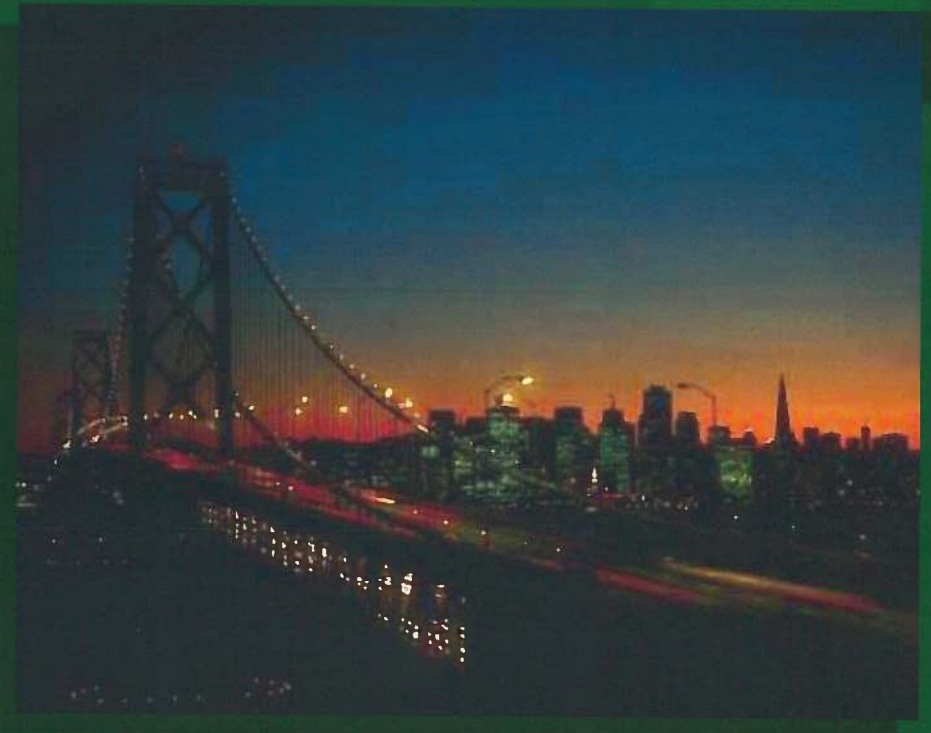


Executive Recruitment Search

DIRECTOR OF TRANSPORTATION

City and County of San Francisco, CA



DIRECTOR OF TRANSPORTATION

City and County of San Francisco, CA

May 3, 2019

VIA EMAIL

Christina Brusaca
Senior Administrative Analyst
Department of Human Resources
City and County of San Francisco
One South Van Ness Ave., 4th Floor
San Francisco, CA 94103

Dear Ms. Brusaca:

Alliance Resource Consulting is pleased to submit this proposal to assist the City and County of San Francisco in its efforts to recruit and screen candidates for the Director of Transportation position. Enclosed is our proposal which outlines how we would partner with your organization to recruit the best individuals. It describes the steps we will take to accomplish the recruitment within your desired timeframe.

Alliance Resource Consulting's corporate motto is "The Power of Partnership." We take this seriously and have built our reputation on providing services of the highest quality. Alliance Resource Consulting was formed in 2004 and has a proven track record of success with more than 550 placements to our credit.

We do not have any potential conflicts of interest from past recruitments or relationships. We will be happy to answer any additional questions you may have. We look forward with great interest to working with you on this very important assignment.

Sincerely,



Sherrill Uyeda
Founding Partner

DIRECTOR OF TRANSPORTATION

City and County of San Francisco, CA

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DIRECTOR OF TRANSPORTATION

City and County of San Francisco, CA

1 – OUR UNDERSTANDING

It is our understanding that the City and County of San Francisco wishes to engage an executive search firm to assist in its Director of Transportation recruitment.

San Francisco is the fourth largest city in California with more than 865,000 residents and a daytime population that swells to more than 1.2 million. It is also one of the most culturally diverse and internationally recognized of all American cities.

Alliance Resource Consulting prides itself on its commitment to customer service to both the client and the candidates.

2 – FIRM QUALIFICATIONS

2.1 Project Team

In 2004, Alliance Resource Consulting acquired the national executive recruiting practice of MAXIMUS. We are committed to providing our clients with the highest caliber of service in the industry. Our team of dedicated professionals utilizes custom-built state-of-the-art technology in conducting a search.

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

Our current staffing is:

- Sherrill Uyeda – Founding Partner
- Cindy Krebs - Regional Director, Pacific Northwest
- David McDonald – Regional Director, East Coast
- Syldy Tom – Manager
- Richard Kaplan – Research Consultant
- Sheryl Stewart – Research Consultant
- Linda Kann – Special Projects and Graphics Manager

Sherrill Uyeda and Cindy Krebs will work on this recruitment. Biographies can be found in Appendix A and references can be found in Appendix B.

2.2 Our Experience

We believe we are exceptionally well qualified to assist you. We have extensive nationwide experience recruiting transit and transportation executives for government agencies and special districts and have helped to place excellent people in both small and large organizations.

We recently recruited executive positions for the Santa Clara Valley Transportation Authority (CA), Alameda-Contra Costa Transit District (CA), Riverside Transit Agency (CA), and Metrolink-Los Angeles County (CA).

Previously, our consultants have completed the following transit and transportation recruitments:

- Director of System Safety & Security – Santa Clara Valley Transportation Authority (CA)
- Chief of Public Works and Transportation – City of Boston (MA)
- General Manager, Department of Transportation – City of Los Angeles (CA)



DIRECTOR OF TRANSPORTATION

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- Director of Transportation – City of Pasadena (CA)
- Deputy Director of Transportation – City of San Jose (CA)
- Director of IT – Regional Transportation Commission of Southern Nevada (NV)
- Executive Director – Access Services
- District Secretary – Alameda-Contra Costa Transit District (CA)
- Director of Transportation and Environmental Services – City of Alexandria (VA)
- Transportation Director – City of Bellevue (WA)
- General Manager, County Connection – Central Contra Costa Transit Authority (CA)
- Transportation Director – City of Culver City (CA)
- Transportation Director – City of Fresno (CA)
- Transportation Director – City of Tucson (AZ)

Our ability to carry out the work required by your agency is enhanced by our past experience in providing similar services to others, and we expect to continue such work in the future. It should be noted that all of the recruitments listed above were completed on time and within budget.

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

We assure you that we will devote our best efforts to carrying out the work required. The results obtained, our recommendations and any written material we provide will be our best judgment based on the information available to us.

2.3 Advantages of Our Firm

Relative to your present search requirements, we believe the principal advantages in using Alliance Resource Consulting which differentiate us from other firms are:

- Our track record of success in placing superior senior level executives in particularly sensitive and highly responsible/accountable positions.
- Our specialization in public sector executive search on a nationwide basis.
- Our extensive experience recruiting executives for government agencies and special districts.
- Our PROACTIVE recruitment of candidates who may not be seeking new employment and would not normally respond to routine advertising and highly qualified candidates who might be overlooked by traditional recruiting approaches.
- Our ability to develop and meet a recruitment timeline to fit your needs.
- The fact that we assign two professionals to each recruitment to ensure we are always available to quickly respond to your most pressing requirements.
- The quality of our work and the fact that most of our clients have retained our services on more than one engagement.
- Our proven ability to identify and recommend qualified female and minority candidates.
- The transparency of our recruitment process. We will prepare weekly updates for you throughout the peak of the recruiting process.
- Our reputation among clients and candidates for timely communication and documentation (e.g., acknowledgement of receipt of candidate application, client status reports, candidate interviews, client meetings and candidate feedback).

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City and County of San Francisco, CA

- The thoroughness of our documented reference, internet and background checks. We request very specific references from candidates and supplement our reports with information gathered from available information sources such as LexisNexis and public records. Our ability to enhance the recruitment process through stakeholder outreach, the use of online surveys, and targeted research.
- The fact that all of our graphics work is done in-house, saving our clients time and money.
- Our promise to conduct the recruitment at the cost proposed. We have never charged a client more than our proposed amount.

3 – RECRUITMENT METHODOLOGY & APPROACH

Alliance Resource Consulting believes that we are an extension of your organization. As such, we work within your expectations and guidelines. Our objective is to find the best qualified candidates. While notices in professional journals may be helpful, many of the best candidates must be sought out and their interest encouraged. Our general familiarity with the organization, knowledge of the field and our relationships with professional organizations make us well qualified to assist you.

Our clients have found that we are able to:

- Develop the appropriate specifications for a position.
- Encourage the interest of top-level people who would be reluctant to respond to advertisements.
- Preserve the confidentiality of inquiries, consistent with State public disclosure and open meeting laws.
- Save a considerable amount of time for client staff in developing and responding to candidates.
- Protect the confidentiality of the information discussed with or received from the client.
- Build consensus among those involved in the hiring process.
- Independently and objectively assess the qualifications and suitability of candidates for the particular position for which we are recruiting.
- Adhere to client's budget and schedule expectations.

If you desire to retain us for a full and thorough recruitment process, we will do the following for your recruitment:

3.1 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. We will also discuss expectations regarding desirable training, experience and personal characteristics of candidates. In addition, should you request it, we will conduct/facilitate community outreach meetings and focus group discussions.

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

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



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3.2 Active Recruitment

Once you have approved the Recruitment Profile, we will actively seek out individuals who meet your expectations. To achieve the best response, we will take a two-prong approach to attracting candidates:

1. **Direct Contact** – We will mail invitations and recruitment profiles to targeted individuals in comparable organizations at the appropriate level. These invitations will be followed up with direct phone calls to potential candidates to gauge interest.
2. **Advertisements** – We will place job advertisements in the appropriate professional journals and on-line sites.

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

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

3.3 Candidate Evaluation

We will review, acknowledge and evaluate all resumes received. Candidate evaluation will begin with an analysis based upon criteria contained in the Recruitment Profile, information contained in the resumes submitted to us, and our knowledge of the people and organizations for which they work.

The next phase in candidate evaluation will focus on gaining additional information from the qualified group of candidates through written supplemental information questionnaires and other resources. Telephone interviews will be conducted with the most promising candidates to gain a better understanding of their backgrounds, qualifications and interest in the position.

3.4 Progress Report Meeting

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

The purpose of our progress report is two-fold. It allows you an opportunity to review the candidates and choose those who you would like to invite to be interviewed for the position. It also allows us to receive feedback on the caliber of the candidates recruited. In addition, at this point we will have conducted preliminary background checks on each of the presented candidates. Of course, we are flexible and may consider other individuals as final candidates who are subsequently identified and were not included in the progress report.

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3.5 Preliminary Interviews

We will interview (either in person or via video-conference) those candidates identified by you to be the leading candidates. We will conduct a preliminary interview with questions that focus on the selection criteria. Additionally, we will verify degrees and certifications and continue to gather information about the candidate's professional backgrounds.

3.6 Client Interviews & Interview Books

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

We will prepare final interview books for the selection panel. These books will include interviewing/selection tips, suggested interview questions, and rating forms for your use. Candidates will not be ranked, for we believe it will then be a matter of chemistry between you and the candidates.

We will also be on-site for the interview day(s). We will brief the interview panel at the start of the interviews and will facilitate the process throughout the day. After the last candidate interview, we will assist you in "debriefing" the interview panel members.

