



# SEARCH PROPOSAL

SEARCH  
**Chief Executive Officer**

PREPARED FOR  
Austin Christoffersen  
Clerk of the Authority  
**King County Regional Homelessness Authority**

DATE  
September 8, 2023



NPAG has distinguished itself from its inception as unique in the world of executive search by merging best practices in executive search, organizational design, people and culture systems, and leadership consulting with transparent project design that enables us to be flexible to our clients, smart about our counsel, ethical about our pricing, and exceptional in our impact. We are mission-driven and market-disciplined, setting new standards for the search and consulting industries.

## WHO WE ARE

NPAG was founded in 2002 to address what we saw as a need in the search industry for a more deeply partnered approach to co-creating search processes that fit your budget and timeline, but even more importantly, reflect the where you are in the evolution of your organization's life, culture, and values.

Nearly 20 years later, we are bringing a range of capabilities to hundreds of mission-driven clients across the social sector, from executive search and organizational and staffing design to people and culture systems and board development, in service of organizations advancing systems change, justice, equity, and opportunity. Navigating growth, change, and living your values as an organization has never been more challenging or rewarding, and we see ourselves as fellow travelers in those journeys with our clients – always learning and examining ourselves to drive improvement in our practice and aligning our values for impact.

What initially distinguishes us from our competitors is our fee structure, which offers custom tailored search and consulting engagements at a fair and transparent cost; but what brings clients back time and again, especially as they grow and build out leadership teams, is the deep impact of our work and the way it both strengthens the organization and reflects its values.

As mission-driven professionals, we believe it is our professional responsibility to leave our clients stronger and smarter after our engagement ends than before it began. As such, we approach every engagement as an opportunity to meet our clients where their situations dictate, sharing our expertise, adapting and refining tools and processes, offering needed strategy and board level consulting, assisting in leadership transitions, bringing clients market data that enables their best decisions, and nurturing relationships with aligned leaders in the field.





## OUR LEADERSHIP



**Katherine Jacobs, Ph.D., CEO**  
She/Her/Hers

Katherine Jacobs leads a global portfolio of executive search and talent strategy engagements and manages the strategic development of our firm's business lines and structures.

As a trained psychologist, teacher, researcher, and consultant with twenty years of experience both in the U.S. and abroad, Katherine guides organizations through change with particular expertise in founder and longtime leader transitions, facilitation of Board and executive level decisions, and the implications for organizational growth and talent development.

Katherine's executive search experience ranges from CEO & President searches for large foundations, academic institutions, and nonprofits to Director-level and C-suite talent strategy and recruitment for small, grassroots organizations in their start-up phases. Katherine was initially recruited to Isaacson, Miller, another leading search firm, from an academic career, and never looked back. Since joining NPAG in 2007, Katherine has distinguished herself and the firm as an innovator in the search business and a leader in the national conversation about organizational diversity and equity and inclusion in hiring processes.

A Fulbright Scholar and recipient of the Herbert L. Zimmer Award for excellence in psychological research, Katherine received her Bachelor of Arts in Psychology from the University of Rochester while training at the Eastman School of Music as a classical cellist. She went on to receive her Ph.D. in Psychology from Georgetown University. Katherine continued her international travel both living and working in 5 countries before settling into the DC metro area. She speaks conversational German and basic Russian and Greek.

Katherine's doctoral research focused on the psychological foundations of policy for managing cultural diversity and, in her consulting work, Katherine has brought her research to bear in NPAG's distinguishing Diversity, Equity, and Inclusion as meaningful and distinct elements of talent strategy for a healthy mission-driven workforce.



**Allison Kupfer Poteet, Managing Partner**  
She/Her/Hers

Allison leads a national search practice that spans philanthropy at all levels, direct service providers, and a range of nonprofits advancing solutions through policy, advocacy, evaluation and learning, and other innovative approaches to social change. She brings a particular interest in the talent dimensions of bringing evidence-based program models to scale, particularly with respect to issues of equity, access, and opportunity, and the use of technology and data to drive impact. At NPAG, she leads strategic business development efforts, refinement of best practices and systems to support excellence in all aspects of our work, and internal talent development functions.

Allison's early career was in policy evaluation as an analyst in the education practice of Abt Associates, a global research and evaluation firm, where she focused on measuring the effectiveness of early literacy interventions in low-income urban and rural settings across the United States. Pursuing an interest in the role of leadership, in combination with what science tells us is effective in addressing systemic inequities, she began her career in search in 2006 at Isaacson, Miller. Several years later, she was drawn to join NPAG because of the firm's commitment to serving a broad spectrum of mission-driven organizations in a flexible and responsive way.

