



RECRUITING PROPOSAL FOR FRESNO COUNCIL OF GOVERNMENTS

January 8, 2024

Presented by:

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Executive Director

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Sierra HR Partners is pleased to present this proposal to provide recruiting services for the Executive Director position with Fresno Council of Governments. We would be honored to support the goals of your organization by securing the most qualified candidate for this vital leadership role.

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EXPERIENCE AND QUALIFICATIONS

Sierra HR Partners, founded in 2001 and based in Fresno, California, specializes in providing HR consulting services to public and private sector employers. Our consulting firm is a separately incorporated C-corporation, originally founded by the shareholders of the law firm Fishman, Larsen & Callister (formerly Fishman, Larsen & Goldring) to work with clients specifically on human resource management, workplace compliance, recruiting, and training. We believe that this working partnership of HR best practices and legal expertise provides a value-added service to clients.

We employ HR-certified, degreed, and experienced consultants to provide a variety of consulting and on-site support, including:

- Partnering with executives and board members on change management and organizational development, including performance evaluations, executive coaching, and performance improvement plans.
- Customized training for all staff levels on topics ranging from leadership development and performance management to harassment and discrimination prevention, to how to motivate, coach, hire, and fire.
- Full-cycle talent recruitment and placement.
- Job analysis and workforce planning.
- Comprehensive total compensation studies and salary structure development.
- Policies, procedures, and employee handbooks.
- Job descriptions and interlinked performance evaluation systems.
- Background investigations, including court records search by county.
- On-site HR department audits including wage and hour, timekeeping, safety, recruiting and onboarding, training, discipline and terminations, leaves of absence, personnel files, Form I-9 compliance, FLSA classifications, paid time off, and other employment compliance areas.

UNDERSTANDING OF THE PROJECT

Our technical approach to each project is consultative in nature; no two projects or clients are exactly alike. Whether providing recruitment services, leadership training, or strategic planning, we begin each project with a candid conversation about the desired outcomes, budget, and timelines.

C-Suite Recruitment Package

Sierra HR Partners' certified and experienced recruiting team will partner with the Board of Directors to develop a tailored recruitment strategy. Our C-Suite recruitment package includes the following services:

- Creation of a stakeholder questionnaire to gather information and opinions from each of the current Board members on desired qualifications for the Executive Director.
- Development of a final report on feedback and findings from stakeholder questionnaire to provide to the entire Board for review.

- Creation of a position profile – knowledge, skills and abilities required for success.
- Recommendations on salary, based on market research specific to similar government organizations in California and the Central Valley.
- Design of the advertising tool using the position description as a guide.
- Creation of recruiting and marketing strategy and executing it upon approval.
- Ad placement with a wide range of recruiting and placement resources, including web-based marketing for targeted applicant pools.
- Outreach to our extensive professional recruiting network.
- Directing resumes to our applicant tracking system and pre-screening for core KSA qualifiers (Knowledge, Skills & Abilities necessary for the role).
- Conducting both telephone and virtual interviews with the strongest candidates to narrow the search.
- Presenting top qualified candidates to the Search Committee for review.
- Drafting job-specific, behavior-based interview questions to ensure KSA position match and full compliance with the law.
- Coordinating and facilitating in-person interviews with the Board’s selected candidates. (This can be done at the Sierra HR office, via Zoom or other online method, or at a location of the Board’s choice.)
- Assisting in negotiating compensation and related employment terms, at the direction of the Board.
- Drafting letter of engagement (job offer) in keeping with “At Will” and other legal concerns.
- Conducting post-offer background investigation services based on job requirements. For an Executive Director, this would generally include the following: Criminal Search, Civil Search; Professional and Employment References; DMV (if driving on the job); Credit History; and Education/Degree/License Verification (if required.) County Court documents would be searched – we do not rely solely on database searches.
- Preparing a New Hire Kit consisting of all state-required forms and brochures, ensuring the Executive Director begins with a fully compliant onboarding process.

Additional Services Available Upon Request (billed at Hourly Rate of \$100):

- Providing customized orientation checklist to ensure policies, culture, and legal obligations are communicated (i.e. EEO, harassment reporting procedures, employee notices, etc.)
- Updating formal job description, including ensuring that Essential Functions, leadership expectations based on Fresno Council of Governments’ Values and Mission, the physical requirements of the position and compliance language are all documented.
- Sierra HR Partners is available to assist the Board in establishing performance goals for the Executive Director and evaluating progress toward agreed-upon goals in intervals approved by the Board.

REFERENCES

Recent Executive Placements (within the past 18 months)

Fresno Local Agency Formation Commission

bspaunhurst@rocketmail.com

Tel: 559-551-9388

Brian Spaunhurst,
Executive Officer

Executive Officer (former) – David Fey

dfey@fresnocountyca.gov

Tel: 559-600-0604

Proteus, Inc.

msilva@proteusinc.org;

Tel: 559-733-5423

Michelle Engle-Silva,
Chief Executive Officer

Board Chair (former) – Armida Espinoza

armiespinoza@hotmail.com;

Tel: 559-287-7238

Reading & Beyond

sandrarflores001@gmail.com

Tel: 559-790-5852

Sandra R. Flores,
Chief Executive Officer

Board Chair – Randy Dhindsa

randy.dhindsa@farmcreditwest.com;

Tel: 559-366-1535

El Rio Reyes Conservation Trust

mullinshoekstra2@hotmail.com

Tel: 916-804-4487

Luke Hoekstra,
Executive Director

Board President – Kent Kinney

k.kinney@elrioreyestrust.org

Tel: 559-355-7983

Fresno County Economic Development Corporation

woliver@fresnoedc.com

Tel: 559-474-0303

William Oliver,
President/Chief Executive Officer

Board President – Nick Audino

naudino@pearsonrealty.com

Tel: 559-284-2396

Fresno County Transportation Authority

ciklone@comcast.net

Tel: 559-940-1786

Terry Ogle,
Executive Director

Board President – Buddy Mendes

district4@fresnocountyca.gov

Tel: 559-246-8552

Search complete – pending full board approval

PROJECT MANAGEMENT

Sierra HR Partners may assign any of the following certified and experienced HR professionals to provide recruiting services to Fresno Council of Governments in order to ensure timely and effective results.

