

PROPOSAL

# City and County of San Francisco

## Executive Recruitment Services for Executive Director of the Ethics Commission

Due: Monday, November 28, 2022

5:00 P.M. PT

SUBMITTED BY:

MELISSA ASHER

*Sr. Practice Leader, Products and Services*

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Your Path to Performance

November 28, 2022

Christina Brusaca  
City and County of San Francisco  
One South Van Ness Ave, 4<sup>th</sup> Floor  
San Francisco, CA 94103

***Submitted via email to: [christina.brusaca@sfgov.org](mailto:christina.brusaca@sfgov.org)***

**Subject: Executive Recruitment Services for Executive Director of the Ethics Commission**

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 Executive Director of the Ethics Commission. 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.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. 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 tailor our process 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@cpshr.us](mailto:masher@cpshr.us) or (916) 471-3358.**

Sincerely,



Melissa Asher  
Senior Practice Leader, Products and Services

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## Our Background and Experience

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### About CPS HR Consulting

***CPS HR Consulting has been assisting organizations with their talent management needs for over 35 years.*** We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America. Our core competency is its knowledge of and expertise in the public sector.



CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

With more than 90 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Austin, TX; Littleton, CO; and Orange County, CA.

## Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 20 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public City Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.
- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.

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- **Broad Experience with Similar Recruitments.** Following is a partial list of similar executive recruitments within the past five years.

Agency	Title	Year Completed
City of San Bernardino, CA	Diversity, Equity and Inclusion Officer	2022
Southwest Metro Stormwater Authority (SEMSWA), CO	Executive Director	2022
Imperial County, CA	County Executive Officer	2022
Southern California Fair and Events Center (46 <sup>th</sup> District Agricultural Association)	Chief Executive Officer	2022
City of Aurora, CO	Diversity, Equity and Inclusion Officer	2022
Washington State Human Rights Commission, WA	Executive Director	2022
County of Ventura, CA	Chief Executive Officer	2022
Napa-Vallejo Waste Management Authority, CA	Executive Director	2022
Cow Palace Arena and Event Center, CA	Chief Executive Officer	2022
City of Scottsdale, AZ	Executive Director of Planning, Economic Development and Tourism	2022
Los Angeles County Sanitation District, CA	Diversity, Equity and Inclusion Director	2022
Southern California Regional Transit Training Consortium, CA	Executive Director	2022
First 5 California	Executive Director	2022
Superior Court of California, San Benito County, CA	Court Executive Officer	2022
South Coast Air Quality Management District, CA	Diversity, Equity and Inclusion (DEI) Senior Program Manager	2021
Santa Clara County Housing Authority, CA	Deputy Executive Director	2021
Stanislaus Regional Transit Authority, CA	Chief Executive Officer	2021
Transbay Joint Powers Authority, CA	Executive Director	2021
Columbia Housing Authority, MO	Chief Executive Officer	2021

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<b>Agency</b>	<b>Title</b>	<b>Year Completed</b>
County of Boulder Public Health, CO	Executive Director	2021
Alameda-Contra Costa Transit District, CA	Executive Human Resources Director	2021
Montana Public Health Institute, MT	Chief Executive Officer	2021
San Mateo County Transit District, CA	Executive Officer, Information Technology and Telecommunications	2021
County of Riverside, CA	County Executive Officer	2021
Santa Clara County Housing Authority, CA	Executive Director	2021
San Joaquin Council of Government, CA	Executive Director	2020
California Human Development, CA	Chief Executive Officer	2020
Navajo Housing Authority, AZ	Chief Executive Officer	2020
First 5 Contra Costa, CA	Executive Director	2020
Los Angeles County Metropolitan Transportation Authority (LA Metro)	Chief Ethics Officer	2020
Schools Excess Liability Fund (SELF), CA	Chief Executive Officer	2019
Crossroads Diversified Services, CA	Chief Executive Officer	2019
Alameda County Transportation Commission, CA	Executive Director	2019
Transportation Authority of Marin, CA	Executive Director	2019
Metropolitan Transportation Commission (MTC), CA	Executive Director	2019
California Student Aid Commission (CSAC), CA	Executive Director	2019
Special District Risk Management Authority, CA	Chief Executive Officer	2018
San Diego Association of Governments, CA	Executive Director	2018
Port of Long Beach, CA	Deputy Executive Director	2018
Eastern Sierra Transit Authority, CA	Executive Director	2018
Sonoma County Library District, CA	Executive Director	2018
Santa Cruz Regional Transportation Commission, CA	Executive Director	2018

# Our Approach

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## Key Stakeholder Involvement

The Hiring Authority on behalf of the City and County of San Francisco must be intimately involved in the search for a new Executive Director of the Ethics Commission. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Hiring Authority, 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 Hiring Authority to define the professional and personal qualities required of the Executive Director of the Ethics Commission. CPS HR has developed a very effective process that will permit the Hiring Authority 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 Hiring Authority wishes to establish with the Executive Director of the Ethics Commission; and ultimately, the professional and personal qualities required of the Executive Director of the Ethics Commission.

