



**Submittal date: July 31, 2020**

# Proposal for Executive Recruitment Services for General Manager

**Kensington Police Protection and Community Services  
District**

K&A Recruiting is **enhancing** the California market with a focus on innovation and diverse candidate pools, integrating a forward-thinking recruiting philosophy with traditional public sector values.

Submitted by:

## **K&A Recruiting**

2835 Seventh Street  
Berkeley, CA 94710

**Richard O'Donnell**  
Recruitment Manager  
[rodonnell@koffassociates.com](mailto:rodonnell@koffassociates.com)  
510.679.3983



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## EXECUTIVE RECRUITMENT PROPOSAL

### Kensington Police Protection and Community Services District

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#### *COVER LETTER*

July 31, 2020

Bill Lindsay, Interim General Manager  
Kensington Police Protection and Community Services District  
217 Arlington Avenue  
Kensington, California 94707

Dear Mr. Bill Lindsay:

Thank you for the opportunity to submit a proposal to assist the Kensington Police Protection and Community Services District (District) in their recruitment efforts. Koff & Associates Recruiting (“K&A Recruiting”) is most interested in assisting the District with its executive search efforts for a General Manager. We are always committed, regardless of the level of position, to finding and placing candidates who are dedicated to public service.

Our unique selling proposition lies in K&A Recruiting’s 36 years of experience supporting public sector clients in California. Through our investment in modern recruitment technology, we offer forward-thinking services that not only provide for advanced sourcing and outreach but allows us to tell the story of each project through easy-to-understand data. K&A Recruiting uses National Language Processing to remove bias from our job ads, creating diversity in candidate pools to build workforces that accurately represent the communities served.

Having conducted countless executive search efforts has made K&A Recruiting an expert in identifying, targeting, recruiting, and successfully placing women and minority candidates in many of our recruitments. Our firm has a vast pool of resources at our fingertips when designing a successful advertising campaign.

K&A Recruiting has reviewed and accepts the terms and conditions of this RFP. If selected, we are willing to enter into an agreement under the terms and conditions prescribed by this RFP, which may include standard insurance provisions.

K&A Recruiting has the capacity to begin the recruitment process immediately and complete within the established timeframe. This proposal shall remain valid for at least 180 days subsequent to the proposal due date and thereafter in accordance with any resulting contract between K&A Recruiting and the District.

As Recruitment Manager of the firm, I would be Co-Project Director for all recruitment efforts together with our CEO, Georg Krammer, and K&A Recruiting’s supporting team. You can reach me at (510) 658-5633 and my email address is [rodonnell@koffassociates.com](mailto:rodonnell@koffassociates.com).

Thank you,

Richard O’Donnell  
Recruitment Manager



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#### ***BACKGROUND AND QUALIFICATIONS***

Koff & Associates (“K&A”) is a full spectrum, public-sector human resources consulting firm that was founded by Gail Koff in 1984, and has been assisting special districts, cities, counties, other public agencies, and non-profit organizations for over 36 years.

We are a private California corporation, #2785458, and our legal name is Kaneko & Krammer Corp. dba Koff & Associates, Inc. and K&A Recruiting. Our headquarters are located at 2835 Seventh Street, Berkeley, CA 94710. We are a California State-certified Small Business Enterprise; and through the County of Alameda, we are also a locally certified Small Local, and Very Small Local Business Enterprise.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. All recruitments have been brought to completion within stipulated time limits and proposed fees.

Our long list of clients is indicative of our firm’s reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective results. K&A Recruiting is “hands on” and responsive with the ability and expertise to identify the ideal candidate for your agency at this point in time.

K&A Recruiting uses its 36-year network to leverage recommendations and referrals of past clients in combination with modern sourcing techniques and technology to build the best candidate pools on the market. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence. We are very proud of the fact that we have not had any formal appeals in our history, working with hundreds of public agency clients and completing hundreds of recruitments and studies.



