

TO: BOARD OF DIRECTORS  
FROM: LISA BOGNUDA *LSB*  
DATE: NOVEMBER 12, 2009

**AGENDA ITEM  
E-3  
NOVEMBER 18, 2009**

**SCADA SYSTEM UPGRADE DESIGN SERVICES**

**ITEM**

AUTHORIZE EXECUTION OF CHANGE ORDERS FOR SCADA SYSTEM UPGRADE DESIGN SERVICES [RECOMMEND APPROVAL].

**BACKGROUND**

The District utilizes a proprietary SCADA system (IPAAC<sup>™</sup>) to remotely monitor the operation of the District's water supply wells, sanitary sewer lift stations and wastewater treatment plants. The system utilizes a web based human machine interface (HMI) that lists Inputs/Outputs in a table format only (not graphical), provides limited control capability, and has limited ability for historical data storage and retrieval. Changes to the system typically require custom programming that must be outsourced.

The District recognized the limitations of the existing SCADA system and began developing a plan in late 2008 to upgrade both the water department and the sewer water department SCADA systems. In addition, the Waterline Intertie Project and Southland Wastewater Treatment Facility Upgrade, when completed, will require a much higher degree of control and reliability than the current SCADA system can provide.

The SCADA system characteristics that the District requires to efficiently monitor both the water system and sewer system includes HMI graphics capability, increased control capability, increased historical data logging, improved alarm notification, improved report capability, and standardized parameters to monitor at each District facility. Furthermore, staff's goal is to reuse existing field installed hardware, if possible, and replace the HMI hardware and software as necessary to provide the desired functionality.

The District contracted with Cannon to prepare a feasibility level analysis that determined the improvements necessary to modify existing field installed hardware, preliminary HMI screen design, historical data server configuration, and software and hardware required for the operations office. The report was presented to the Board on February 11, 2009 and funding for the SCADA Upgrade Projects was included in the FY 2009-2010 budget.

The next step is to develop an RFP to procure the services of a system integrator that can implement the SCADA Upgrade Projects in accordance with the District's requirements. Staff proposes that the District utilize AECOM to assist staff in developing the two RFP's for the SCADA Upgrade Projects (water department and sewer department). Staff's recommendation is based on AECOM's demonstrated competence and its unique qualifications that include the following:

- **WATER DEPARTMENT**

AECOM is the design engineer for the Water Intertie Project and has gained unique knowledge of the District's existing SCADA system as it relates to the District's water department. Part and parcel of AECOM's design efforts is to design the controls and instrumentation for the Waterline Intertie Project. Given the level of integration with the District's SCADA system that will be required for the Waterline Intertie Project, having

AECOM assist the District with the SCADA Upgrade Project will reduce integration problems when the Waterline Intertie Project is constructed and in operation.

- SEWER DEPARTMENT

AECOM is the design engineer for the Southland WWTF Upgrade Project and has gained unique knowledge of the District's existing SCADA system as it relates to the District's sewer department. Part and parcel of AECOM's design efforts is to design the controls and instrumentation for the Southland WWTF Upgrade Project. Given the level of integration with the District's SCADA system that will be required for the Southland WWTF Upgrade Project, having AECOM assist the District with the SCADA Upgrade Project will reduce integration problems when the Southland WWTF Upgrade Project is constructed and in operation.

Attached is AECOM's proposal for developing the RFP for both the water system and sewer system SCADA Upgrade Projects.

**FISCAL IMPACT**

The development of RFP's for the two projects is consistent with FY 09-10 Budget. The RFP development costs are as follows:

- Water System – approximately seventeen thousand eight hundred nineteen dollars (\$17,899).
- Town Sewer Division – twelve thousand three hundred sixty-six dollars (\$12,366).
- Blacklake Sewer Division – two thousand two hundred seventy-eight dollars (\$2,278).

AECOM will prepare a more detailed construction cost estimate and if additional funding is required, staff will request it through the FY 2010-2011 Budget process.

**RECOMMENDATION**

Staff recommends that your Honorable Board authorize the General Manager to execute two separate contract amendments/change orders with AECOM as follows: 1) Execute a change order to the engineering design contract for the Waterline Intertie Project to develop the RFP for the Water Department SCADA Upgrade Project for the not-to-exceed amount of seventeen thousand eight hundred ninety-nine dollars (\$17,899), and 2) Execute a change order to the engineering design contract for the Southland WWTF Upgrade Project to develop the RFP for the Sewer Department SCADA Upgrade Project for the not-to-exceed amount of fourteen thousand six hundred forty-four dollars (\$14,644).

**ATTACHMENTS**

AECOM SCADA System Upgrade Engineering Services Proposal dated November 2009



# **Nipomo Community Services District SCADA System Upgrade Engineering Services Proposal**

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## **Nipomo Community Services District**

Client Representative Peter Sevcik, PE – District Engineer

Client Staff Tina Grietens – Utilities Superintendent

## **Boyle Engineering Corporation**

Project Manager Josh Reynolds, PE

Project Engineer Efrem Sorkin, PE

60061.29-5000-101

November 2009

1194 Pacific Street, Suite 204

San Luis Obispo, CA 93401

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## Project Understanding

AECOM's approach, guidance, and understanding of the Nipomo Community Services District (NCSD) supervisory control and data acquisition (SCADA) system upgrade requirements is based on the information provided in the Cannon Associates "NCSD SCADA System Upgrade Report," dated January 2009 and discussions with Peter Sevcik, NCSD Engineer.

It is our understanding NCSD desires to move away from their present WEB-based SCADA system provided by a commercial Internet service provider to a more conventional water/wastewater industry standard personal computer-based SCADA system owned by the District.

The District's upgraded SCADA system will monitor and control the following facilities, grouped in 23 remote sites:

- Nine Water Wells
- One Transfer Pump Station
- Six Reservoirs
- Fourteen Sewage Lift Stations
- Two Wastewater Treatment Facilities

The new SCADA computer system will be located at the NCSD Southland District Office.

AECOM understands that the SCADA system will be prepared for procurement using the standard design – bid – build process.

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## Key Project Issues

1. Establish/define overall SCADA system requirements.
2. Identify SCADA system hardware options and configuration.
3. Verify viability of utilizing radio communication media.
4. Establish requirements for individual sites.
5. Establish SCADA system upgrade implementation plan.



6. Prepare SCADA system hardware and software specifications, system block diagram, and cost estimate.
7. Construction phase services. [Optional Task Item.]

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## **Project Approach**

### ***Task 1: Establish and Define Overall SCADA System Requirements***

We will meet with the District staff to review the SCADA system requirements and quantify the desired remote monitoring and control signal features to be implemented at the local level and at the SCADA HMI.

We will conduct an in-house workshop with NCS D to discuss and identify the District's goals for the SCADA system, the District's hardware and software preferences and options, as well as potential system pitfalls, and challenges.

After the workshop AECOM will prepare a brief technical memorandum summarizing the outcome of the workshop and presenting the recommended SCADA hardware, software and overall system requirements.

### ***Task 2: Identify SCADA System Hardware and Configuration***

A SCADA system block diagram will be prepared showing the proposed SCADA computer configuration, identifying hardware, and networking requirements.

The latest generation of personal computer technology will be utilized at the time of project bidding.

A list of SCADA system hardware will be prepared summarizing the recommended computer, video screen, printer, and networking hardware to be utilized.

### ***Task 3: Radio Communication Media Analysis – Future Consideration***

The SCADA system communication media is the backbone of the entire SCADA system.

The District staff has indicated that the present radio communication network functions satisfactorily and no radio communication work is required at this

time. If radio communication work is required in the future, AECOM is capable of providing this service to the District as an additional task item.

***Task 4: Establish Requirements for Individual Sites***

AECOM will determine requirements for modifications/upgrade of each remote site including process, electrical, and instrumentation disciplines.

The requirements will be listed in Contract documents.

***Task 5: Establish SCADA System Upgrade Implementation Plan***

AECOM will determine the best approach for modifying the existing system to the new upgraded system. Emphasis will be placed on keeping the existing system running while the new system is being installed. We envision switching from the old system to the new system on a site-by-site basis. This will permit the District to switch over one site at a time while the existing system continues to function.

***Task 6: Prepare SCADA System Hardware and Software Specifications, System Block Diagram and Cost Estimate***

AECOM will prepare bid documents, SCADA hardware and software specifications. The only drawing we would anticipate providing is a SCADA system block diagram.

Prepare a site-by-site control and monitoring I/O list.

Software specification will include HMI screen requirements.

A SCADA system block diagram will be prepared showing the proposed central computer configuration, identifying hardware, and networking requirements.

AECOM will prepare a probable construction cost estimate for the recommended SCADA system upgrade.

***Task 7: Construction Phase Services [Optional Task]***

As an optional task item, AECOM is available to support the District during the bid and construction phases of the project. Some typical task items that could be included in this task are listed below:

- Assist the NCSD in prequalification of control system integrators.
- Review and respond to system supplier construction questions.
- Review system submittals.
- Make periodic site visits to review the SCADA system installation to be in accordance with the plans and specifications.
- Attend the SCADA system upgrade start-up and testing.
- Review final as-constructed documents.

AECOM will review system supplier furnished O&M manuals for compliance with contract documents.

