

# BERKELEY SEARCH CONSULTANTS

EXECUTIVE RETAINED SEARCH RECRUITING EXCELLENCE SINCE 1989

## Proposal for Executive Retained Search Services for the Executive Director of the Ethics Commission Position for the City & County of San Francisco



Submitted: August 11, 2023

Submitted By:

Efton Hall, Jr. Sr. Vice President, Healthcare & Public Sector  
Berkeley Search Consultants

1990 N. California Blvd., Suite 20 PMB 1206, Walnut Creek, CA 94596

E: [ehall@berkeleysearch.com](mailto:ehall@berkeleysearch.com) P: 510-898-9308

# BERKELEY SEARCH CONSULTANTS

August 11, 2023

Dear Christina,

Berkeley Search Consultants (BSC) is interested in providing Executive Search services to the City & County of San Francisco for the recruitment of the Executive Director of the Ethics Commission.

Our firm has been providing executive search excellence to our clients for over 30 years. You will find BSC featured in the ACHE Career Resource Center, Executive Search Firm Links, which is a privilege only bestowed on the most trusted firms in the industry.

The Senior Vice President of our Healthcare and Public Sector division is Efton Hall, Jr. Efton has over 40 years of experience in the healthcare and public sector industries—over 20 years as a senior level executive and more than two decades spent as an executive search consultant for BSC's healthcare and public sector practice. This combined level of expertise has been an invaluable resource to his team and clients.

For our Key Accounts, Priority and Retained Engagements, we assemble a full team of recruiters, researchers and industry experts who are highly skilled and experienced in tracking down and engaging the local and national markets' top talent in conversation about joining our clients' organizations. Once we have engaged their interest, our team thoroughly vets and screens them to determine their fit for our clients' teams, professionally releasing some from the process and presenting only the best. Most often, the candidates presented by us were not actively seeking new job opportunities and would have continued under their current employment had they not heard from our recruiters.

We have worked with numerous clients across the spectrum of the public sector. We take the time and effort to conduct research and partner with clients, with the goal of understanding and taking into consideration the nuances of each individual position and organization when planning and executing any recruitment project. The success rate of our retained work is nearly perfect, only occasionally disrupted by rare events where course changes were introduced at the client's discretion after the assignment was initiated.

Submission of this letter constitutes a willingness and ability on the part of our firm to perform the search work for the City & County of San Francisco's Ethics Commission. Thank you again for considering Berkeley Search Consultants for your key talent acquisitions.

All the best,



Mark Howard, President

**Executive Retained Search and Recruiting Excellence Since 1989**

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### Executive Summary

Berkeley Search Consultants is a full-service executive search and placement firm that has been collaborating with clients in the Healthcare, Consumer-Packaged Goods (CPG), Financial Services, and Technology industries since 1989. A successful search is all about personal connections and relationships. There are many options out there that claim to be the silver bullet, but they simply are not working.

Within our business, we understand that the best candidates are contacted directly on a personal basis – they are not monitoring job boards and clicking on banner ads for their next great opportunity. We know this because we have taken a close look at our proudest placements over the years and in most cases, the winning candidate was not actively seeking a new job, but rather happily performing in their current role before a member of our team shared a better opportunity. You cannot accomplish that in an email, LinkedIn message or text alone.

### Our Services

Berkeley Search Consultants offers search services on a retained, engaged, and interim basis determined by client needs. We offer a comprehensive range of related search and placement services including relocation consultations, candidate and job profiling, reference checking, degree verification, and background checking if requested. Our thorough and holistic approach through the entire full cycle recruitment process ensures that our clients are exposed only to top-flight talent.

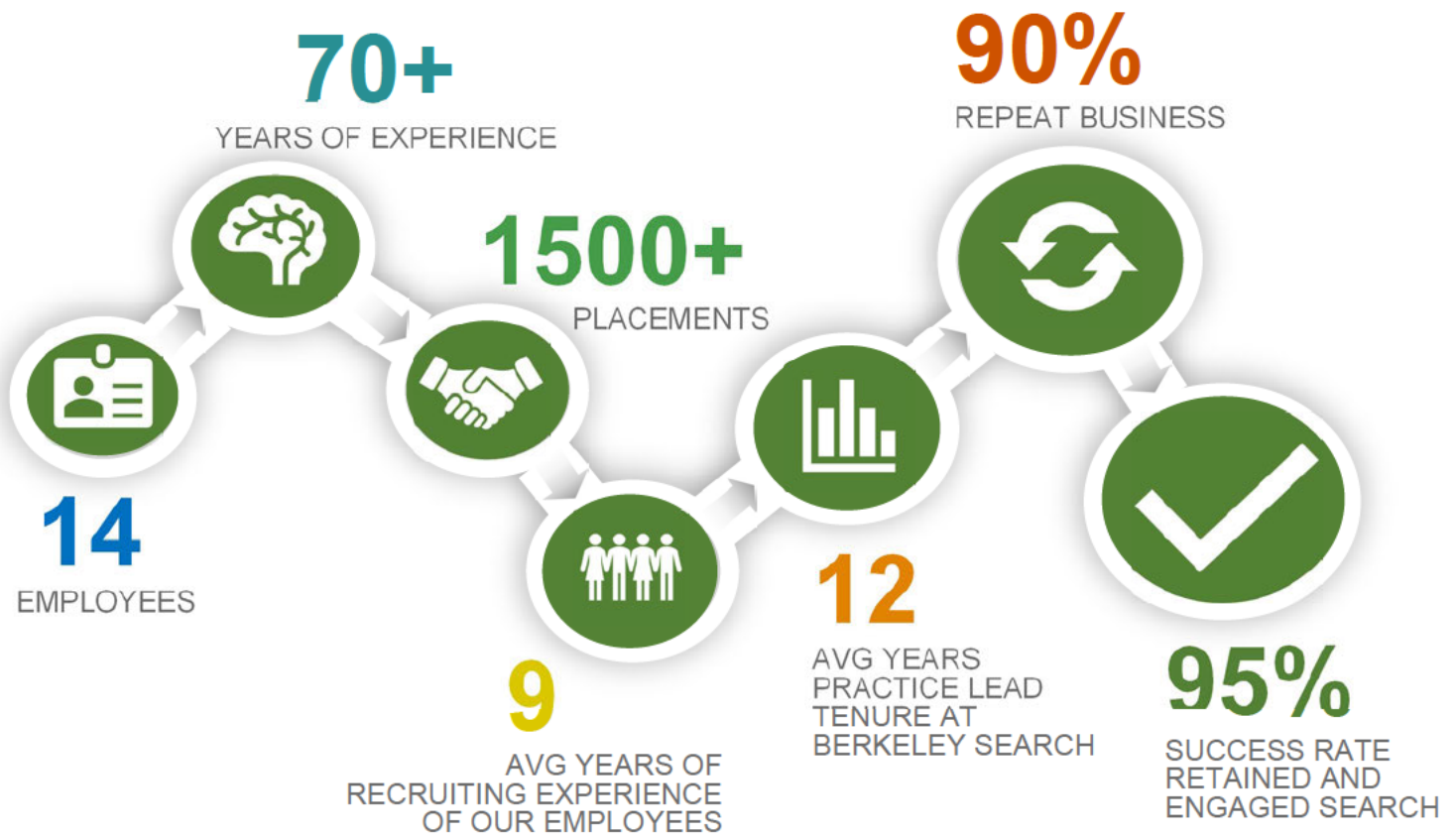
Our brand reflects the personal touch necessary in recruiting the best matches for our clients in terms of experience and cultural fit. We have retooled our services to highlight our retained and engaged offerings. This is where we do our best work – and consequently retained and engaged searches now constitute the majority of our search work. We take the necessary time with candidates to vet their genuine interest and ensure they are the right fit. Taking care to cover every detail, we elevate the probability of a successful search outcome.