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### EXPERIENCE WITH SIMILAR POSITIONS

K&A Recruiting has successfully completed the below executive recruitments in the past two years. This list is meant to be a sample of our success not an exhaustive list.

Project	Project Contact
<b>Alameda County Water District</b> 2019: Project Engineering Manager 2019: Operations & Maintenance Manager	Ms. Jennifer Rogers Human Resources & Risk Manager (510) 668-4220 43885 S. Grimmer Blvd. Fremont, CA 94538 Jennifer.rogers@acwd.com
<b>Bay Area Clean Water Agencies</b> 2020: Assistant Executive Director 2019: Executive Director	Ms. David Williams Executive Director (925) 765-9616 PO Box 24055, MS 59 Oakland, CA 94623 dwilliams@bacwa.org
<b>California Association of Sanitary Agencies</b> 2019: Executive Director	Ms. Bobbi Larson Executive Director (916) 446-0388 ext. 101 1225 8th St, Suite 595 Sacramento, CA 95814 blarson@casaweb.org
<b>Central Marin Sanitation Agency</b> 2020: Mechanical Technician (ongoing) 2019: Environmental Services Analyst 2018: Technical Services Manager 2018: Electrical & Instrumentation Technician	Mr. Jason Dow General Manager (415) 459-1455 ext. 145 1301 Andersen Drive San Rafael, CA 94901 jdow@centralmarinsa.org
<b>City of Arcata</b> 2019: Building Official	Ms. Danette Demello Assistant City Manager/Personnel Director (707) 825-2114 736 F Street Arcata, CA 95521 ddemello@cityofarcata.org
<b>City of Long Beach</b> 2020: Purchasing Agent 2019: Automated Services Bureau Manager (Public Library)	Ms. Amber Ahlo Administrative Officer City of Long Beach – Long Beach Public Library 101 Pacific Avenue Long Beach, CA 90822
<b>City of Sacramento</b> 2020: Director of Public Safety (Ongoing) 2020: Director of Community Development (Ongoing) 2019: Public Works Director 2018: Director of Human Resources 2018: Diversity & Equity Manager	Ms. Sally Ly Interim Human Resource Manager (916) 808-8907 915 “I” Street Sacramento, CA 95814 Sly@cityofsacramento.org



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<b>City of San Buenaventura Housing Authority</b> 2019: Chief Financial Officer 2019: General Counsel	Ms. Cheryl Tabbi Human Resources Manager (805) 626-5816 995 Riverside Street Ventura, CA 93001 ctabbi@hacityventura.org
<b>City of San Diego</b> 2019: Public Utilities Director	Mr. Erik Hanson Human Resources Officer (619) 236-5599 1200 3rd Avenue, 13th Floor San Diego, CA 92101 EHanson@sandiego.gov
<b>City of San Jose</b> 2019: Assistant Director of Finance 2018: Human Resources Director 2018: Director of Planning, Building and Code Enforcement	Ms. Aracely Rodriguez Division Manager (408) 975-1411 200 E. Santa Clara St., 2nd Floor Wing San José, CA 95113-1905 Aracely.Rodriguez@sanjoseca.gov
<b>City of Santa Clara</b> 2020: Transportation Manager (ongoing) 2020: Traffic Engineer (ongoing)	Mr. Corey Lee Sr. Human Resources Technician (408) 615-2175 1500 Warburton Avenue Santa Clara, CA 95050
<b>City of Seaside</b> 2020: Director of Finance (ongoing)	Ms. Roberta Greathouse, IPMA-SCP Human Resources Director / Risk Manager City of Seaside (831) 899-6713 440 Harcourt Seaside, CA 93955 Rgreathouse@ci.seaside.ca.us
<b>Coastside County Water District</b> 2019: General Manager	Ms. Mary E. Rogren Assistant General Manager (650) 726-4405 766 Main Street Half Moon Bay, CA 94019 mrogren@coasidewater.org
<b>East Contra Costa Fire Protection District</b> 2019: Fire Marshal	Ms. Regina Rubier Business Services Manager (925)240-2138 150 City Park Way Brentwood, CA 94513 rrubier@eccfpd.org
<b>Merced County Association of Governments</b> 2019: Regional Waste Authority Director	Kristina Meraz Human Resources and Risk Management Manager (209) 723-3153 x 139 369 W. 18th Street Merced, CA 95340 Kristina.meraz@mcagov.org
<b>Mt. View Sanitary District</b> 2019: Administrative Services Manager	Ms. Lilia Corona Assistant District Manager (925) 228-5635 x18 P.O. Box 2757



