

TBC is prepared to begin work upon formal engagement. The entire recruitment can be completed within approximately 100-120 days. A visual of a projected timeline is portrayed below and assumes that work will commence in November.



III. PROFESSIONAL FEES & GUARANTEE

The **professional fee** for this assignment is **\$26,000** for the Scope of Work articulated in this quote. Services include onsite meetings and/or conference calls/Zoom meetings for the purposes of gathering stakeholder feedback on candidate profile, briefing client on results of the recruitment, facilitating one day of Council/ panel interviews, assisting the Client with selection deliberations, and conducting background and reference checks.

REIMBURSABLE EXPENSES¹ (NOT TO EXCEED)

Advertising	\$3,250
Recruitment Brochure design & mailing	\$1,400
Administrative support	\$4,000
Shipping & FedEx	\$ 400
Background & records checks	\$ 600
Consultant Travel (mileage, airfare, car rental, hotel – up to 3 trips)	\$3,000

Project expenses (NTE)

\$12,650

Professional fees and expenses are billed in phases as work progresses and expenses are incurred.

Placement Guarantee

If candidate is selected and appointed by the City of Brisbane terminates employment for any reason before the completion of the first year of service as a result of a comprehensive TBC recruitment, the firm will provide the Client with the necessary consulting services required to secure a replacement. Depending on the nature of the departure, professional consulting services will be provided at no charge or a discounted rate of 25-50% of the original fee.² Expenses will be covered by the Client.

Placement Guarantee

Because of the challenging market for top talent, our clients are increasingly taking advantage of selecting more than one outstanding candidate from a single recruitment that will benefit the organization in a different capacity. In these instances, a \$4,500 placement fee will apply and will include completion of background check records review as well as reference checking.

¹ Reimbursable Expenses by Category are an estimation. Invoices may reflect actual expense amounts in any given category that are above or below the estimated amount, however, total expenses billed during the project shall not exceed the total "Project Expenses (NTE)" amount as stated.

²To be negotiated at the time of re-engagement and will be dependent on scope of work needed to refill the position.

IV. PROFESSIONAL REFERENCES

Client: City of San Mateo

Contact: Mayor Amourence Lee, alee@cityofsanmateo.org
Vice Mayor Lisa Diaz Nash, ldiaznash@cityofsanmateo.org

Searches: **City Manager**, City Attorney, Police Chief, Public Works Director, Deputy Public Works Director, Community Development Director, Deputy Community Development Director, Planning Manager, Parks & Recreation Director, Deputy City Librarian

Client: City of Redwood City

Contact: Mayor Jeff Gee, jgee@redwoodcity.org

Searches: **City Manager, Assistant City Manager** (previous & upcoming), **Deputy City Manager**, Police Chief, Fire Chief, Finance Director (current), Human Resources Director, Human Resources Manager, Library Director, Public Works Director, Assistant Public Works Director, Director of Community Development & Transportation (current), Information Technology Manager, Housing Leadership Manager (partial), Planning Manager, Director and Assistant Director of Engineering & Transportation (upcoming)

Client: Town of Los Gatos

Contact: Salina Flores, Human Resources Director

Email: SFlores@losgatosca.gov

Tel: 408.354.6829

Searches: **Town Manager, Assistant Town Manager**, Town Attorney, Town Clerk, Human Resources Director, Finance Director, Parks & Public Works Director

Client: City of Mountain View

Contact: Mayor Alison Hicks, Alison.Hicks@mountainview.gov

Searches: **City Manager, Assistant City Manager**, City Attorney, Fire Chief, Deputy Fire Chief, Fire Marshal, Fire Protection Engineer, Finance & Administrative Services Director, Economic Vitality Manager, Zoning Administrator, Current Planning Manager, Police Captain-Internal Process, Community Development Director, Assistant Public Works Director - Transportation & Business Services, Assistant Public Works Director-Public Services, Housing & Neighborhood Services Manager, Chief Building Officials, Chief Sustainability & Resiliency Officer, Economic Development Strategists, Deputy Zoning Administrator

V. RECRUITERS & STAFF PROFILES

Teri Black, President

Following a distinguished career in local and federal government, Teri has been dedicated to executive search since 1999. Serving communities with populations in the millions to as small as 1,500 for over 20 years, she has built a substantial base of clients across the Western United States that continually rely on her personalized service and recruitment expertise. In addition to cities and counties, Teri's clients also include special districts and utility agencies. She has managed hundreds of high profile and sensitive recruitments over the years. Prior to starting her own firm in 2006, Teri was affiliated with Shannon Executive Search/CPS Human Resource Services and The Oldani Group.

