

Proposal

Recruitment for the Sheriff's Inspector General RFP HRD03 City and County of San Francisco



**Due Date: August 7, 2025
2:00 PM PDT**



Prepared By:

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August 7, 2025

To the City and County of San Francisco,

Berkeley Search Consultants (BSC) is honored to submit our proposal to lead this critical search.

With over three decades of executive search experience, BSC brings a proven track record of working with public-sector clients on high-stakes, high-visibility leadership searches. We understand the unique responsibilities and sensitivities surrounding civilian oversight roles, particularly those intersecting with law enforcement, community trust, and systemic reform. Our team is uniquely equipped to deliver a search process that is rigorous, equitable, and aligned with San Francisco's values.

We don't take shortcuts. For every retained engagement, BSC assembles a dedicated team of recruiters and researchers who proactively engage with both local and national talent pools and thoroughly vets candidates. We tailor each search to reflect the culture, mission, and urgency of our clients, and we adapt in real time to ensure alignment at every step.

BSC's success in public-sector searches stems from our commitment to collaboration, adaptability, and transparency. Each search is custom-built to reflect the distinct mission and operating culture of our client, and we are prepared to bring that same level of intention and focus to this important appointment. Our team's nearly flawless track record speaks for itself. BSC's retained searches succeed not only because we find the right candidates, but because we work in true partnership with our clients. We listen, we question, we challenge assumptions, and we deliver.

This letter affirms our interest in supporting the City and County of San Francisco in this high-impact leadership search. All information included in this proposal is accurate and complete. We appreciate your consideration and welcome the opportunity to serve.

All the best,

A handwritten signature in dark ink, appearing to read "Mark Howard", with a stylized flourish at the end.

Mark Howard
President & CEO
Berkeley Search Consultants

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ORGANIZATIONAL BACKGROUND AND OVERVIEW

Executive Summary

Berkeley Search Consultants (BSC) is a full-service executive search and placement firm that has been collaborating with clients in the Public Sector, Healthcare, Consumer-Packaged Goods, Financial Services, and Technology industries since 1989. We believe a successful search is all about personal connections and relationships.

Here's what we've learned: great candidates aren't always combing through job boards or clicking banner ads. The talent you want is already delivering results elsewhere, and it takes a real conversation to get their attention. Our most successful placements have come from direct outreach. A LinkedIn message or email might get you a glance, but it won't land the right leader. The personal relationships our recruiters create do.

We operate from Walnut Creek, CA with a focused team of 12 professionals. For this Sheriff's Inspector General project, we're tapping into our specialized public sector team, experts who understand the nuances of government roles and know how to navigate the unique demands of public-facing leadership. This isn't a side offering for us, it's core to how we operate, and we're structured to deliver with precision.

Expertise in Public Sector Recruitment

At BSC, we know that public sector recruitment is unlike anything else, and we've built our team and process around that fact. The search for a Sheriff's Inspector General who will advance San Francisco's mission will require a customized approach.

This is exactly where we excel.

We bring a research-driven, relationship-based approach that identifies leaders who are not only highly capable but also deeply aligned with the mission of public service. Our expertise is built on decades of experience and thousands of hours in direct conversation with public sector professionals across the country.

Public sector recruitment demands a unique approach, and this is where our team thrives:

- **Precision:** We apply a detail-oriented process that meets the high standards set by public accountability, legal frameworks, and community expectations.
- **Understanding of Public Sector Hiring Practices:** We are experienced in civil service compliance, structured interview processes, and collaboration with elected officials and HR teams.
- **Collaboration & Inclusivity:** We know that government hiring involves a broad range of stakeholders. BSC operates as a true partner, integrating feedback, aligning expectations, and helping all voices contribute to a unified outcome.
- **Proactive & Strategic Planning:** We've heard the horror stories, searches that drag on for months or collapse under poor planning. We anticipate challenges, avoid common pitfalls, and design an efficient process from day one.
- **Adaptability:** Public agencies face evolving challenges, policy shifts, crises, public scrutiny. We flex alongside our clients to provide tailored, timely solutions that meet the moment.

We're not just search professionals, we're matchmakers for mission-driven leadership. Many of our placements have gone on to drive real change in their agencies and communities. We take pride in those outcomes, and we're ready to bring that same level of focus, precision, and care to the Sheriff's Inspector General search.