Allison received a B.A. in American Studies from Skidmore College and an Ed.M. from the Harvard Graduate School of Education. She serves as treasurer of the board of directors of Island Readers & Writers, a nonprofit that provides innovative author and illustrator-driven programs designed to foster a love of reading and experiential learning among children in rural Maine, where she is based on the southern coast.





## YOUR DEDICATED SEARCH TEAM



**Julian Jackson, Managing Director**  
**He/Him/His**

Julian, a queer black man, began his career in executive search and organizational development over a decade ago. He was motivated by the common refrain that strong multiracial and diverse talent were not interested in public interest/social impact as a career. Julian knew that this premise was not reflective of the communities he was a part of, and he believed that people of color were not only interested in this work but were critical to organizational impact. As Managing Director at NPAG, Julian's work focuses not only on executive search in the critical need for greater representation of individuals of diverse backgrounds and lived experiences, but to challenging mission-driven clients, to create the conditions that allow people to bring their brilliance. This requires organizations not just to identify dynamic talent, but to infuse equity into policies, practices, systems, and structures that support healthy organizational culture that drive organizational impact.

He has led searches for a wide range of national clients that include democracy reformers, think tanks, arts and culture institutions, public health organizations, policy and legal advocacy organizations, racial and immigrant justice organizations, foundations, and social services organizations. Julian believes in a deeply tailored approach to each engagement, that places equity and inclusive hiring practices at its center. He designs and delivers implicit bias trainings and coaches clients on integrating equity-based practices in their process design, to ensure that clients are considering less conventional candidate profiles and arm them with the tools to help route out common hiring biases as they begin to evaluate candidates.

Prior to NPAG, Julian led internal talent acquisition for several organizations' including the Southern Poverty Law Center, Center for Employment Opportunities (CEO) and College Track. Much of his search work initially found its genesis in his own personal biography. Julian earned his B.A. from Morehouse College where he was a student activist working on service projects as a Bonner Scholar, supporting nonprofits in the greater Atlanta area focused on economic empowerment for historically maligned communities, supporting educational equity efforts with Our Family Table and volunteering as an on-campus recruiter for Teach for America. He spent several years teaching 5th grade in Bankhead (at the time an economically depressed area in Northwest Atlanta), before attending and earning his J.D. at Howard University School of Law as a Merit Scholarship recipient.

Julian is based in Dallas where he enjoys exploring his new neighborhood in the Bishop Arts/Oak Cliff neighborhood. He is a proud plant dad to 43 rare and not-so-rare houseplants and a member of Friends of Oak Cliff Parks which is committed to restoring horticulture in and preserving the historic parks of Oak Cliff. He has two goofy French bulldogs Carter and Ellie who he adores and is an amateur ceramist who enjoys perfecting his technique on the pottery wheel.





## YOUR DEDICATED SEARCH TEAM



**Alejandra Villa, Senior Associate**  
She/Her/Hers

Alejandra (Ale) possesses nearly a decade of experience in human and social services. As a first-generation college graduate, she proudly holds a Master of Social Work Degree from the University of Washington with a concentration in Administration and Public Policy, a Bachelor of Arts in Social Work from San Diego State University, and an Associate of Science in Behavioral Sciences from San Diego City College.

A formerly undocumented immigrant and an advocate for human rights, she started her career as a direct-service social worker, collaborating with diverse communities across various nonprofit sectors, including human services, healthcare, higher education, and research. Through her experience working directly with underserved communities, she discovered a desire to address macro-level systematic changes, including at the state and federal policy levels. Her efforts toward economic and social justice in policy and democracy include community coalition building, policy analysis, state legislature, and federal congressional experience.

Before joining NPAG, Ale served as the Director of Immigration at the Office of U.S. Senator Patty Murray (D-WA). She managed a portfolio that assisted thousands of constituents in navigating their bureaucratic immigration processes while developing and fortifying relationships with stakeholders statewide and participating in policymaking with colleagues in Washington, DC.

Ale's professional and personal experiences have contributed to her passion for mission-based organizations and their organizational development. She admires their capacity to serve communities, repair harm, and their ability to encourage and uplift BIPOC leadership and voices to allow inclusivity of the most critical voices in the realm of social and economic justice.