### Our Family of Companies

Berkeley Search Consultants is a proud member of the Sanford Rose Associates® network of offices. The Sanford Rose Associates® family of companies is ranked and recognized as a Top 10 Retained Search Firm by Executive Search Review and is noted in Forbes as one of America's Best Professional Recruiting firms.

With over 130 offices worldwide, Sanford Rose Associates® is a network of independently owned and operated recruiting offices in its 60th year of offering executive search services. Our network specializes in retained search for experienced executives, managers, and individual contributors. We work on behalf of our client companies to search for and recruit highly qualified professionals.

## KEY FIRM STATISTICS



Executive Retained Search and Recruiting Excellence Since 1989

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## OUR CORE VALUES

### VALUE ADDED BEFORE VALUE RECEIVED

Our firm's promise to the marketplace which is continuously reinforced as a basic client expectation



### TEAMWORK BEFORE INDIVIDUALISM

Our organization's primary mode of operation internally and externally



### RELATIONSHIPS BEFORE TRANSACTIONS



Our firm's fundamental approach to business. Our organizational ethics of Honesty, Sincerity, Transparency, and Respect will be honored, without question, in all internal and external interactions

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## OUR PROCESS

**Week 1-3**  
**LAUNCH**

**Week 2-5**  
**IDENTIFY**

**Week 6-9**  
**QUALIFY**

**Week 9-12**  
**OFFER**

### LAUNCH

- Collaborate closely with clients to develop and define requirements for the search(es) at hand
- Co-create with client and internal recruiting team a solid search strategy, including recruitment brochure
- Develop a project timeline with clearly defined deliverables, objectives & metrics

### IDENTIFY

- Leverage numerous recruiting resources, beginning with networking, to identify and target a pool of qualified potential candidates
- Connect, gauge interest and motivations and conduct initial candidate interviews

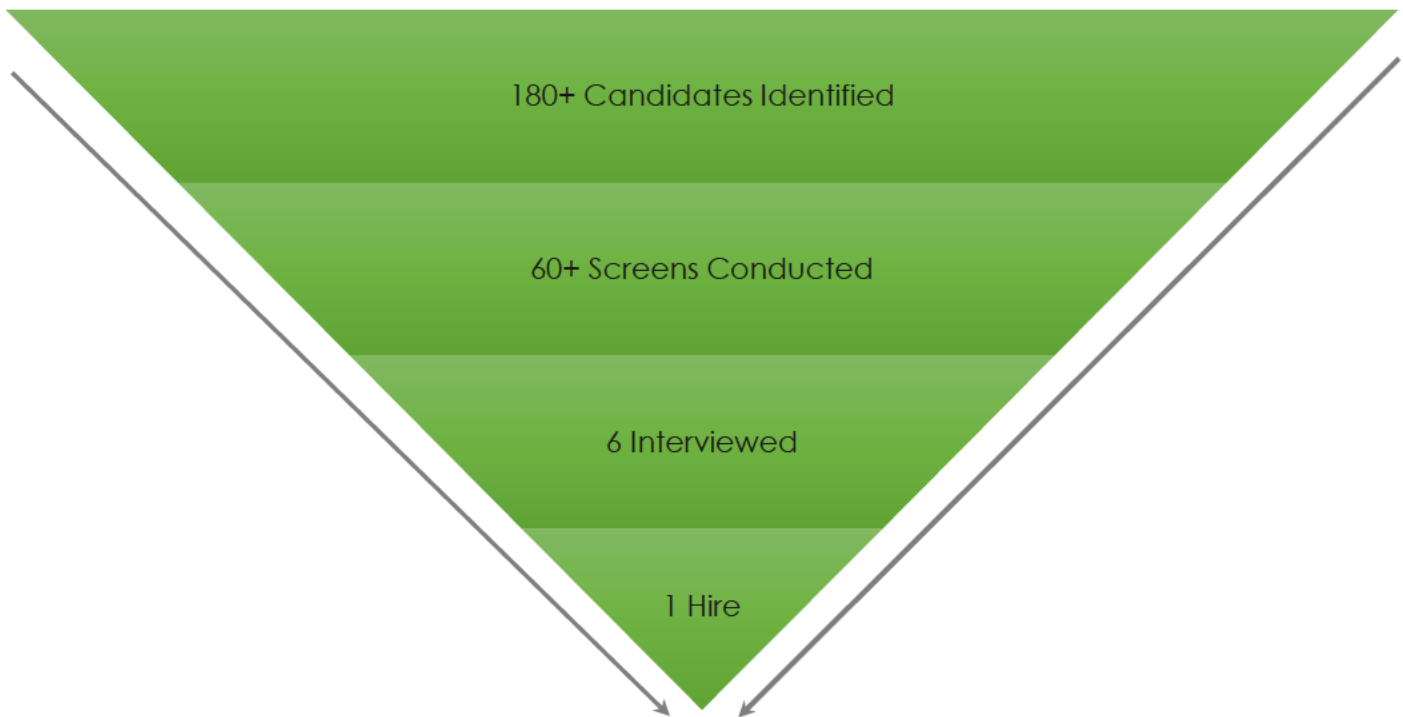
### QUALIFY

- Present to client a short list of highly qualified candidates
- Facilitate and manage the entire client- candidate interview process
- Upon selection of a finalist candidate, BSC conducts professional reference checks, verifies education, and conducts any pre-offer preparation

### OFFER

- BSC presents offer to candidate
- Facilitate any negotiations
- Obtain candidate's formal acceptance of the offer
- BSC follow up with new hire before and after start date

## CANDIDATE RECRUITING FUNNEL

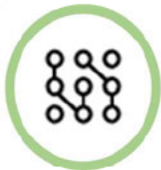


## INDUSTRIES WE SERVE



### Healthcare & Public Sector

Our Healthcare and Public Sector division leader has over 20 years of healthcare and public sector management experience, primarily in CEO and COO positions. We partner with clients ranging from hospitals and health systems to local and regional public entities. We work vertically within these organizations to help them place key positions from middle management to senior executives at the Director, VP and C-suite levels.



### Technology

With technology ever changing, our clients need to be steps ahead of their competitors to attract and retain top talent. We partner with our clients in order to help bring their products and vision to life. We focus on all areas of technology including Networking, Security, UI/UX, Software Developers, Hardware Engineers, Backend Developers, Frontend, Full Stack, Quality Engineers, SDET, DevOps, Data Scientist, Data Engineers, AI, Machine Learning and Big Data from mid to executive level across numerous industries.



### Consumer-Packaged Goods

Our Consumer-Packaged Goods practice represent well-known brands and clients nationwide in the identification and recruitment of top talent in Sales, Marketing, Product Development, Research, Quality, Finance, Supply Chain and all areas of Manufacturing spanning from the mid to executive level.



### Banking & Finance

The Banking & Financial Services Team has been able to successfully navigate and adapt to the ever-changing landscape of our economy. Our recruitment efforts span a wide area with a focus on commercial loan origination, regional and team sales management, credit underwriting, risk management, credit administration and loan servicing.



## EXPERTISE

# Healthcare & Public Sector

When working with Key Accounts, Berkeley Search Consultants deploys a full team consisting of researchers and recruiters to complement our industry experts. The practice is managed by a former Healthcare and Public Sector executive who knows how to solve today's most pressing human capital concerns in the Healthcare and Public Sector industries.

