

March 31, 2024

Ms. Laurie L. Meyer, MS HRDA
Human Resources Director
City of Margate, Human Resources Department
5790 Margate Boulevard
Margate, FL 33063

via email: lmeyer@margatefl.com

Re: Proposal to Provide Executive Search Services – Chief of Police

Dear: Ms. Meyer:

Public Sector Search & Consulting, Inc., a leader in police executive recruitment, is excited to offer our specialized services for the City of Margate's search for its next Chief of Police. Our firm is comprised of former municipal police chiefs and one federal law enforcement executive who focus exclusively on police executive search, which sets us apart from other firms in the executive search space.

Our firm has successfully completed more than eighty (80) police executive searches in the past seven years for cities, towns, universities, and community colleges of all size, including 20 major U.S. cities. Moreover, we have completed challenging search projects for cities in Florida: Pensacola, Fort Lauderdale and Opa-Locka.

Our recruiters have extensive knowledge and deep connections in the law enforcement field. Through our vast network, we will identify potential candidates who may or may not be actively seeking a new role. Our firm collaborates with our clients to develop a search and selection process around the values of inclusiveness and transparency. We believe internal and external stakeholder input is crucial for a successful search process. Our proposal outlines distinct options for stakeholder engagement.

As the President of the firm, I will oversee our Search Team working on this project, while Senior Consultant Kenton Buckner will be the project director for this search and will be present, accessible, and available at all times. Mr. Buckner has vast experience in policing and executive search. He recently completed the police chief searches for Chicago, Pittsburgh, Atlanta, LaVista, NE and Killeen, TX. Mr. Buckner had a distinguished law enforcement career serving as the Chief of Police in Little Rock, AR and Syracuse, NY, both mid-sized cities.

Please review our detailed proposal for a comprehensive overview of our services. For any queries or further discussion, feel free to contact me at (916) 789-9990.

Sincerely,

Gary D. Peterson

Gary Peterson, MS JD
President/CEO – Chief of Police (ret.)

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SECTION 1 – KEY FEATURES OF THE SEARCH PLAN

Our firm has a reputation for being thorough, thoughtful, and professional in our approach to police executive searches. We feel the critical elements for a national police chief search for the City of Margate will include the following:

- Review the current job description to evaluate and ensure the minimum requirements for the position do not exclude historically underrepresented police executives
 - With appropriate approvals, adjust the job description to ensure inclusivity
- Develop a comprehensive position profile and brochure based on community input gained through community engagement activities
- Conduct Focus Groups with Stakeholders/Community members (4-8 sessions)
 - Conduct 3-4 virtual community engagement meetings
 - Conduct individual listening sessions with the Hiring Authority and individuals involved in the confirmation process
 - Conduct Focus Groups with the Executive Team at WPD (4-5 groups)
 - Other Focus Groups may be necessary to get the entire picture/culture of OPD (2-3 groups Lt/Sgt/Officers)
- Developing the brochure is a key element to the search because the brochure is the main advertisement for the search and will contain stakeholder input and set forth expectations and deliverables for the next Chief of Police for Margate.
- Extensive candidate identification process that supplements advertising placements
 - Our team conducts original research to identify candidates from other large municipalities.
 - We also utilize a proprietary internet tool to search for candidates.
 - Personal Contacts – We have developed personal contacts and trustworthy relationships with police executives throughout the nation. These individuals will recommend or nominate outstanding candidates for the position.
 - We source from our internal database and review internal candidates.
- Once identified – conduct personal outreach to highly qualified candidates
- Our screening process narrows the field of candidates to those that most closely match the needs of the City and includes:

- An understanding of each candidate's policing philosophy and demonstrated reform knowledge and experience
- Internet Article Review
- Social Media Search
- Preliminary Background Screening (paper background including education verification)
- Top candidates who match the established search criteria are presented to the Commission along with materials on every candidate who applied for the position.
- Facilitate the Virtual Selection Process (1st Interview)
 - Provide questions for panels or the Commission to consider
 - Provide electronic or paper interview booklets organized in order of interview
 - Facilitate process and debriefing
- Facilitate the Finalist Process
 - May include an interview with the Mayor's Team
 - Community event
 - Community Meet & Greet
 - Police Department Meet & Greet
 - Complete a Reference Check and Report, Social Media, News Articles,
 - Work with H.R. on police background as needed and assist in the negotiation of a compensation package

