



CBIZ, EFL Associates

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17.1 ATTACHMENT A - PROPOSAL COVER PAGE AND CHECKLIST

PROPOSAL COVER PAGE AND CHECKLIST

Respondent Name: **CBIZ Benefits and Insurance Services Inc. dba EFL Associates**

Respondent Address: **4600 S Ulster Street, Ste. 900, Denver, CO 80237**

By submitting this response, the undersigned hereby affirms and represents that they have reviewed the proposal requirements and have submitted a complete and accurate response to the best of their knowledge. By signing below, I hereby affirm that the respondent has reviewed the entire RFP and intends to follow all requirements.

Respondent specifically acknowledges the following facts:

1. Respondent has the required technical expertise and has sufficient capacity to provide the services outlined in the RFP.
2. Respondent has no unresolved questions about the RFP and believes that there are no ambiguities in the scope of work.
3. The fee schedule or price proposal sent in response to the RFP is for the entire scope of work and no extra charges or expenses will be paid by the Plans.
4. Respondent has completely disclosed to the Plans all facts bearing upon any possible interests, direct or indirect, that Respondent believes any member of the Plans, or other officer, agent, or employee of the Plans presently has, or will have, in this contract, or in the performance thereof, or in any portion of the profits thereunder.
5. Materials contained in proposals and all correspondence and written questions sent during the RFP process may be subject to disclosure pursuant to the Act.
6. Respondent is not currently under investigation by any state or federal regulatory agency for any reason.
7. The signatory below is authorized to bind the respondent contractually.

Signed:

Date: Tuesday, December 12, 2023

Title: Executive Vice President & Managing Director

17.2 ATTACHMENT B - QUESTIONNAIRE

1. Firm Organization and Background:

- a. Please provide a short introduction and executive summary of not more than two pages which includes the name, address, telephone number, email address and facsimile number of the person authorized to represent the Respondent with respect to all notices, negotiations, discussions and other communications relating to this RFP, to any further selection process, and to negotiations related to a contract for the services described in this RFP.

EFL Associates is a management consulting firm specializing in executive search. Now in our 45th year since our founding in 1978, our organization offers the **JPC** the competitive advantage of a nationally recognized recruiting company, along with a demonstrated record of accomplishment in attracting quality leadership to a variety of opportunities. One of the largest and best-established practices of its type in the country, EFL Associates historically ranks in the top two percent of the 2,500 national, retainer-based search firms.

Our firm employs multiple consultants and offers the strategic advantage of a full-time professional research staff to support search activities from offices in Denver, Kansas City, and St. Louis. Our clients benefit from the expertise, control, and quality of our **in-house research team** in comparison to other firms that outsource this critical aspect of overall project management.

You can be confident your engagement team possesses the technical resources to advise you on all matters that may be encountered during your executive search.

National Recruiting Scope – EFL Associates has a national reputation with clients across the country while maintaining the personal attentiveness of a smaller firm. We possess first rate information technology resources, including our proprietary database of more than 400,000 professional contacts/candidates. However, any search conducted by EFL Associates relies upon original research to identify and network with top professionals in each industry or discipline.

Industry Knowledge – No firm has successfully completed more searches for both investment and executive leadership in the public pension sector than EFL Associates. Our firm is widely recognized as a “go-to” provider for funds of all sizes across the country. Despite our extensive body of work, we recognize each client, and each search project are unique, and we’ll invest the necessary time to truly understand our client, their unique challenges and opportunities, and what’s required in the desired leader. We have successfully completed public pension searches from coast to coast and have a proven track record of being able to identify potential candidates on a local, regional and national level. We’re proud of the excellent reputation we enjoy and, yet, we understand we have a high standard to live up to with every search.

Consultative Orientation – At EFL Associates we take the “consultant” aspect of our roles to heart. We’re pleased to be able to offer the hiring executives, boards and/or their search committees we serve time-honored counsel at all stages of the search process. We understand the unique dynamics and nuanced issues of shepherding a search committee through the search continuum.

Highly-Responsive Team – We can tell you; we take great pride in nurturing each of our clients through the search process as if they were our *only* client. Don’t take our word for it, though. Ask our references about their experience with us and please ask very pointed questions about our accessibility and responsiveness. We’re confident they will verify our claim.

Diversity & Longevity Success – Our Denver office has an outstanding record of success in identifying diversity candidates and candidate longevity. Over the past 15 years, 50% of our pension searches have been filled by diversity candidates. Additionally, in searches we completed more than five years ago, 67% of our placements remained in their positions for five or more years and many are still in their roles today.

