CBIZ TALENT & COMPENSATION SOLUTIONS
COMPLETED FEBRUARY 2019
DATA EFFECTIVE JULY 1, 2019

CALIFORNIA MASSAGE THERAPY COUNCIL

CEO Compensation Study Results

Objectives

- Intermediate Sanctions Overview
- Review Compensation Study Methodology
- Discuss Findings and Recommendations

Intermediate Sanctions Overview

Intermediate Sanctions Overview

- What is it?
- Who does it impact?
- How to protect the organization and the Board?
- What is fair market value?

Intermediate Sanctions – What is it?

- Non-profit organizations must pay “Fair Market Value” to disqualified person(s).
- IRS is staffing offices and adding personnel to question excessive compensation.
- State Attorney General beginning to review as well.

Intermediate Sanctions – Penalties

- 25% penalty imposed on “disqualified person,” which may be increased to 200%.
- 10% penalty imposed on “organizational managers,” capped at $20,000 per transaction.
- Penalty applied to the amount of “excess benefit.”
- Joint and several liability for all penalties.
- Risk of losing tax exempt status.

Excess Benefit – Defined

- Any transaction in which an economic benefit is provided by an applicable tax exempt organization directly or indirectly to or for the use of any disqualified person if the value of the economic benefit provided exceeds the value of the consideration (including the performance of services) received for providing such benefit.

Who Does it Impact?

ORGANIZATIONS

- 501(c)(3) tax-exempt
- 501(c)(4) tax-exempt

PEOPLE

- Disqualified Persons
- Organization Managers

Disqualified Person

- Any person who was, at any time during the 5 year period ending on the date of such transaction, in a position to exercise substantial influence over the affairs of the organization.
- A member of the family of a person above.
- A 35% controlled entity by person(s) above.

Disqualified Persons – Described

- Voting members of organization
- Named officers – President, CEO, COO, Treasurer, CFO or top financial person

Organization Managers

- Officers, directors, trustees or an individual having similar powers.

Not Deemed Disqualified Persons

- Receives compensation less than $120,000; and
- Is not specifically a named officer or voting member (e.g. CAMTC Board Members).

Rebuttable Presumption

- Burden of proof shifts to the IRS
- Requirements
  - Compensation arrangement is approved in advance by an independent authorized body without conflicts of interest.
  - Authorized body obtained and relied upon appropriate data prior to making determination (i.e. compensation consultant’s data).
  - Authorized body concurrently and adequately documented the basis for making determination of compensation.

Rebuttable Presumption – What is fair market value?

- Fair market value is the price agreed to by a willing buyer and a willing seller, assuming neither is under any compulsion to act.
  - Compensation is presumed to be at fair market value and reasonable if the rebuttable presumption requirements are satisfied.

Compensation Study Methodology

Market Pricing Methodology

- What is Market Pricing?
  - Valuation of all components of pay for executives in the external labor market.
- Key considerations when determining labor markets:
  - Location
    - Local
    - Regional
    - National
  - Industry
    - Professional Associations
    - Broad Spectrum of Employers
  - Size
    - Revenue/Operating Budget
    - Staff Count

Market Pricing Methodology

- Non-profit peer data
- Published for and non-profit data
- The Council's organizational scope was considered:
  - National Scope (geographically adjusted)
  - Industry: Professional Associations
  - Organization Size
    - Staff Count: 62 total staff*