Before entering the executive search profession, Teri served as the first Chief of Staff in the U.S. Department of Justice/Office of Community Oriented Policing Services (COPS) in the Clinton Administration where she helped to oversee an annual budget of \$1.8 billion and more than 300 employees. Her local government experience includes management positions in the Cities of Santa Ana, Lakewood, and Oakland, California. As a consultant, clients find her prior government experience to be of tremendous value as they often comment, "She has walked in our shoes and understands our business."

Teri earned her Master's degree in Public Administration from the University of Southern California and holds a bachelor's degree in Criminal Justice from California State University, Fullerton. She is a graduate of the UCLA Anderson School of Management's invitational certificate program for entrepreneurs.

Suzanne Mason, Senior Recruiter

Following a distinguished career in local government spanning more than 30 years, Suzanne Mason has been a Senior Recruiter with TBC since 2018. Along with her dedication to executive search, she has deep expertise in human resources. Suzanne's experience working with cities and counties in California as a local government administrator and human resources professional largely focused on business process improvement, change management and improved human resource practices.

While in government, Suzanne worked to modernize and improve public sector recruitment and hiring practices throughout her career in serving the Cities of Long Beach and Palo Alto, Napa County, and the City and County of San Francisco. With these jurisdictions she has served as Deputy City Manager, Assistant City Manager, Director of Human Resources and Director of Employee Relations, in addition to various departmental assignments. Suzanne has extensive experience with organizational change management, community and employee engagement, budgeting, as well as all areas of human resources management.

Suzanne earned a Master's degree in Public Administration from the University of Southern California, and her bachelor's degree in History from the University of California at Santa Barbara. She also holds a certificate from the Senior Executives in State and Local Government Program at the Kennedy School of Government at Harvard University.

Tina White, Chief Operating Officer/Senior Recruiter

Tina White retired as City Manager of Poway, California in May 2019 and joined the firm in early 2020. She has a long-term passion for recruiting the best talent possible and has been a powerful addition to the TBC team assisting our clients in both Southern and Northern California. Tina attributes her success in recruitments to ensuring that she understands the needs of the position and the organization, looking beyond the job description. Consistent with our recipe for success, she ensures the selected candidates not only have the necessary skills and abilities, but that they are the right "match" for our clients.

Under Tina's leadership, the City of Poway consistently ranked as one of California's safest cities and among the best California cities in which to raise a family. As City Manager, she oversaw an operating budget of \$90 million, a workforce of more than 200 full-time employees, and capital improvement projects totaling \$34 million in fiscal year 2017-18. Prior to being appointed City Manager, she served as Poway's Assistant City Manager for more than six years.

Tina's career in local government spans nearly 30 years, working for the cities of El Cajon and Poway and for Helix Water District. Moving up through the ranks, she was responsible for human resources, finance, information technology, customer services and a water conservation team. She also worked for five years as a municipal law paralegal and legal administrator for a law firm that represented several cities and special districts. Tina holds a Bachelor's degree in Public Administration from San Diego State University.

Monica Irons, Hiring & Special Projects Manager

With over 36 years of private and public sector experience in human resources, Monica serves as technical and strategic support to the Senior Recruiters and conducts reference checks and additional due diligence on candidates. She served as the Director of Human Resources for the City of San Luis Obispo for nearly two decades and offers incredible experience in recruiting, hiring and retaining talent as well as training and organizational development.

Monica has a Bachelor's degree in Business Administration from Cal Poly San Luis Obispo and is a graduate of the Senior Executive Institute at the University of Virginia.

Tracey Carlson, Director of Client & Candidate Care

Tracey is responsible for managing the numerous administrative activities and logistical coordination associated with TBC recruitments and special projects. Her 15 years of project management experience benefits the company in many ways. From overseeing our massive database, ensuring contractual requirements are met and interacting with candidates to coordinating background checks, she is involved with all aspects of the search process.