Required Information:

Authorized Contact: Daniel J. Cummings, Executive Vice President & Managing Director

Address: 4600 S Ulster St., Ste. 900, Denver, CO 80237

Telephone: 720-200-1765

Email: dcummings@eflassociates.com

Facsimile: 720-200-1766

- b. Please provide narrative statements which demonstrate that Respondent meets the minimum qualifications set forth in Section 3. Narrative statements should not exceed three pages and should address the following:

- i. years of experience conducting executive searches;

EFL Associates has been in the executive search business for 45 years. Our first public pension search was nearly 30 years ago, and we have been the industry leader ever since.

- ii. identify and describe the experience of at least two firm staff who are propose to provide services under this RFP, each of whom has at least ten (10) years of experience in recruitment of executive staff for public pension clients; and

Professional Summary



Daniel J. Cummings, CPA
Executive Vice President &
Managing Director
CBIZ Talent & Compensation Solutions
EFL Associates
720.200.1765
dcummings@eflassociates.com

Daniel (Dan) Cummings offers over 40 years of diverse business experience to the Denver office of EFL Associates and its clients. As Executive Vice President & Managing Director, he directs all aspects of highly targeted search assignments, from investigation of organizational talent needs through candidate identification, evaluation, selection and project completion.

Cummings began his career as an Auditor with the Kansas City office of KPMG, the world's largest audit, tax and organizational consulting firm. He specialized in serving the office's largest, publicly-held client companies and became well versed in the requirements of mandated SEC reporting. Equipped with this expertise, Cummings joined Butler Manufacturing Co. as an Assistant Controller, charged with overseeing all aspects of the corporation's financial reporting and analysis.

In 1985, Cummings founded the Kansas City office of then-Source Finance, a multi-office, national contingency search firm specializing in the placement of accounting and finance professionals. Over the next eight years, he oversaw the growth and success of this office which became the leading provider of its kind in the local marketplace. Cummings regularly earned membership in the firm's highest performer categories.

In 1993, Cummings founded his own firm, specializing in the placement of high level accounting/financial professionals for some of Kansas City's largest employers. Over the next 12 years, he supervised the rapid expansion of this practice until he was recruited to join Uhlig LLC. Cummings led all operational aspects of Uhlig's largest division, Illustratus. Under his direction were sales, customer service, marketing, product development, production, art & editorial, and business development. Named Senior Vice President-Business Development in 2008, Cummings spearheaded the company's aggressive acquisition of seven competing companies. Along with highly successful growth from a well-

coordinated internal sales strategy, these acquisitions allowed the division to more than quadruple its annual sales during this time.

Cummings currently serves as a state board member for the Colorado Mountain Club and is a member of the Benedictine College Business School Advisory Board. He has also served his alma mater's alumni and collegiate fraternal organization boards in various roles.

Education

Master of Business Administration, University of Kansas
Bachelor of Science, Business Administration, University of Kansas

Professional Affiliations

Certified Public Accountant, Missouri and Kansas

Professional Summary

Tamara joined EFL Associates as a Staff Consultant in 2022 with over 15 years of recruiting, sales, business development and relationship management experience. She has a proven track record of developing and executing strategies that drive revenue, profit, and market share in hyper-competitive business environments. Wesely's extensive background provides her with a deep understanding of an organization's talent needs and challenges, as well as an eye for recruiting top executive talent and leading teams to exceed business objectives.

Prior to joining EFL Associates, Wesely worked as a Recruiter for Leedr HR and Consulting, sourcing qualified candidates by employing talent acquisition strategies to achieve optimal staffing needs and requirements. Her skills in client management, relationship building and consulting contribute to her ability to identify highly-skilled individuals that not only possess the required background and experience, but that also "fit" with the company culture.

Wesely honed her consultative sales skills working in real estate as a licensed Agent and Field Sales Representative where she delivered top-notch client services, developed strategic business plans, cultivated deep industry relationships and educated realtors on the value of using her real estate services to potential homebuyers and realtors in the Phoenix market.

Early in her career, Wesely spent several years working as an Account Manager and Marketing Representative for Language Circle Enterprises and provided alternative instructional strategies that address diverse learning profiles including Language Arts curriculum, webinars and supplemental materials to Principals, Teachers, and Curriculum Departments in schools throughout the United States. She gained valuable sales management and retail experience working as a retail Store Manager for Northstar-at-Tahoe and recruited prospective students and generated sales leads as an Enrollment Counselor for the University of Phoenix.