SECTION 2 – PROFESSIONAL QUALIFICATIONS

Company Overview

Public Sector Search &
Consulting, Inc. 6520 Lonetree
Blvd. Suite 1040
Rocklin, CA 95765
(916) 789-9990 (office)

Contact Person

Mr. Gary Peterson, President/CEO
(916) 622-5323 cell
gary@publicsectorsearch.com
Website: www.publicsectorsearch.com

Firm Qualifications. Public Sector Search & Consulting stands out as the only U.S.-based firm exclusively specializing in recruiting police executives. Our team of former police chiefs and law enforcement executives brings significant expertise in modern policing and recruitment strategies to each search. This expertise is particularly crucial in today's environment, where race, use of force, and policing alternatives are key areas for discussion. In every search, we take pride in helping to advance modern policing by identifying leaders who possess the skill set to navigate these complex and nuanced discussions thoughtfully and inclusively.

Our comprehensive range of services extends beyond executive search; it includes police consulting and interim placements. With all our services, we maintain the personalized touch of a boutique firm, thanks to our dedicated team of recruiters and support staff.

Our approach provides cities, universities, community colleges, and other educational entities with a comprehensive and inclusive strategy, offering informed perspectives and practical solutions for their law enforcement leadership needs. Since 2015, we have grown into a national executive search firm with a dedicated team of five recruiters, two support staff members, and a graphic designer/web manager.

Race and Equity Statement. Our commitment to diversity and inclusion in police executive recruitment is reflected in our results. We proactively help dismantle barriers that hinder the participation of candidates from underrepresented groups. Our approach is rooted in celebrating diversity across race, gender, nationality, and ethnicity and honoring the service of our nation's veterans. This commitment has led to significant results. In over 60% of our searches, the hiring authority has selected a candidate from a traditionally underrepresented group, which is more than double the national average of less than 30% for public sector search firms. This achievement underscores our dedication to fostering inclusive leadership in law enforcement.

Current Projects. Our firm has the capacity to start on this project immediately. We are currently working on the following searches, which are at various stages of the process:

- Baltimore City Schools – Police Chief
- Spokane, WA – Chief of Police
- University of Pittsburgh – Deputy Chief
- Boise, ID – Chief of Police
- Pinole, CA – Chief of Police
- Eloy, AZ – Police Chief
- Oklahoma City, OK – Police Chief
- San Jose, CA – Police Chief
- University of Texas System – Director of Police

Insurance. Public Sector Search is insured through Lloyds of London and Markel FirstComp. Our firm meets or exceeds the City's insurance requirements for this project.

Binding the Firm. Mr. Peterson is the President of Public Sector Search & Consulting, Inc. and, as such, has the authority to bind the firm.

SAMPLES - PROCESSES COMPLETED

Proven Results. Public Sector Search & Consulting (PSSC) provides outstanding service and has enjoyed remarkable success in recruiting impressive and diverse candidates for our clients. Since 2017, we have completed more than eighty (80) police executive searches for jurisdictions nationwide, including (18) major U.S. cities. Please see samples of our previous placements and processes below:

Chicago, IL (pop. served 2.7 million) – 2023

- Placement – Larry Snelling, Chief, Chicago Police Department, IL
- Features of the search – Interviewed several small focus groups. Collaborated with a smaller focused group, facilitated screening interviews, and coordinated Commission interviews.

Atlanta, GA (pop. 487,203) – 2023

- Placement – Darin Schierbaum, Assistant Chief, Atlanta Police Department, GA
- Features of the search – Interviewed small focus groups. Collaborated with a smaller focused group for semi-finalist interviews. Coordinated panel interviews and debriefed the Mayor and staff.

Pittsburgh, PA (pop. 302, 971) – 2023

- Placement – Larry Scirotto, Former Police Chief, Fort Lauderdale Police Department, FL
- Features of the search – Interviewed small focus groups, completed surveys, and semi-final panel interviews. Collaborated with H.R. and the Mayor's Office to host semi-finalist panel interviews. Coordinated final interviews and debriefed the Mayor and staff.

Metropolitan Transportation Authority (N.Y.), (pop. served 15.3 million) – 2022

- Placement – John J. Meuller, Police Commissioner, Yonkers Police Department, NY
- Features of the search – Interviewed several small focus groups. Collaborated with the Hiring Authority and coordinated several interview groups over an extended period (Covid delay).