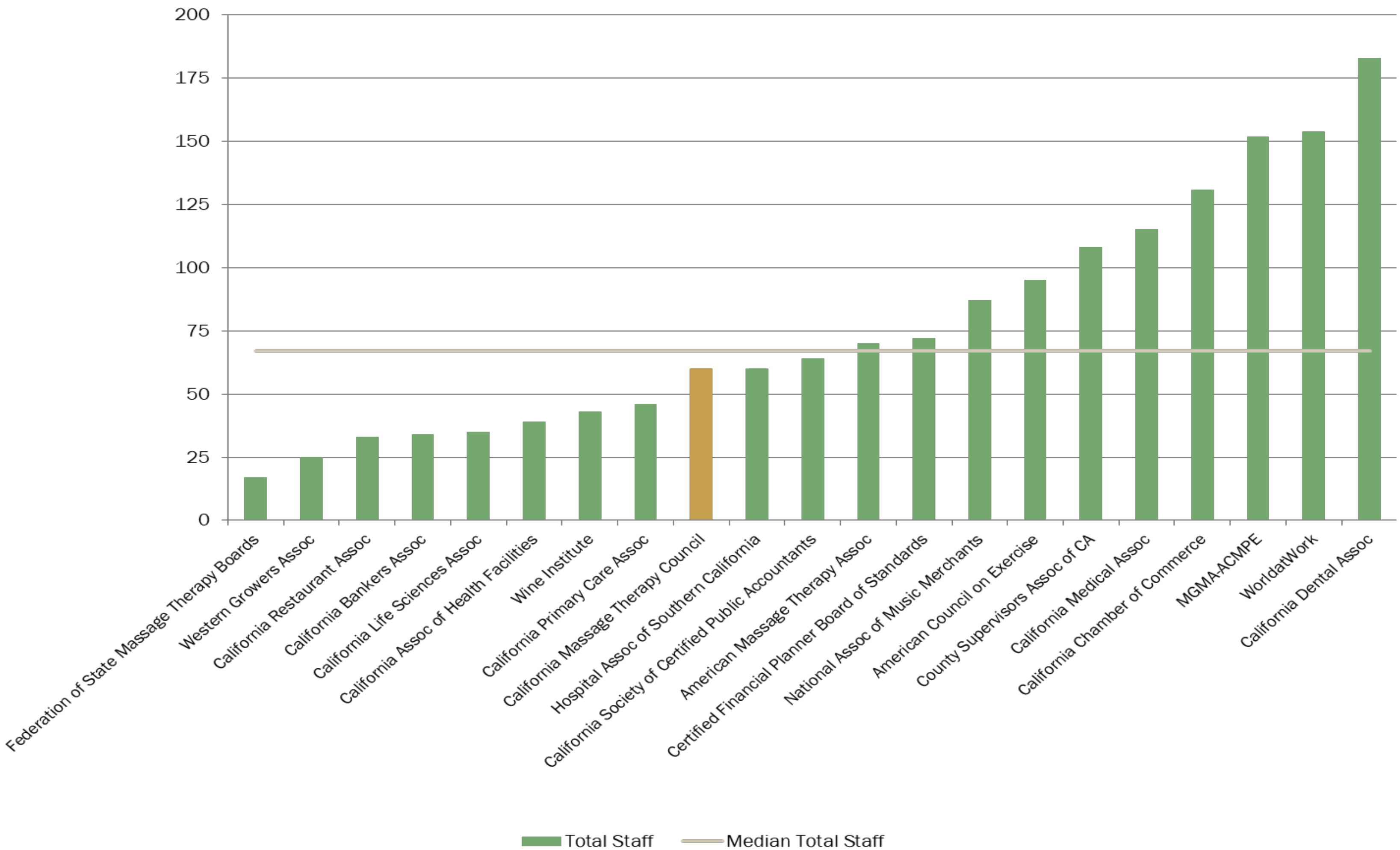
*CBIZ focused on total staff when possible. Surveys that defined organizational size by budget were adjusted accordingly.

Peer Organizations*

- American Council on Exercise
- American Massage Therapy Association
- California Association of Health Facilities
- California Bankers Association
- California Chamber of Commerce
- California Dental Association
- California Life Sciences Association
- California Medical Association
- California Primary Care Association
- California Restaurant Association
- California Society of Certified Public Accountants
- Certified Financial Planner Board of Standards
- County Supervisors Association of CA
- Federation of State Massage Therapy Boards
- Hospital Association of Southern California
- MGMA-ACMPE
- National Association of Music Merchants
- Western Growers Association
- Wine Institute
- WorldatWork

*Peers were identified by CBIZ and CAMTC's Board Chair. Ultimately, CBIZ selected the final peer list.

Peer Organizations – Total Staff



Published Surveys Sources Utilized

- American Society of Association Executives – Association Executive Compensation & Benefits Study
- Bluewater Non-Profit Times – Survey of Non-Profit Organizations
- Chief Executive – CEO & Senior Executive Compensation Report
- CompAnalyst Market Data – Compensation Report
- Compdata – National Executive Compensation Survey
- Economic Research Institute – Executive Compensation and Nonprofit Assessor
- PRM Consulting Group – Management Compensation Report for Not-For-Profit Organizations
- Total Compensation Solutions – Not For Profit Compensation Survey
- Towers Watson Data Services – Survey Report on Top Management and Top Management Compensation Calculator
- WorldatWork –Total Salary Increase Budget