Tracey is also charged with the most difficult responsibility in the practice – managing Teri's calendar! In addition, she serves as an outstanding resource for candidates and sets a high bar for the firm's commitment to five-star quality service. In a nutshell, she serves as Teri's invaluable "right hand" in ensuring that all client and candidate needs are met.

Prior to joining the firm nearly 12 years ago, Tracey held a variety of finance, IT and project management related positions with Northrop Grumman and Toyota Motor Sales, USA.

Lucia Vo, Recruiting Assistant

Lucia interfaces extensively with our candidates and works alongside Tracey to help ensure our clients and candidates receive the proper care and support. A great deal of her time is spent handling incoming calls, researching candidates and new clients, monitoring our online application system, responding to e-mails, and assisting candidates with their submissions.

Lucia has worked in various administrative capacities in the private sector throughout Europe and the United States. She graduated from Technic University Kosice in Slovakia majoring in Business Administration.

Cindi Maudlin, Special Projects Manager

Serving as Special Projects Manager & Assistant to the President and CEO, Cindi is charged with overseeing special projects for the firm such as implementing new software, designing our approach to social media, keeping our operations as green as possible - all things related to keeping us on our toes when it comes to efficiency and accountability. She also manages the firm's community philanthropic efforts.

Cindi holds a Bachelor's degree in English from Loyola Marymount University and has been with the firm since 2007.

VI. COMPANY CONTACT INFORMATION

Business address: 25500 Hawthorne Blvd., Suite 1158
Torrance, CA 90505

Telephone: 424.296.3111

Web site: www.tbcrecruiting.com

Federal Tax ID: 13-4346458

Primary Contact: Teri Black
teri@tbcrecruiting.com
Office: 424.296.3111 Mobile: 310.781.0878

Company Officers: Teri Black, President
Joseph E. Brann, CEO

VII. COMPREHENSIVE LIST OF CLIENTS

Cities

- ◆ Agoura Hills
- ◆ Alameda
- ◆ Alhambra
- ◆ Aliso Viejo
- ◆ Antioch
- ◆ Anaheim
- ◆ Arlington, TX
- ◆ Arroyo Grande
- ◆ Ashland, OR
- ◆ Belmont
- ◆ Berkeley
- ◆ Beverly Hills
- ◆ Brisbane
- ◆ Buena Park
- ◆ Burbank
- ◆ Burlingame
- ◆ Campbell
- ◆ Cannon Beach, OR
- ◆ Carlsbad
- ◆ Carmel-by-the-Sea
- ◆ Carpinteria
- ◆ Chandler, AZ
- ◆ Colorado Springs, CO
- ◆ Concord
- ◆ Costa Mesa
- ◆ Cupertino
- ◆ Cypress
- ◆ Daly City
- ◆ Davis
- ◆ Del Mar
- ◆ Denver, CO
- ◆ Dublin
- ◆ East Palo Alto
- ◆ El Cajon
- ◆ Emeryville
- ◆ Escondido
- ◆ Eugene, OR
- ◆ Fairfield
- ◆ Fort Worth, TX
- ◆ Fremont
- ◆ Fresno
- ◆ Fullerton
- ◆ Glendale
- ◆ Goleta
- ◆ Half Moon Bay
- ◆ Hayward
- ◆ Healdsburg
- ◆ Hermiston, OR
- ◆ Hermosa Beach
- ◆ Hillsborough
- ◆ Huntington Beach
- ◆ Imperial Beach
- ◆ Indian Wells
- ◆ Indio
- ◆ Irvine
- ◆ Laguna Niguel
- ◆ La Habra
- ◆ La Mesa
- ◆ La Palma
- ◆ La Quinta
- ◆ Lakewood, CO
- ◆ Livermore
- ◆ Lomita
- ◆ Lompoc
- ◆ Long Beach
- ◆ Los Alamitos
- ◆ Los Altos
- ◆ Los Banos
- ◆ Los Gatos
- ◆ Lynwood
- ◆ Manhattan Beach
- ◆ Marina
- ◆ Manteca
- ◆ Menlo Park
- ◆ Milpitas
- ◆ Modesto
- ◆ Moreno Valley
- ◆ Morgan Hill
- ◆ Mountain View
- ◆ Murrieta
- ◆ Napa
- ◆ National City
- ◆ Newport Beach
- ◆ Novato
- ◆ Oakland
- ◆ Oxnard
- ◆ Pacifica
- ◆ Palo Alto
- ◆ Pasadena
- ◆ Petaluma
- ◆ Piedmont
- ◆ Pismo Beach
- ◆ Pittsburg
- ◆ Pleasanton
- ◆ Prescott Valley, AZ
- ◆ Pomona
- ◆ Poway
- ◆ Provo City, UT
- ◆ Rancho Cordova
- ◆ Redlands