She is a yoga aficionado, nature lover, and hiking enthusiast who currently lives in Seattle, WA, with her partner, Gabriel, and two dogs, Chevi and Obama.



**Phuong Quach, Senior Consultant**  
She/Her/Hers

Phuong Quach joined NPAG in 2023 as a Senior Consultant and brings to our work a deep commitment to power of community and networks, as well as a unique understanding of the landscape of challenges and assets in the field of philanthropy. In her most recent role at Northern California Grantmakers as VP of Member Engagement, she oversaw membership, programmatic and collaborative work, and helped to shape and strengthen NCG's strategic focus on addressing inequities, supporting the vibrancy and sustainability of our region, and tending to the dynamic and diverse people in our philanthropic community. She was previously the Membership Director at Asian Americans/Pacific Islanders in Philanthropy (AAPIP) and a co-founder of AAPIP's Hella Heart Oakland Giving Circle.

She is a first-generation college graduate that benefited from Head Start and Affirmative Action programs and policies. She received a BA with a double major in Urban Studies and Anthropology from Macalester College and a Master in Public Administration from CUNY as a National Urban Fellow. As an extrovert, she is always curious to meet and connect with people. She was born in Vietnam and raised in Minnesota.



## TEAM CONTACTS



**Julian Jackson**  
Managing Director  
He/Him/His

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**Nickolas Smith**  
Client Engagement Administrator  
They/He

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Tele: [REDACTED]

Time Zone: EST

**Role:** Support the team with scheduling important meetings with client and candidates. Point person for all administrative tasks.





## NPAG FACT SHEET

**1. Where is your company located?** The Nonprofit Professionals Advisory Group (NPAG) is incorporated in Delaware; however, our mailing address is in Beaverton, Oregon.

We have staff that span the country, including Seattle and the state of Washington. We have long established partnerships in the Pacific Northwest broadly and in Washington state specifically and our clients and staff are active members of the community. We are proud of the relationships we have and our work in the region.

Our mailing address is:

9450 SW Gemini Drive, PMB 46636  
Beaverton, OR 97008-7015

**2. How old is your company? Is your company held by another company?** NPAG is 21 years old, established in 2002 with a focus on equity informed consulting and we serve organizations in direct services, philanthropy, advocacy, and government. NPAG is a women-owned, led, and operated firm.

**3. Who are your strategic partners?** This is an evolving answer, as we are deeply committed to engaging with stakeholders and partners most proximate to the work. We are in conversation with organizations and institutions that are on the leading edge of the work that our clients are engaged in. These partners are academics, leaders in philanthropy, in government, in social enterprise and impact organizations. As part of our commitment to equity and access, we are constantly revisiting our partners and connectors in the space to ensure we are inviting diverse perspectives that extend our team's expertise and facilitate two-way learning and dialogue.

**4. Does your company have a DUNS number?** We do not have a DUNS number. NPAG's Tax ID is 87-0812312, if that's helpful.

**5. What is your company's experience in placing executive level positions within a similar industry? (Public sector, government, homeless services, human services, etc.)** NPAG has years of experience placing senior leaders/CEOs in organizations serving transitional youth and youth at risk of or experiencing homelessness, human services providers, grantmakers supporting youth and family homelessness, and innovative evidence-based direct service models in that space. Recent examples include CEO or C-Level/leadership searches for the following:

[Family Promise](#)

[Solid Ground](#)

[Demos](#)

[First Place for Youth](#)

[Treehouse](#)

[Raikes Foundation](#)

[Bill and Melinda Gates Foundation](#)

[Empire Health Foundation](#)

[Arthur M. Blank Family Foundation](#)