Market Pricing Definitions

Base Salary	• The annual fixed rate that an individual is paid for performing a job.
Total Cash Compensation	• Cash compensation, typically earned as base salary, bonus or deferred compensation received during the year.
Benefits Including Retirement Contributions	• Includes non-taxable benefits and deferred compensation. • Employer contributions to short-term and long-term disability, medical and dental premiums, vision care, life insurance, qualified retirement or deferred compensation plans, defined benefit pension plans, severance pay, child care, education expenditures and administration costs related to benefits.
Perquisites / Expense Account	• Includes the taxable value of executive perquisites and non-business related expenses. • Employer payment of automobiles and related expenses, financial and legal counseling services, club memberships, supplemental medical and life insurance, supplemental long-term disability, directors and officers liability insurance, computers for personal/home use and personal use of cellular phones.
Long Term Incentives	• Compensation (cash, stock, etc.) typically earned as a bonus for performance which is measured over a multi-year period (typically 3-5 years).
Total Compensation	• Sum of base salary, bonus, benefits, perquisites, and long term incentives.

Market Pricing Results – Statistics

- 25th percentile – The point at which 75% of organizations pay more and only 25% pay less.
- 50th percentile – Also known as the median, this is the middle point of the market. By definition, half of organizations pay more and half pay less.
- 75th percentile – The point at which only 25% of organizations pay more and 75% pay less.

Compensation Findings

Compensation Findings Overview

- The compensation results present the aggregate market compensation data for the CEO at the 25th, 50th, and 75th percentiles.
- All market data is adjusted to a common effective date of July 1, 2020 using an annual compensation adjustment factor (1.8%) projected for executives at comparable organizations, according to WorldatWork.

Compensation Findings

Data Effective July 1, 2020

	2019 Actual CAMTC Compensation	Summary Market Compensation Data (50/50 Weighting of Non-Profit and For Profit Data)			Compa-Ratios		
		25th Percentile	50th Percentile	75th Percentile	25th Percentile	50th Percentile	75th Percentile
President & CEO							
Base Salary	$369,048	$250,736	$305,711	$400,713	147%	121%	92%
Total Cash Compensation	$369,048	$297,219	$401,527	$527,493	124%	92%	70%
Benefits	$0	$29,545	$37,797	$51,953	0%	0%	0%
Perquisites/Expense	$0	$2,057	$17,857	$39,118	0%	0%	0%
Long-term Incentives	$0	$27,075	$41,596	$75,261	0%	0%	0%
Total Compensation	**$369,048**	**$360,915**	**$499,002**	**$705,655**	**102%**	**74%**	**52%**

Fair Market Range

Title	Fair Market Value Range	
	Low	High
President & CEO	$360,915	$705,655

- The Internal Revenue Service allows for the comparison of both non-profit and for profit entities in the determination of reasonable compensation for a non-profit organization.
- CBIZ typically defines the fair market range of pay as up to the 75th percentile of total compensation based on a 50/50 weighting of non-profit and for profit data.
- Compensation above this level would typically be “at risk” or aligned with a broader compensation philosophy, in recognition of exceptional talent and clearly linked to performance.

Board Member Input

CEO Evaluation – Board Member Feedback

- Board members were asked to rate the following on a scale of 1-10:
  - Familiarity of the duties, responsibilities and performance of the CEO
  - CEO performance

	Average	Minimum Score	Maximum Score
Familiarity of the duties and responsibilities of the CEO	8.6	6	10
Familiarity of the performance of the CEO	8.7	6	10
CEO performance	9.4	9	10

CEO Evaluation – Board Member Feedback

- The following slides contain the raw Board member responses, CBIZ made minor edits to ensure confidentiality and accuracy of information.

CEO Evaluation – Board Member Feedback

- Primary duties and responsibilities of the CEO role:
  - In addition to his operational duties, the CEO must develop and maintain close relationships, based upon mutual confidence, with municipal and state lawmakers and their staffs, owners and directors of massage educational programs, the massage insurance industry, the professional liability/malpractice insurance industry, professional massage advocacy non-profits, print, electronic and social media, members of the non-affiliated but interested public and law enforcement. And most important, he must know the intricacies of the relationships between each of these entities.
  - Oversee executive(higher up) staff members, Leadership and spokesperson of legislation, sunset and media, reporting regularly to the Board, creating and following budget, working closely with CAMTC Attorneys, working closely with AMG, to foresee challenges we face and plan accordingly, prioritize their energy in accordance with CAMTC Board designated strategic priorities and much more.
  - To implement the policies set by the Board of Directors and be responsible for the day to day operations of CAMTC.
  - Developing relationships and successful communication with stakeholders: therapists, schools, professional associations, media, lobbying groups(THAI massage therapists), counties, cities, league of cities, law enforcement, legislature, employers and others. Budget; Putting out fires; Sunset review; Managing staff - Educational and professional standards divisions and management group; Improving performance metrics by staff for all who contact CAMTC and apply for certification and or school approval.
  - The CEO oversees the budget and overall operations of the organization. The CEO sets the tone and vision for the organization.

