



January 29, 2025

Robert Robert, President, City of Grover Beach
Jim Guthrie, Vice President, City of Arroyo Grande
Jan Marx, Past President, City of San Luis Obispo
And Members of the Board of Directors
c/o Andrea Biniskiewicz, Clerk of the Board
San Luis Obispo County Integrated Waste Management Authority
870 Osos Street
San Luis Obispo, CA 93401

Via PDF/Email To: abiniskiewicz@iwma.com

Revised Proposal

Dear President Robert and Members of the Board of Directors,

Thank you for considering Peckham & McKenney for the San Luis Obispo County Integrated Waste Management Authority (IWMA) recruitment for Executive Director. Peckham & McKenney would be honored to work with the IWMA in this important search and specifically *finding* skilled and experienced candidates for Executive Director that works effectively with you, serves the residents and communities among its' 7 city, 12 community, and unincorporated County constituents, and serves as the authority's leader.

Peckham & McKenney is a well-established and experienced, honest and communicative, hardworking, and service oriented firm. We are known for achieving successful and long-term placements. As a firm that only conducts recruitments for cities, counties and special districts – and primarily in California, some of our distinguishing attributes include:

- We actively and personally search for, find, and pursue candidates throughout California and the nation. We don't act as a supermarket and wait for (or expect) prospective applicants to simply find a position on our website, in an ad, or from social media. Through an extensive personal and corporate network, and with a keen understanding of what our client is looking for, we market your opportunity and use the telephone and LinkedIn along with text, email and social media to *find* candidates.
- We limit the number of concurrent searches in order to directly focus on serving our client.
- We prioritize a respectful, thorough, responsive, communicative, and complete process to represent you, our client, in the best light, keep everyone informed, and make the recruitment process a positive experience for everyone. Moreover, we communicate with applicants and treat them with respect.

Peckham & McKenney

A decorative graphic at the bottom of the page consisting of a solid blue horizontal bar with a wavy, wave-like pattern along its top edge.

- Your Recruiter is personally, solely, and directly responsible for all aspects of the search; your Recruiter is also your one point of contact. In other words, your Recruiter who knows about the Authority and the responsibilities of the vacant position handles all components of the recruitment (for example, preparing the Candidate Profile, conducting outreach, reviewing applicants, presenting applicants, facilitating interviews, and conducting reference checks).

The Peckham & McKenney team is comprised of retired municipal managers and directors who are passionate about the public sector. As a Recruiter with Peckham & McKenney, I am proud to work with this team because we value and prioritize assisting public agencies in furtherance of good government; placing quality above quantity; and building long lasting relationships with those in the public service.

I will serve as your recruiter. I had the pleasure of working in the public sector for over 34 years in many roles, including City Manager, and I retired as the Human Resources Director for the City of Seaside. I am very familiar with the responsibilities and expectations of the Executive Director, working with a Board of Directors, and the role of a joint powers authority. As an HR professional, I'm extremely experienced with conducting recruitments for all levels of public employment and in my role as an Executive Recruiter for Peckham and McKenney, I've conducted dozens of recruitments including for special districts (North Sonoma Coast Fire Protection District, Midway City Sanitary District, and the San Joaquin Regional Rail Commission).

Attached is an example of a Candidate Profile that illustrates the information we collect, detail and utilize as a foundation for attracting applicants. Also attached is our proposal for conducting the search that includes information about our firm, process, timeline, resources, references, experience and fee. We charge a fixed, all-inclusive fee. We are proposing \$30,000. I would also be pleased to participate in an interview to meet you, present our proposal, and discuss our process and unique attributes as a search firm.

We are excited for the opportunity to implement the process leading to the successful placement of an Executive Director and we are ready to start immediately. Please feel free to call me at 831.998.3194 if there are any questions.

Sincerely,

Roberta Greathouse

Roberta Greathouse

Executive Recruiter

Roberta@PeckhamAndMcKenney.com

Enclosure:

IWMA – Executive Director Search Proposal

Candidate Profile Example

Resume of Roberta Greathouse

Peckham & McKenney



**San Luis Obispo County
Integrated Waste Management Authority**

RECRUITMENT PROPOSAL

for

Executive Director

January 29, 2025

Peckham & McKenney
“All about fit”



Peckham & McKenney
EXECUTIVE SEARCH

Serving local governments (cities, counties, districts) by conducting recruitments and placing management and executive leaders that fit the personnel needs and interests of agencies.

TABLE OF CONTENTS

WHY CHOOSE US?	1
EXPERIENCE	2
YOUR RECRUITMENT TEAM	4
THE SEARCH PROCESS AND SCHEDULE	6
COST OF SERVICES	7
Cost of Services	
Process of Payment	
Insurance	
GUARANTEE AND DIVERSITY	8
Guarantee	
Diversity Statement	



WHY CHOOSE US?

Peckham & McKenney focuses on *quality* searches and placements (over quantity) in recognition that each placement is “All about fit”. Serving local government since 2004, we are one of the most trusted and respected executive recruitment firms in the country. We have successfully placed hundreds of local government professionals including City Managers, County Executive Officers, General Managers, Police and Fire Chiefs, Department Heads, Assistant Managers, and mid-level Managers. Time and again, we receive unsolicited compliments from clients and candidates

in reference to our integrity and high ethics, commitment, follow-through, communication, and service. We take pride in treating both our clients and candidates with utmost respect.



For more information, please visit our website at www.PeckhamAndMcKenney.com.



OUR COMMITMENT TO YOU

Peckham & McKenney, by maintaining the quality, style, values and culture established by Bobbi Peckham and Phil McKenney, performs on the premise that an executive search firm must be dedicated to providing its clients and candidates with professional and responsive service, and a personal, hands-on approach. Our business philosophy is founded on the understanding that we are in a “people” related industry and that attention to others’ needs is the key to providing effective customer service.

- **We believe in honesty.** No client should ever appoint an individual without being fully knowledgeable of the candidate’s complete background and history. Additionally, no candidate should ever enter into a new career opportunity without full disclosure of any organizational “issues.”
- **We keep everyone involved in the recruitment process informed.** Not only do we provide regular updates to our clients, we also have a reputation for keeping our candidates up to date.
- **We do not recruit staff from our client agencies** for another recruitment during an active engagement, nor

do we “parallel process” a candidate, thereby pitting one client against another for the same candidate.

- **We do not recruit our placements — ever.** Should a placement of ours have an interest in a position for which we are recruiting, they may choose to apply. If they become a finalist, we ask that they speak to their supervisor to alert them of their intent.
- **We are retained only by cities, counties and special districts.** We are not retained by applicants or non-governmental agencies.
- **We do not over commit ourselves to too many searches.** Your recruiter maintains a small, limited number of concurrent searches at all times in order to focus specifically and diligently on recruiting qualified candidates for your vacancy.
- **We commit to diversity in its broadest possible definition in every aspect of each executive recruitment.** Peckham & McKenney has a well established reputation of placing women and people with diverse backgrounds.

EXPERIENCE



With our recruitment team that solely consists of retired City Managers, Assistant City Managers, Police Chiefs and Department Heads, and our expert support team, Peckham & McKenney brings more experience and knowledge of local government and executive search than any other California recruiter. In addition to our numerous current and recent Public Works Director searches¹, other recruitments that illustrate our broad experience for conducting the Integrated Waste Management Authority (IWMA) search for an Executive Director are:

- City Manager, City of Sunnyvale, CA²
- Town Manager, Town of Mammoth Lakes, CA²
- City Manager, City of Manteca, CA²
- District Counsel, Santa Clara Valley Water District, CA
- District Administrator, Coast Life Support District, CA
- Deputy General Manager, East Bay Regional Park District, CA
- Administrative Services Director, Hayward Area Recreation and Park District, CA
- Director of Finance and Human Resources, Midway City Sanitary District, CA
- District Administrator, North Sonoma Coast Fire Protection District, CA²
- In-House Legal Counsel, San Joaquin Regional Rail Commission, CA

City of Agoura Hills Chief Building Officer, Community Development Director and Finance Director	County of Santa Barbara Assistant County Executive Officer, Chief Information Officer, Deputy Director of Long Range Planning, General Services Director, Human Resources Director, and Public Works Director
City of Calabasas Community Services Director and Public Works Director	City of Santa Maria Police Chief (current) and Finance Director (current)
City of Camarillo Administrative Services/Chief Innovation Officer Director, Assistant Finance Director, Human Resources, Director, City Clerk, and Community Development Director	City of Santa Paula Public Works Director
City of Fillmore Finance Director and Public Works Director	City of Thousand Oaks Deputy City Manager, Human Resources Director, and Public Works Director (current)
City of San Luis Obispo Assistant City Manager, Community Development Director, Finance Director, and Fire Chief	City of Ventura Information Technology Director
City of Santa Barbara Community Development Director, Finance Director, Information Technology Director, Planning Manager, and Police Chief	City of Westlake Village City Clerk, Deputy City Manager, and Planning Director

¹ City of Colton, Burbank, Downey, Glendora, Monterey Park, Rancho Mirage, and Box Elder, South Dakota

² Chief Executive recruitments conducted within the last 3 years by Roberta Greathouse

Please don't hesitate to contact these agencies as well as our large list of current and former clients on our website ([here](#)); they will attest to our quality of service, on-going communication throughout the process, personal and direct outreach and sourcing of candidates, quality applicant pool, written materials and interview facilitation.

As an ambassador of our clients, Peckham & McKenney is also known for maintaining ongoing communications with our applicants throughout the search process, treating every applicant with respect, and appropriately informing candidates to support their best effort. The numerous compliments we have received from applicants fairly illustrate this reputation.

Comfortable and Professional Experience

"I'd like to thank you again for your support and guidance throughout the recruitment and selection process. It was a comfortable and professional experience, and I attribute a great deal of that to you. It's my hope that our professional paths may cross again in the future." **Candidate**

Proactive and Responsive

Diana worked with the City to fill the Chief of Police position early in 2023. Diana is clearly well respected in the LEO community and has a vast network which led to a competitive pool of candidates for the City to select from. Diana was proactive from our very first meeting and always very responsive. The City team valued Diana's integrity, opinion and sense of humor. She was a pleasure to work with and I wouldn't hesitate to hire her for any executive recruitment critical to your organization. **Client**

Testimonials from clients and candidates are at <https://www.peckhamandmckenney.com/testimonials>.

Please feel free to contact any of the following current and recent clients to inquire about their experience with Peckham & McKenney. In addition, we would be pleased to furnish the client contact and phone numbers for any past clients listed in this proposal.

- **North Sonoma Coast Fire Protection District: District Administrator**
Marti Campbell, Chair, martic@northsonomacoastfpd.org
Bonnie Plakos, Fire Chief, chief@northsonomacoastfpd.org
- **City of Sunnyvale: Assistant City Manager, City Manager, City Attorney, & Finance Director**
Tina Murphy, Director of Human Resources, (408) 730-3001; tmurphy@sunnyvale.ca.gov
Larry Klein, Mayor, mayorklein@sunnyvale.ca.gov
- **City of Manteca: City Manager**
David Nefouse, City Attorney, (209) 305-1576; dnefouse@manteca.gov
Gary Singh, Mayor, gsingh@manteca.gov

Straightforward, Friendly, and Humane Recruitment Process

"I wanted to let you know what a terrific job I thought you and Peckham & McKenney did on the recruitment. It was absolutely the most straightforward, friendly, and humane recruitment process I've ever participated in. And I would feel the same way even if the outcome was not successful for me." **Candidate**

You Made Me Feel So Comfortable

"This is my first time working with a recruiting company, and I'm so happy for having the opportunity to work with your company, wow! I truly enjoyed the process! Your interview skills are amazing! You made me feel so comfortable and I felt like I was just talking shop with a longtime friend. Thanks for the personal touch that you include in your job, I believe that this is what makes your firm so desirable and successful." **Candidate**

YOUR RECRUITMENT TEAM

Our Approach

With every Peckham & McKenney recruitment, your Recruiter has the entire Peckham & McKenney team of Recruiters and administrative personnel for backup, support, collaboration, and sourcing. *However*, when you retain Peckham & McKenney, *your Recruiter* serves as your single point of contact throughout the entire search process and is fully responsible for its success. Moreover, in order to fully focus on your search and finding applicants that fit with the ideal candidate you are seeking, your Recruiter also maintains no more than 6 active searches.

The Executive Recruiter for you in this search is Roberta Greathouse.



Peckham & McKenney Team

Roberta Greathouse, Executive Recruiter

Roberta enjoyed a 34-year career in the public sector, retiring from the City of Seaside, California as the Human Resources Director and Risk Manager, where she also served as the City's Acting City Manager for almost 1 year. Prior to joining Seaside's team, Roberta served the City of Monterey for 18 years in a variety of departments and roles. Roberta is experienced in every aspect of human resources including labor and employee relations, recruitment, selection, classification and compensation, employee benefits, workers' compensation, and employee development. She has a Bachelor's degree from Colorado State University, is a Senior Certified Human Resources Professional (PSHRA-SCP), and certified Risk Management Practitioner (RMP). She was nominated for the California Joint Powers Insurance Authority's coveted Capstone Award in 2016 for her leadership in Risk Management.



Roberta is supported by the following [team](#).

Joyce Johnson, Operations Manager

Joyce Johnson joined Peckham & McKenney in 2005 and serves as the firm's Operations Manager. She has over 30 years' experience in the field of administrative and executive support for all aspects of the executive recruitment process. She oversees internal administration of the firm as well as directing contract administrative support in the areas of advertising and design, web posting, and duplication and mailing services. Prior to joining Peckham & McKenney, Ms. Johnson oversaw internal administration in the Western Region headquarters of two national management consulting and executive recruitment firms. Ms. Johnson is complimented regularly on her strong customer orientation working with both clients and candidates alike. Ms. Johnson holds an Associate of Arts degree from American River College.

Taylor Bergstrom, Research Assistant

Taylor Bergstrom joined Peckham & McKenney in 2022 and currently serves as a Research Associate. Taylor is currently pursuing a PhD at UCLA where she worked previously as a lab manager overseeing various research projects. Prior to that, Taylor graduated from UC San Diego with a Bachelor of Science degree in Psychology.

Linda Pucilowski, Graphic Designer

With nearly 30 years of experience, Linda Pucilowski provides her expert design and marketing skills to Peckham & McKenney. She is the firm's "go-to" professional for all advertising and brochure design and creation. Ms. Pucilowski holds a Bachelor's degree from California State University, Sacramento.

Rachel Moran, Website & Social Media Assistant

Rachel Moran has been in the graphic design field since 2007 and prides herself on creating eye-catching visual art. She supports the Peckham & McKenney team by handling all website visual and technical design as well as social media. Ms. Moran graduated from the Art Institute of Houston obtaining her Bachelor's Degree in Fine Arts with a concentration in Graphic Design.

THE SEARCH PROCESS AND SCHEDULE

Peckham & McKenney is committed to finding the best fit for your position. Our process is 12 to 14 weeks and generally involves the following phases:

PROJECT ORGANIZATION (PRE-RECRUITMENT) – We will meet to discuss the search timeline, process and logistics for conducting a successful search.

DEVELOPMENT OF THE CANDIDATE PROFILE (2 WEEKS) – We will meet with agency members to listen to specific expectations of the position; learn the background and experiences desired in the ideal candidate; and understand the organizational culture and interests to create an attractive Candidate Profile marketing brochure.

RECRUITMENT (4 TO 6 WEEKS) – Our main focus in outreach will be direct, personal contact with quality potential candidates. Additionally, ads will be placed in industry publications and social media to broadly market the opportunity. Our client agency is continuously updated on our progress.

SUPPLEMENTARY REVIEW (2 WEEKS) – Upon our review of the resumes received, supplemental questionnaires will be sent to candidates who appear in most alignment with the Candidate Profile. Following a thorough review of the supplemental questionnaires, we will conduct preliminary telephone interviews. Internet research will also be conducted so that we may probe the candidate regarding any areas of concern.

RECOMMENDATION OF CANDIDATES/SELECTION OF FINALISTS (1 WEEK) – A report will be provided to the agency that includes, among a variety of documents, a full listing of all candidates for review and the materials submitted by candidates recommended for an interview.

INTERVIEW PROCESS (2 WEEKS) – Your recruiter will facilitate the interview process, inclusive of an orientation session at the beginning, and a discussion of candidates at the end.

QUALIFICATION (1 WEEK) – Once a finalist is selected, a reference check and thorough background check will be conducted. Assistance with negotiating compensation will also be provided.

COST OF SERVICES

The proposed fee to conduct the search process for your next Executive Director is \$30,000. We are pleased to discuss this along with the proposed process to provide the service desired by the Board of Directors and be responsive to the IWMA's needs. This is an **all-inclusive fee** for the services to achieve success in your search as described herein. Additional services can be provided and negotiated accordingly.

Peckham & McKenney is unique among recruiting firms for several reasons including having a fixed all-inclusive fee. We have found that an all-inclusive fee for the search process is simpler, cost-effective, and efficient.

The all-inclusive fee above includes professional fees and expenses (out-of-pocket costs associated with advertising, Recruiter travel, administrative support / printing / copying / postage / materials, telephone / technology, internet research checks on recommended candidates, and full background check on selected finalist only). For services not specified herein, we will discuss your interests and an appropriate fee.

PROCESS OF PAYMENT

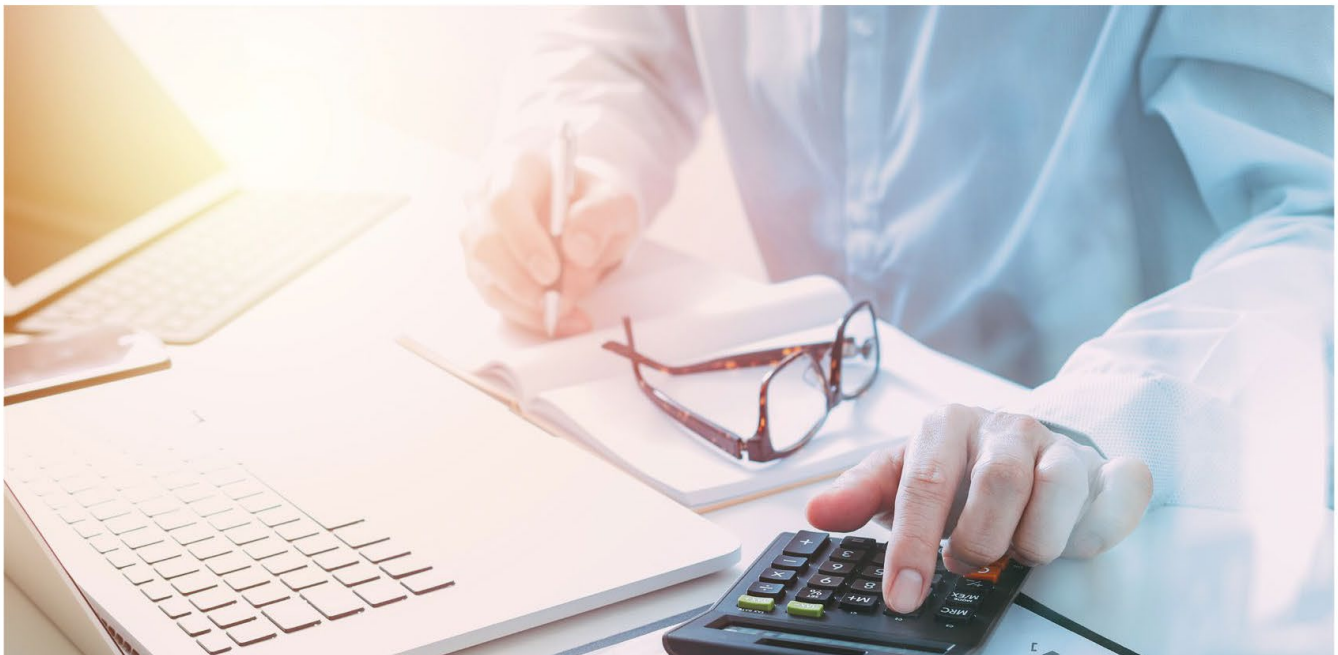
One-third of the all-inclusive fee is due as a retainer upon execution of the agreement. This retainer covers upfront and necessary expenses incurred by Peckham & McKenney on the City's behalf for the preparatory work and advertising. If the retainer is not received by Peckham & McKenney within 30 days of execution of the agreement, we will suspend the recruitment process until payment is received. The second one-third of the full payment will be invoiced 1 month from contract execution, and it is due within 30 days following the invoice date. The final one-third of the full payment will be invoiced 2 months from contract execution, and it is due within 30 days following the invoice date.

AGREEMENT

Peckham & McKenney is the operating name of City Management Advisors LLC, Anton Dahlerbruch, Managing Member.

INSURANCE

Peckham & McKenney carries Professional Liability Insurance (\$1,000,000 limit), Commercial General Liability Insurance (\$2,000,000 General Liability, and \$4,000,000 Products) and Automobile Liability Insurance (\$1,000,000). Our Insurance Broker is B&B Premier Insurance Solutions, Agoura Hills, CA.



GUARANTEE

We are pleased to share that the Peckham & McKenney success and placement record are particularly strong. We are confident that our recruitment process will result in a quality candidate that will stay in your employment.



DIVERSITY STATEMENT



Peckham & McKenney is committed to diversity in its broadest possible definition in every aspect of each executive recruitment our firm provides. We take pride in the placement of women and applicants of diversity, and are known for long, successful tenures of candidates selected by the agency.

Peckham & McKenney does not discriminate on the basis of race, color, religion, creed, sex/gender, national origin/ancestry, disability, pregnancy, sexual orientation (including transgender status), marriage or family status, military status, or age. We are fully compliant with all applicable federal and state employment laws and regulations in all of our recruitments.

For over 30 years, founder Bobbi Peckham has been a champion of women seeking executive leadership positions within local government.

OUR GUARANTEE:

- We will connect with the IWMA in 6 months and 1 year after the appointment to check-in.
- We will conduct a second search within 6 months of our search process if a candidate is not placed.
- If the placement vacates the position within 1 year from the date of accepting the offer, we agree to conduct a second search within 6 months of the vacancy.

Because of how we conduct recruitments, it is unusual that we are unsuccessful in providing a placement, an individual is not placed, or the placement vacates the position within a year. In the unlikely event that no qualified candidates are identified as a result of the search efforts, and it is mutually agreed that the result is due to the search effort and/or process, we will extend the search for a second time for expenses (\$7,200) only. If qualified applicants are not selected or the selected candidate is separated from employment within 1 year after accepting the offer, a second search will be conducted for the discounted fixed fee of \$18,500 (external candidates only, and except in the event of budgetary cutbacks, promotion, position elimination, or illness/death, etc.).

With our diverse team of Recruiters, Peckham & McKenney supports, promotes and advocates for diversity in the recruitment and hiring processes. In addition to our outreach methods, Peckham & McKenney routinely advertises with the National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network (LGHN) and CivicPRIDE as well as the National Diversity Network to ensure placement of your opportunity with the following online venues:

- African American Job Network
- Asian Job Network
- Disability Job Network
- Latino Job Network
- LGBT Job Network
- Retirement Job Network
- Veteran Job Network
- Women's Job Network

Peckham & McKenney
"All about fit"



District Administrator
NORTH SONOMA COAST FIRE PROTECTION
DISTRICT, CALIFORNIA

THE DISTRICT

The North Sonoma Coast Fire Protection District (NSCFPD) serves 172 square miles in the very northwestern corner of Sonoma County, primarily the communities of The Sea Ranch, Annapolis, and Stewarts Point. To the east is the Northern Sonoma County Fire Protection District (formerly Geyserville FPD), to the north in Mendocino County are the South Coast and Redwood Coast Fire Protection Districts, and to the south are the Timber Cove Fire Protection District and Fort Ross Volunteer Fire Department (part of Gold Ridge Fire Protection District).

The NSCFPD company is composed of highly trained and motivated volunteers who live and/or work in the District. At present the District has 16 active firefighters/EMTs, including the officers, and 5 administrative or support members who provide non-firefighting tasks to the Department.

CAL FIRE, under contract, provides emergency response, administrative, maintenance, and training services to the Department. As the rural fire department for the state of California, CAL FIRE is uniquely qualified to



offer broad resources to the District and to enhance the volunteers' skills and abilities. CAL FIRE provides at least two (and often more) duty officers at all times and staffs the fire equipment located at the South Station on Annapolis Road. During fire season the South Station is enhanced by a seasonal crew of CAL FIRE wildland firefighters.