Minneapolis, MN (pop. 425,000) – 2022

- Placement – Brian O'Hara, Deputy Mayor, former Newark Public Safety Director, and Deputy Chief (ret.) Newark Police Department, NJ
- Features of the search - Hosted ten virtual community meetings, collaborated with a search committee, and coordinated a department and community survey in multiple languages.
- Recruited a diverse pool of candidates, screened, and recommended top candidates, and coordinated semi-finalist interviews with the Search Committee and finalist interviews with the Mayor's Team.

Kansas City, MO (pop. 450,000) - 2022

- Placement – Stacey Graves, Deputy Chief, Kansas City, MO
- Features of the search - Hosted virtual focus group meetings with internal and external stakeholders.
- Recruited a diverse pool of candidates, screened, and recommended top candidates to be interviewed, and coordinated Board of Police Commissioner semi-finalists and finalist interviews.
- Facilitated community interviews with the finalists.

Seattle, WA – Chief of Police (pop. 800,000) - 2022

- Placement – Adrian Diaz, Deputy Chief, Seattle, WA
- Features of the search – Sourced candidates, facilitated search committee interviews, and coordinated Seattle's charter process, including a competitive finalist examination.

Lakewood, WA – Chief of Police (pop. 80,000) – 2022

- Placement – Patrick Smith, Police Chief, Birmingham PD, Birmingham, AL
- Features of the search - Hosted several small focus group meetings, coordinated panel interviews, a department and community meet and greet, and both a department and community survey

Raleigh, NC (pop. 512,000) - 2021

- Placement – Estella Patterson, Deputy Chief, Charlotte-Mecklenburg PD, NC
- Features of the search - Hosted several small focus group meetings with ten different groups, coordinated a community survey and four-panel interviews
- Coordinated Finalist Interviews

San Jose, CA (pop. 1 million) - 2021

- Placement – Anthony Mata, Deputy Chief of Police, San Jose, CA
- Features of the search - Hosted virtual small group meetings with internal and external stakeholders, coordinated community survey and six-panel interviews

Dallas – Chief of Police (pop. 1.3 million) - 2020

- Placement – Edgardo Garcia, Chief of Police, San Jose, CA
- Features of the search - Hosted virtual small group meetings with the council, public safety sub-committee, and internal and external stakeholders and coordinated a community survey
- Coordinated 6-panel interviews with six semi-finalist candidates. I managed the finalist process and debriefed the city manager.

Metropolitan Government of Nashville & Davidson County, TN (pop. 645,000) - 2020

- Placement – John Drake, Deputy Chief, Metro Nashville Police Department, TN
- Features of the search - Hosted two virtual community meetings, collaborated with two search committees, and coordinated both a department and community survey.

San Francisco, CA (pop. 850,000) - 2017

- Placement – William Scott III, Deputy Chief, Los Angeles Police Department, CA
- Features of the search – Collaborated with a 9-person police commission, conducted five community meetings with commissioners, completed community survey and presentation, and coordinated interviews with the police commission and finalist interviews with the Mayor's team.

Sacramento, CA (pop. 490,000) - 2017

- Placement – Daniel Hahn, Chief of Police, Roseville Police Department, CA
- Features of the search – Held 12 small focus groups to coordinate interviews with the police commission and finalist interviews with the Mayor's team.

Key Personnel

Each search expands our vast network of police executive leaders. Our Search Team includes consultants who are all former law enforcement executives:

- **Mr. Gary Peterson, MS, JD** – President/CEO and Founder of PSSC and Chief of Police (ret.), Martinez, CA. Mr. Peterson will oversee this search and will always be accessible to the client.
- **Ms. Kenton Buckner, MS** – Senior Consultant and two-time Chief of Police (ret.) had a 29-year policing career serving as the Police Chief in both Syracuse, NY and Little Rock, AR is based in Tennessee. Mr. Buckner was known for being a principled change agent. Mr. Buckner's recent searches include the Chicago Superintendent of Police and police chief projects in Atlanta, GA, Pittsburgh, PA, and Killeen, TX. Mr. Buckner will be the Project Director and Primary Recruiter on this project.
- **Mr. Justin Doll, MPA** – Senior Consultant and Chief of Police (ret.) Anchorage, AK is based in Virginia. Mr. Doll is an engaging leader and strong proponent of community-led policing. Mr. Doll's recent searches include Wichita, KA, Louisville, KY, and Laramie, WY. Mr. Doll will assist with candidate identification.
- **Mr. Stephen Mylett, MS** – Senior Consultant, and three-time Chief of Police (ret.) joined PSSC after a 32-year policing career that included stints in Southlake, TX, Bellevue, WA, and Akron, OH. Mr. Mylett will support Mr. Doll in this search. His duties include assisting with candidate identification and sourcing candidates.