The practice is led by Efton Hall, Jr., MPH, a former Healthcare and Public Sector executive who has held positions in public and private organizations. Efton knows firsthand the importance of finding the right person for your critical positions. His knowledge and expertise allow the team to work confidently and expertly across a broad continuum of healthcare related organizations and public entities.

For more information, please contact a member of our team directly:

[Efton Hall, MPH](#)

Senior Vice President, Healthcare & Public Sector  
[ehall@berkeleysearch.com](mailto:ehall@berkeleysearch.com) | 510-898-9308

[Julia Morse](#)

Senior Director, Healthcare & Public Sector  
[jmorse@berkeleysearch.com](mailto:jmorse@berkeleysearch.com) | 510-898-9306

[Toni Rodriguez](#)

Director, Healthcare & Public Sector  
[trodriguez@berkeleysearch.com](mailto:trodriguez@berkeleysearch.com) | 510-898-9304

[Laura Ayers](#)

Project Recruiter, Healthcare & Public Sector  
[Layers@berkeleysearch.com](mailto:Layers@berkeleysearch.com) | 510-343-5330

## PROJECT APPROACH

We would provide Executive Search services for the City & County of San Francisco's Ethics Commission.

### **Our Process:**

#### **How BSC will work with the City & County of San Francisco's Ethics Commission**

A sound process is key to finding and securing top talent. After nearly three decades of experience and thousands of successfully completed searches, we know how to find and recruit talent and help you achieve superior results during the interview, hiring and onboarding phases. Our proven process is fast and efficient.

#### **Phase 1 – Initialize the Searches**

**Step 1:** We will help the client develop and define requirements for the search.

We will meet with you to take an in-depth Needs Analysis Profile (NAP) for the position. This will cover position requirements, urgency, roles & responsibilities, attributes, skill sets, accountabilities, benefits, and compensation. We will help you define what an "A" player means to your organization and ask key questions to fully understand the company mission, culture, organizational structure, key initiatives, etc. This type of detail ensures that we find the very best players in the market quickly and efficiently. We will interview key stakeholders, develop Recruitment Brochure and Search Schedule for your review and approval. This step ensures an inclusive process and a transfer of knowledge to promote qualified, diverse candidate pools.

**Step 2:** We brief our team, create a search strategy and designate a lead for the search. Each member of the search team is oriented to the agreed upon objectives of the projects and the information gathered in the NAPs. We create a comprehensive search plan for each search, including:

- Compose a qualifications checklist based on the information you have provided us regarding each position.
- Identifying compatible organizations that would have the types of talent you require and create a Target List of those organizations to source from.
- Compile a targeted list of other sources most likely to identify appropriate candidates. These sources may include networking with industry contacts, executive level contacts, our database, internet research, sourcing and name gathering calls.
- Develop Recruiting Presentations that establishes an accurate employer brand while representing your organizations and key characteristics about the opportunities. This presentation will be sure to address the elements that are most important to you about the positions and is designed to attract the "right fit" candidates.

## Phase 2 – Implement the Searches

### **Step 1:** *We identify potential candidates*

The search team takes your message to market, contacting targeted candidates on our source list. To execute this stage, we use a combination of tools including our own and industry specific database, social media, and other available technologies and venues. We reach out to those contacts utilizing extensive telephone calling efforts, email campaigns and advertising.

### **Step 2:** *We interview and qualify candidates*

We will assess each candidate's credentials, motivations, career objectives and achievements based upon the requirements you provided at the initial phase. To fully vet each candidate, we will interview them thoroughly, during which time we will qualify the candidates' compensation, skills, accomplishments, etc. before presenting them to you.

## Phase 3 – Select the Candidates

### **Step 1:** *We present a list of candidates for each individual position*

Based on the agreed upon search schedule, we will present you with a slate of the best potential candidates that are qualified and interested in pursuing your opportunity.

### **Step 2:** *We manage the client/candidate interviews*

We will assist with the coordination of the interview process, including pre- and post-interview briefings with both the candidate and the Search Committee. It is important that you provide us with open and honest feedback at all times as we continue to work hard to bring you the candidate you want for the position.

### **Step 3:** *We help you select the final candidates*

We will consult with you to narrow down the candidates into a "short list." We will constantly be addressing any issues that may arise throughout the process that could create a roadblock.

### **Step 4:** *We check references*

We will conduct in-depth professional references and obtain verification of any pertinent education and/or licenses listed on the resume and required for the position. We consult with a number of different contacts at the appropriate phase in the process.

### **Step 5:** *We conduct pre-offer preparation*

We will reconfirm compensation and benefits requirements, address counteroffer, and start date availability with each candidate. We will also confirm the candidates' commitment to the opportunity to ensure that if an offer is extended and correct that it will be accepted.

## Phase 4 – Extend the Offers Informally

### **Step 1:** *We present the offers to the final candidates for each search*

Initially, we will present all the components of the offer on an informal basis, including compensation, benefits, title, reporting structure and start date. When the candidates have verbally indicated their willingness to accept the offer, we will advise you to formalize the offers in writing.

**Step 2:** *We facilitate any negotiations*  
We assist to secure the final agreement of terms.

**Step 3:** *We get a formal acceptance of the offers*  
We will obtain signed offer letters. We then will help manage the candidate's resignation process, including written and verbal notice, counteroffer avoidance, etc. Additionally, we will work with both you and the candidate if any relocation assistance is needed.

**Step 4:** *We follow up with your new hires*  
We track the progress of the candidates' resignations through their first day of employment with you.

## **Phase 5 – Follow up After the Placements**

**Step 1:** *We continue to follow up with both you and the new hires*  
We will contact the candidate and you on the candidate's first day, two weeks after the start date and 30 days after the start date to ensure successful integration into the new environment and to address any concerns. We stay in contact on an agreed upon schedule for the first year and thereafter on an as needed and on-call basis.

**Step 2:** *We help resolve issues if necessary*  
If there is an issue, the three of us (you, the candidate and us) will work to resolve that issue together.

## TEAM QUALIFICATIONS

**Project Manager, Efton Hall, Jr.** Will provide overall project management, client liaison, candidate vetting and subject matter expertise.

**Executive Team member, Mark Howard** Will provide quality control and administrative oversight.

**Project Recruiter and Recruitment Management, Julia Morse** Will initiate search plan with research and sourcing qualified candidates to perform initial candidate intake and screening.

**Project Recruiter and Operations Management, Toni Rodriguez** Will take handoffs from researchers and performs initial candidate intake and screening. Will also ensure that all operations issues associated with this client are managed effectively.

**Project Recruiter, Laura Ayers** Will conduct research, source, and manage qualified candidates through the recruitment process.

## TEAM DETAILS

### ***Efton Hall, Jr.***

Efton has an unparalleled track record as a proven executive with 20 years of executive search experience and 20 years of experience as a senior executive, including 13 years in a California Healthcare District. He has held C-level positions in both public and private institutions. With Efton's broad knowledge and experience in the public and private sector, our clients can be confident in his ability to meet their senior leadership talent acquisition needs. His attention to detail, strong planning skills and subject matter expertise contribute to the successful completion of any assignment that we undertake. Efton has a bachelor's degree from Stanford University and a master's degree in public health, emphasis on Healthcare Administration from the Earl Warren School of Public Health, University of California, Berkeley.

Efton is a former Board member of the California Association of Healthcare Leaders, where he chaired the Career Development and Transition Committee. Efton has participated in the planning and outreach to several diversity groups at the national and regional levels, both through membership, organizing and leadership activities. Through these efforts, he has positioned BSC to have linkages and recruiting resources into all the major diversity groups, which has translated directly into our ability to establish diverse candidate pools.