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## **Project Budget**

The attached Project Budget has been prepared based on AECOM's Fee Schedule (see attached project budget and fee schedule). AECOM proposes to perform the scope of work outlined above on a time-and-materials basis with a not-to-exceed budget of \$32,543 as outlined in the attached budget table.

Attachments: Project Budget  
AECOM Fee Schedule

## Project Budget

NCS D SCADA System Upgrade  
Instrumentation & Control Fee

Nipomo Community Services District  
Peter Sevcik - District Engineer  
Josh Reynolds - Project Manager

Task Description	Personnel Hours					Budget			
	Principal Engineer	Senior Engineer II	Associate Engineer	CAD	Clerical	Total Hours	Labor	Non-Labor Costs	Total
<b>Task 1 - Establish &amp; Define SCADA System Requirements</b>									
1. Meeting with District Staff - Quantify Requirements		14			1	15	\$ 2,312	\$ 185	\$ 2,497
2. Prepare Tech Memo		6			2	8	\$ 1,104	\$ 88	\$ 1,192
3. Incorporate District Comments / Prepare Final TM		4			2	6	\$ 784	\$ 63	\$ 847
QC	1					1	\$ 200	\$ 16	\$ 216
						-	\$ -		\$ -
<b>Subtotal</b>	<b>1</b>	<b>24</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>30</b>	<b>\$ 4,400</b>	<b>\$ 352</b>	<b>\$ 4,752</b>
<b>Task 2 - Identify System Hardware &amp; Configuration</b>									
1. Prepare SCADA System Block Diagram		8	8	10		26	\$ 3,280	\$ 262	\$ 3,542
						-	\$ -		\$ -
						-	\$ -		\$ -
<b>Subtotal</b>	<b>-</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>-</b>	<b>26</b>	<b>\$ 3,280</b>	<b>\$ 262</b>	<b>\$ 3,542</b>
<b>Task 3 - Future Radio Communication Media Analysis</b>									
Consideration for future work if required.									
						-	\$ -		\$ -
						-	\$ -		\$ -
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Task 4 - Individual Sites Requirements</b>									
1. Prepare requirements for modifications/upgrade of each project site, including process, electrical, and instrumentation disciplines.									
		18			2	20	\$ 3,024	\$ 242	\$ 3,266
2. Review with District Staff (Teleconference)		2			1	3	\$ 392	\$ 31	\$ 423
QC	2					2	\$ 400	\$ 32	\$ 432
						-	\$ -		\$ -
						-	\$ -		\$ -
<b>Subtotal</b>	<b>2</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>25</b>	<b>\$ 3,816</b>	<b>\$ 305</b>	<b>\$ 4,121</b>
<b>Task 5 - SCADA Upgrade Implementation Plan</b>									
1. Prepare Site by Site Implementation Plan/Schedule									
		8	8		2	18	\$ 2,424	\$ 194	\$ 2,618
2. Review with District Staff (Teleconference)		2			1	3	\$ 392	\$ 31	\$ 423
3. Incorporate Implementation Plan/Schedule into Contract Specifications		4	4		2	10	\$ 1,284	\$ 103	\$ 1,387
QC	2					2	\$ 400	\$ 32	\$ 432
						-	\$ -		\$ -
<b>Subtotal</b>	<b>2</b>	<b>14</b>	<b>12</b>	<b>-</b>	<b>5</b>	<b>33</b>	<b>\$ 4,500</b>	<b>\$ 360</b>	<b>\$ 4,860</b>
<b>Task 6 - SCADA System Hardware &amp; Software Specs.</b>									
1. Prepare Front End Specifications									
		12	8		4	24	\$ 3,208	\$ 257	\$ 3,465
2. Prepare Hardware Specifications									
		8	8		4	20	\$ 2,568	\$ 205	\$ 2,773
3. Prepare Software Specifications (Includes HMI Screen Requirements)									
		8	8		2	18	\$ 2,424	\$ 194	\$ 2,618
4. Prepare Site by Site Control & Monitoring I/O List									
		8	8		4	20	\$ 2,568	\$ 205	\$ 2,773
5. Final SCADA System Block Diagram									
		2	4	4		10	\$ 1,220	\$ 98	\$ 1,318
6. Prepare SCADA System Cost estimate									
		4	4		2	10	\$ 1,284	\$ 103	\$ 1,387
7. Review with District Staff (Teleconference)									
		2			1	3	\$ 392	\$ 31	\$ 423
QC	2					3	\$ 472	\$ 38	\$ 510
						-	\$ -		\$ -
<b>Subtotal</b>	<b>2</b>	<b>44</b>	<b>40</b>	<b>4</b>	<b>18</b>	<b>108</b>	<b>\$ 14,136</b>	<b>\$ 1,131</b>	<b>\$ 15,267</b>
<b>Total</b>	<b>7</b>	<b>110</b>	<b>60</b>	<b>14</b>	<b>31</b>	<b>222</b>	<b>\$ 30,132</b>	<b>\$ 2,411</b>	<b>\$ 32,543</b>

Amounts shown are fee.

<b>Personnel Category</b>	<b>\$/IIR</b>
Principal Engineer	\$200.00
Senior Engineer II	\$160.00
Associate Engineer	\$125.00
CAD	\$100.00
Clerical	\$72.00

**AECOM**

**FEE SCHEDULE FOR PROFESSIONAL SERVICES  
Effective January 1, 2009**

**Engineers, Planners, Architects, Scientists:**

Principal	\$200.00 per hour
Managing Engineer	\$175.00 per hour
Senior II	\$160.00 per hour
Senior I	\$145.00 per hour
Associate	\$125.00 per hour
Assistant	\$110.00 per hour
Construction Observer	\$110.00 per hour

**Technical Support Staff:**

Design/CADD Supervisor	\$120.00 per hour
Senior Designer/Design CADD Operator	\$105.00 per hour
Drafter/CADD Operator	\$100.00 per hour
Clerical/General Office	\$72.00 per hour

**General Project Expenses** <sup>(1)</sup> 8% of Labor

**Direct Project Expenses**

Other Reproduction (8-1/2 x 11/11x17 Color)	\$1.15/1.50 per page
Plan Sheet Printing – In House Bond / Mylar	\$3.00/7.00 per sheet
Subcontracted Services/Reproduction	Cost + 10%
Subcontracted or Subconsultant Services	Cost + 10%
Auto Mileage for Construction Phase Services	\$0.60 per mile
Travel & Subsistence (other than mileage)	Cost
Miscellaneous Supplies/Services	Cost + 10%

If authorized by the Client, an overtime premium multiplier of 1.5 may be applied to the billing rate of hourly personnel who work overtime in order to meet a deadline which cannot be met during normal hours.

Applicable sale taxes, if any, will be added to these rates. Invoices will be rendered monthly. Payment is due upon presentation.

Fee schedule is subject to change.

<sup>(1)</sup> Includes mail, telephone, fax, office photo copies, personal computers and mileage (except as noted).

TO: BOARD OF DIRECTORS  
 FROM: LISA BOGNUDA (LSB)  
 DATE: NOVEMBER 13, 2009

**AGENDA ITEM  
 E-4  
 NOVEMBER 18, 2009**

**CONSIDER HIRING A CONSULTING FIRM TO ASSIST IN THE  
 CANDIDATE SEARCH FOR A GENERAL MANAGER**

**ITEM**

Review four proposals from consulting firms and direct staff [REVIEW AND PROVIDE DIRECTION]

**BACKGROUND**

The Board of Directors directed Staff to request proposals from consulting firms to assist in the candidate search for a General Manager. Staff contacted the California Special Districts Association and local special districts to seek recommendations and contact information. As a result of the research, staff requested proposals from four consulting firms and all four firms responded with proposals.

Below is a cost summary of each proposal. It should be noted that each proposal is unique and should be reviewed on its individual merit and not solely on price.

FIRM	FIXED PRICE	TRAVEL AND OUT-OF-POCKET(1)	OPTIONAL SERVICES
BHI Management Consulting	\$20,250	\$3,700 not including advertisement and printing	See proposal
Bob Murray & Associates	\$15,500	\$4,500-\$6,500	n/a
CPS Human Resources Services	\$16,000	\$6,500-\$8,000	n/a
Koff & Associates, Inc.	\$20,000	\$7,000-\$8,000	n/a

(1) The travel and out-of-pocket costs are in addition to the fixed price.

**FISCAL IMPACT**

This item was not included in the FY 09-10 Budget. A budget amendment will be required.

**RECOMMENDATION**

Staff recommends the following options:

1. The Board of Directors direct the Personnel Committee review the proposals, conduct an investigation (if determined necessary), rank the firms and bring back a recommendation to the Board of Directors; or
2. The Board of Directors select a firm and direct Staff to negotiate a contract and prepare a budget amendment resolution for Board approval.
3. Amend or modify the above recommendations.

**ATTACHMENTS**

- Proposals from four consulting firms



**-- Proposal --**  
**Executive Search Services for a**  
**General Manager**  
**for the**  
**Nipomo Community Services District**  
Nipomo, CA  
November 2009

*BHI Management Consulting*  
2459 Neptune Ct., Suite 110  
Tracy, Ca.  
(209) 835-3772  
*brent@bhiconsulting.com*

**Overview of Amendment and Scope of Project:**

The objective of this proposal is to outline professional services for the Nipomo Community Services District(District) for successful search and placement of a District General Manager. Brent Ives (Consultant), Principal of BHI Management Consulting, will be the primary consultant on this project. BHI will also propose limited use of associate consultants for the effort. BHI's effort and scope of work will be organized in the following manner.

