

STATE OF NEVADA
LEGISLATIVE COUNSEL BUREAU

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STEVEN A. HORSFORD, *Senator, Chairman*
Lorne J. Malkiewicz, *Director, Secretary*



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DEBBIE SMITH, *Assemblywoman, Chair*
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**Request for Proposals for a Contractor to Assist in the Selection of a
New Director of the Legislative Counsel Bureau**

Release Date: January 13, 2012

Closing Date: February 3, 2012 Time: 5:00 p.m. PST

For additional information, please contact:

Lorne J. Malkiewicz, Director
Legislative Counsel Bureau
401 South Carson Street
Carson City, NV 89701-4747
Telephone: (775) 684-6800
Email: Malkiewicz@lcb.state.nv.us

Company Name: Ralph Andersen & Associates
Physical Address: 5800 Stanford Ranch Road, Suite 410, Rocklin, CA 95765
E-Mail Address: general: info@ralphandersen.com; Project Director: Heather@ralphandersen.com
City: Rocklin State: CA Zip Code: 95765
Telephone: (916) 630-4900 Federal Tax ID #: 94-2299383

Signed: Heather Renschler Date: February 8, 2012

Print Name and Title: Heather Renschler, President/CEO



5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

February 8, 2012

Mr. Lorne J. Malkiewich
Director
Legislative Counsel Bureau
401 South Carson Street
Carson City, Nevada 89701-4747

Via Email: Malkiewich@lcb.state.nv.us

Dear Mr. Malkiewich:

Ralph Andersen & Associates is pleased to provide the Legislative Counsel Bureau (LCB or Bureau) with information on our executive search services for the recruitment of the Bureau's new Director.

Should the Bureau choose to use our services, the Project Director on this assignment will be Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates. She will have the assistance, if needed, of other senior members of the firm. Together, the Search Team will bring tremendous strength and outreach capabilities to this exciting career opportunity with the Legislative Counsel Bureau.

Sample brochures of recently completed recruitments have been included for your further reference.

General Information

As requested in the Bureau's RFP, the following general information is provided:

- Name of Company: Ralph Andersen & Associates
- Physical and Email Address:
 - 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95756
 - General Email: info@ralphandersen.com;
Project Director's Email: heather@ralphandersen.com
- Telephone Number: (916) 630-4900
- Name of Contact Person: Heather Renschler, President/CEO
- Federal Tax ID #: 94-2299383

Description of the Company

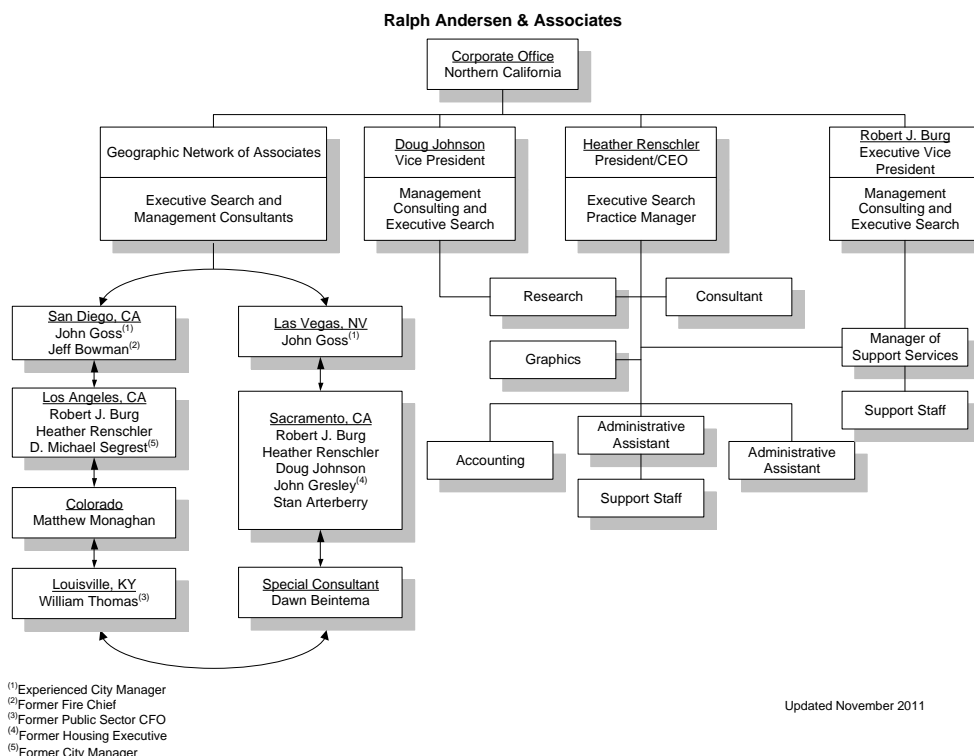
Ralph Andersen & Associates, a California Corporation, has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for over 40 years. The Corporate Office of Ralph Andersen & Associates is located in the Sacramento Area (Rocklin).

This project will be based out of Incline Village, Nevada. Ms. Renschler often works from this location in order to better serve clients on the Eastern and Western slopes of the Sierras. Travel incurred by Ms. Renschler will be charged from this location vs. the Corporate Office located in the Sacramento (Rocklin) Area.

With Ralph Andersen & Associates, there is an entire team behind every recruitment. Our firm takes a multi-disciplined, team approach to executive search. Successful outreach 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. By drawing on the combined expertise of our associates and our network of professional contacts, we address outreach from a wide variety of perspectives and find unique ways to identify and recruit the best and brightest.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in Sacramento, California. Clients served are on a national basis and the firm is currently working on projects of national significance and importance across the United States. A multi-disciplined, full-service local government consulting organization, Ralph Andersen & Associates is dedicated to helping our clients improve operating efficiency and organizational effectiveness.

Our national staff of professionals and support staff includes 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.



Range of Services Offered – Ralph Andersen & Associates specializes in the following primary service areas: management consulting, human resources consulting, public safety, and executive search.

- **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 assessment, 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.
- **Public Safety** – Working closely with our clients to implement innovative emergency management solutions, Ralph Andersen & Associates helps organizations plan, protect and serve people better than ever before. We bring together practical solutions, plans, and processes that are operationally deployable to help our clients achieve their critical objectives. The firm's consultants have extensive, hands-on experience in planning and disaster preparedness training for private and public institutions including healthcare, public health, human services, and local, state and federal government agencies.
- **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 actually get an entire team's worth of 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.

Financial Stability

Ralph Andersen & Associates has been a financially stable organization since its inception in 1972. Our range of consulting and recruitment services is diverse and varied. For this reason, we have

been able to remain nimble and flexible in a very competitive environment. We continue to tailor our search and consulting services offered and remain responsive and prepared to address complex issues and problem solving on behalf of our clients. This has been a hallmark of our success.

Should Ralph Andersen & Associates be selected to conduct this search, we would be pleased to have our firm's CPA firm (Paskins & Achziger) available to confirm our financial solvency.

Qualifications of Key Personnel

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 Bureau will have as the Project Director Ms. Heather Renschler who will be the recruiter and point of contact for all aspects of this search. The firm is prepared to dedicate all of its resources to ensure the successful and timely completion of this recruitment for the position of Director.

Ms. Heather Renschler, Project Director

The Project Director for this assignment will be Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates. Ms. Renschler has been with Ralph Andersen & Associates for more than 27 years. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 15 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 in recruiting for a wide range of executive-level positions in the public sector. She is well versed in working with elected officials including governing boards, county commissioners, city councils, and special districts in the recruitment and selection process. Her network of contacts and potential candidates is extensive and on a national scale.



Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and public accounting. Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism. After working as a consultant to the public sector, Ms. Renschler later obtained a Bachelor's degree in public administration from the University of San Francisco.

Assisting Ms. Renschler (if needed) will be the following key members of our Search Team:

Mr. Robert J. Burg, Executive Vice President

Mr. Burg is the Executive Vice President of Ralph Andersen & Associates and is based in Northern California. As a senior executive, his area of concentration is on executive search and management consulting. His client base, as a retained consultant and high-level advisor, is focused on all facets of government, non-profit and private enterprise. Mr. Burg has a total of 33 years of experience in the area of government. Mr. Burg has successfully completed some of the most challenging, complex recruitments in the United States. Mr. Burg has extensive leadership and



consulting experience in both the public and private sectors. He has held senior administrative positions in organizations ranging in size for less than 100 employees to over 1,000.