Our Family of Companies

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

With over 130 offices worldwide, Sanford Rose Associates® is a network of independently owned and operated recruiting offices in its 66th year of offering executive search services. Our network specializes in retained search for experienced executives, managers, and individual contributors.

Key Firm Statistics



KEY PERSONNEL



Dedicated Primary Contact: Julia Morse | Vice President - Healthcare & Public Sector

PH: (510) 898-9306 E: jmorse@berkeleysearch.com

➤ *Will provide overall project management, client liaison, candidate vetting, and subject matter expertise.*

Julia Morse is Vice President of Berkeley Search Consultants' Healthcare and Public Sector Practices, where she is regarded as one of the firm's top recruiting professionals. Since joining BSC in 2017, she has built a reputation for successfully placing high-performing leaders across both sectors, from C-suite executives to mission-critical departmental roles.

Julia began her career at BSC as a Recruiter specializing in public sector healthcare leadership searches. She trained under Efton Hall, Jr., the founder of the firm's healthcare and public sector practices and is a respected industry veteran with over 40 years of executive leadership and recruitment experience. Under his mentorship, Julia developed a deep understanding of the complex dynamics of healthcare organizations and public agencies.

Her expertise spans leadership roles at the Manager, Director, VP, and Executive levels. In the public sector, she is skilled at navigating politically sensitive environments and intricate hiring processes, successfully recruiting leaders from Program Managers to Department Heads and County Executives.

With a background in sales, marketing, and nonprofit fundraising, Julia brings a unique ability to connect with candidates, build enthusiasm, and align talent with client missions. She is known for her integrity, commitment to partnership, and ability to consistently deliver results, making her a trusted advisor to both candidates and clients.

Julia holds a B.A. in English from the University of California, Davis, and lives in the San Francisco Bay Area.



Amanda Kreller | Director, Executive Recruiter – Healthcare & Public Sector

PH: 510-898-9313 E: akreller@berkeleysearch.com

➤ *Will research and source qualified candidates and perform initial candidate intake and screening on an as need basis.*

Amanda Kreller is a talent acquisition expert with over 15 years of experience in executive search and HR solutions for both private and public sector clients.

Specializing in mid-management to C-suite positions, particularly in the public sector, Amanda has led successful recruitments across a range of industries, including public safety. She has a proven track record of driving business growth, surpassing recruitment goals, and aligning talent strategies with organizational objectives. Amanda's expertise also extends to executive roles such as CEOs and General Managers of Special Districts and City Executive Leadership. She is known for her consultative approach, strong client retention, and ability to secure top-tier candidates, even for highly specialized or hard-to-fill roles. Amanda holds a BA in Communication and Media Studies from San Diego State University and an MA in Education from the University of Phoenix.



Phong Trieu / Vice President, Fulfillment Strategies

PH: 510-898-9300 E: ptrieu@berkeleysearch.com

➤ *Will conduct research, source, and manage qualified candidates through the recruitment process as needed.*

Phong is a VP at Berkeley Search Consultants and has successfully recruited for start-ups to fortune 100 companies for over 10 years. His experience spans technical and non-technical positions for a variety of industries, including healthcare, biotech, city and county governments, legal, financial, and IT. Phong is highly skilled in Career Development, Coaching, Executive Search, Technical Recruiting, and Interview Preparation.

With years of recruitment experience across multiple industries, Phong can act as a "skeleton key" to fulfill on any recruitment at any level and any type of organization. Throughout that time, Phong continuously supported healthcare clients, and today he is an invaluable contributor to our public sector team.

Phong received a BA in Marketing and Psychology from the University of San Francisco.

SCOPE OF WORK

Project Approach

BSC will conduct a comprehensive, multi-phased executive search to identify and secure the next Sheriff's Inspector General.

The full search process has been included to provide context. Components of the process that are outlined in the RFP are underlined for easier review.

Phase 1 – Launch the Search

Market Reconnaissance: Before the search begins, BSC conducts a detailed market analysis to assess salary trends, candidate availability, and location factors, ensuring a recruitment strategy tailored to the OIG's needs.

