



MEMORANDUM

DATE: July 3, 2025

TO: The Honorable Police Commission

FROM: Carol Isen, Human Resources Director
Michael Cotter, Chief Financial Officer
Anna Biasbas, Employment Services Director

SUBJECT: Selection of Executive Search Firm for Chief of Police Recruitment

To support executive-level hiring for critical leadership roles within the City and County of San Francisco, the Department of Human Resources (DHR) issued a Request for Qualifications (RFQ) in November 2024 to establish a pool of pre-qualified executive search firms. At present, four firms are fully eligible to participate in recruitment solicitations under this RFQ.

In partnership with the San Francisco Police Commission, DHR initiated a competitive selection process to retain a recruitment firm for the position of Chief of Police. On June 10, 2025, DHR released a Mini-Request for Proposals (Mini-RFP), which was distributed to all four eligible firms. Responding firms were provided approximately two weeks to prepare and submit their proposals.

Three firms submitted proposals for consideration. Each submission was evaluated by DHR subject matter experts with extensive experience in public safety recruitment and examination development. Proposals were reviewed in accordance with established evaluation criteria, including demonstrated qualifications, recruitment methodology and approach, proposed timeline and capacity, and pricing structure.

Based on the outcome of the evaluation process, which DHR completed in accordance with our standard practice and the Commission's June 18th discussion, we selected Ralph Andersen & Associates to support the recruitment of the next Chief of Police and will be issuing a Notice of Intent to Award a Contract.

Attachments:

- Attachment A: Mini-RFP Document
- Attachment B: Proposal from Ralph Andersen & Associates



The Department of Human Resources is soliciting full scope recruitment proposals to assist the Mayor of the City and County of San Francisco in selecting a Police Chief. The successful firm will undertake a search for highly qualified candidates including: developing a candidate profile; developing an electronic recruitment brochure; providing outreach and other marketing services; screening of candidates; presenting qualified candidates to the City for consideration; developing and providing assistance to the Police Commission during the candidate interview process; gathering input regarding the preferred characteristics of the new Police Chief and conducting initial vetting of the finalists. Please submit your proposal via email to DHRContracts@sfgov.org by **Friday, June 20, 2025, 2:00 p.m. PT.**

Background

The San Francisco Police Department is committed to ensuring safety while maintaining respect for all. The Department provides responsive policing through collaboration with the community, and works to maintain and build trust and respect. The Police Department provides services through the following divisions: Administration, Airport, Operations, and Special Operations. The proposed FY2025-26 budget is \$849.3 million.

The City and County of San Francisco is seeking a highly qualified and dynamic professional for the position of Police Chief. The ideal candidate would have a demonstrated ability to work effectively with diverse communities, possess a track record of adopting and implementing best practices in 21st Century Policing and exhibit the leadership qualities necessary to implement a vision for the San Francisco Police Department. This position will require the ability to establish and maintain working relationships with Police Commission, Mayor, Board of Supervisors, other law enforcement agencies, and a variety of public and private organizations and diverse communities. Additional information on the Police Department can be found online at <http://sanfranciscopolice.org/>.

The position compensation rate is \$404,300.

Proposal

The proposal should include the following services:

1. Conduct a search for highly qualified candidates;
2. Develop a recruitment brochure;
3. Screen candidates;
4. Develop a screened candidate short list, with recommendations on top candidates;
5. Develop and facilitate selection interviews; aid the Police Commission during the interview process;
6. Conduct vetting of finalist experience and education;
7. Process candidate travel and lodging reimbursement expenses, if applicable;
8. Timeline for delivery of services;
9. Optional Services:
 - a. Perform up to five community meetings and an online community engagement survey.

- b. Optional Service Fees.
- c. Assignment and performance of any optional services stated in whole or part are at the discretion of the Police Commission; and,

10. Examples of similar recruitments.

Evaluation

Proposals will be evaluated based on the following criteria:

1. Demonstrated experience in recruitment of similar industry and positions (the recruitment year must be provided);
2. Experience and expertise of the firm's team that will be involved in the recruitment process;
3. Approach to recruiting a diverse candidate pool;
4. Proposed schedule for the recruitment;
5. Optional Services fees; and
6. Cost proposal as included in the contractor's fee schedule.

Contact

Questions on the proposal must be submitted via email to Linda Rainaldi at DHRContracts@sfgov.org by Thursday, June 12, 2025, 2:00 p.m. PT.