Education

Bachelor of Science, School of Communications, Northern Arizona University



Tamara Wesely

Staff Consultant

CBIZ Talent & Compensation Solutions

EFL Associates

720.200.1723

Tamara.Wesely@eflassociates.com

- iii. identify at least two public pension plan clients for which Respondent successfully recruited executive professionals in the last five years (please include the name, title and contact information for each reference and please note that references may be checked at any point during the RFP process).

Los Angeles Fire & Police Pensions Plan | Joe Salazar, General Manager

7 E. Redwood Street, 18th Floor, Baltimore, MD 21202

p 213-978-4444

joseph.salazar@lafpp.com

San Diego City Employees' Retirement System | Gregg Rademacher, Chief Executive Officer

401 E. A Street, Ste 400, San Diego, CA 92101

p 619-525-3600

GRademacher@sdcers.org

Baltimore Fire & Police Employees' Retirement System | Peter Keith Esq., Chairman of the Board

7 E. Redwood Street, 18th Floor, Baltimore, MD 21202

p 410-497-7929

pkeith@gejlaw.com

New Hampshire Retirement System | Jan Goodwin, Executive Director

54 Regional Drive, Concord, NH 03301

p 603-410-3520

jan.goodwin@nhrs.org

North Dakota Retirement and Investment Office | Janilyn Murtha, Executive Director

1600 E. Century Ave., Bismarck, ND 58503

p 701-328-9885

janilynmurtha@nd.gov

Illinois Municipal Retirement Fund | Sue Stanish, Board Member & Search Committee Chair

2211 York Road, Suite 500, Oak Brook, IL 60523

p 630-450-1648

sstanish@napervilleparks.org

c. Please provide an overall description of Respondent's firm, including the following:

i. Respondent's organizational structure, e.g., corporation, partnership, limited liability company);

EFL Associates is a wholly owned subsidiary of CBIZ, Inc., a NYSE listed corporation.

ii. Ownership structure;

EFL Associates is affiliated with CBIZ, Inc. (NYSE: CBZ), a \$1.4 billion professional services company headquartered in Cleveland, Ohio. CBIZ is the largest provider of multi-specialty professional service offerings to businesses of all sizes. We offer auditing and tax services, employee benefits consulting, human capital services, valuation assistance, retirement plan services, payroll, property & casualty insurance, and many others from 100 offices and through 5,000 associates located throughout the United States.

iii. years in existence;

EFL Associates was founded in 1978. We are now in our 45th year of continuous operation.

iv. years of experience conducting executive searches;

EFL Associates has been conducting executive search services since our founding for 45 years ago.

v. financial condition;

EFL Associates is in good financial standing. We're happy to provide a copy of the latest CBIZ annual report.

vi. total number of employees; and

EFL Associates has 56 total Employees based in our three offices in Denver, Kansas City and St. Louis.

vii. headquarters and regional office locations, including the number of firm staff at each location who provide executive search services relevant to this RFP.

EFL Associates is headquartered in Kansas City, Missouri.
Kansas City Missouri-22 Employees
Denver, Colorado-3 Employees
St. Louis, Missouri-20 Employees

d. Briefly describe each firm staff member who may be assigned to provide services under this RFP, including for each staff member:

i. location of office;

This search for Chief Executive Officer will be handled by our Denver office where are public pension plan practice is based.

ii. title and role within Respondent's firm;

Daniel Cummings, Executive Vice President & Managing Director Tamara Wesley, Staff Consultant.

iii. number of years with Respondent's firm;

Daniel Cummings, over 13 Years with EFL Associates, 25 years of total executive search experience.
Tamara Wesley, 2 Years with EFL Associates

iv. years of experience providing executive search services;

Daniel Cummings: over 25 years providing executive search services
Tamara Wesley: 2 years providing executive search services

v. expected role and any specialized expertise; and

Daniel J. Cummings will serve as the primary contact for with the **JPC**, he will manage the recruitment team and overall search strategy; and contact and network with individuals in the industry to solicit interest and referrals. Mr. Cummings will participate in all meetings with the **JPC**; interview in person or by videoconference all candidates recommended to the **JPC**; assist with interviews; and handle negotiations with the successful **Chief Executive Officer** candidate.

Tamara Wesely, Staff Consultant. Ms. Wesely will: manage our original research efforts and outreach to candidates identified through those efforts; handle all advertising and posting; conduct reach to potential candidates; review candidate resumes for basic qualifications; and coordinate all ongoing correspondence with candidates.

vi. relevant public pension executive searches within the past five years.

