



Diversity and Equity Standing Committee
Special Meeting Agenda

(to be held both at the physical and virtual locations below)

**Ukiah Valley Conference Center
200 South School Street, Ukiah, CA 95482**

To participate or view the virtual meeting, go to the following link: <https://us06web.zoom.us/j/99995172194>

September 14, 2022 - 6:00 PM

1 ROLL CALL

2 INTENTIONS

Inspirational, spiritual, encouraging words, short reading, or prayer that sets the tone for our work: to inspire, acknowledge our collective purpose, and focus our energies as many working as one.

3 AUDIENCE COMMENTS ON NON-AGENDA ITEMS

The Diversity and Equity Committee (DEC) welcomes input from the audience that is within the subject matter jurisdiction of the DEC. If there is a matter of business on the agenda that you are interested in, you may address the Committee when this matter is considered. If you wish to speak on a matter that is not on this agenda, you may do so at this time. In order for everyone to be heard, please limit your comments to three (3) minutes per person and not more than ten (10) minutes per subject. The Brown Act regulations do not allow action to be taken on audience comments in which the subject is not listed on the agenda.

4 NEW BUSINESS

- 4.a. Selection of Committee Member to Serve as Stakeholder Representative for the City of Ukiah Police Chief Recruitment Process

Recommended Action: Select a committee member to serve as a stakeholder representative for the City of Ukiah Police Chief recruitment process.

Attachments: None

5 ADJOURNMENT

Please be advised that the City needs to be notified 72 hours in advance of a meeting if any specific accommodations or interpreter services are needed in order for you to attend. The City complies with ADA requirements and will attempt to reasonably accommodate individuals with disabilities upon request. Materials related to an item on this Agenda submitted to the Diversity and Equity Standing Committee after distribution of the agenda packet are available for public inspection at the front counter at the Ukiah Civic Center, 300 Seminary Avenue, Ukiah, CA 95482, during normal business hours, Monday through Friday, 8:00 am to 5:00 pm.



AGENDA SUMMARY REPORT

SUBJECT: Selection of Committee Member to Serve as Stakeholder Representative for the City of Ukiah Police Chief Recruitment Process

DEPARTMENT: City Manager / Admin

PREPARED BY: Traci Boyl, Management Analyst

PRESENTER:

ATTACHMENTS:
None

Summary: The Committee will select a member to serve as a stakeholder representative for the City of Ukiah Police Chief recruitment process.

On July 20, 2022, the City Council was notified of the City Manager's intention to solicit a professional recruitment firm to assist with the search for a new Police Chief. (See Attachment 1 for associated staff report.) At the same time, the Council appointed Mayor Brown and Councilmember Rodin to serve on an ad hoc committee to help direct the process.

The Request for Qualifications resulted in three proposals from recruitment firms. The ad hoc committee and relevant City Staff reviewed the proposals and subsequently conducted an informational interview with the top-rated firm, Mosaic Public Partners. Mosaic's approach, confirmed by their interview, is responsive and transparent, with a commitment to diversity, equity, and inclusion.

On September 7, 2022, City Council received a report regarding the Request for Qualifications and approved a budget amendment for the procurement of recruitment services from Mosaic Public Partners (see attachment 2). The recruitment process is expected to commence as follows:

- Step One - Work with the ad hoc committee and identified stakeholders to develop a candidate profile that reflects the community's and the organization's needs
- Step Two - Begin a targeted search based upon input provided by the stakeholder group
- Step Three - Conduct an interview process that includes involvement from the diverse group of stakeholders

The City of Ukiah's Diversity and Equity Committee has been identified as a relevant stakeholder group, and the Ad Hoc has invited the Diversity and Equity Committee to provide a stakeholder representative to provide input for the recruitment process identified above.

The Committee will discuss and select a member to serve as a stakeholder representative for this recruitment process.

Background:

Discussion:

Recommended Action: Select a committee member to serve as a stakeholder representative for the City of Ukiah Police Chief recruitment process.

Agenda Item No: 13.b.

MEETING DATE/TIME: 7/20/2022

ITEM NO: 2022-1847



AGENDA SUMMARY REPORT

SUBJECT: Consideration of New Ad Hoc Committee to Participate in the Recruitment Process for a New Police Chief.

DEPARTMENT: City Manager /
Admin

PREPARED BY: Shannon Riley, Deputy City Manager

PRESENTER: Sage Sangiacomo, City Manager

ATTACHMENTS:

None

Summary: Council will receive a report regarding the proposal to procure a specialty firm to assist the City with a customized and objective search for a new Police Chief, and will appoint two Councilmembers to serve on an ad hoc that will participate in the process.

Background: Following the unanticipated release of the former Police Chief in June, City Management is looking toward the selection process for a permanent replacement and recommends the development of an integrated recruitment and selection process with direct participation and leadership from the City Council.

Discussion: In the past two years, locally, there have been a significant number of high-profile incidents involving the police department. Similarly, nationwide, law enforcement has faced increased scrutiny and, in many cases, demands for major reform. Law enforcement work has changed dramatically over the last two decades. Youth who envisioned a satisfying career of protecting our communities now find themselves managing neglected cases of mental illness, skyrocketing drug abuse (coupled with deregulation), homelessness, and more, all with a shortage of tools or answers. These pressures, along with the high demands and chronic stress of the job, have had a negative impact on recruitment and retention industry-wide.

It will be the responsibility of City leadership—from both the Police Department and the City Manager's Office—to navigate the impacts of these nationwide trends and the local conditions in order to facilitate the development of a high-functioning, community-oriented department. Therefore, the City intends to cast a wide net for recruitment in the interest of transparency and objectivity. In addition, the City Manager, in conjunction with the Purchasing Division, intends to develop and release a Request for Qualifications (RFQ) for a specialty firm to assist the City with a customized and objective search for a new Police Chief.

City Manager Sangiacomo recommends the development of a City Council Ad Hoc Committee to help guide this process. This committee would be tasked with working in partnership with the City Manager's Office and Human Resources to provide direct leadership and oversight throughout the complete recruitment process.

Recommended Action: Appoint two ad hoc committee members to participate in the recruitment process for a new Police Chief.

BUDGET AMENDMENT REQUIRED: n/a

CURRENT BUDGET AMOUNT: n/a

PROPOSED BUDGET AMOUNT: n/a

FINANCING SOURCE: n/a

PREVIOUS CONTRACT/PURCHASE ORDER NO.: n/a

COORDINATED WITH: Sage Sangiacomo, City Manager and Sheri Mannion, HR Director

Approved: 
Sage Sangiacomo, City Manager



AGENDA SUMMARY REPORT

SUBJECT: Notification of Contract with Mosaic Public Partners in the Amount of \$28,000 for the Recruitment of Police Chief and Corresponding Budget Amendment.

DEPARTMENT: City Manager /
Admin

PREPARED BY: Shannon Riley, Deputy City Manager

PRESENTER: Consent Calendar

ATTACHMENTS:

1. 7-20-22 Staff Report - PD Chief Recruitment Ad Hoc
2. RFQ PC Responses - Peckham-McKenney - SGR - Mosaic

Summary: The City of Ukiah will hire Mosaic Public Partners to assist with the recruitment of Police Chief; the Council is asked to approve the corresponding budget amendment.

Background: On July 20, 2022, the City Council was notified of the City Manager's intention to solicit a professional recruitment firm to assist with the search for a new Police Chief. (See Attachment 1 for associated staff report.) At the same time, the Council appointed Mayor Brown and Councilmember Rodin to serve on an ad hoc committee to help direct the process.

Discussion: The Request for Qualifications resulted in three proposals from recruitment firms including Peckham & McKenny, SGR, and Mosaic Public Partners (Attachment #2). The ad hoc committee and relevant City Staff have met to review the proposals, and subsequently conducted an informational interview with the top-rated firm, Mosaic Public Partners.

Mosaic's approach, confirmed by their interview, is responsive and transparent, with a commitment to diversity, equity, and inclusion. The first step of the process will be to work with the ad hoc committee and identified stakeholders to develop a candidate profile that reflects the community's and the organization's needs. Then, a targeted search will be undertaken based on that input, followed by an interview process that will also involve the diverse group of stakeholders.

The contract with Mosaic falls beneath the City's reporting requirements; however, a budget amendment is required to cover the cost of the contract plus additional costs that may be associated with the recruitment. Therefore, Staff is recommending a budget amendment to the Human Resources Contractual Services budget in the amount of \$38,000.

Recommended Action: Receive report and approve budget amendment for the procurement of recruitment services from Mosaic Public Partners.

BUDGET AMENDMENT REQUIRED: Yes.