### ***Mark Howard***

In his capacity of President and CEO of Berkeley Search Consultants, Mark oversees initiatives to grow the business and directs resources on retained projects for the firm. He manages the new hire and training functions and is also the co-manager of the Financial Services Division where he continues to develop partnerships with key accounts.

Mark began with the firm in 1998 and has contributed to the development of the Financial Services Division. As an Account Manager, Mark achieved Pacesetter Status, ranking him among the top recruiters in the industry.

### ***Julia Morse***

Julia is one of our team's top recruiting professionals. She has worked across many disciplines and has excelled at engaging top performers. Julia is adept at finding exceptional candidates and getting them excited about new opportunities. She has a background in sales and marketing. Julia leverages this experience to make new and valuable connections with talented professionals.

Julia specializes in identifying, recruiting, and vetting top-level candidates for placement in the public sector and healthcare roles nationwide. So far, Julia has been able to fulfill the search needs of every retained assignment she has worked on, finding candidates to satisfy all her key clients. Julia graduated from the University of California, Davis with a B.A. in English.

## **Toni Rodriguez**

Toni Rodriguez serves as Operations Manager for BSC and is responsible for supporting our practices and identifying strong players to join our team. Having spent time recruiting for Google, Coldwell Banker and U.S. Department of Commerce, Toni brings wealth of knowledge to the team. She is a highly skilled individual with superior customer service skills, adept at building relationships. Partnering with our leadership, she takes pride in doing what is necessary to support the team and move projects and processes forward.

Toni is an experienced recruiting professional accomplished in sourcing, screening, qualifying, and closing candidates, as well as managing operations. She is an acknowledged problem solver with the ability to communicate across diverse disciplines and manage multiple projects simultaneously. Toni holds a B.A. from the University of California, Berkeley and an MBA from the University of Texas.

## **Laura Ayers**

Laura is a recruiter on the Healthcare and Public Sector team at Berkeley Search Consultants and supports the practice by sourcing and engaging top talent for a variety of searches. She brings strong insight and experience to the practice through her background working in the public health, healthcare, and behavioral health fields.

Laura provides valuable support through analyzing qualified prospects across the nation and helping to screen, assess, and coordinate the recruitment process. She is a strong communicator and has proven ability to contribute assistance in several areas of the practice including client and candidate correspondence, market research, and business development. Laura graduated from the University of California, Davis with a B.S. in Managerial Economics and Minor in Public Health Sciences.

## TEAM RESUMES

### Efton Hall, Jr.

P: 510-898-9308 E: [ehall@berkeleysearch.com](mailto:ehall@berkeleysearch.com)

#### **Summary**

Proven executive with 20+ years of executive recruiting experience and 20 years Senior Healthcare Executive experience. Experience includes groundbreaking work done when I recruited and organized a group of physicians into a limited Partnership to acquire and develop a hospital in Oakland, CA. Later recruited to lead a campaign of establishing a Bond Issue and managing the design and build of a new hospital. Ultimately appointed CEO where I directed an industry leading diversification and expansion strategy. Also have experience in several business start-ups and have led successful turnaround efforts.

#### **Specialties**

- Executive Search for Regional, CXO, EVP, SVP, VP and Director positions

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- Talent Acquisition and Development
- Strategic Planning
- Turnaround/ Growth Strategies
- Board Relationships
- Integrated Delivery Systems
- Cultural Diversity
- Organization Effectiveness, Transformation and Change
- Leadership Development

## **Experience**

### **Senior Vice President & Practice Leader, Healthcare & Public Sector, Berkeley Search Consultants**

January 2020 – Present

### **Vice President & Practice Leader, Healthcare & Public Sector, Berkeley Search (formerly Management Recruiters of Berkeley)**

April 2008 – December 2019

With 20+ years in executive search and a successful track record in healthcare administration including COO and CEO positions at acute care hospitals and Integrated Delivery Systems, Leads the Healthcare & Public Sector Practice. Partnering closely with our clients, Directs the practice resources to ensure timely identification and qualification of candidates and success in fulfillment of the assignment.

### **Board Member at California Association of Healthcare Leaders**

January 2011 – 2015

The California Association of Healthcare Leaders (CAHL) is an independent chapter for the Northern and Central California Region, chartered by the American College of Healthcare Executives (ACHE).

### **Chief Operating Officer at Hayward Medical Center at Kaiser Permanente**

2005 – 2007

Kaiser Hayward Medical Center is one of two Kaiser Hospitals serving the Greater Southern Alameda County Area. The Hayward Medical Center has 210 beds, a Level Three Nursery, and Basic Emergency Department. As COO facilitated, directed, and coordinated operational activities and programs relative to the day-to-day operations of the medical center, including HIM, through the delivery of cost effective and quality services.

### **Interim CEO at Alameda County Medical Center**

2003 – 2004

Reorganized and streamlined the Executive Team creating \$1M in personnel cost savings while increasing productivity and accountability including skilled nursing and acute Rehab Facility. Led the creation of a turnaround strategy designed to eliminate over 60% of the projected loss while maintaining the quality of care.

### **Hospital Administrator In-Patient and Acute Care Services at Alameda County Medical Center**

2002 – 2003

Recruited as Inpatient and Acute Care Services Administrator (functional title COO) of this

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# BERKELEY SEARCH

## CONSULTANTS

\$350M multi-site healthcare provider with 3 inpatient campuses, one of which was skilled nursing and acute rehab, and 4 ambulatory care campuses. Was responsible for transforming management structure and steward changes toward a culture of fiscal accountability, high performance, and improved quality. Appointed Interim CEO by the Board of Trustees following the departure of prior CEO.

### **Business Unit Manager, Healthcare Division at Management Recruiters of Berkeley**

1993 – 2002

Developed and managed the healthcare division of this national recruiting firm. Created the healthcare division and positioned it as the #1 ranked division in its specialty in the Pacific Region. Led search campaigns for over 100 retained searches in several prominent health care companies in the U.S. Consistent Pacesetter and achieved Top 10 performer status nationally.

### **Executive Director at Bay Area Consortium for Quality Health Care**

1989 – 1992

Responsible for coordinating this multifaceted non-profit community-based organization that supports the resolution of a variety of health-related community and global concerns. Developed organizations management, planning, compliance, volunteer, fund development and personnel capabilities.

### **Principal at The Management Results Company**

1987 – 1989

Served as president and General Manager of this sole proprietorship that promoted the sales and marketing of devices to improve health and environmental conditions.

### **CEO at Los Medanos Community Hospital District**

1975 – 1987

### **CEO at Doctors Hospital of Oakland**

1974 – 1975

### **Skills & Expertise**

- Strategic Planning
- Organizational Effectiveness
- Leadership Development
- Marketing Strategy
- Cultural Diversity
- Talent Acquisition

### **Education**

#### **Stanford University**

BA, Sociology, Organizational Theory

#### **University of California, Berkeley**

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MPH, Hospital Administration

## **Honors and Awards**

Board Member at California Association of Healthcare Leaders

## Mark Howard

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## **Summary**

Executive Search Consultant that specializes in recruiting top professionals in Financial Services, Accounting and Finance, Consumer Packaged Goods, Healthcare and Public Sector. Within Financial Services, our team places executives in Corporate Banking, Commercial Banking, Business Banking, Credit Administration, Wealth Management, Investments and Bank Operations. Our firm has partnered with Clients and Candidates since 1989. Many of our Clients have worked with us for greater than a decade to fill key positions. Our Consumer-Packaged Goods Division places executives in Operations, Sales and Marketing, Accounting and at the C-Level. Our Healthcare & Public Sector Division specializes in senior leadership within the healthcare and industries, as well public and government institutions.