Entity	Search
Los Angeles Fire & Police Pensions	General Manager
Austin Fire Fighters Relief & Retirement Fund	Fund Administrator
Colorado Fire & Police Pension Association	Executive Director
Baltimore Fire & Police Employees Retirement System	Executive Director
Houston Firefighters' Relief & Retirement Fund	Executive Director
Houston Police Officers' Pension System	Executive Director
Police Retirement System of St. Louis	Executive Director
Teachers Retirement System of Oklahoma	Executive Director
Kansas City Public School Retirement System	Executive Director
Manchester City Retirement System	Executive Director
Public School Retirement System of the City of St. Louis	Executive Director
Delaware Public Employees Retirement System	Pension Administrator
Municipal Employees' Retirement System of Michigan	Chief Executive Officer
Teamsters Local 731 Health/Welfare & Pensions Fund	Fund Administrator (Ongoing)
Chicago Teachers' Pension Fund	Executive Director

Maryland State Retirement & Pension System	Executive Director
State of New Jersey, Department of Treasury	Executive Director-Secure Choice
City of Cincinnati Retirement System	Executive Director
Educational Employees' Retirement System of Fairfax County	Executive Director (Ongoing) Deputy Executive Director, Finance & IT Deputy Executive Director, Operations
Colorado Public Employees Retirement Association	Chief Administrative Officer
Maryland Supplemental Retirement Plans	Executive Director
Chicago Transit Authority Employees Retirement Plan	Executive Director
New Hampshire Retirement System	Executive Director

2. Executive Search Methodology

a. Please provide a description of the firm's recruitment methodology to conduct executive searches.

While over the course of our 45+ year history we have developed a time-honored and proven search methodology, we can easily customize and adapt specific steps in our search process to meet the needs of the **JPC**. As a result, we're confident the search for your **Chief Executive Officer** will be handled professionally and smoothly from commencement to its successful conclusion.

The process will begin with your EFL Associates' consultant meeting with the **JPC** and key staff and City leadership, as appropriate. The purpose of such conversations is to discuss and determine the desired profile and qualifications needed for this key leadership role of **Chief Executive Officer**. Using the information gained in these conversations and your own existing position description, we will develop a comprehensive candidate profile we call the Position Specifications reflecting the experience, skills, leadership, and personality traits we jointly seek for this role. This document will be provided to the **JCP** team for review and approval.

Upon approval of the Position Specifications, we will develop a **comprehensive search strategy** with the **JCP** to identify and target well-qualified and diverse candidates. We will draw upon our four decades of executive search experience and extensive work with other public pension organizations to craft this recruitment strategy. An integral component of our search strategy will be the placement of appropriate ads and postings on local, regional and national channels, journals and publications. We will develop recommendations to be reviewed with the **JCP** and review the advisability and cost of ads before proceeding.

Although several potential candidates will be in our database, our efforts will also require extensive, original research for the purpose of identifying a solid list of possible candidates and/or referral sources. The target list will be developed from other public pension organizations, other asset owners, government agencies, law firms, consulting firms, and any other sectors we jointly determine may be appropriate.

Potential candidates and sources identified through our database and research activities will be contacted by phone, email, or both, by the consultants and/or our research staff to solicit interest and generate referrals.

As with every search we undertake, we recognize the importance of identifying and recruiting a diverse slate of candidates and will undertake specific diversity outreach primarily through networking. Extensive diversity related networking will be conducted using social networking sites, such as LinkedIn. We will also likely suggest selective

advertising on diversity websites. As noted elsewhere in this proposal, EFL Associates has an outstanding track record of diversity candidate placements and candidate longevity.

The resumes of all applicants will be reviewed initially for basic qualifications. Those we deem potentially qualified may be asked to complete a supplemental customized questionnaire that will provide us more clarity about relevant experience. Upon review of such questionnaires, the best qualified candidates will be interviewed by your EFL consultants.

Upon completion of our multi-step candidate vetting process, we will prepare written summaries of the best qualified candidates' strengths and weaknesses relative to the experience, characteristics and traits identified in the Position Specifications. Before presenting any such candidates to the **JCP** for consideration, we will perform media searches to determine if there is any adverse publicity regarding each candidate. We will then meet with the **JCP** to review this slate of the best qualified candidates for the **Chief Executive Officer** role to advance in the process.

EFL Associates will professionally and transparently communicate in a timely manner with all applicants, including those not chosen to advance in the search and those not ultimately chosen as the successful candidate.

A word about internal candidates: EFL Associates welcomes the participation of interested internal candidates for any search we undertake. We subscribe to the belief that all progressive organizations want to encourage upward mobility to valued team members, when appropriate. However, our duty of care, and this will be explained to any internal candidate, is owed solely your Board and the organization itself. Our commitment is to provide a slate of diverse *AND* highly qualified candidates for your consideration, regardless of where they might come from. Any internal candidates will be vetted in the same fashion as all external candidates. As such, they can expect professionalism, honesty, transparency, and responsiveness from us just as we extend to external candidates.