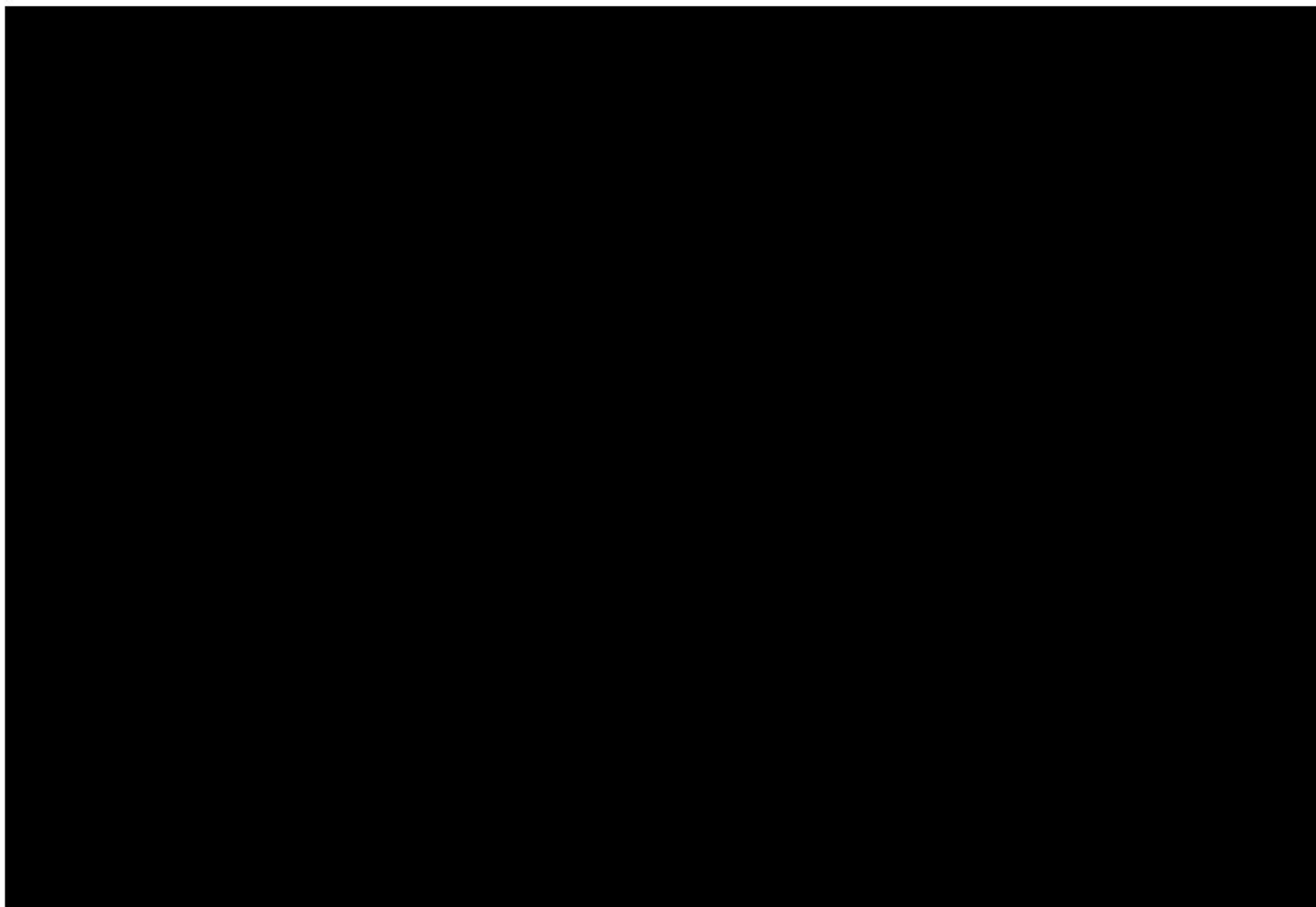
**6. What is the average tenure of your employees?** The current average tenure of our team is about 4.5 years.

**7. How do you aim to center equality in your work?** We are committed to equity, access, and opportunity, and we believe it is core to our work. It starts with the search process that we co-design with our clients, deeply reflecting on our networking strategy and ensuring that we are casting a broad net in our outreach. We take an honest look at our connectors and the identities that they represent to ensure that we are not simply replicating the same networks but actively pushing ourselves to engage lesser known/visible networks especially those that have historically marginalized. We also center equity in our conversations and counsel for our clients. Pushing them to consider other archetypes of leadership that may look different than the conventional model and to ground their evaluations and assessment in competencies and not personality. We also offer implicit bias training as clients move into the evaluative rounds of hiring to ensure that interviewers are cognizant of common hiring biases that may undermine their commitment and values around equity.

**8. How have you successfully engaged with different stakeholders whose goals may not fully align with yours?** This is core to our work; I would honestly say this is less of an issue for us. We generally approach and take on engagements where there is goal alignment with our clients. Where we see divergences is with stakeholders' group within an engagement who have differing vision for process or for outcomes. We spend time in the beginning of an engagement doing a robust discovery/organizational scan to surface areas where there may be misalignment in where appropriate work to resolve it. Sometimes that isn't possible and sometimes it isn't productive, as some divergence may be good for the placement and process. But we come to the work not deeply tied to goals that extend beyond the scope of our work on behalf of our clients.