## **Specialties**

- Executive Search
- Professional Recruiting
- Strategic Staffing Planning
- Succession Planning
- Banking
- Financial Services
- Banking
- Investments
- Consumer Packaged Goods
- Compensation Structure and Negotiation
- Retained
- Engaged & Contingency Search

## **Experience**

### **President and CEO, Berkeley Search Consultants (formerly Management Recruiters of Berkeley)**

January 2005 – Present

Lead the Executive Search teams in Financial Services, Healthcare and Consumer Packaged Goods. Full retained, engaged, and contingency search. Responsible for strategic direction and tactical execution of company. Maintain ongoing relationships with clients of our company.

### **Account Manager, Financial Services, Management Recruiters of Berkeley**

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December 1998 – January 2005

Executive Recruiter responsible for developing recruiting relationships with senior executives within the Banking Industry. Full cycle recruiter - Assess Client needs, develop recruiting plan, thoroughly screen potential candidates, negotiate offer and acceptance, transition follow up.

## **Skills & Expertise**

- Executive Search
- Talent Acquisition
- Employer Branding
- Recruiting
- Market Analysis
- Financial Services

## **Education**

### **University of Colorado at Boulder**

BA, Environmental Studies, 1997

## **Honors and Awards**

Achieved CSM Designation (2008): Management Recruiters Inc. established the Certified Senior Manager (CSM) Certification Program in 2005 as a way to highlight its standout Billing Managers' achievements. Professional Billing Managers who hold the CSM designation are recognized leaders at MRI Worldwide and are ranked consistently at the top of their profession. A CSM is committed to delivering excellence, pursuing continuous professional development, and is accustomed to delivering only the highest quality of customer service.

## Julia Morse

P: 510-898-9306 E: [jmorse@berkeleysearch.com](mailto:jmorse@berkeleysearch.com)

## **Education**

University of California, Davis

Bachelor of Arts Degree, English – 2017

## **Experience**

Recruiter for Berkeley Search Consultants – Berkeley, CA

June 2017 – Present

- Identify, recruit and vet top level candidates for placement in Healthcare & Public Sector roles.
- Research candidates using social media and internet tools.
- Research search opportunities for practice engagement.

Philanthropy Intern for V.I.P. Studios – Davis, CA

April – June 2017

- Facilitated studio's philanthropic giving by locating, evaluating, and reaching out to silent auction organizers to offer donations. Saw events through to the end and kept record of them in excel and

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- google spreadsheets and google calendar.
- Advised on social media marketing.

Account Executive for Gawain Consulting – Davis, CA  
March – May 2017

- Client acquisition: compiled database of contact information for potential clients, contacted and acquired clients via email.
- Content creation: researched and wrote blog posts for clients' blogs.

Event Specialist for Advantage Solutions – Davis, CA  
March – May 2017

- Set up display and prepared products for in-store demonstrations.
- Crafted and delivered engaging sales pitches to customers, answered their questions and concerns.
- Delivered reports of event's success to store manager and supervisor.

Field Manager at Grassroots Campaigns – Berkeley, CA  
June 2016 – September 2016, December 2016 - January 2017

- Raised funds and visibility for various social justice organizations as a street canvasser.
- Managed a crew of 1-4 other canvassers, ensuring our success on the field and keeping records of collected donations.
- Ran trainings for new canvassers and assisted in general office tasks.

## Skills

- Languages: English - fluent, French – proficient, Spanish – conversational
- Excellent communication skills, written and oral
- Great attention to detail
- Punctual and dependable
- Troubleshooting and problem solving
- Proficient in Microsoft Office and Google Drive
- Works well in group or independently

Toni Rodriguez

P: (510) 898-9304 E: [trodriguez@berkeleysearch.com](mailto:trodriguez@berkeleysearch.com)

## Experience

### **Director, Public Sector & Healthcare**

August 2020 – present

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- Source, recruit, and vet top level candidates for placement in Healthcare roles.
- Use various sourcing techniques, including but not limited to internet, social media, Boolean searches, and various internal applicant tracking systems to identify candidates.
- Represented firm and healthcare in client candidate meetings.
- Facilitated panel interviews and produced panel interview materials.
- Conducted reference checks and education verifications.

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### **Director, Strategic Resourcing**

May 2018 – August 2020

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- Direct and oversee all operational and administrative functions of the company, including finance, technology, personnel, vendor relations and back-office support.
- Onboard and Offboard employees; maintain employee documents; manage annual healthcare enrollment.
- Manage and provide assignments for interns.
- Responsible for accounts receivable.
- Develop, implement, and maintain office policies and procedures.
- Prepare service agreements.
- Drive and maintain company presence utilizing social media and professional networking resources.
- Prepare weekly, monthly, and yearly production reports.
- Serve as lead project recruiter on public health and healthcare recruitments.

### **Operations Manager**

July 2017 – May 2018

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- Directed and oversaw all operational and administrative functions of the company; including finance, technology, personnel, vendor relations and back-office support.
- Responsible for accounts receivable.
- Developed, implemented, and maintained office policies and procedures.
- Prepared service agreements.
- Drove and maintained company presence utilizing social media and professional networking resources.
- Prepared weekly, monthly, and yearly production reports.

### **Project Recruiter - Healthcare**

February 2016 – July 2017

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- Source, recruit, and vet top level candidates for placement in healthcare roles.
- Use various sourcing techniques, including but not limited to internet, social media, Boolean searches, and various internal applicant tracking systems to identify candidates.
- Represented firm and healthcare in client candidate meetings.
- Facilitated panel interviews and produced panel interview materials.
- Conducted reference checks and education verifications.

### **District Recruiter**

January 2014 – Present

COLDWELL BANKER, POWERED by ZIP TEAM (formerly ZIPREALTY), San Rafael, CA

- Manage entire recruiting process for San Francisco District office from search and interviewing to on boarding.
- Consistently meet or exceed recruiting goals.
- Conduct outbound and inbound sales recruiting efforts using a variety of campaigns, such as cold calling, job boards, social media, and Boolean searches.
- Use Salesforce to build and manage candidate pipeline, record recruiting data, and maintain district recruiting records.

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- Partner with management team to develop and implement recruiting strategy for District.
- Represent company at job fairs, universities, and networking events.
- Manage new hire on boarding, orientation and training process as needed.

## **Broker/Owner**

August 2010 – January 2014

TERRA REAL ESTATE, Hayward, CA

- Recruited, trained, and mentored sales agents.
- Conducted buyer and investor seminars and workshops.
- Represented buyers and sellers in residential real estate transactions.
- Managed individual sales and marketing activities.
- Hired employees and initiated the new hire paperwork process.

## **Sourcer/Recruiter (Contract)**

January 2011 – July 2011

GOOGLE INC, Mountain View, CA

- Sourced candidates for Sales and Advertising Operations, focusing on sales, marketing, and leadership candidates.
- Worked on special sourcing projects, including sourcing for UX/UI positions and international candidates for European and Asia Pacific locations.
- Utilized various sourcing techniques, including but not limited to internet, social media, Boolean searches and various internal applicant tracking systems to identify candidates.
- Created recruiting team diversity resource for sourcing diverse candidates.
- Documented the sourcing processes and resources used by recruiting team.
- Tracked candidates and pushed for feedback on disqualifications, time-to-fill statistics, and other variables.
- Screened all applicants based on their qualifications and background.