The primary source of funding for NSCFPD is the real property taxes paid by all property owners within this service area. In addition, the "Improved and Enhanced Local Fire Protection, Paramedic Services and Disaster Response Initiative," ballot measure "H," was approved by voters in March of 2024. Measure H creates a 1/2 cent sales tax to support funding for emergency services in Sonoma County with the primary goal of providing more efficient, effective, and sustainable fire response, paramedic services, and wildfire prevention and response

capabilities that protect the health and safety of Sonoma County residents, business owners, and visitors. The sales tax revenues provided by Measure H will allow the District to increase their paid CAL FIRE staffing to a minimum of 3 responders, 24x7.

The North Sonoma Coast Volunteer Firefighters Association (also known as The Sea Ranch Volunteer Fire Department, Inc.) is a non-profit 501(c)(3) public benefit corporation that provides very important secondary sources of funding to the District through fund-raising activities. The NSCVFA is also the owner of the North Fire Station. Under the Memorandum of Understanding with the NSCVFA, the NSCVFA maintains the building and provides it to the District for use and the District provides insurance and pays the utilities.

To learn more about the District, please visit [North Sonoma Coast Fire Protection District: www.northsonomacoastfpd.org/](http://www.northsonomacoastfpd.org/).

THE ORGANIZATION

The District is operated by a Board of Directors who are elected by citizens registered to vote within the District and serve staggered four-year terms. The Board is comprised of experienced Board members who work cooperatively with one another and enjoy a kind and respectful relationship with staff. The District Administrator will report directly to the Board and perform administrative, fiscal, operational, and programmatic duties.

The District's total FY 2023-24 operating budget is \$2.1M. The District's primary revenue sources are Ad Valorem Taxes, Pass-thru property tax funds, and donations from the North Sonoma Coast Volunteer Firefighters Association. The District expects to receive approximately \$1.4M annually from the Measure H sales tax.



THE DEPARTMENT

The District is supported by four stations, two on Sea Ranch and two in Annapolis, 11 pieces of apparatus, and 16 volunteer firefighters. The CALFIRE contract provides an additional 6 (increasing to 9 in 2025) career firefighters. The district employs one part-time staff member, legal services by contract, and a contract bookkeeper.



THE POSITION

The District Administrator is a new position being added to the District to implement the Board's goals and enhance the District's ability to meet the growing needs of the community.

Priorities for the District Administrator include:

- Managing and being responsible for the required legal and administrative responsibilities of the District (financial planning, reporting, recordkeeping, etc.);
- Working collaboratively with the Board and volunteer Fire Chief to establish the District Administrator position, including reviewing existing documentation, processes, and procedures with an eye toward streamlining and developing efficiencies and establishing relationships with the District Board, staff, volunteers and partners

including the NSCVFA, CAL FIRE, The Sea Ranch Association, the County, and neighboring Associations;

- Overseeing the implementation of the Measure H tax funds;
- Working with the Board and NSCVFA to facilitate the expansion of the fire station including developing financing options and managing the construction phase; and
- Developing community outreach and engagement strategies to implement fire risk mitigation programs including the Community Wildfire, Hazard Mitigation, and Vegetation Management Plans.

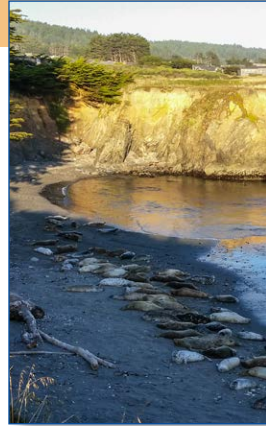
THE IDEAL CANDIDATE

The Board is seeking an experienced, hands-on public sector manager who excels in collaborative relationship building, is a self-starter, technologically savvy, and can work independently to oversee the District's daily administrative functions, develop and manage complex programs, and effectively drive organizational change. The selected candidate will be comfortable working in a shared office environment and working / living in a remote, rural environment.

The successful candidate will demonstrate they are:

- Logical, creative, highly organized, detail oriented, and an innate problem solver who aims high and who can assist the Board to keep the District fiscally and operationally sustainable;

- A skilled communicator with outstanding listening skills, excellent verbal and written communication skills, and the ability to diplomatically engage in difficult conversations;
- Analytically and fiscally astute with experience working with grants, budgets, audits, fund accounting, financial reporting, and financial planning;
- Familiar with public agency operations; knowledgeable about relevant public sector laws, such as the Brown Act and Public Records Act; and able to serve as a resource to the Board of Directors;
- Emotionally intelligent, sensitive to the needs of others, team-oriented, and effective in providing leadership to individuals whom they have no direct authority over;
- Able to develop and maintain a relationship of confidence and trust with Board Members, other governmental officials, business and community leaders, the public, and others encountered while serving as the District Administrator;
- A steward of District resources who is forward thinking, understands the value of innovation, process improvement, and building efficiencies, and who effectuates change in a logical and respectful manner;



SEARCH SCHEDULE

Filing Deadline: July 21, 2024
Preliminary Interviews (telephonic): July 30 & 31, 2024
Recommendation to District: August 14, 2024
Panel Interviews (In-Person): August 30, 2024
Finalist Interviews (In-Person): August 31, 2024

These dates have been confirmed, and it is recommended that you plan your calendar accordingly.

- A fast learner, effective manager, and experienced supervisor who is professional, respectful, and resourceful;
- Secure, humble, non-judgmental, and possesses a sense of humor; and
- Willing and able to work with a high level of independence, take initiative, and apply a high standard of professional ethics to their decision making and recommendations.

Experience/Education Requirements

A typical way to obtain the knowledge and abilities would be:

The equivalent of a Bachelor's Degree and three or more years of responsible management and leadership experience in a special district, municipality, or similar organization. Experience with Fire / EMS agencies and grant writing is desirable.

The District Administrator is expected to be available during large-scale emergencies and natural disasters.

THE COMPENSATION PACKAGE

The District Administrator will be the first full-time employee of the District.



The following salary and benefits have been approved by the Board of Directors; however, it is anticipated that the full salary and benefit package will be subject to negotiations with the selected candidate.

SALARY: The annual salary range for this position is \$90,000 - \$120,000, depending on qualifications.

SCHEDULE / TELECOMMUTING: The Board is amenable to a flexible work schedule and periodic telecommuting. The District Administrator will be required to attend Board Meetings in person and be in the office certain days of the week.

RETIREMENT: Depending on the needs of the selected candidate, Section 457 (b) deferred compensation plan or IRA will be provided. The District participates in Social Security and Medicare.

HEALTH & WELFARE BENEFITS: The District will provide the employee with health insurance or provide cash-in-lieu of insurance.

ANNUAL PAID TIME OFF: Up to 20 days' vacation based on longevity; 8 days sick leave; and 11 holidays. Leaves will be prorated based on the selected candidate's date of employment.



THE RECRUITMENT PROCESS

To apply for this key position and exciting career opportunity, please submit a current resume with month and year of employment and compelling cover letter through our website at:

Peckham & McKenney
www.peckhamandmckenney.com

Resumes are acknowledged within two business days. Contact Roberta Greathouse at 831.998.3194, toll-free at 866.912.1919, or via email to Roberta@PeckhamandMcKenney.com if you have any questions regarding this position or the recruitment process.



www.peckhamandmckenney.com

ROBERTA GREATHOUSE, PSHRA-SCP

831-998-3194
Salinas, CA 93908

EXPERIENCE

Executive Recruiter, Peckham & McKenney – January 2023 – present

Performs the full range of recruitment services for public agencies including cities, counties, and special districts.

Human Resources Director / Risk Manager — 2016 – December 2022

Planned, directed, and organized all phases of the City's centralized human resources program including labor relations, recruitment and selection, classification and compensation, employee benefits, workers' compensation, safety, training, and employee relations; planned, directed, and managed the City's risk management program including insurance, vendor contracts, property claims management, and workers' compensation; coordinated assigned activities with other City departments, officials, outside agencies, and the public; fostered cooperative working relationships among City departments and with intergovernmental and regulatory agencies and various public and private groups; and provided highly responsible and complex professional assistance to the City Manager in areas of expertise. Served as Acting City Manager in his / her absence.

Acting City Manager, City of Seaside — August 2021 – July 2022

Under policy direction from the City Council, served as the Chief Executive / Administrative Officer for the City, providing executive leadership and representation on all matters concerning the City. Responsible for planning, directing, managing, and reviewing all activities and operations of the City; coordinated programs, services, and activities among City departments and outside agencies; ensured the financial integrity of the municipal organization; represented the City's interests; and provided highly responsible and complex policy advice and administrative support to the Mayor and City Council.

Human Resources Manager, City of Seaside — 2006 - 2016

Managed and directed all phases of the City's centralized human resources program including labor relations, recruitment and selection, classification and compensation, employee benefits, workers' compensation, safety, training, and employee relations. Coordinated assigned activities with other City departments, officials, outside agencies, and the public; fostered cooperative working relationships among City departments and with intergovernmental and regulatory agencies and various public and private groups.

Positions of Increasing Responsibility, City of Monterey — 1988 - 2006

For almost 18 years, I served the citizens, visitors, and businesses of the City of Monterey in the Parking Division, Human Resources Department, and Fire Department. My experience in operational and administrative support departments provides me with an outstanding baseline of understanding about the workings of a municipal corporation.

EDUCATION

Colorado State University — BA, Liberal Arts with an Emphasis on Communications & Public Affairs, 2006

Graduated Cum Laude

Monterey Peninsula College - AS Accounting, 2000

PROFESSIONAL CERTIFICATIONS

Senior Certified Human Resources Professional, PSHRA-SCP, Public Sector HR Association

Risk Management Practitioner, CPS HR



San Luis Obispo County IWMA Executive Director Search

RFP Response

January 28, 2025

Cover Letter
RFP Question Responses
Consultant Credentials



January 28, 2025

Thank you for the opportunity to be considered as your partner in leading the search for the next Executive Director of the San Luis Obispo County Integrated Waste Management Authority (IWMA). We are pleased to provide information about our firm and search process, which underscores our expertise, philosophy, and collaborative approach to successfully recruiting leadership for waste management authorities.

Our firm has extensive experience placing leadership and support roles within waste management authorities, as well as city and county governments. As a nonprofit and public-facing organization, we deeply understand the mission and social impact goals of public authorities, enabling us to identify candidates who align with your values and commitment to serving the community. Additionally, we integrate principles of equity, diversity, and inclusion into every stage of our search process, ensuring a candidate pool that reflects the diversity of the communities you serve.

What sets us apart is our unique identity as a nonprofit organization. The revenue generated from our executive search services directly supports the Samaritan Counseling Group, which provides subsidized mental health services to individuals, couples, and families in need. This mission-driven model aligns with the IWMA's focus on public service and community well-being.

We also pride ourselves on being competitive in our fees while delivering exceptional service. Our proposed fee is an all-inclusive 20% of the first-year compensation for the Executive Director hired. This includes a one-year retention guarantee to ensure the long-term success of the placement. Our proven track record in identifying well-rounded, diverse candidates to lead mission-driven organizations is a testament to the quality and integrity of our work.

If you or the Board have any questions or require additional information during the decision-making process, please do not hesitate to reach out.

Thank you once again for considering Samaritan Consulting Group as your search partner. We look forward to the possibility of working together and supporting the IWMA in hiring a visionary leader to guide the organization's mission.

Dr Scott Snyder

ssnyder@scclnc.org

717.855.0483

RFP Responses:

1. Qualifications

a. Resumes of Key Personnel Assigned to This Project (attached resumes and bios)

Dr. Scott Snyder – *Lead Consultant*

- Dr. Snyder has extensive experience in executive recruitment, leadership development, and organizational strategy. His expertise ensures a seamless recruitment process tailored to the client's needs.

Support Team:

- **Jimmy Elsner – *HR and Marketing Oversight***
 - Responsible for overseeing HR-related aspects and marketing strategies to ensure effective communication and branding throughout the recruitment process.
 - **Ben Faro – *Coordinator***
 - Ensures efficient coordination of timelines, communication, and candidate interactions to support the recruitment process.
-

b. Executive Director Recruitment Processes Coordinated (Past Three Years)

The team has successfully coordinated the recruitment for the following positions:

1. **Lancaster County Solid Waste Management Authority**
 - *Executive Director*
2. **Delaware County Solid Waste Authority**
 - *CEO, CFO, and Operations Manager*
3. **Lancaster County Workforce Development Board**
 - *Executive Director*
4. **MANTEC Manufacturing Association**
 - *CEO and CFO*
5. **Multiple YWCAs USA**
 - *CEOs and Executive Directors*
6. **Laurel House**
 - *Executive Director*
7. **Lancaster City**
 - *Senior Director of Facilities, Public Works, and Planning & Community Development*
8. **OTR Chamber of Commerce – Cincinnati**
 - *Executive Director*
9. **Tabor Community Services**
 - *Executive Director*

2. Work Plan

- a. **Brief description of the work plan proposed to conduct the tasks set forth in Section III – Scope of Work.**

STEP 1: *Planning for the Search*

We meet with you to discuss and prepare for the search, and to ensure the needs of your company are fully understood and met. This discussion can include who we'll need to meet with in order to best understand your organization, details about the salary range and other job specifics, the most important criteria to be included in the job description, where the position will be advertised, your company overview, and other aspects to set up a comprehensive job profile and plan for advertising placements

STEP 2: *Position Profile & Advertising*

After developing a substantial foundation for the search, we then create a draft of the position profile and send it to you for your review and input, create behavioral-based interviewing questions that allow us to target the critical characteristics of the position and assess how the individual would fit into your organization both behaviorally and culturally, and post the approved profile position to the agreed-upon job boards.

STEP 3: *Initial Screening*

Now that the job is posted, the screening process begins. All candidates are reviewed based on the established selection criteria and the critical characteristics specified. This step includes the manual reviewing and screening of all resumes as they come into Samaritan Consulting Group, scheduling and conducting phone interviews with possible candidates, and the selection of candidates for first interviews.

STEP 4: *Face-to-Face*

After candidates have spoken with us during a phone screening, we move to face-to-face interviews with desired candidates. These interviews can occur at Samaritan's offices or over a Zoom call, and they can include you if you want to be a part of them. Interviews focus on the behavioral-based interviewing questions developed early on in the process to better understand if the candidate would be a good fit. And even if you don't have time to attend the interviews, we will provide detailed interview notes for each candidate prior to the next step.

STEP 5: Review of Candidates

To review the candidates and ensure everyone is on the same page, we:

- Meet or have a Zoom call with you to review and select candidates for a next interview.
- Gather further input to create more behavioral-based interview questions that target the critical competencies for the position.
- Discuss scheduling options (dates, times, location) for the interviews.
- Coach you on interviewing procedures and best practices, if needed or desired.

STEP 6: Hiring Team Interviews

After the review, we will contact the agreed-upon candidates and schedule interviews. We introduce candidates to you, and can also facilitate the interview process if you'd prefer that. When the first interviews are done, we facilitate the conversation about the candidates and help you decide who you want to advance to the next step.

STEP 7: Assessments & References

This step includes the facilitation of AVA assessments or Leadership Selection & Development Reports for final candidates through; conducting reference checks on final candidates and sending the typed reports to you; and drafting interview questions for the final interviews, and sending them to you for review, insights and feedback.

STEP 8: Final Interviews & Evaluation

In this step, we contact the final candidates and schedules interviews. Again, we greet and introduce candidates if new members from your organization are present, and we can facilitate the interview process if desired.

Additionally, we can utilize specific questions or evaluation techniques based on the assessments taken. When the interview are completed, we have a discussion about each individual and help decide on the best candidate.

STEP 9: Final Steps & Follow-up

In the final step, we inform candidates who were interviewed but not hired that they were not selected for this position. We also can, if desired help you create an onboarding plan for the selected candidate that could include integration and/or teambuilding coaching and assist with offer preparation. Additionally, we follow up with the new hire and you soon after placement for a quality review and to assess if any coaching or training would be needed to best position the candidate and organization for success.

b. Schedule Summary for Completion of Scope of Work

The proposed timeline for completing the Scope of Work is **3 months**, with the following estimated milestones:

- 1. Initial Preparation and Stakeholder Engagement (2 weeks)**
 - Conduct meetings with the hiring committee.
 - Perform stakeholder interviews to understand the role and organizational needs.
 - Develop and finalize the job posting.
- 2. Candidate Posting, Selection, and Interview Process (8–10 weeks)**
 - Post the position on relevant platforms.
 - Proactively review resumes and contact candidates daily to ensure engagement with high-quality applicants.
 - Facilitate the selection and interview process.

This **timely and proactive approach** is designed to minimize the impact of market conditions, ensuring a smooth and efficient search process that secures the best candidates for the role.

3. Budget, Retainer, and/or Rates

a. Cost Proposal

Samaritan Consulting Group proposes an all-inclusive fee structure equating to 20% of the executive's first year compensation.

Terms:

- 25% of the fee is due upon signing of the proposal.
- Only additional costs, if applicable and with Board approval, include travel and lodging for out-of-town candidates.

As part of a nonprofit organization, Samaritan Center, all profits from our consulting projects are reinvested into the community. This subsidizes counseling services for those with limited financial resources, ensuring our mission-driven focus.

b. Personnel and Allocation of Time

Samaritan Consulting Group provides a dedicated team of expert consultants who focus exclusively on your search to meet agreed-upon timelines. The consultant team operates with staggered executive searches to ensure no overlap during critical phases, such as candidate interviews.

This all-inclusive rate reflects the full dedication of our consultants, eliminating the need for detailed hourly rates or allocations of time. Our process guarantees efficiency and alignment with your organizational needs.

c. “Not to Exceed” Cost Ceiling

Based on the California Government Compensation data for 2023 and the current executive director compensation of \$164,168.00, our all-inclusive fee will not exceed \$40,000.

4. References

a. Professional References

1. **Name:** John Warner
Role: Former CEO, Lancaster Solid Waste Authority
Contact: jwarner785@gmail.com | (717) 666-4999
 2. **Name:** Brooks Styer
Role: CEO, Delaware County Solid Waste Authority
Contact: bstayer@dcswa.net | (863) 559-6823
 3. **Name:** John Blowers
Role: Chairman of the Board, Lancaster County Solid Waste Management Authority
Contact: jblowers1@gmail.com | (717) 397-9968
-

Recruiting -Operations-Development-Consulting

30+ years' success leading operations, strategic development and growth of organizations

Proven success leading multi-million-dollar health care and other organizations by designing programs and strategies to deliver outstanding services to communities. Talent for launching innovative programs and services that generate multiple revenue streams, provider recruitment and retention while meeting needs of clients and providers. Expert collaborator, negotiator, and mentor with extensive clinical background; able to forge solid relationships with executive candidates and stakeholders successfully. And implement visionary programs and strategies across organizations, communities and states.

- Strategic Business & Program Planning
- Operations & Medical Practice Mgmt.
- Business Mergers & Acquisitions
- Multi-site Management
- Health Care Clinical Practitioner
- Senior Level Executive recruitment
- Negotiating Strategic Partnerships
- Process Redesign / Change Management
- Staff Development & Manager Training
- Team Building and Leadership

Career Experience

Samaritan Business Consulting-Lancaster, PA

Working with organizations (business, educational, government, churches) to educate and empower them to achieve the highest levels of effectiveness as well as provide their employees with skills that contribute to their professional development, well-being and organizations' recruitment and long term success.

DIRECTOR OF CONSULTING (December 2021-current)

- Expand and promote Samaritan Business Consulting - 85% growth in 2023
- Successfully led executive searches for the firm, both non-profit and for profit organizations
- Recruit a diverse array of consultants to provide for client organizational development needs
- Continual updating and innovation of professional development and leading executive search tracts adapting to the ever-changing business and employment climate of the community
- Innovative changes to the Ethics in Business Program to include nationally recognized experts for a \$75,000 in donations for the organizations mission of healthy minds and strong community

Community Veterinary Partners – Philadelphia, PA

Partnering with struggling veterinary practices to build operational and quality success via best practices, team development, succession planning and quality standards set forth by accrediting organizations.

SENIOR MANAGING DIRECTOR (June 2019-December 2021))

- Identify sub-performing hospital practices (financially and organizationally) and develop a strategic plan, short term/long term and implement with last 2 years realizing 14% growth revenue annually
- Develop succession plans within the supervisory and practicing veterinarian group to transition and continue plan implementation with end goal of increased growth, retention and revenues
- Advise and support due diligence and successful implementation of second full-service hospital.
- Developed successful mentorship program and invited as a featured presenter at July 2021 AVMA National Meeting

continued...

ALPHA Project, York, & Adams County, PA

Develop and implement operational and advocacy programs in York and Adams county, in conjunction with Wellspan Hospital system to provide small personal care homes with resources and guidance to succeed.

CHAIRMAN POLITICAL ADVOCACY AND MEMBER OPERATIONS COMMITTEE (May 2017 to March 2020)

- Developing operational and marketing strategies for personal care homes providing low income individuals care via the organization ALPHA (Alliance for Low Income Personal Care Home Advancement). This being the genesis of a mentoring program to provide operators/owners of the home's advantages for success along with a pilot for a high performing personal care facility.
- Recognized by the PA Hospital Association as most innovative and results driven program of 2018 and by citation of the PA state legislature.

Leading initiative to develop and promote an advocacy program statewide for the financial and operational concerns of independent personnel care homes. Working with key Pennsylvania legislators, including the PA Appropriations Chairmen, and their staffs to design and share the program with the House and Senate prior to budget approval in 2019 for a proposed rate increase

Honor Health Network, Harrisburg, PA

Direct strategy development, operations, and growth of an organization built from amalgamated home care companies spanning 25 counties.

VICE-PRESIDENT OF BUSINESS DEVELOPMENT— HOME HEALTH CARE (April 2016 to March 2017)

Continue to lead evolution of organization's business culture and processes, while spearheading revenue growth and implementing the strategic plan; oversee all daily operations and financial management across sites, in addition to leading contract negotiations and overseeing HR, employment, and training.

- ◆ Coalesced the newly merged organization's resources into one comprehensive five-year strategic plan to deliver care to people in 67 counties.
- ◆ Vastly enhanced revenue from multiple income streams to achieve a 40% increase in revenue.
- ◆ Revamped human resources, staff assignments, and training within the organization to ensure that expertise and payroll spending were allocated effectively.
- ◆ Actively collaborate with key industry and government stakeholders as a member of Pennsylvania HomeCare Association's Public Policy Committee, which has already yielded significantly improved reimbursements and qualifiers for in-home caregivers in transition to managed care.
- ◆ Champion the resources and knowledge of home care into a proposal and partnership with leading organizations including HACC and PSU to develop training programs for individuals with intellectual disabilities from the Lincoln Intermediate Units with end goal to produce statewide model.

DaVita Health Care Partners, Harrisburg, PA/Denver, CO.

Directed operations and budgets of multi-million-dollar health care organization composed of multiple clinics.

REGIONAL GROUP ADMINISTRATOR (July 2010 to March 2016)

Partnered with the regional vice-president of operations in a Fortune 400 company to oversee all facility administrators across south central Pennsylvania. Negotiated joint venture and physician agreements; and personally, managed multiple direct reports and a team of 250+ staff that included acute care nurses, technicians, and administrators. Also, managed acute hospital programs in Maryland, DC, and northern Virginia while implementing acute and chronic care acquisitions in the region.

DaVita (cont.)

- Spearheaded team's dramatic turnaround from the bottom 50% Village DQI to a top 15% ranking.
- ◆ Achieved a 95% teammate retention rate and 25% annual revenue growth.
- ◆ Earned top ranking – 300% growth in 2014 – in nocturnal expansion, plus 75% PD growth, and 10% ICHD growth.
- ◆ Drove Titan and Avanti Divisions' 100% increase in apheresis services in 2012, in addition launching the divisions' CRRT and Apheresis Programs at five hospitals, acting as the divisions' trouble shooter, and compiling the Catalyst Guide.
- ◆ Continuously achieved outstanding results for all facilities on audits and inspections, oversaw operations during nine Joint Commission and CMS surveys in which no deficiencies were found
- ◆ Earned two Team Divisional Core Value Awards and one Service Excellence Divisional Core Award.
- ◆ Excelled in developing leadership as head of the Woodlands Division Leadership Development Program: while partnering with the Wisdom Team to create and enhance the Village Program.