Needs Analysis & Role Definition: We meet with the OIG team to gather insight into the role, expectations, organizational culture, and priorities. This includes defining what an ideal candidate looks like, compensation details, and diversity considerations. We then create a criteria-based evaluation framework to assess all applicants, both new and previously engaged.

Internal Briefing & Search Strategy: Our team is briefed on the role and aligned on goals. We then develop a comprehensive plan including:

- Job description development
- Target organization and source lists
- Recruiting presentation and employer branding
- Custom recruitment brochure

Phase 2 – Conduct a Search for Highly Qualified Candidates

Strategic Sourcing & Outreach: To attract a diverse, high-quality candidate pool, BSC uses a multi-channel outreach strategy combining:

- Targeted Media & Direct Outreach: Strategic messaging across digital/traditional platforms plus direct phone and email engagement.
- Exclusive Talent Networks: Access to thousands of pre-vetted candidates in our proprietary database and professional networks.
- Custom Prospecting: Personalized outreach that highlights alignment between the role and each candidate's experience and career goals.
- In-Depth Research: We leverage public data, regulatory filings, meeting minutes, and government websites, to identify hidden talent, particularly in the public sector.

This comprehensive approach ensures we engage both active applicants and top-tier passive candidates.

Screen Candidates: We conduct thorough interviews to assess each candidate's qualifications, motivation, compensation needs, and alignment with the OIG's priorities, presenting only the strongest fits for consideration.

Phase 3 – Candidate Selection

Candidate Shortlist: We present a curated group of candidates, both sourced by BSC and previously identified by the client, with summaries outlining qualifications and alignment with search criteria; identifying our recommendations on top candidates in the process.

Interview Coordination: We manage all logistics, including pre- and post-interview briefings with both parties, and request ongoing feedback to refine the process.

Selection Support: We help narrow the field, troubleshoot any issues, and support final candidate evaluation.

Reference & Credential Verification: We conduct reference checks and verify education, licensure, and employment history.

Pre-Offer Checks: We reconfirm compensation needs, start date, and counteroffer concerns to ensure a smooth offer process.

Phase 4 – Offer & Acceptance

Informal Offer Presentation: We present the offer informally to gauge interest and facilitate revisions as needed.

Offer Negotiation & Acceptance: We assist with negotiations and secure the candidate's signed offer letter.

Pre-Start Follow-Up: We track the resignation process and support the candidate through their first day.

Phase 5 – Post-Placement Support

Ongoing Check-Ins: We follow up on the candidate's first day, at two weeks, 30 days, and periodically throughout the first year to support retention and integration.

Issue Resolution: If challenges arise, we work collaboratively with both you and the candidate to resolve them promptly.

Tools and Documentation

As part of the executive search process, in addition to regularly scheduled meetings, the BSC recruitment team will supply the Office of the Inspector General with a variety of tools and documents to exchange and provide updated information on the search as it progresses. The documents include, but are not limited to:

- The Needs Analysis Profile
- Recruitment Job Related Document Request
- Recruitment Schedule (updated regularly)
- Recruitment Metrics (updated regularly)
- Candidate Matrix or Candidate Summaries
- Candidate Document Packet

BSC's Commitment to Partnership

At BSC, we view every executive search as a strategic partnership—not just a placement. We maintain open, consistent communication with the Office of the Inspector General through regular meetings, written updates, and on-call availability to ensure alignment, flexibility, and transparency throughout the engagement.

With over 30 years of experience, our proven and adaptive process is designed to deliver top-tier talent through a rigorous quality control framework. This includes:

- **Tailored Intake & Evaluation:** Built in close collaboration with the OIG to align on leadership goals, culture, and evolving priorities.
- **Structured Methodology:** Combines best practices and innovative sourcing strategies to surface the most qualified, well-aligned candidates.
- **Continuous Monitoring:** Regular check-ins, real-time feedback loops, and strategy adjustments to ensure progress and responsiveness.

Our approach ensures a smooth, collaborative, and results-driven recruitment experience for the OIG.

Targeted Advertising & Strategic Partnerships

To ensure broad visibility and attract a highly qualified, diverse candidate pool, BSC leverages a blend of general and specialized job boards. General platforms help expand the reach of the search, while niche and association job boards connect us with professionals who possess the specific expertise and lived experience essential to the role.

