



5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

June 2, 2016

Ms. Christina Brusaca
Senior Administrative Analyst
Department of Human Resources
City and County of San Francisco
San Francisco, California

Sent via e-mail to: Christina.brusaca@sfgov.org

Dear Ms. Brusaca:

Ralph Andersen & Associates is pleased to submit our proposal to provide executive search services for the City and County of San Francisco, and we would look forward to working with the City to recruit for its new Police Chief. Recent big city public safety recruitments conducted by the firm include the City of Oakland (Chief of Police) and the City of Albuquerque (Chief of Police). Brochures for these two related searches have been included for your reference and review. Also, we have included brochures from two other another important searches for the City and County of San Francisco – Chief Medical Examiner and Airport Director as additional examples of our work product.

The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 44 years. With the reputation of Ralph Andersen & Associates you will have the opportunity to consider candidates located throughout California as well as from across the United States.

Our mission and commitment to the City and County of San Francisco is to provide the highest quality of search services in the industry as measured by the comprehensive nature of our search process, the caliber of candidates we present, and the success of those candidates in our client's organizations.

We have all the advantages of a large firm – extensive resources, collective knowledge in our markets, and are an extremely capable, high performance 20-member search team – with a long-term proven and verifiable track record of exceeding our clients' expectations.

The combination of experience and diverse backgrounds gives the consultants at Ralph Andersen & Associates a comprehensive understanding of what it takes to build an effective organization; leadership, integrity, vision, fiscal acumen, transparency, superior interpersonal skills, and a strong commitment to service. We are prepared to put forth a dedicated and considerable effort using all of our resources to ensure that this recruitment is highly successful. Important to note, we do have two prior police chiefs on our Search Team that will assist on various aspects of the search under my direction.

Thank you very much for your consideration of this proposal. We are ready to proceed upon notification of approval. I am reachable at (916) 630-4900 should you have any questions or need further clarification.

Respectfully Submitted,

Robert Burg
Executive Vice President



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Executive Summary

Attracting top talent has never been more complex and Ralph Andersen & Associates is highly qualified to assist the City and County of San Francisco with recruiting its new Police Chief. Since 1972, we have conducted more successful executive recruitments than any other firm. Our involvement in the search process is complete – from helping create a competency-based interviewing framework for the new Police Chief to assessing candidates and attracting top law enforcement professionals, our search professionals offer an unparalleled depth of experience, national reach, and industry knowledge.

The City has requested our Proposal to assist in the identification and recruitment of a highly qualified group of candidates. We believe we have the recruitment expertise and network to **deliver quality results**.

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

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

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

Relevant Experience

Firm Qualifications

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 44 years. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

With Ralph Andersen & Associates, there is an entire team behind every recruitment. Our firm takes a multi-disciplined, team approach to executive search. Successful outreach relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. By drawing on the combined expertise of our search team, we address outreach from a wide variety of perspectives and find unique ways to identify and contact the best and brightest.

As a multi-disciplined, full-service local government consulting organization, we are dedicated to helping our clients improve operating efficiency and organizational effectiveness.

Range of Services Offered

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

- **Management Consulting** – Ralph Andersen & Associates helps organizations improve their performance potential with a range of management consulting services. The types of services provided by the firm include management and performance audits, organizational analyses, productivity improvement analyses, agency and service consolidation assessment, specialized financial management including debt restructuring and organizational problem solving. In addition to providing these services to entire organizations, the firm often conducts management consulting engagements that are focused in a specific service area such as public safety, city management, finance, public works, community development and other major service areas. Ralph Andersen & Associates treats every management consulting engagement as unique. This approach means we will assemble a consulting team comprised of consultants with the specific talents and experiences needed to successfully achieve the client's objectives. Our team of experienced consultants perform complex analyses and recommend solutions that are practical and most importantly, are capable of being implemented by our clients.
- **Human Resources Consulting** – The firm provides a full range of contemporary human resources consulting including classification studies, compensation studies, benefits analysis, pay plan development, executive pay, and pay for performance. Key staff have proven success in working with labor groups and elected officials in identifying solutions and solving challenging problems. Services also include expert witness services for mediation and arbitration hearings. Our approach to consulting services is characterized by

proven methods, extensive data collection, accurate analysis, and effective communication and messaging.