Gaudenzia, Towson, MD

Partnered with organization to develop program for clients' life skills and achieve freedom from addictions.

INTERIM DIRECTOR - OPERATIONS INPATIENT REHABILITATION (June 2009 to July 2010)

Daily operations along with assessed, admitted, and delivered counseling to clients in an inpatient correctional facility while championing life skills, mentoring and job search skills for inmates.

- ◆ Led a three-member team that championed re-opening of the 30 bed TC Rehabilitation facility at the Towson Correctional Facility, within three months of the campaign launch.
- ◆ Initiated an effective career and job skills coaching program, that helped inmates achieve a comprehensive set of resume, interviewing, and workplace skills.
- ◆ Earned the Maryland Outstanding Counselor Award

Snyder and Associates, York, PA

As a practicing podiatrist, led the growth of a four-location, six-physician medical practice.

MANAGING PARTNER— OPERATIONS, BUSINESS DEVELOPMENT AND GROWTH (July 1990 to Dec 2008)

Directed all aspects of clinical practice operations at all sites such as staffing and human resources, financial oversight and budget development, daily procedures and practices, as well as business development and strategic planning; and delivering daily clinical care to patients as a practitioner.

- ◆ Excelled in identifying new referral and revenue streams to optimize revenue and client base; while consistently increasing revenue stream year over year.
- ◆ Spearheaded strategic planning and service enhancements as a member of hospital committees

Memorial Hospital Wound Care Center, York, PA

Drove initiation, expansion, marketing and growth of hospital unit into a freestanding facility on the campus.

EXECUTIVE DIRECTOR – CLINICAL AND OPERATIONS, (June 2000 to Dec 2007)

Developed and Implemented the center and ensured the hospital's continuous annual growth through marketing and promotion, while initially developing the facility into a wound care center.

- ◆ Established Memorial Hospital as the first wound care center in the south-central PA market
- ◆ Led in the initial success of bioengineered tissue (Apligraf) in the mid-Atlantic region

Education & Credentials

Bachelor of Science

Juniata College, Huntingdon, PA

Doctor of Podiatric Medicine

Rosalind-Franklin University of Medicine & Science, -SCPM, Chicago, Illinois

Residency: Norwegian American Hospital, Chicago, Illinois

Certifications

Diversity, Equity and Inclusion in the Workplace Certificate Diversity, University of South Florida

Skills and Behavioral Analyst Certification Skills and Behavioral Analyst, AVA Assessment Associates, Inc.

Publications

Clavarella, Dave MD, Fixler, Jason, MD, Shaw, Rose RN, Snyder, Scott, BS DPM, DaVita Healthcare Partners, "A Survey of End Parameter in a Red Blood Cell Exchange Program", American Journal for Apheresis—2014

Note: First apheresis study to be submitted for publication on behalf of DaVita

Awards and Distinctions

- Team Divisional Core Value Award, Two Time Recipient, Da Vita Healthcare Partners
- Service Excellence Divisional Core Award, Da Vita Healthcare Partners
- Hospital Assoc. of PA - 2018 Living the Vision Award

Affiliations

- Chairman, Strategic 5-Year Planning Committee, Juniata College
- Member, Strategic Planning Committee, PHA Public Policy Committee
- Chairman, IDD Grant Working Group, York County Community Foundation
- Member, Memorial Hospital Auxiliary (Charter Member)
- Member, Advisory Board York Traditions Bank (Charter Member)
- Chairman, Red Lion Municipality Redevelopment Authority/Member, Zoning Board
- President, Red Lion Community Pre-School and Youth Center
- Member Alumni Association/Stickel Society, Illinois College of Podiatry
- Chairman, Artist in Residence, York Arts

Community Projects

- Spearheaded an initiative between Red Lion municipality and private developers to convert vacant warehouses (2) to low income housing units
- Leading project (chairman) with York County Community Foundation and York Lincoln Intermediate School in a YCCF Partnership grant to train transitional students (18-22 y/o) to be home care aides in personal care homes and providing meaningful employment to individuals with intellectual disabilities.

YOUR SEARCH TEAM



DR. SCOTT SNYDER, DIRECTOR OF CONSULTING

Scott has an extensive background in health care practice and administration, as well as in developing mentorship and organizational development programs for small businesses to Fortune 500 companies. In his 30-plus years of experience, Scott has excelled at designing growth strategies, and developing mentorship and teammate engagement/retention programs that deliver long-term success. Scott is an expert collaborator, recruiter, negotiator, and mentor with extensive clinical background; able to forge solid relationships with stakeholders and implement visionary programs and strategies across organizations, communities and states.



JIMMY ELSNER, HR MANAGER & SEARCH CONSULTANT

Jimmy holds a Bachelor's degree in Counseling and a Master's degree in Clinical Mental Health Counseling from Grace College & Theological Seminary, along with a spiritual direction certificate from the Dominican Sisters of Grand Rapids. After graduate school, he spent five years helping e-commerce businesses scale their people and operational functions, focusing on employee engagement and business system integration. Combining his background in mental health with over seven years of small business human resources experience (SHRM-CP), Jimmy now leads the people functions at Samaritan Center and provides recruiting and hiring expertise to our search clients.



BEN FERRO, PROGRAM OPERATIONS COORDINATOR

Ben, originally from Rochester, NY, earned a Bachelor's degree in Communication Studies from Eastern University, where he also played on the soccer team. Before joining the Samaritan Center, he spent 11 years in the senior living industry, serving as the Director of a Secured Memory Support Neighborhood and earning a Personal Care Home Administrator License through the state. Drawing on his extensive operational experience, Ben now oversees the coordination and management of search projects at the Samaritan Center, ensuring timely and comprehensive results for our clients.

CALIFORNIA
TEXAS
COLORADO

CPS HR  CONSULTING



PROPOSAL

San Luis Obispo County Integrated Waste Management Authority

Executive Recruitment Services for Executive Director
RFP

Due Date: February 07, 2025

12:00 P.M. PT

Submitted by:

Melissa Asher

Chief of Client Services

CPS HR Consulting, 2450 Del Paso Road, Suite 220, Sacramento, CA 95834

P: (916) 471-3358, masher@cpsshr.us

Tax ID: 68-0067209

www.cpsshr.us

Table of Contents

Qualifications	1
Our Executive Recruiting Team	1
Recruitment Experts	3
Work Plan.....	8
Key Stakeholder Involvement.....	8
IWMA's Needs	8
Commitment to Communication	8
Aggressive, Proactive, and Robust Recruitment.....	8
Diversity Outreach Process	9
Methodology and Scope of Work	9
Phase I - Develop Candidate Profile and Recruitment Strategy	10
Phase II - Aggressive, Proactive, and Robust Recruitment	10
Phase III - Selection	12
Schedule Summary	14
Budget, Retainer and/or Rates	15
Professional Services	15
One-Year Service Guarantee	16
References	17
Conflicts of Interest.....	18
Disclosure of Litigation	19
Additional Information.....	20
Business Location and Availability of Staff.....	20
Appendix A: Sample Brochure	21

February 07, 2025

Andrea Biniskiewicz
San Luis Obispo County Integrated Waste Management Authority
870 Osos Street
San Luis Obispo, CA 93401

Submitted via email to: abiniskiewicz@iwma.com

Subject: Executive Recruitment Services for Executive Director

Dear Ms. Biniskiewicz :

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the San Luis Obispo County Integrated Waste Management Authority (IWMA) with the recruitment of a new Executive Director. 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 IWMA 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 do not hesitate to contact me at (916) 471-3358 or via email at masher@cpshr.us.**

Sincerely,



Melissa Asher
Chief of Client Services

Qualifications

Our Executive Recruiting 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. Our executive recruitment team will work collectively to fulfill IWMA'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 IWMA.

Team Resumes

Abby Ackers, Senior Executive Recruiter

As a senior executive recruiter and talent acquisition consultant with over 15 years of professional management experience, Abby has a passion and a track record for connecting talented public service professionals with exciting and rewarding leadership opportunities. The majority of her executive search experience is dedicated to the public sector, placing steadfast government leaders in municipalities, counties, metro districts, and supporting agencies across the United States. In doing so, she firmly believes that recruiting and retaining top talent for public service positions positively contributes to the long-term success of the organization and the community it serves.

With a background in sales and marketing, hospitality, and executive search, she's well-equipped with solid skills in project management, strategic planning, negotiation, communication, relationship building, and problem-solving. Most recently, in addition to being the Managing Member of her own talent acquisition consulting business, she was the Vice President of Executive Search at her previous organization, responsible for overseeing the recruiting team and completion of recruitment projects, ranging from City Managers and C-Suite positions to Department Directors, Assistant Directors, and Managers. She specializes in full-cycle recruitments and works with her clients through the recruiting process to develop creative, client-specific strategies, processes, and best practices for talent acquisition and retention, including ways to reduce instinctual biases and overcome recruiting challenges in an ever-changing employee-employer market. She appreciates working with diverse and dynamic teams and candidates who share the same vision and values of serving the public interest and improving organizational performance.

Employment History

- Senior Executive Recruiter, CPS HR Consulting
- Managing Member, Talent Acquisition Consultant, J. Borden Co. LLC, Fort Worth, TX

- Partner/Vice President, Executive Search, Mackenzie Eason & Associates, Fort Worth, TX
- Business Travel & Transient Sales Manager, Omni Fort Worth Hotel, Fort Worth, TX
- Corporate Sales & Marketing Coordinator, Omni Hotels & Resorts, Dallas, TX
- Licensed Sales Associate, Glacier Sotheby's International Realty, Whitefish, MT
- C-Suite Executive Assistant, Fidelity National Timber Resources, Whitefish, MT

Education

- B.A. and B.S. Sociology, University of Colorado at Boulder
- NCAA Varsity Women's Golf Team

Shawn Garcia, Executive Recruiter

Shawn Garcia has over twenty years of professional experience in the public sector including Human Resources, recruitment, leaves of absence, workers compensation, benefits oversight, policy development and implementation, and administrative operations. She is a strong leader with excellent communication, project management, and interpersonal skills.

During her twenty-one years at First 5 Contra Costa, she managed the human resources department for a staff of 30+ including employee relations, recruitment and staffing, position classification, compensation, staff training and development, benefit oversight, performance evaluations, employee leaves, employee safety, and executive level recruitment.

Employment History

- Executive Recruiter, CPS HR Consulting
- Administrative Manager, First 5 Contra Costa Children and Families Commission
- Administrative Coordinator, First 5 Contra Costa Children and Families Commission
- Administrative Assistant, First 5 Contra Costa Children and Families Commission

Education

- 6 Units Completed, California State University, East Bay, Hayward, CA
- 90+ Units Completed for Transfer, Diablo Valley College, Pleasant Hill, 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.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR were female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **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 Agency 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.
- **Experience with County of San Luis Obispo.** Over the years, CPS HR has placed several executives in public agencies around the County’s including the County’s newest County Administrative Officer. Others include the General Manger of the South San Luis Obispo County Sanitation District, at the Executive Director of the Housing Authority of San Luis Obispo.
- **Partial list of recruitments.** Below is a brief list of recent similar recruitments to show our experience with similar executive recruitments.

Agency	Titles	Year Completed
Southern California Public Power Authority (SCPPA)	Executive Officer	2024
City of Oklahoma City, OK	Assistant Director of Utilities	2024
Orange County Power Authority (OCPA)	Chief Executive Officer	2024
San Diego Association of Governments (SANDAG)	Chief Executive Officer	2024
City of San Jose, CA	Wastewater Chief Plant Operator	2024
City of San Jose, CA	Regional Wastewater Facility General Manager	2024
City of Carlsbad, CA	Utilities Director, Outreach	2023
Sierra Lakes County Water District, CA	General Manager	2023
North Texas Municipal Water District, TX	General Counsel	2023
Indian Wells Valley Water District, CA	General Manager	2023
City of Oklahoma City, OK	Director of Utilities, Partial	2023
City of Oklahoma City, OK	Deputy Director of Utilities	2023
Central Contra Costa Sanitary District, CA	Deputy General Manager	2023
Mayor’s Fund for Las Vegas LIFE	Chief Executive Officer	2023
Special District Risk Management Authority	Chief Executive Officer	2023

*Proposal to San Luis Obispo County Integrated Waste Management Authority
RFP Executive Recruitment Services for Executive Director*

Agency	Titles	Year Completed
City and County of San Francisco, CA	Assistant General Manager, Wastewater Enterprise, Outreach	2023
North of the River Recreation and Park District	General Manager	2023
Municipalities, Colleges, Schools Insurance Group (MCSIG), CA	Executive Director	2023
Metropolitan Transportation Commission	Executive Director	2023
Las Vegas Valley Water District, NV	Director of Risk Management	2022
City of Flagstaff, AZ	Water Services Director	2022
San Diego County Water Authority, CA	General Counsel	2022
Mid-Peninsula Water District, CA	Assistant General Manager	2022
Indian Wells Valley Water District, CA	General Manager	2022
City of Bakersfield, CA	Water Resources Director, Partial	2022
County of Ventura, CA	Chief Executive Officer	2022
Cow Palace Arena and Event Center, CA	Chief Executive Officer	2022
City of Colfax, CA	Wastewater Treatment Plant Operator, Outreach	2022
City of San Jose, CA	Industrial Safety Officer- Wastewater Treatment Facility	2022
City of Livingston, CA	Public Services Director	2022
City of Las Vegas	Economic and Urban Development Manager	2022
Southeast Metro Stormwater Authority	Executive Director	2022
All Mission Indian Housing Authority	Executive Director	2022
City of Scottsdale, AZ	Executive Director of Planning, Economic Development and Tourism	2022
City of Bakersfield, CA	Assistant Economic Development Director	2022
Washington State Human Rights	Executive Director	2022
Napa-Vallejo Waste Management Authority	Executive Director	2022
First 5 California	Executive Director	2022
California Tahoe Conservancy	Executive Director	2022
Southern CA Regional Transit Training Consortium	Executive Director	2022
California Prison Industry Authority (CalPIA)	General Manager	2022

*Proposal to San Luis Obispo County Integrated Waste Management Authority
RFP Executive Recruitment Services for Executive Director*

Agency	Titles	Year Completed
County of Douglas, CO	Public Health Executive Director	2022
Mile High Flood District, CO	Executive Director	2022
Texas Recreation and Park Society, TX	Executive Director	2022
Indian Wells Valley Water District, CA	General Manager	2022
Mid-Peninsula Water District, CA	General Manager	2022
Southern California Fair and Events Center (46 th District Agricultural Association)	Chief Executive Officer	2022
City of Ontario, CA	Economic Development Director	2021
Santa Clara County Housing Authority, CA	Deputy Executive Director	2021
Santa Clara County Housing Authority, CA	Executive Director	2021
California Society of Municipal Finance Officers	Executive Director	2021
Transbay Joint Powers Authority, CA	Executive Director	2021
County of Boulder Public Health, CO	Executive Director	2021
Stanislaus Regional Transit Authority, CA	Chief Executive Officer	2021
Columbia Housing Authority, MO	Chief Executive Officer	2021
Montana Public Health Institute, MT	Chief Executive Officer	2021
Alameda-Contra Costa Transit District, CA	Executive Director, Human Resources	2021
San Joaquin Council of Governments, CA	Executive Director	2021
East Bay Regional Park District, CA	General Manager	2021
Berkeley Unified School District, CA	Executive Director – Classified Personnel	2021
City of Dallas, TX	Director of Dallas Water Utilities, Partial	2021
City of Dallas, TX	Water Conservation Manager, Outreach	2021
City of Sunnyvale, CA	Water Pollution Control Plant Division Manager	2021
Alderwood Water & Wastewater District, WA	Finance Director	2020
Alderwood Water & Wastewater District, WA	General Manager	2020
City of Redlands, CA	Director, Municipal Utilities and Engineering	2020
Metropolitan Transportation Commission, CA	General Counsel; Executive Director	2020; 2019
San Joaquin Council of Governments, Ca	Executive Director	2020

*Proposal to San Luis Obispo County Integrated Waste Management Authority
RFP Executive Recruitment Services for Executive Director*

Agency	Titles	Year Completed
City of Ontario, CA	Assistant General Manager	2020
Alameda County Office of Education, CA	Executive Director, Human Resources	2020
First 5 Contra Costa, CA	Executive Director	2020
California Human Development	Chief Executive Officer	2020
Navajo Housing Authority, AZ	Chief Executive Officer	2020

Work Plan

Key Stakeholder Involvement

The Board of Directors on behalf of San Luis Obispo County Integrated Waste Management Authority must be intimately involved in the search for a new Executive Director. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Board of Directors, other key stakeholders may also be invited to provide input for the development of the candidate profile.

IWMA's Needs

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

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. We will contact the Board of Directors and the newly appointed Executive Director 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 seek 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 ensure that we capture 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.

Our recruitment process results in an exceptionally diverse candidate pool and a high level of client satisfaction.

Methodology and Scope of Work

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



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

Phase II: The recruitment process is tailored to fit IWMA’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 IWMA. CPS HR will work with the Board of Directors to determine the process best suited to San Luis Obispo County Integrated Waste Management Authority.

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 IWMA'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. Activities will include:

- Identifying key priorities for the new Executive Director and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Board of Directors wishes to establish with the Executive Director.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new Executive Director in light of the discussions above.
- Discussing recruitment and selection strategies for the Board of Directors' consideration to best produce the intended results.

CPS HR will provide a summary to IWMA 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 IWMA for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at <https://www.cpsr.us/executive-level-recruitment-2/>.

Phase II - Aggressive, Proactive, and Robust Recruitment

Task 1 - Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 - Resume Review and Screening Interviews

Task 4 - Board of Directors Selects Finalists

The recruitment process is tailored to fit IWMA’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. Examples may include:

Advertising Sources	
<ul style="list-style-type: none">● CPS HR website● Agency website● LinkedIn● Governmentjobs.com● National Association of Environmental Professionals● National Waste & Recycling Association● International Society of Sustainability Professionals	<ul style="list-style-type: none">● Solid Waste Association of North America SWANA● Northern California Chapter of the American Public Works Association● North America Hazardous Materials Management Association● California Conference of Directors of Environmental Health CCDEH

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 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 IWMA. 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 IWMA or continuing to ensure the public confidence in the integrity of IWMA.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes IWMA 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 Board of Directors. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Board of Directors to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III - Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 - Final Preparation for Appointment

Task 4 - Contract Negotiation (if requested)

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

We will coordinate all aspects of the selection process for IWMA. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment

exercises; facilitating the interviews; assisting IWMA 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 IWMA 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 IWMA. A written (anonymous) summary of the reference checks is provided to IWMA.
- **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 IWMA 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.

Schedule Summary

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 can be completed in 12 to 14 weeks. The precise schedule will depend on the placement of advertising on appropriate professional and affiliate websites, 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	▶															
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

Budget, Retainer and/or Rates

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I, II, and III** of the recruitment process. The following tasks will be performed by the assigned project manager. Our executive recruitment team members will serve as additional resources as needed. The following table is a break-down of our **\$27,000 flat fee** based on a recruiters' time at \$175 per hour including the cost of all deliverables – recruitment brochure, advertising, consultant travel, printing/shipping, background checks, and miscellaneous expenses.

All project consultants have an hourly rate of \$175 on paper, but in practice the professional services fee is a flat rate and IMWA **will not** be charged for hours worked in excess of those required to complete the tasks listed below.

Travel expenses for candidates who are invited forward in the interview process are not included.

Task/Consultant Role	Total
Phase I. Develop Candidate Profile and Recruitment Strategy	
Task 1 – Review and Finalize Executive Search Process and Schedule	\$1000
Tasks 2 & 3 – Development of Candidate Profile and Recruitment Strategy	\$1,500
Tasks 4 & 5 – Development and Creation of Recruitment Brochure and Place Advertisements	\$4,500
Phase II. Recruitment	
Task 1 – Identify and Contact Potential Candidates	\$5,000
Task 2 – Resume Review and Screening Interviews	\$3,500
Task 3 – Finalists Selected – Preparation and Provision of Final Report	\$2,000
Phase III. Selection	
Task 1 – Design Selection Process	\$2,000
Task 2 – Administer Selection Process – Preparation and Provision of Evaluation Materials	\$5,000
Task 3 – Final Preparation for Appointment: Arrange Follow-up Interviews, Final Assessment Process, In-Depth Reference and Background Check	\$2,500
Professional Not to Exceed Fees Total	\$27,000

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

One-Year Service Guarantee

If the employment of the candidate selected and appointed by IWMA 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 IWMA with professional services to appoint a replacement. Professional consulting services will be provided at no cost. IWMA 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.

References

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

Reference 1

Agency: County of San Luis Obispo

Contact: Jamie Russell, Deputy Director of Human Resources

Phone/Email: (805) 781-5959; jlrussell@co.slo.ca.us

Address: 1055 Monterey Street Ste. D-250, San Luis Obispo, CA 93408

Project: Full Recruitment for Chief Administrative Officer (2024)

Reference 2

Agency: Housing Authority of the City of San Luis Obispo

Contact: Scott Collins, (former Executive Director) Asst City Manager for City of San Luis Obispo

Email: morrobaycm@gmail.com

Address: 487 Leff Street, San Luis Obispo, CA 93401

Project: Full Recruitment for Executive Director (2023)

Reference 3

Agency: Santa Lucia Community Services District

Contact: Aimee Dahle, Executive Assistant to the General Manager

Phone/Email: (831) 620-6780; adahle@santaluciapreserve.com

Address: 121 Rancho San Carlos Rd., Carmel, CA 93923

Project: Full Recruitment for General Manager (2024)

Conflicts of Interest

CPS HR Consulting placed the County Administrative Officer for the County of San Luis Obispo in 2023. We do not foresee this as a conflict of interest as we did not have any interaction with the CAO regarding this recruitment.

Disclosure of Litigation

CPS HR does not have any claims including liens, stop payment notices, judgments, lawsuits, settlement agreements, litigations, or any similar actions filed.

Additional Information

Business Location and Availability of Staff

HQ Address: 2450 Del Paso Road, Suite 220
Sacramento, CA 95834*

**Main Office. This is the location that will provide the services described under this RFP.*

Office Hours

Monday – Friday, 8:00 a.m. – 5:00 p.m. Pacific Standard Time

Availability


Our CPS HR Project Team will focus on maintaining open communication with the Agency’s designated staff to ensure that this project preserves its focus, IWMA’s objectives are met, and all deliverables adhere to the confirmed timeline and budget.

The designated project team is available to integrate project assignments into their existing workload. We pledge our commitment to perform this work in an efficient and timely manner for any and all of the services we present in the Scope of Services section of this proposal. Additional project team members will be available to provide support based on their area of expertise relevant to the needs of IWMA.



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 San Luis Obispo County Integrated Waste Management Authority in this important endeavor.

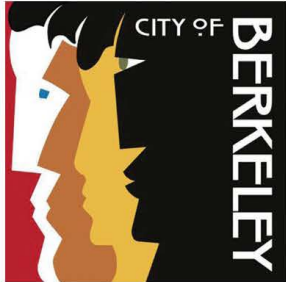
Appendix A: Sample Brochure



CITY OF BERKELEY, CALIFORNIA

Operations Manager

(Zero Waste Division – ZWD)





Refuse & Recycling – Berkeley has a longstanding commitment to reducing and ultimately eliminating/diverting the waste that goes to landfills, and established one of the first municipal recycling programs in the nation. In 2019 Berkeley became the first California city to enact a truly comprehensive plan to reduce single use plastic trash when the City Council adopted the Single-Use Disposable Foodware and Litter Reduction Ordinance.

Public Works Administration – Leading, integrating and supporting departmental services, the administrative division provides strategic planning and policy formulation, budget administration, human resources management, payroll processing, coordination of legislative issues, and management of information systems.

Infrastructure – Includes: Sidewalk Program, Sanitary Sewer Program, Street Repair Program, Storm Water, Utilities, and Facilities Management Maintenance and Capital Renovations. In 2016 Berkeley voters passed the \$100 million T1 infrastructure bond. There are more than \$40 million in capital projects currently underway.

Transportation Division – The Transportation Division of the Public Works Department oversees citywide transportation planning, traffic engineering, parking, bicycle and pedestrian planning, and alternative transportation programs. In partnership with neighborhood organizations, community groups, and local business associations, our office develops short and long range policy recommendations and directs program implementation to support a safe and efficient transportation environment in Berkeley. Per Council direction, Berkeley is actively working on electrification of the fleet and a broader electric mobility roadmap.