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	Martinez, CA 94553 LCorona@mvsd.org
<b>Oakland Housing Authority</b> 2019: Director of Information Technology	Ms. Patricia Wells (510) 874-1517 Deputy Executive Director 1619 Harrison Street Oakland, California 94612 PWells@oakha.org
<b>Paradise Irrigation District</b> 2018: District Manager	Ms. Georgeanna Borrayo District Secretary (530) 876-2039 6332 Clark Road Paradise, CA 95969 gborrayo@paradiseirrigation.com
<b>Ross Valley Sanitary District</b> 2019: General Manager	Ms. Andrea Clark General Counsel (916) 520-5424 Downey Brand LLP 621 Capitol Mall, 18th Floor Sacramento, CA 95814 aclark@DowneyBrand.com
<b>Town of Paradise</b> 2020: Town Manager (Ongoing) 2020: Administrative Services Director/Town Treasurer (Ongoing) 2020: Accountant (Ongoing) 2020: Procurement Officer 2020: Assistant Planner	Ms. Crystal Peters Human Resources and Risk Manager (530) 872-6291 x117 cpeters@townofparadise.com Town of Paradise 5555 Skyway Paradise, CA 95969
<b>Vallejo Flood &amp; Wastewater District</b> 2019: Director of Administration 2018: Director of Human Resources	Ms. Melissa Morton District Manager (707) 644-8949, Ext 211 450 Ryder Street Vallejo, Ca 94590 mmorton@vsfcd.com
<b>Valley Water</b> 2020: Administrative Services Manager (ongoing) 2020: Information Services Analyst II (ongoing) 2020: Information Services Manager (ongoing)	Ms. Courtney Letts Senior Management Analyst (408) 630-2981 5905 Winfield Blvd. San Jose, CA 95123-2428 CLetts@valleywater.org



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#### K&A RECRUITING ORGANIZATIONAL DIVERSITY STATEMENT

K&A Recruiting has provided responses and documentation in this proposal establishing that we have met the requirement in demonstrating experience in seeking diverse applicant pools:

- Demonstrated experience and success in recruiting a diverse candidate pool for consideration in Executive level placements, preferably in a local government setting.
- Possess a commitment to diversity and inclusion in all facets of the recruitment process.
- Knowledge of applicable federal, state, and local regulations concerning Equal Employment Opportunity requirements.

This statement reaffirms our commitment to affirmative action efforts and providing equal employment opportunity to all employees and applicants for employment in accordance with equal opportunity and affirmative action laws.

We affirm our personal and official support of these policies which provide that:

- Discrimination against applicants or employees based on race, color, creed, religion, national origin, sex, sexual orientation, disability, age, marital status, membership or activity in a local human rights commission, or status with regard to public assistance will not be tolerated.
- K&A is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include but are not limited to, the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to applicants and employees with disabilities.
- K&A will continue to actively promote a program of affirmative action wherever minorities, women, and persons with disabilities are underrepresented in the workforce; and work to retain all qualified, talented employees, including protected group employees.
- K&A will evaluate its efforts, including those of its Project and Recruiting managers in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, K&A expects all employees to perform their job duties in a manner that promotes respect and equal opportunity for all. It is K&A's policy to provide an employment environment free of any form of discriminatory harassment as prohibited by federal, state, and local human rights laws. We strongly encourage suggestions as to how we may improve. We strive to provide equal employment opportunities and the best possible service to all candidates and clients whom we serve.