## **Recruiting Manager**

September 2009 – August 2010

U.S. DEPARTMENT of COMMERCE, BUREAU of CENSUS, Pleasanton, CA

- Developed overall recruiting plans, milestones, and timelines for local Census office.
- Successfully planned, coordinated, and executed testing of over 5000 job applicants in less than three months.
- Consistently exceeded recruiting goals, resulting in consistent ranking in top 5 of 34 offices for exceeding goals; finished operation #1 out of 34 offices.
- Responsible for continuous staffing of office and field positions.
- Successfully recruited, trained, mentored, and managed staff of 13 recruiters.
- Managed team of 20 staffing professionals.
- Conducted recruiting and outreach presentations for community and civic organizations.
- Pre-screened job applicants at employment fairs, job expos and online.
- Coordinated meetings, developed meeting content, and presented all human resources law updates.
- Conducted exit interviews and verified that employment termination paperwork was completed.
- Addressed all employee harassment allegations, work complaints and other concerns.

## **Broker Associate/Sales Trainer**

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## CONSULTANTS

September 2008 – August 2010

JAMESTOWN REAL ESTATE, INC, Hayward, CA

- Recruited, trained, and mentored sales agents.
- Represented buyers and sellers in residential real estate transactions.
- Managed individual sales and marketing activities.
- Conducted first time buyer and foreclosure seminars to educate homebuyers.

### **Sales Agent**

September 2004 – December 2008

JAMESTOWN REAL ESTATE, INC, Hayward, CA

- Represented buyers and sellers in residential real estate transactions.
- Managed individual sales and marketing activities.
- Conducted first time buyer and foreclosure seminars to educate homebuyers.

### **Sales Operations Analyst (Contract)**

April 2008 – November 2008

APPLE COMPUTER, INC, Cupertino, CA

- Managed global sales and inventory system cleanup process.
- Conducted file processing and data verification for early reporting accounts.
- Completed user acceptance testing for system upgrade.

### **Education**

Master of Business Administration

**University of Texas, Austin**

Bachelor of Arts in Legal Studies

**University of California, Berkeley**

Laura Ayers

P: 510-343-5330 E: [layers@berkeleysearch.com](mailto:layers@berkeleysearch.com)

### **Experience**

#### **Berkeley Search Consultants**

*Recruiter, Healthcare and Public Sector Practices*

May 2022 – Present

- Identify prospects, conduct outreach, and perform necessary assessment in order to place top qualified candidates into healthcare and public sector positions nationwide.
- Establish and utilize internal database, networking, cold-calling, and research techniques to identify and engage passive candidates in the market.
- Develop robust pipelines to build and maintain a strong network of potential candidates.
- Continually provide support and input in several of the practice's key areas of activity including; market research, business development, client communication, and other administrative operations.

**Center for Social Dynamics** San Jose, CA

*Behavior Specialist*

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Sep 2021 – Apr 2022

- Provided personalized mental health and behavioral treatment to children and adolescents with autism and other developmental delays through evidence based behavioral approaches including Applied Behavioral Analysis (ABA).
- Collaborated directly with clinical team to assess clients' needs to perform multidisciplinary and individualized treatment.
- Cultivated trust and positive instructional control with clients in order to strengthen the quality of services and encourage progression towards meeting treatment targets.

**International Rescue Committee (IRC)** Sacramento, CA

*Youth Program Intern*

June 2021 – Sep 2021

*Volunteer Coordination and Donations Intern*

Aug 2020 – June 2021

- Assisted senior specialists to plan and conduct student outreach, intake, assessments, and related recordkeeping to provide resources for secondary and post-secondary training and educational services.
- Lead student instruction and exercises on a range of workforce development topics including medical terminology courses, resume writing sessions, and college application and financial aid assistance.
- Acted as the liaison between all staff and volunteers for the largest, nonprofit refugee resettlement organization in the U.S.
- Conducted over 80 interviews for potential interns, determined best position fit for candidates, and lead new hire orientations up to four times a month.

**UC Davis Department of Public Health Sciences** Davis, CA

*Public Health Ambassador*

Sep 2020 – June 2021

- Advanced the efforts of communicable disease prevention and control through community engagement on university campus.
- Supported the overall goals of preventing the spread of COVID-19, ensuring a healthy community in Davis, and working towards the eventual reopening of campus.
- Educated campus visitors, students, and staff about public health and enforced university policies such as weekly testing.

**Yolo County Department of Health and Human Services** Davis, CA

*Tobacco Prevention Program Intern*

Sep 2019 – Mar 2020

- Interned as a part of a student coalition with a primary goal of promoting tobacco free multi-unit housing in Yolo County and raising awareness about the dangers of secondhand smoke.
- Conducted over 100 public opinion polls to collect statistical data for a basis of public policy reform.

## **Education**

**University of California, Davis**, Davis, CA — *Bachelor of Science* Graduated: June 2021

Major in Managerial Economics; Minor in Public Health Sciences

**GPA:** 3.93 *Graduated Summa Cum Laude*

## Skills

- Proficient in Microsoft Office Suite and Salesforce.
- Knowledge of medical terminology and experience in direct patient care.
- Excellent time management skills and ability to efficiently multitask while paying close attention to detail.
- Cultural competency training and ability to work with diverse and underserved populations.
- Analytical and critical thinking skills.
- Strong written and verbal communication skills.

## BSC EXPERIENCE CONDUCTING EXECUTIVE SEARCHES

BSC has been providing executive search services for over 30+ years. Most recently, BSC has had the pleasure of providing executive search services to the City & County of San Francisco and other distinguished public sector organizations across the country. Below is a sample of some of our recent recruitments.

**Company Name:** City and County of San Francisco, Department of Public Health

**Recruited Position:** Director, Infection Prevention and Control

**Contract type; time period:** Retained Search / May 2022 – November 2022

**Brief Description of work or scope of services provided:**

The San Francisco Department of Public Health retained Berkeley Search Consultants to lead the search for their new Director, Infection Prevention & Control position. Desirable experience for the role included CIC (Certification of Infection Prevention and Control) and experience managing multiple Infection Prevention and Control (IPC) programs. The position directs the operations and staff of the Infection Prevention and Control (IPC) program. The Director also coordinates and manages the IPC professional services and standards of practice across various levels of healthcare within the San Francisco Health Network, including acute care, post-acute care, behavioral health, ambulatory care, and rehabilitation services. The search concluded in October and a master prepared RN was identified as the top ranked candidate and joined the department in November.

**Company Name:** City and County of San Francisco, Department of Public Health

**Recruited Position:** Director of Managed Care, Behavioral Health

**Contract type; time period:** Retained Search / March 2022 – August 2022

**Brief Description of work or scope of services provided:**

San Francisco Department of Public Health retained Berkeley Search Consultants to conduct a search for a Director of Managed Care - Behavioral Health. The Director of Managed Care for Behavioral Health (BHS) functions at the executive level of BHS management and is responsible for all functions and activities of Managed Care, a major section within BHS. This position is responsible for providing leadership and direction in developing new programs and establishing organizational

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policies, priorities, and objectives. This role is also responsible for ensuring compliance with all state regulatory requirements and contractual requirements under the Mental Health Plan and the Drug Medi-Cal Organized Delivery System contracts with the Department of Health Care Services. The finalist identified after an extensive search process is a former Deputy Director of Behavioral Health with Alameda County). The new director started his work with the San Francisco Department of Public Health in November 2022.