OUR COMMUNITY

Famous around the globe as a center for academic achievement, scientific exploration, free speech and the arts, the City of Berkeley is bordered by San Francisco Bay to the west and rolling hills to the east. The City is renowned for its green space, mild weather, and world-class cultural life. International shopping districts, outstanding restaurants, cutting-edge environmental organizations, art galleries, theaters, museums, Berkeley City College and the University of California at Berkeley all add to the City's uniquely diverse and culturally rich atmosphere. Over 50 public parks, miles of bike lanes and walking trails, and a public marina offer exceptional opportunities for year-round outdoor recreation. The City is governed by a Mayor, elected at-large and eight Councilmembers, elected by district. The City Council appoints the City Manager to oversee the administration of City operations. Under the provisions of the Berkeley Charter, the Director of Public Works is appointed by, and reports to, the City Manager upon affirmative vote of five councilmembers. In addition, the City is advised by 40 boards and commissions comprised of community members, advocates and stakeholders, all investing their time and energy to improve and protect the quality of life for all who live in the City of Berkeley.

THE PUBLIC WORKS DEPARTMENT

Public Works is the largest department in the City and provides integral services to our community every day. Our Department's mission is to provide quality services to the Berkeley community with pride, courtesy, and excellence. Developing and offering efficient, cost effective services in partnership with our citizens will help us achieve our vision to make Berkeley a leading city in the country by being an outstanding provider of Public Works Services:





THE DIVISION AND POSITION

ZWD currently operates with approximately 100 employees and 80+ vehicles. ZWD operations are funded exclusively through an enterprise fund that in FY 2021 is projected revenues of approximately \$50+ million. Within the City, ZWD collects all residential refuse and food/green waste (organics) and the majority of the commercial (which includes multi-family units with 6 or more units) refuse, organics and recycling (fibers and mixed containers for multi-family with more than 9 units) in Berkeley. ZWD also operates the Transfer Station. The Transfer Station is open to the public, receives on average 400+ customers per day, and is permitted by the State to receive 560 tons per day of materials; refuse, green waste or plant debris and food waste and construction and demolition. A Notice of Determination – Negative to amend the CalRecycle permit to increase its accepted tonnage from 560 tons per day to 620 tons per day and expand operating hours was filed with County of Alameda on September 11, 2020.

The Transfer Station uses two (2) below-grade loadout tunnels to transport off-loaded materials into both City and third-party contractors' long haul trailers for: refuse to a permitted landfill, construction and demolition materials for recycling and organics (green waste and food waste) to a compost facility.

The City's Transfer Station over the past couple of years has averaged and has transported approximately 131,000 tons of material per year off-site which includes:

- 68,000 tons of refuse to a landfill.
- 30,000 to 33,000 tons of organics for composting.
- Up to 30,000 tons of construction and demolition materials for recycling.

The Transfer Station also includes:

- Public Works Department Facilities' Maintenance building in which PW – Fleet services and maintains all of the City large vehicles, i.e., ZWD service, fire department,

and public works vehicles, and ZWD's heavy equipment/ large rolling stock maintenance garage, and Truck wash rack and fueling station (two underground diesel storage tanks requiring replacement by 2025).

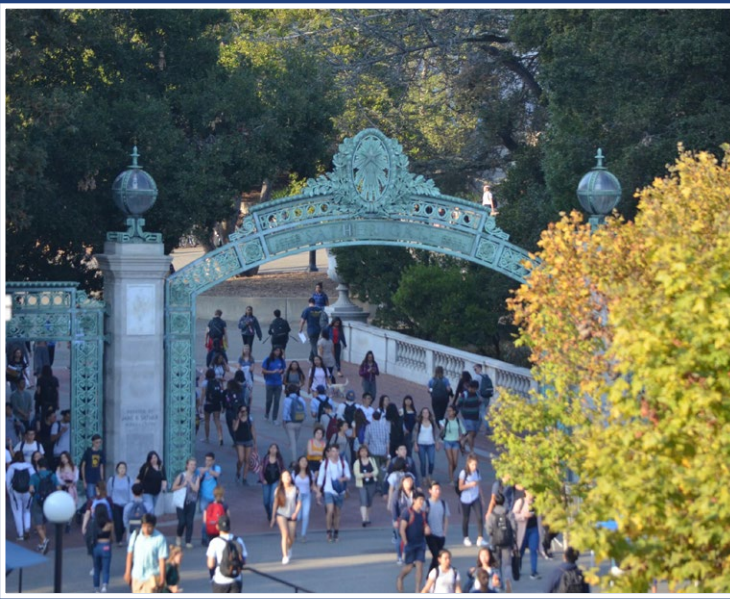
The Operations Manager for the Zero Waste Division

provides administrative oversight and direction for all aspects of Zero Waste Management programs. Additional responsibilities include developing and standardizing procedures and methods to improve and continuously monitor service efficiency, effectiveness, service delivery methods, procedures, and customer service. Budget development and management are required.

Skills and experience include but are not limited to the following:

- Experience managing staff in a union environment.
- Installation and implementation of collection routing systems.
- Knowledge of transfer station operations.
- Staff development and coaching, including training programs for growth and succession planning.
- Strength in safety protocols and safety programming.
- Construction experience is a plus.





THE IDEAL CANDIDATE

The ideal candidate is a seasoned supervisor or manager with a demonstrated ability to provide consistency and strong leadership in an operational environment and solid waste operations, including the planning and direction of a variety of complex solid waste services and programs.

The successful candidate will be customer service oriented with a history of building effective partnerships and a proven track record of responsiveness, problem solving, and conflict resolution. The incumbent will have the ability to work well within an energetic and dedicated team while managing diverse priorities and projects and embody the attributes of principled leadership: high moral values, ethics, commitment to excellence, honesty, engagement, and vision. A background with organizations of similar complexity, structure, size, and challenges is highly desirable. Experience with automated, semi-automated, and manual solid waste collection and disposal is a plus. Excellent organizational and interpersonal skills to serve as a valuable resource throughout the division are required.

MINIMUM QUALIFICATIONS

- Bachelor's degree from an accredited college or university in environmental science, engineering, business, or a closely related field.
- Four (4) years plus of progressively responsible experience in the management in solid waste field. Related combination of public works/solid waste/recycling experience, including field operations and maintenance may substitute.
- Three (3) years of supervisory experience, six years would be ideal.
- Additional qualifying supervisory experience or advanced related program planning may be substituted for the required education on a year-per-year basis.

OTHER REQUIREMENTS

Must be able to travel to various locations within and outside the City of Berkeley to meet the program needs and to fulfill the job responsibilities. When driving on City business, the incumbent is required to maintain a valid California driver's license as well as a satisfactory driving record. Must be able to work evenings and weekends.

COMPENSATION AND BENEFITS

The salary range for this position is \$126,418 - \$155,208.

This position is covered by the Public Employees Union, Local One

To view benefits, please click on the following link:

https://www.cityofberkeley.info/uploadedFiles/Human_Resources/Level_3_-_General/BenefitsAndCompensationMatrix.pdf

APPLICATION PROCESS & RECRUITMENT SCHEDULE

The final filing date is Wednesday, March 24, 2021.

To be considered for this exceptional career opportunity, please submit your cover letter with résumé, and a list of five professional references (who will not be contacted in the early stages of the recruitment). Résumés should reflect years and months of positions held, as well as size of staff and budgets you have managed. Forward materials to: <https://executivesearch.cpsshr.us/JobDetail?ID=1749>

CPS HR CONSULTING

Pam Derby
916-471-3126
Email: pderby@cpsshr.us

Résumés will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. CPS HR Consulting will report the results to the City. Only the most qualified candidates, as determined by the screening process, will be invited to participate in the selection process. The City of Berkeley will then select finalists for panel interviews. Candidates deemed most qualified will be invited to participate in a final interview process. Background and reference checks will be conducted after the final round. For additional information about this position please contact Pam Derby.



San Luis Obispo County
Executive Director Recruitment Firm
Proposal

Cover Letter

FRONTALL USA LLC
111 Jefferson Ave
Elizabeth, NJ, 07201
02/03/2025
Cage: **9P9D0**
Duns: **117165948**
FEIN: **841810284**

POC: Max Parker
Ph: (908) 975-5615
max.parker@frontallusa.com

POC: Fabiely Canan
Ph: (908) 280-8257
fabiely.canan@frontallusa.com

Dear San Luis Obispo County (The County),

FRONTALL USA LLC is thrilled to submit this proposal in response to the Request for Proposal to provide recruitment services to support **The County's**. We are dedicated to exceeding your expectations and are confident that our expertise and capabilities align seamlessly with your needs.

Our comprehensive proposal outlines our tailored approach to addressing **The County's** specific recruitment challenge. We have meticulously reviewed each requirement outlined in the **RFP**, links, and **addendum** and crafted our solution to seamlessly integrate with your departmental operations.

FRONTALL USA LLC boasts a proven track record of delivering outstanding HR solutions across diverse industries. We possess a deep understanding of the talent needs within the HR sector and are confident in our ability to provide timely recruitment, which can contribute meaningfully to **The County's** ongoing **success**.

We are enthusiastic about the potential partnership with **The County** and are eager to discuss how our services can streamline your recruitment processes, optimize your workforce, and ultimately support the County's mission. We look forward to presenting our proposal in greater detail and answering any questions you may have.

FRONTALL USA LLC (hereinafter referred to as "Proposer") hereby acknowledges and agrees to the following:

Acceptance of RFP: Proposer has reviewed and thoroughly understands the entire request for proposal issued by **San Luis Obispo County** (hereinafter referred to as "THE COUNTY") for the provision of recruitment services.

The statement of Needs: Proposer agrees to perform all services as outlined in the Scope of Work section of the RFP, including but not limited to providing recruitment services for **The County**.

Requirements and Specifications: Proposer further agrees to adhere to all requirements and specifications as detailed in the RFP.

Compliance: Proposer will ensure all services are delivered in compliance with all applicable laws, regulations, and industry standards.



Confidentiality: Proposer will maintain the strictest confidentiality regarding all **The County** information and documentation obtained during the proposal process and throughout the engagement if awarded.

A handwritten signature in black ink, appearing to be "Fabiely Canan".

Fabiely Canan
Vice President

THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK



VENDOR QUALIFICATIONS

Company Background

FRONTALL USA LLC, founded in 2019, stands at the forefront of transforming the employment sector through our advanced HR solutions. Our adept management of a diversified workforce exceeding 2,500 employees underscores our capability to streamline human resource management and aid individuals in securing rewarding careers. With operational licenses across the United States and headquartered in New Jersey, FRONTALL USA LLC is a beacon of diversity and inclusion. Our leadership team prominently features women in critical roles, including Vice President, Head of Human Resources and Finance Manager, highlighting our commitment to leveraging diverse talents.

Our operational ethics are anchored in transparency and effective communication, ensuring our clients are continuously informed and engaged throughout their project's lifecycle. FRONTALL USA LLC employs a structured communication framework, highlighted by weekly email reports detailing project progress, milestones, and plans, thereby fostering a transparent and informed partnership. Additionally, our responsive approach to addressing any issues arising through timely convened meetings exemplifies our dedication to maintaining operational continuity and client satisfaction. Through our comprehensive oversight framework, we meticulously review every operational stage, ensuring the delivery of high-quality, error-free services. This rigorous attention to detail and error prevention is a testament to our unwavering commitment to excellence and integrity, making us THE COUNTY's trusted partner in growth and business.

Key Personnel:

Central to our approach is our team of key personnel, whose expertise and experience are tailored to meet THE COUNTY's unique recruitment needs. Our professionals are not only skilled in modern recruitment techniques but also excel in aligning their strategies with the specific requirements of public sector clients. This outlines the qualifications and roles of our key team members who will be directly involved in executing THE COUNTY's recruitment initiatives, ensuring that it gains the most capable talent to fulfill its operational goals.

Fabiely Canan (VP / Project Manager)

With a bachelor's in business administration, a postgraduate in **Project Management**, and three **MBAs** in the areas of people development and management, Fabiely's duties are to manage and optimize operations across **Payroll, Recruitment, Processes, IT, and BPO** teams to achieve **company goals**. Monitor results, implement necessary **changes**, and ensure compliance with **legal** and **technological** requirements. Also represents the company with clients and contributes to decision-making with the CEO.



Clark Fontes (Recruitment Manager)

With many years of experience in recruitment management, and excellence as a dynamic and fast-paced headhunter, Clark **manages** our **recruitment team**. His role involves **problem resolution**, development of recruitment procedures, and in-depth interviews to **perfectly align** candidates' skills and attitudes with our **client's requirements**, building a long-term connection with both client and candidate, combining their correct connections, and



coordinating our entire team throughout a meticulous recruitment process.

Lisa Weretycki (Accountant Supervisor)

With two bachelors' in accountancy and business and a **postgraduate degree** in **Financial Management**, Lisa, our Accountant Supervisor is responsible for **overseeing** our payroll process, ensuring **precision** in every payment, **efficient management** of workers' compensation, and preparation of financial reports. She is also responsible for managing all **invoices** for our clients, keeping a sharp eye throughout the **entire process**.



We understand the critical role of timely and efficient recruitment in achieving organizational goals. That's why our experienced recruitment team is readily available to serve your needs throughout the workday, from 6:30 AM to 6:00 PM. Our commitment to accessibility extends beyond traditional business hours. We actively monitor phone lines and email inboxes outside core operating times, ensuring prompt responses to your inquiries. Whether you require immediate assistance with a critical search or wish to discuss long-term recruitment strategies, our team provides personalized and responsive support.

***Resumes Attached.**

Experience

FRONTALL USA LLC provides the following past performance references to demonstrate its ability to fulfill the requirements of this solicitation. Please find the following information for recent and relevant experiences:

Reference 1.

Organization: **Balance of Nature (March 2022 – Ongoing)**
Contact: Douglas Figueiredo.
Phone: (435) 922-8928 Email: ba@balanceofnature.com
Address: 1568 S River Road #200, 84790, Saint George, UT

Reference 2.

Organization: **Princeton Biomeditech (December 2020 – Ongoing)**
Contact: Walter Kang.
Phone: (732) 274-1000 Email: walter.kang@pbmc.com
Address: US-1, Monmouth Junction, 08852, NJ

Reference 3.

Organization: **D'Artagnan Gourmet Food (March 2020 – Ongoing)**
Contact: Glenn Livi.
Phone: (908) 202-6271 Email: glivi@fortunefishco.net
Address: 600 Green Lane, Union, NJ

FRONTALL USA LLC's experience speaks for itself as we have been providing services for diverse clients throughout our history, always succeeding in our tasks. Even with only commercial-level experience, we are dedicated to getting into the public business by elevating our studies, and our team's monthly courses have been directed toward understanding and acquiring knowledge in this field. With clients that vary in size and temporary demand, we proudly talk about our services at Princeton Biomeditech Corporation, in which we managed over 200 employees at once when the demand arose.





Our partnership with ADP (Automatic Data Processing, Inc.) has led our clients to success in every aspect of HR management. FRONTALL USA LLC is proud of the services it provides, since recruiting, screening, onboarding, and managing staff.

As examples of our experience:

FRONTALL USA LLC has been an indispensable partner for our esteemed client, Balance of Nature, since 2022. Through our dedicated recruitment and selection service, we have consistently excelled in various aspects, ranging from sourcing top talents to providing continuous HR assistance.

One of our notable achievements was filling the critical roles of Vice President of Technology and Project Director at Balance of Nature, positions that had remained vacant for a year despite extensive searches by Balance of Nature's internal HR Department. Upon seeking our services, we swiftly and effectively identified suitable candidates through strategic recruitment planning. Our approach involved meticulously crafted interview and testing techniques, evaluating both technical expertise and interpersonal skills. This method perfectly aligned with Balance of Nature's focus on integrating new hires seamlessly into their organizational culture.

Moreover, Balance of Nature faced significant challenges in recruiting across diverse fields such as human resources, information technology, business analysis, project management, design, web development, quality assurance, and administration. Entrusting us with these demands, we successfully filled over 30 positions since the project's initiation, achieving an impressive near-zero employee turnover rate. This remarkable outcome is a testament to our highly personalized approach to recruitment and selection.

Our partnership with Balance of Nature centers on streamlining their operations. Leveraging state-of-the-art technology, we create detailed organizational charts, comprehensive job descriptions, and advertise vacancies on prominent platforms like Indeed, ZipRecruiter, our internal systems, and local initiatives. We have fostered strategic collaborations with technical schools and institutions, ensuring a continuous flow of qualified candidates.

To enhance the precision of our selections, FRONTALL USA LLC has not only adhered to standard procedures but also optimized HR processes. We conduct tailored technical and psychological tests for each position, ensuring an exact match between candidates and roles. Upon completion of the selection process, we present the most promising candidates to our clients, enabling them to actively participate in the final hiring decision.

Our recruitment and selection team comprises experienced psychologists and administrators, forming a multidisciplinary group of recruiters, leaders, managers, process specialists, and project supervisors. This diverse expertise guarantees excellence in all our selection processes.

This project stands as a testament to our success, highlighting FRONTALL USA LLC's pivotal role in transforming and optimizing our clients' operations. Whether it's sourcing top-notch professionals or offering comprehensive HR support, our unwavering commitment to excellence permeates every facet of our services.

Another experience we can provide with a similar scope to the one requested by THE COUNTY is with Princeton Biomeditech Corporation.

In our steadfast partnership with Princeton Biomeditech, commencing in 2020, FRONTALL has been deeply committed to providing comprehensive and efficient Payroll Services. Our dedication spans not only managing but optimizing the entire payroll process for temporary employees, especially during high-demand periods and peak seasons throughout the year.





This meticulous attention to payroll management is integral to the success of the project, ensuring a seamless workflow and the contentment of our temporary workforce.

Our approach begins with a thorough candidate onboarding process. We take charge of collecting all necessary documentation and information from new hires, streamlining the often-complex paperwork involved. This includes delving into various payment preferences, offering options like direct deposit, prepaid cards, and even physical check mailing tailored to the unique preferences of each employee. This personalized approach ensures that every temporary staff member feels valued and appreciated for joining the team.

At the heart of our payroll management system is our highly skilled Payroll team. They work diligently to process payroll biweekly, adhering to strict schedules to guarantee accurate and timely compensation for all temporary employees. Utilizing state-of-the-art electronic time record systems, we employ cutting-edge technology such as Face ID and fingerprint recognition to precisely record the hours worked by our temporary staff. This innovation not only ensures accuracy but also enhances transparency and accountability, making the entire payroll process streamlined and error-free.

Additionally, our commitment to continuous improvement is unwavering. Our dedicated HR team remains actively engaged with our client, Princeton Biomeditech, and our temporary workforce. Regular follow-ups are conducted to gather relevant feedback, ensuring the quality of work performed consistently meets the highest standards.

During periods of heightened demand or peak seasons, FRONTALL demonstrates unparalleled expertise and scalability. We possess the ability to swiftly adapt to fluctuations in staffing requirements, efficiently managing the increased volume of temporary staff. This ensures uninterrupted workflow for Princeton Biomeditech, facilitating seamless continuity in their operations without any compromises regarding productivity or quality.

What sets FRONTALL apart is our diverse and proficient teams, specializing in various fields including Project and Process Management, Recruitment and Selection, Payroll, HR, and support functions. These teams collaborate seamlessly, combining their expertise to provide a holistic staffing solution tailored specifically to the needs of Princeton Biomeditech. Our overarching goal remains crystal clear: to enable Princeton Biomeditech's project to achieve unparalleled success. We achieve this by meticulously aligning the temporary teams managed by FRONTALL with both the soft and The County skills required for the job and the unique culture of Princeton Biomeditech. This alignment ensures that the teams not only meet but exceed the expectations, contributing significantly to the triumph of the project.

Office Location

FRONTALL USA LLC is headquartered in New Jersey, with additional operational licenses in Pennsylvania, Utah, and several other states across the United States. While our central office is in New Jersey, FRONTALL USA LLC is committed to establishing a branch office in the County of Albany to effectively meet the specific needs outlined in this RFP. We are fully prepared to expand our operations to ensure seamless support for the County's executive search processes and to ensure that our services are readily accessible to the County's leadership and search committees.



FABIELY CANAN

Vice-President of Operations



WORK EXPERIENCE:

FRONTALL USA

VICE PRESIDENT

From 05/02/2020 until now

Be aware of the company's main objective to create and direct actions and new projects to achieve the necessary goals in each department in order to achieve the company's main objective;

Monitor, represent and coordinate processes and results of the Payroll, Recruitment and Selection, Processes, IT and BPO teams;

Create Dashboards to monitor the results of the teams under my responsibility;

Monitor and perform actions and/or restructuring of departments whenever necessary or according to results.;

Create and monitor optimized processes for each activity and work area in order to seek agility and excellence in the day to day, through process automation projects with the I.T.;

Ensure that all teams work with technological equipment compatible with the activities performed, avoiding delays in deliveries due to equipment failure;

Be up-to-date on the current legislation to adapt the departments in order to always comply with what is required by law;

Be legally responsible for Payroll and employee related documents (I-9, unemployment letters, etc.);

Control benefits and Workers Compensation;

Represent the company with clients to solve problems and/or restructure processes and activities;

Participate in the decision making process of the company with the CEO.

CONFIDENTIAL HR COMPANY

QUALITY AND PMO MANAGER

From 08/02/2016 until 05/01/2020 | 3.8 years

I performed my activities in a private company in the business of People Management and Services performing the mapping of current processes of the organization (As Is), process improvement (To Be), process automation, creation of dashboards, data analysis, creation of the manual of execution of the activities of the departments, training of employees, creation of standards, standardization of eliais, monitoring of KPI's, audits and quality management. I also manage the PMO, performing the management, monitoring and guidance related to the Company's Projects.

CONFIDENTIAL GOVERNMENT COMPANY

COMMISSION MEMBER

From 02/01/2015 until 08/01/2016 | 1.6 years

When I quit my last job, I became part of the Writing Commission. I analyzed, made corrections, formatted, and inserted the bills already approved in the standards established by the State so that the Laws were published. I actively participated in the Commission of Constitution and Justice, where I analyzed and issued opinions about bills of law that were on the agenda, with the lawyers of the Commission, for approval or disapproval of the commission. I ended my activities in this company in August 2016.

CONFIDENTIAL GOVERNMENT COMPANY

ADMINISTRATIVE ANALYST

From 02/01/2008 until 01/31/2015 | 7 years

I started my career in 2008 as a trainee in the division of transport in this department performed control of the fleet of vehicles and leased until the year 2010, after this period I started my undergraduate degree in Administration and started to work in the Financial area as a trainee. In 2011 I became part of the administrative staff of the agency in an outsourced way. Due to my long time working in the company, I performed various activities, being able to apply much of the knowledge acquired in my degree, activities such as system implementation (SGI), preparation of inventory, contract management, preparation of application plan, budget planning, and bidding processes. I left the organization at the beginning of 2015.

EDUCATION

Graduate Degree

BACHELOR IN BUSINESS ADMINISTRATION

2013

Postgraduate

PROJECT MANAGEMENT

2015

MBA

PEOPLE DEVELOPMENT

2019

MBA

LEADERSHIP, INNOVATION AND MANAGEMENT

2024

OTHER SKILLS/COURSES

Languages:

- English;
- Spanish;
- Portuguese.

Courses:

- Marketing Intelligence, Data Analytics and Agile Management | 2023;
- Financial Accounting - Payroll | 2023;
- Workers Compensation Fundamentals | 2022;
- Payroll Management | 2021;
- Life Long Learning | 2019;
- Logic Programming | 2019;
- Quality in Services | 2018;
- Process Modeling | 2016;
- Project Scope Management | 2015;
- Process Management - BPM | 2015;
- Project Management - How to Work With Projects | 2015;
- Diversity in Organizations | 2013;
- Sustainability Applied to Business - orientation for managers | 2013;
- Professional and Personal Posture | 2012;
- Leadership focused on People Management | 2010.

CLARK FONTES

RECRUITMENT MANAGER



WORK EXPERIENCE:

FRONTALL USA

RECRUITMENT MANAGER

- Developed recruitment procedures to achieve high efficiency while sourcing and placing candidates.
- Lead recruitment efforts across diverse industries, consistently filling roles within 10 days.
- Specialize in building long-term relationships with clients and candidates, ensuring strategic hiring solutions align with organizational goals.
- Oversee the end-to-end recruitment process, from sourcing and interviewing to onboarding, for companies of all sizes.
- Leverage expertise in fast-paced talent acquisition to support BPO and HR solutions.