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#### PROJECT TEAM MEMBERS

##### **Georg Krammer, M.B.A., S.P.H.R.**

###### **Chief Executive Officer**

Georg brings twenty (20) years of management-level human resources experience to Koff & Associates with an emphasis in organizational development; classification and compensation design; market salary studies; executive and staff recruitment; performance management; and employee relations, in the public sector, large corporations and small, minority-owned businesses. He had five (5) years in the private sector where he served as an HR Manager, and Administrative Officer, and then HR Director.

After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his Master of Business Administration from the University of San Francisco. After starting his HR career in Wells Fargo's college recruiting department, he moved on to HR management positions in the banking and high-tech consulting industries. With his wide-ranging and deep experience as a well-rounded senior HR generalist, his education in business and teaching, his depth and breadth of experience with public sector HR needs, programs, and functions, Georg's contribution to K&A's variety of projects greatly complements the Koff & Associates consulting team. He has spearheaded several hundred classification, compensation, organizational, strategic planning, etc., studies for hundreds of cities, towns, counties, and special districts throughout the State of California and has contributed to more than quadrupling the size of Koff & Associates as a result of the success of his projects and the subsequent expansion of the business through referrals from satisfied clients. Georg joined K&A in 2003 and has been the firm's Chief Executive Officer since 2005.

##### **golbou Ghassemieh, M.B.A., S.P.H.R., SHRM-SCP, IPMA-SCP**

###### **Recruitment Manager**

golbou brings over fifteen (15) years of experience in the Human Resources field, including work as a Deputy Director and Director at County and City agencies in the public sector. Her experiences include working in and/or overseeing classification and compensation, recruitment and examination, training and development, EEO, employee and labor relations, and risk management. Her experience includes both public and private sector Human Resources work for the County of Sonoma, County of El Dorado, City of Santa Rosa, Target Corporation, and Savant Consulting. She gained experience in classification and compensation, recruitment and examination, organizational development and training programs, labor relations, MOU administration, policy development and administration, ADA programs, investigations, discipline administration, recruitment and examination, presenting to Boards and Commissions, and general human resources leadership and administration.

##### **Richard O'Donnell, B.S.**

###### **Recruitment Manager**

Richard has ten (10) years of experience recruiting in a wide variety of sectors and disciplines, including technical, engineering, human resources, labor and employee relations, water/wastewater, landscape architecture, building regulation, urban planning, and financial. His experience encompasses entities of all sizes, from smaller special districts to the largest cities in California.

Prior to K&A, Richard was a Senior Recruiter for the Coit Group, a recruitment process outsourcing firm headquartered in San Francisco, where he worked onsite exclusively for their client Apttus. Here he managed all product and engineering recruiting in North America. He managed a diverse range of positions spanning from entry level employees to senior level executives.



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Richard graduated with a double major from the University of California, Santa Cruz, earning a B.S. degree in both economics and accounting.

Since joining K&A, Richard has successfully completed placements for many public-sector clients. Richard's specialty is sourcing for hard to fill and executive-level positions.

#### **Eric Chau, B.A.**

##### **Recruiter**

Eric serves the Koff & Associates team as a recruiter. He strives to find the right candidate for our clients through rigorous candidate sourcing and review. He is committed to providing the highest level of quality support and to working as a partner with clients and candidates throughout the search process.

Prior to joining K&A, he worked in recruiting for over six years in the private sector. Eric holds a Bachelor of Arts degree in English from the University of California, Davis.

#### **Nina Hernandez, B.A.**

##### **Recruiting Coordinator**

Nina is currently the teams recruiting coordinator. She strives to exceed our client's expectations while assisting the recruiting team in candidate sourcing and review, in addition to administrative functions. Prior to joining K&A, she worked for over ten years in the luxury sales market.