CURRENT BUDGET AMOUNT: 20016100.52100: \$420

PROPOSED BUDGET AMOUNT: 20016100.52100: \$38,420

FINANCING SOURCE: General Fund Reserves

PREVIOUS CONTRACT/PURCHASE ORDER NO.: n/a

COORDINATED WITH: Sage Sangiacomo, City Manager, Sheri Mannion, HR and Risk Mgmt Director, and Mary Horger, Financial Services Manager

Approved: 
Sage Sangiacomo, City Manager



August 11, 2022

Ms. Mary Horger
Financial Services Manager
300 Seminary Ave.
Ukiah, CA 95482

Via PDF/Email to: mhorger@cityofukiah.com

Dear Ms. Horger,

Thank you for considering Peckham & McKenney for the City of Ukiah recruitment for Police Chief. As an experienced recruitment firm, we are well positioned to serve you in this important process. We are uniquely familiar with what is necessary to attract excellent candidates; have recent experience in law enforcement; have a strong network to find applicants; understand the expectations for a complete and successful recruitment process; know the importance of finding the right fit for the position; and have the immediate capacity to serve you. Moreover, with Peckham & McKenney's past and current recruitment experience, we believe we are an excellent fit to serve and represent the City of Ukiah.

Attached is a Statement of Qualifications for conducting the search that includes information about our firm, our experience, process, estimated timeline, resources, and references. I would also be pleased to participate in a Zoom interview to personally present and discuss our qualifications. In turn, upon being selected to conduct this important search, we would be prepared to start immediately. Having very recently led the successful search for Fort Bragg's newest Police Chief, we have a familiarity with the challenges presented by the location and while every search we conduct is unique and tailored to the city, we know several potential candidates to encourage apply. I do not foresee any conflicts of interest in working with the City of Ukiah.

We are excited for the opportunity to implement the process leading to the successful placement of a candidate that "fits" with the organization, and would be honored to work with you. Please feel free to call me at 510.520.3569 if there are any questions.

Sincerely,

Kimberly A. Petersen

Kimberly A. Petersen
Executive Recruiter

STATEMENT OF QUALIFICATIONS
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THE FIRM

Peckham & McKenney Peckham & McKenney provides executive search services to local government agencies throughout the western United States and is headquartered at 300 Harding Blvd., Ste. 203D, Roseville, California. Under the leadership of Anton “Tony” Dahlerbruch, continuing the values and principles of the firm’s founders Bobbi Peckham and Phil McKenney, Peckham & McKenney has a well-recognized reputation as a leader of successful local government recruitments. The team of Peckham & McKenney’s executive recruiters brings decades of experience in local government and executive search to achieving effective placements that align with each client’s unique needs and interests. We are supported by administrative and research specialists, marketing and design professionals, a web and social media expert, and distribution staff.

Since 2004, Peckham & McKenney has conducted more than 650 executive level recruitments in the states of Arizona, California, Colorado, Idaho, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming. On behalf of cities, counties, and special districts throughout the West, we have successfully placed hundreds of local government professionals including, City and County Managers and their Assistants, Police and Fire Chiefs, Department Heads, and mid-level managers. In addition, Peckham & McKenney has placed hundreds of executives and organizational leaders in the areas of public safety (police and fire), community development and planning, economic development, public works and engineering, finance, human resources, city clerk, information technology, library services, parks and recreation and community services.

Peckham & McKenney is a boutique firm that is established on the premise that an executive search and consulting firm must be dedicated to providing its clients and candidates with professional service, as well as a personal, hands-on approach. Our business philosophy centers upon the understanding that this is a “people” related industry and that attention to others’ needs is the key to providing effective customer service. We specialize in searches for small and medium size municipalities.

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

Our Reputation Peckham & McKenney is one of the most trusted and respected executive recruitment firms in the country. Time and again, we receive unsolicited compliments from clients and candidates relating to our integrity, high ethics, customer service, and centered focus on each individual client. Not only are we committed to providing our clients with well-qualified candidates, but we also take pride in treating both our clients and candidates with utmost respect. This commitment has led to multi-year retainer agreements with a number of agencies, as well as numerous client and candidate testimonials to their experiences with us, which you can find on our website at www.peckhamandmckenney.com.

“All about fit” We recognize that every agency and community we serve is unique, and the candidate you ultimately select must “fit” the culture and personality of your organization. We take the time to become familiar with your community, organizational culture, issues and challenges to identify and

recruit the best candidates for your consideration. Nearly 89% of our placements stay in those positions for over five years, which is a testament to the right “fit.”

Insurance

City Management Advisors, doing business as 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.

Necessary insurance documentation will be provided to the City of Ukiah in a timely manner.

Our Experience

With every executive search, your personal recruiter has the full backing, support, and resources of the entire Peckham & McKenney team. Bringing more experience to local government search than any other California recruiter, Peckham & McKenney has successfully completed hundreds of city recruitments. Here is a sample of the public safety recruitments we have completed:

Alhambra, CA	Police Chief
Antioch, CA	Police Chief
Atherton, CA	Police Chief
Bell, CA	Police Chief
Belmont, CA	Police Chief
Benicia, CA	Fire Chief
Beverly Hills, CA	Police Chief
Consumnes CSD, CA	Fire Chief
Calistoga, CA	Police Chief
Douglass County, NV	Asst. County Mgr.
El Cerrito, CA	Fire Chief
El Cerrito, CA	Police Captain
Fort Bragg, CA	Police Chief
Las Vegas Metro, NV	Director Classification
Los Altos, CA	Police Chief
Menlo Park, CA	Police Chief
Mill Creek, WA	Police Chief
Oceanside, CA	Fire Chief
Piedmont, CA	Fire Chief
Prescott Valley, AZ	Town Manager
Prescott Valley, AZ	Police Chief
Sacramento County	Deputy County Administrator*
San Pablo, CA	Police Chief
San Rafael, CA	Police Chief
Sebastopol, CA	Police Chief
Sonoma Valley Fire & Rescue	Fire Chief
South Gate	Police Chief

*Public Safety and Justice

YOUR RECRUITMENT TEAM

Our Approach

Peckham & McKenney limits the number of active searches of each Recruiter to totally focus on your search. When you retain Peckham & McKenney, your Recruiter is fully responsible for the success of the recruitment process. Each recruitment is additionally supported by experienced administrative, research, and marketing specialists.

Recognizing the importance of this search, Kimberly Petersen will serve as your Recruiter. Ms. Petersen is currently assisting only one other city with a recruitment process and has the immediate capacity to conduct the Police Chief search for the City of Ukiah. In addition, Ms. Petersen has recent experience as a Police Chief and intimately understands the reforms our communities want from their police, as well as the other major challenges faced by law enforcement in this time period, including homelessness, recruitment, retention, and increasing crime. Ms. Petersen is uniquely suited to assessing the readiness of candidates in order to help you find the best Police Chief for the City of Ukiah.

Kimberly Petersen, Executive Recruiter

Kimberly Petersen's career as a public servant began in 1996 when she was hired as a police officer with the Fremont Police Department. Over the course of the next 25 years, she served in various assignments, including Detective and Court Liaison Sergeant, moving through the ranks as a supervisor and manager. Ms. Petersen was appointed as the Fremont Police Department's seventh Chief of Police in 2018. In this capacity she was a senior member of the city's executive management team and a key partner in guiding the city through the first years of the pandemic and navigating the changing needs of our communities after the murder of George Floyd. Chief Petersen retired in October of 2021. Ms. Petersen has recent, relevant policing experience, and understands the need for law enforcement in the U.S. to adapt, reform and build bridges with their communities.

Ms. Petersen's contributions to the City of Fremont include developing Fremont's first Mobile Evaluation Team, a partnership with the Human Services Department pairing mental health professionals with police officers to better serve those in mental health crisis, and community members experiencing homelessness. Additionally, she oversaw the implementation of several life-saving programs including equipping all patrol officers with AEDs to assist the public with cardiac incidents, and naloxone to assist with drug overdoses. She also developed the department's Tactical Emergency Medical Support team, a collaboration with the Fire Department. Chief Petersen brought the Fremont Police Department into a new era of accessibility by launching the agency's first Transparency Portal and overseeing the release of critical incident videos.

Ms. Petersen is a former Division I athlete who played soccer professionally in Japan's "J" League. She holds a bachelor's degree from Stanford University in Human Biology, and a master's degree from the Naval Postgraduate School in Security Studies. She is a graduate of the Peace Officer Standards and Training Supervisory Leadership Institute, and Command College.

Anton (Tony) Dahlerbruch, Executive Recruiter

Prior to joining Peckham & McKenney in 2019, Tony Dahlerbruch worked in local government for over 30 years. As a problem solver, Mr. Dahlerbruch worked in most every city department in

Beverly Hills, California (ultimately as Deputy City Manager); Scottsdale and Phoenix, Arizona; and Rockville, Maryland, before subsequently serving a combined 12 years as City Manager in Rolling Hills and Palos Verdes Estates, California. With direct and personal experience in the diverse aspects of city services, Tony has knowledge in the many disciplines of city management including finance/budget, human resources, planning, public works, and public safety. During his city management career, he was recognized for his integrity, hard work, responsiveness, focus on service, and ethics.