Mr. Burg has a Bachelor of Arts degree in Economics and a Masters of Business Administration with a specialty in Healthcare from the University of Miami, Coral Gables, Florida. He has taught business management courses and lectured at several prestigious organizations.

Doug Johnson, Vice President

Mr. Johnson is a Vice President with Ralph Andersen & Associates and has over 25 years of local government consulting experience. Mr. Johnson has over 12 years of experience with Ralph Andersen & Associates in addition to 13 years as President of Johnson & Associates, a human resources consulting firm. Mr. Johnson participates in all facets of the firm's recruitments and has extensive experience working with elected officials, public executives, staff members, labor organizations, and ad hoc committees. He is the firm's expert in executive compensation and related matters and has served as an expert witness in arbitration/mediation proceedings. Mr. Johnson has a Bachelor's degree in Psychology from California State University, Sacramento.



Mr. Stan Arterberry, Senior Consultant

Mr. Arterberry is a Senior Consultant with Ralph Andersen & Associates. Mr. Arterberry joined Ralph Andersen & Associates following his six-year tenure serving as Chancellor for West Valley-Mission Community College District (22,000 students, 368 Faculty, \$140M Budget) in Saratoga. Mr. Arterberry brings a total of more than 35 years in higher education, the last 20 years as a community college CEO, coupled with his commitment as an educational consultant and executive recruiter for this nationally recognized consulting and recruiting firm. Mr. Arterberry has a Masters of Arts in Sociology from Atlanta University, and a Bachelor of Arts in Sociology from Whittier College. Additionally, he has a certificate in Management from Harvard University Institute for Educational Management. In 2008, Mr. Arterberry was awarded the Harry Buttmer Distinguished Administrator Award from the Association of California Community College Administrators (ACCCA).



Mr. William Thomas, Senior Associate, CPA

Mr. Thomas has a lengthy career in all aspects of municipal finance and is now based in Louisville, Kentucky. Beginning as an Accounting Manager in the City of Vallejo, he was promoted to Assistant Finance Director. He also served as the Administrative Services Director, City of Malibu, Finance Director for the City of Petaluma, the Chief Finance Officer for the City of Rancho Cordova, and the Chief Financial Officer for Forsyth County, Georgia. During his career he served as a Division Manager for Dunn and Bradstreet and as a Product Manager for Hansen Information Technologies.



Mr. Thomas obtained a Bachelor of Science, Criminal Justice, from University of Wisconsin, Milwaukee and a Master of Science, Accountancy, from California State University, Sacramento. He is a Certified Public Accountant, (California and Georgia) and also a Certified Fraud Examiner.

Mr. Thomas is a member of the American Institute of Certified Public Accountants and the Association of Certified Fraud Examiners. He served as committee chair of the California State Municipal Finance Officers' Professional and Technical Standards Committee from 2002 – 2006. He also served on the Government Finance Officers' Association's Committee on Accounting, Auditing and Financial Reporting.

Mr. John Goss, Former City Manager

Mr. Goss is a Senior Consultant with Ralph Andersen & Associates and a former local government executive. He is the former City Manager of the cities of Alameda and Chula Vista, General Services Director for the City of Oakland, and Assistant County Administrator, San Bernardino County. With over 40 years of local government experience, he has experience in every facet of city government. Mr. Goss is highly regarded as an innovative manager with significant experience in the area of community development, economic development and redevelopment.

Mr. Goss is a prior recipient of the Mark E. Keane Award of Excellence presented through the International City/County Management Association. Mr. Goss earned a Bachelor of Arts in Policy Economy from Fresno State and a Masters of Public Administration from the University of Southern California.



Paraprofessional and Support Staff based in the Sacramento Office will provide administrative support to the Search Team on recruitment assignments. These staff are Ms. Brianna Ham, Ms. Diana Haussmann, Ms. Teresa Heple, Ms. Tiffany Taylor, and Mr. Jeff McMurdo.

Company Owner(s)

The principals of the firm are Ms. Heather Renschler, President/CEO, and Mr. Robert Burg, Executive Vice President.

Project Work Plan and Timeline

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. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 40 years.

We feel that the key elements of the search process, which can be tailored to fit the specific needs of the Bureau, should include:

- Developing a comprehensive position profile based upon information obtained in meetings with members of the Committee to Consult the Director (Committee). Also, and if desired by the Bureau (strongly recommended by Ralph Andersen & Associates), an introductory meeting with the Bureau's Division Chiefs would also be conducted.
- Extensive ***personal outreach***, in-person and via telephone, to qualified candidates within Nevada, the Western Region, and throughout the Nation.

- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, uses the Internet and social media, and also uses professional contacts throughout Nevada, the Western Region, and the Nation.
- A screening process that narrows the field of candidates to those that most closely match the needs of the Bureau and is based on extensive reference checks 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 decision-makers with detailed information about their backgrounds and experience.
- Assistance during the interview and selection process and in the negotiation of a compensation package.

A more detailed work plan, which can be tailored to meet the needs of the Bureau, follows:

Task 1 – Review Project Management Approach

Ms. Heather Renschler will be the Project Director on this search assignment. Ms. Renschler will meet in person with the Committee to Consult with the Director, designated LCB staff members, and others as directed, 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 Director 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 appropriate individuals as may be necessary. The purpose of these meetings is to gain an understanding of the experience and professional background requirements desired in the Director. These discussions will also help the search consultant gain an understanding of the work environment and the opportunities and challenges facing the Bureau.

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the Director. The criteria should reflect the goals and priorities of the Bureau.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an information brochure prepared by the search consultant. The brochure will be reviewed by the Bureau 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 search consultant and includes specific outreach and recruiting activities briefly described below.

Outreach

An outreach process including personal contact with potential candidates will be developed. An advertising campaign will also be developed and will include the placement of ads in publications such as the Public Relations Society of America, Public Affairs Council, *Jobs Available*, and other professional publications. Specific Internet sites related to government will be used, including *Careers In Government*, as a method of extending the specific outreach in a short period of time.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' home page, 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 ongoing basis.

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the search consultant will target those individuals who meet the criteria established. 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 Reference Review

Ms. Renschler will conduct preliminary reference reviews for those candidates identified as the most qualified as a result of the screening process. At the discretion of the Project Director, direct contact will be made with references to learn more about the candidates' experience, past performance, and management style.

Preliminary Interviews via Cisco WebEx

Ms. Renschler will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary reference review processes. The interviews are extensive and designed to gain additional information about the candidates' experi-

ence, management style, and “fit” with the recruitment criteria. Interviews will be done using Cisco WebEx technology 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 (5) to six (6) individuals. Those individuals will be reviewed with the Committee prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, the search consultant will meet with the Bureau 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 recommended to be interviewed; and 2) a backup group to the first group. The search report will include candidate resumes. The results of reference reviews and interviews will be provided in writing to the Committee. This meeting will result in a confirmed group of top candidates for the Committee to further consider.

Task 6 – Selection

The final selection process and the timing of the final selection will vary depending upon the desires of the Committee. The typical services provided by Ralph Andersen & Associates in the selection process are described briefly below. Ms. Renschler will coordinate the selection process for the finalist group of candidates. This includes handling the logistical matters with candidates and with the Bureau.

Ms. Renschler will prepare an interview booklet that includes the resumes and candidate report (with interview comments, reference checks, and other relevant information about the candidates). In addition, the booklet will contain suggested questions and areas for discussion based upon the recruitment criteria. Copies of the interview booklet will be provided in advance of the candidate interviews.

Ms. Renschler will attend the interviews to assist the Legislative Counsel Bureau through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.

Additionally, verifications will be made on the top candidate and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. The results of these verifications will be discussed with the Committee at the appropriate time.