Nina holds a Bachelor of Arts degree in Strategic Communication, having achieved cum laude honors from California State University East Bay.



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### REFERENCES

Below are three recent executive recruitments that K&A Recruiting successfully placed in similar positions and special districts.

Recruitment & Agency	Contact
Coastside County Water District  2019: General Manager 2017: Superintendent of Operations 2014: Assistant General Manager (Finance)	Ms. Mary E. Rogren Assistant General Manager (650) 726-4405 766 Main Street Half Moon Bay, CA 94019 <a href="mailto:mrogren@coasidewater.org">mrogren@coasidewater.org</a>
Town of Paradise  2020: Town Manager (Ongoing) 2020: Administrative Services Director/Town Treasurer (Ongoing) 2020: Accountant (Ongoing) 2020: Public Works Director/Town Engineer 2020: Procurement Officer 2020: Assistant Planner	Ms. Crystal Peters Human Resources and Risk Manager (530) 872-6291 x117 Town of Paradise 5555 Skyway Paradise, CA 95969 <a href="mailto:cpeters@townofparadise.com">cpeters@townofparadise.com</a>
Bay Area Clean Water Agencies  2020: Assistant Executive Director 2019: Executive Director	Mr. David Williams Executive Director (925) 765-9616 PO Box 24055, MS 59 Oakland, CA 94623 <a href="mailto:dwilliams@bacwa.org">dwilliams@bacwa.org</a>
City of Sacramento  2020: Director of Public Safety Accountability (Ongoing) 2020: Director of Community Development (Ongoing) 2019: Public Works Director 2019: Director of Youth, Parks & Community Enrichment 2018: Director of Finance 2018: Diversity and Equity Manager 2018: Director of Human Resources	Ms. Sally Ly Interim Human Resource Manager (916) 808-8907 915 "I" Street Sacramento, CA 95814 <a href="mailto:Sly@cityofsacramento.org">Sly@cityofsacramento.org</a>



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#### ***METHODOLOGY AND APPROACH***

Many of our clients use our services year over year because of our forward-thinking, contemporary approach and commitment to success. Our modern philosophy ensures thorough, thoughtful and strategic sourcing, evaluation, selection, and vetting of candidates.

We are responsible for ensuring compliance, adhering to and maintaining all legally mandated documentation throughout the process. Our team sends formal requests for feedback using K&A Recruiting's Placement Evaluation Forms at the six-month and one-year anniversaries of the new hire.

All work products prepared by K&A Recruiting shall become the property of the District. There shall be no restrictions on the District's use, distribution, or modification of any work products.

#### **Step 1 – Ideal Candidate Profile**

The development of the desired profile of the ideal job candidate for the General Manager is crucial for a successful search process. Our services will include providing regular status updates to the Interim General Manager and the Board.

K&A will interview each KPPCSD Board member to facilitate the development of an appropriate candidate profile. We will also interview the District's Interim General Manager, Police Chief, Finance and Business Manager, and District Board Secretary individually, to confirm the qualities they believe are important for the ideal candidate to possess.

We will identify and/or develop the following:

- The various organizational needs, vision, mission, goals, strengths, challenges, opportunities, dynamics, culture, and staff of the governing body;
- Position competency requirements, i.e., knowledge, skills, and abilities;
- Personal and professional attributes required of and priorities for the new incumbent;
- Type of working relationship senior leadership desires with the new incumbent;
- Advertising strategies in conjunction with a national outreach;
- Compensation levels; and
- Schedule of deliverables from K&A Recruiting.

At the conclusion of the meeting(s) with the Recruitment Team, there will be a clear consensus of the key qualifications and characteristics of the position and the process, action plan, and timetable to be utilized for the recruitment process.