- **Executive Search** – At Ralph Andersen & Associates, there's always an entire team behind every recruitment assignment that we undertake. Our multi-disciplinary approach takes the best ideas in executive recruiting and creates innovative ways to get the right candidates for clients. When you retain Ralph Andersen & Associates, you actually get an entire team's worth of support and expertise working together to achieve your organization's objectives. The firm has conducted executive searches for large and small organizations throughout the nation. In addition to conducting searches for city manager and other chief executive officer positions, Ralph Andersen & Associates has successfully completed searches in every area of municipal service including police chief and fire chief. Ralph Andersen & Associates believes the most important element of a successful executive search is to listen carefully to what our clients are looking for in terms of candidate experience and qualifications. Using these client-focused guidelines, candidate identification is undertaken through marketing and personal outreach.

Related Experience

Ralph Andersen & Associates is very familiar with the City and County of San Francisco and it's Operating Departments having conducted the following recruitments (2005 to Present):

- 311 Director (2007)
- Assistant Deputy Director, Recruitment and Assessment Services for the Department of Human Resources (2008)
- Chief Information Officer (2013)
- Chief Information Security Officer (2015)
- Chief Medical Examiner (2015) – *Brochure Attached*
- Deputy Director for Engineering for the Department of Public Works (2008)
- Director of Project Management Office, Department of Technology (2014)
- Director of Public Works (2005)
- Director of the Office of Early Care and Education (2013)
- Director, Probation Services (2008)
- IT Director, Human Services Agency (2014)
- Manager Bureau of Building Repair, Department of Public Works (Partial Recruitment) (2007)
- Recreation and Parks Director (2008)
- Senior Program Manager (2), Department of Technology (2014)
- Workers' Compensation Director (2012)

- Port of San Francisco, CA
 - Chief Harbor Engineer (2014)
 - Real Estate Deputy Director (Current Search)
- San Francisco Arts Commission
 - Director of Cultural Affairs (2007)
- San Francisco International Airport
 - Airport Chief Information Officer / ITT Director (2013)
 - Chief Information Security Officer (2015)
 - Enterprise Architect (2015)
 - Managing Director, Finance (Recently Completed)
 - Airport Chief Information Officer/ITT Director (2013)
 - Associate Deputy Airport Director, Hotel Developer (2013)
 - Airport Director (Recently Completed) – *Brochure Attached*
 - Airport Risk Manager (2007)
 - Airport Finance Director (2009 and 2012)
 - Associate Deputy Director of Revenue Development & Management (2005 & 2013)
 - Aviation & Parking Management Director (Current Search)
 - Chief Information Security Officer (2015)
 - Director of International Marketing & Aviation Development (2015)
 - Enterprise Architect (2015)
- San Francisco Public Utilities Commission
 - General Manager (2012)
 - Assistant General Manager, Infrastructure (2013)

Below is a listing of Police Chief recruitments conducted by the firm and members of the Search Team in the past five years (2011 to Present).

- Albuquerque, NM
 - Chief of Police (2014) – *Brochure Attached*

- Bishop, CA
 - Chief of Police (2016)
- Commission on Peace Officer Standards and Training, CA
 - Executive Director (2016)
- Indio, CA
 - Chief of Police (Current Search)
- Martinez, CA
 - Chief of Police (2015)
- Oakland, CA
 - Chief of Police (2014) – *Brochure Attached*
- Pacific Grove, CA
 - Police Chief (Current Search)
- Santa Rosa, CA
 - Police Chief (2015)
- Shafter, CA
 - Chief of Police (Current Search)
- Simi Valley, CA
 - Chief of Police (2012)
- Tualatin, OR
 - Chief of Police (Current Search)

Project Personnel

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

The City and County of San Francisco will have Mr. Robert Burg, Executive Vice President, as the Project Director. Additionally, Mr. Burg will have all the resources and full support of our firm fully dedicated to ensure the highest quality outcome during this important recruitment process. Mr. Burg can be contacted through the corporate office (916/630-4900), via his cell phone (805/264-2663), or email (robert@ralphandersen.com). Mr. Burg is located at the corporate office in Rocklin, California.