Mr. Gary Peterson, President/CEO
President/CEO - Chief of Police (ret.)

Mr. Gary Peterson serves as the President/CEO, a project manager, a client advisor, and an active recruiter for our firm. With seven years specifically dedicated to recruiting top-notch police executive search, he has a successful track record that spans major U.S. cities like Chicago, Atlanta, Kansas City, Minneapolis, Seattle, Dallas, San Francisco, Sacramento, Raleigh, Albuquerque, Nashville, and San Jose to universities such as UCLA, Northern Illinois University and Western Washington University. With 32 years in public sector employment and executive recruitment, Mr. Peterson's insights are rooted in firsthand experience. Before working in executive recruiting, he was appointed police chief in California. He has a deep understanding of the complex challenges and opportunities that face modern police organizations. Academically, Mr. Peterson holds a Juris Doctor from John F. Kennedy University School of Law, an M.S. in Criminal Justice from California State University, Sacramento, and a B.A. in Sociology from the University of California, Riverside. He is also a graduate of the FBI National Academy and PERF's Senior Management Institute for Police. Mr. Peterson maintains active memberships in key industry organizations such as the International Association of Chiefs of Police, the National Association of Women Law Enforcement Executives, and the Police Executive Research Forum.



**Mr. Kenton Buckner, Senior Consultant
Chief of Police (ret.)**

Mr. Kenton Buckner joined Public Sector Search after a 29-year career in policing that included serving as the Chief of Police in Syracuse, NY, and Little Rock, AR, both mid-sized cities with strong ties to the local school districts. Mr. Buckner began his law enforcement career in 1993 and served twenty-one years for the Louisville Metro Police Department, where he rose through the ranks to assistant chief, where he held key operational and administrative positions. Mr. Buckner will be the Project Director on this search after recently completing police executive searches for Chicago, IL, Atlanta, GA, Pittsburgh, PA, and Killeen, TX. His focus is on recruiting and advising prospective candidates. Mr. Buckner holds both Bachelor of Science and Master of Science degrees from Eastern Kentucky University. He graduated from the FBI National Executive Institute, Southern Police Institute, and NOBLE's Chief Executive Officer Mentoring Program and the Senior Executives in State and Local Government at the John F. Kennedy School of Government at Harvard University. Mr. Buckner is a former Commissioner for the Commission on Accreditation Law Enforcement Agencies (CALEA). He is active in the National Organization of Black Law Enforcement Executives and the International Association of Chiefs of Police.



**Mr. Justin Doll, Project Director
Search Consultant – Chief of Police (ret.)**

Mr. Justin Doll is an influential, dynamic, and results-oriented Senior Executive with extensive experience in government and public safety who focuses on success through collaboration with key stakeholders at all levels. Most recently, Mr. Doll's recent police chief searches include Wichita, KS, Steamboat Springs, CO, Laramie, WY, and Carnegie Mellon University in Pittsburgh, PA. Mr. Doll joined PSSC after serving as Chief of Police in Anchorage, Alaska for several years. Under his leadership, the 600-person department saw an increase in the recruitment and retention of talented individuals and a significant reduction in crime in nearly every category. Throughout his 25-year career, Mr. Doll excelled in various technical and leadership roles. During his tenure at the APD, Mr. Doll served as Chair of the Alaska Police Standards Council, an entity comprised of law enforcement executives and members of the public, who were responsible for enforcing the high standards expected of law enforcement officers across the state. Mr. Doll earned a Master of Public Administration from the University of Alaska, Southeast, and a Bachelor of Arts in Economics from the University of Alaska, Anchorage. In addition, he is a graduate of the FBI National Executive Institute and the FBI National Academy. Justin also served in the U.S. Marine Corps before his law enforcement career.