**Search Process Overview (and differences that set this proposal and approach apart from others):**

Two key tasks are crucial for a consulting firm to be able to assure the successful recruitment of an executive staff level position in any public agency.

- First, it is of prime importance that the Board knows exactly what is desired in a staff member. The Board will ultimately make the hiring decision, so he/she must know exactly what is needed in order to be able to recognize that "right person" when they see (interview/select) him/her. This critical decision must not be left up to just "gut feelings", instead it should depend on the effectiveness of the selection criteria and methodology employed to assist the Board with the decision.
- Second – a consulting firm must be able to provide a well-qualified set of candidates to the selection team for their consideration.

It is these key tasks, along with the experience and background of the Principal of BHI, around which this proposal is organized and, most likely, make it somewhat different from others that will be received. BHI has significant and recent knowledge of NCSD through assisting the District with its recently adopted(July 2009) Strategic Plan.

*-- BHI Management Consulting --*  
(209)740-6779  
*brent@bhiconsulting.com*



Mr. Ives has a wealth of experience and background that is crucial to a successful search and placement process. Brent has worked with the District Board previously in the development of the District's strategic plan and knows much of the issues and background of the District.

Additionally, Mr. Ives is a currently seated elected official that has experienced this process from both sides of the selection. As such Mr. Ives knows the steps needed by the Board in this crucial process. As a Consultant, Mr. Ives works each week with Managers and Boards across the State performing organizational studies, strategic planning and assisting with Manager/Board relation's issues. Mr. Ives has, through BHI, successfully placed a number of public agency managers and is currently working on four recruitments of senior staff for Special Districts including one General Manager. He has also sat on the side of the Board, in evaluation panels when asked to make the decision for the agencies to which he is serving as an elected official. It was here that he learned a better way to conduct the process that provides for a more prepared and informed decision by those who must do so.

While any search firm in the State will deliver candidates, it has been observed that they are not well suited, nor do they perform well, in preparing the Board for the entire process. This is true in terms of adequate profiling of the ideal candidate insuring that the advertisements and initial screening criteria properly sort on that criteria assuring that the Board is confident and well prepared to conduct a proper evaluation of candidates, all relative to the initial profile. Missing these crucial steps, or performing them without proper guidance, is what commonly leads to Boards making bad decisions and choosing critical staff members that lack crucial broad skills, knowledge, attributes and abilities of a successful manager. Each agency has different needs, challenges, opportunities and circumstances. It is up to the consulting firm to prepare the Board to find and retain the best overall fit from a group of qualified applicants. The best choice will be one that fits the District, its culture, its needs, its style and its future.

As such, BHI proposes to lead the Board through a comprehensive process of profiling, search/candidate identification, Board panel preparation, selection methods, final selection and optional background search, contract development and negotiations.

**Specific Task Detail:**

The work outlined herein is outlined below where the Consultant will:

1. Meet with the Board to develop search criteria based on the future threats and opportunities and develop an aligned candidate **profile**. This step includes creating an agreed job description and position profile.
2. Develop and place statewide advertisements and a candidate brochure all based on the aligned profile. Top-level candidates will feel a linkage to the District if it is articulated in properly written ads and brochures. This will not be the typical set of ads and outreach tools that other firms provide. They will be carefully

- constructed with marketing of the District in mind and customized to the needs of the Nipomo CSD. As such, the Consultants work hand in hand with District staff to assure that we correctly capture and document the challenges, benefits and opportunities of the District.
3. Perform targeted invitations to apply. Both our firm, and you in the Nipomo area may know of candidates that should consider this position. We will identify them and proactively ask them to look over this opportunity. Within this task BHI will also place advertisements in various appropriate Internet and print media locations.
  4. Do initial screening of all candidate resumes and applications based on aligned profile. The initial screening of resumes is guided by the detailed aligned profile and pre-requisites established with the Board. Prepare informational report on all candidates, with recommended strata of candidate qualifications, and provide a recommended finalist candidate list with notes from initial references provided to the Board .
  5. Meet with Board to prepare them to conduct all evaluation and selection activities including panel interviewing, testing and full supplementary interviews. Spend time with the Board interview panel to assure that they are properly prepared to interview, using behavioral interviewing, and other, techniques to investigate profile criteria.
  6. Perform reference checks on chosen finalists. Report as necessary.
  7. Make initial, conditional offer to finalist, based on initial contract, facilitate background checks and other pre-employment checks on final candidate.

*Note: (BHI Management Consulting may use associate consultants to assist with the detailed aspects of this engagement. Brent Ives, Principal of BHI will be the primary consultant for the project attending meetings and conducting workshops.)*

8. Important cost items for the District that are not covered in this proposed scope of work:
  - Cost of **advertising**. We recommend that the District set a budget for this element wherein the consultant may place the necessary ads. (\$1-3K) depending on ad distributions.
  - Cost of print production for **candidate brochure**. Depending on the type of brochure the District requires can have distinct effect on the cost of the product. \$0-600). BHI recommends using an electronic version only, printing only those necessary.
  - **Travel expenses** for out of area candidates who are interviewing. (\$200-\$600/candidate)

- Cost of **background checks**. Depending on the type chosen by the District costs can vary. (\$50-\$250/candidate).
- **Re-location and temporary housing costs**. Should the final candidate selected need to be re-located, it is customary for the hiring agency to undertake some or all of the re-location expenses. It is recommended that the Board understand this expense upfront and make the decision to pay or not and, if so, how much if not all of the moving expenses. If the Board chooses to pay all of the re-location expenses, it is recommended that the selectee provide 3 moving company estimates from credible firms. Additionally, it is also common that the selectee start employment prior to the moving of the entire family, permanent housing can take time. It is important that the District consider temporary housing arrangements for the selectee prior to the permanent arrangements. (\$2-10K)

**Preliminary Schedule (dates approximate):**

Engagement begins immediately upon Board action on this signed agreement. The work is outlined in the task schedule below.

**Generalized Task Set Schedule: (Negotiable)**

**BHI Search Process**

Task	Approximate Time
• Characterize the Job	Week 1
• Profile the ideal candidate	Week 1
• Prepare the ads/brochure campaign	Week 2-3
• Gather candidate resumes/applications	Week 6-12
• Target individual highly desirable candidates	Week 6-12
• Perform telephone interviews (based on profile and pre-requisites)	Week 8-12
• Assemble packet of candidates (five recommended top, all resumes)	Week 14
• Review candidates and process with client	Week 15
• Perform reference checks on top candidates	Week 15-16
• Invite candidates to interviews	Week 16
• Prepare client for selection (panel, individual or other assessments)	Week 17
• <b>Facilitate selections</b>	<b>Week 19</b>
• <b>(Optional service)</b> Assist client with background investigation	Week 19-20
• <b>(Optional service)</b> Assist client with initial GM contract	Week 20-22
• <b>(Optional service)</b> Assist client with initial goals and objectives	Week 26-30

**Terms and Conditions:**

BHI Management Consulting shall perform above services as agreed under authorized signature amendment of the District. Consultant shall not begin work until Board action on this agreement. Billing shall be monthly and include hourly fee and expense cost. BHI will work with District staff to develop ads and the brochure. The District shall be responsible for the costs associated with ad placement in periodicals, internet, association website and others as directed and the cost of optional background checks or any pre-employment medical tests for readiness, etc.

BHI will conduct another search for this position should the final selected candidate be terminated from employment for wrongful cause or lacking adequate qualifications within one year of the start date. Should the Board not be able to select from the first set of final candidates presented to it by the BHI and it becomes necessary to re-advertise, screen, interview and select, BHI will negotiate with the District hours for such services at a 40% reduced fee rate, plus agreed and customary expenses.

Additionally, it is important for the District to be aware of and consider costs for recruitment that may not be anticipated such as travel for candidates to attend interviews for this position, especially when from out of state. Another higher cost to remember may be relocation expenses for the selected candidate needing to move their household to the Nipomo area.

**Costs, fees and rates:**

The fixed price cost for the scope of work outlined above is \$20,250, plus consultant expenses estimated to be \$3700, which includes travel and office related expenses. It should be noted that this does not include the costs of advertisement placement and printing cost of the brochure as outlined above in Section 8.

**Optional Services:**

- **(Optional service)** Assist client with background investigation \$600/background
- **(Optional service)** Assist client with initial GM contract and negotiations \$3500/estimated
- **(Optional service)** Assist client with initial goals and objectives \$3500/estimated

**Authorization:**

<authorized signature>  
\_\_\_\_\_  
Lisa Bognuda, Acting Manager      Date  
Nipomo CSD District  
Nipomo, CA

\_\_\_\_\_  
Brent H. Ives, Principal      Date  
BHI Management Consulting  
Tracy, CA

**About the Firm and Primary Consultants:**

BHI Management Consulting brings unique qualifications to this project by a dual perspective approach to the process of drafting such statements that are both practical and useful. The firm is owned and operated by Brent Ives and is located in Tracy, CA. It was begun in 1996 and has focused on providing for the organizational health issues of Special Districts since 1999. The firm carries Brent as the Principal and three associates, Mr. Jim Raymond, Senior Consultant, Ms. Tammy Colonese, HR Specialist, Mr. Andrew Ives, Outreach Manager and Ms. Lynda Ives, Associate Consultant/Editor. Other contracted associates are contracted as projects demand relative to the engagement and/or Agency specific needs.