Communications

Interested parties are directed NOT to contact any employees or officials of the City other than those specifically designated in this proposal. Unauthorized contact may be cause for rejection of proposals at the City's sole and absolute discretion.



Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

June 20, 2025

Ms. Linda Rainaldi
Senior Administrative Analyst
Department of Human Resources
City and County of San Francisco
1455 Market Street, 12th Floor
San Francisco, California 94103

Sent via email to: DHRCContracts@sfgov.org

Dear Ms. Rainaldi:

Ralph Andersen & Associates is pleased to submit our Proposal to provide executive search services for the City and County of San Francisco. We would look forward to working with Mayor Lurie on this critically important engagement.

Ralph Andersen & Associates conducted the Police Chief search when Chief William Scott was hired and sworn in during January 2017. Important to note, I served as the lead recruiter and Project Director on that engagement and was assisted by other members of our staff as the Search Team. A copy of the prior brochure has been included with this submittal for your further reference and to also share with Mayor Lurie.

Our proposal outlines the methodology/work plan and timeline to accomplish the search tasks, as well as the cost to conduct a comprehensive search. Staffing for this recruitment has been detailed in this submittal including community meetings (Optional Services) to be facilitated by Chief Daniel Hahn (ret.), a member of our staff. A community engagement survey is also another additional service offered.

Over the years, Ralph Andersen & Associates have assisted various administrations on key recruitments. We are proud of the work we have done to support the Mayor's Office in past years and we look forward to doing the same for Mayor Lurie.

Please feel free to contact me for further information or clarification. I may also be reached directly on my cell phone [REDACTED]. Also, an in-person meeting can be arranged with Mayor Lurie and others, if desired. We look forward to your favorable consideration.

Respectfully Submitted,

Heather Renschler

Heather Renschler
President/CEO



Qualifications

Executive Summary

Attracting top talent has never been more complex and Ralph Andersen & Associates is highly qualified to assist the City and County of San Francisco with recruiting its new Police Chief. **We have conducted more successful executive recruitments for local government than any other independently owned firm having been in operation since 1972.** From helping the City to create a competency-based interviewing framework for the new Police Chief to assessing candidates and attracting top human capital, our search professionals offer an unparalleled depth of experience, national reach, and knowledge.

The City has requested our proposal to assist in the identification and recruitment of a highly qualified group of candidates for the new Police Chief. In particular, the City and County of San Francisco is seeking a firm with a strong track record and the professional experience to clearly assess the City's needs and formulate a strategy to **deliver results.**

At Ralph Andersen & Associates, we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

We begin each search by working closely with the Mayor, Human Resources, stakeholders, staff, and, if desired, the community to ensure a complete picture of the desired candidate pool is developed. Our team-oriented approach, matched with this 360-degree perspective, means we ensure that a complete understanding of the organization's mission and culture translates into those specific traits and characteristics necessary to ensure the selected candidate is successful in the position.

We understand that the City expects aggressive, personalized outreach to identify a highly qualified applicant pool and a selection process that includes comprehensive candidate reports based on thorough reference and background checks. We will begin with the desired characteristics and build a recruitment strategy that is tailored to meet the City and County of San Francisco's specific needs. The resulting outreach and advertising campaign will incorporate the extensive use of personal outreach to recruit a highly qualified group of candidates.

Ralph Andersen & Associates serves a nationwide clientele and is a California C-Corp. The principals of the firm are Heather Renschler, President/CEO, and Robert Burg, Executive Vice President. Both Ms. Renschler and Mr. Burg are legally able to bind the firm. Ms. Renschler is the majority shareholder and also the principal that would be leading this search engagement.

Range of Services Offered

Ralph Andersen & Associates specializes in the following primary service areas: executive search, management consulting, and human resources consulting.