Once the **JCP** has identified candidates from this short list for interviews, we can also coordinate any desired assessment activities. We will assist your leadership in arranging candidate interviews, arrange any necessary travel and lodging, provide suggested interview questions, and, if desired, will be present to help facilitate all interview sessions, both preliminary and final. For each interview session, your EFL consultant will debrief with the interview panel.

Regarding assessment tools, research shows assessments may provide greater insight to a candidates' competencies, motivation, personality traits, gaps, and derailers. Validity and reliability are key in choosing an assessment instrument for talent selection purposes. Assessments coupled with EFL's rigorous vetting process is a proven prescription to ensure you have improved the probability of a successful hire.

When finalist candidates are determined, EFL Associates will initiate full and comprehensive background investigations, including education, certification, credit, MVR, and criminal checks on the selected candidates and in-depth and detailed professional reference conversations. We ask candidates to provide references that have supervised their work, been professional peers, and those that have served under the candidate to get a "360 degree" perspective on the individual. Once again, we'll facilitate all scheduling arrangements, make travel and lodging arrangements, provide additional suggested interview questions, and, if desired, participate and help orchestrate these final interviews. Finally, we will assist in compensation negotiations with the successful candidate and assist with any additional matters related to onboard and leadership transition.

Regarding transition, it is our practice to continue to stay in touch in a professionally appropriate manner on an on-going basis. We will work with you as desired to develop a transition plan and remain in contact with the successful candidate and you to act as a sounding board and provide assistance in assimilating the successful candidate, as needed or desired.

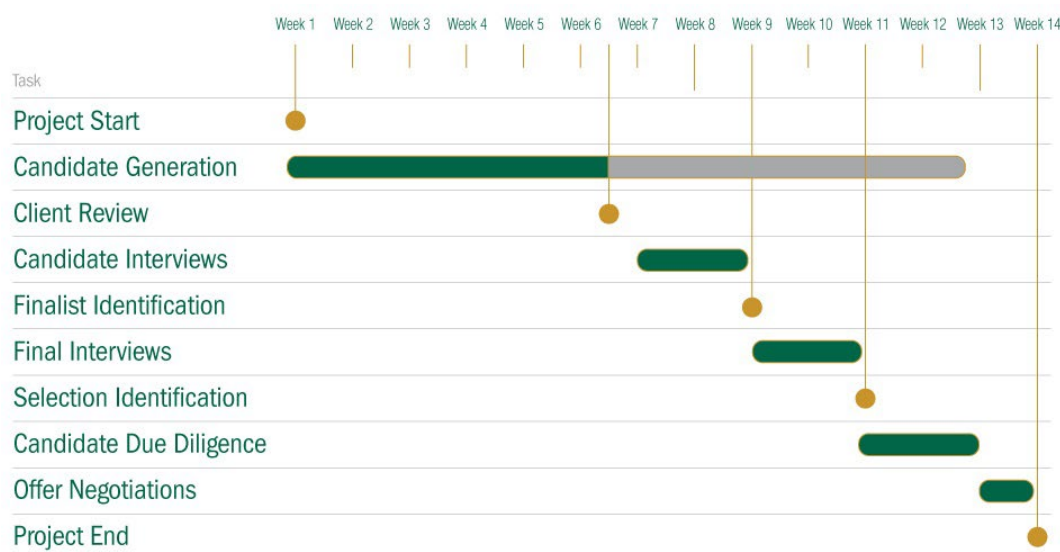
Throughout the entire search process, EFL Associates will provide weekly search update reports. These reports will include information about the progress of the search, including number and viability of potential candidates, market feedback from candidates and potential candidates regarding compensation, reputation of **the Plans**, and the desirability of the position. We are always available to answer questions and provide information by phone and email,

and will meet with the **JPC** as desired, to discuss any other areas, service or important steps not listed above. We will also look to the **JCP** for guidance and input regarding any involvement of staff and other key stakeholders throughout the search continuum. It is not unusual to have representatives from both groups meet with finalist candidates and if that is the desire of the **JCP**, we'll gladly facilitate that involvement.

- b. Please describe the average time taken to perform a typical executive search supported by a typical timeline listing typical milestones and their time to completion. Please consider that the searches may include discussions/approvals at public meetings at various key milestones of the process.**

The retainer-based search industry standard typically runs 135 days to complete a search. In 2022, EFL Associates is very proud of the fact that our average days to complete a search assignment was 92 days.

The following graphic depicts a typical project timeline.



