

ITEM 5B  
SPECIAL BOARD MEETING  
FEBRUARY 25, 2020



GDPUD GM Recruiters

|   |  | Fees | Timing | Salary Negotiation | Services | Comments  |
|---|--|------|--------|--------------------|----------|---|
| <p><b>TB&amp;C Teri Black &amp; Company</b><br/>                     424-296-3111</p>   | <p><a href="https://www.tbcrecruiting.com/Recruitments">https://www.tbcrecruiting.com/Recruitments</a></p> |      |        |                    |          | <p>Specialize in cities, counties, special districts. Joyce Carlson to call back.<br/> <b>No response to emails and phone calls.</b></p>                                    |
| <p><b>Bob Murray &amp; Associates</b><br/>                     Gary Phillips 1544 Eureka Road, Suite 280 Roseville, CA 95661 (916) 784-9080</p> | <p><a href="https://www.bobmurrayassoc.com">https://www.bobmurrayassoc.com</a></p>                         |      |        |                    |          | <p><del>Specialize in cities, counties, special districts. Contacted Geni Herndon she will email a proposal on Monday.</del><br/> <b>Declined to submit a proposal.</b></p> |



February 22, 2020

Search Committee  
c/o Board of the Directors  
Georgetown Divide Public Utility District  
P.O. Box 4240  
Georgetown, California 95634

Via Email: [dbhalpin@gmail.com](mailto:dbhalpin@gmail.com)

Dear Members of the Search Committee:

We are pleased to submit this Letter Proposal for recruitment services to search for the position of General Manager.

This search effort would focus primarily on candidates within California, although we would anticipate a select group of out-of-state candidates to apply based on our extensive network of professionals in the utility industry.

We would again develop a similar brochure as was done in 2017 for the GDPUD Board when the General Manager position was previously recruited by our firm. New information and updates on characteristics, personal attributes and experience would again be obtained from the entire Board. Additionally, it will be important to properly characterize any of the new challenges and/or opportunities that the District is facing going forward from this point.

## Approach to Executive Search

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 48 years.

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

- Developing a comprehensive position profile based upon information obtained in various meetings with the Board of Directors.
- Extensive personal outreach (both in person and via telephone) will be focused primarily on highly qualified candidates throughout California. The District should have a small but qualified pool of candidates to select from.

*S e r v i n g   P u b l i c   S e c t o r   C l i e n t s   S i n c e   1 9 7 2*

- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, the Internet, and professional contacts throughout California.
- A screening process that narrows the field of candidates to those that most closely match the needs of the District and is based on screening interviews with the top candidates. Candidates' education, experience, professional licenses, and other credentials are matched to the criteria established in the position profile.
- Interviews with all internal candidates will be conducted to ensure the Board is given full and detailed information about career history, management style, and leadership qualities on each. Internal candidates will also be compared to applicants that apply through the firm's outreach efforts and those that respond to strategically placed advertisements.
- Candidates would be screened via video conference to determine their overall "match." Local candidates in the region and in Northern California area would be interviewed in person, if possible. Southern California and out-of-state candidates would be interviewed via video conference.
- Delivering a product in the form of a search report to the Board of Directors that recommends a 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.

Ralph Andersen & Associates has an outstanding reputation for being thorough and professional in the approach it takes in recruitments. Each candidate's match with the position is based on the individual's own set of professional experiences, management style, education and credentials, and overall fit with the organization and executive leadership.

## Project Staffing

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. ***If the firm is selected, the District will once again have Ms. Heather Renschler as Project Director.*** Ms. Renschler will be the consultant and primary contact with the District and can be reached at (916) 630-4900, on her cell at (916) 804-2885, or via email at [heather@ralphandersen.com](mailto:heather@ralphandersen.com). Ms. Renschler was the Project Director on the search conducted in 2017.



### **Ms. Heather Renschler, Project Director**

Ms. Renschler, President/CEO of Ralph Andersen & Associates, has been with Ralph Andersen & Associates for more than 35 years. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 24 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 in the field of city and county management and a wide range of other executive-level positions in the public sector. She is well versed in working with elected officials including city councils, county commissioners, 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.

## **Paraprofessional and Support Staff**

Paraprofessional, graphics, and support staff will provide administrative support to the consultant team on recruitment assignments. These may include Ms. Christen Sanchez, Ms. Diana Haussmann, Ms. Hannah Jones, Ms. Blanche Velazquez, Ms. Teresa Heple, and Ms. Karen AllGood.

## **Previous Recruitments**

Ralph Andersen & Associates has an extensive list of water/utility recruitments. A detailed listing of recruitments conducted is available upon request.

## **Project Timing**

Ralph Andersen & Associates will complete the search within 75 to 90 days 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 as the contract/documentation is being finalized.