Mr. Robert Burg, Executive Vice President

Mr. Robert Burg is the Executive Vice President of Ralph Andersen & Associates and the Managing Director of Healthcare, Emergency Management, and Human Services. As a senior executive, his area of concentration is on executive search and management consulting. His client base, as a retained consultant and high-level advisor, is focused on all facets of government, non-profit, and private enterprise. Mr. Burg has a total of 37 years of experience in the area of healthcare operations, emergency management, human services and public health. From 1979–94 he served as a Commissioned Naval Officer in a variety of high profile assignments.



Important to note, Mr. Burg was the Project Director on two recent, high profile public safety recruitments:

- City of Albuquerque – Chief of Police
- City of Oakland – Chief of Police

Mr. Burg has extensive leadership and consulting experience in both the public and private sectors. He served as the Interim Director for Bio-Defense and the Cities Readiness Initiative in Phoenix, Arizona in Maricopa County, which is the 4th largest county in the United States. He has substantial experience with writing and evaluating Public Health Disaster Plans in accordance with ICS/NIMS compliance. He was directly responsible for completing a gap analysis and writing the Hospital Disaster Preparedness Plan for 16 Sacramento Hospitals including 4 healthcare systems and 4 counties. While Administrator of the Attending Physician's Office, United States Capitol he managed the healthcare delivery system serving the Members of Congress, Justices of the Supreme Court, all staff, and visiting dignitaries. Mr. Burg is board certified in healthcare administration and holds the high-level credential of achieving Fellow status with the American College of Healthcare Executives (ACHE). Additionally, he was responsible for the 911 emergency response system and ensuring the medical safety of visitors. During his decade long tenure, he was directly responsible for the design and implementation for medical planning of three Presidential Inaugurations, and multiple State of

the Union Addresses. Additionally, he held a Top Secret clearance and was part of the continuity of government planning for both the legislative and judicial branches of the Federal government. He has held senior administrative positions in organizations ranging in size from less than 100 employees to over 1,000.

Mr. Burg's consulting activities have been extremely diverse. He is senior faculty for the Department of Homeland Security/FEMA and other specialties which include healthcare executive decision making for Weapons of Mass Destruction (WMD), organizational development, organizational diagnosis, labor management relations, leadership development, strategic planning, team building, conflict resolution, and emergency management/recovery planning.

International consulting activities include healthcare organizational design for the Knesset in Israel, Ministry of Health, China, South Korea, and the British Parliament. Specific projects include disaster preparedness/recovery planning and designing special healthcare operations at the highest level of governments.

Mr. Burg has a Bachelor of Arts degree in Economics and a Masters of Business Administration with a specialty in Healthcare. He has taught business management courses and lectured at several prestigious organizations.

Ms. Heather Renschler, President/CEO

Ms. Renschler is the President/CEO of Ralph Andersen & Associates and has been with Ralph Andersen & Associates for more than 31 years. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 19 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working in the field of city management and a wide range of other executive-level positions in the public sector. She is well versed in working with elected officials including city councils, county commissioners, and special districts in the recruitment and selection process. Her network of contacts and potential candidates is extensive and on a national scale.



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

Chief Greg Nelson, Senior Consultant

Chief Greg Nelson joined the staff of Ralph Andersen & Associates following a career of over 20 years in the public sector. Prior to joining Ralph Andersen & Associates, Chief Nelson served as Chief of Police for a Midwestern police department for a city of 34,000 residents where he was known for his progressive and principled leadership. Under his tenure, the city enjoyed double-digit reductions in crime while increasing 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.