As part of our recruitment fee, all postings on the Berkeley Search website, LinkedIn, and The Ladders are included. Additionally, through our partnerships with multiple job boards, we offer discounted rates on a wide range of niche professional associations and diversity job boards.

For a position like the Sheriff's Inspector General, NACOLE (National Association for Civilian Oversight of Law Enforcement) is a critical resource. We recognize NACOLE and its annual conference, at the end of October, as a national hub for oversight and accountability leadership. If the search timeline aligns, we can partner and strategize to promote the role during the conference, an ideal venue to connect with both emerging and established leaders in the field.

Our candidate outreach strategy is built around visibility, access, and relevance, ensuring we engage the right talent in the right places.

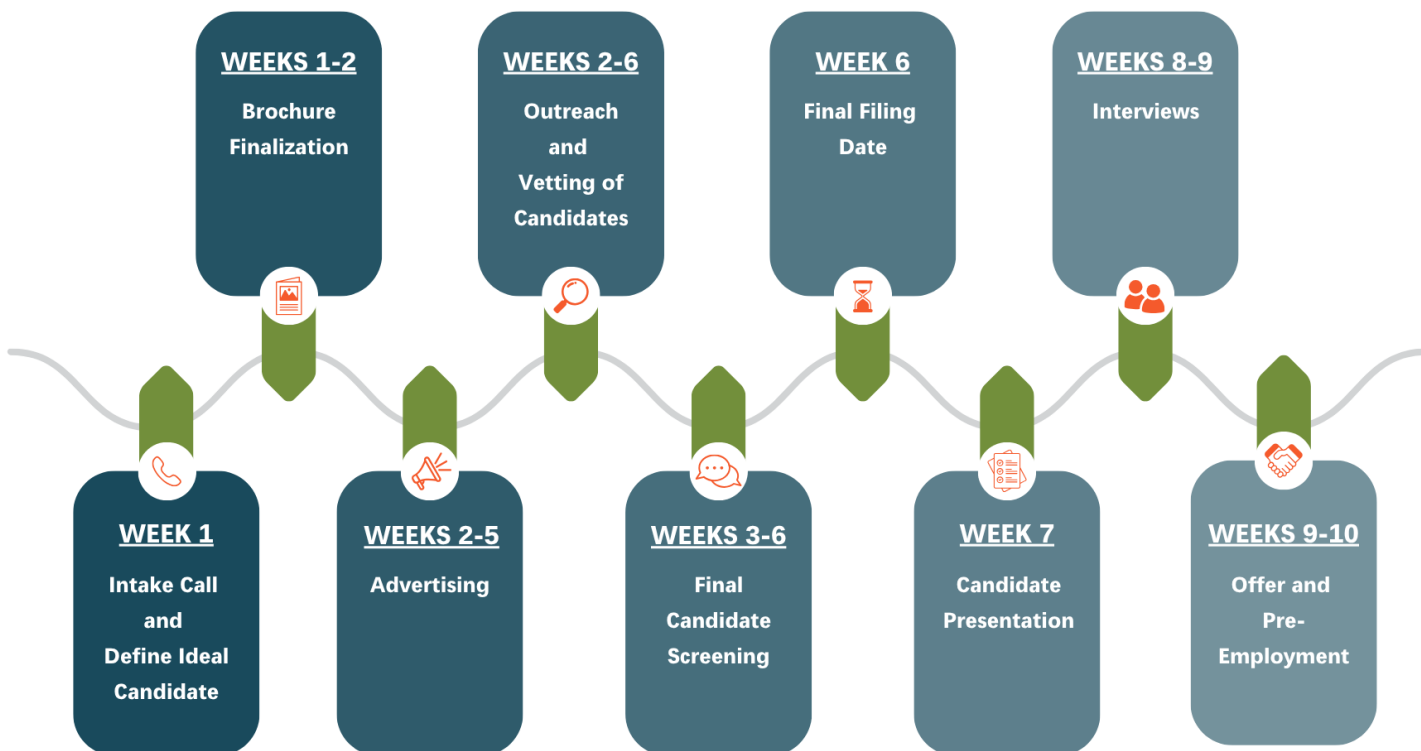
Diversity and BSC Recruitment

In the current decade, all clients that BSC engages with are requesting diverse candidate pools composed of candidates who have experience leading a diverse workforce and serving a diverse community. So, at BSC, every executive search begins with a commitment to diversity. We prioritize sourcing talent from the local community to reflect and understand the unique culture and needs of City and County of San Francisco and the Office of the Inspector General. From there, we expand our reach nationally to build a strong, diverse candidate pool.