CONFIDENTIAL INSURANCE COMPANY

INSURANCE ANALYST

- Conducted risk assessments and developed insurance solutions tailored to client needs, ensuring comprehensive coverage and regulatory compliance.
- Managed client portfolios, building trust through accurate analysis and reliable service delivery.
- Collaborated with cross-functional teams to streamline processes and improve customer experience.

CONFIDENTIAL WELTH MANAGEMENT COMPANY

WEALTH MANAGEMENT INTERN

- Supported wealth management teams by researching financial products and client portfolios, contributing to personalized investment strategies.
- Assisted in client communication, preparing reports and presentations that helped build stronger relationships.

FRONTALL USA

HR ANALYST

- Managed recruitment processes, including sourcing, interviewing, and onboarding candidates for various roles.
- Coordinated HR functions such as employee relations and policy implementation to support company growth.

ADMINISTRATIVE ASSISTANT

- Provided administrative support to the HR department, handling documentation, scheduling interviews, and maintaining employee records.
- Contacted several candidates and performed several hiring process individually.

EDUCATION

Graduate Degree

BACHELOR IN ECONOMICS
2021

MBA

LEADERSHIP, MANAGEMENT AND BUSINESS ADMINISTRATION
2024

OTHER SKILLS/COURSES

Languages:

- English;
- Spanish;
- Portuguese.

Certifications:

- Leadership and People Management
- Human Resources
- Recruitment and Selection

LISA WERETYCKI

Accountant Manager



WORK EXPERIENCE:

FRONTALL USA

ACCOUNTANT MANAGER

From 09/2021 until now

Payroll and Financial Management:

Managed end-to-end payroll processes for a diverse workforce, utilizing advanced software to ensure accuracy and compliance with policies and regulations; Oversaw complex payroll tasks, including bonuses, commissions, and overtime, meeting strict deadlines and ensuring precision in calculations; Led payroll tax compliance efforts, calculating and deducting federal, state, and local taxes, benefits, retirement contributions, and garnishments; Conducted meticulous reviews of tax returns, ensuring accuracy and qualification of deductions, contributing to effective tax planning; Developed and managed the company's fiscal obligations, handling license renewals, fee payments, and tax filings; Collaborated with senior leaders to create operating budgets, providing valuable insights for resource optimization and financial planning.

Financial Documentation and Reporting:

Utilized advanced software for preparing clear and precise financial documents, reports, and presentations, enhancing financial communication. Managed daily cash functions, including account tracking, payroll allocations, budgeting, and reconciliation, maintaining accurate financial records. Supervised and guided subordinates, efficiently distributing tasks, ensuring a cohesive workflow within the financial department. Managed accounts payable, maintaining strong vendor relationships, and handled invoices and accounts receivable, ensuring timely collections. Conducted comprehensive paperwork reviews, promptly identifying and resolving discrepancies to maintain financial accuracy and compliance.

CONFIDENTIAL COMPANY

ACCOUNT ASSISTANT

From 01/2018 until 03/2021

Documented cash, credit, fixed assets, accrued expenses, and line of credit transactions; Reconciled accounts and reviewed expense data, net worth, and assets; Completed daily cash functions like account tracking, payroll and wage allocations, bank reconciliations; Researched technical tax issues to define tax effect or impact on financial results; Used advanced software to prepare documents and financial reports; Evaluate and improved financial records to make important business decisions; Collected and reported monthly expense variances and explanations; Maintained integrity of general ledger and chart of accounts; Gathered financial information, prepared documents and closed books; Prepared and filed tax forms to meet needs of customers.

CONFIDENTIAL COMPANY

FINANCIAL ANALYST

From 02/2015 until 10/2017

Reviewed financial reports and operations to increase productivity and company profits. Collected data and developed detailed spreadsheets to identify trends, create revenue, profitability, and expense forecasts. Collected data from other divisions to support quarterly forecasts. Generated taxes and government reports. Determined pricing, margins and risk factors for active and proposed projects. Used relevant financial technology to generate reports and recommended courses of action to upper management. Collaborated to develop and maintain targeted profit plans to sustain growth.

CONFIDENTIAL COMPANY

OFFICE ASSISTANT

From 11/2005 until 10/2014

Provided clerical support by managing routine tasks and special requirements. Maintained digital sales records, controlled cash flow, and handled customer interactions. Managed clerical duties like filing and copying, tracked invoices, and ensured timely shipments. Procured office supplies, assisted in budgeting, and maintained accurate data records. Collaborated with departments, generated reports, and supported staff in projects. Kept detailed office activity records for transparency.

EDUCATION

Graduate Degree

BACHELOR IN ACCOUNTANCY

2002

Graduate Degree

BACHELOR IN BUSINESS

2011

Postgraduate

FINANCIAL MANAGEMENT

2023

OTHER SKILLS/COURSES

Languages:

- English;
- Portuguese;

Courses:

- MS Office;
- ADP Payroll;
- Quick Books;
- Organization and Time Management;
- Workers Compensation;
- Workflow and Financial Reports.



Work Plan

Methodology

FRONTALL USA LLC integrates the scrum framework as a vital component of its operational methodology. Within this framework, complex projects are systematically segmented into manageable sprints, typically ranging from one to four weeks. Commencing each sprint involves collaborative planning among the team members and stakeholders to establish definitive objectives and select the tasks to accomplish during that sprint.

To ensure continuous communication and alignment within the team, daily meetings, referred to as daily scrums, are conducted. These meetings serve as a platform for the team to discuss project progress, outline daily plans, and collectively troubleshoot any challenges or obstacles hindering progress.

Simultaneously, the team consistently refines the project backlog, prioritizing essential tasks to ensure the smooth execution of project deliverables. Regularly scheduled staff meetings and division meetings provide avenues for the team to collectively review recent achievements, share insights, and set strategic objectives for the upcoming period.

Embracing these principles, FRONTALL USA LLC remains dedicated to delivering results efficiently while nurturing a culture founded on collaboration, transparency, and continual professional development.

Operating Approach – Method of Performance

Our dedication to nurturing diversity extends to our meticulous recruitment process, which places a high priority on skills, qualifications, and potential while actively addressing unconscious biases. Our recruitment process operates as follows:

1 In the initial phase, the **solicitation** made by **THE COUNTY** is analyzed by our **recruitment manager**, verifying the necessary time and if additional information is required, for the correct performance of the executive recruitment process. Therefore, a **meeting** with our **recruitment manager** and **THE COUNTY** is scheduled to gather all information about the job position, including preferences, requirements, skills, behavioral profiles, and deadlines. This step guarantees better comprehension of the client's expectations for the candidate, ensuring an assertive recruitment process, and directing the recruiters for a clear search of candidates.

3 Once the recruitment team begins its work, our resume database is used to find the best fit for the job. The recruitment team is divided into activities, making sure **every step of the process is assisted**. At the same time, we **implement** our strategy to identify the top candidates using our full network inventory according to the need of the required position, advertising on the **best** job-searching platforms, also performing active searches for resumes from

2 The second stage comprises an **internal meeting** with the **recruitment team**, during which **information and tasks are distributed to the recruitment team responsible for carrying out the** recruitment process, the position will be designated for the recruiter whose profile matches the type of position solicited. Roles and responsibilities are defined during this meeting, making sure the whole team is involved in different areas of the search for a suitable candidate and the recruitment team receives the **necessary information** to proceed, such as the profile of the candidate, requirements, deadlines, based on a briefing that gathers all the important information for the next steps of the process.

4 Following the completion of the research stages, the best candidates, are aligned with the profile and requirements set by **THE COUNTY** in the first meeting scheduled and are **carefully verified**, this process occurs with resume screenings, educational background, work experience, skills, and technical assessments and our background checks, which include database searches, City/County/State/Country criminal, DOJ Sex



qualified candidates, getting in contact with institutions such as **colleges, tech schools, and universities**, and mapping the best place for our **Mobile Office** to find the best candidates on the area. That way, we combine experience and new talent all from the area within the assignment.

5 The recruitment team **schedules the first interviews** with the **best candidates**.

This first interview with our recruiters aims to verify if the candidate is suitable for the next step of the process, and the position, **according to the solicitation**, the recruiters build a script with specific questions related to the role, profile, and qualifications desired by the company. If required, recruiters may ask questions **solicited** by THE COUNTY. After all interviews, an **evaluation** of the candidates and their **performance** in the interview is made, and our team prepares the best candidates' **summaries**, highlighting the most relevant qualifications that make them suitable for the position and facilitating the **evaluation process** by THE COUNTY.

Offender and SSN Trace amongst any other background checks **required**. After the first evaluation of candidates, the recruiters contact the **qualified** ones for a first introduction to the process. If the candidate demonstrates interest and **commitment** to the process, the recruiter moves forward with the candidature.

6

All summaries are sent to the client, and **after the approval**, we schedule the interviews with THE COUNTY according to the provided schedule. If requested, the recruitment team compromises scheduling a meeting with THE COUNTY, to prepare a script for the interviews, so that it can obtain all the **necessary information** and answer all questions. After the interviews, the recruitment team formalizes the initial proposal with the selected candidate. If requested, **background checks** and **drug tests** are done, and after the results, if satisfactory, the recruitment starts negotiating terms which include schedule, salary, and other details. All candidate information is shared with the client for the **final hiring steps** and remains available for any necessary request.

At FRONTALL USA LLC, we employ a comprehensive approach to identify and contact a broad pool of highly qualified candidates. Our team utilizes a combination of proprietary networks, industry databases, and targeted outreach strategies. We actively engage with both passive and active candidates, leveraging our national network, direct outreach, and strategic advertising to ensure a diverse and robust candidate pool.

In the context of our proposal, it is essential to emphasize our strategic approach to fostering diversity and inclusion at FRONTALL USA LLC and translating that commitment to our clients. We firmly acknowledge that diversity is a moral imperative and strategic advantage.

Time Schedule

Task	1-3 Days	4-7 Days	8-11 Days	12-15 Days	Ongoing (as needed)
Initial Meeting with The County					
Internal Meeting – Tasks distributed					
Candidate Search kickoff					
Candidate Alignment					
First Interview					
Resumes are sent to The County.					
Candidate Onboarding					
First Week Follow-up					
Ongoing Follow-up					



Network

At FRONTALL USA LLC, we employ a diverse array of platforms and strategies to connect our clients with the best-suited candidates. We leverage leading job search websites such as Indeed, LinkedIn, Zip Recruiter, and 11 other platforms to access a broad talent pool encompassing various skill levels.

In the realm of social media, we harness Instagram and Facebook to engage with potential candidates and promote job opportunities. We also explore unconventional avenues like online marketplaces and distribute flyers to extend our reach. In addition, our commitment to localization is demonstrated through our presence by using our Mobile Office near our clients' locations, providing access to candidates residing in proximity to the job sites.

Moreover, we cultivate strong partnerships with educational institutions and universities, tapping into the talent pool of recent graduates and students with specialized skills. Lastly, our collaboration with government-owned platforms, such as the National Labor Exchange, helps us connect with candidates registered and actively seeking employment through official channels. Our multifaceted approach ensures we find candidates who possess the requisite skills and align with our client's unique organizational culture and values.

Customer Services

FRONTALL USA LLC understands the importance of clear, consistent communication throughout the search process. Our research manager or project lead will maintain regular contact with THE COUNTY's search committee through various channels, including email, video calls, phone calls, and in-person meetings as needed. We will provide timely updates, address any questions or concerns, and ensure that the search committee is fully informed at every stage of the recruitment process. Additionally, we will be ready to be available for any ad-hoc communications or meetings to ensure alignment and adjust as necessary to meet THE COUNTY's needs.

In conclusion, our recruitment process at FRONTALL USA LLC stands as a testament to our commitment to excellence and client satisfaction. Through meticulous planning, clear communication, and rigorous evaluation, we ensure that every step of the recruitment journey is conducted with precision and care. By aligning ourselves closely with our client's needs, distributing tasks efficiently within our recruitment team, and implementing data-driven methodologies, we guarantee a seamless and efficient process.

FRONTALL USA LLC is dedicated to fostering strong and clear communication with our clients throughout the project. We understand that effective communication is essential to achieving success, and we prioritize it in all our interactions. Whether through detailed email correspondence, regular meetings, direct phone calls, or any other communication method of preference. Our team is committed to being responsive and accessible, addressing any questions or concerns as they arise, and providing regular updates to keep the client fully informed. By adapting our communication approach to meet the client's specific needs and preferences, we strive to build a collaborative relationship that supports the successful delivery of all project objectives.

Our focus on client collaboration, candidate quality, and adherence to deadlines underscores our dedication to delivering the best outcomes. We firmly believe that by upholding these principles, we not only meet but exceed our clients' expectations, providing them with candidates who not only meet the job requirements but also bring valuable skills and expertise to their teams.



At FRONTALL USA LLC, our relentless pursuit of excellence in the recruitment process ensures that we match candidates with job positions and create lasting partnerships that drive success for our clients. Our commitment to delivering exceptional results remains unwavering, making us the trusted choice for organizations seeking top-tier talent.

Verifications

At FRONTALL USA LLC, we understand the critical importance of ensuring that candidates' stated work experience and educational backgrounds are accurate and aligned with their resumes. Our rigorous verification process is designed to not only confirm the authenticity of these claims but also to assess the candidate's overall suitability for the position. Our approach includes multiple stages, which contribute to a comprehensive evaluation:

1. Resume Screening: Our initial step involves meticulously reviewing candidates' resumes. During this stage, we assess their work experience, educational qualifications, and other relevant credentials. This screening helps us shortlist candidates whose qualifications meet the job requirements.

2. Interviews: Candidates who successfully pass the resume screening stage proceed to competency-based interviews. These interviews are focused on assessing a candidate's knowledge, skills, attitudes, and behavior. We delve beyond technical qualifications, emphasizing how well the candidate aligns with the company's values and culture. FRONTALL USA LLC often uses a combination of the following methods to thoroughly evaluate candidates and determine the best fit for a position.

2.1 Traditional Interviews

These are face-to-face or phone interviews where the interviewer asks the candidate a series of predetermined questions to assess their skills, experience, and cultural fit.

2.3 Case Interviews

Commonly used in consulting and finance, candidates are presented with a real or hypothetical business problem and are asked to analyze it and propose solutions. This method assesses problem-solving skills and the ability to think critically under pressure.

2.5 Group Interviews

Multiple candidates are interviewed together, allowing the employer to observe how candidates interact and collaborate in a group setting. This method is often used to assess teamwork and communication skills.

2.2 Technical Interviews

These interviews are common in technology-related fields. Candidates are tested on their technical knowledge, problem-solving abilities, and coding skills.

2.4 Behavioral Interviews

In this type of interview, candidates are asked to provide specific examples of past behavior in certain situations. The idea is to gauge how candidates have behaved in the past to predict how they might behave in similar situations in the future.

2.6 Stress Interviews

Candidates are put under pressure intentionally to see how they perform under stress. This method aims to assess a candidate's ability to handle challenging situations and remain composed.



2.7 Assessment Centers

Candidates participate in a series of exercises and simulations that mirror the tasks they would be performing on the job. This method is common for evaluating managerial and leadership skills.

2.9 Situational Interviews

Candidates are asked how they would handle specific job-related situations. This method assesses problem-solving abilities and how well candidates can apply their skills and knowledge to real-life scenarios.

2.8 Structured Interviews

In this method, all candidates are asked the same set of questions in the same order. Structured interviews help ensure fairness and consistency in the evaluation process.

2.10 Portfolio-based Interviews

Common in creative fields, candidates showcase their work, such as design samples, writing samples, or project reports, to demonstrate their skills and capabilities.

3. Verification of Educational Background: As part of our verification process, we meticulously confirm the educational credentials provided by the candidate. We contact educational institutions and institutions issuing certifications to validate the authenticity of degrees, diplomas, and training courses.

4. Work Experience Verification: We thoroughly check the candidate's past work experience. This includes contacting previous employers or relevant references to verify employment history, job titles, roles, and responsibilities. This ensures that the candidate's professional background aligns with their claims.

5. Skills and Technical Assessments: Besides traditional interviews, we employ skills and technical assessments when necessary. These assessments are tailored to the position's specific requirements and serve as practical tests to validate the candidate's proficiencies. We typically employ a mix of these approaches to comprehensively assess applicants and identify the most suitable match for a role:

5.1 Skills Tests

Candidates perform tasks or solve problems related to the specific skills required for the job. For example, writing tests, coding tests, or design exercises assess the candidate's practical abilities.

5.3 Physical and Medical Exams

Certain jobs, especially those involving physical labor or safety-sensitive roles, require candidates to undergo physical or medical examinations to ensure they meet necessary health requirements.

5.2 Job Knowledge Tests

Candidates are tested on their knowledge of specific topics or concepts relevant to the job. These tests are common in technical fields where specific knowledge is essential.

5.4 Simulation Exercises

Candidates participate in simulated work scenarios that mirror tasks they perform on the job. This method is common in roles like customer service, where practical skills and problem-solving abilities are crucial.

6. Soft Skills Evaluation: We believe that soft skills are as crucial as technical skills. Our competency-based interviews focus on assessing a candidate's soft skills, including communication, leadership, adaptability, and interpersonal abilities. A blend of these techniques to conduct a comprehensive assessment of candidates and ascertain the ideal match for a position:



6.1 Cognitive Ability Tests

These tests measure a candidate's general intelligence, problem-solving skills, and ability to learn new concepts. They can include numerical reasoning, verbal reasoning, and abstract tests.

6.3 Emotional Intelligence (EQ) Tests

These tests measure a candidate's ability to recognize, understand, and manage emotions, both in oneself and in others. EQ tests are used to assess interpersonal skills and emotional awareness.

6.5 Language Proficiency Tests

Candidates may be required to take tests to assess their proficiency in languages, especially if the job requires strong communication skills in multiple languages.

6.2 Personality Assessments

These tests evaluate candidates' personality traits, behavioral tendencies, and work styles. They are often used to assess cultural fit and team compatibility.

6.4 Integrity Tests

These tests assess a candidate's honesty and trustworthiness. They are ubiquitous in roles where employees handle sensitive information or finances



7. Drug Tests: Many employers require candidates to undergo drug testing, especially in safety-sensitive industries or positions where being under the influence of drugs could pose a risk. *Extra Cost

8. Summary Preparation: Finally, candidates who complete the screening and verification process have their summaries prepared by our experienced staff. These summaries highlight their most relevant professional experiences, educational qualifications, training courses, and key strengths that make them suitable for the position.

It's important to note that the use of tests during the hiring process complies with legal and ethical guidelines, including the **Americans with Disabilities Act (ADA)** and the **Equal Employment Opportunity Commission (EEOC)** regulations, to ensure fairness and prevent discrimination against candidates.

Our Policy Regarding Background Checks

At FRONTALL USA LLC, we place the utmost importance on conducting comprehensive background checks to ensure the integrity and suitability of our candidates for the positions we recommend. Our policy and standards regarding background checks are designed to provide our clients with confidence in the individuals we present for employment. Here's a breakdown of our background check procedures:

1. Background Check Process: Our background check process is conducted through a secure digital platform that covers all 50 states within the United States. This platform ensures the accuracy and completeness of our investigations. The process begins with the following steps:

2. Candidate Consent: We prioritize candidate consent and transparency in our background check process. Once a candidate has been selected for a position, we send them an online consent form detailing the background check process.



- 3. Database Searches:** Our digital platform runs the provided candidate information through various databases to conduct a thorough background check. The information checked includes but is not limited to:
- 4. SSN Trace:** We verify the candidate's Social Security Number to confirm its validity and identity.
- 5. County Criminal:** We conduct county-level criminal checks to identify any potential criminal records at the local level.
- 6. Statewide Criminal:** Statewide criminal checks are performed to ensure that any criminal history is captured on a broader scale.
- 7. Auto County/State:** This automated search ensures that we cover all relevant county and state jurisdictions to identify any legal issues.
- 8. Past 7 Years:** Our background checks focus on the past seven years of a candidate's history, which is a standard timeframe for assessing recent relevant information.
- 9. DOJ Sex Offender Search:** We conduct a thorough search to identify any sex offender registration records in compliance with legal requirements.
- 10. Criminal - Enhanced Nationwide:** Our enhanced nationwide search encompasses a wide range of criminal databases to identify any potential criminal history across the country.
- 11. Response Time:** It's important to note that the response time for each background check may vary based on individual circumstances and the availability of information in the databases. However, we strive to complete these checks promptly to ensure minimal disruption to the hiring process.

Our commitment to these rigorous background checks aligns with our dedication to providing our clients with the most qualified and trustworthy candidates. We recognize that our client's success depends on the quality of the individuals we recommend, and our stringent background check policy reflects our commitment to upholding the highest standards of integrity and security in the hiring process.

Staff Assurance

FRONTALL USA LLC is fully committed to ensuring the stability and continuity of the staff assigned to support the services outlined in this RFP. Our recruitment teams are composed of experienced professionals with a proven track record of delivering consistent, high-quality results. We take pride in maintaining a stable workforce by fostering a positive work environment, providing continuous professional development, and implementing robust retention strategies.

In the event of unforeseen staff changes, FRONTALL USA LLC has a well-established contingency plan to guarantee uninterrupted service. We maintain a pool of highly qualified backup personnel who are thoroughly trained and ready to step in without delay. This ensures that our clients experience seamless service delivery throughout the project, no matter the circumstances. Our firm's proactive approach and dedication to excellence make us a reliable partner for THE COUNTY recruitment initiative.



Capability Statement

FRONTALL USA LLC confidently asserts its capability to provide all services identified in this RFP with precision, professionalism, and proven expertise. With comprehensive experience in recruitment services, our firm has partnered with public and private sector organizations to deliver tailored talent acquisition solutions that align with our client needs. We have the expertise to manage the full recruitment lifecycle, from understanding the unique expectations, challenges, and requirements of the positions to developing comprehensive position profiles and advertising strategies. Our team excels in executing targeted campaigns that combine direct networking and strategic outreach to attract top talent. We handle all aspects of application management, including receiving, reviewing, and rating candidates, followed by meticulous screenings that include background checks, criminal and credit reviews, and reference verifications to ensure the highest levels of integrity.

FRONTALL USA LLC's process also includes coordinating interviews and providing recommendations for top candidates, while seamlessly managing recruitment logistics from start to finish. We are equipped to assist with job offer structuring and employment package design. Our commitment to excellence and our extensive experience in the recruitment field ensure that we can deliver qualified candidates who meet the rigorous demands of THE COUNTY's positions, as well as other roles specified in this RFP.

Our firm's proven history of success, coupled with our dedication to innovation and compliance with all legal and professional standards, makes FRONTALL USA LLC a trusted partner capable of fulfilling all outlined services efficiently and effectively.

THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK





COST PROPOSAL

Pricing

FRONTALL USA LLC proposes a fee of 12% of the total first-year annual salary accepted by the candidate with a not-to-exceed amount of \$21,600.00 per search, and a minimum search fee of \$6,500.

Another option FRONTALL USA LLC offers to our clients is the Hourly Fee format, where the fee is charged a set rate of \$145.00 per hour for our recruiters' services.

This fee comprises the following comprehensive services:

- Thorough review of all initial materials: Our team will meticulously review resumes, cover letters, and any other documentation submitted by prospective applicants to ensure they adhere to the position's requirements.
- In-depth screening process: We will implement a multi-pronged screening process tailored to your specific needs, meticulously narrowing the field based on candidates' backgrounds, experience, and education to identify those who best align with the County's aspirations. The extent and nature of this screening will be determined in close collaboration with you, ensuring complete alignment with your expectations.
- Targeted marketing and outreach: We will leverage our expertise and resources to conduct targeted marketing and outreach efforts to attract a diverse pool of highly qualified candidates who closely match the desired profile.
- Preliminary interviews with qualified candidates: We will conduct preliminary interviews with the shortlisted candidates to further assess their suitability, communication skills, and cultural fit.
- Comprehensive assessments: Depending on the complexity of the role and your requirements, we can incorporate various assessments (e.g., skills tests, and personality assessments) to gain deeper insight into candidates' capabilities and potential.
- Consolidated findings: All our evaluations and results, including insights from marketing, assessments, and interviews, will be compiled into a detailed, written spreadsheet for your convenient reference.
- Dedicated debriefing: We will provide the contract manager with in-depth debriefings on each candidate's status, highlighting their strengths, weaknesses, and suitability for the position, along with the insights gleaned from the initial materials, interviews, and assessments.