Chief Nelson has served on numerous executive boards covering all facets of law enforcement, especially those of a multi-jurisdictional nature. He has worked extensively with human rights, diversity groups, and community organizations. Additionally, he has provided expert testimony for state and local legislative bodies.

Chief Nelson holds a Master's degree in Public Administration from the University of Illinois-Springfield with graduate certificates in both Public Sector Labor Relations and Criminal Justice Education. He is a graduate of both the FBI National Academy and Northwestern University's School of Police Staff and Command. He is a member of the FBI National Academy Associates, the International Association of Chiefs of Police, the National Public Employers Labor Relations Association, and the Society for Human Resource Management, and served on the executive board of the Illinois Association of Chiefs of Police. Chief Nelson is an adjunct faculty member for Nova Southeastern University in Ft. Lauderdale, Florida.

Chief Gary Peterson, Senior Consultant

Chief Gary Peterson (ret.) joined the staff of Ralph Andersen & Associates following a 26-year career in the public sector. Chief Peterson's focus is in the firm's police recruitment practice for municipalities and universities. Prior to joining Ralph Andersen & Associates, Chief Peterson served as the appointed Chief of Police for a Bay Area City of 36,000 residents. Chief Peterson is known for his strong leadership and commitment to community engagement and collaboration.



Under his leadership, the department implemented neighborhood policing and engagement strategies and enjoyed a significant reduction in violent crime while increasing citizen satisfaction. He led initiatives to improve relationships with other city departments that allowed for a whole-city approach to solving crime and addressing community issues.

Chief Peterson served on the California Police Chiefs Associations' Law & Legislative and Training Committees. He chaired the California Peace Officers' Associations' executive board for Region II. He served on the Command and Supervision section of the California Attorney General's Blue Ribbon Task Force on Special Weapons and Tactics. He has also served on numerous other regional executive boards, including serving as the board chair of a multi-jurisdictional SWAT Team.

Chief Peterson holds a Juris Doctor from John F. Kennedy University, School of Law in Orinda, California. He also earned a Master's degree in Criminal Justice from California State University, Sacramento and a Bachelors of Arts in Sociology from the University of California, Riverside. He is a graduate of both the FBI National Academy and the Senior Management Institute for Police in Boston, Massachusetts. He is a member of the California Police Chiefs Association, the International Association of Chiefs of Police, and the FBI National Academy Associates.

Paraprofessional and Support Staff

Paraprofessional, graphics and support staff will provide administrative support to the consultant team on recruitment assignments. These may include Ms. Hannah Jones, Mr. Jeff McMurdo, Ms. Brianna Ham, Ms. Rachel Adams, Ms. Teresa Heple, Ms. Diana Haussmann, Ms. Christen Sanchez, Ms. Hillari Bynum, and Ms. Christen Sanchez.

Search Work Plan

This section describes the usual steps in the search for the position of Police Chief for the City and County of San Francisco.

Task 1 – Review Project Management Approach

The Project Director on this assignment will be Mr. Robert Burg. Mr. Burg will meet with the Mayor's Office, Members of the Police Commission, Human Resources staff, and others, as appropriate, to discuss the project management for the search. The discussion will include a review of the work plan, confirmation of timing, and communication methods.

Task 2 – Develop Position Profile

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

Technical Information

The Project Director will meet with the Mayor's Office, Members of the Police Commission, Human Resources staff, and others, as appropriate, to gain an understanding of the experience and professional background requirements desired in the Police Chief. These meetings will also help the Project Director gain an understanding of the work environment and the issues facing the City and County of San Francisco.

Recruitment Criteria

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

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

Task 3 – Outreach and Recruiting

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

Outreach

An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as the International Association of Chiefs of Police (IACP), California Police Chiefs Association, California Peace Officers' Association, and other professional publications. Specific Internet sites related to government will be used as a method of extending the specific outreach in a short period of time.