- c. Please describe your strategies proposed for the recruitment process, including a discussion of the geographic scope of the recruitment process and strategies for recruiting candidates.**

We're very proud of the good name we enjoy with public pension plan professionals all over the country. We regularly attend public pension industry gatherings to cultivate these trusted relationships and are the only executive search firm that does so with any consistency. We believe in supporting the industry and do so by our membership and engagement with a number of industry organizations.

These trust-based relationships mean that industry professionals take and return our phone calls. As such, we are fortunate to get many recommendations from these industry "insiders" on potential candidates we should consider for a given search project.

As evidenced by our body of past public pension search work, we have the ability to fill roles and source candidates from coast to coast. We will look to you, though, for guidance as to how wide of a geographic net you'd like us to consider. We always look for local ties first, but given the desirability of the San Jose area, we'd expect broad geographic interest in this role.

For any search we undertake, we'll recommend postings with a number of leading public pension organizations but, please know, any search conducted by EFL Associates is predicated on original and targeted research and outreach to prospective candidates. This work is done in-house by our own proprietary research team. Having this vital function in-house allows us to seamlessly and efficiently make any necessary course corrections versus other firms that rely on third-party and, in many cases, off-shore resources to perform that function.

the Position Specifications. Before presenting any such candidates to The Plans for consideration, we will perform media searches to determine if there is any adverse publicity regarding each candidate. We will then meet with The Plans' leadership to review this slate of the best qualified candidates for the Chief Executive Officer role to advance in the process.

d. Recommendations as to methods of interviewing and vetting the candidates and which your firm have found to be most successful.

Our candidate vetting process is in-depth and multi-pronged. The application materials of all respondents will be reviewed initially for basic qualifications. Those we deem potentially qualified may be asked to complete a supplemental customized questionnaire that will provide us more clarity about relevant experience. Upon review of such questionnaires, the best qualified candidates will be interviewed by your EFL consultants.

Our interviews are in-depth and involve both customized experiential and situational queries. It's imperative that we adopt an active listening posture for such interviews because experience has taught us that asking detailed secondary and tertiary questions really provides insight into the depth of a candidate's true experience in a particular area.

Upon completion of our multi-step candidate vetting process, we will prepare written summaries of the best qualified candidates' strengths and weaknesses relative to the experience, characteristics and traits identified in the Position Specifications.

e. The scope and nature of the background search: who should conduct it and who should be contacted?

When finalist candidates are determined, EFL Associates will initiate full and comprehensive background investigations, including education, certification, credit, MVR, and criminal checks on the selected candidates. We use an arm's length third-party vendor that specializes in such investigations but we're open to using any provider JPC is accustomed to using. We just firmly believe such investigations should be conducted prior to the extension of an offer of employment.

Our candidate due diligence process also includes in-depth and detailed professional reference conversations. We ask candidates to provide references that have supervised their work, been professional peers, and those that have served under the candidate to get a "360 degree" perspective on the individual.

f. Whether or not your services would include drafting and negotiating the employment agreement on behalf of the JPC.

We have done so in the past and would be happy to assist JPC in this area.

3. Executive Search Experience

- a. Provide a complete listing of the firm's executive searches for high-level executives for public pension plans during the last five years, identifying: a) the name of the City, b) the time period during which the search took place, c) the number of applicants, d) the number of persons interviewed, e) the procedures utilized in interviewing, vetting, negotiating the contract with and hiring the executive, f) the name of the person selected, g) the beginning salary agreed to be paid to the successful candidate, and h) whether that person still occupies the position. Please provide the names, positions and contact information of persons working at these cities who we could contact to obtain information about the results of your recruitment efforts on their behalf.**

Entity/Search	Time	Number of Applicants	Number Interviewed	Process	Person Selected	Salary	Still Employed
Los Angeles Fire & Police Pensions-General Manager	9/2022-2/2023	52	4	EFL Process-Retained Search	Joseph Salazar	\$305,000	Yes
Austin Fire Fighters Relief & Retirement Fund-Fund Administrator	9/2022-1/2023	21	5	EFL Process-Retained Search	Anumeha Kumar	\$186,800	Yes
Colorado Fire & Police Pension Association-Executive Director	8/2021-12/2021	20	6	EFL Process-Retained Search	Kevin Lindahl	\$310,000	Yes
Baltimore Fire & Police Employees Retirement System-Executive Director	4/2023-8/2023	58	4	EFL Process-Retained Search	Robert Holly	\$200,000	Yes
Houston Firefighters' Relief & Retirement Fund-Executive Director	6/2021-12/2021	22	6	EFL Process-Retained Search	Timothy Schauer	\$260,000	Yes
Houston Police Officers' Pension System-Executive Director	5/2019-9/2019	30	7	EFL Process-Retained Search	Patrick Franey	\$262,733	Yes
Police Retirement System of St. Louis-Executive Director	3/2019-8/2019	17	5	EFL Process-Retained Search	Mark Lawson	\$135,000	Yes
Teachers Retirement System of Oklahoma-Executive Director	5/2021-7/2021	18	4	EFL Process-Retained Search	Sarah Green	\$175,000	Yes
Kansas City Public School Retirement System-Executive Director	12/2020-4/2021	27	3	EFL Process-Retained Search	Jim Roehner	\$150,000	No
Manchester City Retirement System-Executive Director	6/2021-9/2021	19	4	EFL Process-Retained Search	Melanie Murray	\$119,833	Yes