As part of our process in evaluating candidates, we make telephone reference checks. In conducting these references, it is our practice to speak directly with individuals who are, or have been, in a position to evaluate the candidate's performance on the job. To gain a well-rounded impression of the candidates, we speak with current and prior supervisors, peers and subordinates. These references and our evaluations provide you with a frank, objective appraisal of the candidates. Once we finalize references on the top one or two candidates and conduct credit/criminal/civil litigation/motor vehicle record checks through an outside service, we will provide you with a detailed candidate evaluation report.

3.7 Special Assistance

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

- Arranging the schedule of interviews and the associated logistics for final candidates.
- Advising on starting salary, fringe benefits, relocation trends and employment packages.
- Acting as a liaison between client and candidate in discussing offers and counter offers.
- Conducting a final round of reference checking with current employers (if not previously done for reasons of confidentiality).
- Notifying those candidates who were not recommended for interview of the decision. Following up with the client and the selected candidate once he/she has joined the organization to ensure a smooth transition.

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4 – OUR CLIENT’S ROLE

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

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

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

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

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

5 – PROJECTED TIMELINE

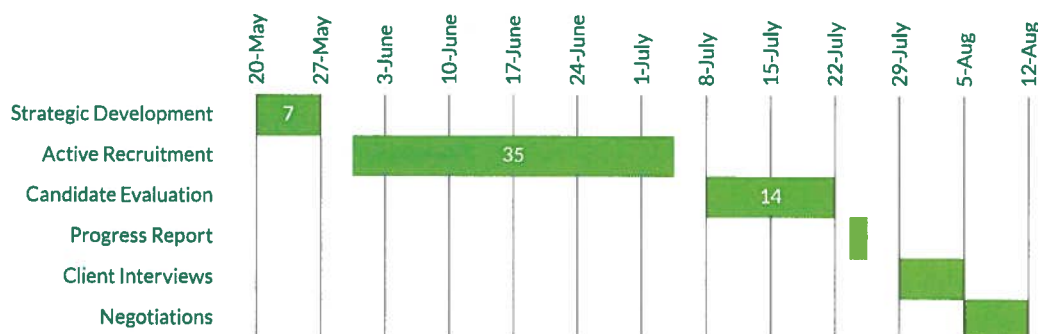
The following is a typical schedule to conduct a thorough recruitment. However, we would be pleased to modify this to meet your needs:

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



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6 – ALLIANCE ADVANTAGES

6.1 Technology

Alliance Resource Consulting is proud to announce the launch of our new client/candidate management system. This cutting edge system allows candidates to upload their resumes and cover letters on our website with one quick click. (For candidates who wish to email or mail us a hard copy of their resume, we will upload the information for them.) One of the benefits of our system is that it enables our consultants to contact the applicants and clients quickly with accurate and timely information.

In addition, we utilize social media to best market the recruitment. We have active accounts on LinkedIn, Twitter and Facebook. The use of social media allows us to contact our network and “followers” to alert them to our recruitment announcements, informational updates and reminders. It allows us to stay one step ahead of our competitors.

Alliance Resource Consulting is always searching for new ways technology can help us save our client's money. One way we do this is by using Skype or Facetime to interview out of area candidates. Our innovative ways have set us apart from our more traditional competitors. We are able to interact with our candidates swiftly and effectively.

6.2 Stakeholder Outreach

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

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

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Lastly, our firm has significant experience in creating community surveys should you wish to provide this option to your community. We have utilized surveys for many of our recruitments and can prepared them in different languages, if required. The surveys can be accessed on-line, or at our office and our client's office.

6.3 Diversity Outreach

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

We have created lists for comparable diversity during recruitments for the City Manager for the City of Compton (CA), the City of Tigard (OR), the Assistant City Manager/Chief Operating Officer for the City of Ventura (CA), and the Assistant City Manager for the City of Irvine, CA. The final pool for the City of Irvine included three women among the six finalists. We also collect Equal Employment Opportunity (EEO) information on our candidate pool. This information is accessible to our clients in real time on our company website.

6.4 Weekly Client Updates

Our consultants provide our client contacts written recruitment updates on a weekly basis. These updates include work done that was completed during the week and what we expect to work on the following week.

7 – RECRUITMENT COSTS

We propose a fixed fee of \$38,000 for the work outlined above, which includes up to three on-site meetings: one to develop the Recruitment Profile, one to present our Progress Report, and one to attend the first round of candidate interviews. If additional on-site meetings are required, a budget increase of \$1,500 per meeting will be added to the professional fee. Please note that this amount does not include reimbursement of candidates who travel to be interviewed by you. Unless you notify us to the contrary, we will assume that you will handle these reimbursements directly.

Our fee will be split among four equal invoices. All invoices are due and payable upon receipt. We do NOT base our fees on a percentage of the position's salary.

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

1st Billing	Due after Start Meeting	First Phase	\$9,500
2nd Billing	Due upon our submittal of a draft recruitment profile	Second Phase	\$9,500
3rd Billing	Due after we meet and submit our Progress Report to you	Third Phase	\$9,500
4th Billing	Due after the client conducts interviews with finalists	Fourth Phase	\$9,500

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

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City and County of San Francisco, CA

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

In the event that the Client hires, within one year of completion of this recruitment project, any candidates identified during the Progress Report as a result of Consultant's recruitment project for any position other than the Director of Transportation, the Client agrees to pay Consultant 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 within one year from the date of hire, we will conduct a new search at a 25-50% discount from the original fee, in addition to reimbursement for direct expenses related to the new search.

8 – ALLIANCE SUMMARY

Thank you for reviewing our proposal. Should you decide to retain Alliance Resource Consulting for your executive search needs, 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.

Our firm's motto is "the Power of Partnership" and we are committed to adding value to your organization's goals and mission. We bring an ethical, transparent and well-documented recruitment process to all our clients.

9 – CONTACT INFORMATION

Sherrill Uyeda Office: (562) 901-0769 x331
 Fax: (562) 901-3082
Cell Phone: (310) 592-8847
E-mail: suyeda@alliancerc.com
Skype: [sherrill.uyeda.marquardt](https://www.skype.com/people/sherrill.uyeda.marquardt)

Cindy Krebs Office: (562) 901-0769 x336
 Fax: (562) 901-3082
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Skype: [cindyk_arc](https://www.skype.com/people/cindyk_arc)



DIRECTOR OF TRANSPORTATION

City and County of San Francisco, CA

ALLIANCE RESOURCE CONSULTING LLC

HEADQUARTERS

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 twitter.com/GoAllianceRC

 Alliance Resource Consulting LLC

DIRECTOR OF TRANSPORTATION

City and County of San Francisco, CA

APPENDIX-A BIOGRAPHIES

Sherrill A. Uyeda – Founding Partner

Sherrill Uyeda has over twenty years of public sector executive search experience. She began her career in executive search in 1998 and from 1999 to 2004, Ms. Uyeda 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, Ms. Uyeda has been instrumental in expanding the organization's presence to include regional offices in Palo Alto (CA), Tampa (FL) and Seattle (WA). 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.

Ms. Uyeda'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.

Ms. Uyeda graduated from the University of Southern California, with both a Bachelor of Arts degree in Communication Arts and Sciences and a Master of Public Administration degree. She is a member of the Society for Human Resources Management.

Cindy Krebs – Regional Director

Cindy Krebs joined Alliance Resource Consulting in 2012 after serving more than 25 years as a high level manager and principal consultant for local governments, regional agencies and special districts. The experience she gained while working in the public sector gives Ms. Krebs a unique understanding of the complexities associated with public service careers as well as a strong appreciation for people who choose to dedicate themselves to improving the communities they serve. Ms. Krebs is highly adept at working with executive management teams, Board members, and community/special interest group and has managed several high profile recruitments for Alliance.

In the six years since joining Alliance, Ms. Krebs has directed several high profile recruitments, placing 23 water agency leaders, 12 retirement agency executives, and 44 city/county directors spanning virtually every department and discipline. She has also helped to place individuals in unique positions at several agencies and assisted with more than 85 other searches, cultivating countless professional relationships along the way.

Ms. Krebs graduated from Baker University with Bachelor of Art degrees in both Communications and Spanish. She is also a graduate of CORO's Orange County Leadership program. Ms. Krebs is fluent in Spanish and proficient in French and Italian. She is a dedicated community volunteer who loves outdoor activities.



DIRECTOR OF TRANSPORTATION

City and County of San Francisco, CA

APPENDIX-B REFERENCES

Orange County, CA

Name: Melanie Ramos
Title: HRS Recruitment Services Team
Address: 333 W. Santa Ana Blvd., Santa Ana, CA 92701
Phone #: (415) 557-4915

Alameda-Contra Costa Transit District

Name: David Armijo
Title: Former General Manager
Address: 1600 Franklin Street Oakland, CA 94612
Phone #: (949) 322-9881

Los Angeles County, CA

Name: Carla Williams
Title: Senior Human Resources Manager
Address: 500 W Temple Street, Los Angeles, CA 90012
Phone #: (213) 321-6075

Port of Long Beach, CA

Client: Lori Ann Guzman (Farrell)
Title: Harbor Commissioner
Address: 4801 Airport Plaza Drive, Long Beach, CA 90815
Phone #: (562) 283-7000

PROPOSAL

City and County of San Francisco

Executive Recruitment Services for Director of Transportation

Due Date: May 10, 2019

10:00 A.M.

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

CPS HR Consulting

2450 Del Paso Road, Suite 220

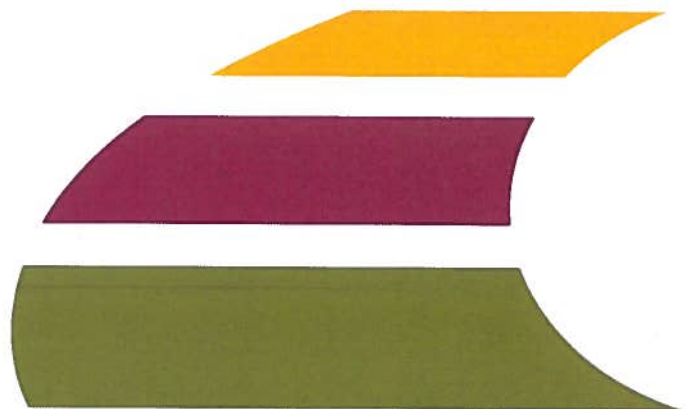
Sacramento, CA 95834

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masher@cpshr.us

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Your Path to Performance

May 10, 2019

Christina Brusaca
Senior Administrative Analyst
Department of Human Resources
One South Van Ness Ave., 4th Floor
San Francisco, CA 94103

Submitted via email to: Christina.brusaca@sfgov.org

Subject: Executive Recruitment Services for Director of Transportation

Dear Ms. Brusaca:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City and County of San Francisco (City) with the recruitment of a new Director of Transportation. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services. Specifically, our recruiters have experience placing executives within the field of transportation.

Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact Melissa Asher at masher@cpsshr.us or (916) 471-3358.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

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Our Approach

Key Stakeholder Involvement

The Board of Directors on behalf of the City and County of San Francisco must be intimately involved in the search for a new Director of Transportation. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Board of Directors, other key stakeholders may also be invited to provide input for the development of the candidate profile.