## NPAG REFERENCES







## SAMPLE CLIENTS



BoardSource



**ALL ABOVE ALL**  
CATALYSTS FOR ABORTION JUSTICE



THE Climate+  
Clean Energy  
**EQUITY FUND**



**GROUP HEALTH FOUNDATION**



THE ARTHUR M. BLANK  
FAMILY FOUNDATION



**Arabella**  
Advisors



## OUR TRACK RECORD

**We don't like surprises.**

We pride ourselves in our relationships with our clients and believe that there is no such thing as a "good" surprise in search. Stretching across all phases of search is individualized attention to detail, process, and budget, ensuring our searches rarely fail. In addition, at any given time, at least a quarter of our current searches are with repeat clients, who appreciate our regular and thorough communications, allowing them to focus on the candidates and not the process itself. We believe our track record speaks for itself.

## OUR BREADTH



Clients by Budget Size (2019-2022)

- 10M+ 41%
- 5-10M 22%
- 2.5-5M 19%
- under 2.5M 18%



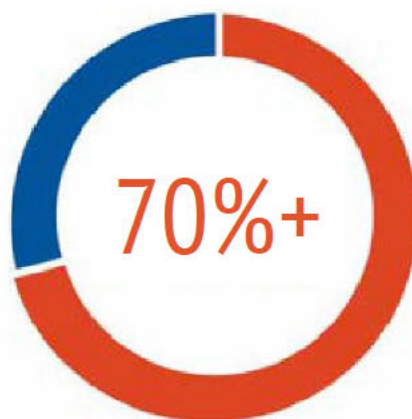
Placement by Level (2019-2022)

- 29% CEO / Executive Director
- 30% Senior Leadership
- 43% Program/Operational Leadership

## OUR COMMITMENT TO DIVERSITY

We are committed to diversity and inclusion in the search process and make every effort to present diverse pools of qualified candidates for each search. However, diversity is an organizational characteristic, not an individual one. We discuss at the outset of the search what diversity means for your organization and how active strategies for considering diversity and inclusion in your process will make your organization stronger and richer.

Our firm has received national certification as a Women's Business Enterprise from the Center for Women in Enterprise, a regional certifying partner of the Women's Business Enterprise National Council. By including women-owned businesses among their vendors, nonprofits, universities, and governments demonstrate their commitment to developing diversity in every area of the sector.



### Leaders of Color

We have completed over 250 searches since the beginning of 2019 and over 70% of those placements have been leaders of color.

## OUR NATIONAL REACH



**Our team of professionals spans the U.S. and the world, including team home bases on both coasts, the South, Southwest and the Midwest.**

**We have served clients from coast-to-coast and draw candidates nationally and internationally.**





## OUR PROCESS



Our search processes are designed to ensure we deeply understand our clients' challenges and opportunities so that we might use that knowledge to engage in intelligent, two-way conversations with top talent in the field. While the recruitment of a strong and diverse candidate pool is the result of those conversations, leading candidates appreciate that we do not treat people like commodities. We take extraordinary measures to ensure candidates- who may put their careers on the line to explore a role- are respectfully treated and benefit from our counsel and confidentiality in the process just as much as our clients benefit from their exploration of the role. Our goal is to ensure not only great placements, but also that all engaged in our process- clients, candidates, sources, and references- leave feeling there was value, trust, transparency, and learning in working with our team.

### We are inquisitive from the start.

Every search begins with discovery – a deep dive into your past, your present, and your future – to understand the context of this hire and your institution's most pressing needs. We maintain a learning posture through guided conversations with senior administrators, staff, faculty, and other appropriate stakeholders as we build an inventory of necessary core competencies and context that informs the background for both a targeted search strategy and a challenge statement compelling enough to attract active and passive job seekers alike. Our clients find our position descriptions to be a useful tool not only in current and future searches, but also as a tool in external public relations, the long-term retention of their recruits, and the re-engagement of their faculty & staff in a vision for the future.

### We find top-notch candidates.

For every search we bolster our existing deep networks with targeted advertising and fresh research that identifies both existing and emerging leaders who are aligned with your mission and functional needs and who might inform the search as nominators or interested parties themselves. We pride ourselves on our track record of presenting deep and diverse pools of candidates and our willingness to engage our clients as partners at earlier stages of the recruitment process to ensure we are spending our time on the right kinds of candidates instead of wasting time, energy, and important good will with candidates who may be very talented, but would not emerge as finalists in the process. Because we allow for that early stage conversation, we often stretch our client's imagination around the types of candidates they might consider without disrupting the efficiency of the search process. We use our learning together at the early stages of the search to enrich the quality of the conversations with top target candidates.



