



Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
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August 6, 2020

President Christopher Deppe
and Members of the Board of Directors
Kensington Police Protection and
Community Services District
217 Arlington Avenue
Kensington, California 94707

Via Email: blindsay@kppcsd.org

RE: General Manager Recruitment

Dear President Deppe and Members of the Board of Directors:

Ralph Andersen & Associates is pleased to submit our proposal to provide executive search services to the Kensington Police Protection and Community Services District (KPPCSD) for the recruitment of the position of General Manager. We look forward to working with Board of Directors and the Interim General Manager, Bill Lindsay, on this search effort.

This type of position will be appealing to retired annuitants with CalPERS benefits although it is not necessarily an easy quest to address this part-time basis. We have done similar assignments in the past and understand the challenges involved.

I will be the Project Director and lead consultant on this modified search engagement. We are aware of the desire of the Board of Directors to do a regional search to find a well-qualified part-time General Manager.

Ralph Andersen & Associates has reviewed the District's Scope of Services and can perform the requested services as outlined although the timing to have this completed by end of September is not realistic under normal circumstances even without the impacts of COVID-19. We are open to discussing the timing of this search effort should the services of our firm be employed. Under my authority, the firm is able to enter into an agreement under the terms and conditions prescribed in the RFP and can provide a Certificate of Insurance upon contract award.

We have previously worked with KPPCSD. I was involved with another consultant on our team in 2006 to conduct the Police Chief/General Manager recruitment which was a combined administrative function and public safety position.

This proposal is valid for a period of 90 days from the RFP due date of August 6, 2020.

Should you have any questions or need further clarification, I can be reached at (916) 630-4900, on my cell at (916) 804-2885, or via email at heather@ralphandersen.com.

Respectfully Submitted,

Heather Renschler
President/CEO



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Background and Qualifications

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries since 1972. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

Ralph Andersen & Associates is a California Corporation and is not a subsidiary nor does it have any subsidiaries. Contact information for the Corporate Office is 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765; telephone: (916) 630-4900; fax: (916) 630-4911; website: www.ralphandersen.com; email: info@ralphandersen.com. Ralph Andersen & Associates has more than 48 years of experience conducting executive recruitments for a variety of public sector agencies. The firm currently has 19 employees.

Ms. Heather Renschler, President/CEO, and Mr. Robert Burg, Executive Vice President, are both stockholders in the firm and, as such, are able to bind the firm.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in the area of Sacramento (Rocklin), California. Through its network of professionals associated with the firm, Ralph Andersen & Associates also provides services to municipal clients throughout the United States.

Our staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior executives all have personal, hands-on executive experience in the operation of public agencies and private businesses.

Range of Services Offered

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

- **Executive Search** – At Ralph Andersen & Associates, there's always an entire team behind every recruitment assignment that we undertake. Our multi-disciplinary approach takes the best ideas in executive recruiting and creates innovative ways to get the right candidates for clients. When you retain Ralph Andersen & Associates, you get our team's collective support and expertise working together to achieve your organization's objectives. The firm has conducted executive searches for large and small organizations throughout the nation. In addition to conducting searches for city manager and other chief executive officer positions, Ralph Andersen & Associates has successfully completed searches in every area of municipal service. Ralph Andersen & Associates believes the most important element of a successful executive search is to listen carefully to what our clients are looking for in terms of candidate experience and qualifications. Using these client-focused guidelines, candidate identification is undertaken through marketing and personal outreach.
- **Management Consulting** – Ralph Andersen & Associates helps organizations improve their performance potential with a range of management consulting services. The types of services provided by the firm include management and performance audits, organizational analyses, productivity improvement analyses, agency and service consolidation assessments, specialized

financial management including debt restructuring and organizational problem solving. In addition to providing these services to entire organizations, the firm often conducts management consulting engagements that are focused in a specific service area such as public safety, city management, finance, public works, community development and other major service areas. Ralph Andersen & Associates treats every management consulting engagement as unique. This approach means we will assemble a consulting team comprised of consultants with the specific talents and experiences needed to successfully achieve the client's objectives. Our team of experienced consultants perform complex analyses and recommend solutions that are practical and most importantly, are capable of being implemented by our clients.

- **Human Resources Consulting** – The firm provides a full range of contemporary human resources consulting including classification studies, compensation studies, benefits analysis, pay plan development, executive pay, and pay for performance. Key staff have proven success in working with labor groups and elected officials in identifying solutions and solving challenging problems. Services also include expert witness services for mediation and arbitration hearings. Our approach to consulting services is characterized by proven methods, extensive data collection, accurate analysis, and effective communication and messaging.