**Mr. Brent Ives** has worked with numerous Special Districts and Cities across the state dealing with organizational issues primarily in optimizing operational approach for each Agency as needed. BHI is currently engaged with similar projects with California special districts on strategic planning, Manager workshops and executive search. Additionally, Brent serves as a faculty member on the Special Districts Governance Academy for Special General Manager members, teaching classes in the “Foundations of Governance”, “Finding and Keeping Great Employees”, “Setting Direction and Community Leadership” and “The Manager’s Role in Human Resources”. Brent has taught representative Manager members and staff from over 100 Districts across the state and Oregon. He is the Chapter Ambassador for the CSDA and teaches his own curriculum on Strategic Planning for Association sponsored classes across California. He is educated in Organizational Behavior at the University of San Francisco, 26 years experience as a technical manager for the Lawrence Livermore National Laboratory and 17 years as a City Council Member in the City of Tracy California. He is currently the directly elected Mayor of Tracy, California, a member of the Altamont Commuter Express (commute rail service) Commission, a member of the South County Fire Protection Authority in San Joaquin County and is Chairman of the San Joaquin Council of Governments.

Brent and BHI Management Consulting bring unique perspective to the search that differentiates them from other firms. He is an elected official and has been for 17 years. Brent is also an experienced manager who has led groups of engineers and technicians on complex multi-million dollar projects for the Department of Energy at the Lawrence Livermore National Laboratory. Brent has taught Nuclear Materials Control and Accountability to Russian scientists and technicians in Russia for the US Government.

This broad experience in organizational effectiveness is captured by the agency when they commission BHI Management Consulting in Brent’s experience and expertise. Brent is known for establishing a sincere and knowledgeable relationship with both the Manager members and staff. Brent’s time as an elected official allows him the perspective that helps him to “see” it from their points of view which assists in capturing the Manager’s will in going forward. Brent will lead the Agency through a solid, proven search process with the added benefit of having been on both sides of the table.



**SOME CURRENT AND PAST RELEVANT ENGAGEMENTS AND EXPERIENCE:**

**CURRENT PROJECTS:**

October 2009 – District Manager, Costas Mesa Sanitary District

October 2009 – Assistant District Manager, Mt. View Sanitary District

November 2009 – District Engineer, Las Gallinas Valley Sanitary District

November 2009 – Plant Manager, Las Gallinas Valley Sanitary District

**PAST PROJECTS:**

June 2009 – West County Wastewater District, (national search for a Manager of Finance and Administrative Services), (Mr. EJ Shalaby, General Manager. 510-222-6700, <eshalaby@wcmd.org>

May 2008, Mt. View Sanitary District (nationwide for Assistant General Manager), (Mr. Mike Roe, General Manager, (925-228-5635, x-12), <MRoe@mvsd.org>

Humboldt #1 Fire Protection District (nationwide for Fire Chief)

Auburn Recreation and Park District (statewide search for Interim General Manager)

Newhall County Water District (statewide search for General Manager)

Southwinds Church (international for Senior Pastor)

Camarillo Health Care District (CEO performance evaluation process)

Rosamond Community Services District (GM Performance evaluation process)





A PROPOSAL TO CONDUCT AN EXECUTIVE  
RECRUITMENT FOR A  
General Manager  
ON BEHALF OF THE  
Nipomo Community Services District



1677 Eureka Road, Suite 202  
Roseville, CA 95661  
(916) 784-9080  
(916) 784-1985 fax  
apply@bobmurrayassoc.com

November 6, 2009

Members of the Board of Directors and Ms. Lisa Bognuda, Assistant General Manager  
Nipomo Community Services District  
148 South Wilson Street  
Nipomo, CA 93444

Dear Board Members and Ms. Bognuda:

Thank you for inviting Bob Murray & Associates to submit a proposal to conduct the General Manager recruitment for the Nipomo Community Services District. The following proposal details our qualifications and describes our process of identifying, recruiting and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, guarantee and sample recruitment brochure.

At Bob Murray and Associates, we pride ourselves on providing quality service to local governments. We have created a recruitment process that combines our ability to help you to determine the direction of the search and the types of candidates you seek with our experience recruiting outstanding candidates who are not necessarily looking for a job. Our proven expertise ensures that the candidates we present for your consideration will match the criteria you have established and will be outstanding in their field.

With respect to the General Manager recruitment, Bob Murray and Associates offers the following expertise:

- Bob Murray & Associates has an unmatched record of success in recruiting local government and special district professionals. We have conducted numerous General/District Manager searches on behalf of large and small agencies throughout the Western United States. We recently completed the District Manager search on behalf of the Kennewick Irrigation District. In the past three years, we have conducted General/District Manager recruitments on behalf of the Calaveras County Water District, Central Contra Costa Sanitation District, Coachella Valley Mosquito and Vector Control District, Easy Bay Dischargers Authority, Salinas Valley Solid Waste Authority, Santa Cruz Consolidated Emergency Communications Center, and the Sweetwater Springs Water District. Our previous experience includes conducting recruitments on behalf of the Central Marin Sanitation Agency, Joshua Basin Water District, Monterey Regional Waste Management District, Monterey Regional Water Pollution Control Agency (Assistant GM), Public Agency Risk Sharing Authority of California, Reclamation District 1000 (District Engineer), Sanitary District No. 5 of Marin County, Sewer Authority Mid-Coastside, South Placer Municipal Utility District, Union Sanitary District, Walnut Valley Water District, and the Valley of the Moon Water District. As a result of having conducted these searches, we have an extensive number of contacts that will be valuable when recruiting candidates.

- Bob Murray & Associates is familiar with Nipomo's sounding area as we have conducted several recruitments in San Luis Obispo County. Our experience includes recruitments on behalf of the cities of Arroyo Grande (Police Chief and Director of Building and Fire), Atascadero (Police Commander), Grover Beach (City Manager), Morro Bay (Public Services Director), Paso Robles (Public Works Director), and Pismo Beach (City Manager, City Clerk, Police Chief, and Public Works Director). In addition, we conducted a Project Manager recruitment on behalf of the County for the Nacimiento Water Project and the Assistant Court Executive Officer recruitment on behalf of the Superior Court, San Luis Obispo County. Our knowledge of the region, its issues and the outstanding quality of life will be an asset in presenting this opportunity to prospective candidates.
  
- Our success is directly related to our ability to develop partnerships with Boards of Directors and assist them in developing effective recruitment strategies specific to their needs. Additionally, we have assisted many of our clients in designing inclusive recruitment and selection processes. Should the Board so desire, we can recommend methods of including staff, and others as appropriate, at various stages in the recruitment, including development of the candidate profile.

A significant portion of our process focuses on conducting thorough and confidential background investigations of the top 2-3 candidates to ensure that nothing about them is left undiscovered. We have candid discussions with references who have insight into the candidate's experience, style and ethics; conduct a search of newspaper articles; and run credit, criminal and civil records reports. This ensures that the chosen candidate will not only be an excellent fit with the Nipomo Community Services District, but also that he/she will reflect positively upon your organization.

To learn first hand of the quality of our service and our recruitment successes, we invite you to contact the references listed on page 8 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 should you have any questions.

Sincerely,  
Bob Murray and Associates

## TABLE OF CONTENTS

<b>THE RECRUITMENT PROCESS.....</b>	<b>2</b>
STEP 1 DEVELOPING THE CANDIDATE PROFILE .....	2
STEP 2 ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE .....	2
STEP 3 RECRUITING CANDIDATES .....	2
STEP 4 SCREENING CANDIDATES .....	2
STEP 5 PERSONAL INTERVIEWS .....	3
STEP 6 PUBLIC RECORD SEARCH .....	3
STEP 7 RECOMMENDATION.....	3
STEP 8 FINAL INTERVIEWS .....	3
STEP 9 BACKGROUND CHECKS /DETAILED REFERENCE CHECKS.....	2
STEP 10 NEGOTIATIONS.....	2
STEP 11 COMPLETE ADMINISTRATIVE ASSISTANCE .....	2
<b>BUDGET AND TIMING .....</b>	<b>5</b>
PROFESSIONAL FEE AND EXPENSES .....	5
TIMING .....	5
GUARANTEE .....	5
<b>PROFESSIONAL QUALIFICATIONS .....</b>	<b>6</b>
<b>REFERENCES .....</b>	<b>8</b>

## THE RECRUITMENT PROCESS

Bob Murray and Associates' unique and client oriented approach to executive search will ensure that the Nipomo Community Services District has quality candidates from which to select the new General Manager. Outlined below are the key steps in our recruitment process.

### STEP 1 DEVELOPING THE CANDIDATE PROFILE

Our understanding of the Nipomo Community Services District's needs will be key to a successful search. We will work with the Board of Directors to learn as much as possible about the organization's expectations for a new General Manager. We want to learn the values and culture of the organization, as well as understand the current issues, challenges and opportunities that face the Nipomo Community Services District. We also want to know the Board of Directors' expectations regarding the knowledge, skills and abilities sought in the ideal candidate and will work with the District to identify expectations regarding education and experience. Additionally, we want to discuss expectations regarding compensation and other items necessary to complete the successful appointment of the ideal candidate. The profile we develop together at this stage will drive subsequent recruitment efforts.