#### **Step 2 – Brochure Design & Posting**

Following the development of the candidate profile, a professionally produced recruitment brochure will be prepared in coordination with County prior to posting. The brochure will highlight the strengths and challenges of the District, its organizational structure and services, its mission and goals, pertinent facts regarding the position, and necessary and desirable candidate qualifications.

#### **Step 3 – 30-Day Window of Application & Sourcing**

Our effort will include a variety of activities designed to build the best available candidate pool. In coordination with the District, K&A Recruiting will:



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- Identify prospects;
- Provide each potential candidate with access to the recruitment brochure;
- Capture interested candidates in our recruitment project database; and
- Provide representative data to tell the full story.

#### **Step 4 – Recommendation of Candidates**

K&A Recruiting will coordinate sourcing and any desired phone screens with the District to further narrow the pool to the most highly qualified candidates and to establish best organizational fit of each potential finalist. This screening process is specifically designed to assess the personal and professional attributes the District has identified and will focus on each candidate's ability, technical competency, and fit with the District's values, culture, and needs. Our assessment will consist of:

- Experience and qualifications;
- Cultural fit based on our understanding of important intangibles;
- Clarity of any issues identified in the submitted documents;
- Reasons for position interest;
- The level of commitment to the position and the organization;
- And other issues, including salary requirements will be discussed.

K&A Recruiting will advise the District on the qualifications of the candidates, develop a list of approximately five to eight candidates recommended for final interviews and provide a written summary report describing the overall candidate pool and the qualifications of those recommended for interview. We will manage, plan, arrange, and conduct all interviews in coordination with the District. Our summary will include:

- Analysis and recommendations;
- Representative data;
- All candidate documents;
- Any additional relevant information the applicants have submitted.

We will prepare K&A Recruiting's user friendly Applicant Materials Binder, which will contain pre-screen notes, and Pre-Screen Evaluation Forms that summarize our conversations and assign the respective candidates a numerical score - making our recommendations concise and easy to understand, and removing bias.

#### **Step 5 - Interview Preparation**

We will advise and develop interviewing strategies and a set of key questions that will help analyze candidates' qualifications and management/workstyle. We will facilitate all necessary communications with the Recruitment Team and candidates to ensure everyone is well prepared.

Interview questions will be designed to elicit information, not only about each candidate's technical skillset and experience but also their leadership skills, adaptability, political astuteness, self-awareness, and other important aspects of the ideal candidate profile.

Questions, evaluation tools, and additional materials will be assembled in intuitive and user-friendly on-site interview binders. We will also use evaluation criteria agreed to by the Recruitment Team.



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#### **Step 6 – Facilitation of Interviews**

Our firm will provide oversight during the panel interview process and facilitate a focused discussion with the Recruitment Team at the conclusion of the interviews to identify the most qualified candidates for the hiring round of interviews.

The interview panel will narrow the field of candidates to two or three finalists who are then asked back for a second and final interview. The second round can consist of a townhall or open forum style of interview, which we are available to moderate. This list of finalists will be prepared for review and consideration by the Recruitment Team.

#### **Step 7 - Background, References, and Offer**

K&A Recruiting will conduct thorough reference and background checks for the final candidate(s). We start with employment and professional references, calling each and having an in-depth discussion covering strongest business characteristics, work style, interpersonal skills, and position-specific knowledge. Our references will be documented and presented in a concise user-friendly manner.

We will also perform a public records search, Internet, media, and newspaper searches. We work with a background checking firm that can confirm educational degrees and check driving records, criminal records, and a financial history/credit check. We, as well as our background contract firm, meet or exceed all of California's extensive reporting requirements. If preferred, background and professional reference checks can be completed before candidates are presented for the oral interview process.

K&A Recruiting will facilitate and lead the negotiations of the final terms and conditions of employment, such as the compensation package, benefits, and other perquisites (perks). We will notify all candidates not selected as finalists for the position.