Our Public Sector Practice has longstanding involvement with regional and national diversity organizations, giving us direct access to networks that support inclusive recruitment. These relationships, combined with our internal commitment to a diverse team, enhance our ability to identify candidates who have successfully led diverse workforces and served multicultural communities.

BSC can also offer discounted rates on multiple diversity boards due to our relationships with the operators of diversity job boards.

Our Process Timeline



The diagram above outlines a typical executive recruitment timeline, from kickoff to final placement. While this serves as a general framework, we tailor each search, including timeline, team, and task allocations, to fit the specific needs of each recruitment.

Our process is built to meet, and where possible, accelerate, the OIG's hiring goals through proactive planning, consistent communication, and flexible project management. With built-in checkpoints and schedule controls, we monitor progress, adjust as needed, and keep the search on track and within budget.

This adaptability ensures minimal disruption and a smooth, timely, and high-quality recruitment outcome.

PAST PERFORMANCE/RELEVANT EXPERIENCE

Although this would be BSC's first Sheriff's Inspector General Search, Berkeley Search Consultants has been providing executive search services for over 35 years and has made over 1500 placements. We have demonstrated experience recruiting executive talent for the City and County of San Francisco and other large public sector organizations, filling leadership roles across a wide range of government functions and departments. Below are descriptions of our past search work with the City and County of San Francisco, along with a list of BSC's successful recruitments from recent years.

Successful Recruitments with City and County of San Francisco:

Company Name: City & County of San Francisco, San Francisco Police Department

Recruited Position: Chief Information Officer (2020)

Brief Description of work or scope of services provided:

Berkeley Search Consultants was retained to conduct a limited sourcing search for **the San Francisco Police Department's Chief Information Officer**. The position oversees the department's Information Technology teams and systems and integral to the function and advancement. After a comprehensive stakeholder interview process and a local and national search, BSC fulfilled more than minimally required and submitted a total of 14 candidates for the position, and the department was able to hire a new leader recruited by BSC.

Company Name: City & County of San Francisco, San Francisco Ethics Commission

Recruited Position: Executive Director (2023)

Brief Description of work or scope of services provided:

Berkeley Search Consultants was retained to conduct the recruitment of for the **Executive Director of the San Francisco Ethics Commission**. Administration and direction of policies, programs, and activities related to the administration and enforcement of ethics-related laws and regulations, including Campaign Finance Reform Ordinance and related campaign laws, Campaign Consultant Ordinance, Lobbyist Ordinance, Government Ethics Ordinance, San Francisco Sunshine Ordinance, and Whistleblower Ordinance. After defining search criteria and process, the team conducted an extensive outreach campaign to the local and national markets. This resulted in 8 individuals being invited forward to a first round interview, 2 finalists being advanced, and a candidate being offered the position who is still in the role today.

Successful Placements

Below is a list of completed placements that demonstrate BSC's experience in the recruitment of public sector executive positions.