City's Needs

A critical first step in a successful executive search is for the Board of Directors to define the professional and personal qualities required of the Director of Transportation. CPS HR has developed a very effective process that will permit the Board of Directors to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the Board of Directors wishes to establish with the Director of Transportation; and ultimately, the professional and personal qualities required of the Director of Transportation.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new Director of Transportation. We will contact the Board of Directors and the newly appointed Director of Transportation within six months of appointment to ensure an effective transition has occurred.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

Our Process

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new Director of Transportation uniquely suited to the City's needs.



Phase I: Our consultant will meet with the Board of Directors to ascertain the City's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the City.

Phase II: The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the City. CPS HR will work with the Board of Directors to determine the process best suited to the City and County of San Francisco.

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

The first step in this engagement is a thorough review of the City's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new Director of Transportation. Activities will include:

- Identifying key priorities for the new Director of Transportation and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship, the Board of Directors wishes to establish with the Director of Transportation.

- Generating lists of specific competencies, experiences, and personal attributes needed by the new Director of Transportation in light of the discussions above.
- Discussing recruitment and selection strategies for the Board of Director's consideration to best produce the intended results.

Recruitments of this nature often require extensive stakeholder engagement processes. For example, our recent recruitment for the MTC Executive Director role entailed conversations with all Bay Area Congestion Management Agencies, all small and large operators, each ABAG and MTC Board/Commission member, community and non-profit stakeholders, senior staff and organized labor. All told, we spoke with more than 75 individuals and groups. In addition, an on-line survey was deployed so anyone with an interest could weigh in on the attributes they thought most likely to lead to the success of the next Executive Director.

CPS HR will provide a summary to the City stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/search.

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 – Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 – Resume Review and Screening Interviews

Task 4 –Board of Directors Selects Finalists

The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements in appropriate magazines, journals, newsletters, job bulletins, and websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

- City's website
- CPS HR website
- LinkedIn
- Transit Talent
- Minority Professional Network
- Careers in Government
- American Public Transportation Association
- Women in Transportation Seminar
- Local Government Hispanic Network Institute of Transportation Engineers
- National Forum for Black Public Administrators
- American Public Works Association

Within the past three years, more than 40% of our executive level placements have been minority and/or female candidates.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the Director of Transportation brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to apply.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the City or continuing to ensure the public confidence in the integrity of the City.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Board of Directors. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile

on each interviewee's background. CPS HR will meet with the Board of Directors to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III – Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 – Final Preparation for Appointment

Task 4 – Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the Board of Directors to review this process and discuss the Board of Directors's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the City. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the Board of Directors with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the Board of Directors wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the City. A written (anonymous) summary of the reference checks is provided to the City.

*Proposal to the City and County of San Francisco
Executive Recruitment Services for Director of Transportation*

- **Conduct Background Checks:** We will arrange for a background check of a candidate's records on driving, criminal (criminal only after a contingent job offer) and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the City for further review.
- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new Director of Transportation can be completed in 14 to 16 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/ Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads			➤													
Aggressive Recruiting							➤									
Final Filing Date							➤									
Preliminary Screening										➤						
Present Leading Candidates											➤					
Interviews														➤		
Reference/ Background Checks															➤	
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Our Executive Recruitment Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. Mr. Andrew Nelson will serve as your dedicated project manager throughout this recruitment process. Mr. Nelson will leverage the knowledge and experience of our entire recruitment team in order to provide you with the best possible recruitment experience. We will not utilize subcontractors for these services. No staff member will be removed or replaced without the prior written concurrence of the City.

Role/Project Assignment	Name	Phone	Email
Executive Recruiter/Project Manager	Andrew Nelson	916-471-3329	anelson@cpshr.us
Supervising Executive Recruiter	Pamela Derby	916-471-3126	pderby@cpshr.us
Executive Recruiter	Jill Engelmann	916-471-3378	jengelmann@cpshr.us

Team Biographies

Andrew Nelson, Executive Recruiter, Project Manager

Andrew Nelson brings an extensive background in government service to his role as Executive Recruiter at CPS HR Consulting through city administration, transportation planning, and court management as well as professional recruiter training from the U.S. military.

Mr. Nelson has significant experience with recruitments of professional and management positions for the public sector. Prior to joining CPS HR Consulting, Mr. Nelson served as City Administrator for the City of Kemmerer, WY and as director of the Casper Area Metropolitan Planning Organization. This hands-on experience gives Mr. Nelson perspective to the mindset and needs of senior public officials recruiting open positions.

Beyond recruitment, his duties included comprehensive administration of their human resources policies. This consisted of assessing job performance, approving job descriptions and their associated revisions, revising employee policies, leading collective bargaining negotiations for the city, assessing and investigating risk management claims, and continuing training for all employees.

Additionally, Mr. Nelson currently serves the United States Coast Guard as an Auxiliary Recruiter. His role is to provide a local presence in Las Vegas for the regional office in Phoenix. He received formal training in recruitment, including sales, marketing, and interviewing skills at the Coast Guard Training Center Cape May (New Jersey) and has received an Auxiliary Sustained Service

award and a Coast Guard Meritorious Team Commendation as a direct result of his recruiting efforts.

Mr. Nelson is currently assisting the Transportation Authority of Marin in their recruitment of an Executive Director.

Pamela H. Derby, Supervising Executive Recruiter

Since joining CPS HR Consulting in 2003, Pam Derby has conducted a wide range of recruitments for county, city, special district and association executives including city attorney, executive director, general manager, city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, city administrator, registrar of voters, library director, and director of information technology in addition to specialized support positions.

Ms. Derby has conducted numerous recruitments for SFMTA and during the past year placed the Executive Directors with SANDAG, Santa Cruz County Regional Transportation Commission and MTC. Her stakeholder engagement process and candidate outreach activities included conversations with all bay area congestion management agencies, small and large operators and numerous elected officials.

Prior to joining CPS HR, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local government. She is sensitive to balance the wants of the community with the needs of the client so as to tailor a recruitment process that reaches out to the most appropriate candidates and ensures a diverse group of individuals from which to make a selection. She has successfully employed these techniques in jurisdictions ranging from under 10,000 to 10 million. Moreover, she employs a firmly-held personal philosophy that candidates must be treated with the same respect and careful consideration as her client.

Prior to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations. She was responsible for the management of several large consumer groups.

Jill Engelmann, Executive Recruiter

Jill Engelmann joined CPS HR Consulting in September of 1997. She has over thirty years of professional and management experience in public sector Human Resources. Ms. Engelmann has extensive leadership experience in all areas of Human Resources including recruitment and selection, classification and compensation, training, employee relations, benefits, workers' compensation, personnel policy development and job analysis obtained through her recent work as Assistant Director of Human Resources for the County of El Dorado, Principal/Project Consultant for CPS HR Consulting, Human Resources Manager for El Dorado Hills Fire Department and Northern California Power Agency and Senior Human Resources Consultant for the California Independent System Operator, to name a few.

As a Principal Consultant, Ms. Engelmann managed the Merit System Services unit of CPS HR Consulting. Ms. Engelmann led and directed a team responsible for providing recruitment, selection, classification, and general guidance on HR related issues and policy/rule interpretation services to the Social Services/Human Services Departments and Child Support Services Departments in twenty-five counties throughout California. Her responsibilities included team leadership, training, interviewing and hiring employees, work assignment and review, completion of performance evaluations, project management, the establishment of unit goals and strategic direction, and serving as the liaison with the California Department of Human Resources, the California Welfare Director's Association, and the various counties served. While in this position, she also led projects to significantly change recruitment materials and strategies, revise the structure and rating of oral interview exams, and complete several system-wide job analyses and develop new written exams.

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT/POSITIONS	CONTACT(S)
City of Tucson 255 W. Alameda Tucson, AZ 85701	Albert Elias, Assistant City Manager (520) 837-4046 albert.elias@tucsonaz.gov
Director of Transportation (2018)	
California Coastal Commission 45 Fremont Street, Suite 2000 San Francisco, CA 94105	Melanie Wong, Chief Human Resources Officer (415) 904-5433 melanie.wong@coastal.ca.gov
Executive Director (2017)	
San Diego Association of Governments (SANDAG) 401 B Street, Suite 800 San Diego, CA 92101	Melissa Coffelt, Human Resources Director (619) 699-1955 Melissa.coffelt@sandag.org
Executive Director (2018)	
Santa Cruz County Regional Transportation Commission (SCCRTC) 1523 Pacific Avenue Santa Cruz, CA 95060	John Leopold, Chair (Member, Board of Supervisors, Santa Cruz Co) (831) 454-2200 john.leopold@santacruzcounty.us
Executive Director (2018)	

Professional Fees, Expenses and Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services associated with **Phases I, II, and III** of the recruitment process, including the necessary field visits to develop the candidate profile and recruitment strategy, assist the City with finalist selection, and facilitate candidate interviews.

Reimbursable Expenses

Actual out-of-pocket expenses for such items as candidate/consultant travel, advertising, marketing, printing/copying, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses and ***we will work proactively with the City to ensure that dollars being spent for expenses are in keeping with the City's expectations.***

Professional Fixed Fee & Reimbursable Expenses*	
Professional Services Full Recruitment (Fixed Flat Fee)	\$20,000
Reimbursable Expenses <u>Approximate</u> recruitment costs include: <ul style="list-style-type: none"> ■ Brochure Design and Printing ■ Advertising ■ Background checks ■ Other recruitment expenses such as supplies, travel, and shipping 	\$15,000
Not-to-Exceed Total	\$35,000

*Professional fees and reimbursable expenses would be billed and paid monthly.

Optional: Recruitment Video

In addition to the standard recruitment brochure, CPS HR can develop a recruitment video to attract a wider range of applicants. More than 63% of organizations are now using visual media to attract the attention of job seekers, convey the culture of the organization, and effectively expand the talent pool. For this approximately three-minute video, CPS HR will arrive onsite to film footage of the workplace and community, as well as conduct onsite interviews with selected employees. This video is optional and costs **\$3,500**, raising the Not-to-Exceed Total to **\$38,500**.

One-Year Guarantee

If the employment of the candidate selected and appointed by the City as a result of a full executive recruitment (Phases I, II, and III) comes to an end before the completion of the first year of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for reimbursable expenses. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the City and County of San Francisco in this important endeavor.

Appendix A: Sample Brochure

The brochure features a dark blue background on the left side with the title 'Executive Director' in large white font. Below the title is the text 'UNIQUE OPPORTUNITY' and a short paragraph describing the role. On the right side, there are logos for the Metropolitan Transportation Commission and the Association of Bay Area Governments. The bottom half of the brochure shows a photograph of a city street with a red and white bus in motion, framed by a large, stylized blue geometric shape.

Executive Director

UNIQUE OPPORTUNITY

This is an exceptional opportunity to play a leadership role in creating a more diverse, equitable, affordable, sustainable and economically vibrant Bay Area.

**METROPOLITAN
TRANSPORTATION
COMMISSION**

**Association
of Bay Area
Governments**



Metropolitan Transportation Commission

Created by the California Legislature in 1970 (California Government Code 54650) as the San Francisco Metropolitan Transportation Commission (MTC), the Commission is the transportation planning, coordinating and financing agency for the nine-county San Francisco Bay Area. Its functions as both the regional transportation planning agency — a state, regional — and the federal 202 project — is the region's Metropolitan Planning Organization (MPO). Its responsibilities include but are not limited to: development and adoption of a Regional Transportation Plan, inclusive of the Bay Area's road transit, highway, local streets and roads, airport, seaport, rail, bicycle and pedestrian services and facilities; allocation and monitoring of state and federal transportation assistance funds; legislative and advocacy roles for smart growth, air quality and congestion management; transportation services for elderly, disabled and low-income individuals.

