



December 15, 2014

Mr. Matthew F. Dobecka, CPPO, CPPB
Functional Analyst
Purchasing Department
Collin County
2300 Bloomdale Road, Suite 3160
McKinney, Texas 75071

Via Email: mdobecka@collincountytexas.gov

Dear Mr. Dobecka:

Ralph Andersen & Associates is pleased to submit our letter proposal to provide executive search services to Collin County, and we would look forward to working with the County to recruit for the position of Director of Juvenile Services.

As a nationwide municipal consulting firm, we are very familiar with conducting searches in Texas and have provided services throughout the State since 1987. Due to the efficiencies of the Internet and enhanced air travel, we no longer maintain an office in the Dallas area yet we continue to serve a variety of clients in the Southwest.

Ralph Andersen & Associates has conducted the following probation-related recruitments:

- City and County of San Francisco, California
 - › Director (Juvenile), Probation Services (2008) – *Brochure Attached*
 - › Chief Adult Probation Officer (2014 – Current Search) – *Brochure Attached*
 - › Chief Juvenile Probation Officer (2004) – *Brochure Attached*
- Solano County, California
 - › Chief Probation Officer – Combined Adult and Juvenile (2006)
- Superior Court of Arizona, Maricopa County
 - › Chief Juvenile Probation Officer (Partial Search) (2006)
 - › Chief Juvenile Probation Officer (2012) – *Brochure Attached*

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Restatement of Collin County's Needs

On Thursday, December 11th you spoke with Ralph Andersen & Associates' Senior Consultant, Thomas Miller. From that conversation Ralph Andersen & Associates learned the following key facts that inform our proposed approach to the search:

- The position has been advertised since November 3rd but attracted fewer candidates than hoped for, particularly external candidates.
- Collin County seeks a partial search, i.e., a recruiter that will identify, recruit, and vet 5 to 10 qualified candidates. The recruiter's scope of requested services will be complete upon providing a search report that provides the background on each of the qualified candidates to Collin County.
- The professional profile of an ideal candidate would include experience in both juvenile detention and probation.
- A qualified candidate is not required to be a certified probation officer.
- Salary is "Open." As a baseline, the outgoing Director of Juvenile Services earned \$118,000 in base salary in 2014.
- Collin County is an attractive location; it is one of the fastest growing counties in the nation, and in 2014 *Money* magazine rated its county seat, McKinney, the best place to live in the nation.

Approach to Executive Search

These facts help inform our approach to the search. Ralph Andersen 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 42 years.

We feel that the key elements of the *partial search* process, which will be tailored to fit Collin County's specific needs, should include:

- Developing a comprehensive position profile based upon information obtained in various conversations with the Director of Human Resources and/or other designated staff as appropriate. We will draw upon what has been done to date by the County and build on this to highlight and market Collin County and this specific position. The creation of a recruitment brochure (similar to the samples submitted) will be developed for this outreach strategy which will include circulation via internet and posting on the County's website as well as on Ralph Andersen & Associates' website.
- Extensive personal outreach to highly qualified candidates throughout the State of Texas, the Western Region, and across the nation.

- A marketing strategy that uses targeted advertising to supplement the extensive candidate identification process, the Internet, and professional contacts throughout the nation.
- A screening process that narrows the field of candidates to those that most closely match the needs of the County and is based on screening interviews with the top candidates. Candidates' education, experience, and credentials are matched to the criteria established in the position profile.
- Qualified candidates would be screened via Skype.
- As previously mentioned, delivering a product in the form of a search report that recommends a top 5 to 10 candidates and provides decision-makers with detailed information about their backgrounds and experience.

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.

Search Work Plan

This section describes the usual steps in the search for the new Director of Juvenile Services for Collin County. Mr. Thomas Miller, an attorney, is currently conducting the Chief Adult Probation Officer recruitment for the City and County of San Francisco, California will be the Project Director on this search. Mr. Miller would work directly with the Director of Human Resources and/or designees to review resumes and provide updates on progress throughout the recruitment.

Task 1 – Review Project Management Approach

Mr. Miller will engage the Director of Human Resources and/or other key stakeholders, as appropriate, to discuss the project management for the search. The discussion will include a review of the work plan, confirmation of timing, and communication methods. This discussion will be done via conference call and will not include an on-site visit for this step or subsequent activities.

Task 2 – Develop Position Profile

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

Technical Information

Mr. Miller will engage the Director of Human Resources and/or other key stakeholders as appropriate to gain an understanding of the experience and professional background requirements desired in the Director of Juvenile Services.