- ◆ Redwood City
- ◆ Rohnert Park
- ◆ Riverside
- ◆ Roseville
- ◆ San Bruno
- ◆ San Diego
- ◆ San José
- ◆ San Leandro
- ◆ San Luis Obispo
- ◆ San Mateo
- ◆ Santa Ana
- ◆ Santa Barbara
- ◆ Santa Clara
- ◆ Santa Clarita
- ◆ Santa Cruz
- ◆ Santa Monica
- ◆ Santa Paula
- ◆ Santa Rosa
- ◆ Seaside
- ◆ Sierra Vista, AZ
- ◆ Signal Hill
- ◆ South Pasadena
- ◆ South San Francisco
- ◆ Sunnyvale
- ◆ Surprise, AZ
- ◆ Torrance
- ◆ Tracy
- ◆ Truckee, Town of
- ◆ Turlock
- ◆ Tustin
- ◆ Vallejo
- ◆ Ventura
- ◆ Vista
- ◆ Walnut Creek
- ◆ West Hollywood
- ◆ Westminster
- ◆ West Sacramento
- ◆ Woodside, Town of
- ◆ Yucca Valley, Town of

Counties

- ❖ Alameda
- ❖ Contra Costa
- ❖ Denver, CO (City/County)
- ❖ Lane, OR
- ❖ Los Angeles
- ❖ Merced
- ❖ Monterey
- ❖ Napa
- ❖ San Diego
- ❖ Santa Barbara

Special Districts/Authorities/Non-profits

- Ashland, OR Parks Commission
- Beach Cities Health District
- Calleguas Municipal Water District
- Castaic Lake Water Agency
- Central County Fire Department
- Goleta Water District
- Hi-Desert Water District
- Indio Water Authority
- Menlo Park Fire Protection District
- Mesa Consolidated Water District
- Metropolitan Water District of Southern California
- Municipal Water District of Orange County
- Sacramento Metropolitan Fire District
- San Ramon Valley Fire Protection District
- South Bay Regional Public Communications Authority
- Southern California Association of Governments
- Southern California Library Cooperative
- The Annenberg Foundation Trust at Sunnylands
- West Basin Municipal Water District



ASSISTANT TOWN MANAGER

Town of Los Gatos





The Community

The Town of Los Gatos (population 33,000) is located approximately 60 miles south of San Francisco in the southwestern portion of Santa Clara County where the Santa Clara Valley meets the lower slopes of the Santa Cruz Mountains. Los Gatos is bounded by the City of San Jose to the north and east; the City of Campbell to the north; the cities of Monte Sereno and Saratoga to the west; and unincorporated County of Santa Clara to the south.

The natural landscape includes picturesque hillsides, creeks, and valley flatlands. Indigenous People lived sustainably in the area rich with fertile soils, abundant wildlife, and other natural resources. In 1839, El Rancho de Los Gatos was established by a Mexican land grant and was so named because of the presence of mountain lions and bob cats.

The railroad reached Los Gatos in 1878, catalyzing residential and commercial development unique from other population centers and becoming a full-service community. The Town was incorporated a decade later in 1887. The economy of Los Gatos has changed from wheat farming, milling, logging, orchard, and cannery businesses in the 19th and early 20th centuries, to the high-tech,

retail, services, and visitor destination businesses of today.

The climate and easy access by rail from San Francisco made Los Gatos an early tourist destination which continues to this day. Today, the Town is situated within the largest metropolitan area of northern California and is closely tied to Silicon Valley and its fast-paced economy. Los Gatos retains a mix of residential, commercial, and light industrial uses; remains an attractive destination for visitors; and continues to enjoy its small-town community connections.

Los Gatos prides itself as a self-contained community. Over 3,000 businesses serve the residents and act as a destination point for visitors who enjoy its restaurants, hotels, and variety of shops within a pedestrian-oriented historic downtown setting. The Town is also an inclusive community with a mix of ages, family sizes, and incomes. Los Gatos has many parks and greenbelt areas, as well as vibrant downtown area. Downtown Los Gatos is listed on the National Register of Historic Places and is the model of what many cities strive to achieve in a business district.