Public School Retirement System of the City of St. Louis-Executive Director	3/2020-8/2020	29	6	EFL Process-Retained Search	Susan Kane	\$110,000	Yes
Delaware Public Employees Retirement System-Pension Administrator	8-/2019-12/2019	37	7	EFL Process-Retained Search	Joanna Adams	\$126,275	Yes
Municipal Employees' Retirement System of Michigan-CEO	8/2019-12/2019	27	5	EFL Process-Retained Search	Kerrie VanDenBosch	\$295,000	Yes
Teamsters Local 731 Health/Welfare & Pensions Fund-Fund Administrator	Currently Underway			EFL Process-Retained Search			
Chicago Teachers' Pension Fund-Executive Director	7/2021-7/2021	22	8	EFL Process-Retained Search	Carleton Lenoir	\$253,000	Yes
Maryland State Retirement & Pension System-Executive Director	3/2021-6/2021	28	6	EFL Process-Retained Search	Martin Noven	\$250,000	Yes
State of New Jersey, Department of Treasury-Executive Director, Secure Choice	6/2022-12/2022	47	6	EFL Process-Retained Search	Todd Hassler	\$220,000	Yes
City of Cincinnati Retirement System-Executive Director	3/2023-7/2023	21	1	EFL Process-Retained Search	Jon Salstrom	\$157,000	Yes
Colorado Public Employees Retirement Association-Chief Administrative Officer	2/2022-4/2022	30	6	EFL Process-Retained Search	Jeremy Hill	\$230,000	Yes
Maryland Supplemental Retirement Plans-Executive Director	8/2020-12/2020	29	6	EFL Process-Retained Search	Ronda Bell	\$105,871	Yes

Chicago Transit Authority Employees Retirement Plan-Executive Director	1/2023-6/2023	20	5	EFL Process-Retained Search	Paul Sidrys	\$200,000	Yes
New Hampshire Retirement System-Executive Director	12/2020-2/2021	25	8	EFL Process-Retained Search	Jan Goodwin	\$235,000	Yes
Educational Employees' Retirement System of Fairfax County-Executive Director	Currently Underway			EFL Process-Retained Search			
Educational Employees' Retirement System of Fairfax County-Deputy Executive Director, Finance & IT	9/2021-3/2022	29	3	EFL Process-Retained Search	Srikumar Bala	\$148,458	Yes
Educational Employees' Retirement System of Fairfax County-Deputy Executive Director, Operations	9/2021-7/2022	21	3	EFL Process-Retained Search	Kathleen Wilson	\$158,000	No

b. List all executive searches commenced over the past five years which will not be completed with an explanation.

Over the last five years, there have been no searches that EFL Associates has completed.

c. Provide a list of all City of San Jose executive search engagements within the past 10 years, if any.

EFL Associates has not been engaged to perform any executive search engagements with the City of San Jose in the past 10 years.

d. Provide links or examples of several recruitment brochures and marketing materials.

Baltimore Police & Fire Pension Fund [Position Specifications](#)

Los Angeles Fire & Police Pension Fund [Position Specifications](#)

Colorado Fire & Police Pension Association [Position Specifications](#)

4. Miscellaneous

- a. **Please discuss any additional information that Respondent would like the JPC to know about Respondent that may impact consideration of Respondent as a potential service provider to the Plans.**

Off-Limits Provisions

EFL Associates subscribes to the Code of Professional Practice and follows the Standards of Excellence of the Association of Executive Search Consultants. Our firm will not recruit any person from The Plans for a period of one year after completion of this search assignment. Furthermore, EFL Associates will never recruit an executive who is hired by your organization through the direct efforts of our firm.