Recruitment Criteria

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

Subsequent to the development and adoption of the candidate profile, Mr. Miller, working with County staff, will document the technical information and recruitment criteria in an information brochure. The brochure will be reviewed by the County 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 Mr. Miller's principal focus and includes specific outreach and recruiting activities briefly described below.

Outreach

An advertising campaign will be developed specifically for, and tailored to, this executive search assignment.

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 thousands of 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, Mr. Miller will target those individuals who meet the criteria set by the County. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

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

Task 4 – Candidate Evaluation

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

Screening

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience, and

size and complexity of the candidate's current organization as compared to the candidate profile.

Preliminary Research and Internet Review

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

Preliminary Interviews

Mr. Miller will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using Skype or via telephone. By eliminating travel, we reduce cost to Collin County.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately 5 to 10 individuals. Those individuals will be reviewed with Collin County prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, Mr. Miller will meet with the Director of Human Resources or designee to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed in-person by the County; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include candidate resumes. The results of preliminary research and interviews will be reviewed with the County.

The results of the Search Report will be a confirmed group of finalist candidates (5 to 10) that the County may choose to interview.

Project Staffing

Only senior members of Ralph Andersen & Associates lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on your behalf. *The County will have Mr. Thomas Miller as Project Director.* Additionally, Mr. Miller will have all the resources and full support of our firm fully dedicated to ensure the highest quality outcome during this important recruitment process.

Mr. Miller will be the consultant and primary contact with the County and can be reached at (503) 516-4760 (cell), (916) 630-4900 (office) or via email at tom.miller@ralphandersen.com. On certain aspects of this engagement, Ms. Heather Renschler will add value to the outreach and candidate phase due to her extensive contacts in the Southwestern Region and nationally.

Mr. Thomas Miller, Project Director

Mr. Thomas Miller is a Senior Consultant with Ralph Andersen & Associates. His client base as a retained consultant and high-level advisor is focused on local government which includes counties and special districts. He has 13 years of experience in the area of government, personnel management, and executive administration and has direct, hands-on hiring experience in public service leadership.



Miller has held senior administrative and leadership positions in the City of Portland, Oregon providing financial, operational, administrative, and executive management in organizations ranging in size from less than 100 employees to more than 700. He routinely advised an elected board through significant legal, policy, and programmatic updates including senior personnel decisions.

Mr. Miller has a Bachelor of Arts degree in Environmental Studies, Geography, and International Affairs from the University of Colorado, is an award-winning graduate of Lewis & Clark Law School in Portland, Oregon, and a member of the Oregon State Bar. He frequently lectures and advises law students and graduates on career choices in the public service arena.

Heather Renschler

Ms. Renschler has been with Ralph Andersen & Associates for more than 29 years and is the firm's President/CEO. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 17 years and as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working with boards, city councils, staff members, and selection committees in the recruitment and selection process. Ms. Renschler has both current and prior experience in conducting public sector recruitments and as a result has developed a network of contacts and potential candidates on a national basis. 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 and 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. Brianna Ham, Ms. Diana Haussmann, Ms. Teresa Heple, Mr. Jeff McMurdo, Ms. Tiffany Taylor, Ms. Hannah Jones, and Ms. Hillari Bynum.

Project Timing

We anticipate a timeframe of approximately 60-75 days (in light of forthcoming holidays) from the execution of the agreement between Collin County and Ralph Andersen & Associates to when Mr. Miller provides Collin County the search report. We anticipate the activity level of this search to begin in earnest immediately to develop the recruitment brochure and outreach strategy and being well positioned for an aggressive start on candidate identification in early January.

Project Cost

The search effort for the Director of Juvenile Services will be national in scope with a focus in Texas and the Western Region. *The total cost for professional services and expenses (except advertisements, background verifications and references, candidate travel and consultant travel) will be a fixed fee pricing structure and will not exceed \$17,775.*

Brochure – A full color brochure will be developed for the Director of Juvenile Services position. All pictures will be the responsibility of the County.

Invoicing – Ralph Andersen & Associates will invoice Collin County periodically throughout the engagement. The first installment of \$5,000 will be due at execution of contract.

Exclusions: The County will be responsible for all advertising costs incurred under the direction of the Project Director and any candidate expenses related to on-site interviews. Additionally, any background verifications or references and consultant travel are not included. Consultant travel may be added, if needed, on an incurred cost basis plus hourly rate of \$75 for on-site time. Any travel time would be billed at 50% of hourly rate. Any background verifications or references requested by the County would be billed supplemental to the contract.



Should you need any additional information, please feel free to call Mr. Miller at (916) 630-4900 (office) or (503) 516-4760 (cell).

Respectfully Submitted,

Ralph Andersen & Associates

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