Mr. Dahlerbruch has additionally served in numerous leadership positions in state and national/international professional organizations. Noting his commitment to professional local government management, Tony represented the City Managers Department of the League of California Cities as a two term Director on the League's Executive Board, President of City Managers Department of the League of California Cities and served on numerous League Policy Committees. He has also served as a Regional Vice President on the Executive Board of the International City/County Management Association (ICMA) and other various ICMA committees.

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.

Kevin Johnson, Research Assistant

Kevin Johnson has been a member of the Peckham & McKenney team since 2009 and currently serves as a Research Assistant. He supports the firm's Recruiters through his research of local government agencies and networks, potential candidates, and current candidates prior to recommendation to our clients. Mr. Johnson mastered his researching abilities while obtaining a Bachelor of Arts in Economics from Willamette University.

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

While it is our intent to customize the search and project schedule to fit the specific needs of the City of Ukiah the search process typically includes the following key steps:

Project Organization Prior to beginning the recruitment, necessary documentation (contract, insurance, business license, retainer invoice, etc.) will be processed. We ask that the City identify a single point of contact that will serve as our liaison throughout the recruitment, providing necessary information to us, responding to our questions, and receiving and distributing all correspondence. A single point of contact will ensure timely and clear communication throughout the process.

We will request a conversation with the City Manager (or other lead decision-maker) to discuss the process, listen to specific desires and expectations, and respond to any questions or concerns. We will discuss the parameters of the search, receiving input about the ideal candidate, outreach efforts, the search timeline, compensation, and confirm future meeting dates. This conversation is scheduled with the City Manager/lead decision-maker concurrent with Development of the Candidate Profile (see below). We will also discuss and determine the extent of involvement of individuals in the search process.

In this phase of the process, we will also discuss with the City Manager the finalist interview process and the various components to be considered. Ms. Petersen will provide recommendations of best practices. Please note that decisions on the extent of involvement of others as well as additional components to the finalist interview process will impact the search, search timeline, and ultimately the cost of the recruitment process.

Development of Candidate Profile (virtual meeting #1) This step provides for the development of the Candidate Profile that will serve as a guide in the identification of potential candidates, outreach and recruitment efforts, screening, and selection of your next Police Chief. The Candidate Profile includes information relating to the City of Ukiah, the Police Department, current and future issues and opportunities for the Department, expectations, goals, and objectives leading to the success of the new Police Chief, and the background and experience, leadership style, skills and abilities, and personality traits of the ideal candidate.

Ms. Petersen will develop this profile following conversations with the City Manager, as well as individual or group discussions with the City's leadership team and other individuals identified in the initial conference call (see Project Organization above). We will recommend a group meeting with the executive staff team for preparation of the Candidate Profile. This can also include outreach to select labor representatives, appointed commission or committee members, business leaders, and community stakeholders designated by the City Manager. With COVID-19, we have found conducting outreach via Zoom is effective and efficient.

Our proposals include up to two days of virtual meetings to develop the Candidate Profile (additional days may be negotiated). We will request information relating to compensation and benefits, organization charts, and budget data. In addition, we will request high-resolution photos to be used in an attractive brochure to market the opportunity. A draft of the Candidate Profile will be provided to

our point of contact for review. We ask that all revisions and corrections be provided to us in a timely manner to maintain the agreed upon search timeline. Our marketing and design professional will then prepare an attractive marketing brochure incorporating the Candidate Profile. This brochure will be distributed to up to 500 identified industry professionals. Copies of the brochure will also be made available to the City.

Advertisements will be placed in the appropriate industry publications and websites, and our firm will assume responsibility for presenting your opportunity in an accurate and professional manner. Social media, including LinkedIn and other platforms, will be used as appropriate. Full information on the position will be posted on the Peckham & McKenney website and provide to the City for posting on its website as well.

Community Input Many cities desire a community outreach or input process as part of the selection for a Police Chief. This can be achieved in a multitude of ways, such as via a community survey to help develop the candidate profile, a facilitated community meeting, or even conducting public interviews of the finalist candidates. There is an array of options which can be designed to meet your needs, and the cost of this service will be negotiated accordingly.

Recruitment The main focus of our outreach will be direct phone contact with quality potential candidates. With over 60 years of combined executive search experience, we are personally familiar with potential applicants, have developed an extensive candidate database that is continuously updated, and well connected to seasoned professionals for finding well qualified referrals. We take pride in the placement of women and applicants of diverse backgrounds, and are known for long, successful tenures of candidates selected by the agency. In addition, Ms. Petersen's extensive professional network within the public safety field will be critical to our outreach efforts. Our recruiting efforts will focus on direct and aggressive recruiting of individuals aligned with the experience, background and knowledge determined during the Candidate Profile Development. Outreach will also be consistent with the conversations and plans/goals for finding the ideal candidate as discussed during the Candidate Profile Development. We believe direct recruiting produces the most qualified candidates.

Throughout this active search process, we will regularly update the City of the recruitment status and share questions, concerns, and comments received from potential candidates as they consider the opportunity. By doing so, we will "team" with the City Manager to ensure that all issues and concerns of candidates are discussed and understood thereby eliminating "surprises" once the resume filing deadline has occurred.

As resumes are received, they will be promptly acknowledged within 48 hours, and we will personally respond to all inquiries. Once the resume filing deadline has passed, we will update the City on the status of the recruitment, the number of resumes received, and our intent for preliminary interviews.

Preliminary Interviews Upon our review of the resumes received, supplemental questionnaires will be sent to candidates who appear to meet the Candidate Profile. The supplemental questionnaire is intended, in part, to ascertain the applicant's familiarity with the City and writing ability; applicants

will be asked to address a few questions pertaining to the position that are based on information learned during Candidate Profile Development.

Ms. Petersen will conduct preliminary interviews with the individuals that most closely align with the Candidate Profile. Internet research will be conducted so that we may probe the candidate regarding areas of concern.

Candidates will be advised of the search schedule and updated regularly as to their status.

Recommendation of Candidates/Selection of Finalists (virtual meeting #2) A bound report will be provided to the City Manager prior to our meeting to discuss our recommendation of leading candidates for further consideration. This report will include a full listing of all candidates who applied for the position, as well as the cover letters, resumes, and supplemental questionnaires of approximately four to eight recommended candidates. We may include a first and second tier of candidates within our recommendation.

Ms. Petersen will meet with the City Manager in a one- to two-hour meeting and will provide an overview of each recommended candidate for the City Manager to determine who to interview as well as share any concerns or negative information. Once a group of finalists has been selected by the City Manager, we will revisit early decisions made during Project Organization relating to the finalist interview process.

Peckham & McKenney will notify all candidates of their status. Those candidates selected as finalists will be notified and provided with all necessary information to attend finalist interviews with the City. We will prepare an interview schedule and confirm with our point of contact all necessary details.

If necessary, finalists will make their own travel plans and reservations. It is customary that the City reimburse finalists for round-trip airfare, car rental, and lodging necessary to attend the interviews with the City. We will confirm this with the City Manager at our meeting to recommend candidates.

Finalist Interview Process (on-site or virtual – meeting #3)

Finalist Interview Process Ms. Petersen will provide facilitation during the finalist interview process. *These initial interviews may be conducted on-site or alternatively, they may be conducted virtually. (For an initial screening interview, virtual interviews may be easier and more attractive for candidates and panelists).* An orientation session will be held at the beginning of the process, and we will facilitate a review and discussion of the finalists at the end of the day. Interview materials, including suggested interview questions, evaluation and ranking sheets will be provided. Again, a standard finalist interview process of the leading four to eight candidates is typically conducted within one day.

Qualification Once the finalist candidate has been selected and a conditional offer has been made by the City, a Police Officer Standards and Training-compliant background investigation must be completed by a qualified agency or provider. Peckham & McKenney can facilitate the City's

selection of an appropriate provider, however the work itself is beyond our scope and is the responsibility of the City.

Peckham & McKenney will provide negotiation assistance on the finalist's compensation package as requested by the City.

SEARCH SCHEDULE

This sample schedule anticipates a 14-week process. It can be tailored to achieve the interests of the City of Ukiah relative to receiving input in preparation of the Candidate Profile and the interview process. A community input process will increase the length of this timeline commensurate to the nature and workload of that part of the process.