CEO Evaluation – Board Member Feedback

- Primary duties and responsibilities of the CEO role (cont'd):
  - The CEO's role is to shape and guide the path of CAMTC while being ever-mindful of staying in compliance with the law, maintaining Fiscal Solvency, taking into account to interests of all stakeholders and interpreting and applying the advisement and direction offered by the Board of Directors. His role includes balancing attention between the micro and macro details of the organization, constantly working toward accomplishing the mission of CAMTC.
  - Act as Director of CAMTC, ensuring fiscal, operational, legal, and managerial needs are met. Liaise with state policy makers, answering questions, promoting CAMTC concept. Respond to concerns and issues identified by legislators and other representative entities, course correct, as appropriate. Anticipate issues before they arise, take proactive measures to ensure CAMTC's mission is clearly met, anticipate and be responsive to concerns from cities, counties, law enforcement and state policy makers.
  - 1) Communicate with and educate the various stakeholders about the accomplishments, goals, and needs of CAMTC. 2) To ensure that CAMTC is meeting its strategic priorities. 3) Ensure that CAMTC is running effectively and on a financially sound basis.
  - Oversee the day to day operations of the CAMTC. Makes sure the policy of the Board is adhered to. One of the biggest and most important responsibilities is to represent the Board in Sacramento. The CEO must have strong relationships in Sacramento and understand where all the pressure points are. This a highly sought after skill, that is not easy to find.

CEO Evaluation – Board Member Feedback

- Unique traits, industry contacts or experience that are critical to successfully running CAMTC:
  - The importance of deep familiarity with the scope, purpose and function of each of the stakeholders -- and how each relates to the others -- cannot be overstated. Beyond those unique skills, the CEO must be able to effectively handle multiple challenges in these areas, each of which is critical, on a daily basis without missing a beat.
  - Definitely Leadership skills, working with legislators, legislation and media as well as executive staff. Being able to work with a major management company. Regular reporting, crisis management, working well under pressure. Being familiar with running non profits with large budgets (or one similar to our size). A familiarity with the massage industry also helpful.
  - He or she must be knowledgeable about the laws, rules and regulations guiding the practice of massage therapy, balancing the budget, and acting as a legislative advocate.
  - He or she has to be able to think three moves ahead of what is happening. Has to respond to whatever situation arrives in ways that are politically correct, yet good for CAMTC. Has to develop relationships with all of those groups mentioned above

CEO Evaluation – Board Member Feedback

- Unique traits, industry contacts or experience that are critical to successfully running CAMTC (cont'd):
  - Yes, the CEO has demonstrated all of the above.
  - Having and being able to develop and maintain healthy/positive relationships with diverse interest groups is key! Any positive pre-existing relationships/experience with city, county and/or state officials would be helpful. Equally so, relationships with individuals and organizations within the Massage Therapy Industry. Organization, Integrity, and Responsiveness are top qualities. Genuine interest in, understanding of and appreciation for the Massage Therapy Industry. Either coming in with an understanding…or display a sincere interest in learning. Thick skin. Any leadership position is susceptible to scrutiny and inflammatory accusations. The CEO needs to embrace all feedback and have the judgment to assess which information should require more conversation and/or a response and which is merely noise.
  - Political astuteness, big-picture thinking, pragmatism, budgets, ability to negotiate.
  - 1) Sound business sense. 2) Ability to communicate at all levels and to all stakeholders. 3) Willingness to make decisions which may be unpopular. 4) Understand the political environment.

CEO Evaluation – Board Member Feedback

- Any changes to the CEO's role between now and 2020:
  - A periodic change, one that occurs with each Sunset period, has to do with preparation for the Sunset Review Report, with is due at the end of 2020. It's like having a second full-time job.
  - The CEO role will be the same but the priorities and times spent will have to adjust to focus on sunset.
  - No.
  - Sunset review is a huge project
  - No.
  - Not so much as a change but a continuance of what the role has been. , With sunset , increase the amount of time and energy put into seeking understanding and common ground with Massage Therapy Industry stakeholders (MT's, Professional Organizations & Schools).
  - No.
  - No
  - The CEO must be poised to fend off attacks from the industry, for profit organizations who have their business impacted by regulations, law makers who believe this should be a regulatory body, and those who profit from the human trafficking. This will be a daunting task.