### STEP 2 ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the Nipomo Community Services District's needs, we will design an effective advertising campaign appropriate for the General Manager recruitment. We will focus on professional journals that are specifically suited to the General Manager search. We will also develop a professional recruitment brochure on the Board of Directors' behalf that will discuss the community, organization, position and compensation in detail. Once completed, we will mail the profile to an extensive audience, making them aware of the exciting opportunity with the Nipomo Community Services District.

### STEP 3 RECRUITING CANDIDATES

After cross-referencing the profile of the ideal candidate with our database and contacts in the field, we will conduct an aggressive outreach effort, including making personal calls to prospective applicants, designed to identify and recruit outstanding candidates. We recognize that the best candidate is often not looking for a new job and this is the person we actively seek to convince to become a candidate. Aggressively marketing the General Manager position to prospective candidates will be essential to the success of the search.

### STEP 4 SCREENING CANDIDATES

Following the closing date for the recruitment, we will screen the resumes we have received. We will use the criteria established in our initial meetings as a basis upon which to narrow the field of candidates.

## STEP 5 PERSONAL INTERVIEWS

We will conduct personal interviews with the top 10 to 12 candidates with the goal of determining which candidates have the greatest potential to succeed in your organization. During the interviews we will explore each candidate's background and experience as it relates to the General Manager position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of his/her knowledge, skills and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

## STEP 6 PUBLIC RECORD SEARCH

Following the interviews, we will conduct a review of published articles for each candidate. Various sources will be consulted including Lexis-Nexis™, a newspaper/magazine search engine, Google, and local papers for the community's in which the candidates have worked. This alerts us to any further detailed inquiries we may need to make at this time.

## STEP 7 RECOMMENDATION

Based on the information gathered through meetings with your organization and personal interviews with candidates, we will recommend a limited number of candidates for your further consideration. We will prepare a detailed written report on each candidate that focuses on the results of our interviews and public record searches. We will make specific recommendations, but the final determination of those to be considered will be up to you.

## STEP 8 FINAL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel or assessment center process. We will provide you with suggested interview questions and rating forms and will be present at the interview/assessment center to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates.

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the manner in which the entire process is conducted will have an effect on the candidates' perception of your organization.

## STEP 9 BACKGROUND CHECKS /DETAILED REFERENCE CHECKS

Based on final interviews we will conduct credit, criminal, civil litigation and motor vehicle record checks for the top one to three candidates. In addition, those candidates will be the subjects of detailed, confidential reference checks. In order to gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. We will ask candidates to forward the names of their supervisors, subordinates and peers for the past several years. Additionally, we make a point of speaking confidentially to individuals who we know have insight into a candidate's abilities, but who may not be on his/her preferred list of contacts. At this stage in the recruitment we will also verify candidates' degrees.

## STEP 10 NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. We know what other organizations have done to put deals together with great candidates and will be available to advise you regarding current approaches to difficult issues such as housing and relocation. We will represent your interests and advise you regarding salary, benefits and employment agreements with the goal of putting together a deal that results in the appointment of your chosen candidate. Most often we can turn a very difficult aspect of the recruitment into one that is viewed positively by both you and the candidate.

## STEP 11 COMPLETE ADMINISTRATIVE ASSISTANCE

Throughout the recruitment we will provide the Board of Directors with updates on the status of the search. We will also take care of all administrative details on your behalf. Candidates will receive personal letters advising them of their status at each critical point in the recruitment. In addition, we will respond to inquiries about the status of their candidacy within twenty-four hours. Every administrative detail will receive our attention. Often, candidates judge our clients based on how well these details are handled.



## BUDGET AND TIMING

### PROFESSIONAL FEE AND EXPENSES

The consulting fee for conducting the General Manager recruitment on behalf of the Nipomo Community Services District is \$15,500 plus expenses. Services provided for the fee consist of all steps outlined in this proposal including three (3) days of meetings on site. The Nipomo Community Services District will be responsible for reimbursing expenses Bob Murray and Associates incurs on your behalf. We estimate expenses for this project to be between \$4,500-\$6,500. Reimbursable expenses include such items as the cost of travel, clerical support, placement of ads, credit, criminal and civil checks, education verification, as well as newspaper searches. In addition, postage, printing, photocopying, and telephone charges will be allocated.

### TIMING

We are prepared to start work on this assignment immediately and anticipate that we will be prepared to make our recommendation regarding finalists within seventy five to ninety days from the start of the search.

### GUARANTEE

We guarantee that should the selected candidate be terminated for cause within the first year of employment we will conduct the search again at no cost (with the exception of expenses) to the Nipomo Community Services District. We are confident in our ability to recruit outstanding candidates and do not expect the Nipomo Community Services District to find it necessary to exercise this provision of our proposal.

## PROFESSIONAL QUALIFICATIONS

### BOB MURRAY, PRESIDENT

Mr. Murray brings over 25 years experience as a recruiter. Mr. Murray is recognized as one of the nation's leading recruiters. He has conducted hundreds of searches for cities, counties, and special districts. He has been called on to conduct searches for some of the largest most complex organizations in the country and some of the smallest. Mr. Murray has conducted searches for chief executives, department heads, professional and technical positions. Mr. Murray has taken the lead on the firm's most difficult assignments with great success. His clients have retained him again and again given the quality of his work and success in finding candidates for difficult to fill positions.

Prior to creating Bob Murray & Associates, Mr. Murray directed the search practice for the largest search practice serving local government in the country. Mr. Murray has worked in local government and benefits from the knowledge of having led an organization. Prior to his career in executive search he served as the City Manager for the City of Olympia, Washington. He has also served as an Assistant City Manager and held positions in law enforcement.

Mr. Murray received his Bachelor's degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

### REGAN WILLIAMS, VICE PRESIDENT

Mr. Williams brings 30 years of local government experience to Bob Murray and Associates. Most recently, he worked as a private consultant with Deloitte and Touche on various public sector assignments. Prior to that, he served as Director of Public Safety with the City of Sunnyvale, CA.

Mr. Williams was involved in the development of some of Sunnyvale's most innovative programs and has a national reputation for excellence in law enforcement. He has been responsible for numerous recruitments throughout his career. Clients find his insight and expertise in recruitment and selection a valuable asset.

Mr. Williams received his Bachelor's degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

**RENEE NARLOCH, REGIONAL DIRECTOR-SOUTHEAST/MID ATLANTIC REGION**

S. Renee Narloch is the Director of our East Coast Office located in Tallahassee, Florida. Ms. Narloch has extensive experience in public sector recruitments nationwide. She was formerly employed by a large, national search firm as a Senior Recruiter with sole responsibility for the firm's executive search practice in the Southeastern, Mid-Atlantic and Mid-Western states.

Ms. Narloch has fifteen years of experience in Executive Recruitment and has been involved in over 400 national searches. Prior to her recruitment career, she was a Senior Consultant for a national search firm's cost plan and revenue enhancement divisions, serving public sector clients nationwide. She also worked for three Fortune 500 companies in their sales, marketing and financial accounting divisions. Ms. Narloch is responsible for all facets of recruitment including serving as lead consultant with project management responsibilities, recruiting candidates, conducting preliminary interviews and detailed reference inquires, and assisting clients in final interviews and negotiations. As Director of the East Coast Office, Ms. Narloch provides expertise in public sector recruitment, enabling us to better serve clients nationwide.

Ms. Narloch received her Bachelor's of Arts degree in Information Studies, summa cum laude, at the Florida State University, Tallahassee, Florida.

**AMANDA URRUTIA-SANDERS, SENIOR CONSULTANT**

As a consultant with Bob Murray & Associates, Ms. Urrutia-Sanders is responsible for research, candidate recruitment and screening, as well as reference checks and background verifications. She focuses on client communication and works closely with clients to coordinate candidate outreach and ensure a successful search.

Ms. Urrutia-Sanders brings several years of industry experience as she worked for one of the nation's largest recruitment forms. Her insight into the recruitment process is a valuable asset to Bob Murray & Associates.

Ms. Urrutia-Sanders received her Bachelor's of Arts degree in Communications from the University of Wyoming.

## REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray and Associates has recently conducted searches are listed below.