The Town of Los Gatos

The Town of Los Gatos is a general law city operating under the Council-Manager form of government. The five members of the Town Council are elected at large to four-year overlapping terms. The Mayor and Vice Mayor are selected by the Council on an annual basis. The Town Council enjoys a high level of civility and a collaborative relationship between Council members and Town staff.

The Town Council appoints the Town Manager to be the executive head of Town government and also appoints the Town Attorney. Among the staff reporting directly to the Town Manager are the Assistant Town Manager, Parks and Public Works Director, Chief of Police, Community Development Director, Library Director, Finance Director, and Human Resources Director.

The Position

The Assistant Town Manager serves as a member of the Town Manager's leadership team and is responsible to work collegially with the entire organization and community to achieve the Council's priorities. Performing under the administrative direction of the Town Manager, the Assistant Town Manager assists the Manager in coordinating and driving the day-to-day operations of the Town with an emphasis on organizational development, including capacity building, mentoring, and training.

The Assistant Town Manager also:

- Supports and develops strategic initiatives,
- Leads and/or participates in teams handling special projects,
- Develops methods to evaluate and measure organizational effectiveness, and
- Has a broad range of other responsibilities to support the effective and efficient delivery of services to the community.

In addition, the Assistant Town Manager also has the opportunity to:

- Serve as the Acting Town Manager in her absence.
- Participate on the Town's labor negotiations team.
- Take the lead in managing the Town's properties portfolio and the disposition of properties for lease or sale.
- Guide the Town Manager's emergency preparedness activities in coordination with Public Safety, including serving as one of the Town's Public Information Officers.
- Support one or more Town Boards, Committees, and Commissions as staff liaison.
- Work closely with the Finance Department to prepare and monitor the annual operating and capital budgets.

The Ideal Candidate

The selected candidate will have the rare opportunity to join a highly cohesive, mutually supportive and fun executive team that is committed to one another's individual and collective success. Leaders in Los Gatos take tremendous pride in their work and hold themselves and their teams to the exceptional standards for which the Town is known. Professionals who thrive in this desirable community tend to be highly customer centric, engaged, and accessible team players who have a passion for delivering high quality public services and projects.

The ideal Assistant Town Manager is an experienced local government professional with proven leadership and management abilities with strong administrative skills, an executive presence, and strong financial acumen. The successful candidate will be a long- and short-term strategic thinker who also has the ability to maintain efficient day-to-day operations while striving to continuously improve services and processes. Highly qualified candidates will have a deep understanding of the administrative and operational functions associated with local government, including but not limited to human resources, municipal budgeting, and project financing and management. The proven ability to oversee multiple functions, consultants, and staff is expected.

The selected candidate will be a strong leader who thrives in a collaborative team-oriented environment and can inspire staff to consistently produce excellence in service and results. The new Assistant Town Manager will also generate work products, partner in multi-Departmental efforts, and work closely with the public. They will have the demonstrated ability to foster ownership and create momentum around Town priorities and the Los Gatos brand. The new Assistant Town Manager will be inclusive and value the input of others, effectively communicate expectations, and hold employees accountable. In addition, they will have a track record of innovative problem-solving to seek creative ways to address the needs of the Town. They will be a person of humility who shines the light on the accomplishments of others. The Assistant Town Manager will be the right hand person of the Town Manager who reflects her values of decency, respect, and honesty.

The ideal candidate will be an outstanding verbal and written communicator who is comfortable interacting directly with a wide variety of stakeholders, presenting at public meetings, and representing the Town. The selected professional will be energized by a culture that values teamwork, diversity, and inclusiveness. Confident in the depth of their knowledge and experience, they will come across as

trustworthy and credible and not shy away from making tough decisions or having difficult conversations.

Along with being politically astute, Los Gatos leaders must exhibit uncompromising integrity and be adept relationship builders with outstanding interpersonal skills. A history of working collaboratively with colleagues and establishing and maintaining productive working relationships with regional and state agencies and neighboring jurisdictions is required. The ability to work with all levels of government and across all disciplines is also necessary for success in this cooperative environment.