## **Project Cost**

The recruitment for the General Manager would be a comprehensive search process with a focus throughout California. Total cost to the Georgetown Divide Public Utility District for professional services and expenses for a comprehensive search for the position of General Manager will be a **fixed fee of \$27,500\***.

\*Expenses included in this fixed fee include such items as advertisements (budget of \$2,500), consultant travel for meetings, clerical, research, graphic design, printing and binding, postage and delivery, education verifications and Internet and Lexis/Nexis searches on up to the top two candidates, and long-distance telephone charges. A full background (including references) will be conducted on the top two candidates.

**Brochure** – A full color brochure will be developed for the General Manager. Much of the brochure that was developed in the prior search in 2017 would be updated and used. All pictures will be the responsibility of the District.

**Invoicing** – The District will be invoiced in 4 (four) payments. Progress payments will be due upon receipt.

**Exceptions** – The District will be responsible for all candidate expenses related to on-site interviews and consultant travel for in-person screening interviews (if desired) for selected finalist candidates.

## Our Guarantee

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. The District would be expected to pay for the reimbursement of all incurred expenses.

If a placement is not made in the first outreach effort, the Consultant will conduct a second outreach effort with no charge for Professional Services. The District would be expected to pay for all incurred expenses.



Should you need any additional information, please feel free to call Ms. Renschler at (916) 630-4900 (office) or (916) 804-2885 (cell).

Respectfully Submitted,

*Ralph Andersen & Associates*

Ralph Andersen & Associates

## **RECRUITMENT SERVICES FOR LOCAL GOVERNMENT AGENCIES**

The RGS Recruitment Team currently provides partner agencies with comprehensive recruitment, selection, and pre-employment processing services for all types of agency jobs. Services include:

### **Process Management**

- A single team member is assigned as the partner agency's point of contact, and works collaboratively with the partner agency to:
  - Establish project timeline, and qualitative/quantitative hiring goals.
  - Develop a marketing plan and effective advertising placement and outreach activity, including a plan for passive candidate search.
  - Develop an applicant selection process, including development of focused questions to ensure applicants all respond to identified initial screening criteria.
  - Create a job bulletin for marketing the position through the online posting and advertising sources.
  - Coordinate with partner agency website administrator to ensure effective placement of recruitment and employment-related information on partner agency website.
  - Provide comprehensive records documenting the selection process.
  - Prepare and deliver all communications to all candidates.

### **Recruitment Activity**

- Post materials in online application system (either RGS' NEOGOV account, or partner agency's applicant tracking system).
- Post recruitment materials on partner agency's website.
- Place advertising using a variety of media and deliver email or other social media outreach.
- Conduct candidate communication throughout our process to increase engagement.

### **Selection Process Options**

- Conduct initial application/resume screening for required minimum qualifications, and other identified criteria.
- Develop and conduct phone screening to further evaluate candidate qualifications, including schedules, interview questions, rating forms, rater and candidate guides.
- Create a "Qualified and/or Most Qualified" group(s) for partner agency review.
- As agreed with partner agency, develop and administer skills testing selection processes such as written exams, software skills application, etc.
  - RGS has agreements with several test vendors and typically uses an online videoconferencing platform to provide remotely-delivered and appropriately proctored job skills testing.
- Develop and deliver all oral exam (role plays, performance exercises, and/or assessment exercises) and/or selection interview materials, including schedules, interview questions, rating forms, rater and candidate guides.
- Arrange interview logistics and proctor interviews, including sourcing and scheduling qualified interview panelists (raters), providing all rater paperwork and supplies, arranging hospitality as agreed for interview panel and candidates.

## Other Pre-Employment Screening Processes Available Upon Request

- Conduct reference checks.
- Arrange for medical and/or psychological exams.
- Arrange for background and court records check services.
- Arrange for fingerprinting.

### Guiding Principles

The RGS Recruitment Team operates according to the principles and best practices of merit selection based on objective assessment of job-related qualifications; and complies with all local, state, and federal anti-discrimination and equal opportunity guidelines. We collaborate with our partner agencies to achieve selection of high-quality employees in a timely and cost-effective manner. The team is committed to inclusive processes, and to developing workforce diversity through consideration of the widest possible range of qualified candidates. RGS exercises creativity and skill in our approach to identifying and assessing critical job-related skills.