**Company Name:** City & County of San Francisco, Department of Public Health

**Recruited Position:** Director of Behavioral Health Services & Mental Health SF

**Contract type and time period:** Retained Search; August 2020 – December 2020

**Brief Description of work or scope of services provided:**

The City & County of San Francisco's Department of Public Health retained Berkeley Search Consultants to conduct a search for a Director, Behavioral Health Services and Mental Health SF. Reporting to the Director of Public Health, the Director, Behavioral Health, and Mental Health SF provides vision, strategic direction, and administrative leadership for addressing mental health and substance use disorders for people in San Francisco. The network the position oversees consists of a delivery system of civil service staff of 600, a Private Provider Network of approximately 250 individual providers, and 200 community-based programs operated by non-profit partners. The overall budget is approximately \$450 million. BSC conducted a nationwide search, directly vetting over 140 behavioral health leaders from across the country and presenting a slate of 17 highly qualified candidates to the hiring committee for consideration. After three stages of interviews, this resulted in the selection of an individual who was at the time the Executive Deputy Commissioner for Mental Hygiene for the New York City Department of Health and Mental Hygiene. The recruited candidate is still in her role today, and we have received positive feedback from the client on her performance.

**Company Name:** City & County of San Francisco

**Recruited Position:** Director, Public Health

**Contract type; time period:** Retained Search / September 2018 – December 2018

**Brief Description of work or scope of services provided:**

The City & County of San Francisco's Department of Public Health retained Berkeley Search Consultants to conduct a search for a Director of Public Health. Under broad policy direction the Health Commission and the Mayor, the Director of Public Health plans, organizes, and directs all functions and activities of the Department, including hospitals, preventative health services, emergency medical services, environmental health, and other population health functions. The Director is responsible for a \$2.2 billion budget, an 8000+ employee department, as well as the administration of \$400 million in health services contracts. Additionally, the Director of Public Health directs the enforcement of all public health laws, ordinances, and regulations; oversees budget preparation for approval of the Commission; establishes and maintains community and professional interest in public health matters; and develops policies and programs to address the needs of SF Department of Health and the health of the community. The previous director left the role under a cloud of controversy that created a "head wind" for the launch of the recruitment – creating questions and doubt about the role among potential candidates. Despite this obstacle, BSC conducted a nationwide search and presented CCSF with a slate of 12 highly qualified public health leaders. At the recruitment's conclusion, a highly respected national public health leader with ties to San Francisco was selected for the role and remains in the role today.

**Company Name:** City & County of San Francisco, CA

**Recruited Position:** Chief Financial Officer, Zuckerberg SF General Hospital

**Contract type; time period:** Retained Search / May 2017 – November 2017

**Brief Description of work or scope of services provided:**

Berkeley Search Consultants was retained to conduct a search for a Hospital Chief Financial Officer (CFO) position at Zuckerberg San Francisco General (ZSFG) in San Francisco, California. The Hospital CFO, in collaboration with the health system level CFO, provides leadership and oversight in the planning and integration of financial services, including financial management, budget, accounting and revenue cycle. This position is directly involved at the executive level in strategic, operational, and business decisions for the 3,000 plus FTE hospital entity. The Hospital CFO participates in the development and implementation of the hospital's fiscal and accounting systems, policies and procedures, and management reporting. They will work closely with others throughout the hospital to address revenue cycle and cost containment/reduction issues, work redesign using Lean Principles and overall performance improvement efforts.

Berkeley Search Consultants conducted a nationwide search and recruited top public health officials from across the country. After an extensive search, the team was able to present the client with a slate of 12 highly qualified candidates to interview. Recruitment was completed on time and within budget.

**Company Name:** City & County of San Francisco, Department of Public Health, Zuckerberg SF General Hospital

**Recruited Position:** Director of Health Information Services [ZSFG]

**Contract type; period and amount:** Retained Search; May 2017 – September 2017

**Brief Description of work or scope of services provided:**

Berkeley Search Consultants was retained to conduct a search for a Director of Health Information Services for Zuckerberg San Francisco General Hospital (ZSFG). The Director of Health Information Services plans, supervises, coordinates and manages the operations and activities required to ensure uninterrupted day-to-day operations of the our client's Health Information Services (HIS) Department; manages approximately 90 employees providing technical and clerical health record services for approximately 17,000 inpatient admissions and more than 539,000 outpatient visits annually; manages a technical component that aggregates and transmits diagnosis and procedure information for the hospital's inpatient, Emergency Department, and ambulatory surgery billing functions, in excess of \$18 million/week; works in coordination with the Information Systems Department and other institutional managers from nursing and ancillary services units; and to varying degrees, designs, develops, maintains, and/or controls paper-based and computer-based Information Systems which is necessary/important to the provision and documentation of patient care delivery at the hospital.

After an extensive search, the team was able to present the client with a slate of five highly qualified candidates to interview. The result was the selection of a local health IT leader with almost thirty years of IT experience and an extensive history working in health organizations across the state of California.

## SAMPLES OF RECRUITED POSITIONS OUTSIDE OF THE CITY & COUNTY OF SF

**Company Name:** County of Riverside, Department of Public Health (RUHS-PH)

**Recruited Position:** Deputy Director, Health Equity

**Contract type; time period:** Retained Search / March 2021 – June 2021

**Brief Description of work or scope of services provided:**

The County of Riverside's Department of Public Health retained Berkeley Search Consultants to recruit a Deputy Director, Health Equity. The Deputy Director, Health Equity will lead departmental initiatives to address the social, environmental, and economic conditions that impact health outcomes. This individual will oversee the department's Health Equity, Healthy Communities, Healthy Places, Process Improvement, and other programs. The new Deputy Director will continue to build on the equity programs already established and champion new ones. The search has closed. The new deputy director started their position at the end of July 2021, and we have received a positive update from the team.

**Company Name** Mecklenburg County, Public Health Department

**Recruited Position:** Deputy Director, Public Health

**Contract type; time period:** Retained Search / July 2021 – October 2021

**Brief Description of work or scope of services provided:**

Mecklenburg County retained BSC to recruit a Deputy Director of Public Health. The Deputy Director is a key member of the department's leadership team serving the largest county in North Carolina. The Deputy Director serves as second in command for the department and provides direct oversight to several units within the department including Administrative Services, Nursing, Innovation & Strategy, and Epidemiology. BSC conducted a nationwide search and presented the County with a slate of twelve candidates. A top finalist was selected from this group. The search closed and the new Deputy Director joined the team in November 2021.

**Company Name:** Harris County (Texas), Department of Public Health

**Recruited Position:** Executive Director, Public Health

**Contract type; time period:** Retained Search / December 2020 – March 2021

**Brief Description of work or scope of services provided:**

Kaye/Bassman & Berkeley Search Consultants were retained by Harris County (Texas) to lead a search for an Executive Director of Public Health. Key requirements for the recruitment were that the new director have experience with health equity and addressing the needs of underserved communities. The individual selected would be tasked with executing the County's vision for public health, which includes addressing social determinants of health to eliminate disparities and achieve health equity. The new director would be called on to advance the development, implementation and oversight of health equity and impact plans. The individual was required to be well-versed in the best practices for and have a demonstrated commitment to diversity, inclusion, and equity in public health and healthcare. BSC was engaged to conduct a nationwide search and presented the hiring authority with a diverse slate of twelve candidates. The final candidate selected reflected the

diversity found within the Harris County community and had a demonstrated history of addressing equity issues in public health.