#### **Step 8 - Storage of Required Legal Documentation and Ongoing Communications**

We are responsible for ensuring compliance with and establishing and maintaining all legally mandated documentation throughout the process keeping in mind the District's document management principles and the possibility of public records requests. We will prepare final documents and provide them for recruiting compliance back up and storage for the District.

In addition to the steps of the process leading to an offer of employment to the top candidate, we are committed to ensuring that the new incumbent's transition into the new position will be smooth and successful.



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#### **RECRUITING PROCESS DURING COVID-19 CRISIS**

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*We will work to counterbalance market forces and build a pipeline of potential candidates through strong marketing and branding efforts, including videos, job postings, and a social media campaign specific to the District. Our ongoing communication with candidates helps with reputation and keeps them engaged; so, when there is an opportunity that matches their background, we reduce the time-to-hire. As always, communication is key. Candidates who experience a warm communicative recruitment experience are more likely to maintain their interest and are more likely to feel welcomed into the organization. The recruitment experience is the first touch point with your future new employees.*

*We are also embracing the virtual interview. This recent push into virtual technologies is generally new for many public agencies. The adjustment at first may be intimidating or overwhelming, particularly if purchasing new webcams or other equipment poses a challenge. However, our crystal ball tells us that virtual interviewing is not going away regardless of how the world evolves through the pandemic and the investment will serve agencies well going forward. In other words, virtual interviewing may have become a necessity during a temporary crisis, but it is not a temporary strategy that should fall to the wayside after the crisis is over.*

*How we communicate in virtual interviews is essential and will continue to be going forward.*

*To conduct an effective virtual interview, simple steps can be taken to ensure a predictable and high-quality process. We will be clear on exactly how the interview process will go and what candidates should expect. We are savvy at navigating the technology and can help with technical challenges on the fly. Coaching panel members to continue to maintain a professional demeanor during virtual interviews, and eliminate smart phone or competing screen distractions, just as you would in person, can also help the process.*

**-K&A Recruiting**



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### *PROPOSED SCHEDULE*

We can begin the recruitment process immediately, upon the receipt and execution of a contract or purchase order.

Following is a typical schedule for conducting recruitment efforts. Search efforts for executive and hard-to-fill recruitments generally take three to four (3 to 4) months to complete, allowing enough time for all phases of the process.

Weeks	2	4	6	8	10	12	14	16
Step 1	█							
Step 2		█						
Step 3			█					
Step 4				█				
Step 5					█			
Step 6						█		
Step 7							█	
Step 8								█



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### ***COST PROPOSAL***

**Project:** Executive Recruitment Services for General Manager

**Offer:** \$18,000

This is a not-to-exceed fee including advertising, brochure design, and associated travel.

We would expect the following method of payment:

1. Completion of Phase 1
2. Completion of Phase 2
3. Completion of Phase 3
4. Completion of Phase 4

We will submit and support the levels of coverage and endorse your agency with our General Liability coverage upon award of a contract for the project.

Workers' Compensation:	Statutory Limits
Commercial General Liability:	\$2,000,000 per occurrence
Professional Liability (Errors & Omissions):	\$1,000,000 per occurrence
Automobile Insurance:	\$1,000,000 per occurrence

Our insurance broker is Ms. Elleen Hollander, Sr. Account Manager/Commercial Lines, Integro Insurance Brokers, 2300 Contra Costa Blvd., Suite 375, Pleasant Hill, CA 94523.



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### PROJECT BUDGET BREAKDOWN

<b>Phase 1</b>	<b>\$3,000</b>
Ideal Candidate Development	
Brochure Design	
Launch: Posting of Advertisement	
Total	\$3,000
<b>Phase 2</b>	<b>\$8,000</b>
Sourcing, Identification, Targeting, Organizing of Candidates	
K&A Recruiting Pre-Screens	
Presentation of Recommendations	
Total	\$11,000
<b>Phase 3</b>	<b>\$6,000</b>
Interview Preparation & Scheduling	
Facilitation of Panel Interviews	
Facilitation of Hiring Interviews	
Total	\$17,000
<b>Phase 4</b>	<b>\$1,000</b>
Reference & Background Checks	
Terms of Employment & Offer Acceptance	
Storage of Documents & Ongoing Communications	
Total	\$18,000



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#### *VALUE ADDED SERVICES*

Our team is able to develop a big picture, third party perspective of the candidate market unique to each position. By taking the time to study the successful qualities of candidates in each niche we understand which backgrounds are relevant and why, enabling us to efficiently cement the right placement for your team.