Since 1996, MTC has served as the Bay Area Toll Authority (BATA) responsible for administering all toll revenue from the region's three toll bridges. BATA has an \$474 million tolling and pricing program and \$1.7 billion in toll revenue funds to invest in bridge, highway and transit construction projects over the next several years. MTC also functions as the region's Service Authority for Ferries and Expresses (SAFE) and operates a fleet of ferries (over 2,000) providing all-door-to-door service. In addition, MTC manages the "Clipper" brand of fare card program for suburban rail and the 511 traveler information telephone number and website.

The MTC Commission comprises 21 commissioners — 16 of whom are elected officials — representing all of the nine Bay Area counties. Currently, 17 of the 21 commissioners are local elected officials, county supervisors or elected city council members. One commissioner is a local elected official from the ABAG board while the other three, non-voting members represent the U.S. Department of Transportation, U.S. Department of Housing and Urban Development, and the California State Transportation Agency. The agency is supported by an approximately \$20 billion and more than 100 full-time staff.

2 | MTC Executive Director



Association of Bay Area Governments

The Association of Bay Area Governments (ABAG) was formed in 1961 by a joint powers agreement among Bay Area local governments and serves as the comprehensive regional planning agency and Council of Governments for the nine counties and 101 cities and towns of the San Francisco Bay Region. The region encompasses Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma counties.

ABAG is a public entity created by local governments to meet their planning and research needs related to land use. ABAG also hosts a number of joint power and administrative entities related to environmental and water resource protection, disaster resilience, energy efficiency and hazardous waste mitigation, financial services and staff training to local counties, cities and towns.

ABAG's Executive Board is comprised of 28 voting memberships, 23 are appointed to reflect the population size of each Bay Area county. The President, Vice President, and Immediate Past President also serve as voting members of the Executive Board. Advisory, non-voting members representing state or federal agencies may be invited to serve at the pleasure of the Executive Board. County representatives are selected by their boards of supervisors. City representatives are appointed by the mayors of member cities in each county. The official representing the City of San Francisco is appointed by the mayor, and the Cities of San Jose and Oakland are represented by their respective mayors. Each of these appointing authorities may appoint alternates to the members selected.

Current Significant Regional Initiatives

- Implementing Regional Measure 3, the voter-approved bridge toll program to fund transportation improvements in bridge corridors
- Promoting policy options endorsed by the Committee to House the Bay Area (CASA) which is an MTC- and ABAG-supported policy group comprised of diverse Bay Area constituents and tasked with forwarding recommendations for solving the region's housing crisis
- Advancing the next update to the Bay Area's long-range housing and transportation plan, known as Plan Bay Area
- Rolling out the next generation of Clipper — the Bay Area's universal transit ticket
- Expanding the Bay Area Express Lanes network

4 | MTC Executive Director

Coming Together

Pursuant to direction from the ABAG Executive Board in 2016 and 2017, ABAG and MTC have entered into a Memorandum of Understanding (MOU) to consolidate staff functions under one executive director. As of July 1, 2017, the ABAG staff has consolidated with MTC and staff is finding new and stronger connections between programs, policies, and activities.



Currently, ABAG and MTC continue to be separate governance entities with their own statutory authorities and responsibilities, policy positions, assets, liabilities, revenues, debts, and local collaboration programs, with the consolidated staff serving both organizations. The next step per the MOU is to look at changes to the overall governance structure of the two agencies.

This consolidation allows for the flexibility to help tackle emerging issues, including assisting with the October 2017 North Bay wildfire recovery, as helping these affected Bay Area communities is a priority for both agencies.

With the adoption of Plan Bay Area 2040 in July 2017, a new planning initiative, tentatively called *Horizon*, has begun. This effort will inform the next ABAG-MTC regional plan. *Horizon* will explore a range of challenging questions that traditionally have been outside the regional planning process to identify a suite of potential planning scenarios and allow residents, planners and decision-makers alike to think through policy and investment solutions that make sense in each scenario.

Staff is also working with a diverse group of partners — known as CASA, or the Committee to House the Bay Area — to identify game-changing regional solutions to the Bay Area's chronic housing shortage. Leaders from across the Bay Area are working to build an actionable political consensus around (1) increasing housing production at all levels of affordability, (2) preserving existing affordable housing, and (3) protecting vulnerable populations from housing instability and displacement. The end product will be a suite of integrated legislative, financial, policy and regulatory recommendations that together form a Regional Housing Compact Strategy, with a final report slated for release in late 2018.

To learn more, go to: www.bayareametro.gov

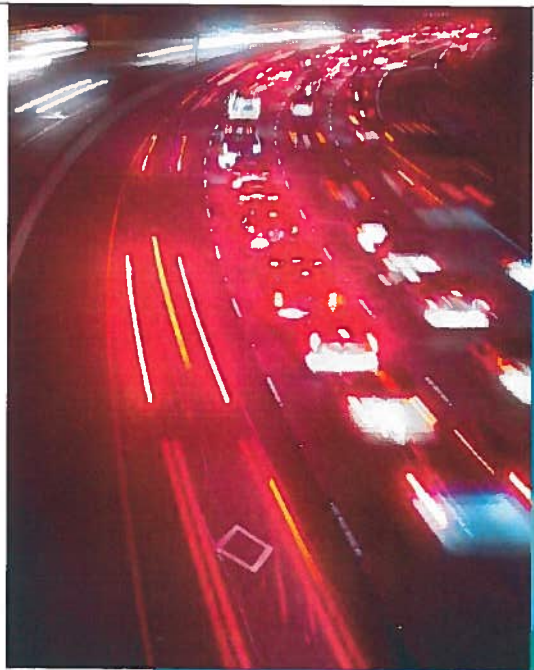


MTC Executive Director | 7

What We Do

- Plan, invest and coordinate to keep the Bay Area mobile, sustainable and prosperous. At the same time as addressing the needs of a growing population, we are committed to preserving the diverse communities and natural beauty that make the Bay Area a desirable place to live and work.
- Work to integrate the region's vast web of rail, bus and ferry lines into a seamless network that's easy to understand and ride.
- Seek out new zero-emissions/clean technologies to improve the capacity and efficiency of the public transit and highway network.
- Strive to make streets friendly to pedestrians and bicyclists, and not just to cars — a concept known as "complete streets."
- Encourage transit-oriented development, with housing, jobs and retail clustered around bus, rail and ferry hubs.
- Adopt policies to preserve the region's agriculture and open spaces.
- Step in to fill gaps in services and facilities, such as building out the regional Express Lane network.
- Prioritize requests for scarce regional, state and federal funds.
- Act as the region's transportation banker, distributing funds to public transit agencies, as well as to county congestion management agencies, and cities and counties for local investment priorities.
- Work to restore, maintain and replace the region's aging transportation infrastructure and transport vehicles.
- Ensure the health and smooth operation of the region's seven state-owned toll bridges, in our role as the Bay Area Toll Authority.
- Operate a state of services to help travelers get around, including the 511 traveler information system, FasTrak® electronic toll collection, Clipper® Universal fare card and the Highway Service Patrol's fleet of towing tow trucks.
- Invest in strategic expansion of the transportation network to serve a growing population.
- Forecast future travel with a sophisticated model, and map conditions and trends with the latest in GIS tools — sharing our data free of charge with cities, counties and regional partners.
- Take the pulse of the region's transportation system, housing, jobs, environment and economy through the Vital Signs project.

MTC Executive Director

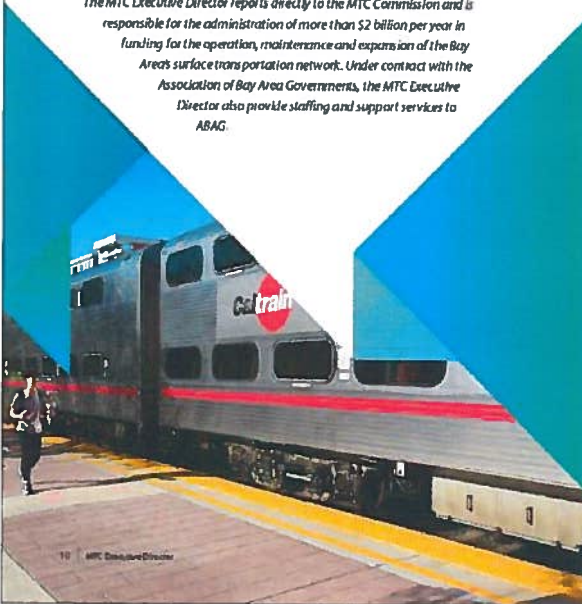


MTC Executive Director | 7

Proposal to the City and County of San Francisco Executive Recruitment Services for Director of Transportation

Executive Director

The MTC Executive Director reports directly to the MTC Commission and is responsible for the administration of more than \$2 billion per year in funding for the operation, maintenance and expansion of the Bay Area's surface transportation network. Under contract with the Association of Bay Area Governments, the MTC Executive Director also provide staffing and support services to ABAG.



The current MTC Executive Director, Steve Heminger, is retiring after serving MTC for more than 16 years. The Executive Director is expected to manage and advance:

MTC Commission and ABAG Board Relations

Develop strong working relationships with the MTC Commission and ABAG Board based on partnerships, mutual respect, open communication and equal treatment of all members. Ensure that the Commission's and ABAG's policy direction is implemented and they are kept fully informed on the financial condition of the agency and about any trends, events, or emerging issues of significance to the agency's success.

Local Government Connections

Build on current initiatives that promote stronger connections between MTC Commissioners and ABAG Board Members and their fellow elected officials, local government executives/staff, and other local government and operational partners.

External Partnerships

Cultivate strong, collaborative working relationships with partner agencies, in order to integrate and advance transportation and land use initiatives. Provide strategic leadership that elevates a regional perspective while supporting local initiatives. Propagate a sense of mutual trust with and between local agencies. Maintain a strong and engaged presence at both the state and federal level. Enhance relationships with various community, civic and business organizations.

Program Focus

MTC's primary programs are:

- ▶ Programming and allocating some \$2 billion annually for Bay Area transportation programs and projects
- ▶ Updating the region's long-range transportation plan every four years
- ▶ Adopting and advocating an annual legislative program to advance policies and funding to improve Bay Area transportation
- ▶ Advancing operational improvements, such as the Clipper Universal fare card, fare-bank electronic tolling, 511 traveler information, regional express lanes network, and regional bike sharing
- ▶ Coordinating the region's 28 plus public transit systems into a seamless network, via the Clipper Universal fare card and other means

MTC Executive Director | 11

Organization Development

Provide cultural leadership to shape and reinforce the organization's culture to ensure MTC's work force is poised to define adaptive, innovative and timely solutions to address some of the most complex social issues facing our region. This will include a strong commitment to ongoing strategic planning, staff development, team building and succession planning to enhance and expand the capabilities of the approximately 300 staff members.