Ms. Renschler is available to provide assistance to the Committee in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

Task 7 – Negotiation

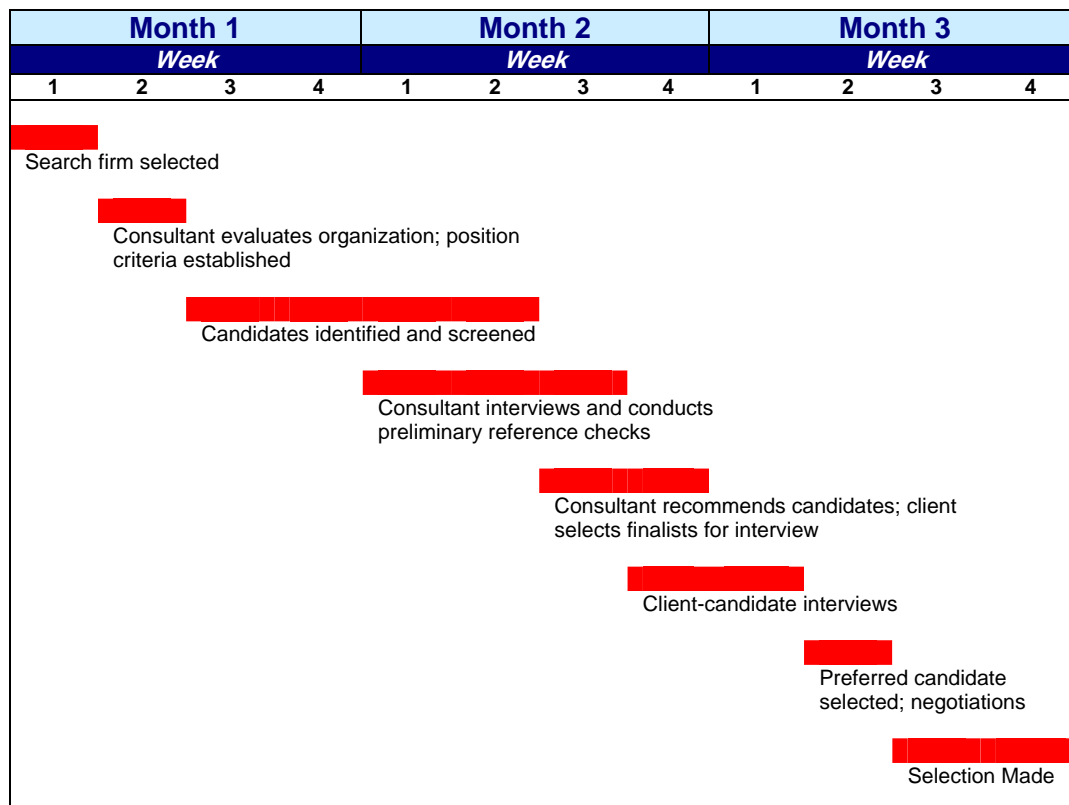
Ms. Renschler is available to assist the Legislative Counsel Bureau in negotiating a compensation package with the selected candidate. This may include recommendations on setting compensation levels.

Task 8 – Close Out

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

Project Timing

Ralph Andersen & Associates will complete an expedited search within 75 – 90 days (or less) from the execution of the agreement to the presentation of candidates. Negotiation with the top candidate will take an additional week or two after finalist interviews. We are prepared to begin this search upon verbal notification to proceed. A brief overview of the recruitment schedule is presented on below (schedule does not include transition time by Selected Candidate to join the Legislative Counsel Bureau).



Cost

The search effort for a new Director, Legislative Counsel Bureau will be national in scope with a focus on candidates in the Western Region. **The professional services fee for professional services and expenses to perform this search will be a fixed fee of \$24,775.** Expenses included in this fixed fee include such items as advertising, consultant trips (based out of Incline Village, Nevada), clerical, graphic design, research, printing and binding, postage and delivery, and long-distance telephone charges. Expenses will be billed based on actual incurred costs.

Brochure – A full color brochure will be developed for the Legislative Counsel Bureau similar to the sample brochures. All pictures will be the responsibility of the Bureau.

Ralph Andersen & Associates will bill the Bureau monthly. Progress payments for professional services and expense reimbursement will be due upon receipt. **The Bureau will be responsible for all candidate expenses related to on-site interviews and in-person screening interviews (if desired) for selected finalist candidates.** Any consultant travel outside the scope of the contract will be billed to the Bureau for actual expenses only.

Ralph Andersen & Associates' Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our full search services. If within a one-year period after appointment the Director resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The Legislative Counsel Bureau would be expected to pay for the reimbursement of all incurred costs.

Current References

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

There are a number of *professional references currently or recently from the Reno/Carson City Area* that know of our firm and the work we do. We are providing these professional references as industry contacts for your review in addition to our client references. Please note two of the following local government professionals (Mr. McNeely and Ms. Oppenheim were also both previous client of Ralph Andersen & Associates for recruitment engagements).

Local Government Professionals in Nevada:

- Mr. Charles McNeely, Former City Manager of Reno, Nevada
Currently, City Manager of City of San Bernardino, California
Contact Email: McNeely_ch@sbcity.org
Telephone Number: 775.690.0942
Relationship: Past Client and long-standing professional relationship through the firm of Ralph Andersen & Associates
- Mr. David Childs, Assistant County Manager
Washoe County, Nevada
International City/County Management Association (ICMA) Past President
Contact Email: dchilds@icma.org
Telephone Number 775.303.5063
Relationship: On-going Professional Relationship through ICMA and Washoe County
- Ms. Ellen Oppenheim, Interim Senior Vice President of Finance and Administration
Desert Research Institute
(formerly the Executive Director of the Reno-Sparks Visitor and Convention Bureau)
Contact Email: ellie.oppenheim@dri.edu
Telephone Number 775.673.7316
Recruitment: On-going Professional Relationship and also served as a client of Ralph Andersen & Associates on various recruitments conducted while serving as the Director of Recreation & Parks for the City of Los Angeles

The following are selected other references that will speak to our firm's professionalism in conducting searches:

Past Client – State of California

- Mr. Will Bush, Former Director (Retired)
Department of General Services
State of California
Contact Email: willbush@att.net (*note: arrange telephone contact through email contact*)
Recruitment: Procurement Officer, Department of General Services, State of California

Past Client – Legislative Affairs

- Ms. Tish Lorenzana
Director of Human Resources
Port of Los Angeles
Contact Email: tlorenzana@portla.org
Telephone Number: 310.732.3484
Recruitment: Various recruitments

Relevant Search Experience

Ralph Andersen & Associates conducts a wide array of searches in the public sector. Our experience spans populations of all sizes, from the largest in the country to small and mid-size municipalities.

Related searches conducted by Ralph Andersen & Associates since 2006 include:

- Metro Gold Line Foothill Extension Construction Authority
 - Director of Public Affairs
- Port of Los Angeles, California
 - Director of Legislative Affairs
- San Bernardino County, California
 - Director of Governmental and Legislative Affairs (**Current Search**) (*Brochure Attached*)
- Southern California Association of Governments (SCAG)
 - Director of Government and Public Affairs

We have also conducted recruitments for the **State of California**. Two prominent executive-level searches include:

- Franchise Tax Board – Executive Officer (*Brochure Attached*)
- Department of General Services – Procurement Officer (*Brochure Attached*)

A recent high profile legal position for a high profile organization would be the following public agency:

- Metropolitan Transportation Commission (Oakland)
 - General Counsel



Should you need any additional information or desire an in-person presentation, please feel free to call me at (916) 630-4900.