K&A Recruiting has built the reputation for being an expert in identifying, targeting, recruiting, and successfully placing women and minority candidates in many of our recruitments. Our firm has a vast pool of resources at our fingertips when designing a successful advertising campaign that targets women and minorities.

K&A Recruiting uses Artificial Intelligence (AI) in our search strategies to recruit candidates from diverse backgrounds using local, regional, statewide, and national resources, as well as advanced candidate sourcing tools.

Our team quickly develops robust candidate pools unique to each position by applying our proven modern philosophy. We identify candidates who are not only qualified for the role, but who also reflect the communities they serve.

We tailor our outreach according to the specifics of the position using a variety of sourcing strategies to identify and attract prospects. Our method ensures that we find highly accurate candidates that exceed what the rest of the industry can provide. We are experienced with organizations of various cultures, and of all sizes and stages.

#### **INNOVATIVE PRACTICES**

Technology we use assists with:

- Removing unconscious bias in brochures.
- Improves brochure readability and applicant conversions.
- Identifying and posting to diverse job boards.
- Identification and attraction of robust and diverse candidate pools.



# EXECUTIVE RECRUITMENT PROPOSAL

## Kensington Police Protection and Community Services District

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### ***CONTRACTOR ASSIGNMENT OF SUB-CONTRACT***

K&A Recruiting does not intend to assign, transfer, or sublet, in whole or in part any of the work resulting in a contract with the District.

### ***PREVIOUS CONTRACTS WITH KPPCSD***

In 2019, K&A Recruiting filled the below positions for the District. The contract total for all three positions was \$14,000.

Kensington Police Protection District	District Clerk of the Board
Kensington Police Protection District	District Finance and Business Manager
Kensington Police Protection District	Office Assistant



## EXECUTIVE RECRUITMENT PROPOSAL

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#### ***GUARANTEE***

K&A Recruiting is committed to recommending only the most qualified candidates who not only meet all the necessary requirements and qualifications but are also a cultural fit for the District. We proactively recruit for each search effort until a successful candidate is placed.

We therefore promise to present a slate of candidates to the District that includes only those individuals who have passed through all of our screening processes and have been identified as potential ideal matches for the position requirements. Should the Recruitment Team disapprove of all final candidates and/or should none of the final candidates pass the final interview and reference check process, we will work to find a new slate of candidates.

In addition, for executive and mid-management positions, we promise to conduct a one-time additional executive search to find a replacement should the incumbent leave the position or be terminated from employment within 12 months of hire due to performance issues. In either case, as described above, we will identify a replacement and only charge through related expenses as described in the Cost Proposal.

Overall, K&A Recruiting's retention rate during the first 12 months of hire is very strong and has been at over 95% over the last 36 years.

#### **CONFIDENTIAL SAFEGUARDS**

The advantage of hiring K&A Recruiting is that the bulk of all documentation and recordkeeping will be done by us and only very specific information and documents will be shared with the District.

We understand that confidentiality is one of the utmost important values when it comes to all things hiring-related. We also understand the potential sensitivity of job applicants' information, especially when they are currently still employed and don't want their employer to learn about their job search activities, or cases where job candidates potentially know each other.

Of course, we will never share job candidate information or application documents with any third parties. We will only contact job candidates' current employers with their express permission (although we typically require such during the final background and reference checking, at the latest when a conditional job offer has been made).