CEO Evaluation – Board Member Feedback

- Why did you select the performance rating score:
  - 10 - I selected this score because his skills go beyond the management of a complicated operating system; it requires the ability to tie it all together and lead others to aspire to his level of focus and execution. No aspect of the current CEO's performance is common; few people are able to keep it all together, with laser focus on the objective, as he.
  - 9 - The proof is in the pudding. CAMTC has been extremely successful in it mission and the strategic priorities have been and continue to be addressed.
  - 9 - Mr. Netanel has consistently performed to the highest standards.
  - 10 - I think he is doing a fantastic job. He works tirelessly and is on top of all of his responsibilities.
  - I believe that the CEO has demonstrated his dedication to the organization and continues to perform in an excellent manner.
  - 9 - I would not chose "10" as there are always ways to do better. However, given all things, Ahmos does an exceptional job in his position. Little gets by Ahmos and he does a pretty impressive job of juggling the attention, demands and needs of CAMTC's many stakeholders while staying mission focused.
  - 9 - The CEO is performing extremely well; the organization benefits not only from his depth of knowledge, but also from his extraordinary level of commitment and level of effort. In these times of close scrutiny from policy makers, it would be beneficial to look for opportunities to neutralize criticism through data and an enhanced perception of sensitivity to impacted businesses/therapists.
  - 10 - He meets all the criteria I have outlined as necessary for the CAMTC CEO.
  - 9 - I think he has done an outstanding job navigating the shark infested waters of those who would, love to see this organization fail. He understands strategy and has built relationships. He is responsive to the Board and strives for perfection.

Recommendations and Next Steps

Recommendations

- Set base salary and total compensation at levels that are:
  - Justifiable to the IRS.
  - Sufficient to retain (commensurate with the incumbent's experience, abilities and performance).
  - Adequate to hire a replacement.
- Meet all requirements to establish "Rebuttable Presumption."
- Consider offering employee benefits (medical and retirement at a minimum) to better align with typical market practices.
- CAMTC may also explore a deferred compensation plan to retain executives and/or an incentive plan to reward performance.

Next Steps

- Board to follow steps necessary to establish "Rebuttable Presumption":
  - ✓ Approve compensation arrangement in advance.
  - ✓ Rely on appropriate data such as the data provided in this report.
  - ✓ Concurrently and adequately document the basis for making compensation decisions.

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CBIZ Talent & Compensation Solutions is a business and financial advisory firm providing a vast array of services, including compensation consulting. Our professionals perform compensation valuations on a regular basis and are qualified to provide such.

Appendix A

Breakout of Non-Profit Published and Peer Market Data

Data Effective July 1, 2020

	2019 Actual CAMTC Compensation	Published Non-Profit Data			Peer Group Non-Profit Compensation Data		
		25th Percentile	50th Percentile	75th Percentile	25th Percentile	50th Percentile	75th Percentile
President & CEO							
Base Salary	$369,048	$194,103	$248,196	$336,340	$402,719	$454,697	$602,443
Total Cash Compensation	$369,048	$219,358	$295,235	$422,888	$479,621	$637,852	$746,276
Benefits	$0	$31,281	$38,421	$50,056	$31,678	$45,081	$74,289
Perquisites/Expense	$0	$5,999	$17,318	$62,130	$2,230	$12,185	$21,324
Long-term Incentives	$0	$0	$0	$0	$0	$0	$0
Total Compensation	**$369,048**	**$256,638**	**$350,973**	**$535,073**	**$533,604**	**$696,018**	**$889,208**

Breakout of For Profit and Non-Profit Market Data

Data Effective July 1, 2020

	2019 Actual CAMTC Compensation	Published For Profit Compensation Data			Non-Profit Summary Compensation Data (50/50 Weighting of Published and Peer Data)		
		25th Percentile	50th Percentile	75th Percentile	25th Percentile	50th Percentile	75th Percentile
President & CEO							
Base Salary	$369,048	$203,062	$259,975	$332,033	$298,411	$351,446	$469,392
Total Cash Compensation	$369,048	$244,948	$336,511	$470,404	$349,490	$466,544	$584,582
Benefits	$0	$27,611	$33,843	$41,733	$31,479	$41,751	$62,173
Perquisites/Expense	$0	$0	$20,963	$36,510	$4,114	$14,751	$41,727
Long-term Incentives	$0	$54,150	$83,192	$150,522	$0	$0	$0
Total Compensation	**$369,048**	**$326,709**	**$474,509**	**$699,169**	**$395,121**	**$523,495**	**$712,141**