Replacement Policy

FRONTALL USA LLC is committed to providing high-quality recruitment services and ensuring client satisfaction. Our replacement policy is designed to address various scenarios and guarantee prompt and efficient replacements.

At FRONTALL USA LLC, we stand by our commitment to delivering the best talent for your direct hire needs. That's why we offer a 60-day replacement guarantee, free of charge. If they do not meet your expectations within 60 days of the employee's start date, we will work diligently to find a suitable replacement at no additional cost. If a candidate leaves the County position over 60 days and within a year in the position, the cost for the replacement of this candidate will be reduced by 50% (Therefore, 6% of first annual salary). This commitment demonstrates our confidence in our ability to identify and place qualified candidates who will thrive within your organization.



Proposal submitted for:

San Luis Obispo Integrated Waste Management Authority

Executive Recruitment: Executive Director

Submitted: February 7, 2025

By:

Ryder Todd Smith, President
Christine Martin, Executive Recruiter
Kylie Sun, Recruitment Coordinator





COVER LETTER

Thank you for the opportunity to present TS Talent Solutions’ executive recruitment services. Our proposal provides all requested information, including our understanding and approach to the scope of work and cost proposal.

Our parent company, Tripepi Smith, is a force multiplier for communication operations for nearly 200 public agencies across [California/the West Coast and even into Texas]. Executive Recruiter Christine Martin leads our executive searches, bringing over 20 years of local government experience to the table as the former Assistant City Manager in Livermore, California. Additionally, with a team of 70+ members, Tripepi Smith can harness extensive networks, knowledge and talents—making our firm an invaluable partner for executive recruitment services via TS Talent Solutions (TSTS). Given TS Talent Solutions’ unique mix of technical prowess, industry competency and recruitment wisdom, we provide many advantages to the clients we serve:

Tripepi Smith knows people and people know us. We are widely connected in the local government world. Through our partnerships with the largest local government associations in California and over 200 local government agencies, we have a vast network of professionals to tap into.

Tripepi Smith understands marketing. We prioritize carefully crafted language and quality visuals to attract the right applicants. Paired with Christine Martin’s strategic knowledge and expertise, we work with our clients to identify the right skill set and personality for the position, compile those requirements into a compelling recruitment package and ensure that the position is presented to the most qualified candidates.

TS Talent Solutions is a good fiscal option. As a division of Tripepi Smith, our team delivers high-quality services at a cost that provides fiscal advantages compared to other firms.

Thank you for considering us in this endeavor. We eagerly anticipate the opportunity to discuss our proposal in more detail.

Authorization

As co-founder and president of Tripepi Smith and TS Talent Solutions, I am qualified to enter into agreements with the San Luis Obispo Integrated Waste Management Authority. This proposal is valid for 60 days from the date of submission.

Ryder Todd Smith

Co-Founder & President, Tripepi Smith Talent Solutions

Ryder@TripepiSmith.com • (626) 536-2173 • P.O. Box 52152, Irvine, CA 92619



QUALIFICATIONS

About TS Talent Solutions

Tripepi Smith Talent Solutions (TSTS) is a staffing firm under the umbrella of Tripepi Smith and Associates, Inc., a marketing and public affairs firm. The firm has dedicated itself to solving communication challenges within the local government world since its inception in 2002. It was a natural progression to move into recruitment and talent solutions. Tripepi Smith has worked with more than 200 agencies over the past year alone, including hundreds of city managers, department leaders and other executive staff. We know what and who makes an effective government leader and use that experience to attract, evaluate and retain high-quality talent. With a skilled team of writers, graphic designers and project managers, we can provide the level of support our clients need from beginning to end. We leverage our communications skill set to not only capture the attention of top talent but also to inspire them to take action.

Our Network

Tripepi Smith is a household name among California's local government agencies. We partner with and attend conferences hosted by some of California's largest local associations, including but not limited to California City Management Foundation (CCMF), California Community Choice Association (CalCCA), California Special Districts Association (CSDA), Municipal Management Associations of Northern and Southern California (MMANC, MMASC) and League of California Cities. We've been active members of these and other organizations' communities for over 20 years, offering hands-on networking at these events, which often serve as hubs for job seekers.

Recruitment Personnel

Executive Recruiter Christine Martin will be the lead and face of the recruitment. Christine's decades of experience as an Assistant City Manager and approachable personality make her a strong partner for IWMA on this project. **Principal Ryder Todd Smith** will contribute positioning strategy to broadcast the opportunity and leverage his extensive network and relationships within the local government community. **Senior Recruitment Coordinator Kylie Sun** will be the main project manager, overseeing all logistics and ensuring the recruitment process stays on track. She'll also lead the messaging strategy under Christine's guidance in order to attract an excellent pool of qualified candidates. **Assistant Recruitment Coordinator Julia Gale** will provide support for all of these efforts.





Resumes

CHRISTINE MARTIN – Role: Lead Recruiter

TRIPEPI SMITH – EXECUTIVE RECRUITER/DIRECTOR 03/24 – PRESENT

- Collaborate closely with agencies to understand specific recruitment needs
- Develop candidate profiles that aligns with agencies organizational values
- Conduct targeted outreach, leveraging extensive local government connections, to attract top talent
- Manage the entire recruitment process, from screening applicants and facilitating interviews to supporting agencies through the offer and negotiation stages

CITY OF LIVERMORE – ASSISTANT CITY MANAGER 09/21– 12/23

- Oversaw the City’s communications and emergency management programs
- Created and implemented the City’s first-ever citywide strategic plan
- Worked directly with the City Council and provided support to the City Manager and executive team to implement Council goals

CITY OF LIVERMORE – DEPUTY CITY MANAGER 10/18 – 09/21

- Served as liaison on Council subcommittees, including a complex, controversial equity and inclusion subcommittee with elected officials and community members
- Planned executive team annual workshops and monthly team-building experiences
- Authored and reviewed numerous City policies such as remote work and commemorative flag display

CITY OF LIVERMORE – ASSISTANT TO THE CITY MANAGER 09/16– 10/18

- Coordinated with the regional five-city coalition (Tri-Valley City Councils) on state and federal legislative advocacy, including working directly with Senator Wiener’s staff to provide feedback on proposed housing legislation
- Represented the City at the Alameda County City Managers Association and as the County Area Representative to CalCities City Manager Department

CITY OF LIVERMORE – SENIOR / ASSOCIATE PLANNER 10/02 – 09/16

- Successfully managed an award-winning, comprehensive Development Code update, which established form-based coding in historic downtown
- Processed annexations, large residential and commercial projects and complex conditional use permits, including staff report writing, council presentations and community outreach
- Managed consultant and grant contracts, including budgeting, reporting and preparing requests for proposals

EXECUTIVE RECRUITMENTS SUPPORTED AT TS TALENT SOLUTION

- City of Indio, Principal Planner (Active)
- City of Indian Wells, Assistant City Manager (Active)
- Humboldt County Association of Governments, Executive Director (Active)
- City of Commerce, Finance Director (01/2025)
- City of Menifee, Human Resources Director (12/2024)
- Humboldt Bay Municipal Water District, General Manager (01/2025)
- Redwood Coast Energy Authority, Executive Director (10/2024)
- City of Bell, HR/Risk Manager (08/2024)



EDUCATION

CALIFORNIA POLYTECHNIC STATE UNIVERSITY – SAN LUIS OBISPO

- Master of City and Regional Planning

SONOMA STATE UNIVERSITY – SONOMA, CA

- Dual Major: Bachelor of Arts in Liberal Studies (Hutchins School) and Environmental Studies

DESIGNATIONS

- ICMA High Performance Leadership Academy Cohort, Member2022 – 2023
- CalCities City Manager Department, Alameda County Area Group Representative2017 – 2023
- Alameda County City Managers Association, Chair2017 – 2018
- Association Of Livermore Employees, President2015 – 2016

KYLIE SUN – Role: Project Manager

TRIPEPI SMITH – RECRUITMENT COORDINATOR/BUSINESS ANALYST

06/21 – PRESENT

- Serve as lead of the firm’s executive recruitment branch, TS Talent Solutions, executing recruitment services for agencies across the West Coast
- Serve as account manager, overseeing project management tasks, strategy and support for communication and marketing initiatives
- Monitor and track monthly project expenses, providing clear and comprehensive reports to maintain budget adherence
- Conduct meticulous proofreading of deliverables to ensure the quality control of marketing materials
- Prepare comprehensive outreach plans for topics including organics recycling, municipal districting and pedestrian safety
- Oversee Spanish translation team and deliverables

TSG REPORTING – OPERATIONS ASSOCIATE

11/20 – 04/21

- Consulted with worldwide law firms to provide them with proper litigation needs
- Managed the schedules of 300+ global reporters, videographers and digital operators
- Provided technical support to prepare all litigation staff for remote work
- Set up and monitored 50+ Zoom meetings daily to ensure logistical success

TSE WORLDWIDE PRESS – SOCIAL MEDIA MARKETING MANAGER

05/20 – 11/20

- Reconstructed and co-designed a new website for TSE Worldwide Press
- Initiated marketing and PR tactics to build the branding for entrepreneur Sarah Tse
- Implemented a social media marketing plan for the company and entrepreneur
- Redesigned the branding of the entrepreneur's various social media platforms

BIOLA UNIVERSITY – ADMINISTRATIVE ASSISTANT

10/17 – 11/20

- Monitored daily and weekly schedules and monthly calendar obligations for Academic Advisor



- Built and tracked degree checklists for students before academic advising sessions
- Worked closely and diligently with faculty members to help them in achieving their goals
- Assisted with management and tracking of event information and ticketing
- Input travel documentation and expenses for speakers, faculty and event planning teams
- Liaison between the Accounting, Purchasing and Cashier Departments

EXECUTIVE RECRUITMENTS SUPPORTED AT TS TALENT SOLUTION

- City of Indio, Principal Planner (Active)
- City of Indian Wells, Assistant City Manager (Active)
- Humboldt County Association of Governments, Executive Director (Active)
- City of Commerce, Finance Director (01/2025)
- City of Menifee, Human Resources Director (12/2024)
- Humboldt Bay Municipal Water District, General Manager (01/2025)
- Redwood Coast Energy Authority, Executive Director (10/2024)
- City of Bell, HR/Risk Manager (08/2024)
- City of Pasco, IT Director (05/2024)
- City of Lomita, City Manager (04/2024)
- City of Bell, Deputy Director of Community Services (03/2024)
- City of Menifee, Chief Financial Officer (10/2023)
- City of Pasco, Community & Economic Development Director (07/2023)
- City of Bainbridge Island, City Attorney (07/2023)
- City of La Cañada Flintridge, City Manager (05/2023)
- City of Bell, Community Services Director (03/2023)
- City of Morro Bay, Harbor Director (02/2023)
- City of Fairfield, Parks & Recreation Superintendent (01/2023)
- City of American Canyon, Finance Director (01/2023)
- West City Wastewater District, Records Program Coordinator (06/2022)
- City of Fairfield, Finance Director (02/2022)

EDUCATION

BIOLA UNIVERSITY – LA MIRADA, CA

- Bachelor of Science in Business Administration, Management

CERTIFICATIONS

- Hootsuite Social Marketing.....06/21

SOFTWARE

- Canva
- Google Suite
- Microsoft Office Suite



JULIA GALE – Role: Client Support

TRIPEPI SMITH – JUNIOR BUSINESS ANALYST

05/24 – PRESENT

- Assist in the development of recruitment marketing materials
- Conduct research to generate prospective candidates
- Manage the distribution and promotion of all open positions
- Write stories and press releases for the firm’s website and city clients

GHP OFFICE REALTY – LEASING ADMINISTRATOR

10/21 – 07/23

- Designed marketing materials using Adobe and Microsoft solutions
- Facilitated sales contracts and lease agreements
- Orchestrated impactful real estate networking events
- Identified key prospective clients and initiated new relationships

METROPOLITAN GOLF ASSOCIATION – COMMUNICATIONS INTERN

06/20 – 08/20

- Illustrated press books and news releases
- Maintained meticulous tournament statistics
- Developed designs aligning with the brand image

FASHION IN ACTION – SOCIAL MEDIA PROMOTIONS INTERN

03/20 – 08/20

- Created branding materials
- Organized marketing outreach and fundraising events
- Enhanced social media pages

EXECUTIVE RECRUITMENTS SUPPORTED AT TS TALENT SOLUTION

- City of Indio, Principal Planner (Active)
- City of Indian Wells, Assistant City Manager (Active)
- Humboldt County Association of Governments, Executive Director (Active)
- City of Commerce, Finance Director (01/2025)

EDUCATION

STATE UNIVERSITY OF NEW YORK (SUNY) AT ONEONTA – ONEONTA, NY

- Bachelor of Science in Communications | Minor in Digital Arts

CERTIFICATIONS

- Hootsuite Social Marketing.....05/24
- Sprout Social05/24

SOFTWARE

- Adobe Creative Suite
- Canva
- Microsoft Office Suite
- Google Suite
- Constant Contact



TS Talent Solutions Executive Director Recruitments

TS Talent Solutions has a strong track record of delivering effective recruitment solutions for public agencies. Our team has successfully filled over 30 executive-level positions in the past three years. As requested by the RFP, below is a list of all Executive Director (and equivalent) placements, including one active recruitment.

Agency	Title	Placement Date
Humboldt County Association of Governments	Executive Director	Active
Ventura Council of Governments <i>(Search support only)</i>	Executive Director	December 2024
Humboldt Bay Municipal Water District	General Manager	December 2024
Redwood Coast Energy Authority	Executive Director	October 2024
City of Lomita	City Manager	May 2024
City of La Canada Flintridge	City Manager	May 2023



BETH BURKS
EXECUTIVE DIRECTOR
Redwood Coast Energy Authority



ANDREW VIALPANDO
CITY MANAGER
City of Lomita



DAN JORDAN
CITY MANAGER
City of La Cañada Flintridge



WORK PLAN

Scope of Work – Talent Quest

Leveraging best practices in conducting recruitments, we will spearhead the entire process, with San Luis Obispo Integrated Waste Management Authority (IWMA) being as involved or hands-off as it would like. TS Talent Solutions will execute the following steps for the recruitment process:

STEP 1: POSITION PROFILE

TS Talent Solutions will meet with the Board of Directors and appropriate staff to discuss the organizational needs, position requirements, and critical attributes for the ideal candidate. We will use this information to understand the Authority’s priorities for this position, determine the desired expertise, education, experience, performance attributes and operational/leadership style background of the sought-after candidate. We also will discuss the goals, objectives, deliverables and challenges related to this position, as well as the organizational culture and department dynamics. Lastly, we will identify exciting upcoming opportunities for the Authority and compelling aspects to this opportunity. We will use all gathered information to draft a position profile, which will be used as the foundation for marketing materials, candidate screening and evaluation.

STEP 2: MARKETING MATERIALS

TS Talent Solutions will develop the following marketing materials to support outreach and recruiting efforts:

- A 4–6-page digital recruitment brochure that provides key IWMA metrics, highlights the benefits of working for IWMA, provides information about the position, highlights exciting projects and provides instructions on how to apply for the position.
- 5 social media copies and graphics for publishing to IWMA’s (and Tripepi Smith’s) social media channels.
- Compelling job board language to supplement the recruitment brochure.

STEP 3: SEARCH STRATEGY AND CANDIDATE OUTREACH

In conjunction with the organizational discussion, TS Talent Solutions will develop a search strategy. Our outreach includes a focused, targeted approach. We encourage individuals with superior qualifications to join our pool of candidates. We typically source high-caliber candidates by:

- Advertising the position to appropriate and diverse professional organizations, membership agencies and publications.
- Tapping into our uniquely broad, expansive network and toolset.
 - We will both proactively reach out to candidates in the marketplace who may not be actively seeking the position, as well as pursue creative advertising solutions.



- o Our search may include national, regional, in-state and local elements, which will be determined at the start of the engagement.

STEP 4: CANDIDATE ASSESSMENT & PRESENTATION

As resumes come in, we will acknowledge, review and evaluate each one. We will filter each applicant resume for conformance to required and desired qualifications, as well as conduct preliminary video interviews with the most-qualified candidates.

In collaboration with the principal in charge of the project, TS Talent Solutions will develop a list of recommended candidates for an interview with the Board of Directors. As part of the recommendation, the Board will receive a candidate materials packet that we will prepare, which includes the following:

- A list of all applicants with resumes and cover letters.
- Summary sheets of candidates who receive pre-screening interviews.
- A list of viable candidates recommended to move forward to the interview phase.

STEP 5: INTERVIEWS

For the next step, we will schedule, arrange and facilitate interviews with top candidates, including at the request of the Board, a debrief at the conclusion of the interviews. Based on the IWMA’s preference, we can develop recommended interview questions and rating criteria or use IWAMA’s existing/past resources. Our team manages all logistics involved in this step, including:

- Coordinating the selection process and related materials needed for each interview.
- Arranging candidate interviews and travel logistics.
- Maintaining communications with each stakeholder; updating applicants of developments.
- Conducting reference and background checks on select candidate(s) prior to consideration of extending an offer of employment.

STEP 6: NOTIFICATION

As we turn the corner on the recruitment, TS Talent Solutions will notify all candidates who are not selected that they are no longer in the running while IWMA will make the job offer to its preferred candidate.

STEP 7: NEGOTIATION

Lastly, TS Talent Solutions will complete reference and background checks and collaborate with the Board and/or appropriate staff in negotiating an employment contract, including compensation.



Schedule Summary

Below is a sample of a typical 16-week schedule, and sequenced deliverables. We have the flexibility to “ramp up” or “ramp down” this process should IWMA prefer a different process.

WEEKS 1-2	STEP 1: POSITION PROFILE <ul style="list-style-type: none"> • Kick-off meeting • Develop position profile
WEEKS 3-4	STEP 2: MARKETING MATERIALS <ul style="list-style-type: none"> • Digital recruitment brochure • Social media content • Compelling job ad language
WEEKS 5-8	STEP 3: SEARCH STRATEGY AND CANDIDATE OUTREACH <ul style="list-style-type: none"> • Digital job board positioning • Aggressive outreach
WEEKS 9-11	STEP 4: EVALUATE, SCREEN AND PRESENTATION OF CANDIDATES <ul style="list-style-type: none"> • Candidate evaluation • Pre-screening interviews • Internet searches / review of public profiles • Development of candidate materials packet • Presentation of candidates to Board of Directors • Determine which candidates will be interviewed
WEEKS 12-16	STEPS 5-7: INTERVIEWS / NOTIFICATION / NEGOTIATIONS <ul style="list-style-type: none"> • Interview scheduling and facilitation • Development of interview packets for each panelist • Candidate notification • Negotiation support



Budget

Recruitment Cost

The Talent Quest level of engagement provides IWMA with comprehensive search services to connect with the most capable, talented candidates available in the market. **The cost for the Executive Director recruitment is a fixed cost of \$20,500, plus expenses, for an estimated total not to exceed \$24,500.**

Fees for the recruitment will be collected in three installments as follows:

1. Upon Execution of the Agreement - \$7,000
2. Following Presentation of Candidates - \$7,000, plus expenses
3. Upon Acceptance of Offer - \$6,500, plus any remaining expenses

TALENT QUEST	COST	NOTES
Executive Recruitment	\$20,500	Fixed Cost
Estimated Expenses ¹	\$4,000	Estimated
ESTIMATED TOTAL	\$24,500	

TRIPEPI SMITH TALENT SOLUTIONS GUARANTEE

The Tripepi Smith Talent Solutions team guarantees industry-standard services. If within one year following the appointment, the selected candidate resigns or is terminated for cause, our team will conduct another search free of professional services charges. However, San Luis Obispo Integrated Waste Management Authority will cover expenses related to the recruitment, including advertising fees, background check fees and travel costs.

Personnel Rates

Personnel	Hourly Rate	Hours Allocated
Christine Martin, Executive Recruiter	\$255	62
Kylie Sun, Senior Recruitment Coordinator	\$195	25
Julia Gale, Assistant Recruitment Coordinator	\$115	35

¹We estimate \$4,000 in expenses for each recruitment, with these fees primarily being attributed to paid placements on various digital job boards and hotspots popular with local government agencies. Additional expenses include travel reimbursement for one (potential) on-site visit and third-party services for background checks, etc. If expenses appear to exceed the budget outlined above, TS Talent Solutions will discuss that budget risk with staff and seek authorization before exceeding that expense budget.



Time & Materials (As-Needed) Services

If IWMA requires unplanned additional support outside of the proposed scope of work, it will be billed on a time-and-materials basis using our 2024-25 Standard Rates:

Title	Standard Rates
Principal	\$370
Executive Recruiter/Director	\$255
Art/Creative Director	\$255
Senior Recruitment Coordinator/Senior Business Analyst	\$195
Recruitment Coordinator/Business Analyst	\$140
Assistant Recruitment Coordinator/Junior Business Analyst	\$115
Senior Videographer/Animator	\$195
Senior Photographer	\$170
Videographer/Photographer	\$130
Junior Videographer/Photographer	\$110
Senior Graphic Designer	\$185
Graphic Designer	\$130
Junior Graphic Designer	\$110
Web Developer	\$195
Junior Web Developer	\$110
Drone Operator	\$195
Council Chamber A/V Operator	\$110

For ad hoc work, time at Tripepi Smith is billed in 15-minute increments – i.e. we invoice our time in the following examples: 1.25, 0.75, 4.0 or 6.5 hours. Ad hoc work will be invoiced at the end of the month in which the work was done. Fixed price project work will be invoiced based on pre-determined payment schedules. All payment terms are net 30 days.



REFERENCES

Contacts	Details
<p>Redwood Coast Energy Authority</p> <p>Kristy Siino Human Resources Manager (707) 269-1700 x 318 ksiino@redwoodenergy.org</p>	<p>TS Talent Solutions filled the Executive Director position for Redwood Coast Energy Authority. Our scope of work included:</p> <ul style="list-style-type: none"> • Meetings with the Board one-on-one • Development of candidate profile • Recruitment brochure & marketing materials • Job board posting and management • Direct networking and outreach campaign • Screening of applicants and presentation of candidates • Interview coordination and facilitation • Assistance with selection process and negotiations <p>The recruitment process resulted in the hiring of Beth Burks as Executive Director.</p>
<p>Humboldt Bay Municipal Water District</p> <p>John Friedenbach General Manager 707-362-7509 friedenbach@hbmwd.com</p>	<p>TS Talent Solutions filled the General Manager position for Humboldt Bay Municipal Water District. Our scope of work included:</p> <ul style="list-style-type: none"> • Meetings with the Board one-on-one • Development of candidate profile • Recruitment brochure & marketing materials • Job board posting and management • Direct networking and outreach campaign • Screening of applicants and presentation of candidates • Interview coordination and facilitation • Assistance with selection process and negotiations <p>The recruitment process resulted in the hiring of Michiko Mares as Executive Director.</p>
<p>City of La Cañada Flintridge</p> <p>Dan Jordan City Manager 818-790-8880 DJordan@LCF.CA.gov</p>	<p>TS Talent Solutions filled a City Manager position in the City of La Cañada Flintridge. Our scope of work included:</p> <ul style="list-style-type: none"> • Meeting with Staff and City Council one-on-one • Development of candidate profile • Community engagement survey • Recruitment brochure & marketing materials • Job board posting and management • Direct networking and outreach campaign • Screening of applicants and presentation of candidates • Interview coordination and facilitation • Assistance with selection process and negotiations <p>The recruitment process resulted in the hiring of Dan Jordan as City Manager.</p>



Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

February 7, 2025

Mr. Robert Robert, President
And Members of the Board of Directors
San Luis Obispo County Integrated Waste Management Authority
870 Osos Street
San Luis Obispo, California 93401

Via Email: abiniskiewicz@iwma.com

Dear President Robert and Members of the Board of Directors:

Ralph Andersen & Associates is pleased to submit our proposal to conduct an executive search for the position of Executive Director for the San Luis Obispo County Integrated Waste Management Authority (IWMA).

Ralph Andersen & Associates would be pleased to undertake this recruitment and would be available to commence work on this project within ten (10) days of formal notice to proceed and contract approval. If awarded the search, Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates, will serve as the Project Director for the IWMA.