<u>ACTIVITY</u>	<u>TIME FRAME</u>
I. Project Organization	Pre-Recruitment
<ul style="list-style-type: none"> • Conference call/meeting to discuss the recruitment process • Formalize project schedule 	
II. Development of Candidate Profile/Orientation	Two Weeks
<ul style="list-style-type: none"> • <u>Virtual Meeting #1</u> with the City to discuss Candidate Profile • Develop Candidate Profile/Brochure and obtain approval • Develop advertising and recruiting plan 	
III. Recruitment	Six Weeks
<ul style="list-style-type: none"> • Advertise, network, and electronically post in appropriate venues • Distribute candidate profile to industry professionals • Post opportunity on Peckham & McKenney website • Focused outreach to individuals aligned with the Candidate Profile • Respond to all inquiries and acknowledge all resumes received within 48 hours 	
IV. Preliminary Interviews	Two Weeks
<ul style="list-style-type: none"> • Screen resumes and conduct Internet research • Identify leading candidates and request supplemental questionnaires • Review supplemental questionnaires • Conduct preliminary interviews with leading candidates 	
V. Recommendation of Candidates/Selection of Finalists	One Week
<ul style="list-style-type: none"> • Provide written recommended candidates to the City Manager • <u>Virtual meeting #2</u> to provide overview of recommended candidates • City Manager selects finalist candidates for finalist interview process • Peckham & McKenney notifies all candidates of status in recruitment process 	
VI. Finalist Interview Process	Two Weeks
<ul style="list-style-type: none"> • <u>On-site or virtual meeting #3</u> to facilitate finalist interviews with the City • Assist City throughout process and provide recommendations • City Manager selects candidate or leading two to three candidates for further consideration • City conducts subsequent interview process 	

VII. Qualification

One Week

- Provide negotiation assistance
- Exceed expectations and successfully place candidate who “fits.”

At the conclusion of the process, we will kindly request that the written public announcement of the appointment attribute the recruitment to Peckham & McKenney Executive Search.

GUARANTEE AND ETHICS

Placement Guarantee In the unlikely event that a candidate recommended by our firm (external candidates only) leaves your employment within the first year from the date of appointment (except in the event of budgetary cutbacks, promotion, position elimination, or illness/death), we agree to provide a one-time replacement within six months of the vacancy at a reduced fee.

Reopening the Recruitment Based on our extensive outreach and recruit efforts, it is extremely rare that our process fails to produce a preferred candidate in the first instance. If the search process, however, does not produce a successful placement as a result of our process, we will conduct a second one-time recruitment process within six months for a reduced fee.

As Albert Einstein said, the definition of insanity is “doing the same thing over and over again and expecting different results.” Prior to reopening the recruitment, we will thoroughly review with the City any adjustments in approach, compensation, and/or other variables necessary to achieve a placement as a result of the process.

Ethics Time and again, we receive unsolicited comments from clients and candidates relating to our integrity and high ethics.

- First, we believe in honesty. No client should ever appoint an individual without being fully knowledgeable of the candidate’s complete background and history. Conversely, no candidate should ever enter a new career opportunity without full disclosure of any organizational “issues.”
- We strive to keep everyone involved in a recruitment process informed of the status. Not only do we provide regular updates to our clients, but we also have a reputation for keeping our candidates posted.
- As recruitment professionals, 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. However, if they become a finalist, we ask that they speak to their supervisor to alert them of their intent.
- During an active engagement, we do not recruit staff from our client agencies for another recruitment. Nor do we “parallel process” a candidate, thereby pitting one client against another for the same candidate.
- We are retained only by client agencies and not by our candidates. While we have a reputation for being actively involved in the profession and providing training, workshops, and general advice to candidates, we represent only our clients. In addition, we *always* represent and speak of our clients in a positive manner, during the recruitment engagement as well as years after.

CLIENT REFERENCES

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.

City of Piedmont—Fire Chief/City Administrator/Recreation Director

Sara Lillevand, City Administrator
510-420-3042 slillevand@piedmont.ca.gov

City of El Cerrito- Fire Chief

Alexandra Orologas, Assistant City Manager
510-215-4302 aorologas@ci.el-cerrito.ca.us

City of Marysville-Fire Chief (in-progress)

Nicole Moe, Assistant to the City Manager
530-749-3901 nmoe@marysville.ca.us

City of Fort Bragg-Police Chief

David Spaur, Former Interim City Manager
707-961-2829

City of San Mateo, CA – Police Captain

Ed Barberini, Chief of Police
650-522-7600 ebarberini@cityofsanmateo.org

City of Healdsburg, CA – Police Chief

Jeff Kay, City Manager
707-431-3452 jkay@ci.healdsburg.ca.us

City of Belmont, CA- Police Chief

Human Resources Director
650-637-2988

County of Sacramento- Deputy County Executive Public Safety & Justice

Candice Mabra, Principal Human Resources Analyst
916-874-1682 mabrac@saccounty.net

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. In the last five years, 53% of Peckham & McKenney placements are women and people of color.

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 our recruitments.

For over 30 years, founder Bobbi Peckham has been a champion of women seeking executive leadership positions within local government. Through leadership positions in organizations, as a speaker at conferences, and in professional roles in city management, other members of our recruitment team additionally have a history of promoting diversity in local government positions. With our diverse team of Recruiters, Peckham & McKenney goes to great lengths to support, promote, and advocate for diversity in the recruitment and hiring process.

In addition to all other outreach methods, our firm utilizes the Local Government Hispanic Network (LGHN), National Forum of Black Public Administrators (NFBPA), Women Leading Government (WLG), and the Municipal Managers of Association of Northern and Southern California (MMANC/MMASC) to advertise searches, as well as the National Diversity Network, which ensures 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

STATEMENT OF QUALIFICATIONS FOR EXECUTIVE RECRUITMENT SERVICES

**Police Chief
City of Ukiah, California**

August 12, 2022

Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

JJ Peters, President of Executive Recruitment
JJPeters@GovernmentResource.com





August 12, 2022

Sage Sangiacomo, City Manager
City of Ukiah, California

Dear Mr. Sangiacomo:

Thank you for the opportunity to submit this statement of qualifications to assist with the City of Ukiah's upcoming Police Chief recruitment. SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

We would like to draw your attention to some key aspects that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR announces all conducted recruitments in our Servant Leadership e-newsletter, which reaches over 47,000 subscribers in all 50 states.
- SGR sends targeted emails to our opt-in Job Alert subscriber database of approximately 10,000 law enforcement professionals.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in many ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to provide alternatives to in-person meetings, to the extent your organization desires, during this uncertain time.

We are excited about the prospect of partnering with the City of Ukiah on this recruitment, and we are available to visit with you at your convenience.

Respectfully submitted,

Jennifer Fadden, Chief Operating Officer
JenniferFadden@GovernmentResource.com

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Company Profile

Background

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services.

SGR's services are designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR has 34 full-time employees, 2 part-time employees, 21 recruiters, 15 facilitators and multiple consultants who function as subject matter experts on a variety of projects.

SGR has corporate headquarters in Texas, as well as virtual offices in California, Colorado, Florida, Maryland, Minnesota, New York, North Carolina, Ohio, Oklahoma, and Oregon.

View all SGR team members and bios at: governmentresource.com/about-us/meet-the-team

Project Personnel

Eddie Salame, Senior Vice President

EddieSalame@GovernmentResource.com

817-239-2930

- Based out of California



Eddie Salame joined the SGR team in 2021 after a distinguished 34-year career in law enforcement, including 13 years as Chief of Police. He began his career with the Fort Worth Police Department, where he worked on various investigative assignments, including conducting specialized covert investigations. After a seven-year tenure in Fort Worth, Eddie moved to the Grapevine Police Department. There he spent 27 years working in various areas of the department as he rose through the ranks to Police Chief.

As Police Chief, Eddie prioritized building solid relationships with the community. In partnership with the Grapevine Colleyville Independent School District, he established the Community Outreach Center that focused on an underserved area of the city. The creation of the Outreach Center resulted in a 46% reduction in crime in the area served. He also started the Volunteers in Police Service that enhanced the services provided to the citizens while saving the city thousands of dollars annually. In 2012 the department received the International Association of Chiefs of Police awards for Outstanding Achievement in Law Enforcement Volunteer Programs and the Community Policing Award.

Eddie holds a master's degree in Liberal Arts with an emphasis in Alternative Dispute Resolution from Southern Methodist University and a Bachelor of Arts in Political Science from the University of Texas at Arlington. He is a graduate of the FBI National Academy and the FBI Law Enforcement Executive Development Series. He also received a Certified Public Manager graduate certificate from the William P. Hobby Center for Public Service of Texas State University. Eddie is also fluent in Spanish and is able to conduct meetings with Spanish-speaking community members as necessary.