Andres I. Magos, M.A., Senior Human Resources Generalist

Mr. Magos attended California State University, Fresno for both his undergraduate and graduate degrees with a focus on Corporate and Organizational Communication. Prior to joining Sierra HR Partners, he supported corporate communications, human resources administration, and recruiting in the healthcare and nonprofit fields. Mr. Magos is also an adjunct professor of communication, with past and present courses taught at Madera Community College, Fresno City College, Clovis Community College, Modesto Junior College, and California State University, Fresno.

Henry Jimenez, PHR-CA, SHRM-CP, Human Resources Generalist

Mr. Jimenez, bilingual in Spanish and English, is a Certified Professional in Human Resources with a concentration in California regulations (PHR-CA) and through the Society of Human Resources Management (SHRM-CP). Mr. Jimenez is a graduate of California State University, Fresno where he earned his Bachelor of Science in Business Administration with an emphasis in Human Resource Management. Prior to joining Sierra HR Partners, Mr. Jimenez worked as an HR Manager for a local Property Management Company.

Brenda Budke, SPHR, Executive Director

Ms. Budke is a certified Senior Professional in Human Resources (SPHR) with over 25 years' experience in the human resources field. Prior to joining Sierra HR Partners, Ms. Budke served as Human Resources Manager for a multi-state communications & media company, overseeing employment, employee relations, and training. She is the founder and dean of a corporate university and provides strategic executive coaching.

METHODOLOGY

The time range for completing an executive search varies greatly, based on the qualified applicant pool and availability, including whether or not the qualified candidate is currently employed and is bound by a contract or must give notice. Generally, the core search process will range from 8 to 12 weeks to identify a finalist candidate.

Sierra HR Partners will commence the work within one (1) week of Fresno Council of Governments' approval. Our proposed schedule of tasks is as follows:

<i>Task</i>	<i>Completion Date</i>
<p>Collaborate with Fresno Council of Governments to confirm timeline. Meet with Board of Directors and/or Executive Committee and other potential stakeholders to gain an understanding of organizational culture and profile of ideal candidate. (Possible onsite visit to be discussed)</p> <p>Create and conduct a stakeholder interview/questionnaire to gather information and opinions from each of the current Board members on desired qualifications for the Executive Director.</p> <p>Present final report outlining conclusions from Stakeholder survey to help shape and direct the recruitment process.</p>	<p><u>Weeks 1-3</u></p>
<p>Develop a customized screening protocol designed to identify candidates' skills and experiences. Develop candidate recruitment strategy. Sierra HR Partners to provide interview questions to Board of Directors for review and feedback.</p> <p>Secure organizational information (i.e., benefits, etc.) to share with candidates. Place advertisement/postings on LinkedIn, Fresno Council of Governments website, SHR website, and other professional recruiting networks.</p> <p>Begin a calling campaign to recruit candidates who are employed and successful in their current roles.</p>	<p><u>Week 4</u></p>
<p>Ongoing recruiting: review resumes from applicants and interested candidates; conduct two levels of interviewing (phone and virtual/in-person). Identify accomplishments and skills of top candidates. Weekly updates with Fresno Council of Governments.</p>	<p><u>Weeks 5 - 8</u></p>

<p>Present top candidates' resumes and screening notes to Fresno Council of Governments' Executive Committee in resume form with candidate matrix outlining major skill classifications and experience.</p> <p>In-depth review of top candidates with the Executive Committee to determine which candidates they wish to interview. Establish a short list of approximately three-four candidates.</p>	<p><u>Week 9</u></p>
<p>Fresno Council of Governments' Executive Committee interviews the short list of top candidates either virtually or in person. Sierra HR will prepare candidate interview packages and questions to use during the interviews.</p> <p>After interviewing, Fresno Council of Governments' Executive Committee identifies a top finalist candidate to present to the full Board of Directors.</p>	<p><u>Week 10</u></p>
<p>Schedule and facilitate final presentation with Fresno Council of Governments full Board for top finalist.</p> <p>Full Board meets and makes a final recommendation.</p> <p>Compensation package negotiations begin. SHR will negotiate the offer, start date, salary, and possible relocation expenses with the successful candidate.</p>	<p><u>Weeks 11 - 12</u></p>

Sierra HR Partners would be available for additional meetings, consultation, and support as requested by Fresno Council of Governments.

PROJECT COSTS

Our Executive Level Recruiting Package includes the services listed in our **Understanding of the Project** at a flat rate fee of twenty percent (20%) of the Final Candidate's estimated first-year annual salary.

Fresno Council of Governments will remit a 50% Retainer, equal to one-half of the fee, within 7 days of entering into this Agreement. The remaining balance of the fee will be due when the Final Candidate is secured. Sierra HR Partners, Inc. will provide the Fresno Council of Governments with a 60-day Placement Satisfaction Guarantee.

The final payment of the Recruiting Fee must be received no later than the date of hire.

It would be our pleasure to assist Fresno Council of Governments with its recruiting needs. We welcome your questions and the opportunity to meet to further discuss our qualifications and approach.

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