Project Staffing

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in the areas of local government management, executive search, and related disciplines. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf.

The IWMA will have Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates, as the Project Director on this engagement. Ms. Renschler will have all the resources and full support of our firm fully dedicated to ensuring the highest quality outcome during this important recruitment process.

Ms. Heather Renschler, Project Director



Ms. Renschler has been with Ralph Andersen & Associates for more than 38 years and is the firm's President/CEO. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 26 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working with boards, city councils, staff members, and selection committees in the recruitment and selection process.

Ms. Renschler has extensive experience in conducting public sector recruitments and, as a result, has developed a network of contacts and potential candidates on a national basis. Ms. Renschler has had significant involvement in human resources related searches over an extended period of time, and as a result, has an extensive network from which to attract potential candidates.

Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and public accounting. Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism and obtained a Bachelor's degree in Public Administration from the University of San Francisco.

Paraprofessional and Support Staff

www.ralphandersen.com

Other paraprofessional, graphics, and support staff will provide administrative support to the Project Director on recruitment assignments. These may include Ms. Diana Haussmann, Ms. Christen Sanchez, Ms. Hannah Jones, and Ms. Karen AllGood.



Relevant Search Experience

Ralph Andersen & Associates conducts a wide array of searches in the public sector. Our experience spans populations of all sizes, from the largest in the country to small and mid-size municipalities, including searches for municipalities in the central coast region of California.

Our practice has conducted hundreds of executive-level positions for cities, counties, and special districts on an annual basis. Titles range from city manager to county executive to general manager to executive director. We have also worked for agencies responsible for utilities and integrated waste management, both at the state level and with local agencies over the years. We do not have any recent placements in this specific area that fall within the requested time frame.

Summary of Our Search Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 52 years.

We feel that the key elements of the search process, which can be tailored to fit the specific needs of the IWMA, should include:

- Developing a comprehensive position profile based upon information obtained in various meetings with the Board and other designated IWMA staff.
- Extensive **personal outreach**, via telephone and through internet technology, to qualified candidates throughout California.
- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, the Internet, and professional contacts throughout California.
- A screening process that narrows the field of candidates to those that most closely match the needs of the IWMA and is based on screening interviews with the top candidates. Candidates' education, experience, and credentials are matched to the criteria established in the position profile.
- Candidates would be screened via video technology to determine their overall "match."
- Delivering a product in the form of a search report that recommends a top group of candidates and provides the Board with detailed information about their backgrounds and experience. Review materials and interview books will be provided to the IWMA in electronic format using OneDrive or ShareFile. No hard copies will be provided.
- Conduct final background and verifications, including references, on the top candidate.
- Assist in negotiations of offer of employment.
- Close out the search and notify all candidates not selected.

Ralph Andersen & Associates has an outstanding reputation for being thorough and professional in the approach it takes in recruitments. Each candidate’s match with the position is based on the individual’s own set of professional experiences, management style, education and credentials, and overall fit with the organization and executive leadership.

Schedule

We anticipate approximately a 90-120-day time frame for this entire recruitment process. Importantly, there is the ability to begin this process effectively with the use of video technology and file sharing methods that support a very strategic approach under Ms., Renschler’s direction.

A sample timeline is provided below.

Task	Estimated Week of Completion
Task 1 – Review Project Management Approach	Week One
Task 2 – Develop Position Profile and Recruitment Brochure	Week One – Week Two
Task 3 – Outreach and Recruiting	Week Two – Seven
Task 4 – Candidate Evaluation	Ongoing Throughout Process (typically more focused during Week Six and Week Seven)
Task 5 – Search Report	Week Eight – Week Nine
Task 6 – Selection	Week Nine - Week Ten
Task 7 – Negotiation	Week Ten – Week Eleven
Task 8 – Close Out	Week Twelve

Cost

The recruitment effort for a new Executive Director for the San Luis Obispo County Integrated Waste Management Authority will be a comprehensive search process with a focus on California. The review of resumes and qualifications will be conducted on all candidates that submit giving the IWMA the ability to select from a broad field of qualified candidates. The professional services fee to perform this search will be a **fixed fee of \$39,750*** for recruitment services and all related expenses.

***Note** – Expenses included in this fixed fee include such items as advertising, consultant interaction (anticipated to be done primarily through videoconferencing with the exception of finalist interviews), clerical, graphic design, research, and long-distance telephone charges. On top candidates, Internet and Lexis/Nexis searches will be conducted. Additionally, education verifications, DMV check, wants and warrants, civil and criminal litigation search, and credit check will be conducted on the top two candidates. Detailed reference checks will be conducted on the top candidate. Should the IWMA desire to conduct detailed reference calls on more than one candidate, a background fee of \$1,800 per candidate will be billed in addition to the above stated fees. Limited references (outside of current employer) are included in this quote.

Invoicing for Services – Ralph Andersen & Associates will bill the fixed fee to the IWMA in four installments as follows:

- Following kick-off and finalization of recruitment brochure – \$11,925
- After the closing date – \$11,925
- After finalist interviews – \$11,925
- Upon placement – \$3,975

Progress payments will be due upon receipt.

Brochure – A full color electronic brochure will be developed for the Executive Director recruitment. All pictures will be the responsibility of the IWMA. The IWMA will also be responsible for ensuring that there are no copyright restrictions on the photographs supplied to Ralph Andersen & Associates and that the IWMA will agree to pay any and all related charges or fines if a copyright violation is incurred either during the search itself or subsequently.

Exception – Any candidate travel is the full responsibility of the IWMA.

Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our full search services. If within a one-year period after appointment, the Executive Director resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The IWMA would be expected to pay for the reimbursement of all incurred expenses.

If a placement is not made in the first outreach effort, the Consultant will conduct a second outreach effort with no charge for Professional Services. The IWMA would be expected to pay for all incurred expenses.

References

At Ralph Andersen & Associates, we feel strongly that our past client relationships attest to the professionalism of our services. We would be pleased to provide references if the Board desires to work with us. Unfortunately, our reference list will not directly relate to the IWMA's core activities. If this is acceptable, and the pricing structure is within the IWMA's budget and desired approval level, then we would be pleased to supply utility related clients that have worked with the firm, specifically with Ms. Renschler, Project Director



Should you need any additional information, please feel free to call Ms. Renschler at (916) 630-4900 or more directly on her cell at (916) 804-2885.

Respectfully Submitted,

Ralph Andersen & Associates

Ralph Andersen & Associates

Proposal for:
Executive Director Search Services

Presented To:



Submitted By:



February 7, 2025



February 7, 2025

Ms. Andrea Biniskiewicz, Clerk of the Board,
San Luis Obispo County Integrated Waste Management Authority
Via Email

Dear Ms. Biniskiewicz and members of the Board of Commissioners,

Thank you for considering our executive search services for the San Luis Obispo County Integrated Waste Management Authority's (IWMA) recruitment of a new Executive Director. While our name and firm may not be on your regular radar, we were motivated to submit this proposal given Mr. Cron's remarkable, and increasingly rare, 30-year tenure. This kind of leadership transition work is our specialty.

With over 25 years of executive search experience and a strong background in leadership transition, particularly during periods of growth, transformation, or churn, we believe we are well-positioned to be a key partner for IWMA. Our distinctive approach, tailored to the specific needs of IWMA, includes the following considerations:

- 🕒 small boutique firm who is able to provide a personalized touch to every search; IWMA will not get lost in the shuffle of 40 consultants and 20+ searches.
- 🌐 nationwide perspective on the executive leader market which is unconstrained by any local "off limits" policies; we have worked in over 40 states and 55+ specific geographies in recent years, and
- 👥 extensive work with Boards and candidate pools, including internal or inner circle candidates that may emerge from the current staff, Board, or closely affiliated partners, and
- 🔄 history of work in organizations where turnover has happened, and leadership tenures have been less than desired and

KEES does not submit proposals for just any and every search; we have a defined set of criteria to ensure alignment with our expertise. This opportunity stood out to us due to the transition of a long-tenured leader, an area in which KEES excels, helping organizations navigate leadership succession and successfully replacing retiring executives with leaders who will carry their legacy forward.

We are driven to partner with organizations experiencing significant transition and often work with Boards that have never hired a search partner before. After perusing the proposal, please let us know if you have any questions. We are eager to continue the conversation and hopefully meet with the Search Committee as a next step!

Warm regards,

A handwritten signature in black ink that reads "Heather Eddy".

Heather Eddy
President and CEO
heddy@kees2success.com | 847-274-7621

TABLE OF CONTENTS

Qualifications	1
Search Philosophy	1
Bios of Key Personnel for this Project	2
Recent ED/President/CEO Searches	3
Experience with Relevant/Similar Client Partnerships	4
Work Plan	5
Schedule Summary	8
Budget, Retainer, and Rates	9
References	10
Additional Information	11
Appendix A: Sample Opportunity Guide	12

Qualifications

KEES (Kistner Eddy Executive Search) is a **premier national executive search firm**, operating as a woman-owned small business, dedicated to building strong, effective leadership teams that drive organizational success and impact. Although national in scope, we approach partnerships with a boutique mindset, tailoring each project to its local community. Our foundation is built on a rich history that began in 2000 when Alford Group Executive Search (later renamed Alford Executive Search) was established by The Alford Group, one of the nation's premier consulting firms. KEES was founded in 2013 as an expansion of Alford Executive Search, fueled by a bold vision for expansion executive search and enabling more effective support for public sector agencies in various capacities. KEES co-founder Heather Eddy was a key leader at The Alford Group and Alford Executive Search from 1996 to 2013. More than just an executive search firm, KEES was built to empower organizations with innovative solutions that enhance efficiency, strengthen leadership, and drive missions forward.






With a national reach and an unwavering commitment to excellence, DEIB, and bold solutions for the past 20 years, KEES is recognized for our long-lasting executive placements and the personalized service we bring to every client relationship. Our team isn't just made up of consultants, we're public sector leaders, board members, and dedicated volunteers who have lived and breathed the sector. Backed by years of hands-on experience and strategic insight, we deliver tailored solutions that help organizations thrive.

At KEES, we don't just fill positions, we build futures, for professionals, organizations, and communities. For more information about KEES, please visit us online at www.kees2success.com.

Search Philosophy

What we have learned over our 25+ year history is that **regardless of geography, position, or sector**, the single most crucial factor contributing to the success of an organization is the ability to hire and retain outstanding people who can contribute to a positive culture and get the job done. This is even more important when a **respected, long-tenured leader retires** these days, amidst the tumultuous workplace cultures that are in churn. While this may sound simple, it is actually profoundly complex and requires an approach designed to hire the best people, not just fill a job.

Our search philosophy and approach are based upon the following key principles:

-  **For a new hire to achieve success, success must be clearly defined.**
Finding the best person requires an in-depth definition of the performance desired from that person – performance objectives that support your organization's goals.
-  **Past performance is the greatest predictor of future success.**
If a candidate has been productive and of value at previous places of employment, they will continue that trend of success with you.
-  **A wide net alone does not guarantee the best candidates.**
Sourcing strategies must be multi-leveled, targeted, and creative. KEES has built an enormous database of over 114,000 professional names, which we are continually updating. We utilize both proactive and reactive methods.
-  **Chemistry counts, but not without the performance to go with it.**
Emotion and intuition are influencers in the hiring decision, but they should never be the drivers.
-  **Hiring is a career choice for both the candidate and the employer.**
As such, it should be handled in a consultative and professional manner.



Our track record of successful searches, as well as our long-term client relationships, prove that our philosophy and approach deliver the desired results. Further, the above-average tenure rate of our placements demonstrates that our philosophy and process yield a solid, long-term placement with a solid ROI for our client partners.

Bios of Key Personnel for the Project

HEATHER EDDY | President and CEO

Heather Eddy's helps organizations achieve excellence through building strong, capable, dynamic, and diverse leadership teams. In her 28-year career, Heather has partnered with Boards on over 225 executive searches for top leadership. She is often called when the institution seeks to diversify and reenergize a leadership team through the next leader, start a new initiative or organization, and/or the (re)building of a team. She leads most of the firm's C-suite searches, as well as newly created roles in DEI/DEIB/JEDI, specializes in working with organizations in some state of Board or Staff transition, and brings expertise specific to Founder/Founder-like transitions. Previously she served for 17 years in multiple leadership roles with The Alford Group before co-founding KEES in 2013 as a woman-owned small business. In her leadership of KEES, the firm and Ms. Eddy are recognized as pioneers in diversity recruitment, first, from a gender inclusivity perspective, and in the past nine years, strength in racial/ethnic diversity measurements. As a volunteer leader, she serves on the boards of Will County/Grundy County public clinic, a free and charitable clinic, DuPage Metropolitan Family Services and an Advisory Committee Member for the Business and Professional Services Department at Oakton Community College. As a frequent speaker, she contributes knowledge to the sector in the areas of executive succession planning, engagement of boards/governing bodies, and strategic philanthropy. As an alumna of Leadership Illinois (2001) and a current Fellow of the University of Chicago Leadership Circle (2024), she promotes lifelong learning and professional development. She holds a Masters of Educational Administration and a Bachelors of Interpersonal Relations from Purdue University.

SCARLETH LEVER ORTIZ | Associate Vice President

Scarleth Lever Ortiz (she, her, ella) is a dedicated steward of social justice in the public sector with over 15 years of local government experience in public housing and community development. She began her career in Chicago as a Special Projects Coordinator in the Housing Choice Voucher office at the Chicago Housing Authority. She quickly advanced to Senior Advisor to the Chief of HCV, where she oversaw MTW activities, managed updates to the HCV Administrative Plan, and developed pilot programs for the department. Later in her 11-year tenure with CHA, Scarleth was the founding director of the Office of DEI, where she established programs and activities aimed at enhancing cultural competency, collaboration, and access, especially for underrepresented populations. In 2021 Scarleth moved to the King County Housing Authority (KIMD), appointed to a newly created role of Senior Vice President of EDI. Currently, she is the Senior Equity, Inclusion, and Belonging Manager at King County (Seattle), where she supports 2,000 employees, drives systemic change, and advances equitable outcomes. The majority of her recent decade of career has interacted with building and supporting the hiring of diverse and uniquely structured teams. As a certified and proven DEI professional as well as a seasoned policy expert, Ms. Lever Ortiz brings a multi-faceted approach to KEES clients by ensuring a broad and equitable approach to all hiring, with a particular focus in public entities. Scarleth holds a Master of Urban Planning and Policy from the University of Illinois at Chicago and a Bachelor of Arts in Global Studies from the University of Minnesota. She is a Certified Diversity Professional and has completed advanced training in adaptive leadership, racial equity, and mental health advocacy through programs such as Leadership Eastside, the Climate Reality Project, and Courageous Conversations About Race. Scarleth's commitment to service extends beyond her professional roles. While in Chicago, she volunteered with organizations focused on youth mentorship, housing advocacy, and immigrant rights. Today, she serves as a Planning Commissioner for the City of Bothell and a board member for Eastside for All. A first-generation immigrant from Mexico City, Scarleth brings a global perspective and a deep passion for empowering communities to thrive.



Randi Blasutti | Project Manager

Randi Blasutti joined the KEES team in 2022 as a Project Manager, playing a vital role in managing critical elements of the search process. She excels in coordinating timelines, resources, and stakeholders and collaborates with the team to identify top leadership talent for youth-focused and mission-driven organizations. Before her time with KEES, Randi worked at a local nonprofit in Naperville, assisting job seekers in building essential skills such as resume writing and networking to achieve career success. Her background in administrative and volunteer management, fundraising, and special project oversight has equipped her to tailor searches to meet each client's unique needs. Randi specializes in executive leadership and key staff search, with a focus on organizations in youth services, higher education, and human services. Her passion for making a difference drives her to connect talented individuals with opportunities where they can profoundly impact young lives and strengthen their communities. Her past client work includes Off the Street Club, Chicago Debates, and Chicago Youth Symphony Orchestra. She brings proven success in sourcing and qualifying diverse candidate pools, ensuring that client organizations benefit from leadership teams reflective of the populations they serve. Randi holds a BS in Human Resource Management, with a minor in Humanities, from Madonna University, and is dedicated to fostering equity and excellence in the public sector.

Recent ED/President/CEO Searches

KEES has a strong track record of conducting executive searches for the top role (CEO, ED, CAO, etc.) as well as senior and upper level management. Our expertise ensures we connect organizations with leaders who are not only highly qualified but also deeply committed to strengthening communities and serving the public. Below is a list of top-level placements, highlighting our experience in identifying transformative leaders who understand the unique challenges and opportunities that come along with leading an organization. While the RFP calls for searches in the **last 3 years**, we are providing a more comprehensive list to show the extent of our experience. This also demonstrates our work in multiple regions/states which will add benefit to the IWMA search. Of note, KEES recognizes the turbulent job market in the years following the pandemic and the impact it has had on leadership transitions. Included are examples beyond Executive Director, President, and CEO searches to further demonstrate variety and longevity. These additional placements highlight our ability to identify and secure strong leaders in a variety of roles, ensuring stability and continuity for the organizations we serve.

- Active Transportation Alliance -ED
- American Dental Assn. Foundation - ED
- **Aurora Area Convention and Visitors Bureau - ED**
- Barrington Area Council on Aging - ED
- Bay Area Urban Debate League – ED
- **Charter School Commission-WA - ED**
- Chicago Children's Advocacy Center - ED
- Northeast Louisiana Child Coalition ED
- Children's Village - CEO
- Christ Community Health Services
Augusta Georgia – CEO
- College of Southern Nevada Fdn. - ED
- Community Food Navigator - ED
- Concordia Place - President&CEO
- Concordia University Chicago Foundation
– President&CEO of the Foundation
- Counseling Center of North Shore - ED
- Detroit Community Care - CEO
- Covenant Trust Company - President
- Craft Alliance - ED
- Cradle Kalamazoo - ED
- DuPage Federation on Human Services
Reform - ED
- DuPagePads - CEO
- Educare Lincoln (NE) - ED
- Family Service of the Piedmont – CEO
- Girl Scouts of Central Illinois – CEO
- **Glenview Public Library**



- **Hawaii State Public Charter School Commission – ED**
- Humangood - President&CEO
- Illinois Action for Children - President
- Illinois Library Association - ED
- **King County Housing Authority – Deputy Executive Director, Housing Assistance Programs and Senior Director, Equity, Diversity and Inclusion**
- Lawndale Christian Health Center - CEO
- Legacy Health Endowment - CEO
- Little City - President&CEO
- **Los Angeles County Affordable Housing Solutions Agency - Interim CEO, CFO**
- Los Angeles Metro Debate League - ED
- Louisiana Policy Institute for Children – ED
- **City of Naperville/NaperSettlement President&CEO**
- National Runaway Safeline - ED
- NeighborHealth Center - CEO
- Project Hope - CEO
- The Salvation Army (*multiple national roles and geographies including in Rochester, Syracuse (several), Albany & Binghamton*)
- **Seattle Public Library – Executive Director**
- Siloam Family Health Center - President&CEO
- Storycatchers Theatre - ED
- United Way of Will County - President&CEO
- **Washington State Charter Schools Association – Executive Director**
- **Washington State Department of Social and Health Services – Current partner, Secretary**
- **Washington State Fruit Commission - Managing Editor (aka ED)**
- **Washington State Housing Finance Commission – DEI Director**
- **Washington State School Directors' Association - ED**
- Western Arts Alliance - ED
- YWCA Boulder - ED

Experience with Relevant/Similar Client Partnerships

KEES is a generalist firm that believes our cross-sector expertise enables us to deliver a creative and unique candidate pool, bringing a diverse skill set and fresh perspective. We envision presenting candidates with professional backgrounds with other public sector/related work alongside any unique candidates that may help the IWMA approach its work differently to meet the new era of customer, general public, and workforce. This strategy has proven highly successful over our 25+ years and even more valuable in recent years (post-pandemic) as the overall workforce navigates to these new shifts, fluctuations, and transitions.

The reality is that many industry veterans are retiring or leaving public service as a professional path (see recent education we provided on this topic here- [blog post](#).) The public sector and special use districts are no exception; the sector has been crushed by early retirement, job downshifting, and a batch of earlier career professionals that are simply different in their thinking, use of technology, and approach to this kind of work. But, there is a new lens of opportunity; employers have to be open to a different profile of leader. KEES will explore and invite step-up candidates, perhaps long-time commercial/industrial sector leaders who feel imperative about the work of IWMA, or private sector leaders ready to switch catchall these types of candidates will be examined, along with our internal database of current public sector leaders. KEES has worked in 42 states, and is highly skilled at precision entry in each search, learning the players and KPIs, and completing a successful search. We can provide numerous examples of a “new” type of search (industry, geography, or position) to



help you evaluate this unique difference and appreciate our successful approach. Simply put, our team emphasizes research and a process-heavy thorough approach, which serves as the foundation of our search process. We utilize our existing contacts (many are in public service, as staff or elected/appointed leaders), research the local, regional, and national experts, build partnerships, and engage with IWMA's stakeholders to build relationships with desired candidates. We would also leverage public sector relationships we have that span the country in multiple offices, agencies, and special use districts.

The value we bring is not only our expertise in a search process that is applicable across sectors, industries, and roles but also our proven ability to effectively apply that expertise in almost any situation.

Work Plan

The search for the Executive Director can be crafted to meet IWMA's specific needs and will be conducted using our **4 PHASE Search Process** (if full search is contracted), which has been proven time after time to deliver the right individual for the Authority. We have also proposed an approach (see Fee section, (page 9) that would allow IWMA to contract separate parts of this fully described process. For the purposes of this proposal, the **full, retained, search process is described below**, and pricing alternatives are presented on page 9.

Phase 1: Planning

In this initial phase, KEES will collaborate with organizational leadership to create a strategy for an inclusive and effective process for the search.

➔ **Result: A Comprehensive Search Strategy**

Discovery: Assessing Organizational Needs

- We will come to a comprehensive understanding of all major aspects of your organization – your history, structure, culture and values, strategic goals, current issues or challenges, and your vision for the future. What impact will Mr. Cron's retirement, and expertise as a local, regional, and national solid waste industry expert have on the Authority, internally and externally?
- How do your demographics of staff and board represent the customers you serve? Is that a requirement? What does your focus on DEIB initiative entail? Have you had an organizational equity audit?

Boosting Employer Brand

- Our team assesses your Employer Brand and starts with recommendations early on. Does your website share current and relevant data that is important to job seekers?
- What is your online presence? How active are your constituents on various social platforms?
- While the impression you have in the market may be great for the services and programs for member jurisdictions of the Authority, what does it say to job seekers?



Defining Performance Objectives and Opportunity Guide

- This results in a prioritized list of deliverables and measurable accomplishments that define success for the new hire.
- This “Opportunity Guide” of organizational information serves as the key marketing tool during the search process. This is an expanded version of your job description.

Establishing the Compensation Package

- Using industry benchmarks and market knowledge, KEES consultants will make recommendations regarding annual salary and the compensation package. Based on state law, discussion of candidates’ compensation history may or may not be allowable during the search and hiring process.

Phase 2: Implementation

In Phase Two, KEES collaborates with leadership to take the opportunity into the marketplace; we will identify and encourage the interest of the best candidates available to fill the open position and screen all candidates to identify those most likely to achieve success.

→ Result: Optimally Qualified Candidates

Sourcing Potential Candidates

- Leverage our extensive personal network of professionals in all sectors, with a specific focus on public sector and special use district leadership to network the marketplace for potential candidates.
- Source the KEES database comprised of thousands of contacts and likely hundreds of potential candidates for each specific search.
- Implement print and electronic advertising strategies as well as social media outreach.
- Ad placement and direct leadership outreach to pertinent locations

Screening, Interviewing, & Evaluating Qualified Candidates

- Analyze credentials via their application in our proprietary Applicant Tracking System as well as written responses to a questionnaire.
- Pre-screen and preliminary interview potential candidates.
- Gather background information on candidates who will be recommended for interviews.

Presenting Finalists

- Present optimally qualified candidates for the position who have been screened in the KEES 4-stage approach.
- Submit a comprehensive Candidate Profile for each Round 1 finalist candidate including an assessment of strengths/challenges, qualifications, and professional overview.
- Facilitate Round 1 and 2 interviews, ensuring all stakeholders are involved and their input captured.

Phase 3: Closure (only in full, retained search)

KEES will collaborate with your leadership to ensure the selection process is inclusive, engaging, efficient, and effective.