**Mr. Stephen Mylett, Senior Consultant
Chief of Police (ret.)**

Stephen “Steve” Mylett brings 35 years of police experience to each search project. Mr. Mylett served for 23 years with the Corpus Christi Police Department (CCPD) before serving as a police chief in three different jurisdictions: Southlake, TX, Bellevue, WA, in the Greater Seattle Metropolitan Area, and most recently in Akron, Ohio. Prior to becoming a police officer, Mr. Mylett served as a Security Police Specialist in the United States Air Force. Known for his successful leadership of police personnel and authentic engagement with the communities he served, Mr. Mylett’s appointment in Akron came at a time when the city was facing challenges related to violent crime and a need to increase community trust. As Chief of Police, Mr. Mylett found innovative ways to meet public needs. Under his leadership, the department focused on community engagement, process improvement, and employee wellness and development, which resulted in a decrease in crime and improved quality of life for residents. Mr. Mylett earned a Master of Science in Criminal Justice Leadership and Management from Sam Houston State University and holds a Bachelor of Applied Arts and Sciences from Midwestern State University. He is also a graduate of the FBI National Executive Institute, the Police Executive Research Forum’s Senior Management in Policing, and the Bill Blackwood Leadership Command College. Mr. Mylett specializes in community engagement and will provide operational support to the firm’s search efforts.

SECTION 3 – SCOPE OF SERVICES

Approach. Our approach to executive search is innovative and strategic. We believe trust-building activities are fundamental to the search process because stakeholder engagement increases trust and provides legitimacy for the search process and the selected candidate.

Task 1 – Project Management Meeting. The Project Team will meet with the City Project Team, the Hiring Authority, and other staff members as needed to discuss project management. During this first meeting, we will cover various logistical issues: confirming the project timeline and defining roles and milestones. Collectively, we will map out the entire process. We will remain accessible and responsive to address any concerns or issues that arise throughout the project.

Task 2 – Key Personnel Interviews. The Project Director will interview key internal stakeholders identified by the City, including the Hiring Authority, Commission or staff members, and other individuals relevant to the position. Our goal is to hear diverse perspectives to gain a comprehensive understanding of the qualities and capabilities required for success in this role. We will also interview senior leadership and representatives of various unions or workgroups in the police department to gain insights into the department's organizational needs, priorities, structure, and culture.

Task 3 - Community Engagement Offerings. Public Sector Search offers three primary methods of community engagement: Community Forums, Focus Groups, and Surveys.

- a. **Community Forums.** Open forums provide opportunities for community members to express their thoughts about the type of candidate they would like to see as the next Chief of Police for the City of Margate. Typically, we will host 3-4 virtual forums. The City will promote the forums to ensure community participation.
- b. **Focus Groups.** We will host 6-8 small virtual focus group meetings with city department heads, community leaders and partners, advocacy groups, faith community leaders, neighborhood/business leaders, and others. The Project Director will facilitate these discussions. These focus groups provide perspectives that should be considered throughout the process. These focus groups are normally scheduled within the first two to three weeks of the search. We will rely on the Client's staff to coordinate the scheduling of focus groups and other virtual or in-person meetings with the various stakeholders.
- c. **Online Department Survey.** We can develop and host a customized online survey for police department employees to participate in the search process.
- d. **Community Survey.** We can develop and host a customized online survey to provide another avenue for broader community participation in the search and selection process. We will host the community survey and provide a summary of the survey results to the hiring authority. The Client is responsible for promoting and advertising the survey through normal channels as well as any translation services.

Task 4 - Profile and Brochure. Insights obtained from the project management meeting and community engagement initiatives will be used to develop the Position Profile. Once this profile is created and approved by the client, our graphic design team will incorporate it into a professionally designed brochure. This brochure, along with a dedicated landing page, will effectively communicate key details about the position, department, and community to potential candidates. Our brochures for past police chief searches can be viewed at <https://www.publicsectorsearch.com>.

Task 5 - Advertising Campaign and Outreach. We will place advertisements on several key professional associations' websites to reach a strong and diverse candidate pool. For this search, we will place ads with the following organizations:

- Police Executive Research Forum (PERF)
- Hispanic American Police Command Officers Association (HAPCOA)
- International Association of Chiefs of Police (IACP)
- National Association of Women Law Enforcement Executives (NAWLEE)
- National Organization of Black Law Enforcement Executives (NOBLE)
- Major City Police Chiefs
- Florida Police Chiefs Association

Task 6 - Identification of Qualified Candidates. We maintain a database of candidates and evaluate individuals against the position's specific requirements. We follow up with each contact and recruit individuals who meet and exceed the requirements for the position. We employ various methods to identify other qualified candidates. This includes targeted outreach, brochure distribution, and acknowledgment of every application submission.