Weeks 1-2

DISCOVERY

Weeks 3-8

BUILDING  
THE POOL





### We get to the heart of the story.

The mission-driven sector is full of compelling and inspirational personal narratives. We are regularly humbled by these stories and grateful that our work involves hearing them. Our team knows how to navigate biographical interviews to capture the beauty of a personal story while maintaining focus on the heart of the skill-sets that are needed for success in a role. Our three-tiered screening process – resume screening, telephone assessment, and in-person or video-conference interviewing – allows us to unpack professional track record as well as personal drivers. Our deep understanding of how each candidate fits within a rubric of core competencies, culture fit, and selection criteria allows us to become thought partners with our search committees as they think creatively and courageously about the full constellation of talent they seek and the culture they wish to build.

Weeks 6 - 15

CRITICAL  
REVIEW

### We close searches.

Though we remain at all times your agent during the search, our candidates feel comfortable confiding in us about nuances in their career choices, the effects of decisions they have made, and those critical pieces of their professional and personal puzzle that might make the difference between accepting an offer and turning it down. Our stewardship of candidates ensures that we advise you on making your most attractive offer –including the many factors beyond salary that are motivating your candidate of choice. As needed, we will offer guidance and support throughout the negotiation and acceptance stage of the search or make the offer on your behalf. We also ensure that your hire represents your institution well; your hire becomes the face of your institution and thorough background checking, therefore, is non-negotiable. We reference finalists with peers, supervisors, and direct reports, both on and off list, to learn firsthand how certain personality traits, education, or experience manifest themselves as a culture and skills fit in daily work environments. Our scanning for credit, criminal, and education irregularities enables you to present your hire with confidence that there is no remaining unknown exposure. We are mindful of communicating with candidates, applicants, sources, and reference contacts in a way that is respectful of their time and investment and reflects a thoughtful process.

Weeks 12 - 20

MAKING THE  
MATCH

### We stick with you.

Throughout the search, we gain significant amounts of information on our clients and their hires, as well as the market and context in which they will operate after the search ends. This information becomes the building blocks of your hire's onboarding plan, and helps to ensure a smooth transition from finalist to hire to incumbent. Our clients find this transition support especially valuable during founder transitions and surprise senior vacancies, and within organizations undergoing large-scale change or new service or program expansion, where unforeseen challenges can arise with the placement, senior administrators, faculty, and staff.