Respectfully Submitted,

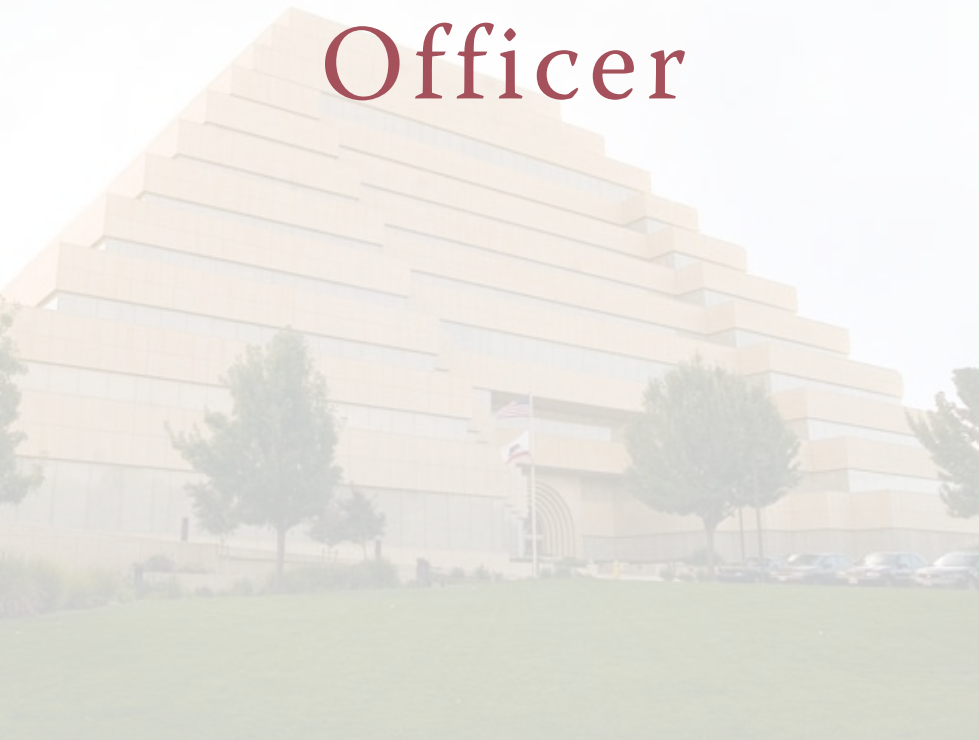
Heather Renschler
President/CEO



Department of General Services

*Invites Applications for the Position of
the State of California's*

Procurement Officer



The Sacramento Region

The City of Sacramento, with a population over 400,000, is the cultural, educational, business, and governmental center of a four-county metropolitan region. As California's capital city, Sacramento is center stage for governmental policy for the entire State. A dynamic business sector; an expanding public transportation system (including Light Rail); affordable housing; and growing cultural, educational, and medical facilities serve the needs of approximately 1.5 million people who call the area home.

Founded in 1849, Sacramento was California's first charter city and is at the heart of California history – the Gold Rush, Pony Express, and the first continental railroad all began in Sacramento. The confluence of two of the State's largest rivers is just a short walk from the steps of City Hall. San Francisco, Lake Tahoe, and Yosemite Valley, all offering a wide variety of recreational and cultural activities, are just a few hours away. The City's rich historical heritage, commitment to quality of life, and abundance of trees and parkland contributed to Newsweek magazine naming Sacramento one of the ten best cities in the United States.

There are a multitude of recreational, sports, cultural, and arts organizations within the Sacramento region. In addition to professional ballet, opera, and theater, there are also outstanding museums, one of the best small zoos in the country, the NBA's Sacramento Kings, the WNBA's Monarchs, and the River Cats, a minor league baseball team. Each year the City hosts the world's largest Dixieland Jazz Jubilee, and many other recreational, entertainment, and cultural activities.

Sacramento is a progressive city with great pride in its ethnic and cultural diversity, concern for environmental and social issues, and emphasis on quality in the provision of governmental services.

The Department of General Services Organization

Governor Arnold Schwarzenegger appointed Will Bush as Director of California's Department of General Services (DGS), effective March 2006. The Department consists of 7 divisions, 22 operational offices, over 4,000 employees, and a budget in excess of one billion dollars. Its diverse functions include managing the State's real estate, purchasing, service agreements, publishing, telecommunications and transportation programs, school board allocations, claims adjudication, administrative hearings, insurance and risk management policies, and building planning and design. DGS offices are located in West Sacramento, in the distinctive Ziggurat Building.

With so many assets at his disposal, the Director has made it a priority to foster an energy and resource efficient environment and to promote the idea of "working green" in and outside of the Ziggurat Building. In accordance with Governor Schwarzenegger's Green Building Plan, Will Bush wants DGS to lead by example.

Prior to his appointment at DGS, Mr. Bush served as Undersecretary of the State and Consumer Services Agency (SCSA). At the SCSA, he oversaw the delivery of services to internal and external State clients. He also oversaw the activities of numerous departments including: Consumer Affairs, General Services, Fair Employment and Housing, Franchise Tax Board, Public Employees' Retirement System, State Personnel Board, Technology Services, California African American Museum, and the Office of the Insurance Advisor.

The Procurement Division

Under the direction of the Director of General Services, the Procurement Officer functions as the Deputy Director, Procurement Division and is responsible for providing executive level guidance and direction to the Strategic Sourcing Program and Acquisition Branch, Resources Management Section, External Operations Branch, and the Statewide Policy and Training Branch. The incumbent participates in the formulation of DGS policy that impacts 147 State agencies' purchasing power, is involved with the day-to-day operations of the Procurement Division, and has full authority to act in the absence of the Director. The Procurement Division consists of 230 staff and a budget of \$39,000,000.



- The Strategic Planning and Acquisition Branch develops and reevaluates highly sensitive and complex procurement policies that impact 147 State agencies in the State of California and is responsible for approximately 233,000 civil service employees. The Branch consists of Technology Acquisitions, Pharmaceuticals Program, Acquisition and Contracts Section, and Procurement Engineering Section.
- The External Operations Branch consists of the Office of Small Business and Disabled Veteran Services (OSDS) and Outreach and Communication that provides Small Business and DVBE (Disabled Veteran Business Enterprises) Certification to the State's small business owners, Small Business and DVBE Compliance, Prompt Payment, and California State Contracts Register. The Purchasing Authority Management Section provides delegation of purchasing authority and corresponding compliance reviews, coordinates resolution of protests and disputes to internal and external customers. E-Procurement establishes policy of the Financial Information System for California (FI\$Cal) project integrating purchasing requirements into the single financial management system for the State. Multiple Award Program development in the contracts for the following programs: California Multiple Award Schedules, Master Services Agreements, Software Licensing Agreements, Western States Contracting Alliances, CalCard, and Transportation Management Unit.
- Statewide Policy & Training Branch provides statewide policies and procedures on procurement and contracting, and proposes, sponsors, and supports legislative changes through Legislation, Policies, and Procedures, and Training and Certification.

- Resources Management Section provides administrative support internally to all branches/sections and administers other statewide service programs such as Budget and Fiscal, Business Services, Human Resources, Training, Travel, and Savings Administration.

In order to effectively establish and administer policy in accordance with the Administration's goals and objectives and the dictates of Government Code, the Procurement Division is responsible for:

- The development of sound budget and fiscal policies for the Procurement Division.
- Conferring with and advising state departments and agencies on procurement policies relating to the purchasing of non-information technology (non-IT) and IT goods and services to reduce the State's current \$9 billion procurement expenditures.
- Developing and implementing policy in support of Government Code mandated functions.
- Setting policy for the State's procurement programs.
- Representing the Director at hearings and legislative committee meetings, other State and government groups, and private organizations on procurement related policy matters.
- Working closely with the Department of Finance, Legislative Analyst's Office, legislative committee consultants, and department directors to achieve procurement related needs of the Administration.

The Position

The new Deputy Director will need to foster an environment that promotes high standards regarding customer service and the delivery of goods/services to clients throughout the State of California structure. The successful candidate will also need to have an understanding of leases and contracts including the ability to negotiate successful resolution of complex issues. Excellent negotiation skills are required of the new Deputy Director, including the ability to deal honestly and openly with all parties in a good faith effort, focusing on a win-win approach.

Specifically, the Deputy Director, Procurement Division must be recognized as having the ability to provide the Department of General Services with the following:

- Develop alternative based procurement culture, and reengineer existing procurement systems, processes, and procedures in order to achieve maximum output at the highest level of accuracy and quality.
- Establish and promote high standards regarding customer service and the delivery of programs while ensuring compliance with regulations.



- Demonstrate flexibility in dealing with difficult circumstances, adjusting to changing conditions, in order to meet position and client demands.
- Interact with people at all levels in the organization to create effective solutions and maintain positive working relationships.
- Systematically evaluate the positive and negative of competing choices in order to select the most appropriate alternatives.
- Resolve conflicts and mediate diverging interests as needed.
- Provide strong leadership in order to make a decision based on available information and assume the risks involved in order to achieve a desired result.
- Recognize and effectively employ differences among people in a manner that demonstrates respect for the individual while at the same time achieving the optimum performance and efficiency in operations.
- Systematically organize and evaluate information in order to determine the most efficient and effective approach to problem solving.
- Approach and interact with others in a warm, friendly, and supportive manner, creating a climate of trust, consideration, and mutual respect.
- Effectively present ideas, transmit information, or convey concepts to individuals or groups of people of varying educational, cultural, and experience levels.