Management

Set and implement the strategic vision with the Commission and Board for the organization. Deliver a comprehensive balanced annual budget and work plan. Develop organization-wide goals, objectives, policies and procedures. Oversee agency-wide adherence to business and employee policies, procedures and practices including fostering a diverse workforce and a safe and harassment free workplace.

Staff Development

Ensure the successful leadership and management of agency staff by setting performance expectations of senior staff regarding their mentoring, developing and managing of their reporting staff. Directly supervise and mentor the Deputy Executive Director of Operations, the Deputy Executive Director of Policy, the Deputy Executive Director of Local Government Services, and the Chief Financial Officer. Provide guidance to the Chief General Counsel as she executes her goals per the direction of the Commission.



Ideal Candidate

The next Executive Director will be an exceptional leader with an unshakable presence and the ability to respond to the region's challenges, both strategically and tactically. The ideal candidate possesses strong analytical skills, sound decision-making abilities and respected business practices. She must inspire creativity and productivity in a demanding fast-paced environment. The next Executive Director must be an innovative leader with a national perspective and a solid professional reputation both regionally and nationally.

Given the issues and priorities facing MTC, the next Executive Director must possess a strong understanding of transportation funding and project delivery, familiarity with regional transportation and land use planning principles associated with demographics, an equity, affordable and market-rate housing and housing demands, and natural resource protection, and knowledge of the diverse issues facing urban, suburban, and rural areas. Background experience in Council of Government environments will be looked upon favorably. In addition, in preparation for the recruitment, input from Commissioners, senior staff and additional stakeholders identified the following attributes and/or characteristics that would facilitate the success of the next Executive Director:

- ▶ Exceptional communicator and relationship builder who fosters collaboration with not only the Commission and ABAG, but with local, regional, state and federal stakeholders and funders.
- ▶ A capable visionary who understands the current and future needs of the Bay Area while embracing the rapidly changing technology that will increasingly change the way people move from home to work and interact with their communities.
- ▶ Values diversity and inclusion and ensures meaningful consultation regarding land use planning and funding options that address affordable housing and the transportation needs of traditionally underserved communities.
- ▶ Possesses political acumen and a track record of leading organizational change while ensuring the highest levels of performance and success are attained.
- ▶ A strong mentor and leader who values the input and expertise of staff, supports professional development and fosters an internal culture of open communication, trust and accountability.

Education, Experience, & Training

- ▶ Bachelor's and/or master's degrees desired, preferably in a discipline relating to transportation, urban or regional planning, engineering, or public/business administration.
- ▶ Minimum of ten years of progressively responsible management experience, including a minimum of four years at the executive level, preferably in local government, non-profit, or other organizational structure of similar or relative size, scope and complexity.
- ▶ Equivalent combination of education and work experience will be considered. The leadership of MTC reserves the right to select any combination of education, experience, training, and education that will best serve the needs of the MTC and ABAG and achieve the appropriate strategy of transportation and land use planning, funding and operations goals.

MTC Executive Director | 13

Compensation

The total compensation package for the Executive Director's position and competitive benefits qualifications are as follows:

MTC offers a flexible employee benefit program that includes:

- California Public Employees' Retirement System (CalPERS) with a 3.75% and 5% plan for current members and 4.0% and 7% of 42 plan for new members. MTC does not participate in Social Security.
- Access to two 100% Defined Contribution plans by terms and by RFA plan option.
- CalPERS 2006 Incentive plan options with MTC covering 75% of premium of any plan and level selected.
- Dental and vision insurance plans with optional dependent employee coverage cost share options exist.
- MTC provided short-term and long-term disability insurance.
- MTC provided Life/AD&D insurance with a two times salary benefit value by Life/AD&D option.
- Commuter program which includes a monthly \$2000 of up to \$200 per month towards eligible fare and/or employer provided parking.
- Leave benefits to include vacation, paid sick days, personal sick, vacation, and social day benefits, and a Paid Family Leave wage credit course benefit.
- Reimbursement for membership and development and training.

Application And Selection Procedure

This position is open until 11:59 PM PT to be considered for this position. Please refer to the job posting for details. Submit your application that includes a resume, cover letter, and a list of at least five references from the past three years. The list of references should be provided by the first resume review date of Monday, November 17, 2014. Resumes should reflect years and months of employment, beginning/ending dates, as well as job title and budget you have managed.

Please go to our website to submit your application: <http://www.cps-hr.com/apply/index.html>

For further information contact:
Tara Deiby
CPS HR Consulting
3132 24th Street
Emeryville, CA 94608
Website: www.cps-hr.com

Selection Process

Qualified candidates of interest will be screened in relation to the criteria outlined in the job posting. Candidates deemed to have the most relevant qualifications will be invited to interview with the consultant. Following which, the most qualified candidates will be referred for interview with the MTC. Once a list of candidates is suggested, interviews will be held, and interviews will be conducted the week of December 15th and January 20th. An appointment to the position will be made following completion of interviews and background check to determine the successful candidate.

**The City and County of San Francisco
Commitment to Equal Opportunity
and Affirmative Action**

**MTC provides an equal opportunity employer
and will accept applications from all qualified
individuals regardless of race, ethnicity, sex, religion,
age, marital status, sexual orientation, gender identity
or expression, or national origin.**

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**CITY AND COUNTY OF SAN FRANCISCO,
DEPARTMENT OF HUMAN RESOURCES**

**Executive Recruitment Services Proposal
For
SAN FRANCISCO MUNICIPAL
TRANSPORTATION AGENCY**

Director of Transportation

May 9, 2019

Submitted by:

THE HAWKINS COMPANY

8939 S. Sepulveda Blvd., Suite 110-216, Los Angeles, California 90045
11040 Bollinger Canyon Road, #E-216, San Ramon, California 94582

310-348-8800

323-403-8279

brett@thehawkinscompany.com

Website: www.thehawkinscompany.com



8939 S. Sepulveda Blvd., Suite 110-216, Los Angeles, CA 90045, 310-348-8800, 925-833-8840 (Fax)
11040 Bollinger Canyon Road, Suite E-216, San Ramon, CA 94582, 213-308-0945

*Executive Search Consultants
Connecting Leaders; Affecting Change*



THE HAWKINS
C O M P A N Y

May 9, 2019

Ms. Christina Brusaca
City & County of San Francisco
One South Van Ness Avenue, 4th Floor
San Francisco, California 94103

Via Email: christina.brusaca@sfgov.org

Dear Christina:

We are pleased to present our proposal to assist the San Francisco Municipal Transportation Agency (SFMTA) recruit a Director of Transportation.

The Hawkins Company is exceptionally well qualified to assist the City & County of San Francisco and San Francisco Municipal Transportation Agency (SFMTA) with this important recruitment and selection process. We have extensive experience recruiting for public sector organizations including municipal transportation agencies. These recruitments have included directors, assistant directors, CFO's, marketing and communications, and IT professionals. Since 1984, we have conducted over 700 executive recruitments for clients in the private, public and nonprofit sectors.

One key factor which contributes to our success is our "private sector-direct sourcing" approach in conducting public sector recruitments. We believe that the application of private sector recruiting strategies and our experience recruiting transportation executives helps to distinguish us from our competition and will add value to our efforts to recruit and evaluate talent for this very important position.

The following proposal outlines the methodology we will follow, our fees and a proposed time schedule. Please feel free to contact me at 323-403-8279 should you have any questions or need additional information.

Thank you for this opportunity.

Sincerely,

Brett Byers
Executive Vice President

EXECUTIVE SUMMARY

The Hawkins Company is a full-service executive search firm with operations in Southern and Northern California. Established in 1984, the firm has conducted over 700 executive searches for public, private, and non-profit sector clients. We have developed a particularly strong public sector practice where we have worked on behalf of city and county governments, and special districts throughout the United States. The majority of our recruitments have been national, and we maintain an extensive data base of talented candidates from throughout the United States. We bring a client centered approach to our work and are proud that we have consistently been sought to work on difficult, challenging and politically sensitive assignments. One of the keys to our success as recruiters is our ability to thoroughly understand the type of leader who will work best with our client and then to aggressively get the right candidates interested in considering the opportunity.

The Hawkins Company is very pleased with its track record of successfully assisting public agencies recruit top level senior executives. To our knowledge, we have one of the best transportation specialty practices in the United States. The leader of that practice, Daphne Le Blanc is widely recognized for her knowledge and relationships within the transportation field. In Northern California, we have worked for the Bay Area Rapid Transit District (BART), the City and County of San Francisco's Municipal Transportation Agency (SFMTA) and conducted the Executive Director search for the San Francisco County Transportation Authority. Nationally we have worked with large urban transit agencies including, LA METRO, the Dallas Area Rapid Transit (DART), Hillsborough Area Regional Transit (HART) and Metropolitan Atlanta Rapid Transit Authority (MARTA).

Selecting executive leadership is one of the most important decisions that an organization will make. The search process for selecting municipal transportation executives can and should serve as an invigorating and energizing experience for city executive leadership, staff and the community. When partnering with *The Hawkins Company*, you can be assured that our vast experience and knowledge of working with Mayors, Boards of Directors, Commissions, other stakeholders, and communities will be employed on your behalf.

Our transportation data base exceeds 25,000 individuals including general manager/CEO's, deputies and assistant GM's, department heads, consultants, advisors, elected board members, and transit contractors. Although we have a large data base, our focus is always tailored to the unique needs of our clients. We take great pride in our ability to work effectively on behalf of a wide variety of clients.

Although we have extensive transit executive search experience, attend and participate at transit conferences, and closely follow trends and practices within the transit industry, we also bring a broad knowledge and perspective of the public sector best practices that will add value to the recruitment services we provide SFMTA. In our business, the key to success in recruiting "best in class" professionals is to research potential candidates before calling them so that the recruitment approach is geared toward what the targeted candidates have achieved in their current or previous positions, and how that relates to the needs of our client.

Moreover, we understand and encourage the importance of identifying and involving stakeholders in the recruitment and selection process. We see our role as facilitators committed to assisting the city identify, evaluate and select a new Director of Transportation for the San Francisco Municipal Transportation Agency.

Finally, *The Hawkins Company* is proud of our record of identifying and recruiting diverse candidates including women and people of color.

PROJECT MANAGEMENT AND STAFFING

The Project Team consists of William (Bill) Hawkins, Brett Byers and Daphne LeBlanc. *The Hawkins Company*. The team has close to seventy-five (75) years of executive recruiting and management experience. *The Hawkins Company* has conducted over 700 executive search assignments from routine to highly confidential and complex recruitments in the private and public sectors, with a consistent commitment to service, professionalism and positive results. Brett Byers and Daphne LeBlanc will serve as the lead consultants and they will be assisted by other staff as needed.

William D. Hawkins

Mr. Hawkins is President/CEO and Founder of *The Hawkins Company* and has over thirty-five (35) years of executive search experience. During the course of his search career, Mr. Hawkins has conducted and/or participated in over 1,000 executive searches. In addition to his extensive executive search experience, he is an industry pioneer in diversity recruiting at senior corporate levels. Since launching *The Hawkins Company* in 1984, the firm has conducted over 700 searches for Fortune 500 Companies, government agencies, non-profit organizations, educational institutions and emerging businesses. Prior to establishing *The Hawkins Company*, Mr. Hawkins spent nine (9) years as a senior member of the world's largest executive search firm, Korn Ferry International. Earlier in his career, Mr. Hawkins was Senior Vice President of the National Economic Management Association, an economic development firm, and spent time in banking and government service.