→ Result: The Right Individual for your Organization

Selecting the Final Candidate

- Facilitate interview process including suggested questions and strategy.
- For the selected candidate, conduct a comprehensive Due Diligence process including a Reference/Onboarding panel of conversations and a full Background Check (including an Employment Credit Check). Reference checking may include former supervisors, direct reports, and/or industry peers.
- Manage administrative aspects of the interview process, coordination of schedules, candidate travel, and other related logistics.
- Facilitate the decision-making process.



Constructing and Closing the Offer

- Collaborate with the Board on an offer to be presented to the selected candidate.
- Work with IWMA to assist with negotiations when a candidate is identified for an offer.
- Support client and candidate through the transition period.

Closing the Communication Loop

- Provide recommendations for announcing the new hire to key stakeholders and the general public.

Phase 4: Follow-Up

KEES is your partner to ensure the new hire integrates as seamlessly as possible into your team. To do this, we utilize a leading personal assessment tool called DiSC®, which is used by more than 40 million people to improve work productivity, teamwork, and communication. KEES will work to ensure the new hire is well-positioned for ongoing success during her/his first year of employment.

→ Results: Organizational Balance, Mission Fulfillment, Board Satisfaction, Staff Integration, and Increased Productivity

Assuring Retention

- Offer recommendations for an effective orientation and for managing, appraising, supporting, and retaining the new hire.

Providing Ongoing Support

- Conduct quarterly follow-up sessions (according to an agreed-upon schedule) with the new hire and their supervisor.

Managing for Success

- Assist in professional development program.



Schedule Summary

The timeline below is a starting point for discussion. Based on the depth and level of service selected by IWMA, the timeline will be adjusted and discussed at our first Search Meeting/Kickoff Meeting. We understand that the Board is currently helping out/stepping in to support Management activities (not ideal for many reasons) so we will work as quickly as possible to ensure a hire is made with the needed thoroughness and speed as possible.

	Action	Responsibility	Target date(s)
Phase 1	Sign contract and Issue 1st invoice	Both	Before Week 1; generally within 3-5 business days of verbal commitment
	Kickoff Meeting and confirm search committee meeting schedule	All	Week 1
	Issue DiSC link to Board/Search Committee Chair	KEES	Week 2
	Conduct Stakeholder Interviews	KEES	Weeks 2 – 3
	Finalize Opportunity Guide and Marketing/Outreach plan	KEES / IWMA	Week 3
Phase 2	Launch candidate outreach program	KEES	Week 4 and continuous
	Place and run advertisements	KEES	Week 4
	Source for potential candidates (eblast, social media, 1:1 phone calls)	KEES	Week 4
	Conduct screening	KEES	Week 5 - ongoing
	Present Analysis & Recommendations of top Candidates	KEES	Week 8
Phase 3	Schedule and Coordinate the Interview Process	KEES / IWMA	Week 9
	Facilitate decision-making process and 2nd interviews	KEES / IWMA	Immediately after finalist candidates confirmed
	Hold Special Board meetings (if needed) per by-laws	IWMA	In final decision-making phases
	Conduct Reference/Onboarding conversations and Background Check	KEES	Immediately after finalist candidates confirmed
	Coordinate offer process	KEES w/ IWMA's guidance	Immediately after finalist candidate confirmed
	Issue DiSC Link to hire	KEES	Upon offer acceptance
	Contact all finalists with the selection	KEES	Upon acceptance
	Assist selected candidate with the resignation process	KEES	As needed after offer is accepted
Phase 4	Notice that the hired candidate must give	Candidate	Generally 4 – 5 weeks
	Follow-up with Board and new hire	KEES	90 days after hire



Budget, Retainer, and Rates – confidential information; please redact on any information requests.

KEES is an executive search and staffing firm specializing in connecting organizations with top leadership talent. We do not, as a standard, offer Contract Placement in the industry's traditional sense. We offer full, retained executive search and then modified services (called Search Assistance) that are flexible and crafted to meet each partner's need.

For a full, retained, executive search, our professional search fee is a flat fee of \$27,650 or 29% of final first-year cash compensation earned by the candidate, whichever is less for any salary up to \$180,000. This includes the three primary phases of the KEES search process and onboarding support. A not to exceed fee cost ceiling for the full project is \$27,650.

For Search Assistance services (unbundled, full search), we apply groupings of services which are priced with projected time and hourly rates ranging from \$80/hour - \$190/hour. A research and project manager time is priced less than a senior/project lead rate. This approach ensures a customized and results-driven partnership for each engagement at cost-effective fee structures.

confidential information; please redact on any information requests.

<p>Level 1/flat fee/\$13,000</p>	<p>KEES regular Phase 1 work as described above. Deliverables include the Opportunity Guide, an Advertising Plan, and Salary Benchmarking. Job is launched/posted in the KEES Applicant Tracking System. VALUE: This element helps you clarify the position and performance expectations, understand market rate salary and create visibility for the role. It also provides a professional application site where all candidates are tracked</p>
<p>Level 1+2/flat fee/\$22,000</p>	<p>A majority of the elements of KEES Phase 2. In addition to Level 1 work, we will undertake promotion of the role, social media visibility and attention, and proactive outreach to identified and researched possibilities. VALUE: This added depth helps uncover passive candidates. Note, this is the only element that cannot be contracted independently and is not eligible for non-executive roles. For mid and lower-level roles, this Level can be modified on a case-by-case basis.</p>
<p>Level 1+2+3/flat fee/\$26,000</p>	<p>Elements of KEES Phase 3. After the group of top candidates is identified, KEES will support your team or the Board Search Committee in the hiring process. This includes preparation for interviews, providing interview training (legal dos/don'ts), and customized interview questions. This level includes KEES being a part of Round 1 interviews and facilitating, if desired. Included in Level 4 is support in the offer process and Due Diligence (background checks and reference calls) VALUE: for teams/Boards that do not regularly hire top leaders, this support provides a hands-on partner from interviews to hire.</p>



References

Many of these references are board-level volunteers (appointed/elected/voluntary). We provide publicly available information, and private contact information is available upon request. This is **confidential information** and should be redacted in any information requests.

Victor Sanchez

Council Member, City of Bellflower, Bellflower, CA vsanchez@bellflower.org

Mr. Sanchez has worked with KEES in the past 1.5 years on the early phase, start up hiring for the Los Angeles County Affordable Housing Solutions Agency, a multi-city, county-wide special use district organized by State Bill 679 in 2022. Other project references are also provided, but Mr. Sanchez can speak directly to the work of the team and knows KEES and it's work on a larger stage.

Tommy Newman

Vice President, Public Affairs and Activation,
United Way of Greater Los Angeles
213-808-6271
tnewman@unitedwayla.org

Rex Richardson

Mayor, City of Long Beach
Current Chair, LACAHS
562-570-6801
rex.richardson@longbeach.gov

LACAHS is a newly created public Agency. As a start-up agency with expected revenue (\$400M+) from public sources in 2025, LACAHS is KEES' most recent public sector partner, and our services were selected after a 2023 competitive bid process. LACAHS is in the process of being launched and Mr. Newman is part of the backbone services being provided by United Way Greater Los Angeles to help the initiative launch. He can speak to why KEES was selected as the lead partner from a pool of national firms that bid on the project. Mr. Sanchez is our primary working contact and Chair of the Search Committee, as well as serving as 2nd Vice Chair of the public Agency board. He can provide input on working with KEES within the constraints, and opportunities, of a public entity. Mr. Ryan Johnson is the hired individual, who will serve as Interim CEO for the next 11 months while the Agency formalizes and begins to take shape. We present this as a highly complex public partner that covers 88 municipal entities with a board of 21 and demonstrates KEES can create success in unique and different working partnerships. KEES was also retained (this week) to launch the Chief Financial Officer search, the next full time C-suite position to be hired.

Macarena "Rena" Tamayo-Calabrese

President and CEO, Naper Settlement / City of Naperville
calabresem@naperville.il.us

Alex Harris

Search Committee Member and Former Board Member, Naper Settlement /
(312) 590-0630
harrisal@metrofamily.org

The City of Naperville owns and through a special use agreement, operates, Naper Settlement a publicly entrusted outdoor museum and tourist destination on 13 acres of learning and interactive space engaging audiences of all ages. It serves as an economic engine for the city and surrounding counties, holding festivals, and bringing visitors, and was an anchor in the Water Street redevelopment. This reference is listed as an example of a public-private partnership with an appointed municipal board, as well as a CEO Placement that has been in the role for more than a decade.



In 2014, KEES placed Rena Tamayo-Calabrese as the first-ever **President and CEO** of Naper Settlement, and she will celebrate 11 years as the top executive leader this coming summer. [Naper Settlement](#) is a community gem in the second-largest suburb of Chicago with approximately 149,000 residents. Naper Settlement is a 13-acre, outdoor living history museum, that hosts regular annual events (Naper Nights summer concert series, Oktoberfest, Christkindl mart) and special events, weddings, and community forums.

Rena followed the retirement of a long-time leader (35+ years). Naper Settlement is a stand-alone public nonprofit organization, but its employees are housed in the City of Naperville structure, and the philanthropic arm, the Naperville Heritage Society, coordinated the search and is the primary governing body, liaising with the city-appointed NaperSettlement Museum Board.

Ms. Calabrese reports to the independent Board of Directors (NaperHeritage Society) and interfaces significantly with all city/municipal partners. She can speak to the process as a candidate and is knowledgeable about the aIWMAy of services and philosophies offered by KEES. Mr. Harris was an active Search Committee member. Mr. Harris is also familiar with the work of KEES in general.

Ms. Sally Pentecost, the previous board chair of Naper Settlement (since retired and moved to Florida), would also speak to KEES' services. Given her recent move, KEES is currently in the process of tracking down her updated contact information.

Carl Takamura

Board Member, Hawaii State Public Charter School Commission
808-561-5988 | ctakamura@aol.com

Carl is a Commissioner on the Hawaii State Public Charter School Commission and served on both of the Permitted Interaction Groups that worked with KEES, including participation in both rounds of interviews facilitated by KEES. He was a key leader in the process in working with KEES through the 2024 partnership, and is currently working with us to conduct the 1-year evaluation of the new ED.

Additional Information

The Statements below pertain to the disclosures listed in the proposal requirements section of the RFP.

1. KEES does not currently provide services to any public clients in San Luis Obispo County. Additionally, we foresee no actual or potential conflicts of interest in representing the IWMA. Should any conflict arise, KEES is committed to full transparency and will take appropriate measures to resolve, mitigate, or avoid any conflicts in accordance with ethical and professional standards.
2. KEES affirms that there is no civil or criminal litigation or indictment involving our firm, our joint ventures, strategic partners, prime contractor team members, or subcontractors. Should any such litigation arise after the submission of this proposal, KEES will comply with the disclosure requirements and notify the IWMA in writing within five (5) days of its commencement.
3. KEES is headquartered in Naperville, IL, and is a national search firm that has done business in over 40 states.



Appendix A: Sample Opportunity Guide

Appendix A presents a sample of a recent "Opportunity Guide" created for a client (aka Job Description). This deliverable is a standard component of the KEES 4-Phase Process. In Phase Two, KEES collaborates closely with leadership to strategically introduce the opportunity to the marketplace, ensuring an impactful outreach that attracts top candidates. This "Opportunity Guide" is one of the key tools used in our outreach efforts and highlights a recent partnership with the Los Angeles County Affordable Housing Solutions Agency (LACAHSa).



**Los Angeles County
Affordable Housing
Solutions Agency**

About Los Angeles County Affordable Housing Solutions Agency

Born out of the fundamental belief that housing is a human right, the Los Angeles County Affordable Housing Solutions Agency (LACAHSa) was created to enact and sustain policies and practices that uplift ALL communities. A regional organization focused on all of Los Angeles County regardless of age, race, class, disability, and gender, LACAHSa was created to make housing more affordable, help people stay in their homes, and increase housing options for people experiencing homelessness. It is a solution, to create housing solutions.

Los Angeles County, the largest county in the United States, is facing the most significant housing crisis in the region's history. Hundreds of thousands of residents experience housing instability and are at risk of homelessness. They are being pushed out of their communities, often where their families have lived for decades. Los Angeles County's affordable housing crisis is both urgent and expansive. The need for affordable and stable housing impacts the 10 million residents across the County's 88 cities and unincorporated areas, and the crisis can only be solved by the entire County coming together to invest in proven solutions. To sufficiently address the housing crisis, affordable housing must be developed not only in low-income communities that have historically been disinvested in, but also in high resource neighborhoods that have historically practiced exclusionary zoning.

A coalition of elected leaders, community organizations, and housing and homelessness experts partnered with multiple stakeholders to pass **Senate Bill (SB) 679**, which was signed by Governor Gavin Newsom and officially created LACAHSa in 2023. Operating as an independent government agency that has jurisdiction within the Los Angeles County, it is governed by a board of 22 and is guided by a long-term vision to drive innovative solutions to ensure access to housing that all Angelenos can afford. Its multi-pronged purposes are to strengthen the tools to unlock investment to scale for housing production, preserve existing affordable housing, and prevent people from falling into homelessness.

Interim Chief Executive Officer Opportunity Guide

lacahsa.gov



HOUSING UNITS BY DECADE(S) BUILT, LOS ANGELES COUNTY



Decade(s) Built	City of Los Angeles	Rest of LA County
1920 or earlier	~150,000	~150,000
1940 to 1949	~100,000	~100,000
1950 to 1959	~200,000	~200,000
1960 to 1969	~150,000	~150,000
1970 to 1979	~100,000	~100,000
1980 to 1989	~50,000	~50,000
1990 to 1999	~20,000	~20,000
2000 to 2009	~10,000	~10,000
2010 to 2019	~5,000	~5,000

Created by Shane Phillips. Data: American Community Survey 1-year sample, 2019.





www.kees2success.com | Building transformative teams and leaders

2



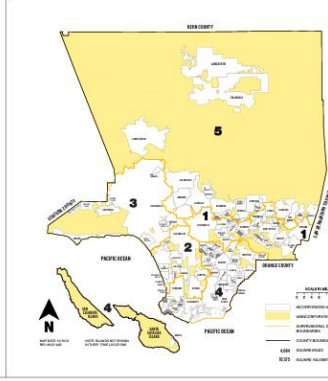
About Los Angeles County Affordable Housing Solutions Agency

We can do more together than apart

The theory of change that inspires LACAHSAs is clear: we can do more together than apart. Bringing an unprecedented regional approach to solving the crisis, the LACAHSAs Board is comprised of all five County Supervisors, the Mayors of Los Angeles and Long Beach, elected representatives from other regional sectors, and expert representatives on key housing issues. To cut through bureaucratic red tape to accomplish more than ever before, LACAHSAs is also empowered by its legislation to enable innovative financial tools and development strategies that will produce and stabilize affordable housing at the scale required to truly move the needle at the regional level. This means breaking down silos between the 88 cities and structurally mandating coordination and collaboration, because housing should be treated as essential countywide infrastructure instead of a local concern.

While the passage of SB679 opens a door to change, there is an immense amount of work to ensure the agency is stood up and implemented in a way that aligns with the goals of ground-level housing leaders, the community, and those most impacted by unaffordable housing. A multi-pronged and coordinated approach is

the preferred path to find long-term solutions to the affordable housing crisis facing Los Angeles County. Leadership envisions an approach implemented with sufficient capacity and infrastructure to implement change at scale. With a countywide lens that has not previously existed, LACAHSAs will drive forward a comprehensive approach to the 3 Ps of affordable housing: protect tenants; preserve affordable housing; and produce new affordable housing.



The Opportunity: Interim Chief Executive Officer

LACAHSAs seeks a strategic interim leader to manage and administer the startup activities for the Agency. The interim leader will work to create the infrastructure, plan, organize, coordinate, and evaluate early stage work to date, for approximately a one year effort. The Interim CEO will work with the Board and various subcommittees to advance policies and procedures that will form the basis of operations starting in December 2024/early 2025. The primary goal of the entire initiative is to create an agency that works to reduce regulatory burden and ensures solutions to affordable housing throughout Los Angeles County while maintaining full transparency. Reporting directly to the LACAHSAs Board, the Interim CEO will lead LACAHSAs until a Permanent CEO is hired (anticipated in/around the first quarter of 2025). The Interim CEO will work with LACAHSAs leadership to explore various means of garnering resources to fund its future, including, but not limited to public support through tax instruments, public grants, private grants, philanthropic support and for the longer-term, possible earned revenue streams. Early stage funding has been provided by nonprofit partners. The origin of LACAHSAs is in California State Bill 679.



Performance Objectives

Planning and Infrastructure Development

- Establish a clear strategic framework and business plans (1-year and 3-year) for LACAHSAs that capture the core priorities of housing production, preservation, and renter protections.
- Design the organizational structure, ensuring that hiring is consistent with the needs and functions of LACAHSAs's vision and business plans.
- Develop an annual operating budget, create financial systems to manage assets, develop systems to support compliance and track expenditures, and ensure financial sustainability.
- Create and implement internal controls and procedures to safeguard LACAHSAs's assets and reputation.
- Seek and secure an office location for the agency.
- Communicate effectively with the board and partners to ensure alignment and transparency.
- Partner with the currently contracted consultants and third parties in their work on infrastructure creation and early-stage planning.

Operational Oversight and Management

- Design and implement high impact programs and initiatives consistent with LACAHSAs's purpose and role (for 2025 implementation).
- Build best-in-class operations and partnerships. This will manifest in on-time transfers of funding to partner public entities, successful underwriting and bond issuance, highest quality financial controls, and annual financial reporting.
- Ensure compliance with all relevant laws and regulations.
- Communicate effectively and promptly with the Board of Directors.

- Maintain consistent and transparent reporting on the organization's progress and outlook and ensure fiscal responsibility.
- Develop strategies for additional non-public supplementary revenue sources that will be needed beyond November 2024.
- Recruit, hire, and train staff members for LACAHSAs's short and long-term needs, including statutorily mandated positions (in general counsel and an inspector general) subject to Board approval where required.

Community Engagement and Stakeholder Relations

- Serve as the public face of LACAHSAs and represent its mission to external stakeholders.
- Develop and implement education and outreach strategies using technology and social networks to increase visibility of LACAHSAs for all audiences and the public.
- Engage with the community to understand their needs and priorities, and incorporate feedback into decision-making.
- Work with the Board, various Council of Government entities, elected and appointed leaders, nonprofit agency partners and other stakeholders to build a comprehensive understanding of the current affordable housing situation to inform solutions.
- Advocate for the agency's mission and priorities through public speaking engagements, media outreach, and other channels.
- Partner with local stakeholders to identify lawful means to fund local governments and non-profits who have plans and projects needing funding to start constructing in their respective jurisdictions.
- Provide funding and support opportunities to help communities meet affordable housing goals.



The Qualified Candidate

LACAHSAs seeks a passionate, energetic, and diplomatic executive leader as its Interim Chief Executive Officer. The role requires a dynamic relationship-builder with a demonstrated knowledge of Los Angeles County (or substantially similar communities) who can cultivate and grow critical partnerships for organizational growth, accompanied by leadership and communication skills that can inspire, support, and accelerate change across the region. The ability to create strong, meaningful relationships and build consensus and collaboration among a wide range of community stakeholders is required.

Progress moves at the speed of trust

The ideal candidate will be focused on housing production and renter supports in Los Angeles County and have a strong, vibrant public presence. To support the mission of ending homelessness, the Interim CEO will lead an organization that seeks to build and facilitate the building of affordable housing units throughout Los Angeles County. They will be unquestionably trustworthy, and integrity will be innate. The leader will be exceptionally knowledgeable in the current landscape of homeless services in the Los Angeles County region and a proven advocate of marginalized populations. An attitude and will to accomplish and advance programs, education, and collaboration is a must.

LACAHSAs is open to the Interim leader being considered and applying for the permanent CEO, pending the outcome of the permanent CEO selection process.



Ideal Attributes Include:

- A minimum of 10 years of progressive experience in leadership and management. Involvement in real estate finance and/or housing development; affordable housing development, intra-governmental housing efforts, and solution-oriented initiatives that can lead to LACAHSAs's success.
- Experience working effectively with the public, private for-profit, and private non-profit sectors. Experience working at the regional level is essential.
- Proven track record of creating new programs and organizational systems from the ground up.
- Strong ability to work across lines of commonality, difference, divergent perspectives, and lived experience, with diplomacy and discretion, bringing people together around shared vision and goals inclusive of tenancy, builder, developer, and regulator.
- Knowledge of federal, state, and Los Angeles County and City housing policies, regulations, and programs to ensure accelerating solutions for the long-term while maximizing existing resources.
- Demonstrated experience in affordable housing finance as well as non-traditional and/or innovative financing approaches outside of the traditional Low Income Housing Tax Credit system.
- Track record in financial management, planning, financial analysis, and negotiation.
- Strong analytic and strategic-thinking skills, with a demonstrated ability to create, implement, and monitor complex plans and translate those plans into goals and concrete strategies.
- Excellent communication skills, both written and verbal. Presentation and listening skills are also required, along with a convincing professional presence.
- Bachelor's degree in finance, public administration, community development, or a related field.



The Qualified Candidate

Preferred Attributes Include:

- Master's degree in finance, public administration, community development, or a related field.
- 10 years of extensive and progressively responsible full-time paid administrative, executive experience in one or more of the following:
 - a) Public Housing Agency: Administration of an Agency with at least 1,000 rental units and with recent activity in development or management of low-cost housing and Section 8 housing.
 - b) Governmental Agency: In a governmental agency engaged in the administration, implementation and enforcement of federal, State or local housing laws, with emphasis in project finance.
 - c) Other Public Agency: As a member of the administrative or planning staff (in an administrative, executive and consultative capacity) of a public agency engaged in a large-scale community development, organization or social planning.
 - d) Public Administration or Business: In a field of planning, coordinating or financing of large-scale programs in business or public administration involving duties comparable to those of a President/CEO of a large public housing finance agency or similar.



Don't check off every box in the requirements listed above? Please consider applying anyway! Studies have shown that underrepresented communities — such as women, people of color, LGBTQ, people with disabilities, those with lived experience in the mission area, and immigrants — are less likely to apply to jobs unless they meet every single qualification. LACAHS is dedicated to building an inclusive, diverse, equitable, and accessible workplace that fosters a sense of belonging — so if you're excited about this role but your past experience doesn't align perfectly with every qualification in the job description, we encourage you to still consider submitting an application.



How To Apply

Interested candidates may apply for the interim role, and express interest for the permanent role via the KEES application process. All applicants will be asked to complete a Conflict of Interest and Confidentiality Statement and a Levine Act Compliance Questionnaire during the KEES application process.

The interim role will be contracted by LACAHS and compensated (including benefits) in the mid \$200,000s.

LACAHS is committed to providing equal employment opportunity for all qualified persons, regardless of race, religion, sex, national origin, age, sexual orientation, disability, or any other characteristic protected by state or federal law. All positions are open to qualified individuals pursuant to the Americans with Disabilities Act of 1990 and the California Fair Employment and Housing Act. LACAHS will comply with all of its obligations under State and Federal laws regarding the provision of reasonable accommodations to applicants.

To ensure confidential tracking of all applicants, no applications will be accepted via email. ALL INQUIRIES WILL BE HELD IN STRICT CONFIDENCE by KEES and only those candidates advanced for interviews will be known to the LACAHS Search Committee.

All candidate-submitted materials and credentials will be reviewed for consistency and accuracy. Candidates can expect that KEES will verify employment/academic/ background information both in the screening process and for the finalist(s) in a formal background check. KEES utilizes a 4-step screening process, the first of which is the formal Candidate Application. Applications are reviewed by the KEES team and advanced through various stages of inquiry and confirmation. Applications with specific cover letters will be given priority consideration, on a rolling basis, by April 29, 2024. All applicants will be notified of the outcome of the search. Based on the timing of your specific application, you are welcome to reach out for information on the timeline.

This search is being managed by Heather Eddy, President and CEO, and Megan Taylor, Project Manager of KEES. Questions may be addressed to mtaylor@kees2success.com.

APPLY HERE

About KEES

KEES (formerly Alford Executive Search) is a nonprofit executive search firm that builds diverse teams with dynamic leaders in the nonprofit and public sectors. A woman owned and operated firm, KEES offers a full array of nonprofit consulting services including executive search, leadership development, interim staffing, and HR support. For more information, please visit [KEES](https://www.kees2success.com).