Competitive candidates will offer progressively responsible experience with at least eight years of management/supervisory experience in local government administration. A Bachelor's degree in Public or Business Administration or a closely related field is required. A Master's degree is desirable. Any combination of experience and training that would likely provide the required knowledge, skills and abilities will be considered. Candidates with public sector backgrounds or a combination of public and private sector experience are encouraged to apply.

- Lead an inter-Departmental Communication Team in the implementation of the Town's Communications Plan.
- Work with the Town Attorney and the Finance Director to develop the Town's emergency procurement policy and process.

The Assistant Town Manager supervises the Information Technology Manager and Senior Management Analyst, with shared supervisory responsibility of the Town Clerk. Supervisory responsibilities may change over time, depending on the organization's needs and the skills, interests and expertise of the incumbent Assistant Town Manager.



Compensation & Benefits

The salary range for this position is \$173,596 – \$234,355. Placement within the range will be DOQE. In addition to salary, Los Gatos also offers an attractive benefits package, including:

Retirement

2% at 60 for CALPERS Classic Tier 2 members, and 2% at 62 for all other members. Los Gatos does not participate in Social Security, except the required Medicare.

Health Care

The Town provides a generous employer contribution toward the purchase of medical, dental, and vision coverage; employees may waive coverage and receive cash-in-lieu up to \$400 per month.

Income Protection

\$50,000 Town-paid term life insurance coverage; short-term and long-term disability insurance.

Vacation Leave

Up to 25 days accrual per calendar year (maximum balance of 500 hours); eligible for cash out two times per year and at separation. Consideration for prior years of service in local government will be used in determining accrual rate.

Personal Leave

48 hours per year (prorated based on hire date).

Sick Leave

12 days accrual per calendar year (maximum balance of 1,100 hours); eligible for cash out two times per year and at separation.

Holidays

11 paid holidays per calendar year.

Section 125 Flexible Spending Accounts

Voluntary pre-tax employee contributions up to \$2,850 per year for health care expenses and up to \$5,000 per year for dependent care expenses.

Cell Phone Allowance

\$120 per month.

Tuition Reimbursement

\$3,000 per fiscal year.



APPLICATION & SELECTION PROCESS

The closing date for this recruitment is just prior to midnight on Sunday, February 26. To be considered for this opportunity, upload a cover letter, resume, and list of six (6) professional references using the "Apply Now" feature at www.tbcrecruiting.com. This is a confidential process and will be handled accordingly throughout the various stages of the process.

TB&CO.

Jennifer Curtis • 661.510.0076

Teri Black • 424.296.3111

TERI BLACK & COMPANY, LLC

www.tbcrecruiting.com

Following the closing date, resumes will be screened in relation to the criteria articulated in this brochure. Applicants with the most relevant qualifications will immediately be granted preliminary interviews by the recruiters. Candidates deemed to be the best qualified will be invited to interview with Los Gatos and participate in panel interviews followed by additional meetings with the Town Manager. The Town anticipates making a selection shortly thereafter, following the completion of negotiations and extensive background and reference checks. Please note that references will not be contacted until mutual interest has been established.



City Manager

City of San Mateo, CA



The Community

The City of San Mateo (pop. 105,661) is the largest municipality in San Mateo County, located on the San Francisco Bay Peninsula. It covers 14.6 square miles from the San Francisco Bay to the east to a range of coast mountains to the west. This culturally and economically diverse community offers an extraordinary quality of life characterized by safe neighborhoods, quality city services and assets, friendly people, and ideal location.

San Mateo's scenic landscape includes 35 neighborhood and community parks (including the City's signature Central Park & Japanese Garden), six community centers, three libraries, and an 18-hole public golf course. Broad recreational programming appeals to residents of all ages and interests, and the City's popular special events are long-standing traditions that draw thousands of participants, build community and provide easily accessible, family-friendly fun.

The City's increasingly vibrant and walkable downtown area continues to attract a wide array of small-to-medium-sized businesses, some of which, according to community members, include many of the best dining options in the Bay Area. The City has also become an increasingly popular destination for small-to-midsize tech start-ups.

A center of commercial and residential activity in the Silicon Valley, San Mateo's desirable location provides direct access to interstate highways, rail lines, a trans-bay bridge, public transit routes, and the San Francisco International Airport. The Transit Center is a downtown multi-modal transportation hub allowing people to board Caltrain to travel to destinations as far north as San Francisco and as far south as Gilroy. Additionally, this hub provides access to various bus connections to numerous local destinations. The community is further served by excellent schools, a community college, two major medical centers and two major regional shopping centers.