**Company Name:** State of Colorado

**Recruited Position:** Behavioral Health Commissioner

**Contract type; time period:** Retained Search / August 2021 – December 2021

**Brief Description of work or scope of services provided:**

The State of Colorado retained Berkeley Search Consultants to lead the recruitment for Behavioral Health Commissioner for their newly created Behavioral Health Administration. Reporting to the governor, the Behavioral Health Commissioner is responsible for leading the development of the state's vision, strategy and implementation of behavioral health-related policy and select programming from prevention to recovery. The Commissioner leads these efforts through the development of effective cross sector, cross department relationships that lead to a stronger, more efficient, more accessible, and more person-centered behavioral health system. The Commissioner is ultimately accountable and responsible for ensuring that behavioral health services delivered by the public sector as well as commercial payers are comprehensive, evidence-based, high quality, equity-focused, and easily accessible for all Coloradans. BSC conducted a nationwide search and the finalist identified after an extensive search process was a national leader in mental health with an extensive behavioral health and public sector background. The new Commissioner assumed her role in January 2022.

## REPRESENTATIVE PLACEMENTS

Since 1989, Berkeley Search Consultants has made over 1500 placements. Below is a list of active or completed placements that demonstrates BSC's experience in the recruitment of public sector executive positions.

County Administrator	Harris County, TX [Active]
Director, Public Works	City & County of San Francisco, CA [Active]
Medical Director [LHH]	City & County of San Francisco, CA [Active]
Director of Nursing [LHH]	City & County of San Francisco, CA [Active]
Director, HIMS [DPH]	City & County of San Francisco, CA [Active]
Nursing Home Administrator [LHH]	City & County of San Francisco, CA [2023]
(2) Asst. Nursing Home Administrator [LHH]	City & County of San Francisco, CA [2023]
Director, Child Welfare Services	Santa Cruz County, CA [2023]
Deputy County Administrator	Harris County, TX [2022]
Deputy Chief Medical Examiner	Harris County, TX [2022]
Medical Director, Public Health	Mecklenburg County, NC [2022]
COO – SF Health Service System	City & County of San Francisco, CA [2022]
Compliance Officer	Harris County, TX [2022]
Asst. Director, Public Health Laboratory	Riverside County, CA [2022]
Behavioral Health Commissioner	State of Colorado [2021]
Chief Equity Officer - HSH	City & County of San Francisco, CA [2021]
Assistant Director, Population Health	Mecklenburg County, NC [2021]

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# BERKELEY SEARCH CONSULTANTS

Deputy Director, Public Health	Mecklenburg County, NC [2021]
Assistant Director, Clinical Services	Mecklenburg County, NC [2021]
Assistant Director, Human Services	Santa Cruz County, CA [2021]
Executive Director of Public Health	Harris County, TX [2021]
Deputy Public Health Officer	Riverside County, CA [2021]
Deputy Director, Administration	Riverside County, CA [2021]
Deputy Director, Health Equity	Riverside County, CA [2021]
Director, Supply Chain & EVS	Alameda (County) Health System, CA [2020]
Director, Perioperative Services	Alameda (County) Health System, CA [2020]
Director, Emergency Services & Trauma	Alameda (County) Health System, CA [2020]
SFPD Chief Information Officer (Project)	City & County of San Francisco, CA [2020]
Director, Health & Human Services	County of Marin, CA [2019]
Director of Public Health	City & County of San Francisco, CA [2019]
Director, Diversity, Equity & Inclusion (Project)	City & County of San Francisco, CA [2019]
Director, Emergency Department [ZSFG]	City & County of San Francisco, CA [2018]
Director, HIM [ZSFG]	City & County of San Francisco, CA [2017]
Chief Financial Officer [ZSFG]	City & County of San Francisco, CA [2017]
Director, Patient Financial Services	City & County of San Francisco, CA [2016]

## APPROACH TO RECRUITING A DIVERSE CANDIDATE POOL

Berkeley Search Consultants has promoted racial and gender equity through its selection of clients by refusing to partner with any organization who subscribes to or promotes bias and inequity vis a vis their hiring practices. In the current decade, all clients, without exception, that BSC engages with are requesting diverse candidate pools comprised of candidates who have experience leading a diverse workforce and serving a diverse community. It is the practice and philosophy of BSC to start each and every search in the local community of our client in order to enhance the possibility of acquiring talent that reflects the community and is cognizant of the culture and nuance of said community. Inevitably the search is enriched by radiating out, often nationally, in search of the most talented individuals to fill a particular position. Examples of recent searches where the client expressed a clear interest in having a diverse candidate pool and pulling from a national stage are:

- Harris County, County Administrator
- City and County of SF, Department of Public Health, Director of HIMS
- City and County of SF, Department of Public Health, Director of Behavioral Health Services/ Mental Health San Francisco
- Harris County (TX) Executive Director, Department of Public Health
- City and County of San Francisco, Director of Public Health
- Marin County, Director, Health and Human Services

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Each of these clients had a clear and non-negotiable demand to hire a candidate who had a strong track record dealing with diversity, equity, and inclusion as well as homelessness and supportive housing.

Efton Hall, Jr., BSC's lead for this project, has participated in the planning and outreach to several diversity groups at the national and regional levels, both through membership, organizing and leadership activities. In February 2023, Efton was a panelist at the Center for Healthcare Innovation – West Coast's Diversity Inclusion, and Health Equity Symposium where he discussed best practices for building a diverse workforce. This is one of the largest and longest running events in the country that focusses specifically on health equity, health disparities, and critical DEI issues impacting healthcare in the U.S. Through efforts like these, Efton has positioned BSC to have linkages and recruiting resources into all the major diversity groups, which has translated directly into our ability to establish diverse candidate pools.

BSC is committed to diversity not only in recruitment but also within our own team. We are proud to be an organization with members from diverse backgrounds, working together and honoring what each individual brings to the table. <https://berkeleysearch.com/who-we-are/>

## FEE STRUCTURE

Berkeley Search Consultants is proposing to conduct Executive Search Consulting Services for The City & County of San Francisco Ethics Commission. Our fee is 30% of the first year's total cash compensation of successfully placed candidates, excluding any pre-approved expenses incurred in the search, not to exceed \$5,000.00. This calculation of total cash compensation includes the base salary and any cash incentives that are likely to be received for that year. This fee is billed in 4 phases. The first 1/4 of the estimated fee is due upon completion of the recruitment brochure. A second 1/4 of the estimated fee is due following the recruitment closing date. A third 1/4 of the estimated fee is due following the submittal of a slate of the most qualified candidates. The final invoice is due upon acceptance of an offer by the successful candidate, reconciled based on the accepted total first year's cash compensation. BSC will process candidate travel and lodging expenses and submit an invoice for repayment of these expenses with the final invoice. If selected, BSC will propose language which addresses a time frame where client and consultant will evaluate the progress of the search to determine if any adjustments need to be made to the search criteria and mutually agree if the search should be continued. Within 12 months of the conclusion of the search if the client elects to hire any candidate/s that have been presented by BSC for any position there will be an additional fee for said hire.

## GUARANTEE

Berkeley Search Consultants warrants that if in the unlikely event that the candidate hired should leave within twelve (12) months of his/her employment, BSC will reinitiate a search for the same position and level as the original placement and credit to this effort all the professional service fees paid on the original assignment, provided that the City & County of San Francisco paid all invoices in full and on time. The City & County of San Francisco will provide in writing a notice of termination and reasons within five business days after the termination. The conditions under which this guarantee will not apply are for significant modification of the position or responsibilities, business direction or reorganization.

## REFERENCES

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**Randy Morris, Director**

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**Sakita Douglas, Former Chief People Officer**

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Houston, TX 77002  
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# BERKELEY SEARCH

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