In summary, provide dynamic leadership and vision in order to manage people and constructive change while continuing to offer superior support to the Procurement Division's staff and customers.

The Ideal Candidate

The ideal candidate will be a confident, "hands on," creative and innovative leader who is comfortable operating in a robust and dynamic environment. The ideal candidate must also be intuitive, perceptive, with years of senior-level executive experience in a large public or private organization with specific experience that includes involvement and/or oversight of contract administration and the procurement process.

Candidates must have unquestionable personal integrity and display honesty and approachability in their commitment to lead and manage a first-class organization.

The Deputy Director, Procurement Division must also be a strategically oriented, self-assured individual with the ability to exercise a high degree of common sense and sound judgment. The ideal candidate will approach this position with an energetic and enthusiastic style that welcomes and solicits input. The Deputy Director must also have a commitment to teamwork and

diversity, enabling him/her to earn the respect of other Deputy Directors, staff, colleagues, and elected and appointed officials throughout the Department of General Services and the State of California. Outstanding interpersonal and communication skills are vital to the success of this individual.

Of particular importance will be the ability of the new Deputy Director to create both a short- and long-term vision for the Division in order to effectively deal with emerging technologies and, at the same time, improve and streamline internal operations. The ideal candidate must be forward-thinking with a proven track record of successfully implementing best procurement practices statewide. The Deputy Director will also need to be creative and innovative in providing a broad range of services and be able to quickly respond to the evolving demands that result from today's world of e-commerce and e-government.

Desirable Qualifications

- A Bachelor's degree, from an accredited college or university, with major course work in business, public administration, public policy, management, or a related field is desired. An advanced degree will be considered a plus. (Candidates with practical experience in lieu of education may be given favorable consideration if professional experience is in a position of similar capacity.)
- At least five (5) to eight (8) years of significant, high level management experience within a large, complex public or private organization engaged in directing employees involved in procurement services.
- Knowledge of the organization and functions of government; principles, practices, and trends of public administration, organization, and management; techniques of organizing and motivating groups; program development and evaluation; methods of administrative problem solving; principles and practices of policy formulation and development; and personnel management techniques.
- Demonstrated ability to plan, organize, and direct the work of multidisciplinary professional and administrative staff; analyze administrative policies, organization, procedures and practices; integrate the activities of a diverse program to attain common goals; gain the confidence and support of top level administrators and advise them on a wide range of administrative matters; develop cooperative working relationships with representatives of all levels of government, the public, and the Legislative and Executive Branches; analyze complex problems and recommend effective course of action; and prepare and review reports.
- Excellent communication and interpersonal skills combined with outstanding management skills are critical to the success of this individual.

Further continuation in the recruitment process will be at the discretion of Ralph Andersen & Associates in consultation with Will Bush, Director of the Department of General Services, and related staff. Candidates with extensive experience and knowledge of local, State, regional or national level of government are encouraged to apply.

Management Compensation and Benefits

The State of California offers a highly competitive compensation package and salary commensurate with experience and qualifications, including California Public Employees Retirement System (CalPERS) with five (5) year vesting (2%@55).

Salary to be negotiated.

To Be Considered

Interested candidates should submit a resume and cover letter, including six work-related references and current salary to Ralph Andersen & Associates, 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765 or by e-mail to apply@ralphandersen.com no later than **February 22, 2008**. Interested candidates can also apply online via our website, www.ralphandersen.com. References will not be contacted until mutual interest has been established.

Ralph Andersen & Associates will conduct preliminary interviews for the Deputy Director, Procurement Division. On-site interviews will include a panel interview. The top candidates will be evaluated by the Governor's appointment unit and must successfully screen as qualified. Additionally, candidates may be asked to complete a series of written responses for further evaluation.

Finalist candidates will have in-depth background reviews performed before proceeding in the process and will also be required to sign a release form. Ideally, the new Deputy Director, Procurement Division will join the State of California, Department of General Services in April 2008 or sooner.

For further information regarding the Department of General Services and the Procurement Division, visit their website at www.dgs.ca.gov. If you have questions or would like to discuss the opportunity further, please call Mr. Robert Burg or Ms. Heather Renschler at (916) 630-4900. Confidential inquiries welcomed.





Recruitment of **Executive Officer**

STATE OF CALIFORNIA Franchise Tax Board

The mission of the Franchise Tax Board is to collect the proper amount of tax revenue, and operate other programs, at the least cost and to serve the public by continually improving the quality of its products and services.

The State of California is globally recognized as a leader culturally, socially, politically, and economically. With a population of 34 million people and a trillion dollar-plus economy, California is an international force in trade and commerce, as well as higher education, scientific research, entertainment, and technology.

California's ethnic and cultural diversity is reflected throughout the State, including the tree-lined capital city of Sacramento. The surrounding metropolitan areas boast a population of over 1 million, a well-established high tech industry, and two major universities. A broad spectrum of activities is available in and around Sacramento making it ideal for professional challenges as well as family life, recreation, and educational opportunities. Close proximity to key locations such as San Francisco, Napa Valley, and the Sierra Nevada Mountains (Lake Tahoe) increase opportunities for year-round outdoor recreational activities, sports, and cultural activities. Sacramento blends the perfect combination of big city excitement with small town values.



The Organization and Mission of the Franchise Tax Board

The Franchise Tax Board (FTB) is the department that administers state personal income taxes and corporation taxes for the State of California. During the 2004/05 fiscal year, these tax programs totaled \$50 billion or 62% of General Fund Revenues. Over 15 million personal income tax returns and 1 million business entity returns are received and processed by the department each year. FTB is also responsible for several non-tax programs and delinquent debt collection functions.

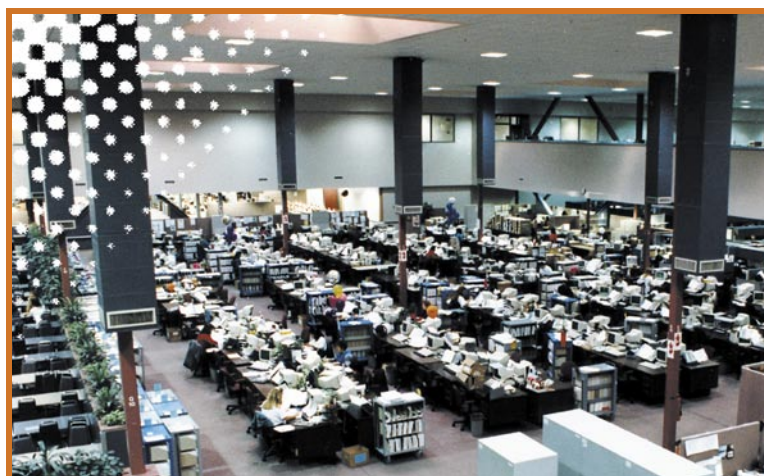
The department employs more than 6,000 people and has an annual budget of \$700 million. Headquartered in Sacramento, FTB has field offices located in California and three satellite offices strategically located throughout the United States (Chicago, Houston, and New York) which support the audit functions for non-resident California taxpayers and business entities that conduct business in the state. An organization chart detailing the executive level management of FTB is available at www.ralphandersen.com.

FTB continues to be widely regarded as one of the best employers in state government and is committed to maintaining that reputation. Spanning more than 90 acres, the newly consolidated corporate campus in Sacramento represents an innovative approach to energy conservation and workflow efficiencies. Five key buildings, three of which opened in 2005, accommodate 90% of the total staff and are known as:

- ✿ California Building – opened May 2005.
- ✿ Sacramento Building – opened May 2005.
- ✿ San Francisco Building – opened September 2005.
- ✿ Los Angeles and San Diego Buildings – existing Tax processing facilities.