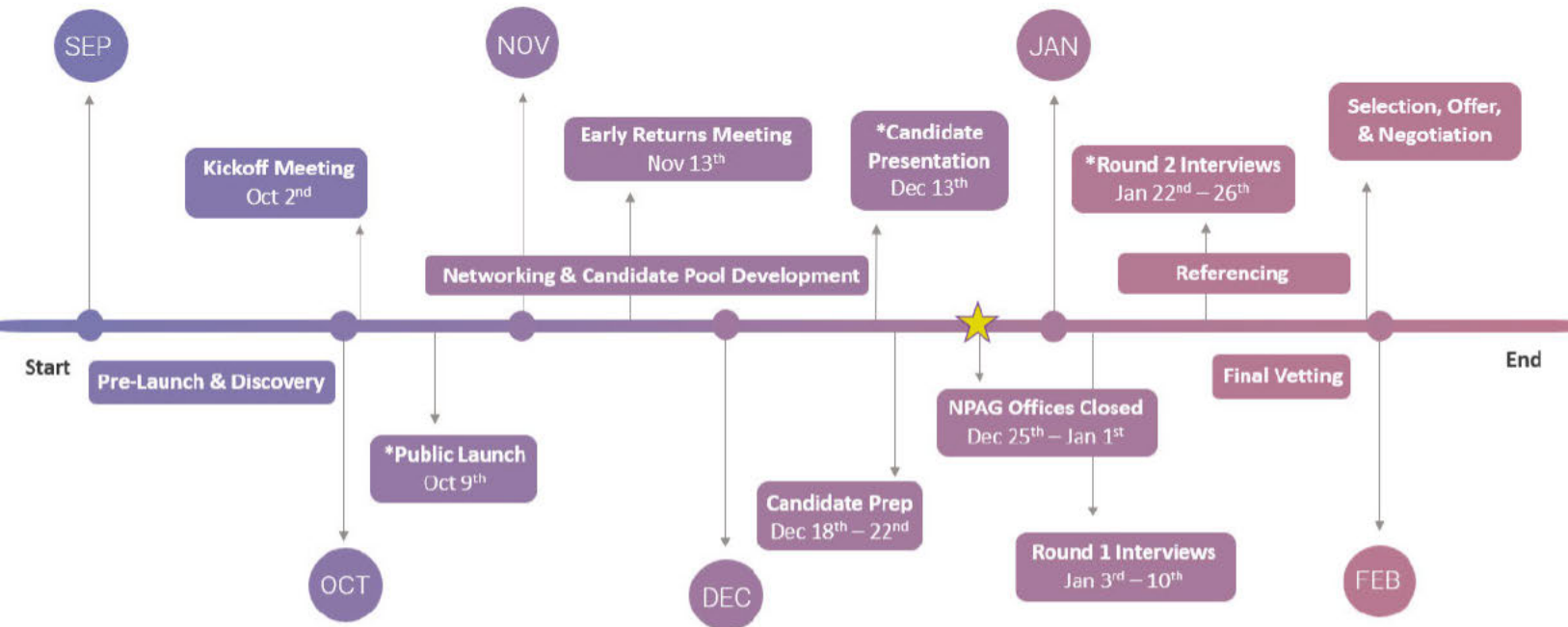
Post Search

ONBOARDING





# VISUAL SEARCH PROCESS TIMELINE

**NPAG**

*\*Pending approval of launch documents, including position description*



## SUPPORTING YOUR TRANSITION

We are not just a traditional search firm. Above all, NPAG is committed to helping our clients go through thoughtfully managed transitions consistent with their strategic vision and intent. To this end, our seasoned principals bring both strategic and tactical experience to support you across the following key dimensions associated with most transition scenarios:

### Onboarding and Transition Support:

- Having placed numerous leaders in mission-driven organizations, NPAG knows the importance of the transition period in positioning new leaders for success in their new roles and environments.
- Through our experienced professionals who were former leaders in philanthropy and service organizations, NPAG offers support services to enable new leaders to ramp up quickly, gain operational readiness, and begin to make a difference. These services include:
  - Co-creating with the new leader and his/her stakeholders the ideal on-boarding agenda and learning curriculum tailored to the context of his/her new role.
  - Executive coaching to help new leaders quickly acquire situational awareness, gain self-confidence, build engagement with staff and stakeholders, and assume command.

### Centering Equity:

- NPAG partners with leading practitioners in racial equity, diversity and inclusion, to provide thorough assessments of our clients' organizational maturity, status, and impact in this space. From these assessments we offer insight, learning opportunities, and recommendations for continued growth.

### Staff Level Support:

- Any leadership transition implies potentially significant change for the organization and its team members. NPAG brings decades of experience in organizational communications, team facilitation, and change management to help:
  - Provide effective communications that are transparent, timely, and authentic based on the moment and audience.
  - Establish mechanisms to gather staff input, share power, and build empowerment throughout the transition period.
  - Teams examine problems, make decisions, and resolve conflicts that typically arise in the course of day-to-day while business transition occurs.

### Supporting Strategic Planning and Alignment:

- NPAG helps mission-driven organizations address strategic questions through our strategic planning facilitation and support. Our process is grounded in each client's history, value and mission context.
- We work alongside and help clients design and undertake inclusive processes to enable shared learning, problem solving, goal setting and strategy exploration.
- We recommend and help to source organizational development resources and tools to help clients transition seamlessly from strategy planning to strategic execution.





## ADVANCING EQUITY

### OUR PRACTICE

NPAG is deeply committed to DEI in our search and consulting engagements. Each dimension of DEI is a distinct, yet interconnected, aspect of our craft. We strive to listen and learn as much as to facilitate and lead in every client engagement. This means meeting people and organizations where they are in their journeys, sharing each other's lived experiences and learnings, and doing our part to hold DEI at the center of our work.

In particular to search, the following reflect the living, breathing, evolving application of our craft:

#### Diversity

NPAG internal standards of quality dictate that we cannot consider a search successful unless we have brought both a strong AND diverse pool of candidates forward for consideration. We approach diversity as a group characteristic, not an individual one. We work at the beginning of each engagement to define what diversity means for the joint client-NPAG team, and together honor the value of lived experiences in addition to professional skills and expertise of all people involved in the work of our client organizations.