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

Candidate Identification

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

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

Task 4 – Candidate Evaluation

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

Screening

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

Preliminary Research and Internet Review

The research staff of Ralph Andersen & Associates, under the direction of the Project Director, will conduct preliminary research and internet review for those candidates identified as the most qualified as a result of the screening process. This level of research will be done on a limited number of candidates to learn more about each candidate's public profile and related information that is available on the internet.

Preliminary Interviews via Skype

Mr. Burg will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research and internet review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews may be conducted in person or as needed using Skype or via telephone. No consultant travel for preliminary in-person interviews has been included in this Proposal.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately five (5) to ten (10) individuals. Those individuals will be reviewed with the City prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, Mr. Burg will meet with the Commission to review the search report on the top candidates. The report divides all of the candidates into three groups including 1) Highly Qualified; 2) Qualified; and 3) No Further Interest. The search report will include resumes for candidates in both the highly qualified and qualified groups. The results of preliminary research and interviews will be provided in writing. From this meeting will come a confirmed group of finalist candidates (typically 4 to 5).

Task 6 – Selection

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

The support staff of Ralph Andersen & Associates, under the direction of Mr. Burg, will prepare an interview booklet that includes an executive candidate summary, resume, and candidate report (with interview comments, preliminary research, and other relevant information) for each candidate. In addition, the booklet will contain suggested questions and areas for discussion based upon the recruitment criteria. Copies of the interview booklet will be provided in advance of the candidate interviews.

Mr. Burg will attend the on-site interviews to assist the Commission through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.

Additionally, verifications will be made on the top two (2) candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. Additionally, Ralph Andersen & Associates will verify any stated certifications that candidates may have to verify they are currently in good standing and review any notations on their licenses in the form of any public complaints against the individual. The results of these verifications will be discussed with the City at the appropriate time.

Mr. Burg is available to provide assistance to the City in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