Appendix B

CEO Job Description

CALIFORNIA MASSAGE THERAPY COUNCIL

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CAMTC's CEO Job Description

OVERVIEW

The California Massage Therapy Council (CAMTC or the Council) is a private non-profit public benefit corporation with tax exempt status under IRS Code section 501(c)(3). CAMTC was incorporated in February 2009 after the enactment of California's Massage Therapy Act. The Council's startup costs were privately funded and later repaid in full by CAMTC. Since its inception, the Council has never received any funding from the State of California, taxpayers, nor has it ever accepted any public donations.

The Council's **mission** is to protect the public by certifying massage professionals in California that meet the requirements in the law and approving massage programs that meet the minimum standards for training and curriculum.

Over the past nine years CAMTC has vetted more than 210,000 applications, which includes rigorous educational reviews and detailed criminal background investigations of individual massage professionals. As of December 2018, CAMTC has granted more than 197,000 certifications, including recertifications.

Over the past two years, CAMTC has vetted and investigated 236 massage school applications and issued 155 school approvals.

CAMTC is a highly decentralized organization. A staff of approximately sixty people operate the Council. Approximately half of them work in its main office in Sacramento as employees of an outside vendor that manages application processing, and the rest as CAMTC employees spread throughout the state. CAMTC has an annual operating budget of $6 million, supported almost entirely by fees from individual applicants and schools.

CAMTC is a trailblazer. It has the legislative mandate to implement a revolutionary platform of statewide voluntary certification for massage professionals, which has been proven to be significantly superior in effectiveness and efficiency to that of traditional governmental licensing boards. Its structure as a private non-profit corporation subject to compliance with statutory provisions specific to the organization, creates unique challenges

CEO Job Description

not experienced by private certifying organizations or government agencies that regulate professions. The introduction and implementation of this new model, and navigation in uncharted waters, requires constant organizational adaptation and relentless outreach to a universe of highly diverse stakeholders with conflicting interests, which include (but are not limited to):

- Consumers
- The Legislature
- The Governor
- Local governments
- Law enforcement
- State departments and bureaus
- The media
- Lobbyists
- Massage professionals
- Massage associations and trade organizations
- Educational institutions
- Anti-human trafficking organizations and taskforces
- Massage businesses and spas
- Ethnic/non-English speaking communities

CAMTC's governing body is a Board of Directors consisting of the following thirteen members:

- A representative of the League of California Cities
- A representative of the California Police Chiefs Association
- A representative of the California State Association of Counties
- A representative of an "anti-human trafficking" organization
- An appointee of the Chancellor of the California Community Colleges
- A member of the public appointed by the Director of the Department of Consumer Affairs
- An appointee of the California Association of Private Postsecondary Schools
- A CAMTC Certified Massage Therapist or a Certified Massage Practitioner appointed by the American Massage Therapy Association – California Chapter
- A CAMTC Certified Massage Therapist or a Certified Massage Practitioner selected by another professional society
- A public health official representing a city, county, city and county, or state health department
- An attorney that represents a city in the State of California
- A representative of a massage business entity
- An individual who has knowledge of the massage industry or can bring needed expertise of the Council for purposes of complying with its public protection mandate

The Council's governing law, California's Massage Therapy Act, is set to sunset on December 31, 2020. The Board's top priority is re-enactment of the law for at least four years, until January 1, 2025.

SCOPE AND RESPONSIBILITIES

Under Article VI of CAMTC's Bylaws, the CEO is responsible for general supervision and management of the affairs of the Council under the oversight of the Board. The CEO keeps the Board apprised of significant matters relating to the operation of the organization, its activities, employees, contractors, and financial condition. The CEO is responsible for the development and implementation of the annual budget and has full authority to hire, discipline, discharge and re-align staff members in order to maximize productivity and efficiency within the Council. In addition to managing the day-to-day affairs of CAMTC, the CEO advises the Board on long-term strategy and policy. The CEO's management of day-to-day activities is complicated by the fact that application processing is accomplished through an outside vendor that is only authorized to take actions that are authorized by CAMTC. This requires the CEO to be directly involved in decision-making and authorizations for the outside application processing vendor.