- a. **Review of Internal Candidates** – Internal candidates will experience the same evaluation process as external candidates.
- b. **Original Research** – We proactively identify potential candidates from other comparable cities. This includes reaching out to gauge their interest in the role. Additionally, we leverage our nationwide network to get recommendations for qualified police executives who fit the job profile.
- c. **Internet Research** – Our proprietary online tool aids in searching for and contacting police executives interested in executive roles beyond their current organizations.
- d. **Personal Contacts** – Our network of personal contacts with police executives nationwide is a valuable resource. These contacts often recommend or nominate strong candidates, contributing significantly to successful police chief placements.
 - i. **Intensive Follow-up** – Personal outreach and intensive follow-up to the advertising and marketing campaigns will maximize our efforts. This approach significantly expands the candidate pool. The Project Consultant is accountable for building a strong pool of candidates and directly contacting individuals who respond to our outreach efforts.
 - ii. **Brochure Distribution** – Each prospective candidate will receive an electronic copy of the color brochure, followed by telephone or virtual contact or an in-person meeting.
 - iii. **Submissions** – We make it a priority to acknowledge every application submission. Candidates will be provided with timely updates throughout the various stages of our search and selection process to ensure transparency and help create a positive candidate experience.

Task 7 - Preliminary Research and Comprehensive Internet Review. We conduct extensive research on recommended candidates, including in-depth reviews of publicly available information such as news articles and social media histories. This information is communicated to the client and incorporated into the presentation packet. This process ensures that our Client has a comprehensive understanding of each candidate's public persona and professional background to aid in decision-making.

Task 8 - Screening Candidates. Candidates undergo a rigorous screening process, including a comprehensive review of their cover letter, resume, accomplishments, experiences, motivations, and potential obstacles.

Screening interviews will be conducted via virtual platforms or in person. We also conduct a comprehensive assessment of each candidate's motivations for pursuing this career opportunity, as well as any potential obstacles they may face in making this career transition. The Project Consultant will schedule updates to discuss the candidate pool as we progress through the screening process.

Task 9 - Additional Verifications. Public Sector Search will conduct a comprehensive background report on all recommended candidates, including address history, driving history, credit report, criminal searches, education verifications, and more.

Task 10 - Presentation of Candidates (List of Candidates). We produce a screening report based on screening interviews, cover letters, resumes, articles, social media profiles, background screening reports, and other available information. The Project Director will meet with the Commission and/or City representatives and present the screening report with the firm's recommendations. The candidates will be divided into three categories: recommended, qualified, and others. Each candidate's qualifications will be thoroughly discussed, and a smaller group of candidates (typically 4-8) will be advanced by the City to the next stage of the selection process. This approach ensures a transparent, inclusive, and well-informed decision-making process.

Task 11 - Selection Process. While we collaborate with our clients to design a selection process that meets their needs, every selection process should include a Commission interview to ensure the hiring authority hears different perspectives.

First Round Interviews. We suggest starting the process with virtual interviews.

i. Interview Questions. We collaborate with the Commission to develop interview questions that address issues facing the community and/or department and provide numerous alternate questions.

ii. Logistics. We will work with Human Resources to produce a hard copy or electronic interview booklet for each panel member with the EEO guidelines, interview schedule, interview questions, and candidate materials.

iii. Debrief. The Project Consultant will facilitate the post-interview debriefings. Typically, the Commission will advance finalists to the next stage.

Task 12 – Finalist Process. We will work with the Commission and its staff to develop a meaningful final selection process that helps distinguish between the finalists.

The finalist process may include events including some or all of the following:

1. Tour of the City and Police Facilities
2. "Meet and Greet" with Department Directors, Elected and Appointed Officials
3. An informal event where police employees can meet with the finalists
4. "Meet the Candidates" event (public vetting or candidate interview forum – Live or Virtual)
5. "Meet and Greet" (less formal) where the community will be able to meet with the finalists
6. Finalist Interviews – with the Commission

Task 13 - Negotiations and Extending the Offer. Once a candidate is chosen, the Project Director will provide support in the negotiation process, acting as an agent for our clients and ensuring the final offer aligns with their expectations.

Task 14 - Closing the Search. After the offer is accepted, we will contact the remaining candidates and notify them about the outcome of the search.