### Accomplishments

The Recruitment Team has successfully filled a diverse variety of positions for partner agencies, from entry-level staffing to executive leadership roles:

- Capital Projects Manager
- Chief Finance Officer
- Community Development Director
- Department of Power and Water General Manager
- Deputy City Manager
- Deputy General Manager
- Director of Administrative Services
- Director of Public Works/City Engineer
- Engineer
- Finance and Admin Services Director
- Health and Safety Manager
- HR Administrator/Manager
- Infrastructure and Planning Department Manager
- Library Director
- Planning and Policy Director
- Public Affairs Program Manager
- Public Works Director
- Senior Project Manager
- Water Quality and Resource Recovery Department Manager

The Recruitment Team has also designed and successfully administered a variety of customized performance exercises to measure: trades and labor skills for water and maintenance positions; supervisory communication skills; interpretation and application of building code to plans; and written communication skills. The team has developed and administered complex assessment processes with up to four assessment activities occurring simultaneously, and has successfully included community and organized labor stakeholders in selection processes.

### The RGS Recruitment Team

Led by Senior HR Advisor Kay Randolph-Pollard, the core RGS recruitment team is currently comprised of six RGS HR Advisors. The team is designed for a mix of recruitment and selection experience, as well as project management, interpersonal, technology, and communication skills. RGS' goal is to assign work to an appropriate level of qualified staff to provide effective pricing to partner agencies, and the team accordingly contains a balanced mix of project strategists, analyst-level problem solvers, and technically-focused production personnel.

FOR MORE INFORMATION OR TO GET YOUR RECRUITMENT STARTED,  
PLEASE CALL KAY AT 650-587-7314, or email at [krandolphpollard@rgs.ca.gov](mailto:krandolphpollard@rgs.ca.gov).

## Scope of Services

Subject to the terms and conditions of this Agreement, Regional Government Services Authority (RGS) shall assign RGS employee(s) to perform Human Resources projects for Georgetown Divide Public Utility District (District). Services will primarily be provided remotely; some may be provided onsite as needed. Human Resources Management services include initiation of work on identified priority projects.

### Executive Level Recruitment

To provide executive recruitment services which include performing any or all of the functions described below, as requested by the District:

- Update the existing job description for the position for accuracy and currency to job duties and requirements.
- Conduct a compensation review for the position in preparation for recruiting for the position.  
Have an initial planning meeting with the District leadership to:
  - Identify key needs.
  - Develop a selection plan (selection plan requires the active participation/interaction of District staff and/or Board of Directors or sub-committee of the Board throughout the process.)
- Prepare a job recruitment bulletin, and any associated organizational information materials.
- Develop and reach agreement on a recruitment schedule.
- Write and place advertising (advertising costs are an additional fee – costs passed on with no markup).
- Conduct targeted outreach to potential candidates.
- Review applications and synopsisizing each qualified candidate's education and experience.
- Conduct candidate phone screening synopsisizing each qualified candidate's experience.
- Meet with appropriate District staff (likely Board Chair or sub-committee) to review candidates and identify candidates for interview.
- Schedule and administer interview(s) with Board Sub-committee or full Board, and candidates, including development of questions and other assessment materials.
- Oversee the onboarding process to include reference checks/background investigation for the finalist candidate(s) (We will coordinate the completion of a background check through District's vendor.).
- Prepare and present a job offer, and/or negotiate compensation and benefits on behalf of the District.
- Provide timely and professional communications to the District and all applicants throughout the selection process.

Some of these tasks/steps may be modified depending on needs of the District. This recruitment is expected to take approximately 100 hours of consultant time. District will only be invoiced for the actual hours worked. Hourly rate for this work is at an average of \$125.00. District will be informed of advertising costs prior to advertisements being

placed. Should the activities take more time than anticipated, consultant will not proceed on additional work without direct authorization from designated District authority.

In addition, District will be invoiced for printing/copying fees, advertising costs, travel expenses, or any other such direct costs incurred as part of this work.

The RGS employee primarily assigned is to be determined, Consultant/Human Resources Advisor, who will perform work and who may also direct tasks to other RGS staff with equal or lower bill rates at the Consultant's discretion.

The Executive Recruitment project has a \$18,000 not to exceed (NTE) amount. The start date for the services to be performed is March 15, 2020, and this agreement is anticipated to remain in force through June 30, 2020.

- 1) Additional human resources-related projects and activities may be requested by District at any time and will be initiated as mutually agreed. Project scopes, timelines and cost estimates will be provided upon District request.
- 2) District will only be invoiced for the actual hours worked. The hourly bill rate does not include any direct external costs. Such expenses which will be invoiced to the District at cost, and may include printing/copying fees, advertising costs, online application hosting (as needed), or any other such direct costs incurred as part of this work.

RGS Advisor(s) will:

- a) Perform the functions as assigned by the RGS Lead Advisor. The RGS Lead Advisor, serves as the District's primary point of contact, and will oversee and direct projects to RGS staff as needed. RGS staff with equal or lower bill rates may be assigned to projects or tasks at his/her discretion.
- b) Be reasonably available to perform the services during the normal work week.
- c) Meet as often as necessary for the purpose of consulting about the scope of work performed with the appropriate District Selection Committee/project manager and with the RGS lead advisor.