The ideal candidate will have a proven track record of successfully managing an organization similar to the size and complexity of CAMTC, while managing relationships with diverse stakeholders. This individual must have the demonstrated ability to consistently deliver critical legislative outcomes, possess strong entrepreneurial skills and financial acumen, as well as communication, strategic planning, public relations, community relations, governmental relations, management, and interpersonal skills. A background and understanding of complicated legal challenges, local government and the state and local legislative processes and political trends, especially as it applies to the massage industry, will be a major asset.

The ideal candidate will have to demonstrate background and outstanding abilities in the following areas:

STRATEGY AND INTANGIBLE SOFT SKILLS

As a young organization, implementing an unusual certification model in a highly politically complex environment of an emerging and fragmented profession, CAMTC faced existential threats from its inception. To assure the continuation of the Council, the CEO must have the ability to think strategically many steps ahead, align highly diverse internal factors with numerous external challenges to chart a clear path forward in an ever-changing environment. To successfully effectuate change, the CEO must be able to operate under intense pressure and be comfortable navigating in highly ambiguous environments.

BOARD INTERACTION

CAMTC's Board is highly diverse by design. The presence of conflicting interests and priorities of Board members and their appointing entities require a CEO that is able to be

CEO Job Description

impactful and delicate at the same time. To be effective, the CEO must constantly strive to establish dynamics that foster bridge building and consensus among Board members. The CEO is expected to maintain a close working relationship with all Board members, providing advice and counsel on policy and management issues.

LOW SUPPORT NEEDS

CAMTC is not a bureaucratic organization. The CEO is expected to be self-sufficient and function without the traditional administrative and executive support that CEOs are accustomed to. Organizational functions ordinarily performed by a team of other executives are the responsibility of the CEO. Such positions include: COO, CFO (CAMTC has a part time contractor that performs some partial CFO tasks), CMO, HR, and PR. At this point in time, CAMTC has no COO, CMO or HR Director and the CEO is expected to fulfill the functions of such executives.

EXTERNAL RELATIONSHIPS

- Represent the Council before the California Legislature and work closely with Senate and Assembly Business and Professions Committees staff and members.
- Maintain effective working relationships with various cities and counties, in particular local law enforcement agencies and key policies.
- Maintain effective liaisons with entities important to the achievement of CAMTC's goals, including (but not limited to):
  - The League of California Cities
  - The California Police Chiefs Association
  - The California State Association of Counties
  - American Massage Therapy Association
  - American Massage Council
  - California Association of Private Postsecondary Schools
  - California Association of Code Enforcement
  - California Department of Consumer Affairs
  - California Department of Justice
  - Associated Bodywork & Massage Professionals
  - Hands On Trade Association
  - Massage Magazine
  - The California Bureau for Private Postsecondary Education
  - California Municipal Revenue and Tax Association
  - California Employment Development Department
  - Polaris Project
  - Journey Out
  - San Francisco Collaborative Against Human Trafficking
  - Coalition To Abolish Slavery & Trafficking
  - Bay Area Coalition Against Human Trafficking
  - Stanislaus County Project 290 Anti-Trafficking Coalition
  - Public Health Officials
  - Mayors and city council members
  - City and county managers
  - City attorneys
  - Massage professionals
  - Massage schools
  - Independent Massage Schools Association of California
  - Federation of State Massage Therapy Boards
  - Sheriffs
  - District attorneys
  - Chiefs of staff, district and legislative directors of legislators
  - California Massage Schools Association
  - National Certification Board of Therapeutic Massage and Bodywork
  - Royal Thai Consul-General
  - Nuad Thai and Spa Association of America
  - Chinese Chamber of Commerce of Los Angeles
  - Massage businesses and franchises
  - The International Spa Association
- Represent the Council before the news media in press conferences, interviews, radio and television appearances and manage all aspects of media relations.
- Represent CAMTC as speaker and a resource person in meetings and conferences of various interested groups.

INTERNAL RELATIONSHIPS

- Provide strategic vision and staff development plans across all function of CAMTC. This includes leadership that encourages staff members to take initiative and develop within the organization.
- Ensure that CAMTC's organizational structure, personnel practices and management systems are efficient and effective.
- Examine the current organizational structure and how its alignment serves its mission; then determine the most appropriate structure for efficiency in order to increase internal communication, empower staff to make decisions and promote new thought inside the organization.
- Maintain an open-door policy whereby staff members feel comfortable being able to approach the CEO; create opportunities for staff members to communicate with the CEO, express new ideas and discuss their own personal thoughts/concerns.
- Dedicate time and resources to develop and motivate staff and encourage the team to work together, build relationships, alliances and groups that will allow for new technology, approaches, and ideas with strategic alliances to take place inside the Council.
- Empower senior management to lead their departments and to function effectively and efficiently; and to provide an environment where managers from each department are encouraged to work together and present directly to executive leadership.