SECTION 4 - PROPOSED TIMELINE

POTENTIAL PROJECT TIMELINE	We will customize the project timeline for the City of Margate. A standard search process will take 90-120 days, but timing is driven by the type and amount of community engagement.
Stage 1 1-2 weeks	Define Needs and Build Position Profile: Project Consultant <ul style="list-style-type: none"> • Execute Contract • Project Mgt. Meeting – Commission and HR Team
Stage 2 2-3 weeks	Ideal Candidate: Project Consultant <ul style="list-style-type: none"> • Community Engagement • Community Meetings • Focus Groups
Stage 3 7-10 days	Complete Brochure: Project Consultant <ul style="list-style-type: none"> • Complete brochure and landing page • Place advertisements/Implement the search strategy
Stage 4 4-5 weeks	Active Recruiting: Project Consultant <ul style="list-style-type: none"> • Build the candidate pool • Provide weekly updates
Stage 5 1-2 weeks	Candidate Evaluation: Project Consultant <ul style="list-style-type: none"> • Screen and vet candidates • Produce a Search Report
Stage 6 1- 2 weeks	Search Report: Project Consultant <ul style="list-style-type: none"> • Present Candidates (4-7 to Review Committee)
Stage 7 1 - 2 weeks	Panel Interviews (1 st Round) Project Consultant <ul style="list-style-type: none"> • Coordinate, schedule, and facilitate interviews with the Commission (Virtual or Onsite 1-2 days)
Stage 8 2-3 weeks	Finalist Process: Project Consultant <ul style="list-style-type: none"> • Coordinate and facilitate finalist candidate interviews • Other processes as desired (Onsite 2-3 days)
Stage 9 2-3 days	Selection & Negotiations: Project Consultant <ul style="list-style-type: none"> • Negotiations and Conditional offer
Stage 10 TBD	Start Date: This will be candidate-specific <ul style="list-style-type: none"> • Public Announcement • Background Investigation • Anticipate 2-4 weeks of transition time

SECTION 5 - COST PROPOSAL

Project Cost. The total cost for a national search for a Chief of Police for the City of Margate, FL, is a professional services fee of **\$42500** plus **\$7000** for expenses listed below. The fee includes all the Search Team's time, effort, and energy devoted to this search. The search includes up to 2 trips to the City and 4 days onsite to accomplish the tasks described in the proposal. The project will not exceed \$49,500.

Significant milestones include the following:

- **Sign contract/project management meeting (Virtual)**
- **Community Engagement (Virtual)**
- **Presentation of Candidates (Virtual)**
- **Interviews -1st round (1-2 days Onsite or Virtual)**
- **Finalist Process (2 days)**

*Project consultant(s) will take up to two (2) trips to the City and work onsite for up to four 4 days. Additional trips and days onsite will be billed at \$2000 per day (per consultant), plus travel expenses, subject to prior written approval.

Project Expenses—anticipated included planned consultant travel expenses, advertising, landing page development, research, internet searches, education checks, a comprehensive background screening report on recommended candidates, social media, and article searches.

Invoicing. We will invoice the Client in three (3) progress payments, along with the identified milestones, which will be due upon receipt.

Milestone Payment Schedule as Follows:

- **1st Payment – After the Contract is signed - \$14,000**
- **2nd Payment – After the Presentation of Candidates - \$14,000**
- **3rd Payment – After the Selection Process - \$14,500**

Exclusions – Not the responsibility of PSSC:

1. **Police Background Investigations.** The cost of police background investigations required by law will be the responsibility of the City. PSSC would be happy to assist by finding a reputable firm to conduct background investigations.
2. **Translation Services.** This proposal does not include costs related to translation services.
3. **Candidate Travel.** PSSC will assist candidates with travel arrangements, but candidate expenses related to onsite interviews are not included herein.

PERFORMANCE GUARANTEE

Public Sector Search & Consulting, Inc. offers a one-year guarantee on our entire search process. If the Chief of Police voluntarily resigns or is dismissed for cause within one year after the appointment, we will conduct another search without additional professional services charges. Our guarantee excludes internal candidates. We expect the City to reimburse the firm for all expenses incurred in a subsequent search.

Additionally, if the first search attempt does not produce the desired candidate, we will conduct an additional search and work with the City of Margate until a candidate is appointed. We expect the City to reimburse the firm for all expenses incurred in a subsequent search. Last, we will never recruit our placement while they are employed by the City.

Below is a small sample of our references. Please let us know if you would like additional references from our list of searches.