<i>Director, Adult & Older Adult (Behavioral Health)</i>	<i>City & County of San Francisco, CA [Active]</i>
<i>Executive Director (Benefits), SFHSS</i>	<i>City & County of San Francisco, CA [2025]</i>
<i>Director of Health Services</i>	<i>Sonoma County, CA [2025]</i>
<i>Chief Operating Officer (ZSFG Hospital)</i>	<i>City and County of San Francisco, CA [2024]</i>
<i>Director, Contracts Management & Compliance</i>	<i>City and County of San Francisco, CA [2024]</i>
<i>Deputy Director, Behavioral Health (Project)</i>	<i>Santa Clara County, CA [2024]</i>
<i>Director, Substance Use Services (Project)</i>	<i>Santa Clara County, CA [2024]</i>
<i>Assistant Director, Child Welfare Services</i>	<i>Santa Cruz County, CA [2024]</i>
<i>District Health Officer</i>	<i>Northern Nevada Public Health, NV [2024]</i>
<i>Housing for Health Manager (Human Services)</i>	<i>Santa Cruz County, CA [2023]</i>
<i>County Administrator</i>	<i>Harris County, TX [2023]</i>
<i>Director, Public Works</i>	<i>City & County of San Francisco, CA [2023]</i>
<i>Medical Director [LHH]</i>	<i>City & County of San Francisco, CA [2023]</i>
<i>Director of Nursing [LHH]</i>	<i>City & County of San Francisco, CA [2023]</i>
<i>Director, HIMS [DPH]</i>	<i>City & County of San Francisco, CA [2023]</i>
<i>(2) Asst. Nursing Home Administrator [LHH]</i>	<i>City & County of San Francisco, CA [2023]</i>
<i>Executive Director, Ethics Commission</i>	<i>City & County of San Francisco, CA [2023]</i>
<i>Director, Child Welfare Services</i>	<i>Santa Cruz County, CA [2023]</i>
<i>Deputy County Administrator</i>	<i>Harris County, TX [2022]</i>
<i>Deputy Chief Medical Examiner</i>	<i>Harris County, TX [2022]</i>
<i>Medical Director, Public Health</i>	<i>Mecklenburg County, NC [2022]</i>
<i>COO – SF Health Service System</i>	<i>City & County of San Francisco, CA [2022]</i>
<i>Director of Managed Care, Behavioral Health</i>	<i>City & County of San Francisco, CA [2022]</i>
<i>Director, Infection Prevention and Control</i>	<i>City & County of San Francisco, CA [2022]</i>
<i>Compliance Officer</i>	<i>Harris County, TX [2022]</i>
<i>Asst. Director, Public Health Laboratory</i>	<i>Riverside County, CA [2022]</i>
<i>Behavioral Health Commissioner</i>	<i>State of Colorado [2021]</i>
<i>Chief Equity Officer – Housing & Homelessness</i>	<i>City & County of San Francisco, CA [2021]</i>
<i>Assistant Director, Population Health</i>	<i>Mecklenburg County, NC [2021]</i>
<i>Deputy Director, Public Health</i>	<i>Mecklenburg County, NC [2021]</i>
<i>Assistant Director, Clinical Services</i>	<i>Mecklenburg County, NC [2021]</i>
<i>Assistant Director, Human Services</i>	<i>Santa Cruz County, CA [2021]</i>
<i>Executive Director, Public Health</i>	<i>Harris County, TX [2021]</i>
<i>Deputy Public Health Officer</i>	<i>Riverside County, CA [2021]</i>

<i>Deputy Director, Administration</i>	<i>Riverside County, CA [2021]</i>
<i>Deputy Director, Health Equity</i>	<i>Riverside County, CA [2021]</i>
<i>Director, Supply Chain & EVS</i>	<i>Alameda (County) Health System, CA [2020]</i>
<i>Director, Perioperative Services</i>	<i>Alameda (County) Health System, CA [2020]</i>
<i>Director, Emergency Services & Trauma</i>	<i>Alameda (County) Health System, CA [2020]</i>
<i>Director, Behavioral Health</i>	<i>City & County of San Francisco, CA [2020]</i>
<i>SFPD Chief Information Officer (Project)</i>	<i>City & County of San Francisco, CA [2020]</i>
<i>Director, Health & Human Services</i>	<i>County of Marin, CA [2019]</i>
<i>Director of Public Health</i>	<i>City & County of San Francisco, CA [2019]</i>
<i>Director, Diversity, Equity & Inclusion (Project)</i>	<i>City & County of San Francisco, CA [2019]</i>
<i>Director, Emergency Department [ZSFG]</i>	<i>City & County of San Francisco, CA [2018]</i>
<i>Director, HIM [ZSFG]</i>	<i>City & County of San Francisco, CA [2017]</i>
<i>Chief Financial Officer [ZSFG]</i>	<i>City & County of San Francisco, CA [2017]</i>
<i>Director, Patient Financial Services</i>	<i>City & County of San Francisco, CA [2016]</i>