- **Executive Search** – At Ralph Andersen & Associates, there's always an entire team behind every recruitment assignment that we undertake. Our multi-disciplinary approach takes the best ideas in executive recruiting and creates innovative ways to get the right candidates for clients. When you retain Ralph Andersen & Associates, you actually get an entire team's worth of support and expertise working together to achieve your organization's objectives. The firm has conducted executive searches for large and small organizations throughout the nation. In addition to conducting searches for police chiefs and other chief executive officer positions, Ralph Andersen & Associates has successfully completed searches in every area of municipal service. Ralph Andersen & Associates believes the most important element of a successful executive search is to listen carefully to what our clients are looking for in terms of candidate experience and qualifications. Using these client-focused guidelines, candidate identification is undertaken through marketing and personal outreach.
- **Management Consulting** – Ralph Andersen & Associates helps organizations improve their performance potential with a range of management consulting services. Ralph Andersen & Associates treats every management consulting engagement as unique. This approach means we will assemble a consulting team comprised of consultants with the specific talents and experiences needed to successfully achieve the client's objectives. Our team of experienced consultants perform complex analyses and recommend solutions that are practical and most importantly, are capable of being implemented by our clients.

Why Choose Ralph Andersen & Associates?

Ralph Andersen & Associates has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 52 years.

Specific to recruitments for law enforcement at the executive level, Ralph Andersen & Associates has assisted some of largest cities in the nation in these recruitments, as well as some of the smallest. This experience has not only developed extensive candidate networks, but also an attunement to the complex issues facing cities regarding the delivery of police services.

At Ralph Andersen & Associates, we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

We take a team approach to executive search and the entire process. This is where Ralph Andersen & Associates sets itself apart:

- There's always an **entire team** behind every assignment.
- We take a **multi-disciplinary approach** to meeting our client's needs; and
- We **keep commitments**, performing at a level that **exceeds our client's expectations**.

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.

The listing of national recruitments that Ralph Andersen & Associates has been retained for in the last few years continues to be substantial in nature due to the reputation of the firm in the area of public safety. Although the staffing may have changed from project-to-project, the engagements were contracted through the firm and with the oversight and successful completion addressed by the firm not the individual staff member.

Below is a listing of municipal engagements/contracts for police chief searches conducted by the staff of Ralph Andersen & Associates in the last five years (2017 to Present):

- Akron, OH
 - Chief of Police (2021 & 2024)
- Bexley, OH
 - Police Chief (2022)
- Central Texas Public Safety Commission, TX
 - Executive Director (2024)
- Charlotte, NC
 - Chief of Police (2020)
- Colton, CA
 - Police Chief (2024)
- Columbus, OH
 - Director of Public Safety Background (2021)
 - Police Chief (2019 & 2021)
- Coronado, CA
 - Police Chief (2024)
- Costa Mesa, CA
 - Chief of Police (2021)
- Glendale, CA
 - Police Chief (2022)
- Henderson, NV
 - Chief of Police (2017)
- Kansas City, MO Board of Police Commissioners
 - Chief of Police (2017)
- La Vergne, TN
 - Police Chief (2023)
- Lancaster, CA
 - Director of Public Safety (2022)

- Las Vegas, NV
 - ▶ Director, Department of Public Safety (2022)
- Manhattan Beach, CA
 - ▶ Police Chief (2022)
- Maricopa, AZ
 - ▶ Chief of Police (2022)
- Mercer Island, WA
 - ▶ Police Chief (2024)
- Metropolitan Washington Airports Authority
 - ▶ Chief of Police (2018)
- Modesto, CA
 - ▶ Chief of Police (2021)
- Nevada City, CA
 - ▶ Police Chief (2022)
- New Haven, CT
 - ▶ Police Chief (2022)
- Oakland, CA
 - ▶ Chief of Police (2017)
- Palm Springs, CA
 - ▶ Chief of Police (2021)
- Reno, NV
 - ▶ Chief of Police (2023)
- Sacramento, CA
 - ▶ Chief of Police (2017)
- San Fernando, CA
 - ▶ Police Chief (2022)
- San Francisco, CA
 - ▶ Chief of Police (2017) – **Brochure Attached for Reference**
- Santa Monica, CA
 - ▶ Chief of Police (2018)
- Santa Rosa, CA
 - ▶ Chief of Police (2019)
- Stockton, CA
 - ▶ Chief of Police (2022)
- Toledo, OH
 - ▶ Chief of Police (2023)

Key Staff / Search Team

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 City and County of San Francisco will have Ms. Heather Renschler, President/CEO, in the primary role as the lead recruiter and Project Director on this engagement. Chief Daniel Hahn (ret.) will also be involved in this search effort and will facilitate all community meetings. Both Ms. Renschler and Chief Hahn will be available to meet with the City's Liaison and Mayor Lurie, as needed. The Search Team 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 37 years and is the firm's President/CEO. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 25 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 city management 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.