Why Choose Ralph Andersen & Associates?

We are one of the few California based search firms that also have an outstanding track record of success in the field of public sector recruitments conducted on a national scale. Our substantial background and understanding of cities and special districts as well as your specific needs makes us ideally suited to represent the interests of KPPCSD.

Each consultant with Ralph Andersen & Associates has decades of service to the public sector. We are passionate about helping our clients staff their executive teams with top talent and understand the importance of fit. Especially in this era of enhanced public scrutiny, the proper placement of candidates is essential.

Additionally, we take a multi-disciplinary approach to executive search and the entire process. This is where Ralph Andersen & Associates sets itself apart:

- There's always an entire team behind every assignment;
- We take a multi-disciplinary approach to meeting our client's needs; and
- We keep commitments, performing at a level that exceeds our client's expectations.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in Sacramento (Rocklin), California. Our national staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior staff all have personal, hands-on executive experience in the operation of public agencies and private businesses.

Our Professional Competency

Ralph Andersen & Associates has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 48 years. As a national search firm, our client list includes a wide range of municipalities including some of the largest and fastest growing cities in the country. Our firm has significant recruiting and consulting experience in California, the Western Region, and across the nation. As a highly qualified and experienced executive search firm, Ralph Andersen & Associates brings an extensive network of contacts in the area of local government that will prove invaluable

in quickly identifying a pool of outstanding candidates for the Kensington Police Protection and Community Services District.

Successful Placements

Ralph Andersen & Associates has conducted the following California city manager and special district management recruitments (with similar duties and responsibilities) in the last two years (2018 to Present):

California City Manager Recruitments

- Apple Valley, CA – Town Manager (2018)
- Bishop, CA – City Administrator (2020)
- Buellton, CA – City Manager (2019)
- Calabasas, CA – City Manager (Current Search)
- Corona, CA – City Manager (2019)
- Costa Mesa, CA – City Manager (2019)
- Cupertino, CA – City Manager (2019)
- Irvine, CA – City Manager (2018)
- La Palma, CA – City Manager (2020)
- La Quinta, CA – City Manager (2019)
- Mill Valley, CA – City Manager (2020) – **Brochure Attached**
- Modesto, CA – Deputy City Managers (2018)
- Monterey, CA – City Manager (2018)
- Moorpark, CA – City Manager (2018)
- Oakland, CA – City Administrator (2020)
- Pomona, CA – City Manager (2019)
- Redlands, CA – City Manager (2019)
- Rialto, CA – City Administrator (2019)
- San Bruno, CA – City Manager (2018)
- Suisun City, CA – City Manager (2019)
- Westlake Village, CA – City Manager (2019)

California Special District Recruitments:

- California WaterFix Project (Delta Conveyance and Construction Authority), CA
 - Executive Director (2019)
- DERWA, CA
 - Authority Manager (2019) – **Note: The Firm currently provides on-going Interim Services as an employee of Ralph Andersen & Associates**

- Elsinore Valley Municipal Water District
 - General Manager (2019)
- Georgetown Divide Public Utility District
 - General Manager (Current Search)
- Northwest Mosquito and Vector Control District, CA
 - District Manager (2020)
- Sunnyslope County Water District, CA
 - General Manager (2019)
- Valley Sanitary District, CA
 - General Manager (2019)
- Westside Water Authority, CA
 - Executive Director/General Manager (Current Search)
- Zone 7 Water Agency, CA
 - General Manager (2018)

Strategy for Recruitment of Diverse Candidates

To Ralph Andersen & Associates, the diversity of the candidates we present to our clients is a very important metric that helps measure the success of our search. We also believe an equally important measure of success is whether the client has a choice among men and women of various ethnic backgrounds on the list of finalist candidates.

Ralph Andersen & Associates is proud of its record of placing women and minority candidates. A copy of our Women and Minority Placements listing can be provided upon request.

Search Team

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in the areas of local government management, executive search, and related disciplines. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf. **The Kensington Police Protection and Community Services District will have Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates, as the Project Director and lead consultant on this engagement.**



Heather Renschler, Project Director

Ms. Renschler has been with Ralph Andersen & Associates for more than 35 years and is the firm's President/CEO. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for nearly 23 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working with city councils, boards, staff members, and selection committees in the recruitment and selection process. Her network of contacts and potential candidates are on a national scale.

Ms. Renschler conducts executive level searches at all levels of population both within California and nationally. Specifically in the San Francisco Bay Area, she has conducted searches for the top executive (City Administrator or City Manager) for large cities (City of Belvedere, City of Mill Valley, Town of Tiburon, and City of Sausalito) or in the Southern California (City of Beverly Hills, City of Calabasas, and City of West Lake Village). Ms. Renschler has also conducted or has on-going search engagements with utility districts in the Bay Area including Dublin San Ramon Services District, Marin Municipal Water District, and North Marin Water District.

Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and working for a public accounting firm.

Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism and obtained a Bachelor's degree in Public Administration from the University of San Francisco.

Paraprofessional and Support Staff

Other paraprofessional, graphics, and support staff will provide administrative support to the search team on recruitment assignments. These may include Ms. Christen Sanchez, Ms. Diana Hausmann, Ms. Hannah Jones, Ms. Karen Allgood, Ms. Teresa Heple, Ms. Tina Keller.



References

At Ralph Andersen & Associates, we feel strongly that our past and ongoing client relationships will attest to the professionalism of our services. We would be pleased to provide additional references upon KPPCSD's request.

- **City of Mill Valley**
Mr. John McCauley, Vice Mayor
(415) 388-4033
Recruitment: City Manager (Brochure Attached)
- **City of Sausalito**
Contact: Adam Politzer, City Manager
(415) 289-4166
Recruitment: Various recruitment over the years including City Manager in 2007 (Placement: Adam Politzer) and most recently Director of Public Works/City Engineer in 2019
- **Dublin San Ramon Services District**
Ms. Michelle Gallardo, PHR, IPMA-CP, Human Resources Supervisor
(925) 875-2289
Recruitment: Administrative Services Manager, Engineering Services Manager, General Manager, Operations Manager

Current Recruitments

Ms. Renschler, Project Director, is currently conducting a number of recruitments, all at various stages in the recruitment process. The number of searches undertaken by Ms. Renschler are typically spaced out appropriately to allow her to handle a variety of engagements over an extended period of time.

Ms. Renschler and the members of the Search Team will be able to focus on the General Manager search to meet the recruitment timelines as laid out in the District's RFP.

Methodology and Approach

Our Approach to the Recruitment Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. Our approach includes:

- Extensive **personal outreach**, in-person and via telephone, to qualified candidates within the San Francisco Bay area.
- A **marketing strategy** that uses selected advertising to supplement the extensive candidate identification process using the Internet and using the firm's vast network of professional contacts.
- A **screening process that narrows the field of candidates** to those who most closely match the needs of the Board of Directors and is based on **preliminary research and telephone interviews** with the top candidates.
- **Delivering a product in the form of a search report that recommends the top group** of candidates and provides the Board of Directors with detailed information about their backgrounds and experiences.

Search Work Plan

We approach every search with a sense of excitement and urgency and we always “hit the ground running.” That means that when the Board of Directors gives us notice to proceed, we kickoff the process immediately – working closely with the Board of Directors, Interim General Manager, and others, as requested, to identify the key characteristics and professional experience desired in the candidate pool. We believe strongly in providing timely client communications and while we will deliver regular status reports at each stage of the search, our consultants pride themselves in being highly accessible and responsive to all client requests and inquiries.

Given the uncertainty regarding in-person meetings due to the COVID-19 pandemic, meetings may be conducted via videoconference if travel and in-person gatherings are not advised.

Task 1 – Review Project Management Approach

Ms. Renschler, Project Director, will meet with the Board of Directors, Interim General Manager, and others, as appropriate, to discuss the project management for the search. The discussion will include a review of the work plan, confirmation of timing, and communication methods.

Task 2 – Develop Position Profile

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

Technical Information

Ms. Renschler will meet with the Board of Directors, Interim General Manager, and others, as appropriate, to gain an understanding of the experience and professional background requirements desired in the General Manager. Oftentimes, key staff, community leaders, and other stakeholders are interviewed to help create a broader understanding of the unique aspects of the position. These

meetings will also help the Project Director gain an understanding of the work environment and the issues facing the community of KPPCSD.

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the General Manager. The criteria should reflect the goals and priorities of the Board of Directors. Ms. Renschler will meet with key staff (if desired by the Board) and others, as appropriate, to facilitate the identification and articulation of that criteria.

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

Task 3 – Outreach and Recruiting

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

Outreach

An outreach and advertising campaign will be developed. It will include the placement of ads in various publications/internet sources specific to executive leadership roles similar to general manager, city or county management.

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

Candidate Identification

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

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

Task 4 – Candidate Evaluation

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

Screening

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

Preliminary Research and Internet Review

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

Preliminary Interviews via Video Technology

The Project Director will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research and Internet review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using video conferencing ("Zoom") or via telephone. No consultant travel for preliminary in-person interviews has been included in this proposal.