Mr. Hawkins is a graduate of Howard University and has lectured extensively on recruiting and human resources issues. He holds membership in numerous community, business and professional organizations.

Brett Byers

Brett Byers is the Executive Vice President of *The Hawkins Company* and her fifteen-year tenure in human resources consulting, recruiting, career training and professional development has afforded her the skills, experience and capability to effectively recruit executive leaders and affect significant change within private and public organizations.

In addition to her executive search consulting experience, Ms. Byers has served as the Marketing and Communications Director for a small business development trade association. She also worked in management with a large international staffing firm where she partnered with major private sector clients in the media, entertainment, social media, telecommunications, financial services, and real estate industries and implemented human capital strategies to achieve performance targets and exceed growth expectations within new and existing clients. Ms. Byers began her professional career with the nationally acclaimed INROADS program where she facilitated training and development modules focusing on entry-level college workforce and career development.

She has extensive experience in diversity recruitment and affinity group networking. Ms. Byers works closely with Mr. Hawkins and has staffed many of the firms most complex and highly

challenging assignments. Ms. Byers is a graduate of the University of California, Berkeley, Haas School of Business and is actively involved in alumni related networking at the University.

Daphne Le Blanc

Daphne Le Blanc is a Managing Director and Transportation Practice Leader with *The Hawkins Company*. Prior to joining the firm, Ms. Le Blanc was President of Le Blanc & Associates, Inc., and served as a strategic business partner to *The Hawkins Company*. Le Blanc & Associates was a premier executive search firm specializing in all facets of transportation recruitment. Ms. Le Blanc has over twenty-five (25) years in the field of recruitment and career development. Prior to establishing her own successful practice in 1986, Ms. Le Blanc was a "Top Producer" and award winning recruiter with two general practice search firms. Over the past twenty (20) years, she has completed CEO, COO CFO, CMO, CIO, CHRO, and other C-Suite searches for transportation organizations nationally.

Ms. Le Blanc has established a nationally recognized transportation recruitment practice. Daphne's is a key transportation industry thought leader and maintains a network of contacts and clients in all aspects of transportation. Ms. Le Blanc attended San Diego State University and holds memberships in a variety of professional organizations and associations.

BACKGROUND AND EXPERIENCE

The Hawkins Company, established in 1984, is a full-service executive search management consulting firm with staff located in Los Angeles and in San Ramon, California. Long recognized as a leader in the field of executive recruitment, *The Hawkins Company* has successfully conducted over 700 senior level recruitment assignments for public, private, not-for-profit, and educational organizations with a consistent commitment to quality of service and “best in class” candidate recruiting.

The Hawkins Company is exceptionally well-qualified to assist with your talent acquisition needs for the following reasons:

- *The Hawkins Company* is one of the premier minority-owned, senior level executive search firms in the United States, and offers an unbiased professional approach in successfully completing executive search assignments.
- *The Hawkins Company* utilizes a well-defined six step process in conducting senior level search assignments for Fortune 500 corporations, small and medium size companies, municipalities, public agencies, educational institutions, nonprofits and start-up organizations.
- *The Hawkins Company* has extensive experience in working with elected officials, boards, top administrators, corporate executives and human resource professionals in designing effective recruitment strategies.
- *The Hawkins Company* is sensitive to issues of diversity and maintains excellent relationships with various professional organizations and associations. *The Hawkins Company* has been recognized by *The Wall Street Journal* for its expertise in diversity recruiting.
- *The Hawkins Company* has conducted numerous transportation searches nationally. As such we maintain an extensive data base of professionals including transportation executives at the state, federal and local levels.
- *The Hawkins Company* has completed numerous transit executive searches for transportation organizations in the San Francisco Bay Area including the San Francisco County Transportation Authority and the San Francisco Municipal Transportation Agency.
- *The Hawkins Company* is often selected to handle very challenging assignments for organizations that are facing difficult issue financially, operationally, and organizationally. We strive in these environments and enjoy working on the most difficult recruitments.

REPRESENTATIVE TRANSPORTATION EXECUTIVE SEARCHES

The Hawkins Company is very pleased with its track record of successfully assisting public agencies and private companies recruit top level senior executives. Our team has represented a variety of organizations including transportation agencies, where we have recruited senior level executives for major transit organizations. Below is a partial list of transit searches our staff has conducted:

Client	Position
American Public Transportation Association	Director, Rail Technology
Antelope Valley Transit Authority	Director of Operations
Bauer's Transportation	Chief Operations Officer
Birmingham-Jefferson County Transit Authority	Executive Director, CEO
Central Contra Costa Transit	Manager of Safety & Training
Central Florida Regional Transportation Authority	Chief Operations Officer
City of Culver City	Chief Transportation Officer
Dallas Area Rapid Transit (DART)	Deputy Executive Director Executive Vice President of Operations Vice President, Transportation Vice President, Chief Marketing Officer Sr. Vice President, Chief Financial Officer Vice President, Planning and Development Vice President, Chief Information Officer Vice President, Procurement Vice President, Chief People Officer Assistant Vice President, Marketing & Advertising
Georgia Regional Transportation Authority	Deputy Director
Hampton Roads Transit, Virginia	Director of Human Resources Chief Financial Officer
Hillsborough Regional Transit Authority	Executive Director, CEO
Interurban Transit Partnership (The Rapid)	Director of Planning & Programs
Jacksonville Transportation Authority	Program Administrator – U2C Program (Autonomous Vehicle) Program Administrator – Skyway (Monorail) Program Administrator – Transit Corridors
KEOLIS Commuter Service	VP, Safety, Security & Environmental
KEOLIS Corporate	Director Business Development

LA METRO	Deputy Chief Operations Officer Chief Financial Officer Director of Human Resources Sr. Executive Officer, Rail Maintenance & Engineering Procurement Chief Human Capital Chief Executive Officer, Talent Mgmt. Executive Officer, Labor & ER
Long Beach Transit	Executive Director, Operations
Metropolitan Atlanta Rapid Transit Authority (MARTA)	AGM Infrastructure Chief Operations Officer Chief of Bus Operations Director Rail Transportation Director Rail Maintenance Control Center Superintendent
Metro Transit, Minneapolis	Director of Service Development
Oregon Department of Transportation	State Director of Transportation
OmniTrans	Director of Operations Director of Safety, Security & Regulatory Compliance Director of Procurement
San Francisco Bay Area Rapid Transit (BART)	Assistant General Manager, Administration Chief Human Resources Officer
San Francisco County Transportation Authority	Executive Director
San Francisco Municipal Transportation Agency	Deputy Director Maintenance of Way Deputy Chief Operations Officer Deputy Director of Bus Operations Chief Safety Officer
Santa Clara Valley Transportation Authority	Superintendent – Light Rail Superintendent – Maintenance/Way Power & Signal
Santa Cruz Transit	Maintenance Manager
San Joaquin Regional Transit District	Chief Operations Officer Procurement Manager

THE SEARCH PROCESS

Our assignments follow our well-defined six-step process:

1. DEVELOP A THOROUGH UNDERSTANDING AND ASSESSMENT OF THE CLIENT

This involves meeting with the Mayor, the SFMTA Board of Directors, key city officials, appropriate SFMTA staff and other selected stakeholders to ascertain its mission, personality, and philosophy. During this phase, a review of organizational structures, backgrounds of executives, official and unofficial lines of authority and responsibility, are conducted. The organization's future plans and programs, perceived strengths and weaknesses, and the political climate are discussed. The status of potential internal candidates will also be reviewed. Perceptions about the organization's stature and attractiveness to potential candidates are crucial to developing a good organizational profile. Advantages and negative factors regarding the organization, which may aid or hinder the recruitment of highly qualified candidates, including the upcoming Mayoral election and other transit general manager recruitments in the bay area will be thoroughly assessed.

This initial phase becomes the foundation for developing a strong partnership and effective working relationship between the client organization and *The Hawkins Company*.

2. DEVELOP A COMPREHENSIVE UNDERSTANDING OF THE POSITION

We will launch a comprehensive community engagement process including facilitating up to three (3) community/stakeholder meetings; and one (1) internal SFMTA staff meeting. We will develop and distribute an online survey to seek feedback from the community and staff. In discussions with various stakeholders, the personal and professional attributes for the position will be established. After all the stakeholder engagements are completed, we will review the current job description, provide recommendations for changes as well as use any additional SFMTA materials as appropriate to develop a recruitment profile that includes a clear description of the recruitment criteria, which will serve as a profile for the ideal candidate. This electronic profile is prepared by *The Hawkins Company*, from information provided by officials who have key relationships with the position to be filled. It is imperative that this position profile consists of realistic requirements and experience levels, because it is the standard against which potential candidates are recruited and evaluated. We will work with the Board of Directors (or search committee of the board) and human resources team to develop an outreach strategy (advertisements, postings, and mailings) to ensure that the opening is well publicized and that interested individuals are able to apply. We will also finalize the recruitment work plan and timeline.

3. DEVELOP SEARCH STRATEGY AIMED AT ATTRACTING THE MOST QUALIFIED CANDIDATES

Since individuals with the desired qualities are not usually actively looking to make a change, they must be recruited. An effective strategy is crucial to a successful recruitment, and *The Hawkins Company* works closely with the client in developing a national search strategy.

During this phase, the objective is to accumulate a strong pool of candidates. We will work with

our candidate referral sources and the City to identify other appropriate candidate sources. In addition, target organizations as sources of candidates and geographical preferences of where ideal candidates should come from are established.

During this phase, the objective is to accumulate a strong pool of candidates. *The Hawkins Company* will use various candidate solicitation methods, including direct sourcing based upon industry research that includes social media, internet searches, contacts with key professional leaders in the field, peer to peer referrals, our candidate data bank, and contacts with appropriate professional associations. We will also solicit candidate recommendations from the city and other key leaders in the community.

4. CANDIDATE RECRUITMENT AND SCREENING

In addition to the formal advertising and mailings, *The Hawkins Company* uses a private sector-direct sourcing approach in locating candidates who meet the position specifications and have established patterns of accomplishments and success. Potential candidates and sources of candidates, identified through the above method, are actively recruited to become candidates, and/or solicited as referral sources. We will review and acknowledge in writing all resumes received. Once the candidate pool is established, all qualified candidates, both internal and external, will be evaluated based on the job requirements for the position. Reports are prepared and reviewed with the client to select the most appropriate candidates for further consideration.

5. EVALUATION AND PRESENTATION OF FINAL CANDIDATES

During this phase, the top 6-10 candidates are presented to the Board or search committee and selected for additional consideration. *The Hawkins Company* conducts in-depth interviews, usually in person, to ascertain a comprehensive understanding of each potential final candidate's strengths and limitations, and to determine their overall suitability as a member of the client's management team. The goal is to formulate a comprehensive understanding of their background, i.e., qualifications, pertinent accomplishments, experience, ability to meet special needs of the position and their interest in being considered.

In addition, we conduct 360-degree references on each final candidate. We do not merely rely on the candidate's reference list, but we seek independent references based on our review of their credentials and our independent knowledge of the position and profession. We also conduct thorough internet searches, and background investigations. Degrees are verified and certifications are checked. Professional appraisals and reference checks will form the basis for each selected final candidate's report and will include our recommendations to the Board or search committee.