CEO Job Description

GENERAL MANAGEMENT

- Oversee and participate in the planning and execution of all CAMTC meetings, trade shows, seminars, workshops and other activities as appropriate.
- Manage the resources of CAMTC consistent with the Board's policies in order to achieve efficient and effective programs and services for CAMTC's mission.
- Oversee and manage activities of the vendor engaged in application processing.
- Oversee the planning and execution of CAMTC's legislative efforts, including the establishment of various strategic alliances.
- Oversee the Council's outreach efforts.
- Oversee litigation matters.
- Understand the current economic and political climate and how this climate will continuously shape the future of the massage profession.
- Direct and challenge CAMTC to move beyond the status quo.
- Have strong financial management and leadership skills, and successfully manage budgets; identify areas for cost reduction and increased efficiencies, and communicate those recommendations and creative solutions effectively to the Board and management, resulting in an organization that is run efficiently and cost effectively.
- Have proven leadership skills, which include being:
    - A unifier and team builder
    - A problem solver and visionary
    - A mentor and motivator
    - A manager of multiple agendas and interests simultaneously
    - Understanding with an appreciation and sensitivity of the diversity of certificate holders and applicants in a way that CAMTC staff will embrace that same sensitivity
- Oversee and/or develop an effective and creative communication strategy that promotes, educates and stimulates discussion amongst stakeholders.

PERSONAL ATTRIBUTES/QUALITIES

- An executive who is politically savvy, open minded, fair yet firm, has a great memory, is credible and non-partisan.
- A facilitator, negotiator, strategic thinker and consensus builder.
- An executive who is adaptable to change quickly and often.
- An executive with a high level of intelligence, persuasiveness, creativity and vision.
- High energy level, with maturity, gravitas, integrity and ethics above reproach.
- Innovative, compassionate, and transparent executive who is inclusive in his/her decision-making process and willing to delegate responsibility when appropriate.
- Excellent interpersonal communication, presentation and writing skills.
- Professional and executive presence to stand on behalf of the organization as the executive and champion of the Council.
- Results-oriented individual with a dedication to accuracy, efficiency and on-time delivery with quality and an appropriate sense of urgency at the forefront of all decisions.
- An executive who is sensitive to diversity in all of its forms.
- An executive who will relate to all stakeholders and treat them all with respect.
- Strategic leader, open-minded communicator and critical thinker who is unwilling to let challenges prevent success, but rather looks at challenges as opportunities for success.
- Professional judgement including practical approach, appropriate risk-taking, and political savvy to lead the Council through Sunset Review and its next phase of growth.
- Demonstrates effectiveness at creating strong proactive partnerships between government and businesses by working with, listening to, and communicating, educating and gaining support from elected officials at both the local and state level, and with other stakeholders to identify, negotiate and solve complex and challenging issues.
- Understanding of all the facets of the massage industry, including appropriate massage practices, issues specific to massage businesses and schools, and historical regulation of the massage industry by local governments.
- Demonstrates ability to unify teams, communities and people during complicated times.

BUSINESS ACUMEN

- Experience managing a diverse and visible organization.
- Success managing and providing executive level guidance to a highly educated, experienced and technical workforce, thereby empowering management to implement and execute their departmental plans effectively.
- Extensive experience planning and implementing new projects and initiatives to build a more effective, sustainable and sound organization.
- Experience developing and implementing metrics used to evaluate individual and company performance, budgets, cost effectiveness and returns on investments in order to increase the bottom line and operational performance.
- Experience overseeing complicated litigation matters.
- A leader who has a strong financial orientation and who identified inefficiencies and areas of potential cost reduction.
- Demonstrated track record of success during varying economic and business cycles.

EXPERIENCE REQUIRED

- The successful candidate will have a minimum of 10 years senior and executive management experience in a public or private business, organization, or association. Massage-related business and regulatory experience is required.

TRAVEL AND WORKLOAD

Interested candidates should note that extensive travel is required as part of the CEO's responsibilities, and long work hours including weekends and holidays are typical.