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

Task 5 – Search Report

After completing Task 4, Ms. Renschler will meet with the Board of Directors or others (via Zoom) to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed in-person by the Board of Directors; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include candidate resumes. The results of preliminary research and Internet reviews and interviews will be reviewed with the Board.

The results of the Search Report will be a confirmed group of finalist candidates (typically 4 to 5) that the Board of Directors will interview via Zoom (unless advisable to do in-person due to COVID-19).

Task 6 – Close Out

The Interim General Manager will work with the final group of candidates and the Board of Directors to make a final selection and complete an employment agreement with the selected candidate.

After the Board of Directors has reached agreement with the individual selected for the position, the Project Director will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone.

Proposed Schedule

Ralph Andersen & Associates will complete the search within approximately 75 – 90 days (or less) from the execution of the agreement to the presentation of candidates. A longer timeframe may be required due to the unusual circumstances of COVID-19.

The anticipated kickoff date for the General Manager search is August 17, 2020. It is understood that the Board of Directors desires to complete the recruitment as soon as possible. We would anticipate having this position “open” for a minimum of 30 days and possible 45 days after the completion of the brochure and the placement of advertisements. If we have the ability to expedite the search, we will certainly make every effort to do so.

Based on the time requirements, we believe that the process may extend into October. Additionally, the impact of COVID-19 may also cause additional delays.

Task	Estimated Week of Completion
Task 1 – Review Project Management Approach	Week One
Task 2 – Develop Position Profile and Recruitment Brochure	Week One – Week Two
Task 3 – Outreach and Recruiting	Week Two – Seven
Task 4 – Candidate Evaluation	Ongoing Throughout Process (typically more focused during Week Six and Week Seven)
Task 5 – Search Report	Week Eight – Week Nine
Task 6 – Selection (Conducted by District)	Week Nine - Week Ten
Task 7 – Negotiation (Conducted by District)	Week Ten – Week Eleven
Task 8 – Close Out	Week Twelve

Cost Information

This search will be focused primarily in California in the San Francisco Bay Area. The fee to perform a full search for the position of General Manager will be the **fixed fee of 23,995*** for professional services and all expenses (as detailed below).

*Expenses included in this fixed fee include such items as advertisements, consultant interaction (anticipated to be done 100% through video conferencing with the final selection handled by the Interim GM), clerical, research, graphic design, printing and binding, postage and delivery, verifications and Internet and Lexis/Nexis searches on the top two candidates, and long-distance telephone charges. References and final backgrounds will be conducted on the top two candidates.

Brochure – A full color electronic brochure will be developed for the General Manager recruitment. All pictures will be the responsibility of KPPCSD.

Invoicing – KPPCSD will be invoiced in three installments as follows:

- Following kick-off and finalization of recruitment brochure - \$8,200
- After the closing date - \$8,200
- After finalist interviews - \$7,595

Progress payments will be due upon receipt.

Exclusions – KPPCSD will be responsible for all candidate expenses related to on-site interviews (this assumes social distancing guidelines will allow in-person interviews).

Value Added Services

There is not anything additional that would be included with this proposal that is not already documented in this proposal submittal.

At Ralph Andersen & Associates we believe our Search Team is a cut above other firms based on the personal and tailored approach we commit to our clients as we undertake each engagement. This also includes prompt attention to all matters such as returning phone calls to candidates and updating candidates as to their status throughout the process. Additionally, we are in close contact with scheduled updates that keep our client informed on our progress. All of these items, combined with our ethics and corporate integrity, are already embedded into our processes.

Contractor Assignment of Sub-Contract

Ralph Andersen & Associates will not be using any subcontractors for this search engagement.

Previous Contracts with the KPPCSD

Ralph Andersen & Associates conducted the Police Chief / General Manager Search for KPPCSD in 2006.

Guarantee

Important to note, since KPPCSD is requesting partial search assistance, our standard guarantee will not apply.

However, should KPPCSD desire to engage Ralph Andersen & Associates in a full search, then our standard guarantee would apply. This would raise the cost to \$27,775 for a full search process. There is no reduction in steps or cost for a part-time position of this nature. All of the tasks in our process need to be conducted no matter the number of hours the individual works for the hiring organization.

Ralph Andersen & Associates offers the industry-standard guarantee on our **full search services**. If within a one-year period after appointment, the General Manager resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. Kensington Police Protection and Community Services District would be expected to pay for the reimbursement of all incurred expenses.

Should the initial outreach efforts not result in a successful placement, Ralph Andersen & Associates will continue the outreach efforts until the ideal candidate is found. Kensington Police Protection and Community Services District will be responsible for expenses based on actual receipts.