The diverse economy of San Mateo includes numerous jobs in the technology, health care, financial services, government and retail trade

fields. Companies based in San Mateo include Sony Interactive Entertainment, Roblox Corporation, SurveyMonkey, NetSuite, Franklin Templeton Investments, Guidewire Software, Marketo, Coupa Software, and GoPro.

As with other communities in the Silicon Valley, San Mateo is growing and experiencing related challenges such as increased traffic and a lack of affordable housing. The City works diligently to plan growth carefully, with elected officials working together with community stakeholders to strategically support quality development that maintains the City's exceptional quality of life. To learn more, visit <https://www.cityofsanmateo.org/>.

Mission

Serving the San Mateo community through collaboration, innovation, and professionalism

City Organizational Values

- Respect • Creativity •
- Integrity • Transparency •
- Inclusivity •

City Government

A charter city, San Mateo has a Council-Manager form of government with a five-member Council elected by-district for four-year terms. Council members are limited to three consecutive terms, and the Mayor rotates annually among all Council members. San Mateo has a total FY2022-23 operating budget of \$216.9 million (\$164.2 million General Fund) and a \$67.9 million Capital Improvement Program for the same time period. The City provides a range of municipal services, including police protection, planning, building, parks and recreation, sewer, street maintenance, library and general administrative services. The City is a member of San Mateo Consolidated Fire, a joint powers authority, which provides fire prevention, fire suppression and emergency medical response within the City. Water is provided to City residents by California Water Service, a private company, while

the City owns, operates and maintains wastewater treatment facilities.

The City has long been considered a progressive organization characterized by professional relationships among the Council and staff. More than 600 staff members subscribe to clearly articulated organizational principles that emphasize the importance of accountability, working as one team and striving for constant improvement. San Mateo has a stable economic base projected to grow even stronger, and current development activities are designed to further enhance the City's long-term financial viability. The City's 2023-2031 Housing Element was adopted in January 2023. Visit www.strivesanmateo.org for detailed info on city's General Plan 2040 process and documents.

The municipality has benefitted from a steady history of leadership, with just four city managers over the last 30 years and three city attorneys over the last 36 years. The current City Manager, Drew Corbett, was appointed in December 2018. Prior to being named to the city's top executive seat, he served as San Mateo's Assistant City Manager and Finance Director. This recruitment was prompted by Drew's decision to retire from public service in June 2023.

Vision

San Mateo is a vibrant, livable, diverse, and healthy community that respects the quality of its neighborhoods, fosters a flourishing economy, is committed to equity, and is a leader in environmental stability.

San Mateo General Plan

• 2040 Values •

- Diversity • Balance •
- Inclusivity • Prosperity •
- Resiliency •





THE IDEAL CANDIDATE

The ideal candidate will be a well-regarded local government leader who values community engagement and possesses exceptional interpersonal skills. As a highly effective communicator with a focus on results for the community, they will demonstrate proven success bringing diverse stakeholders together to form a common vision and delivering results. Exceptional people management skills will be required to inspire a team of committed public servants to do their best work and operate as one extraordinary team. This hard-working professional will exhibit a strong work-ethic with the capacity to manage a substantial portfolio of responsibilities, balancing the day-to-day needs of the City with a long-term strategic vision and demonstrated ability to produce results.

The individual selected will have a collaborative and participatory leadership style with a customer and solution-oriented mind-set. Demonstrating empathy, high emotional intelligence and political acumen, they will work effectively with elected and appointed officials remaining neutral and helping a new group of policy makers evolve into a well-functioning leadership body. A gifted consensus builder, they will have the ability to strategically navigate diverse opinions and perspectives using approaches that

advance the goals of policymakers and the community. The City Manager will also be an articulate communicator and attentive listener who is visible and accessible to the community as well as staff. Their approachable and responsive style will set the tone for a high performing organization.

The ideal candidate will have an inspiring management style that motivates a dedicated and talented workforce. With a calm demeanor and even temperament, the City Manager will be an empowering and supportive coach who takes a genuine interest in helping people grow and succeed in their careers. They will have proven success bringing a diverse executive team together to work across departmental lines to deliver on priority projects for the community, breaking down silos and rewarding a true team approach. This engaged manager will engender high levels of trust and confidence with the ability to be kind and supportive while at the same time able to have direct conversations and hold people accountable for results.