Police Recruitments, 2018-Present

In Progress

- Eagle, CO (pop. 8,000) - Chief of Police
- Glenpool, OK (pop. 14,000) - Police Chief *

2022

- Alvarado, TX (pop. 5,000) - Chief of Police *
- Cary, NC (pop. 179,000) - Chief of Police
- Eagle Pass, TX (pop. 28,000) - Police Chief
- Fort Smith, AR (pop. 90,000) - Deputy Director of Police Administrative Services *
- Georgetown, TX (pop. 77,000) - Police Chief
- Greeley, CO (pop. 108,000) - Chief of Police
- Lago Vista, TX (pop. 8,000) - Police Chief
- Montgomery, AL (pop. 200,000) - Chief of Police *
- Richardson, TX (pop. 120,000) - Police Captain
- Rowlett, TX (pop. 73,000) - Police Chief
- San Antonio Independent School District, TX - Deputy Chief of Police
- Wethersfield, CT (pop. 26,000) - Police Chief

2021

- Alice, TX (pop. 20,000) - Police Chief
- Bedford, TX (pop. 49,000) - Police Chief
- Celina, TX (pop. 28,000) - Police Chief *
- Del Rio, TX (pop. 35,000) - Police Chief
- Edinburg, TX (pop. 100,000) - Chief of Police
- Ennis, TX (pop. 20,000) - Police Chief
- Fort Worth, TX (pop. 900,000) - Chief of Police
- Kansas City, KS (pop. 153,000) - Police Chief *
- Memorial Villages Police Department (pop. 12,000) - Commander *
- Mesquite, TX (pop. 145,000) - Police Chief
- New Braunfels, TX (pop. 90,000) - Police Chief
- Waco, TX (pop. 140,000) - Police Chief

2020

- Abilene, TX (pop. 120,000) - Chief of Police
- Amarillo, TX (pop. 199,000) - Police Chief
- Anna, TX (pop. 15,000) - Police Chief *
- Argyle, TX (pop. 4,000) - Police Chief
- Bullard, TX (pop. 4,000) - Police Chief
- Plainview, TX (pop. 22,000) - Chief of Police *
- Round Rock Independent School District, TX - Police Chief
- Shawnee, KS (pop. 66,000) - Police Chief *
- Temple, TX (pop. 89,000) - Police Chief
- Victoria, TX (pop. 67,000) - Chief of Police

2019

- Ann Arbor, MI (pop. 121,000) - Police Chief
- Bainbridge Island, WA (pop. 24,000) - Police Chief
- Denison, TX (pop. 24,000) - Chief of Police
- Fort Smith, AR (pop. 90,000) - Police Chief *
- Lubbock, TX (pop. 250,000) - Police Chief
- Olathe, KS (pop. 142,000) - Police Chief
- Plano, TX (pop. 284,000) - Police Chief *
- Princeton, TX (pop. 12,000) - Police Chief
- Sunnyvale, TX (pop. 6,000) - Police Chief

2018

- Angleton, TX (pop. 20,000) - Police Chief
- Arvada, CO (pop. 117,000) - Police Chief
- Boynton Beach, FL (pop. 74,000) - Chief of Police
- Eugene, OR (pop. 165,000) - Police Chief
- Fort Smith, AR (pop. 90,000) - Deputy Director-Police Administrative Services *
- Snyder, TX (pop. 11,000) - Police Chief

** SGR conducted “front-end” of search that included development of position profile brochure, marketing and advertising, application management, initial screening of applications, virtual briefing with organization, and release of applicants not continuing in the process. At that point, the search was transitioned to the organization.*

Population number is approximate population at the time the recruitment took place.

Requested Involvement from the City's Staff

Requested involvement and assistance from City staff includes:

- Provide photos/graphics and information necessary to develop recruitment brochure
- Respond to drafts of documents and reports in a timely manner; failure to do so may extend timelines and can negatively impact the outcome of the process
- Refer all prospective applicants to SGR and not accept applications independently during the recruitment process
- Provide legal opinions to SGR regarding when and if any information must be released in accordance with Public Information requests
- Directly reimburse finalists for travel-related expenses to interview
- Provide bottled water, coffee, etc., for finalist interviews and/or meet-and-greets
- Provide transportation for community tours and other aspects of finalist interview process, as needed
- Reserve conference rooms or other meeting rooms as needed throughout the recruitment process
- Assist with scheduling stakeholder interviews and stakeholder group meetings
- Provide technology set-up for meetings, as needed

REFERENCES

City of Greeley, Colorado

Population: 108,000

Raymond Lee, City Manager

Raymond.lee@greeleygov.com

970-350-9770

Chief of Police Recruitment, in progress

City of Montgomery, Alabama

Population: 200,000

Chip Hill, Chief of Staff

chip.hill@montgomeryal.gov

334-625-2002

Chief of Police Recruitment, 2022

City of Bainbridge Island, Washington

Population: 25,000

Ellen Schroer, Deputy City Manager

eschroer@bainbridgewa.gov

206-780-8619

Police Chief Recruitment, 2019

City of Rowlett, Texas

Population: 73,000

Brian Funderburk, City Manager

bfunderburk@rowlett.com

972-412-6290

Police Chief Recruitment, 2022

Town of Wethersfield, Connecticut

Population: 26,000

Claudia Tata, Human Resources Manager

Claudia.tata@wethersfieldct.gov

860-721-2804

Police Chief Recruitment, 2022

City of Lago Vista, Texas

Population: 8,000

Tracie Hlavinka, City Manager

Tracie.Hlavinka@lagovistatexas.gov

214-518-1812

Police Chief Recruitment, 2022

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. SGR reaches an extensive and diverse pool of applicants by utilizing our unequaled network of prospects.

- Your position will be announced in SGR's Servant Leadership e-newsletter that reaches over 47,000 subscribers in all 50 states.
- We will send targeted emails to approximately 10,000 opt-in subscribers to SGR's Police Job Alerts.
- Your position will appear on SGR's Website, GovernmentResource.com, which has approximately 20,000 visitors per month.
- Your position will be posted to SGR's Job Board, SGRjobs.com, which averages nearly 10,000 unique visitors per month and has more than 1,600 jobs listed at any given time.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- SGR frequently partners with local government associations including League of Women in Government, Local Government Hispanic Network, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitment through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Collective Local Government Experience

Our recruiters have years of experience in local government, as well as regional and national networks of relationships. The executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. SGR can navigate all relevant networks as both a peer and insider.

Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of

underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work hard to conduct a comprehensive recruitment that is unique to you. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great fit regarding values, philosophy, and management style perspectives.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next generation leaders. We have earned their trust. As a result, SGR is able to bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation well, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility & Communication

Your executive recruiter is accessible throughout the recruitment process and can be reached at any time by candidates or clients via cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis and sends Google alerts articles to keep the applicants informed about the community and opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a screening process that ensures a detailed understanding of candidate backgrounds and prevents surprises. Our vetting process includes:

- Prescreening questions and technical review of resumes
- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills
- Comprehensive written questionnaires to gain insights beyond what is available through a resume
- Online pre-recorded video interviews that allow search committee members to view candidates in an interview setting prior to the finalist recruitment stage
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, customized to each candidate based on where they have lived and worked
- Thorough automated, anonymous reference checks that provide details on candidates' soft skills from an expansive group of references
- Psychometric assessments (supplemental cost)
- Comprehensive background checks completed by a licensed private investigation firm
- Advanced exercise for finalist candidates, customized to the organization

View a full list of our Executive Recruitment Clients at: [Executive Recruitment Clients](#)

Recruitment Approach & Methodology

A full-service recruitment typically entails the following steps:

- 1. Organizational Inquiry and Analysis**
 - Development of Recruitment Plan and Timeline
 - Individual Interviews with Key Stakeholders
 - Creation of Position Profile Brochure
- 2. Advertising and Marketing, Communication with Applicants and Prospects**
- 3. Initial Screening and Review**
- 4. Search Committee Briefing to Facilitate Selection of Semifinalists**
- 5. Evaluation of Semifinalist Candidates**
 - Written Questionnaires
 - Recorded Online Interviews
 - Media Searches - Stage 1
- 6. Search Committee Briefing to Facilitate Selection of Finalists**
- 7. Evaluation of Finalist Candidates**
 - Comprehensive Media Searches - Stage 2
 - Comprehensive Background Investigation Reports
 - DiSC Management Assessments (supplemental service)
 - First Year Game Plan or Other Advanced Exercise
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (may occur earlier in process)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determination of Terms of an Offer
 - Negotiation of Terms and Conditions of Employment
 - Press Release (if requested)

Step 1: Organizational Inquiry and Analysis

Development of Recruitment Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plan and timeline. At this time, SGR will also request that the client provide us with photos and information on the community, organization, and position to assist us in drafting the position profile brochure.

Individual Interviews with Key Stakeholders

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. These interviews identify issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the position, special considerations, and the political

environment. This process helps with organizational buy-in and will assist us in developing the position profile.

Development of Position Profile Brochure

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics. To view sample recruitment brochures, please visit:

<https://www.governmentresource.com/executive-recruitment/open-recruitments-528>

Step 2: Advertising and Marketing, Communication with Applicants and Prospects

Advertising and Marketing

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 47,000 subscribers in all 50 states. We will also send targeted emails to opt-in subscribers to SGR's Job Alerts. Your position will be posted on SGR's Website, GovernmentResource.com, and on SGR's Job Board, SGRjobs.com. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates.

Communication with Prospects

SGR communicates with interested prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast, accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR utilizes Google Alerts and sends weekly update emails to active applicants regarding the organization and community.

Step 3: Initial Screening and Review

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization. In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Step 4: Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report and facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues, as well as a briefing on each candidate and their credentials. SGR is the only firm that offers this level of reporting detail and transparency.