- CLIENT:* Calaveras County Water District, CA  
*POSITION:* General Manager and Finance Director  
*REFERENCE:* Mr. David Anders, General Manager (209) 754-3543
- CLIENT:* Central Contra Costa Sanitation Agency, CA  
*POSITION:* General Manager, Collection Systems Operation Division Manager, Purchasing & Materials Manager, Safety & Risk Management Administrator, and Secretary to the District  
*REFERENCE:* Ms. Cathryn Freitas, Human Resources Director, (925) 229-7308
- CLIENT:* Arizona Municipal Water Users Association, AZ  
*POSITION:* Executive Director  
*REFERENCE:* Mr. Mike Hutchinson, former City Manager for City of Mesa, AZ, (480) 832-1590
- CLIENT:* South Placer Municipal Utility District, CA  
*POSITION:* General Manager  
*REFERENCE:* Mr. Richard E. Colwell, Member of the Board of Directors, (916) 786-8555
- CLIENT:* Walnut Valley Water District, CA  
*POSITION:* General Manager  
*REFERENCE:* Ms. Sandy Olson, Manager of Human Resources and Risk Management, (909) 595-1268

BOB MURRAY & ASSOCIATES  
CLIENT LIST SINCE 2000

CITY MANAGER

Airway Heights, WA  
Albany, CA (City Administrator)  
Albany, OR  
Antioch, CA  
Apple Valley, CA (Town Manager)  
Arcata, CA  
Barstow, CA  
Benicia, CA  
Campbell, CA  
Capitola, CA  
Carmel, CA  
Castle Rock, CO (Town Manager)  
Chico, CA  
Chino Hills, CA  
Chula Vista, CA  
Claremont, CA  
Concord, CA  
Coos Bay, OR  
Corcoran, CA  
Corona, CA  
Coronado, CA  
Corte Madera, CA (Town Manager)  
Damascus, OR  
Dixon, CA  
Dublin, CA  
Elk Grove, CA  
Eugene, OR  
Fairfield, CA  
Fortuna, CA  
Fremont, CA  
Goleta, CA  
Grover Beach, CA  
Half Moon Bay, CA  
Hollister, CA  
Imperial, CA  
Ione, CA  
Irwindale, CA  
La Mesa, CA  
La Palma, CA  
Lakeport, CA  
Lancaster, CA  
Lathrop, CA  
Lemon Grove, CA  
Los Alamitos, CA  
Manteca, CA  
Martinez, CA  
Menlo Park, CA  
Merced, CA  
Millbrae, CA  
Mill Valley, CA  
Milwaukie, OR  
Monrovia, CA  
Needles, CA  
Newberg, OR  
Newcastle, WA  
Novato, CA  
Oakdale, CA  
Oakley, CA  
Oceanside, CA  
Ojai, CA  
Orinda, CA  
Pacifica, CA  
Palo Alto, CA  
Pasadena, CA  
Phoenix, AZ  
Pico Rivera, CA  
Pismo Beach, CA  
Pittsburg, CA  
Poway, CA  
Rancho Cordova, CA  
Rancho Santa Margarita, CA  
Red Bluff, CA  
Reno, NV  
Rio Vista, CA  
Roseville, CA  
Salem, OR  
Salinas, CA  
San Antonio, TX  
San Clemente, CA  
San Ramon, CA  
Santa Paula, CA  
San Pablo, CA  
Shoreline, WA  
Sonoma, CA  
South Lake Tahoe, CA  
South Pasadena, CA  
Springfield, OR  
Stanton, CA  
Stockton, CA  
Temple City, CA  
Thousand Oaks, CA  
Tracy, CA  
Truckee, CA (Town Manager)  
Turlock, CA  
Ventura, CA

Walnut Creek, CA  
Westminster, CA  
Woodland, CA  
Yuba City, CA

**ASSISTANT/DEPUTY CITY  
MANAGER**

Alameda, CA  
Barstow, CA  
Beverly Hills, CA  
Carlsbad, CA  
Dublin, CA  
Lancaster, CA  
Monterey, CA  
North Las Vegas, NV  
Orange, CA  
Pasadena, CA  
Peoria, AZ  
Petaluma, CA  
Pomona, CA  
Rancho Cordova, CA  
Reno, NV  
Rocklin, CA  
San Diego, CA (Asst. COO)  
Stockton, CA  
Woodland, CA  
Yuba City, CA

**COUNTY ADMINISTRATOR**

Butte County, CA  
Clackamas County, OR  
Clark County, NV (Assistant)  
Deschutes County, OR  
Marion County, OR  
Tehama County, CA  
Washington County, OR

**ADMINISTRATIVE SERVICES**

**DIRECTOR**  
Garden Grove, CA  
Los Alamitos, CA  
Ontario, CA  
Placer County Water Agency, CA  
Pleasanton, CA  
Stockton, CA  
Yucca Valley, CA

**ANIMAL SERVICES DIRECTOR**

Oakland, CA  
Rancho Cucamonga, CA

**AVIATION/AIRPORT**

Big Bear Airport, CA  
Bob Hope Airport, CA  
Clark County, NV  
Dallas/Fort Worth, TX  
San Jose, CA

**BUILDING**

**OFFICIALS/INSPECTION**

Arroyo Grande, CA  
Bakersfield, CA  
Centre City Development  
Corporation, CA  
El Segundo, CA  
Grants Pass, OR  
Marin County, CA  
Modesto, CA  
Palo Alto, CA  
Sacramento, CA  
San Francisco, CA  
Stockton, CA  
Tehama County, CA  
Yuba City, CA

**CITY CLERK**

Central Contra Costa Sanitation  
District, CA (Secretary to the  
District)  
Chino Hills, CA  
Dublin, CA  
Fremont, CA  
Menlo Park, CA  
Monterey County, CA (Clerk to the  
Board)  
Napa, CA  
Rio Vista, CA  
Santa Clara Valley Transportation  
Authority, CA (Board Secretary)  
Sunnyvale, CA

**COMMUNITY DEVELOPMENT**

**DIRECTOR**  
Benicia, CA  
Beverly Hills, CA  
Capitola, CA  
Chino Hills, CA  
Fullerton, CA  
Los Banos, CA  
Maple Valley, WA

Marin County, CA  
Modesto, CA  
Moreno Valley, CA  
Newark, CA  
Newcastle, WA  
Oakland, CA  
Oceanside, CA  
Pleasanton, CA  
Redlands, CA  
Salem, OR  
San Carlos, CA  
Santa Cruz, CA  
Stockton, CA  
Vacaville, CA  
Vallejo, CA  
Walnut Creek, CA  
Yuba City, CA (ACM for  
Development Services)  
Yucca Valley, CA

**CONVENTION AND VISITOR'S**

**BUREAU DIRECTOR**

Los Angeles, CA  
North Lake Tahoe Visitors Bureau,  
CA  
Mammoth Lakes, CA  
San Antonio, TX  
Steamboat Springs, CO

**ECONOMIC DEVELOPMENT/  
REDEVELOPMENT**

Chula Vista, CA  
Fremont, CA  
Fullerton, CA  
Milpitas, CA  
Modesto, CA  
New Orleans Redevelopment  
Authority, OR  
Oakland, CA  
Peoria, AZ  
Port of Los Angeles, CA  
Port of San Diego, CA  
Redlands, CA  
Sacramento, CA  
Salinas, CA  
Scottsdale, AZ  
Stockton, CA  
Taft, CA  
Tracy, CA  
Upland, CA

Vancouver, WA

**ENGINEERING**

Bakersfield, CA  
Barstow, CA  
Bob Hope Airport, CA  
Central Contra Costa Sanitary  
District, CA  
Chino Hills, CA  
Clark County, NV – McCarran  
Airport  
Damascus, OR  
Dublin San Ramon Services  
District, CA  
Elk Grove, CA  
Los Banos, CA  
Needles, CA  
Nevada County, NV  
Nye County, NV  
Oceanside, CA  
Omnitrans, CA  
Pico Rivera, CA  
Pismo Beach, CA  
Pomona, CA  
Richmond, CA  
Reno, NV  
Stockton, CA  
San Luis Obispo County,  
Nacimiento Project, CA  
South Pasadena, CA  
Tiburon, CA  
Tracy, CA

**EXECUTIVE DIRECTOR**

Association of Monterey Bay Area  
Governments, CA  
Arizona Municipal Water Users  
Association, AZ  
Bay Area Air Quality Management  
District, CA  
California Peace Officers  
Association, CA  
California State Association of  
Counties, CA  
Central Contra Costa Solid Waste  
Authority, CA  
Chula Vista Redevelopment  
Agency, CA  
Elk Grove-Rancho Cordova-El  
Dorado Connector JPA, CA



Housing Authority of the City of  
Los Angeles, CA  
Housing Authority of the County  
of Butte, CA  
Housing Authority of the County  
of Santa Cruz, CA  
Hub Cities Consortium, CA  
Kings Community Action  
Organization, CA  
Mammoth Lakes Visitors Bureau,  
CA  
March Joint Powers Authority, CA  
Metro, Portland, OR  
Oregon Cascades West Council of  
Governments, OR  
Palos Verdes Library District, CA  
Sacramento Area Flood Control  
Agency, CA (Executive & Deputy)  
San Diego Association of  
Governments, CA  
San Francisco Estuary Institute, CA  
San Joaquin Council of  
Governments, CA  
Santa Clara Valley Water District,  
CA (CEO)  
South Bayside Waste Management  
Authority, CA  
Southern California Association of  
Governments (Deputy)  
Vancouver Housing Authority, WA  
(Executive & Deputy)  
West Contra Costa Integrated  
Waste Management District, CA  
West Contra Costa Transportation  
Advisory Committee, CA  
Yolo Emergency Communications  
Agency, CA

#### FINANCIAL

Alameda County Congestion  
Management Agency, CA  
Aurora, CO  
Baldwin Park, CA  
Barstow, CA  
Boulder City, NV  
Calaveras County Water District,  
CA  
Campbell, CA  
Chino Hills, CA  
Clark County, NV

Damascus, OR  
D.C. Government, DC  
Elk Grove, CA  
Grants Pass, OR  
Half Moon Bay, CA  
Hercules, CA  
Housing Authority of the City of  
Los Angeles, CA  
Imperial Beach, CA  
Imperial Irrigation District  
Inglewood, CA  
Ione, CA  
Lancaster, CA  
Los Altos, CA  
Menlo Park Fire Protection  
District, CA  
Norfolk, VA (Assistant Director)  
Palmdale Water District, CA  
Pleasanton, CA  
San Diego, CA  
San Francisco, CA  
San Leandro, CA  
San Jose, CA  
Santa Monica, CA  
Sparks, NV  
Stockton, CA