Chief Daniel Hahn (ret.), Project Consultant



Chief Daniel Hahn recently joined Ralph Andersen & Associates following a distinguished and accomplished career of over 34 years in the public sector. Prior to joining Ralph Andersen & Associates, Chief Hahn served two communities in California – City of Sacramento and City of Roseville. His career highlights include being sworn in as Sacramento's 45th Chief of Police on August 11, 2017, and serving a dynamic and diverse metropolitan population of 530,000 with a total staff of 1,100 (Sworn-760). Serving in

California's capital city brought increased interaction with local, regional, and statewide agencies and heightened inter-agency cooperation. Additionally, In 2011, he completed six years as the City of Roseville's 15th Chief of Police, serving a suburban population of 140,000 with 132 sworn officers.

Chief Hahn currently provides consultation services to the California Department of Justice and RIPA Board regarding Racial and Identity Profiling training and evaluation in the POST Field Training Program. Additionally, Chief Hahn also facilitates training of the California Police Chief's Association Executive Leadership program and serves as a facilitator for an Implicit Bias course he created for numerous organizations, including the California Department of Corrections and Rehabilitation.

Professionally, Chief Hahn has been a member of and a contributor to the following organizations:

California Police Chiefs Association

FBI National Academy Associates

National Organization of Black Law Enforcement Executives (NOBLE)

Major Cities Chiefs Association (MCCA) representing the largest cities in the United States and Canada

Additionally, throughout his career, Chief Hahn has been honored with many awards. He is a member of numerous organizations and volunteers his time on numerous boards throughout the region.

Chief Hahn holds a Bachelor's degree in Business Administration from California State University, Sacramento and also earned a Masters of Public Administration later in his career. He is also a graduate of the FBI National Academy, P.O.S.T. Command College, Sierra Health Foundation Leadership Program, American Leadership Forum, and Stanford University's Local Governance Summer Institute.

Paraprofessional and Support Staff

Paraprofessionals, graphics, and support staff will provide administrative support to the consultant team on recruitment assignments. These may include Ms. Diana Haussmann, Ms. Christen Sanchez, Ms. Hannah Jones, and Ms. Karen AllGood.



Work Plan

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 City and County of San Francisco, should include:

- Developing a comprehensive position profile based upon information obtained in video meetings with the Mayor, Human Resources, key management staff, and other key internal and external stakeholders.
- Extensive personal outreach, via telephone and through internet technology, to qualified candidates primarily throughout California but also national in scope. Inclusion of candidates with prior California public safety experience will be of importance in looking at the field of candidates. Out-of-state candidates lacking in-state experience will be evaluated based on overall match with the community's values and track record of innovative policing methods and a forward looking approach to 21st Century community policing.
- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, uses the Internet and social media, and also uses our already established professional contacts throughout the region.
- A screening and assessment process that narrows the field of candidates to those that most closely match the needs of the City and is based on extensive reference checks and telephone interviews with the top candidates.
- Delivering a product in the form of a search report that recommends the top group of candidates and provides the decision-makers with detailed information about their backgrounds and experience.
- Assistance during the interview and selection process and in the negotiation of a compensation package.

Search Work Plan

This section describes the usual steps in the search for a new Police Chief for the City and County of San Francisco. This recruitment will be under the direction of Ms. Heather Renschler. An overview of the process would include kick-off meetings being conducted via video to expedite the process. Additionally, Round #1 interviews are suggested to be completed via video to allow for a broader selection of candidates to interview for the position. This would also be a "no cost" option since candidate travel is not incurred. In the final stages, in-person interviews with finalist candidates (Round #2) would be advised before a final selection is made.

Task 1 – Review Project Management Approach

The Project Director will begin work on the Police Chief recruitment within 10 days after the City provides a contract or, alternatively, an official notice to proceed.

The first task will include established individual and/or group meetings (in-person [preferred] or conducted via the Zoom) with the Mayor, Human Resources and others, as appropriate, to finalize the recruiting and selection process. This will include discussion of the project management for this search, review of the work plan, confirmation of timing, and communication methods. Working collaboratively with the Mayor and key City staff, this task will result in a more definitive timetable.

Task 2 – Develop Position Profile

The position profile for the Police Chief is the guide for the entire search process. The development of the profile includes the collection of technical information and recruitment criteria.