Step 5: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, resumes can be misleading. Resumes fail to disclose the individual's personal qualities and his or her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments and experience. SGR's responsibility is to go deeper than the resume to ensure that those candidates who continue in the process are truly outstanding. SGR's goal is to have a clear understanding of the person behind the resume and what makes them an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

Written Questionnaires

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with cover letters and resumes submitted by the candidates.

Recorded Online Interviews

SGR will ask semifinalist candidates to complete online interviews. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to invite for an onsite interview. The recorded online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Links to view the online interviews are emailed to the Search Committee members for viewing at their convenience prior to selection of finalist candidates.

Media Searches - Stage 1

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Step 6: Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed

questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

Step 7: Evaluation of Finalist Candidates

Comprehensive Media Searches - Stage 2

“Stage 2” of our media search process includes the web-based interface Nexis Diligence™ along with Google as a supplementary tool. By utilizing both, we can provide our clients with an enhanced due diligence process to help vet potential candidates in an efficient and comprehensive manner, which reduces the risk of overlooking important information.

The Stage 2 media search consists of a more complex search, which also includes social media platforms, and has proven helpful in analyzing possible adverse news about the candidate by uncovering issues that may not have been previously disclosed by the candidate. The media search gives the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of their career. View a sample media report at: <http://bit.ly/SGRSampleMediaReport>.

Comprehensive Background Investigation Reports

Through SGR’s partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. Alternatively, SGR would be happy to coordinate with the City during a comprehensive background investigation of finalist(s) by a licensed private investigator obtained by the City in compliance with POST requirements.

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report (if desired)
- Federal criminal search
- National criminal search
- County warrants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

DiSC Management Assessments (supplemental service)

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment analyzes and reports comprehensively on the candidate’s preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: bit.ly/SGRDiscProfileSample. For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: bit.ly/SGRDiscTeamReport.

First Year Plan or Other Advanced Exercise

SGR will work with your organization, if desired, to develop an advanced exercise for the finalist candidates. One example of such an exercise is a “First Year Plan,” a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders and

then given free rein to make contact with all of them in advance and use those insights to develop a “first year plan” based on what they know so far. Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates’ written and interpersonal communication skills, as well as critical analysis skills.

Step 8: Interview Process

Face-to-Face Interviews

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics and assist in developing the interview schedule and timeline. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Stakeholder Engagement

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

Deliberations

SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or in deciding whether to bring back one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates’ soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR’s reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If the names of the finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Upon request, SGR will provide appropriate employment agreement language and other helpful information to assist you in determining an appropriate offer to extend to your candidate of choice.

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win solutions to negotiation “log-jams.”



MOSAIC
PUBLIC PARTNERS

EXECUTIVE SEARCH STATEMENT OF QUALIFICATIONS



POLICE CHIEF

CITY OF UKIAH, CA

DATE SUBMITTED
AUGUST 12, 2022

SUBMITTED TO
MS. MARY HORGER
Financial Services Manager
City of Ukiah

PREPARED BY
BRYAN NOBLETT

MOSAIC PUBLIC PARTNERS
200 Gateway Dr., #1908, Lincoln, CA, 95648
916-550-4100
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August 12, 2022

Ms. Mary Horger, Financial Services Manager
City of Ukiah
411 West Clay Street
Ukiah, California 95482

RE: STATEMENT OF QUALIFICATIONS TO PROVIDE EXECUTIVE SEARCH SERVICES – POLICE CHIEF

DEAR MS. HORGER:

Mosaic Public Partners is pleased to have the opportunity to present our qualifications and approach to your executive search needs for the position of Police Chief. Mosaic Public Partners was founded on the principles of providing higher levels of innovation and client collaboration to complement the tried-and-true principles of executive search. By using private-sector technologies and search methodologies, we can deliver a better client experience and results, while staying within the constraints of the public sector.

Our project team is seasoned public safety executives who have a true passion for the work of public agencies. We understand the challenges that public agencies face and their unique needs. We have conducted over one hundred-fifty executive searches across the United States, bringing both experience and a national perspective on current trends and issues.

If awarded the search, both principals would serve as the search team. Our experience as successful police chiefs is complemented by our strong track record in executive search. Having previously led 20 police chief searches since 2019, several in Northern California, the project team brings a great deal of experience and a contemporary understanding of the candidate market. Having recently completed the Chief of Police search in Novato and currently conducting one in Martinez, will provide positive candidate energy that will benefit this search on behalf of the City of Ukiah.

After reviewing our statement of qualifications, please contact us at (916) 550-4100 if you have questions or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

Best Regards,

A handwritten signature in black ink that reads "Bryan Noblett".

Bryan Noblett
Founder and Managing Partner
bryan@mosaicpublic.com

A handwritten signature in black ink that reads "Gregory R. Nelson".

Greg Nelson
Founder and Managing Partner
greg@mosaicpublic.com

PROFESSIONAL QUALIFICATIONS

Mosaic Public Partners was founded in January of 2022 to create a better partner for public agencies needing to fill critical positions. We bring higher levels of innovation and client collaboration to the tried-and-true principles of executive search. Using private sector technologies and search methodologies, squared within the constraints of the public sector, allows us to deliver an improved client experience and better results.

We are seasoned public sector executives who have profound respect for the work of public agencies. We are passionate about placing today's public leaders, which enables public agencies to deliver exemplary leadership to their constituents.

Mosaic Public Partners is a Limited Liability Company (LLC) registered in the state of California. Mr. Greg Nelson and Mr. Bryan Noblett are the founders and managing partners of Mosaic Public Partners with a 55% and 45% respective ownership. There are no known conflicts of interest related to this executive search and no subcontractors are utilized.

MOSAIC APPROACH

Placing today's public leaders is our mission. Aligning the right candidates with the right opportunities helps our clients to build effective teams. We enjoy building relationships with the people involved in our searches, whether it is the candidates, hiring managers, team members or stakeholders. Establishing meaningful connections with those involved in our search processes is the basis from which we derive our success as a trusted partner and client-focused search firm.

CLIENT FOCUSED

Mosaic Public Partners provides a client-focused, customized approach to every search. We create an open, transparent, and interactive search process for both our clients and candidates. As a small firm we remain highly responsive to client needs and objectives, along with being personally available during the search process. Honest communication, collaboration and connecting with people are key components in a successful search. At Mosaic Public Partners, we pride ourselves on excellent customer service, agility, and responsiveness. We tailor our workload so that we can be readily available to assist with all elements of the search process for our clients and candidates alike.

The use of our innovative executive recruiting platform allows our clients unparalleled real-time access and visibility of the search process. Our commitment is that clients have a 360-degree view of all elements of their recruitment at any time. Our clients can see the candidate pool in real-time while the recruitment is progressing, rather than having to wait until the recruitment period closes to learn about the candidate pool. This type of transpar-

PROFESSIONAL QUALIFICATIONS (CONT.)

ency ensures our recruitment efforts are properly calibrated to our client's expectations. We are proud to bring this private sector software to our public sector searches to make them as efficient and transparent as possible for our clients.

TRUSTED PARTNERS

Our founding partners are two former public safety executives, each with exemplary service careers. We understand local government and the importance of accountability and responsiveness. Our combined career histories exemplify professionalism and a dedication to public service, along with a keen understanding of what it takes to be an effective leader in a public sector environment. Leveraging our public service careers, we became experienced executive search consultants, bringing with us a continued dedication to public service and an ethical, confidential, and discrete approach to assisting public agencies in the executive search process. Mosaic Public Partners is your trusted partner in placing today's public leaders.

COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

The Mosaic Team celebrates and prioritizes diversity, equity, and inclusion in its search practices and in its own organizational culture. We believe in the critical importance of diverse teams and our clients' need to build organizations that are representative of the communities they serve. Simply stated, the need for public employers and public sector search firms to build recruitment processes anchored by a commitment to diversity, equity and inclusion is more important now than ever. It is no longer adequate for public employers or executive search firms to speak about increasing DEI efforts; rather, intentional efforts must be woven into our cultures and work practices. Mosaic Public Partners is committed to ensuring outreach to diverse candidate pools via inclusive and strategic advertising, targeted outreach, and other methods which are all intended to deliver a diverse, highly qualified candidate pool to our clients. Evidence of this commitment can be seen in the placements our founding partners have made over the past several years.

RELEVANT EXPERIENCE & REFERENCES

Our consultants have conducted numerous Police Chief searches in the last several years that have positioned us to successfully complete this search on behalf of the City of Ukiah. We invite you to view our consultants' body of executive search experience at www.mosaicpublic.com/consultant-portfolio. Below is a brief list of those searches and corresponding references we feel are most relevant.