Task 7 – Negotiation

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

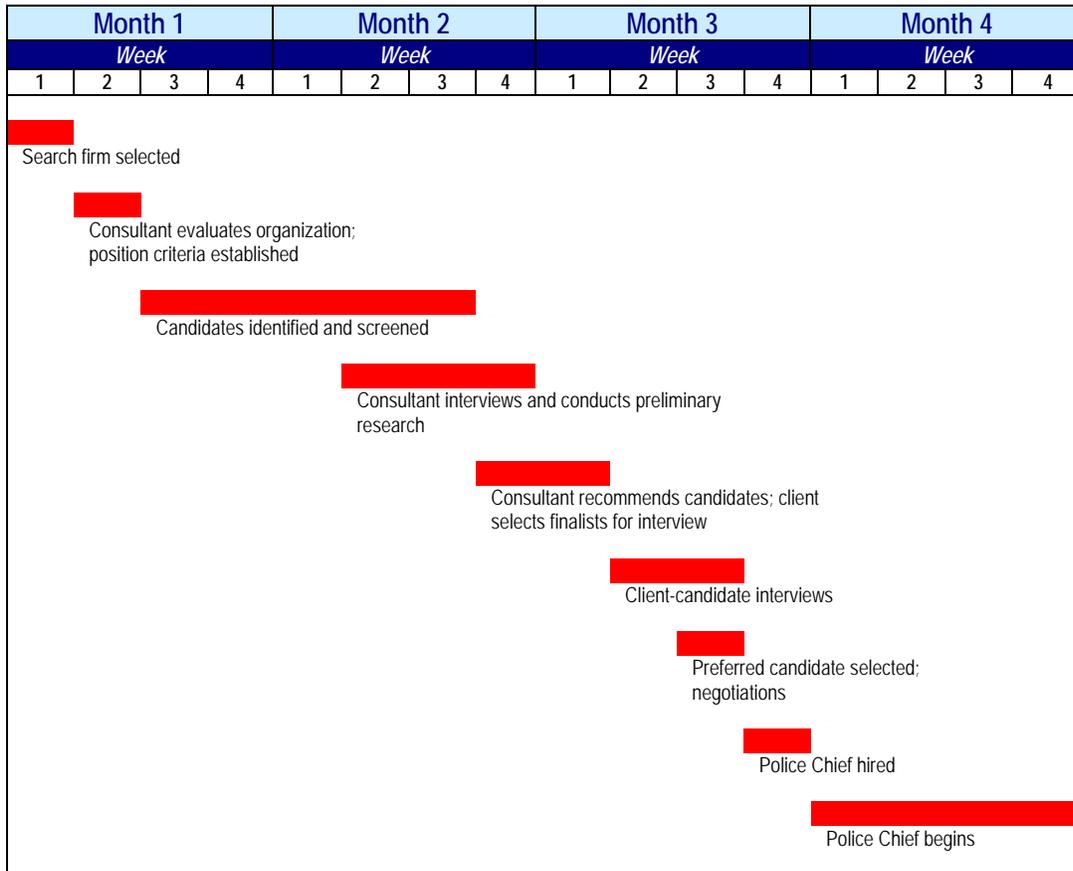
Task 8 – Close Out

After the City has reached agreement with the individual selected for the position, Ralph Andersen & Associates will close out the search. These activities will include advising all of the final candidates of the status of the search by telephone.

Project Timing

Typically, a search will be conducted within a 75 to 90 day period of time from the execution of the agreement between the City and Ralph Andersen & Associates. An accelerated search process is always an additional possibility although this may incur additional costs. Following selection, negotiation with the top candidate will take an additional week or two after interviews are conducted with the top candidates. Ralph Andersen & Associates is prepared to begin this search upon notification of contract award and will schedule kick-off meetings as appropriate.

A sample recruitment timeline is provided below.



**Timeframe for Police Chief to transition to the City is dependent upon the selected candidate's notification to his or her current employer.*

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

Project Cost

The recruitment efforts for a Police Chief will be national in scope with a focus in California. The review of resumes and qualifications will be conducted on all candidates that submit giving the City the ability to select from a broad field of qualified candidates. The professional services fee will be a fee of \$41,000 with approximately \$8,000 allocated toward payment of expenses. **Total fixed fee will not exceed \$49,000***.

Important to note, due to the complexity of this search, this price structure exceeds the Master Contract pricing for professional services submitted in May 2016.

***Note** – This fee structure includes up to two days of meetings (Mayor's Office, Police Commission or other groups) for stakeholder input. If additional days or partial days are required of consultant time, the daily rate of \$1,500 per day will be charged plus incurred travel expenses. Additional references conducted beyond the top two candidates will be billed on an hourly basis at \$150 per hour plus expenses. Other expenses included in this fixed fee include such items as advertisements, consultant travel (up to 3 trips to the City), clerical, research, graphic design, printing and binding, postage and delivery, verifications and Internet and Lexis/Nexis searches on the top two (2) candidates for each position, and long-distance telephone charges.

Invoicing for Services – Ralph Andersen & Associates will bill the City in four installments as follows:

- Upon Completion of the Brochure (Invoice #1 of #4)
- Following Closing Date (Invoice #2 of #4)
- Following Presentation of Finalist Candidates (Invoice #3 of #4)
- Upon Acceptance of Offer (Invoice #4 of #4)

Brochure – A full color brochure similar to the submitted samples will be developed for the City. All pictures will be the responsibility of the City.

Exceptions – The City will be responsible for all costs associated with candidate travel to and from the finalist on-site interviews; and, if desired, for consultant travel for in-person screening interviews for selected finalist candidates as well as site visits or speaking, in person, to references or other relevant individuals.

Excluded – A P.O.S.T. Certified Police Officer Background or any other investigative background required by the State of California for the position of Police Chief will be the responsibility of the City.

Ralph Andersen & Associates' Guarantee

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