The Hawkins Company works closely with the human resources team and final candidate(s) to arrange personal interviews. Suggested interview questions and rating forms are provided. Additional selection processes such as assessment centers, psychological evaluations, and interview boards are available options.

While the hiring decision is always the client's, we are prepared to assist with negotiations relative to terms and conditions of employment.

6. CANDIDATE AND CLIENT FOLLOW-UP

After the executive is hired, *The Hawkins Company* meets with the client to evaluate the overall executive recruiting strategy. Our strengths and the level of client satisfaction are assessed, along with those areas needing improvement. In addition, we periodically communicate with the hired executive to identify any areas of concern and to ensure a lasting relationship.

Throughout the search process, *The Hawkins Company* maintains a close Client-Consultant working relationship which includes periodic progress reports.

DIVERSITY RECRUITING

As a minority-owned business, *The Hawkins Company* takes pride in its record of promoting diversity. The firm was listed in *The Wall Street Journal* as one of twenty search firms nationally that focus on cultural diversity recruiting. Members of the firm are often quoted by major publications regarding minority-hiring practices. Over seventy-five percent (75%) of the firm's placements during the past three years have been people of color and women. *The Hawkins Company's* recruitment team and national contacts allow for the successful identification and recruitment of highly qualified candidates of color and female candidates. In addition, seventy-five percent (75%) of our recruitments are nationwide in scope.

The Hawkins Company operates under Equal Opportunity Employment, Americans with Disabilities, and Affirmative Action guidelines in conducting executive search assignments.

SAN FRANCISCO MUNICIPAL TRANSPORTATION AGENCY DIRECTOR OF TRANSPORTATION SEARCH TIMELINE

Overview of Proposed Tasks and Timeline

	Proposed Tasks	Proposed Timeline
1.	Initial meeting with Board of Directors and the Mayor.	Week 1
2.	Launch the community stakeholder engagement process; facilitate public & SFMTA staff meetings; and conduct community-wide survey. Interview other key stakeholders as identified by the city.	Week 2-4
3.	Development and approval of recruitment profile, work plan and detailed time schedule.	Week 4
4.	Placement of national advertisements in major professional publications and general circulation newspapers as needed.	Week 5
5.	Candidate recruitment (national recruitment 6 weeks).	Week 5-11
6.	Candidate evaluations by search consultants.	Week 10-12
7.	Presentation of Recruitment Report to include top (6-10) candidates for the Board of Directors consideration and selection of semifinalists.	Week 13
8.	Semifinal candidates participate in interview/selection process. Final Candidates selected.	Week 14-15
9.	Finalist interviews with the Mayor. Mayor appoints Director.	Week 15-16

Adjustments May Be Made to This Timeline as Needed

PROJECT COST

The professional fee for conducting the **Director of Transportation** recruitment is \$40,000. Additionally, we are reimbursed for approved expenses which will not exceed \$20,000. The cost of the fixed price contract is **\$60,000**.

<u>Professional Fee and Estimated Expenses</u>	
<i>Item</i>	<u>Cost:</u>
Professional Fee	\$40,000
Reimbursable Expenses (estimated):	
Advertisement	\$ 1,500
Brochure Development/Printing/Mailing	500
Survey	1,000
Report Preparation/Research	1,500
Consultant Travel	5,000
Candidate Expenses	10,500
<i>Subtotal-Expenses (Not to Exceed)</i>	<u>\$20,000</u>
<u>Total</u>	<u>\$60,000</u>

It is our policy and practice to submit monthly invoices for professional fees and expenses. We bill our professional fee in three (3) equal installments. The initial fee of \$13,333 will be rendered upon signing a letter agreement/contract. The second installment of \$13,333 is rendered after the delivery of our recruitment report. The final installment will be billed once the final candidates are interviewed. Consultant's fees **are not contingent** upon the city hiring a candidate, and consultant shall continue to recruit and present candidates until a suitable individual is selected and hired by the city. The billings will include reimbursable expenses on the assignment, as incurred.

Should the employee leave voluntarily or be discharged for cause within a one-year period, we will conduct the search again for expenses only. Additionally, should your organization hire additional candidates referred by *The Hawkins Company* in conjunction with this assignment, a fee of \$20,000 per candidate will be charged.



A Proposal to Conduct an Executive Recruitment
for the Position of
DIRECTOR OF TRANSPORTATION
on behalf of the
CITY & COUNTY OF SAN FRANCISCO

1544 Eureka Road, Suite 280
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

May 8, 2019

MS. CHRISTINA BRUSACA
SENIOR ADMINISTRATIVE ANALYST
DEPARTMENT OF HUMAN RESOURCES
ONE SOUTH VAN NESS AVENUE, 4TH FLOOR
SAN FRANCISCO, CA 94103

Submitted Via Email To: christina.brusaca@sfgov.org

Dear Ms. Brusaca:

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

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

We recognize that we work at the pleasure of the Board of Directors and our job is to facilitate the Board's Director of Transportation search. From the outset of the search, we work to establish a strong partnership with the Board in order to ensure the placement of a Director of Transportation who is ideally suited to its needs. In order to develop an effective search, we hope that Board members make themselves available as we seek the opportunity to meet with them individually to discuss their expectations for the City and County of San Francisco's new Director of Transportation. We hope they will speak candidly with us regarding the traits they are looking for in the new Director. The insight garnered as a result of these meetings will be invaluable as we recruit and screen candidates for the position.

With respect to the Director of Transportation recruitment and the City & County of San Francisco, Bob Murray & Associates has an unmatched record of success in recruiting local government professionals. With over 25 years of experience, we have conducted hundreds of searches for municipal and special district executives including those for transit professionals. Currently, we are conducting the search for the Parking and Transportation Director on behalf of the California State University, San Bernardino.

Recent Public Works recruitments we have completed similar in size and scope to your upcoming search include the following:

2018

City of Boulder City, NV (Public Works Director)

City of Boulder City, NV (Utilities Director)
City of Glendale, CA (Director of Public Works)

City of Redwood City, CA (Public Works Director)

City of Salinas, CA (Public Works Director)

City of San Carlos, CA (Director of Public Works)

City of Santa Paula, CA (Public Works Director)

2017

City of Healdsburg, CA (Public Works and Transportation Director)

City of Atherton, CA (Public Works Director/City Engineer)

City of Beverly Hills, CA (Public Works Director)

City of Littleton, CO (Public Works Director)

County of Sonoma, CA (Director of Transportation and Public Works)

2016

City of Alhambra, CA (Development Services Director)

City of American Canyon, CA (Deputy Public Works Director)

City of Beverly Hills, CA (Director of Public Works and Transportation)

City of Red Bluff, CA (Public Works Director/City Engineer)

County of Orange (Assistant Director of Public Works)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Valerie Gaeta Phillips, who would not only direct and supervise the project team from beginning to end but also serve as the Recruiter for the project as well.

To learn first-hand of the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 13 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 with any questions.

Sincerely,

Valerie Gaeta Phillips

Valerie Gaeta Phillips

President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding the perfect fit, providing security and fairness to candidates and clients while ensuring the integrity of the search process. We understand that superlative recruiting for the Director of Transportation will lead to superlative results for the City & County of San Francisco. Outlined below are the steps in our proven recruitment process, refined through our 30+ years of experience in executive search.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the City & County of San Francisco's needs will be key to a successful search. Valerie Gaeta Phillips will meet with the Board of Directors and key stakeholders to learn as much as possible about the ideal candidate for the Director of Transportation position. We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the City & County of San Francisco.

Ms. Gaeta Phillips will review and help define the City's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the City to identify expectations regarding education and experience. The Board of Directors and Ms. Gaeta Phillips will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

Optional Service: Community and Staff Involvement

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

If the City & County of San Francisco so desires, we will work with the Board of Directors to create a customized community and/or staff input process.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Ms. Gaeta Phillips and your dedicated Recruitment Coordinator will use the candidate profile developed with the City & County of San Francisco to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the City & County of San Francisco that you feel best represent your organization and your community.

Upon your approval, Ms. Gaeta Phillips will send the brochure by postal mail and email to a targeted audience, personally inviting potential candidates to apply for the Director of Transportation position. We will also place the recruitment brochure on our website, which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive

and professional positions. Two sample brochures are included in this proposal package for your reference.

Ms. Gaeta Phillips will also design an effective advertising campaign appropriate for the Director of Transportation recruitment. Our broadest outreach comes through our active social media involvement on Facebook, LinkedIn, and Twitter, where upcoming and current positions are posted. Sources such as *Western City Magazine*, the “Jobs Available” newsletter, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the Director of Transportation field.

Suggested Director of Transportation-specific advertising sources for the City & County of San Francisco’s search include:

- ◆ American Society of Civil Engineers (ASCE)
- ◆ American Public Works Association (APWA)
- ◆ Association of Bay Area Governments
- ◆ California City News

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is proud of its commitment to attracting and placing diverse candidates. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women’s Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Ms. Gaeta Phillips will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the City & County of San Francisco, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the Director of Transportation position.

STEP 3 RECRUIT CANDIDATES

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through over 1,400 successful placements, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the Director of Transportation recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Ms. Gaeta Phillips will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and Ms. Gaeta Phillips will discuss with the Board of Directors how the City & County of San Francisco wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Ms. Gaeta Phillips will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Skype, FaceTime, or other convenient videoconferencing applications.

During these in-depth interviews, Ms. Gaeta Phillips will explore each candidate's background and experience as it relates to the Director of Transportation position, such as significant accomplishments, size and scope of responsibility, and organizational culture. In addition, Ms. Gaeta Phillips will discuss with the candidates their motivation for applying for the position and assess his/her knowledge, skills, and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Ms. Gaeta Phillips, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert Ms. Gaeta Phillips to any further detailed inquiries we may need to make before our recommendations are finalized.

STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, Ms. Gaeta Phillips will recommend a limited number of candidates for your further consideration. She will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of those to be considered will be up to you.

We typically recommend 6-8 candidates that we feel will best match your expectations, and we prepare a detailed written report on each candidate. This bound report provided to each member of the decision-making body includes:

- ❖ Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- ❖ Summary of experience, education, and salary information for each Recommended Finalist candidate
- ❖ Complete cover letter and resume for each Recommended Finalist candidate

- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

STEP 8 FACILITATE FINAL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the City & County of San Francisco to craft and implement an interview approach that fits your needs. This may include individual and panel interviews by the Board of Directors and key stakeholders, community/employee interview panels, writing and presentation samples, meet-and-greets, or another specialized process element Ms. Gaeta Phillips helps the City & County of San Francisco to design.

Ms. Gaeta Phillips will be present on-site during the interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided to each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Ms. Gaeta Phillips and your Recruitment Coordinator will conduct detailed reference checks for up to three (3) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Ms. Gaeta Phillips knows what other organizations have done to put deals together with great candidates and what the current market is like for Director of Transportation positions in organizations like the City & County of San Francisco's. She will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the City & County of San Francisco, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from Ms. Gaeta Phillips on behalf of the City & County of San Francisco.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Ms. Gaeta Phillips will be available to the City & County of San Francisco by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The fixed, flat professional services fee for conducting the Director of Transportation recruitment on behalf of the City & County of San Francisco is \$17,500. Services provided for in this fee consist of all steps outlined in this proposal, including three (3) days of meetings on-site, which includes the kick off, recommended finalists, and interviews (please see “optional Services” for additional on-site meetings). Any additional on-site meetings will incur a fee of \$1,500 per day. Also included are complete reference and background checks for up to three (3) final candidates.