Department highlights and notable achievements include:

- ✿ **Electronic Filing** - An impressive number of tax returns (nearly 60%) are now filed electronically, accounting for tens of millions of hits each year on FTB's Website. And FTB is able to deliver new e-services to taxpayers each year as \$100 million is invested into information technology, software upgrades, and equipment in an effort to continually improve operations and serve the public.
- ✿ **California Child Support Automation System** - The California Legislature made FTB responsible for the procurement, development, and implementation of the statewide California Child Support Automation System as agent for the Department of Child Support Services. This is currently the largest technological project in the State's history with a cost of \$2 billion, and FTB was proud to have been chosen to take the lead on such a high-profile program.
- ✿ **Performance-Based Procurement** - FTB pioneered the use of performance-based procurement for large, high-risk IT projects. Under this model, the project vendors are paid only if and when the benefits are realized after implementation of the project. This innovative method enables greater risk sharing between the department and its vendors, and encourages greater collaboration in the development and execution of business-driven solutions.
- ✿ **Voluntary Compliance Initiative** - In 2004, FTB had great success with the Voluntary Compliance Initiative, which allowed taxpayers to amend previous tax returns and pay their fair share to avoid penalties. Over 1,200 taxpayers amended returns worth more than \$1.4 billion, the largest-ever return for a state or federal amnesty. Other states and the federal government recognize the FTB's leadership in this area, and several states are using the Voluntary Compliance Initiative as a model to fight abuse in their own states.



- ☀ **Tax Amnesty Program** - In 2005, FTB implemented California's Tax Amnesty program for taxpayers who have been out of compliance with state income and corporation tax laws. The program provided taxpayers a one-time opportunity to resolve any unpaid tax balances while avoiding most penalties, fees, or criminal prosecution. Over 172,000 taxpayers applied for amnesty, and the program resulted in collections of \$872 million.

The Board

The Franchise Tax Board is comprised of the State Controller, the Chair of the State Board of Equalization, and the Director of the Department of Finance.

Current board members include:

Steve Westly, State Controller - As the elected State Controller for California, Mr. Westly serves as an independent fiscal watchdog for the state, tracking funds, auditing state programs, and monitoring the State of California's cash flow.

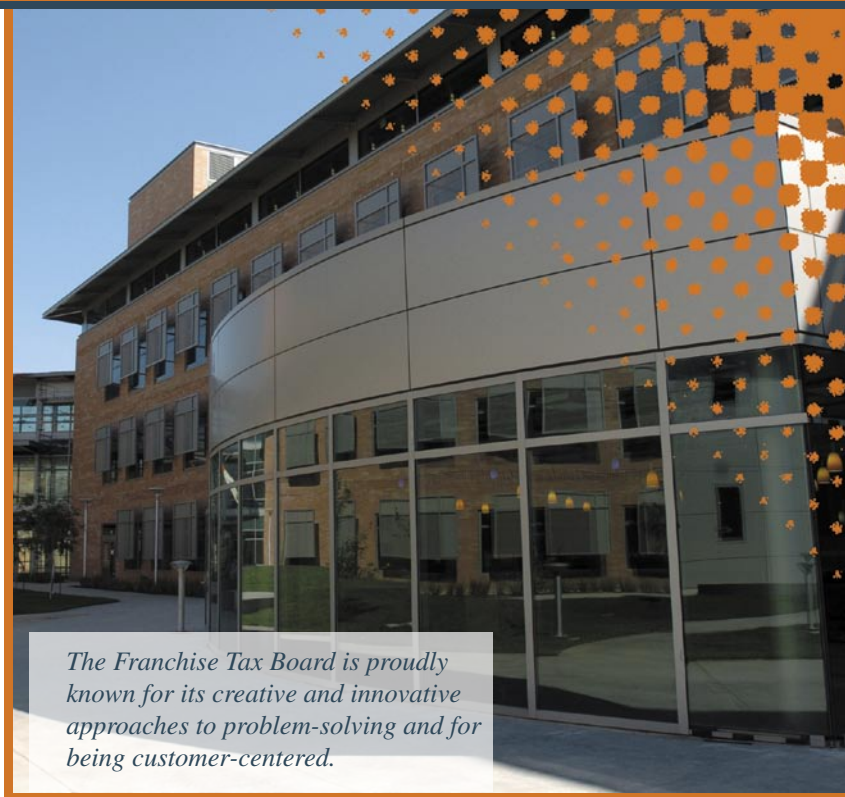
John Chiang, Chair, Board of Equalization - As an elected member of the State Board of Equalization (BOE) and currently serving as the Chairperson, Mr. Chiang represents District Four in Los Angeles County which represents more than 8.5 million people living in 73 cities. In his capacity as board member, John promotes public-private partnerships through community outreach and taxpayer education.

Michael C. Genest, Acting Director of Finance - Mr. Genest was appointed as the Chief Deputy Director of the Department of Finance in September 2005 to assume a key role in managing the finances for the State of California. Recently, he assumed the position of Acting Director for the Department of Finance, gaining him a leadership role as a Franchise Tax Board member.

Challenges, Opportunities, and Responsibilities

The position of Executive Officer for the Franchise Tax Board is a vital component in the support of California's state government. The selected candidate will be appointed by the Board after an extensive recruitment and selection process, the final step of which is confirmation by members of the California Senate.

This career opportunity is the result of the retirement of Gerald H. Goldberg after 25 years of service under five gubernatorial administrations and with a total of 24 board members during his tenure. Mr. Goldberg excelled in the management of FTB and provided innovative leadership, integrity, and personal fortitude. In order to secure a select group of highly qualified individuals, FTB has undertaken a national search to identify outstanding candidates for consideration.



The Franchise Tax Board is proudly known for its creative and innovative approaches to problem-solving and for being customer-centered.

Under the direction of the three-member Franchise Tax Board, the Executive Officer plans, organizes, and directs the operations of the department. Specifically, the Executive Officer:

- ☀ *May exercise all of the powers and duties conferred on the Franchise Tax Board, except for those powers and duties that are specifically reserved to the three-member Board itself.*
- ☀ *Implements Board-established policies, resolutions, and directives concerning administration of California's Personal Income Tax and Corporation Tax laws.*
- ☀ *Innovatively develops and administers departmental programs and procedures with respect to administration of the tax programs, including the department's self-assessment, audit and filing enforcement activities, and non-tax debt collection activities on behalf of other state agencies.*
- ☀ *Communicates regularly with the State and Consumer Services Agency on the department's programs and activities.*
- ☀ *Develops the department's annual budget for presentation to the State and Consumer Services Agency and Department of Finance for inclusion in the Governor's Budget.*
- ☀ *Personally represents the department before the Legislature on important matters affecting the department.*
- ☀ *Establishes and maintains liaison with other California tax administration agencies, the Internal Revenue Service, and tax authorities from other states, as well as with taxpayer and professional groups.*

Desired Personal Characteristics

The new Executive Officer will be a well-rounded administrator with executive level experience and prior exposure to or working directly with a governing board in the development and administration of policy direction. The ideal candidate for the Executive Officer position will be knowledgeable, strategic-thinking, and have unquestionable integrity in his or her commitment to lead and manage a demanding organization. The new Executive Officer will approach this position with an energetic and enthusiastic style that welcomes input and encourages teamwork and diversity. The new Executive Officer must continue the commitment to keep FTB at the forefront of innovation and leadership in the field of taxation to continue the national recognition received over the years. Specific knowledge of taxation and other financial issues are very important, but the emphasis on the Executive Officer's experience will be leadership, breadth of general knowledge, managing change, as well as technical tax and accounting expertise. The Executive Officer is supported through an exceptionally qualified executive team and, as such, has tremendous resources available to him or her in the administration and implementation of technical programs and matters. The executive team operates in a collaborative fashion and values enterprise-wide thinking.

Strong interpersonal communication skills combined with a collaborative style are critical to the success of the new Executive Officer. Candidates should also be experienced in the principles and techniques of leadership, strategic planning, program development, and evaluation. This position requires excellent administrative and organizational acumen combined with strong knowledge of operations and information technology, preferably in a public-sector environment. Additionally, since a large aspect of the Executive Officer's responsibilities will be working with the Board on policy formulation and evaluation, including monitoring of legislative matters, candidates with an overall understanding of state and federal legislation, regulatory agencies, and related programs are strongly encouraged to apply. Specific knowledge of the functions of the California State government, including an understanding of the involvement of a wide array of agencies, would be extremely beneficial.

The Executive Officer will be able to provide leadership in a fair and impartial manner dealing openly with all taxpayers – individuals and business entities. He/She must be forward thinking and a good strategist in order to examine current and future trends in the area of tax administration. The Executive Officer will also bring personal qualities and attributes that continue to encourage a cooperative team spirit within the organization.