Mr. Adam Gross

Director of Community Commission for Public Safety and Accountability
City of Chicago, IL - Population- 2.6 million
(773) 661-7837

Adam.Gross@cityofchicago.org

Recruitment: Chief of Police – 2023
Project Director: Mr. Gary Peterson and Mr. Kenton Buckner

Mr. De'Carlton Seewood

City Manager
Columbia, Mo Population-126,000
(573) 514-0948

decarlon.seewood@como.gov

Recruitment: Chief of Police 2023
Project Director: Kenton Buckner

Pamela Pennington, Senior Human Resource Partner

City of Wichita – Population 395,000
(316) 269-4712

ppennington@wichita.gov

Recruitment: Chief of Police – 2022
Project Director: Mr. Justin Doll

Mr. David Kenner

City of Kansas City, MO – Population 508,000
Secretary/Attorney – Board of Police Commissioners
(816) 305-6700

david@kenner.law

Recruitment: Chief of Police – 2022, 2017
Project Director: Mr. Gary Peterson

Recent Mid-sized U.S Cities - Police Executive Searches

- Columbia, MO
 - Chief of Police - 2023
- Bellevue, WA
 - Assistant Chief – 2023
- Wheat Ridge, CO
 - Division Chief – 2023
- Killeen, TX
 - Police Chief – 2023
- St. Joseph, MO
 - Police Chief – 2023
- Ithaca, NY
 - Chief of Police – 2023
- Steamboat Springs, CO
 - Police Chief – 2023
- Laramie, WY
 - Chief of Police – 2022
- Rochester, NY
 - Chief of Police – 2022
- Edgewater, CO
 - Police Chief – 2022
- Grand Rapids, MI
 - Chief of Police – 2022
- Shaker Heights, OH
 - Chief of Police – 2022
- Lakewood, WA
 - Chief of Police – 2022
- Irving, TX
 - Police Chief
- Steamboat Springs, CO
 - Chief of Police – 2021
- Lansing, MI
 - Chief of Police – 2021
- Fort Lauderdale, FL
 - Chief of Police – 2021
- Pensacola, FL
 - Police Chief – 2021
- Lancaster, PA
 - Police Chief – 2021
- Lacey, WA
 - Chief of Police – 2021
- San Luis Obispo, CA
 - Chief of Police – 2021
- Opa-Locka, FL
 - Police Chief – 2021
- Bellevue, WA
 - Assistant Chief – 2021
- Northglenn, CO
 - Deputy Chief – 2021
- Tiburon, CA
 - Police Chief – 2021
- Boulder, CO
 - Chief of Police – 2020
- Thornton, CO
 - Chief of Police – 2020
- Long Beach, NY
 - Police Commissioner – 2020
- Beacon, NY
 - Chief of Police – 2020
- Yakima, WA
 - Police Chief – 2019

- Redmond, WA
 - Chief of Police – 2019
- Payson, AZ
 - Police Chief – 2019
- Grand Rapids, MI
 - Chief of Police – 2019
- Wheat Ridge, CO
 - Chief of Police – 2019
- Albany, NY
 - Police Chief – 2018
- Syracuse, NY
 - Police Chief – 2018
- Rohnert Park, CA
 - Director of Public Safety – 2018
- Fairfield, CA
 - Police Chief – 2017

Major Cities & Entities-Police Executive Searches

- Louisville, KY
 - Chief of Police – 2023
- Chicago, IL
 - Superintendent of Police – 2023
- Pittsburgh, PA
 - Chief of Police – 2023
- Seattle, WA (pop. 721,307)
 - Deputy Chief - 2023
 - Asst. Chief (4 positions) – 2023
- BART, CA
 - Chief of Police – 2023
- Atlanta, GA
 - Chief of Police – 2022
- Aurora, CO
 - Chief of Police – 2022
- Kansas City, MO
 - Chief of Police – 2022, 2017
- Minneapolis, MN
 - Chief of Police – 2022
- Metropolitan Transportation Authority, NY
 - Chief of Police – 2022
- Seattle, WA
 - Chief of Police – 2022, 2018
- Wichita, KS
 - Chief of Police – 2022
- Raleigh, NC
 - Chief of Police – 2021
- San Jose, CA
 - Police Chief – 2021
- Dallas, TX - Police Chief
 - Chief of Police – 2020, 2017
- Albuquerque, NM
 - Deputy Chief of Police – 2021
- Nashville, TN
 - Chief of Police – 2020
- San Francisco, CA
 - Chief of Police – 2017

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