## 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 Executive Director of the Ethics Commission. We will contact the Hiring Authority and the newly appointed Executive Director of the Ethics Commission 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. We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

## Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also sought candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensured that we captured the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

The result is incredibly diverse candidate pools. Our clients have been quite pleased with our process and end results.

## Scope of Work

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 Executive Director of the Ethics Commission uniquely suited to the City's needs.



**Phase I:** Our consultant will meet with the Hiring Authority 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 Hiring Authority 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 Executive Director of the Ethics Commission. Activities will include:

- Identifying key priorities for the new Executive Director of the Ethics Commission and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Hiring Authority wishes to establish with the Executive Director of the Ethics Commission.

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

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.cps hr.us/search](http://www.cps hr.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 – Hiring Authority 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 on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy.

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 is focused on reaching a diverse candidate pool* and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

***Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.***

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the Executive Director of the Ethics Commission

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 compete in such an environment.
- 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 personally speak to selected candidates during a preliminary screening interview and 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 Hiring Authority. 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 Hiring Authority 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 City to review this process and discuss the City's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate to ensure vetting at the semi-finalist and finalist rounds 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 City 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 City 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.
- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal 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 Executive Director of the Ethics Commission can be completed in 12 to 14 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										➤						
Semi-finalist Interviews											➤					
Reference/ Background Checks												➤				
Final Interviews													➤			
Appointment														➤		
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

## References

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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)
<b>City of Los Angeles Metropolitan Transportation Authority (LACMTA/LA METRO)</b> One Gateway Plaza Los Angeles, CA 90012	Sandra Blanco-Sanchez, Director of Talent Acquisition (213) 418-3102 blancosanchezs@metro.net
Chief Ethics Officer (2019) Chief Planning Officer (2019) Chief of Systems Security and Law Enforcement (2020)	
<b>Napa-Vallejo Waste Management Authority</b> 1195 Third Street, Suite 101 Napa, CA 94559	Rich Luthy, Executive Director (707) 253-4421 Rich.Luthy@countyofnapa.org
Executive Director (2022)	
<b>County of Ventura</b> 800 S. Victoria Avenue L #1970 Ventura, CA 93009	Shawn Atin, Assistant County Executive Officer/HR Director (805) 654-2561 Shawn.Atin@ventura.org
Chief Executive Officer (2022) County Counsel (2021)	

# Professional Fees and Guarantee

## Professional Services

Our professional fixed fee covers all CPS HR services associated with **Phases I, II, and III** of the recruitment process. If the City would like CPS HR to pay for any candidate travel our team can make and pay for travel arrangements as needed. We have indicated an additional line item for up to \$5,000 to cover candidate travel expenses in the pricing table below.

Professional Fixed Fee	
Professional Services for Full Recruitment (Fixed Flat Fee)	\$25,000
Candidate Travel	Up to \$5,000
<b>TOTAL</b>	<b>\$30,000</b>

*\*Professional fees would be billed and paid monthly.*

## 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 expenses such as re-advertising, consultant travel, additional background checks, etc. **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.



## 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. Your executive recruitment team will be Ms. Pamela Derby and Ms. Rachael Danke. They will work collectively to fulfill the City's needs in a timely and effective manner. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the City.

Role/Project Assignment	Name	Phone	Email
Manager, Executive Recruitment	Pamela Derby	(916) 471-3126	pderby@cpshr.us
Associate Executive Recruiter	Rachael Danke	(916) 263-1401	rdanke@cpshr.us

### Team Biographies

#### **Pamela H. Derby, Manager, Executive Recruitment**

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 is currently conducting the County Executive Officer recruitments for both Trinity and Ventura Counties.

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.

## **Rachael Danke, Associate Executive Recruiter**

Rachael Danke has spent her entire career in the non-profit and public sectors. With over five years of experience in Human Resources, Rachael has assisted multiple agencies throughout the nation with their talent attraction and retention needs. Rachael has experience recruiting for roles such as Chief of Police, Director of Public Works, Director of Human Resources, Executive Director, and other executive roles for Counties, Cities, and Special Districts. She is currently finishing her Master's Degree in Human Resources at Pepperdine University and is excited to continue to attract new talent to the public sector using innovative techniques such as Virtual Career Fairs and talent engagement.



***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.***