#### Inclusion

We deliberately and consistently emphasize, both with our client and in the network, not only what diversity means but also why it is important for organizational success and positive results. Inclusion begins in the craft of our discovery and outreach processes. First, we ensure all team members affected by a hire have the opportunity to weigh in at the beginning of each search process about what is important to them in the hire. This feedback helps us to set criteria for assessing candidates as well as shared and transparent expectations for the new leader.

Once we're ready to reach out into the network, we work to navigate and challenge our own industry's systemic biases. Search firms are often limited by their approach to contacting people in positions of power as the means to identify candidates (who in turn often occupy positions of power). To ensure we broaden our own perspective and work against systemic bias, NPAG team members work with our clients to identify not only who the obvious contacts are to reach out to in the search process, but also which voices might be underrepresented. We intentionally reach out and invite individuals from underrepresented communities into conversations about the search. While we play an important role in strengthening diversity through identifying and advancing leaders of color, we also contribute through advancing others who may diversify a leadership team. Equally important, we also attend to discussions with candidates and committees throughout the search about shared responsibility for cultivating an environment that thrives on diversity and is welcoming to all.

#### Equity

Finally, equity and transparency in the interview process is an important factor both in our internal screening process and in supporting the client interview process. By regularly revisiting the conversation about diversity throughout the search, we bring intentionality in working with our clients to formulate fair and inclusive questions, stay disciplined to the criteria for the role, and draw out a candidate's own experience in leading with equity at the center. We take special care throughout the process to ensure all candidates feel respected and honored for their time and participation in the search.

#### Transparency & Process

Many of our client organizations take additional steps to increase transparency so that staff and other stakeholders are aware of how the decision-making criteria are being applied and feel assured that NPAG and the leadership are holding ourselves accountable to shared DEI standards and values. While the need for confidentiality and integrity in the search means we are unable to share candidates' names with the broader staff, we are able to share metrics and mileposts including the number of individuals interviewed in the process and the percentage among those who would diversify the leadership of an organization to increase transparency. We also encourage staff and stakeholders to interview the finalist(s) and to submit questions for references or comments about the candidates' strengths, being clear that staff voice is not a vote, but instead an opportunity to support leadership's learning and decision-making process.





# SAMPLE BUDGET

NPAG   LEADERSHIP MATTERS		NPAG.com	
	Budgeted Hours	Hourly Rate	Your Budget
<b>LAUNCH</b>			
Search Strategy Development and Process Planning	60	\$ 175.00	\$ 10,500.00
Position Description Writing/Launch Materials	20	\$ 150.00	\$ 3,000.00
<b>BUILDING THE POOL</b>			
Research and Advertising	30	\$ 125.00	\$ 3,750.00
Networking and Direct Outreach	100	\$ 150.00	\$ 15,000.00
Resume Review for Potential Candidates	20	\$ 150.00	\$ 3,000.00
<b>CRITICAL REVIEW</b>			
Initial Telephone Screening and Evaluation of Candidates	40	\$ 150.00	\$ 6,000.00
In-Depth Biographical Interviewing of Candidates	30	\$ 175.00	\$ 5,250.00
Participation and/or Materials Prep for Interviews	30	\$ 175.00	\$ 5,250.00
<b>MAKING THE MATCH</b>			
Continued Conversations with Candidates	30	\$ 150.00	\$ 4,500.00
Public Records Scanning on Finalists	20	\$ 150.00	\$ 3,000.00
Reference Checking, Initial and/or In-depth Vetting on Finalists	20	\$ 175.00	\$ 3,500.00
Offer and Negotiation, Acceptance	20	\$ 175.00	\$ 3,500.00
<b>ONGOING CRITICAL MANAGEMENT BUILT INTO EACH SEARCH</b>			
Project Management, Updates, Summaries and Other Materials	30	\$ 175.00	\$ 5,250.00
Logistics, Scheduling of Candidates/Search Committees	20	\$ 125.00	\$ 2,500.00
Advice and Counsel, Regular Check-Ins	50	\$ 175.00	\$ 8,750.00
<b>Total:</b>	<b>520</b>		<b>\$ 82,750.00</b>
<b>Standard Administrative Fee (7.5% of expected budget)</b>			<b>\$ 6,206.25</b>
<b>Grand Total:</b>			<b>88,956.25</b>

\*Please Note: direct expenses including advertising costs, background check fees, and/or reimbursement of candidate expenses (travel, hotel, meals) will be the responsibility of the client. We charge all clients a standard overhead of 7.5% of the expected budget.





**Katherine Jacobs, Ph.D.**  
**CEO**

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