CITY OF NOVATO – NOVATO, CALIFORNIA

Population 54,000

Mr. Adam McGill, City Manager

Phone: (415) 899-8900

Amcgill@novato.org

Placement: Chief Beth Johnson



CITY OF CLEARLAKE – CLEARLAKE, CALIFORNIA

Population 15,000

Mr. Greg Folsom, City Manager of Suisun City (previously City Manager City of Clearlake)

Phone: (707) 421-7300

gfolson@suisun.com

Placement: Chief Andrew White



CITY OF SANTA MONICA – SANTA MONICA, CALIFORNIA

Population 93,000

Ms. Lori Gentles, Chief People Officer

Phone: (310) 458-8246

lori.gentles@santamonica.gov

Placement: Chief Ramon Batista



ADDITIONAL EXPERIENCE

While the search consultants have conducted over 40 Police Chief searches in the last 7 years, the following list are those searches conducted in the past 3 years, some of which are attributed to the consultants' tenure at a prior firm. Those shown with an asterisk (*) are current searches.

CLIENT	POSITION
2022 City of Martinez – Martinez, CA	Chief of Police*
2022 City of Denton – Denton, TX	Chief of Police*
2022 Town of Little Elm – Little Elm, TX	Assistant Chief of Police*
2021 City of Austin – Austin, TX	Chief of Police
2021 City of Bozeman – Bozeman, MT	Chief of Police
2021 City of Lawrence – Lawrence, KS	Chief of Police
2021 City of Pismo Beach – Pismo Beach, CA	Chief of Police
2021 City of San Fernando – San Fernando, CA	Chief of Police
2021 University of New Mexico – Albuquerque, NM	Chief of Police
2020 City of Bishop – Bishop, CA	Chief of Police
2020 City of Boise – Boise, ID	Police Chief
2020 City of Emeryville – Emeryville, CA	Police Chief
2020 City of Richmond – Richmond, TX	Chief of Police
2020 City of Salem – Salem, OR	Chief of Police
2020 City of San Marcos – San Marcos, TX	Police Chief
2020 City of Sanger – Sanger, CA	Chief of Police
2019 City of Concord – Concord, CA	Chief of Police
2019 City of Elk Grove – Elk Grove, CA`	Chief of Police
2019 City of Elk Grove – Elk Grove, CA	Assistant Chief of Police
2019 City of Hayward – Hayward, CA	Chief of Police
2019 City of Vallejo – Vallejo, CA	Chief of Police

APPROACH AND SEARCH METHODOLOGY

We approach every executive search as a partnership with our client. In this light, we use a proven framework as the foundation for the project and collaboratively tailor the work plan to meet the unique needs and wishes of our clients. In every search, we aim to provide our client with three deliverables, 1) a diverse selection of qualified candidates, 2) a thoughtful, inclusive, and well-communicated search process, and 3) sound advice and consultation.

KICKOFF

PROJECT MANAGEMENT

The consultants of the project team, Mr. Noblett and Mr. Nelson, will meet via videoconference with the City Council's Police Chief Ad Hoc Committee and City Manager. The objectives of this meeting are to learn points of contact and communication preferences, conduct a stakeholder analysis, develop the project timeline, and to create the preliminary selection process.

During this phase of the project, the consultants will review the organization's job description, and review the salary and benefit offering for competitiveness in the market.

CANDIDATE PROFILE DEVELOPMENT

Based on the project management kickoff meeting, Mr. Noblett and Mr. Nelson will meet with a variety of stakeholders to solicit input on the desired qualities sought in the next Chief of Police for the City of Ukiah, as well as anticipated challenges and opportunities the next chief will likely face. We recommend ensuring that stakeholders are engaged from the community, from within the Ukiah Police Department and from within the city organization. The project team will also gather important documents, information, and media from the city to be used in the development of the candidate profile.

If desired by the City Council's Police Chief Ad Hoc Committee, the Mosaic Team would meet with the Mayor and Councilmembers individually to gather their input relative to the desired characteristics sought for candidates, as well as challenges and opportunities facing the city and its police department.

Utilizing the input received, Mosaic Public Partners will create a candidate profile that accurately and attractively presents the opportunity to prospective candidates. Once approved by the Police Chief Ad Hoc Committee, this candidate profile serves as the standard by which all prospective candidates are evaluated, as well as for guiding the search strategy.

The Police Chief Ad Hoc Committee and/or City Manager will be provided with online access to Mosaic Public Partners' recruitment software through a client portal that ensures the

APPROACH AND SEARCH METHODOLOGY (CONT.)

search strategy and approach are properly calibrated for success. The Police Chief Ad Hoc Committee and/or City Manager may also use this online portal to provide the City Council with timely information on the status of the search, as desired. The project team is also available to provide updates directly to the City Council on the status of the search during executive session meetings. Our goal is to ensure that our clients are continually kept updated on the recruitment.

OUTREACH

OUTREACH AND RECRUITING

Based upon the search strategy developed, Mosaic Public Partners will immediately launch a targeted and comprehensive search effort that sources candidates from five primary categories.

- **Advertising Campaign:** Advertisements will be placed in sources targeted at attracting a diverse selection of highly qualified candidates. In addition to advertising with a variety of state/regional police chief associations, ads will also be placed in nationally recognized law enforcement associations such as:
 - Advertising Campaigns:
 - PERF – Police Executive Research Forum
 - NAWLEE – National Association of Women Law Enforcement Executives
 - NOBLE – National Organization of Black Law Enforcement Executives
 - HAPCOA – Hispanic American Police Command Officers Association
 - NAPOA – National Asian Peace Officers Association
- **Website and Social Media Campaign:** Mosaic Public Partners provides a comprehensive social media marketing campaign that includes custom graphics, eye-catching photos and distribution on LinkedIn, Facebook, Instagram, and Twitter accounts to share the position with potential candidates. Social media posts are crafted at several points throughout the recruitment process. In addition, partners and recruiters share Mosaic Public Partners blog and social media posts on their respective LinkedIn accounts. Mosaic Public Partners will also highlight the position on our website with a blog post, listing in our “Upcoming Career Opportunities,” and ultimately on our “Careers” page once the position is open.
- **Direct Outreach:** The search consultants have extensive candidate networks in California and across the nation. These networks will be leveraged to identify and recruit candidates that appear well matched to the candidate profile. Both Mr. Noblett and Mr. Nelson would leverage their respective diverse, professional networks developed over decades as practitioners as well as recruiters to invite top talent into the search.

APPROACH AND SEARCH METHODOLOGY (CONT.)

- **Indirect Outreach:** By using the same candidate networks, Mosaic Public Partners can seek nominations from other leading public sector executives who often provide excellent insight into rising talent.
- **Researched Outreach:** Using the search strategy as a guide, Mosaic Public Partners will apply innovative technologies to find and recruit candidates that may not have been identified through other methods.

Each potential candidate is personally engaged by the search consultants and many hours are typically spent answering questions and providing information to candidates to minimize any barriers that may be a discouragement.

CANDIDATE SCREENING AND EVALUATION

The search consultants perform an initial evaluation of candidates based upon their submitted materials. Candidates who are well aligned with the candidate profile, along with all internal candidates, are interviewed via videoconference to further evaluate their qualifications and fit for the position.

As a result of the initial screenings, the most qualified candidates are identified and a thorough internet and news search is conducted to help understand each candidate's public persona, as well as to ensure that any items that may be seen as controversial are known and understood.

SELECTION

PRESENTATION OF CANDIDATES

During a meeting with the City Council's Police Chief Ad Hoc Committee, the search consultants will present the most qualified candidates that have submitted interest in the position. The meeting will be facilitated by Mosaic Public Partners' innovative client portal which provides our clients with direct access to all candidate materials. From this meeting, a small group of candidates is invited to participate in the selection process. This meeting can be via videoconference, or with the consultants in person, depending upon the City's customs and preference.

SELECTION PROCESS

Having previously designed the selection process collaboratively with the Police Chief Ad Hoc Committee, the search consultants provide on-site facilitation of the interviews. A typical interview process for a Police Chief will involve multiple interview panels which represent community, police, and staff perspectives. Mosaic Public Partners will design and provide tailored interview materials for all interview panels and ensure the City retains the completed materials for records retention

APPROACH AND SEARCH METHODOLOGY (CONT.)

needs. We will remain present during all interviews and associated activities to ensure the process runs smoothly and meets the City of Ukiah's expectations.

Customarily, this initial round of interviews will reduce the field of candidates to a smaller number who are then invited for a second interview with the City Manager and others, if desired.

BACKGROUND AND FINAL QUALIFICATION

Once the Police Chief Ad Hoc Committee has identified their candidate of choice, the search consultants will perform a thorough background investigation of the candidate, accompanied by a series of consultant-driven reference checks that seek input from people with a variety of perspectives to the candidate.

Note that any level of background investigation that may be recommended or required by the State of California POST is outside the scope of this proposal. However, Mosaic Public Partners will help identify a third-party law enforcement background investigation firm and provide advice or guidance to the City for this purpose, if desired.