Preferred Qualifications - Experience, Education, and Credentials

The knowledge and abilities listed are expected to be obtained from broad administrative or organizational management experience with oversight of the formulation, operation, and/or evaluation of program policies. For candidates in a governmental setting, this experience will have been gained in a position equivalent to a minimum of a Career Executive Assignment Level III (specific to the State of California) or another state's equivalent. In other governmental agencies, associations, or the private sector, experience will have been as the assistant or deputy level or preferably higher (CEO equivalent) of a significant organization.

Professional education and experience as a CPA would be considered a plus for this position. Additionally, candidates with

specific education in public finance, taxation, or law are also strongly encouraged to apply. Advanced degrees may also be considered a plus (MBA, Masters in Taxation, LLM, or other).

Compensation and Benefits

This is an exempt (at-will) position that reports to a three-member Board. Annual salary is \$129,418 with a comprehensive benefit package. For further information and details related to the benefit package, candidates should contact Ralph Andersen & Associates.

Procedure for Consideration

This is a confidential process and will be handled accordingly throughout the various stages. Candidates are asked to respect the confidential nature of this search. Review and evaluation of applications will begin upon submittal. The application period will close on Monday, November 21, 2005. No late submittals will be accepted. Candidates are strongly encouraged to submit early in the process. Candidates should be aware that this process will proceed in an expedited fashion and that a very select group of outstanding individuals will be presented to the Franchise Tax Board in early December.

Once deemed a candidate of interest by Ralph Andersen & Associates, top candidates will be required to complete a Standard State Application (Form 678). Candidates are encouraged to preview the required documentation at:

<https://forms.spb.ca.gov/employment/signup.cfm>.

In order to be considered and formally apply for this position, candidates must submit a:

- ✳ **Compelling cover letter that succinctly addresses professional experience, accomplishments, and qualifications.**
- ✳ **Comprehensive resume in reverse chronological order.**
- ✳ **Salary history.**
- ✳ **Reference list that includes eight professional references including contact information.**

Interested candidates may apply as follows:

On-line Resume Submittal™

www.ralphandersen.com

Via E-Mail

apply@ralphandersen.com

Via U.S. Mail

Ralph Andersen & Associates
5800 Stanford Ranch Road, Suite 410
Rocklin, California 95765

The State of California provides equal opportunity to all regardless of race, color, creed, national origin, ancestry, sex, marital status, disability, religious or political affiliation, age, or sexual orientation.

An electronic version of all submittals is strongly encouraged. Submittals not containing all of the required documentation will be deemed incomplete. Due to the high level of importance placed on candidates' presentation of qualifications and submittal, Ralph Andersen & Associates is under no obligation to assess, comment, or inform individuals as to the completeness of submittals.

Ralph Andersen & Associates will conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. The evaluation and selection process may consist of supplemental steps to further evaluate leadership, executive skills, and overall suitability for this position.

Candidates will be required to sign a release form to authorize preliminary reference calls and verifications to be conducted. Employment history, degrees obtained, and other certifications/accomplishments will also be verified. References will not be contacted until mutual interest has been established and candidates advised accordingly by Ralph Andersen & Associates.

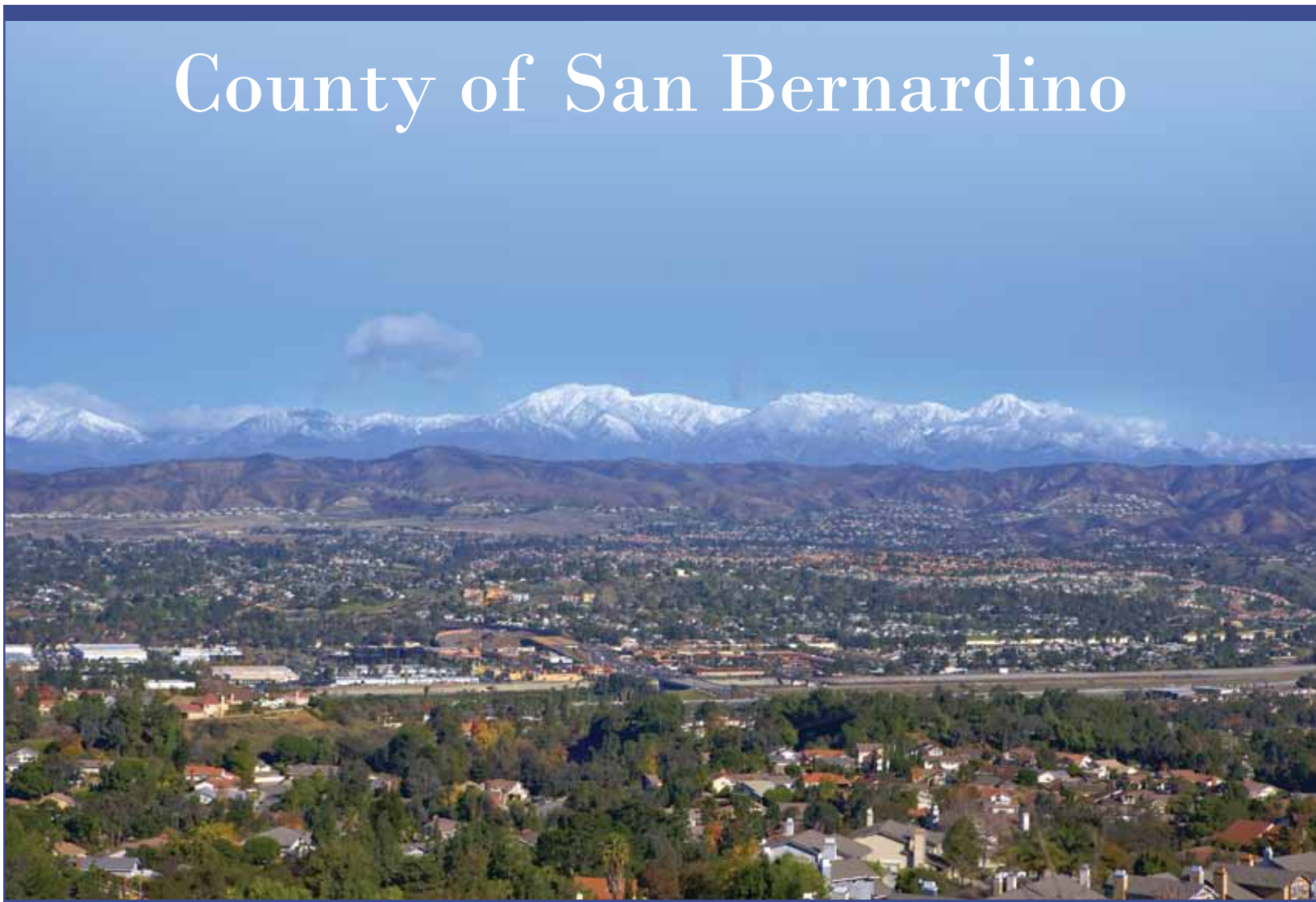
Questions may be directed to Ms. Renschler at (916) 630-4900 or sent via email to info@ralphandersen.com. For further information about the Franchise Tax Board visit www.ftb.ca.gov.

An Outstanding Career Opportunity

Director of Governmental & Legislative Affairs

for the

County of San Bernardino



Apply by January 20, 2012



Outstanding Career Opportunity

The County of San Bernardino is seeking an experienced and highly-motivated professional to serve as Director of Governmental & Legislative Affairs. This is an exciting opportunity for an energetic, self-directed individual to work for a vibrant organization that values a proactive approach to managing strategically-driven legislative and intergovernmental programs.

The County of San Bernardino

Located in the heart of Southern California, one of the world's fastest growing economies, the County of San Bernardino is the largest County in the United States. Its vast borders stretch from the greater Los Angeles area to Nevada and the Colorado River, encompassing a total area of 20,160 square miles. With more than two million residents and 24 incorporated cities and towns, San Bernardino is the 5th fastest-growing County in the nation. The County has a workforce of nearly 18,000 and an annual operating budget of \$3.98 billion dollars.