Technical Information

The Project Director will conduct video meetings with the Mayor, Human Resources and other appropriate individuals as may be necessary, to gain an understanding of the experience and professional background requirements desired in the Police Chief. These discussions, all done via video conferencing, will also help the Project Director gain an understanding of the work environment and the opportunities and challenges facing the City. Meetings with the Commission and community stakeholders may also be considered as part of this process at this stage of the engagement.

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the Police Chief. The criteria should reflect the goals and priorities of the City. The Project Director will meet via videoconference with key staff in the City and others, as appropriate, to facilitate the identification and articulation of that criteria.

Stakeholder Interviews

Ms. Renschler or another member of the firm will conduct all stakeholder interviews with the appropriate groups. These will be done via video. One full day of stakeholder interviews have been incorporated into this engagement. The list of stakeholders will be developed in consultation with the City.

Optional Services (Community Survey) – Supplemental Charge

The City is requesting input from the community on the qualities they would like to see in the new Police Chief. Chief Daniel Hahn (ret.) will conduct up to five (in-person) community meetings and if desired, prepare an on-line Community Survey instrument. Additionally, our process can allow for email (general) comments to Ralph Andersen & Associates relative to the desired qualities in the next Police Chief. Community input and survey results are typically used in the final selection process to inform the decision-makers. If time allows, this input can be incorporated into the brochure that is being developed. In taking this later approach, the recruitment timeline is typically delayed while the data is collected.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an electronic recruitment brochure prepared by the search consultant. The electronic recruitment brochure will be reviewed by the City in draft format, revised as appropriate, and published for use throughout the search.

Task 3 – Outreach and Recruiting

This task is among the most important of the entire search. It is the focus of the activities of the search consultant and includes specific outreach and recruiting activities briefly described below.

Outreach

An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as the International Association of Chiefs of Police (IACP), California Police Chiefs Association, National Association of Women Law Enforcement Executives, National Organization of Black Law Enforcement Executives, Hispanic American Police Command Officers Association, National Black Police Officers Association, and other professional publications. Specific Internet sites related to government will be used as a method of extending the specific outreach in a short period of time.

Other Internet sites related to government will be used as a method of extending the specific outreach in a short period of time.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' website, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key level executives on an on-going basis.

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Project Director will target those individuals who meet the criteria established. Each of the candidates identified through the recruiting efforts will be sent an electronic recruitment brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process once all resumes have been received.

Importance of Diversity

The outreach strategy will be designed to strengthen the diversity of the candidate pool. This is accomplished through a carefully crafted advertising strategy, intentional and personal outreach to diverse candidates, and leveraging our firm's relationships with leaders of organizations representing candidates with diverse backgrounds (e.g., NOBLE, NAWLEE, HAPCOA, etc.).

Task 4 – Candidate Evaluation

This task will be conducted following the application closing date. It includes the following specific activities:

Screening

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience, and size and complexity of the candidate's current organization as compared to the candidate profile.

Preliminary Research and Internet Review

The research staff of Ralph Andersen & Associates, under the direction of the Project Director, will conduct preliminary research and internet review for those candidates identified as the most qualified as a result of the screening process. This level of research

will be done on a limited number of candidates to learn more about each candidate's public profile and related information that is available on the internet.

Preliminary Interviews via Video Technology

The Project Director will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be done using video technology. No consultant travel for preliminary in-person interviews has been included in this proposal.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately five (5) to six (6) individuals. Those individuals will be reviewed with the City prior to proceeding with the individual (video) interviews conducted for finalist candidates.

Task 5 – Search Report

After completing Task 4, all documentation will be supplied to the City electronically. No hard copies will be supplied to the City for any phase of this search engagement. The Project Director will prepare detailed information for review including resumes uploaded to a file sharing system (i.e., ShareFile). The Project Director will facilitate a review meeting (using Zoom) with the Mayor, Human Resources or other designated representatives to discuss the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates recommended to be interviewed via video; and 2) a backup group to the first group. The search report will include candidate resumes. The results of the preliminary research and interviews will be provided in writing to the City. This video meeting will result in a confirmed group of top candidates for the City to further consider.