#### FIRE CHIEF

Alameda, CA  
Arroyo Grande (Director of  
Building & Fire)  
Aurora, CO  
Chula Vista, CA  
Eugene, OR  
Fremont, CA  
Folsom, CA  
Fullerton, CA  
Glendale, CO  
Hillsboro, OR  
Livermore – Pleasanton Fire  
District, CA  
Milpitas, CA  
Monrovia, CA  
Mountain View, CA  
Newark, CA (Assistant & Chief)  
Oceanside, CA  
Petaluma, CA  
Rancho Cucamonga, CA (Deputy  
and Chief)

Rancho Santa Fe Fire Protection  
District, CA  
Salinas, CA  
San Mateo, CA  
San Miguel Fire Protection District,  
CA  
Santa Cruz, CA  
Sonoma Valley Fire & Rescue  
Authority, CA  
Sunnyvale, CA (Public Safety  
Director)  
University of California, Davis  
Union City, CA (Assistant & Chief)  
Upland, CA  
Vacaville, CA

#### GENERAL MANAGER

Calaveras County Water District,  
CA  
Central Contra Costa Sanitation  
District, CA  
Central Marin Sanitation Agency,  
CA  
Coachella Valley Mosquito Vector  
Control District, CA  
East Bay Dischargers Authority,  
CA  
Hilton, Famkopf, and Hobson  
LLC, CA  
Joshua Basin Water District, CA  
Kennewick Irrigation District, WA  
(District Manager)  
Los Angeles Convention Center,  
CA  
Monterey Regional Waste  
Management District, CA  
Monterey Regional Water Pollution  
Control Agency, CA (Assistant  
GM)  
Oro Loma Sanitary District, CA  
Public Agency Risk Sharing  
Authority of California, CA  
Pleasant Valley Recreation & Park  
District, CA  
Reclamation District 1000, CA  
(District Engineer)  
Ross Valley Sanitary District, CA  
Salinas Valley Solid Waste  
Authority, CA

Sanitary District No. 5 of Marin  
County, CA  
Santa Cruz Consolidated  
Emergency Communications  
Center, CA  
Sewer Authority Mid-Coastside,  
CA  
South Placer Municipal Utility  
District, CA  
Sweetwater Springs Water District,  
CA  
Union Sanitary District, CA  
Valley of the Moon Water District,  
CA  
Walnut Valley Water District, CA

#### HOUSING

Housing Authority for the City of  
Los Angeles, CA  
Housing Authority for the County  
of Butte, CA  
Housing Authority for the County  
of Santa Cruz, CA  
Milpitas, CA  
Vancouver Housing Authority, WA  
(Executive Director & Deputy)

#### LEGAL COUNSEL

Aurora, CO  
Cupertino, CA  
Hayward, CA  
Lathrop, CA  
Monterey, CA  
Morgan Hill, CA  
Newport Beach, CA  
North Las Vegas, NV  
Oceanside, CA  
Palo Alto, CA  
Sacramento Area Flood Control  
Agency, CA  
Salinas, CA  
San Benito County, CA  
San Mateo, CA  
Stockton, CA  
Ventura, CA  
Yolo County, CA (Assistant  
County Counsel)

#### LIBRARY

Corona, CA

Folsom, CA  
Palos Verdes Library District, CA  
Stockton-San Joaquin County  
Public Library, CA

**PARKS/RECREATION/  
COMMUNITY SERVICES**

Anaheim, CA  
Arlington, TX  
Bakersfield, CA  
El Segundo, CA  
Emeryville, CA  
Half Moon Bay, CA  
Lemoore, CA  
Long Beach, CA  
Lynwood, CA (Director and  
Assistant Director)  
Maple Valley, WA  
Milpitas, CA  
Pleasanton, CA  
Pleasant Valley Recreation and  
Park District, CA  
Pomona, CA  
Sacramento, CA  
San Carlos, CA  
San Jose, CA (Director and  
Assistant Director)  
Santa Clarita, CA  
Stockton, CA  
Ventura, CA  
Whittier, CA

**PERSONNEL/HUMAN  
RESOURCES**

Alameda County, CA  
Anaheim, CA  
Apple Valley, CA  
Benicia, CA  
Colusa County, CA  
Corona, CA  
Fremont, CA  
Inland Empire Utilities Agency, CA  
Glendale, AZ  
Grants Pass, OR  
Judicial Council of California –  
Administrative Office of the  
Courts, CA  
Moreno Valley, CA  
Newark, CA

Norfolk, VA (Assistant Director)  
North Las Vegas, NV  
Ontario, CA  
Palmdale Water District, CA  
Petaluma, CA  
Pomona, CA  
Rancho Cordova, CA  
Redlands, CA  
Rocklin, CA  
Scottsdale, AZ  
Stockton, CA  
Tehama County, CA  
Yucca Valley, CA

**PLANNING**

Alameda, CA  
Beverly Hills, CA  
Centre City Development  
Corporation, CA  
Chula Vista, CA  
Damascus, OR  
El Segundo, CA  
Elk Grove, CA  
Los Banos, CA  
Madera, CA  
Milpitas, CA  
Modesto, CA  
Needles, CA  
Oceanside, CA  
Palo Alto, CA  
Pleasanton, CA  
Reno, NV  
Riverside, CA  
Robson Homes, CA  
Roseville, CA  
Sacramento, CA  
Santa Cruz, CA  
Stockton, CA  
Tracy Unified School District, CA  
Washington County, OR

**POLICE CHIEF/SAFETY**

Arroyo Grande, CA  
Ashland, OR  
Aurora, CO  
Bellevue, WA  
Berkeley, CA  
Capitola, CA  
Carlsbad, CA  
Chico, CA

Colton, CA  
Concord, CA  
Culver City, CA  
Eugene, OR  
Fairfield, CA  
Fullerton, CA  
Glendale, AZ (Chief and Assistant  
Chiefs)  
Glendora, CA  
Half Moon Bay, CA  
Hayward, CA  
Irvine, CA  
Irwindale, CA  
La Mesa, CA  
Littleton, CO  
Livingston, CA  
Los Angeles, CA  
Los Angeles World Airports, CA  
Los Banos, CA  
Maywood, CA  
Menlo Park, CA  
Merced, CA  
Mesa, AZ  
Monrovia, CA  
Monterey, CA  
North Las Vegas, NV  
Novato, CA  
Oakdale, CA  
Oceanside, CA  
Orange County, CA (Sheriff-  
Coroner)  
Palo Alto, CA  
Pasadena, CA  
Petaluma, CA  
Pismo Beach, CA  
Placentia, CA  
Pleasanton, CA  
Port of Long Beach, CA  
Port of San Diego, CA  
Port of Seattle, WA  
Reno, NV  
Rio Vista, CA  
Rocklin, CA  
Sacramento, CA  
Salinas, CA  
San Bernardino, CA  
San Diego State University, CA  
San Fernando, CA  
San Francisco, CA  
San Jose State University, CA

San Rafael, CA  
Seaside, CA  
South Gate, CA  
Sunnyvale, CA (Public Safety  
Director)  
Tulsa, OK  
Turlock, CA  
University of California, Davis, CA  
University of California, Santa  
Barbara, CA  
University of Oregon, OR  
Vacaville, CA  
Virginia Commonwealth  
University, VA  
Whittier, CA

**POLICE COMMAND STAFF**

Atascadero, CA  
Menlo Park, CA  
Pleasanton, CA  
Santa Rosa, CA  
Port of San Diego, CA  
University of California, San  
Francisco, CA

**POLICE OVERSIGHT**

San Francisco, CA (Director of  
Office of Citizen Complaints)  
San Jose, CA (Independent Police  
Auditor)

**PUBLIC AFFAIRS/  
INTERGOVERNMENTAL  
RELATIONS DIRECTOR**

Beverly Hills, CA  
Rancho Cordova, CA  
Thornton, CO  
San Diego Regional Airport  
Authority, CA  
West Basin Municipal Water  
District, CA

**PUBLIC SAFETY  
COMMUNICATIONS**

Aurora, CO  
Clackamas County, OR  
Heartland Communications Facility  
Authority, CA  
San Francisco, CA  
San Jose, CA

Santa Cruz Consolidated  
Emergency Communications  
Center, CA  
Washington County Consolidated  
Communications Agency, OR  
Yolo Emergency Communications  
Agency, CA

#### **PUBLIC WORKS**

Belmont, CA  
Chandler, AZ  
Clark County, NV  
Elk Grove, CA  
Fresno, CA  
Galt, CA  
Grants Pass, OR  
Half Moon Bay, CA  
Huntington Beach, CA  
Inglewood, CA  
Lathrop, CA  
Los Banos, CA  
Mammoth Lakes, CA  
Maple Valley, WA  
Modesto, CA  
Monrovia, CA  
Morro Bay, CA  
Needles, CA (Utilities Director)  
Pico Rivera, CA  
Pismo Beach, CA  
Pomona, CA (Director and Deputy  
Director)  
Poway, CA  
Redlands, CA  
Roseburg, OR  
San Benito County, CA  
San Carlos, CA  
San Jose, CA (Deputy Director)  
Santa Cruz, CA  
South Pasadena, CA  
Stockton, CA (Deputy Director)  
Tehama County, CA  
Tiburon, CA  
Upland, CA  
Woodland, CA