As a contemporary public manager, they will be comfortable and value working closely with an engaged community to address the most daunting issues facing Bay Area cities including housing and homelessness, climate change and resiliency, deferred infrastructure

maintenance, long-term capital investment, economic vitality and financial stability. Broad knowledge of California's land use and housing regulations, public works and capital investment strategies, and budget and finance will be important for success in this position. A history of being creative and resourceful championing new technology and contemporary tools that can maximize resources, enhance efficiency, modernize service delivery and support community engagement efforts will be critical to success in this position. Prior experience managing ballot initiatives is also desirable.

Executive level experience as a City Manager, Assistant/Deputy City Manager, department head or equivalent is desirable. Leadership experience that can provide the diligence and competency necessary to address challenges associated with such complex matters as growth, density, transportation, homelessness and affordable housing, climate change and resiliency is expected. Service in a community with similar challenges and opportunities will be considered favorably. Experience serving a full-service urban municipality with represented employees is preferred, and experience with labor negotiations is desirable. A Bachelor's degree is required; a Master's degree is preferred.

Compensation and Benefits

Salary is **currently under review**. The City Council is committed to being competitive while also being fiscally responsible. San Mateo's salary is supplemented by an attractive benefits package. Benefits provided to the City Manager include but are not limited to:

Retirement: Enrollment in the PERS 2% @ 55 with 3-year average final comp for "Classic" members hired on after December 9, 2012 and 2% @ 62 with 3-year average final comp for "New" members hired on or after January 1, 2013.

Deferred Compensation: City contributes 0.5% of base salary to the 457 Deferred Compensation Plan.

Medical Insurance: 10 medical plans offered under CalPERS. City pays 100% of Kaiser single party coverage, 90% of two-party Kaiser coverage, and 90% of Kaiser family coverage.

Dental Insurance: City pays for a 100/80/80 plan with a \$15 deductible, \$3,000 annual maximum per person, and a \$3,500 lifetime orthodontic benefit.

Vision Insurance: Vision benefits include an annual exam, lenses, and frames (up to \$120) with an annual deductible of \$25.

Flexible Spending Account: City offers a Medical Reimbursement Plan, a Dependent Care Plan, and a Commuter Benefits Plan.

Retiree Health Savings Account: City matches 2% of employee contribution.

Life Insurance: City pays for a \$50,000 Life Insurance Plan and \$10,000 for an Accidental Death and Dismemberment Plan. Employee has the option to buy supplemental life insurance.

Long-term Disability Insurance: City paid plan that covers 66-2/3% of salary.

Social Security & Medicare: Paid equally by worker and City. Social Security portion is calculated at 6.2% on the first \$160,200 in earnings. The Medicare portion is factored at 1.45%.

Flexible/Hybrid Work Schedule: Varies depending on department needs, but generally employees may work a 9/80 or 4/10 schedule. Depending on the position, an employee may telecommute up to 2 days per week.

Vacation: 20 - 25 days annual vacation, based on years of service.

Sick Leave: 12 days per year of earned sick leave; unlimited accumulation.

Holidays: 13 paid holidays per year (includes 3 floating holidays).

Auto Allowance: \$375 monthly.

Programs: Credit Union, Employee Assistance and Free Fitness Classes.

Relocation Assistance: May be considered.



Application & Selection Process

The closing date for this recruitment is midnight, **Sunday, May 7, 2023**. To apply for this opportunity, upload cover letter, resume and list of six professional references using the "Apply Now" feature at www.tbcrecruiting.com.

TB & CO.

Teri Black • 424.296.3111

Suzanne Mason • 562.631.2500

TERI BLACK & COMPANY, LLC

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Following the closing date, resumes will be screened in relation to the criteria articulated in this brochure. Applicants with the most relevant qualifications will immediately be granted preliminary interviews by the consultants. Candidates deemed to be the best qualified will be invited to interview with the City Council in late spring. The City Council anticipates making an appointment shortly thereafter following the completion of extensive background and reference checks. Please note that references will not be contacted until the end of the process and, at that time, will be done so in close coordination with the candidate impacted.