Nestled south of the San Bernardino mountain range, the County is known for its scenic beauty and strategic location within an hour's drive to the desert, forest, mountains, lakes or beaches. Numerous colleges and universities support a strong, diverse local workforce and an unparalleled network of highways, runways and railways make San Bernardino a hub for regional, national and international goods movement.

Governing Structure

The County of San Bernardino is governed by an elected five-member Board of Supervisors. The Chief Executive Officer is Greg Devereaux, appointed in 2010. Current members of the Board of Supervisors are:

- Josie Gonzales, Chair, Fifth District Supervisor
- Brad Mitselfelt, Vice-Chairman, First District Supervisor
- Janice Rutherford, Second District Supervisor
- Neil Derry, Third District Supervisor
- Gary Ovitt, Fourth District Supervisor

The Position

The Director of Governmental & Legislative Affairs ("Director") is a key member of the County's highly regarded leadership team. This position coordinates legislative representation and oversees all in-house and contracted lobbying efforts in both the State Capital of Sacramento and Washington, D.C. The Director works closely with the County's executive leadership team, the Board of Supervisors, local and regional organizations and other key staff on a regular basis to identify, monitor and communicate legislative issues of interest and/or importance to the County and the region. The Director of Governmental & Legislative Affairs assists the Board of Supervisors and Chief Executive Officer in development of the County's legislative priorities and platform. The Director and his/her team analyze and evaluate potential impacts of proposed local, regional, state and national policies, regulations and legislation. He/She considers the political climate and legislative alternatives and provides advice and recommendations to the Board of Supervisors, Chief Executive Officer and key County staff, to facilitate advancement of the County's agenda.

The Director is responsible for monitoring legislative activities at the local, regional, state and federal level and assessing potential impacts on County operations, including numerous state and federally mandated programs. Current legislative areas of interest include, but are not limited to: airport operations (the Ontario Airport and various general aviation airports are located in San Bernardino County); public utilities; health and wellness; services to children and families; fire, police and ambulance services; state, national and tribal lands, including state and national parks; military bases; emergency preparedness and terrorism; water, waste water, air quality and environmental regulations; renewable energy; and transportation and goods movement.

The Director will be expected to interact extensively with state and federal regulatory agencies, local and regional Boards and Commissions, federal and state legislators and their staff members, City, County and agency officials and staff. Additionally, the Director will collaborate with a variety of local and regional inter-governmental agencies including:

- California State Association of Counties (CSAC)
- League of California Cities (LOCC)
- Southern California Association of Government (SCAG)
- San Bernardino Associated Governments (SANBAG)
- San Bernardino County Local Area Formation Commission (LAFCO)
- South Coast Air Quality Management District (SCAQMD)



The Responsibilities

Under general direction, oversees the County's governmental and legislative affairs programs; functions as a liaison between the County and state, federal, and local agencies or entities on matters of mutual interest requiring coordination; acts as chief spokesperson for the County at the California State Legislature and the U.S. Congress; develops and implements local, regional, state and federal legislative agenda; and directs and performs a variety of responsible administrative processes and programs related to governmental and legislative activity.

Key responsibilities include the following:

- Direct the development and implementation of governmental and legislative affairs programs and processes for the County of San Bernardino.
- Actively coordinate governmental, departmental, interagency, administrative, commission and community activities to promote and foster mutually beneficial and cooperative relations between the County and other organizations.
- Conduct research and analysis in order to evaluate impact and provide information and recommendations regarding current and proposed legislation, regulations, and other local, regional, state or national issues of importance to the County.
- Facilitate communication among County departments, Chief Executive Officer, County Administrative Office, Board of Supervisors and legislators regarding the impact of pending legislation and regulations, and coordinate development and presentation of the County's position; may request the introduction of legislation and regulations advantageous to the County.
- Serve, or assist other designated subject matter experts to serve, as the chief spokesperson for the County before the California State Legislature and the U.S. Congress and/or testify before legislative and regulatory hearings; attend legislative committee meetings.
- Develop and maintain effective working relationships with federal, state, and local legislators and staff.
- Represent the County at meetings of governmental entities, commissions, agencies, community or interagency groups.
- Direct the work of staff involved in coordinating governmental and legislative affairs on behalf of the County; implement effective operating policies and procedures; hire, train and manage work assignments for assigned staff and evaluate their work performance.

The Ideal Candidate

The ideal candidate for the Director of Governmental & Legislative Affairs will be a **strategic thinker** with the ability to **generate and spark ideas** by guiding concepts into action with a keen understanding of the evolving needs of the County. **Working in a robust and dynamic environment**, this executive will draw energy and momentum from a variety of sources and be able to quickly and effectively **stimulate lively discussion and debate**, develop strategies for achieving goals, and at the same time, understand the impact of those decisions on member agencies and to the region as a whole.

Additional traits desired include being:

- A **confident individual** with outstanding communication, interpersonal and managerial skills.
- **Eager to collaborate** with others and **develop partnerships**; cultivating and implementing **entrepreneurial approaches** to issues (i.e., air quality, high speed rail, growth issues, regional solutions and public financing opportunities).
- **Proactive and aggressive in identifying and addressing legislative activity** at the local, state, and federal levels that impacts the County's mission, funding, service delivery and policy functions.
- Having the ability to **develop** legislative agendas, **prepare** strategies to reach **desired outcomes** and **interpret** proposals for impacts on the organization.
- A **seasoned, skilled public relations professional** who is able to craft and deliver a clear and compelling message.
- A **skilled facilitator** able to navigate the political climate and find solutions and bring a collaborative approach to managing diversity of thought.
- A **"big picture" person** able to understand the strategic goals of the organization and assist in accomplishing the organizational directives.
- Able to be **aggressive in establishing a network of contacts** that are influential in assisting the County in achieving its "County Vision" and be comfortable and able to maintain stability working in an ever-changing political environment.
- Having the **ability to motivate people** and instill eagerness in others to achieve the goals of the organization.

In summary, this individual will provide **strong and effective management** of this critical and vital Division of Governmental & Legislative Affairs.



Education and Experience

Education – Bachelor's degree in political science, public/business administration, communications, law or other closely related field.

Experience – Five (5) years of management and leadership experience representing the interests of an organization or public entity to legislators and government regulators. Experience should include developing, analyzing and tracking legislation; overseeing legislative strategy and advocating positions; and working with multiple governmental agencies at the federal, state and local level to develop policies and procedures and coordinate programs and legislative activities.

Candidates must possess senior level legislative affairs experience, preferably with a complex and multi-faceted agency.

Candidates experienced in dealing with an array of key comparable issues at the local, state or federal level are strongly encouraged to apply. **Working knowledge of Washington, D.C. legislative affairs is a key requisite, as is experience working with the California Legislature.** At the discretion of Ralph Andersen & Associates and the executive leadership of the County of San Bernardino, comparable experience at the executive level in the broad field of legislative affairs and/or public relations may be combined to satisfy position requirements.

Compensation and Benefits

The salary range for this position is \$97,718 to \$125,028. Advanced step placement is subject to experience and current salary. The County of San Bernardino offers a range of benefit programs for employees and their eligible dependents. These include health, dental, vision and life insurance, as well as a variety of voluntary benefits. Retirement is provided through the San Bernardino County Employees' Retirement Association (SBCERA), a non-CalPERS plan. The County may include the reimbursement of moving and relocation expenses (up to \$3,000) to attract a wide-range of qualified candidates.

To Be Considered

This is a confidential process and will be handled accordingly throughout all stages of the recruitment process. **The preliminary review of resumes will be conducted as received. The closing date for this position is Friday, January 20, 2012.**

To be considered, candidates must submit a:

- Compelling cover letter;
- Comprehensive resume;
- Salary history; and
- Six (6) professional references.

An electronic version of all submittals is required to be sent to the following: apply@ralphandersen.com

Only the most qualified candidates will be invited to interview for this position. Candidates will be advised of their status and interest by Ralph Andersen & Associates. **References will not be contacted until mutual interest has been established.** Upon mutual interest, candidates will be asked to complete a release form to allow reference checks and other verifications to be conducted.

Candidates should be aware that the position of Director of Governmental & Legislative Affairs is an exempt, at-will management position. Questions regarding this position or status should be addressed to Ms. Heather Renschler or Mr. Doug Johnson at (916) 630-4900. **Confidential inquiries are welcomed.**