Important to note, we do not conduct references on finalist candidates. We typically do so on only the selected top candidate. Periodically, we may recommend conducting references on the top two candidates to assist the governing body in the final selection and is done in the final stages of the search process. Verifications such as credit check, DMV Report, and civil/criminal are typically conducted once a contingent offer is made to the selected candidate unless the finalist candidate(s) give explicit approval and sign a release to proceed. Verifications are not conducted on all finalists other than the more standard education check before interviewing with the City.

The results of the Search Report will be a confirmed group of finalist candidates (typically 4 to 5) that the City will interview using video technology.

Task 6 – Selection

The final selection process and the timing of the final selection will vary depending upon the desires of the City. The typical services provided by Ralph Andersen & Associates in the selection process are described briefly below. The Project Director will coordinate the selection process for the finalist group of candidates. This includes handling the logistical matters with candidates and with the City.

The Project Director will coordinate the video selection process for the finalist group of candidates. All finalist interviews (Round #1) are typically done via video. This includes handling the logistical matters with candidates and with the City. In-person interviews may also be conducted for Round #1 although this often incurs travel costs for a larger group of candidates being on-site.

Ralph Andersen & Associates will prepare an electronic interview booklet (uploaded to a file sharing program such as ShareFile) that includes the resumes and candidate report (with interview comments, preliminary research, and other relevant information about the candidates). In addition, this electronic information will contain suggested questions and areas for discussion based upon the recruitment criteria. Electronic copies of the interview booklet will be provided in advance of the

candidate interviews. No hard copies of material will be provided. Should the City desire hard copies, that will be the responsibility of the City to produce and distribute.

The Search Team will facilitate interviews (Round #1) to assist the City through the selection process. Important to note, all parties will be using this video technology. This includes all candidates, panel members, and the City. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.

Round #2 would involve in-person interviews with the Finalist Candidates. A member of the Search Team is typically also during this final selection phase to advise and guide the Mayor.

Additionally, verifications will be made on no more than the top three (3) candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. The results of these verifications will be discussed with the City at the appropriate time.

Reference checks will be conducted on the top three (3) candidates. Former co-workers and supervisors will be identified and contacted. The results of these reference checks will be discussed with the City at the appropriate time.

As needed, the Search Team is available to provide assistance to the City in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision. Ralph Andersen & Associates' participation will be done using video technology or telephonically.

Task 7 – Negotiation

The Project Director is available to assist the Mayor in negotiating a compensation package with the selected candidate. This may include recommendations on setting compensation levels.

Task 8 – Close Out

After the Mayor has reached agreement with the individual selected for the position, the Project Director will close out the search. These activities will include advising all of the finalist candidates of the status of the search. Candidates that were not interviewed will also be updated electronically.

Project Schedule

We would anticipate beginning this search within 10-days from execution of the contract or upon receipt of official notice to proceed.

Our search process is anticipated to span approximately a 90 – 120 days for the entire recruitment. We are prepared to begin the search process on notification to proceed or issuance of a contract.

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 the direction of the Project Director.

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

Project Cost

The recruitment effort for a new Police Chief for the City and County of San Francisco will be a national search process with a focus in California and the Western Region. The review of resumes and qualifications will be conducted on all candidates that submit giving the Commission the ability to select from a broad field of qualified candidates. The professional services fee to perform this search will be a Professional Fee of \$60,000* for recruitment services (excluding optional/supplemental services) plus expenses not to exceed \$10,000. There is no allowance included for moving or relocation expenses for the selected candidate.

Invoicing for Services – Ralph Andersen & Associates will bill the City in four installments per the City's guidelines.

Brochure – A full color electronic brochure will be developed for the Police Chief recruitment. All pictures will be the responsibility of the City. The brochure developed will be similar to the one used in 2017.

Optional Services (Community Meetings / Community Survey) – The City has requested up to five community meetings and a Community Survey. Each community meeting will be a daily charge of \$3,500 plus incurred expenses (i.e. travel) from Sacramento area including hotel accommodation, if needed. The community meetings could be clustered to facilitate attendance and minimize costs. The Community Survey will be a cost of \$7,500 and will include an Executive Summary of the results.

Exceptions – Any candidate travel is the full responsibility of the City during on-site finalist interviews. This quote also does not include any allowance for moving or relocation expenses for the selected candidate.

POST Background Exclusion – Any background or any investigative background required by the State of California for the Police Chief will be the responsibility of the City and County of San Francisco and may extend beyond this timeframe.

Guarantee

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