Placement Guarantee

No guarantee is made that the search project will be completed successfully within a defined time frame. EFL Associates' efforts and resources will continue to be engaged until the search is filled or cancelled. Upon hiring a candidate, our firm guarantees continued employment of this individual for twelve (12) months or EFL Associates will reengage in one equivalent replacement search on an expenses-only basis unless the candidate's departure has been caused by significant changes in reporting structure, responsibility, or factors beyond the control of the individual or the search.

Non-Discrimination Policy

EFL Associates firmly supports the principle and philosophy of equal opportunity for all individuals, regardless of age, race, gender, creed, national origin, disability, veteran status, or any other protected category pursuant to applicable federal, state or local law.

Summary

EFL Associates is honored and appreciative of the opportunity to present this proposal for the **JPC's** consideration. We are confident in our abilities to provide you with outstanding and attentive service in producing a slate of highly qualified candidates from which to make a selection as your next **Chief Executive Officer**. We look forward to your decision and the possibility of partnering with the **JPC** on this important endeavor.

17.3 ATTACHMENT C - COST PROPOSAL

COST PROPOSAL

1. Please include detail regarding scope and cost of services, deliverables and timeframe for completion of the project.

Our proposal for cost of services for this project (listed below) is comprehensive and includes all deliverables associated with any search project EFL Associates undertakes. Examples of such deliverables include:

- i. Recruitment brochure (We refer to this document as "Position Specifications")
- ii. Comprehensive advertising/posting plan with associated costs
- iii. Weekly search update reports
- iv. Detailed Candidate Presentation materials for each vetted and presented candidate
- v. Interview schedule and suggested interview questions for each interview session
- vi. Candidate Rating Matrix for use in each interview session
- vii. Comprehensive professional reference summary reports for finalist candidates
- viii. Comprehensive background investigation reports for finalist candidates
- ix. Offer letter assistance

As noted earlier, EFL Associates enjoys an enviable track record of completing search assignments well in advance of the search industry average. Our average days-to-complete was 92 days in 2022.

2. Please describe Respondent's proposed fee arrangement for the services described in this RFP, including hourly rate at which ORS would be billed for any services the JPC might request outside the scope of the items in your proposal.

Our fee proposal is comprehensive and includes all the services and deliverables associated with an executive search. As is the search industry custom, our fees are based upon the proposed compensation range for the role. However, we have found that our public sector, including public pension clientele, greatly prefer a fixed-fee arrangement versus the industry standard of variable fees that are predicated on the final agreed-to compensation of the successful candidate. In this way, our clients know exactly what their investment is going to be versus the aforementioned variable arrangement.

We do not bill our services on an hourly basis. If additional services outside the scope of a customary executive search are requested by the JPC, we will gladly develop a separate fixed-cost proposal for such services.

3. Provide an explanation of how total costs for executive searches are determined in the firm's response to this RFP

As is customary in the retained search industry, our typical professional services fee arrangement is based upon 33-1/3% of the selected candidate's assured cash compensation (base salary, any sign-on bonus, cash allowance, car allowance or guaranteed portion of the performance bonus), with a minimum fee level of \$35,000 per assignment.

We have found, however, that our public sector clientele greatly prefer a fixed-fee arrangement so that their investment is known at the onset of the search process versus a variable arrangement that is predicated on final

agreed-to compensation with the successful candidate. **As such, based upon our understanding of the historical compensation for this role, we are pleased to offer the JPC a fixed and discounted professional services fee of \$78,000 for this engagement.**

We also typically bill \$750 per month for the duration of the search to cover incidentals and administrative expenses. **EFL Associates is pleased to waive this charge in its entirety for the duration of the search for the JPC.**

In addition to our professional services fee, we also bill for reasonable and customary expenses associated with the search. Such expenses will likely include any required/requested advertising/posting of the opportunity, credit and comprehensive background investigations of finalist candidates, and an allowance for consultant travel from Denver to San Jose. Estimates, based upon our experience, for each of these expense categories are below. Please note: No estimate or allowance is included for possible candidate travel for interviews since this is dependent on how many candidates are asked to travel and where they are traveling from.

Advertising/Posting of the Opportunity	\$ 4,000
Background Investigations	\$ 750
Consultant Travel (up to)	<u>\$ 3,000</u>
Total	\$ 7,750

4. Discuss any additional information related to the proposed fees that Respondent believes will be relevant to the JPC in considering the Respondent's fees.

Some firms provide low fee quotes, with the expectation that they will make up the difference by charging for add on work that falls within, or tangential to, the scope of work requested. At EFL Associates we don't believe in surprises. Our pricing reflects both what is explicitly spelled out in your request, as well as additional needs that we believe are necessary to complete your project, completely and accurately. We encourage you to do an apples-to-apples comparison in evaluating the pricing and scope of services to be provided.