NEGOTIATION

Mosaic Public Partners will negotiate on the City's behalf to succeed in reaching an agreement with the selected candidates. Across earlier candidate conversations, the search consultants attempt to ensure the candidates' salary and benefit expectations are in accord with the Board's to prevent surprises at this critical culmination of the recruitment.

CLOSEOUT COMMUNICATIONS

Throughout the search process, Mosaic Public Partners maintains professional communications with all candidates involved. We realize that we are representing the City of Ukiah throughout the recruitment and ensure that each person we interact with is left with a favorable impression of the City. In this final communication, we inform all candidates who were not selected of their status and the City's appreciation for their interest.

EXECUTIVE SEARCH TIMELINE

At the beginning of each search engagement, Mosaic Public Partners meets with clients to collaboratively craft a work plan and timeline that best aligns with our client's needs. Our consultants will suggest best practices and share examples from prior engagements to tailor a process that is thoughtful, inclusive, and well communicated.

The typical duration of a search project is 12-17 weeks. Additionally, the selected candidate will customarily need to provide 30-days for notice and transition, if selected from outside of the organization. This brings the total duration to approximately 16-21 weeks. A customized timeline will be crafted in collaboration with the City during the first step of the search engagement. We are confident that we can deliver a successful search effort that meets the needs of the City of Ukiah.

GUARANTEE

Mosaic Public Partners offers the industry-standard one-year guarantee on our full search process. If, within a one-year period after appointment, the selected candidate voluntarily resigns or is dismissed for cause, Mosaic Public Partners will conduct another search effort without additional fees for professional services. The District would be expected to reimburse the firm for all expenses incurred, which are less than 30% of the flat fee.

If a placement is not made in the first search attempt, Mosaic Public Partners will conduct a second search effort with no charge for professional services. The District would be expected to pay for all expenses incurred.

Mosaic Public Partners will never actively recruit our placement while they are employed with the District.

PROJECT TEAM

If awarded the search, both Founders and Managing Partners of the firm would serve on the project team, supported by the firm's Business Support Manager.

GREG NELSON

FOUNDER & MANAGING PARTNER

For the better part of a decade, Mr. Nelson has led a successful executive search practice for a national search firm. In his role, Mr. Nelson has successfully recruited public sector executives on a national scale for a diverse array of field and positions. His work has included positions with intense

community interest, high levels of stakeholder involvement, and those with political sensitivities.

In the first twenty years of his career, Mr. Nelson served leadership roles in municipal government where he was known for his progressive and principled leadership. Under his tenure, the City increased employee engagement, citizen satisfaction (amongst the highest in a national survey), and made drastic improvements in the labor-management climate. He created public-private partnerships that allowed for superior levels of service during budget shortfalls, while enhancing relationships with stakeholders in the community. Additionally, he has provided expert testimony for state and local legislative bodies. Mr. Nelson was a co-founder of a municipal Human Rights Committee, engaging businesses and citizens in workshops and community dialogue on diversity and social equity issues, in and out of the workplace.

Mr. Nelson holds a Master's degree in Public Administration from the University of Illinois-Springfield with a graduate certificate in Public Sector Labor Relations.

As a founder of Mosaic Public Partners, Mr. Greg Nelson leverages decades of experience in the public sector with many years of successful experience leading executive searches for a variety of client roles across the nation.



GREGORY R. NELSON | 916.550.4100

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www.linkedin.com/in/greg-nelson-95728113

greg@mosaicpublic.com

www.mosaicpublic.com

EDUCATION

Master of Public Administration – University of Illinois – Springfield, Springfield, IL

Graduate Certificate in Public Sector Labor Relations – University of Illinois – Springfield, Springfield, IL

Graduate Certificate in Criminal Justice Education – University of Virginia, Charlottesville, VA

Bachelor of Arts, Social Justice Professions – Sangamon State University, Springfield, IL

Institute for Government and Public Affairs Leadership Academy – University of Illinois, Chicago, IL

Federal Bureau of Investigations National Academy, Quantico, VA

EMPLOYMENT HISTORY

Mosaic Public Partners

January 2022 – Present

Founder and Managing Partner

Lincoln, California

- Together, with Bryan Noblett, founded the firm to provide higher levels of service and client collaboration in public sector executive search. As co-principals of the firm, we are building a winning employee culture which leads to exceptional customer service.

Ralph Andersen & Associates

February 2015 – December 2021

Vice President

Rocklin, California

- Led the firm's public safety practice area, as well as served a diverse client portfolio primarily in the Western Region of the United States (primarily California, Nevada, Texas, Washington and Oregon).
- Leveraged 20-year career in municipal policing to dramatically increase the firm's public safety practice area.
- Successfully performed executive recruitments for clients in a variety of environments, including populations served between 5,000 in population to well over 1 million; various forms of government, including cities, counties, special districts and non-profit.

Pekin Police Department

September 1994 – February 2015

Chief of Police (2011–2015), Deputy Chief of Police, Lieutenant, Sergeant, Patrolman (1994–2011)

Pekin, Illinois – Direct Report to City Manager (population 34,000)

- Established progressive programs including Crime Free Housing and Problem Oriented Policing.
- Created a goal-oriented organizational culture within the agency. Crime reduced over 20% in 2014
- Worked cooperatively to establish the best labor-management climate in agency history
- Focused on customer service; Participated in a national study of police-citizen encounters with a rating of 94% favorable, amongst the highest in the study
- Led a state-wide legislative effort in controlling pseudoephedrine to solve the state's methamphetamine lab problem, building consensus of various stakeholders of government and business collaboration
- Along with one other member, stood up the City's Human Rights Committee promoting community diversity in the workplace and the community.

PROJECT TEAM (CONT.)

BRYAN NOBLETT

FOUNDER & MANAGING PARTNER

Bryan Noblett spent over 34 years working as a public safety leader in the Greater Sacramento Region. The majority of his career was spent working in leadership and executive level roles. Bryan placed a strong focus on staff development and on ensuring his organization was responsive to community needs throughout his career. He possesses a strong commitment to customer service and worked diligently as a municipal government executive to ensure his organization was focused on partnering with the community it served. In addition, Bryan is well-versed in

labor negotiations and working collaboratively with labor groups to achieve successful outcomes. Bryan's passion for leadership development, talent assessment and public service led him to accept a position with a nationally recognized public sector search firm shortly after his retirement. Bryan holds a bachelor's degree in Criminal Justice, a master's degree in Organizational Leadership and has attended several prestigious professional development courses.

Bryan spent the last years of his public safety career serving as Chief of Police in Elk Grove, California. Elk Grove is one of the most diverse cities in the country and Bryan worked with his staff to create a set of core values that celebrated diversity, equity, and inclusion. During his tenure as Chief of Police, Bryan created a Chief's Advisory Board in Elk Grove which established a new, collaborative partnership with a diverse group of community members who worked together to create a shared vision for public safety in the city.

As a long-time contributor to city executive teams, Bryan possesses a thorough understanding of all areas of public sector leadership. He spent the last few years partnering with municipal clients and communities across the country by assisting them in recruiting talented leaders to serve as Police Chiefs, City Managers, Chief Financial Officers, and other executive-level leadership positions. Bryan deeply values his connections with people, which has led to several outstanding placements and ongoing relationships with clients and candidates alike.

As a founder of Mosaic Public Partners, Bryan is excited to focus on client needs and work with candidates to place today's public leaders.



BRYAN A. NOBLETT | 916.550.4100

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bryan@mosaicpublic.com
www.mosaicpublic.com

EDUCATION

Master of Arts, Organizational Leadership – Chapman University, Orange, CA

Bachelor of Science, Criminal Justice – CSU Sacramento, Sacramento, CA

Senior Management Institute for Police – Boston University, Boston, MA

Federal Bureau of Investigations National Academy, Quantico, VA

EMPLOYMENT HISTORY

Mosaic Public Partners

January 2022 – Present

Founder and Managing Partner
Lincoln, California

- Along with Greg Nelson, founded the firm to provide higher levels of service and client collaboration in public sector executive search. As co-principals of the firm, we are building a winning employee culture which leads to exceptional customer service.

Ralph Andersen & Associates

October 2019 – December 2021

Executive Search Consultant
Rocklin, California

- Worked with Greg Nelson in the firm's public safety practice area, as well as served a diverse client portfolio primarily in the Western Region of the United States (primarily California, Nevada, Texas, Washington and Oregon).
- Leveraged 30+ year career in municipal policing to successfully complete several police chief searches in multiple states.

Elk Grove Police Department

July 2009 – September 2019

Chief of Police (2016-2019), Assistant Chief of Police (2015-2016), Captain (2009-2015)
Elk Grove, CA – Direct Report to City Manager (population 175,000)

- Established Chief's Community Advisory Board to increase community collaboration
- Created mission, vision, values for the organization through collaboration and team building
- Worked with City Council, City Manager and others to build a real-time information center to improve police response, along with increasing officer and public safety

Lodi Police Department

February 1985 – July 2009

Lieutenant, Sergeant, Corporal, Detective, Police Officer
Lodi, CA (population 65,000)