The City & County of San Francisco will also be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$7,500. Reimbursable expenses include (but are not limited to) such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate. *In no instance will expenses exceed this estimate without prior approval from the City & County of San Francisco.*

Additional expense reimbursement for candidate travel related to on-site interviews will be the responsibility of the City & County of San Francisco. If the City & County of San Francisco requests Bob Murray & Associates to process candidate expenses (including, but not limited to, candidate travel and lodging, pre-authorized community and stakeholder engagement expenses), this cost is estimated to be an additional \$10,000.

Professional Fees and Reimbursable Expenses	
Professional Services (Fixed Flat Fee)	\$17,500
Reimbursable Expenses	
<i>Example costs and approximate amounts include:</i>	
Brochure Design and Printing (\$1,275)	
Advertising (\$3,000)	\$7,500
Background Checks – 3 candidates (\$550)	
Consultant Travel (\$2,100)	
Other expenses – supplies, shipping, clerical (\$575)	
Not-to-Exceed Total	\$25,000
Candidate Expenses (Estimate Only)	\$10,000

Optional Services

- Community/Staff Input Forum: \$1,500/day, plus travel expenses
- Online survey with analysis of results: \$250
- Additional on-site meeting days: \$1,500/day, plus travel expenses
- Additional background checks: \$250/candidate
- Additional reference checks: \$500/candidate
- Other services: \$250/hour or \$1,500/day

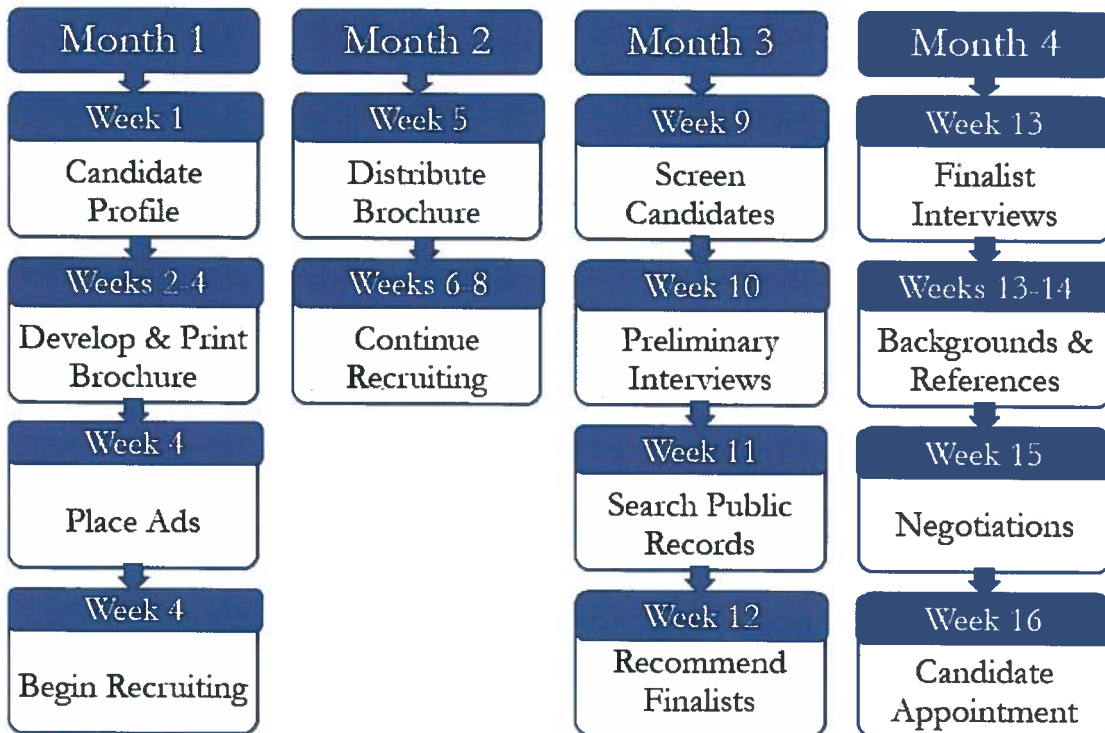
GUARANTEE

Should a candidate recommended by our firm position resign or be terminated within the first 12 months of employment, we will provide the City & County of San Francisco with professional services to secure a replacement. Services will be provided at no cost, aside from expenses incurred on the City & County of San Francisco's behalf during the new search. We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision of our proposal.

RECRUITMENT SCHEDULE

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with City & County of San Francisco. A typical timeline of tasks and events is included here for reference.



FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of six (6):

- ✦ Bob Murray, *Founder*
- ✦ Valerie Gaeta Phillips, *President*
- ✦ Gary Phillips, *Executive Vice President*
- ✦ Regan Williams, *Vice President*
- ✦ Joel Bryden, *Vice President*
- ✦ Amber Smith, *Principal Recruitment Coordinator*

BOB MURRAY, FOUNDER

Mr. Murray—known simply as “Bob” to his clients and candidates throughout the western U.S.—brings over 40 years’ experience as a recruiter and is recognized as one of the top local government recruiters in the nation. He conducted hundreds of searches for cities, counties, and special districts and was called on to conduct searches for some of the largest, most complex organizations in the country—and some of the smallest. Bob conducted searches for chief executives, department heads, professional and technical positions, taking the lead on many of the firm’s most difficult assignments with great success. His clients retained him again and again, given the quality of his work and success in finding candidates for difficult to fill positions.

As our Founder, Bob currently takes on few searches personally but continues to be an active presence at Bob Murray & Associates, providing valued insight and experience to our team members regarding all aspects of the recruitment process.

Mr. Murray received his Bachelor of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

VALERIE GAETA PHILLIPS, PRESIDENT AND RECRUITER

Ms. Gaeta Phillips has over 18 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Since joining Bob Murray & Associates, Valerie has completed over 40 searches in a diverse range of fields, including city and general management, planning, finance, human resources, transportation, communication and public relations, community and economic development, information technology, parks and recreation, and operations. She has recruited at all levels of municipal and non-profit organizations, from technicians and engineers to Executive Directors and Chief Executive Officers.

Valerie is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients’ success; she is also active in a variety of industry organizations and in diversity-focused

associations. Valerie is called upon often to serve as an expert speaker on topics such as managing one's online reputation, diversity issues in municipal and non-profit leadership, and how to identify a good "fit" for organizational culture.

Ms. Gaeta Phillips, along with Executive Vice President Gary Phillips, has a passion for helping people, evidenced by fundraising, sponsorship, and involvement in raising awareness for organizations such as Autism Speaks, the UC Davis M.I.N.D. Institute, and the Northern California Special Olympics.

GARY PHILLIPS, EXECUTIVE VICE PRESIDENT AND RECRUITER

Since joining Bob Murray & Associates, Mr. Phillips has completed over 50 searches for executives and professionals in a wide variety of fields including animal services, city and general management, planning, legal counsel, cyber security, and human resources. Gary's clients have ranged from municipal government to non-profit and private sector organizations, and he has sourced outstanding candidates for positions from the level of division managers up to City Managers, Executive Directors, and General Managers.

Gary started his career with a New York-based Fortune 100 company and quickly became a Senior Manager, building and running a large customer service organization that eventually expanded to 13 countries in Europe. He proceeded to hold senior leadership positions in several Fortune 500 companies, with noted successes such as building an organization from two to 250 employees worldwide and growing a company from 800 to 1200 employees.

As part of an executive acquisition and recruiting team, Gary helped build a start-up enterprise software company in San Francisco, recruiting top-notch talent and building a world-class organization. He has maintained customer relationships in the public sector and the private sector, including medical and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips, along with Ms. Gaeta-Phillips, is involved in his community as a soccer coach, as an organizer of fundraisers for Autism Speaks and the UC Davis M.I.N.D. Institute, and as a sponsor of the Northern California Special Olympics. Mr. Phillips received his Associate of Science degree and completed additional coursework at Rochester Institute of Technology, NY.

REGAN WILLIAMS, SENIOR VICE PRESIDENT AND RECRUITER

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates and has over 17 years of experience in executive recruitments with our firm. In his time with Bob Murray & Associates, Regan has conducted over 275 executive searches ranging from managers and department heads to City Managers, Executive Directors, and General Managers. If Regan were to have a recruiting specialty, it would be public safety positions: he has personally conducted over 60 Police Chief and 20 Fire Chief recruitments.

Prior to joining Bob Murray & Associates, Regan served as Director of Public Safety with the City of Sunnyvale, CA. He was involved in the development of some of Sunnyvale's most innovative public safety programs and has a national reputation for excellence in law enforcement, as well as in law enforcement executive recruiting. Regan's clients find his prompt and personal attention,

insight, and expertise in recruitment and selection an asset. He is often called upon to recruit for difficult-to-fill law enforcement positions, such as the position of Police Chief or City Manager in challenging political environments.

Mr. Williams received his Bachelor of Science Degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

JOEL BRYDEN, VICE PRESIDENT AND RECRUITER

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having retired as Chief of Police in Walnut Creek, CA prior to joining Bob Murray & Associates in 2013. Throughout his career, Joel has been involved in public sector consulting, with vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

Joel has a solid reputation as a leader in the public sector and his ability to find and evaluate outstanding applicants for our clients is invaluable in the search process. Since joining Bob Murray & Associates, Joel has conducted over 50 recruitments in a broad range of sectors including police, fire, building, planning, city management, and general management. He is often called upon to recruit specialized or difficult-to-fill positions, such as Independent Police Auditor.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts Degree in Communication from San Diego State University. He is currently based in Walnut Creek, CA.

AMBER SMITH, PRINCIPAL RECRUITMENT COORDINATOR

As Principal Recruitment Coordinator with Bob Murray & Associates, Ms. Smith acts as a liaison between clients and candidates from beginning to end of each recruitment process. Under the direction of each client's assigned Recruiter, Amber is responsible for the development and distribution of position recruitment and advertising materials, client research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team. She also provides leadership for our in-house staff and is an invaluable resource.

Amber brings over a decade of client-oriented customer service, administrative, and management experience to Bob Murray & Associates. Since joining our team in 2013, she has shown a commitment to working as a partner with clients and candidates to provide a quality service and experience.

Ms. Smith received her Bachelor of Arts degree in Business Administration from La Sierra University, Riverside, California.

CORPORATION

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 280
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

PROFESSIONAL ASSOCIATIONS

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like City & County of San Francisco:

- California Special Districts Association – *Member*
- California City Management Foundation (CCMF) – *Member*
- International City/County Management Association (ICMA) – *Member*
- League of California Cities – *League Partner*
- League of Women in Government – *Sponsor/Member*
- Municipal Management Association of Northern California (MMANC) – *Sponsor/Member*
- Municipal Management Association of Southern California (MMASC) – *Sponsor/Member*

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues.

Recent and upcoming speaking engagements and trainings provided by our staff include:

- “Role of the Chief” class, presented by Joel Bryden on behalf of the California Police Chiefs Association
- “Standing Out from the Crowd with Your Online Reputation,” presented by Valerie Phillips at the 2017 MMASC Annual Conference; and
- Organization of Latino Affairs invited speaker, Valerie Phillips for Hispanic Heritage Month