#### **PURCHASING**

Central Contra Costa Sanitary  
District, CA (Purchasing &  
Materials Manager)  
Tacoma, WA (Purchasing Manager)

#### **RISK MANAGEMENT**

Central Contra Costa Sanitary  
District, CA (Safety & Risk  
Management Administrator)  
Central Marin Sanitation Agency,  
CA (Director of Safety and  
Training)  
Riverside Transit Agency, CA (Risk  
Manager)

#### **TECHNOLOGY**

Clark County, NV  
Fresno, CA  
Hayward, CA  
Hillsboro, OR  
Inland Empire Utilities Agency, CA  
Modesto, CA  
San Francisco, CA  
State Bar of California, CA

#### **TRANSPORTATION**

Association of Monterey Bay Area  
Governments, CA  
Elk Grove-Rancho Cordova-El  
Dorado County Connector Joint  
Powers Authority, CA  
Omnitrans, CA  
San Diego Association of  
Governments, CA  
San Joaquin Council of  
Governments, CA  
Santa Clarita, CA  
Washington County, OR  
West Contra Costa Transportation  
Advisory Committee, CA

#### **WASTE WATER/SANITATION/ SOLID WASTE**

Central Contra Costa Sanitation  
District, CA  
Central Contra Costa Solid Waste  
Authority, CA  
Central Marin Sanitation Agency,  
CA  
Dublin San Ramon Services  
District, CA  
East Bay Dischargers Authority,  
CA

Monterey Regional Waste Management District, CA  
Monterey Regional Water Pollution Control Agency, CA  
Oro Loma Sanitary District, CA  
Richmond, CA  
Ross Valley Sanitary District, CA  
Salinas Valley Solid Waste Authority, CA  
Sanitary District No. 5 of Marin County, CA  
San Jose, CA  
Sewer Authority Mid-Coastside, CA  
South Bayside Waste Management Authority, CA  
Stockton, CA  
Union Sanitary District, CA  
West Contra Costa Integrated Waste Management Authority, CA

#### WATER

Arizona Municipal Water Users Association, AZ  
Aurora, CO  
Bakersfield, CA  
Calaveras County Water District, CA  
Joshua Basin Water District, CA  
Kennewick Irrigation District, CA  
Phoenix, AZ  
Reclamation District 1000, CA (District Engineer)  
Sacramento Area Flood Control Agency, CA  
San Luis Obispo County, CA  
Santa Clara Valley Water District, CA  
South Placer Municipal Utility District, CA  
Stockton, CA  
Sweetwater Springs Water District, CA  
Valley of the Moon Water District, CA  
Walnut Valley Water District, CA

#### OTHER

Bay Area Air Quality Management District, CA (Deputy Air Pollution Control Officer)  
Benton County, OR (Health Director)  
Bureau Veritas, CA (Vice President – Operations)  
Government Services Group, Inc. (Municipal Services Manager)  
Hilton, Farnkopf, and Hobson LLC (Manager/Vice President)  
Monterey Bay Unified Air Pollution Control District, CA (Air Pollution Control Officer)  
Port of Long Beach, CA (Managing Director)  
Port of Los Angeles, CA (Executive Director of Port Technologies Development Center)  
Port of San Diego, CA (Senior Director of Real Estate)  
Robson Homes (Forward Planner and Land Acquisition Manager)  
Sacramento, CA (Preservation Director)  
Sacramento, CA (Urban Design Manager)  
San Jose, CA (Assistant Director of Environmental Services)  
San Manuel Band of Tribal Indians (Tribal Manager)  
Superior Court of California, County of San Luis Obispo, CA (Assistant Court Executive Officer)  
Washoe County, NV (Senior Services Director)  
Washoe County, NV (Social Services Director)





Nipomo Community Services District  
**Recruitment and Selection Services  
for a General Manager**

Submitted By:



CPS Human Resource Services  
241 Lathrop Way  
Sacramento, CA 95815

t: 916.263.1401  
f: 916.561.7205

tax ID: 68-0067209  
[www.cps.ca.gov](http://www.cps.ca.gov)

Pam Derby  
Executive Recruiter



November 10, 2009

Lisa Bognuda  
Finance Director/Asst. General Manager  
Nipomo Community Services District  
148 South Wilson Street  
Nipomo, CA 93444

Dear Ms. Bognuda:

Thank you very much for the opportunity to submit a proposal to assist the **Nipomo Community Services District** with the recruitment of the next **General Manager**. We understand that maximizing the person, job and organizational fit increases the probability of job success, employee engagement, and talent retention – a “win-win” for all concerned. Selecting the best candidate for this position is also a decisive element in building and maintaining both workforce quality and public confidence.

CPS is uniquely qualified to assist your District with this recruitment. CPS continuously strives to identify ways to complement our in-depth public sector knowledge and expertise with proven methodology that will better pinpoint the talent your District needs to move forward – embracing the values of inclusion, accountability and accessibility in government.

**CPS Executive Search is a division of CPS Human Resource Services**, and has been providing management consulting services to governmental clients in the western United States since 1986. CPS is a self-supporting public agency providing a full range of human resource services to the public and nonprofit sectors. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America. We assist organizations across the talent management continuum in recruiting, selecting, and developing employees. CPS also supports and participates in several local, regional and national associations including IPMA, MMANC, MMASC, ACWA, PTC, CalPELRA, and ICMA to name a few.

CPS Executive Search is a unique organization from the perspective that we offer a broad spectrum of human resource services, while delivering personalized, results-oriented service utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. It is our commitment to work in partnership with your organization to a successful result. The development of this recruitment is a critical decision for the District, and we are prepared to make the process seamless, unbiased and defensible

The enclosed proposal methodology and pricing is designed to provide the **Nipomo Community Services District** with the flexibility to effectively meet your General Manager recruitment and assessment needs. CPS is a flexible organization and we look forward to working with you to identify the best solution or set of solutions to meet the needs of your District.



*Human Resource Services*

With respect to this particular assignment we possess a number of important strengths:

- **The successful completion of approximately 1,600 recruitments for more than 575 clients.** We have extensive experience in the recruitment of all types of local government, executive and professional staff, including council/board appointed executives, department directors, and key professional and management positions. Although our client list covers a broad range, note that each recruitment we conduct is uniquely designed to fit the needs of the individual client and is calculated to provide a strong, competitive pool of candidates.
- **We have considerable, recent experience in conducting** General Manager, Executive Director, and a variety of top level manager positions for water agencies / community services districts, regional authorities, cities, counties and non profit entities. We understand and appreciate the intricacies of managing the executive recruitment for an organization and bring that expertise and knowledge to the recruitment process. Our reference list provides a sample of the types of recruitments we have been involved with, in addition to our current recruitments, which include the **Discovery Bay Community Services District (General Manager)** and the **Templeton Community Services District (Fire Chief)**, and the **recently completed McKinleyville Community Services District (General Manager)**, **Association of California Water Agencies (Director of Regulatory Affairs)**, **Templeton Community Services District (General Manager)**, **Napa Sanitation District (Administrative Services Director, as well as General Manager a few years ago)** and the **Northern California Water Association (Executive Director)**.
- **In-depth understanding** of all state and local government operations, programs, and services. This understanding has been gained as consultants to state and local governments throughout the western United States.

Again, thank you for the opportunity to be considered for this assignment. We are aware that the selection of a General Manager is a critical decision for any organization, and we are prepared to make the process as smooth as possible. If you need additional information, please contact me at 916 263-1401 at your convenience.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Pam Derby'.

Pam Derby, Executive Recruiter  
CPS Executive Search

## TABLE OF CONTENTS

	<u>PAGE</u>
I. OUR APPROACH - EXECUTIVE SUMMARY	1
II. CONSULTANT TEAM	3
III. EXECUTIVE SEARCH PROCESS IN DETAIL	6
IV. REFERENCES	10
V. PROJECT TIMING	12
VI. COST	13

## I. OUR APPROACH - EXECUTIVE SUMMARY

*The Nipomo Community Services District is about to make a decision of great significance—the selection of a new **General Manager**. Because this decision is so critical, CPS Executive Search has developed the most comprehensive and sophisticated executive search service available to local government today. Our unique approach to executive search includes the following features:*

### **BOARD INVOLVEMENT**

The Board of Directors must be intimately involved in the search for a new General Manager. For this reason, our approach assumes the Board's direct participation in key phases of the search process, including the development of the candidate profile and recruitment strategy, the selection of final candidates, interviews with the finalists, and ultimately, the selection of a new General Manager.

### **DISTRICT'S NEEDS**

A critical first step in a successful executive search is for the Board of Directors to define the professional and personal qualities required of its General Manager. To be certain this occurs, we have developed a very effective process that will permit the Board to clarify the preferred future direction for the District; the specific challenges the District is likely to face in achieving this future direction; the working style and organizational climate the Board members wish to establish with the General Manager; and ultimately, the professional and personal qualities that will be required of the General Manager.

### **OTHER PARTICIPANTS**

At the discretion of the Board of Directors, our approach provides for the involvement of key stakeholders in the development of the candidate profile. Other stakeholders may include Department Directors, community participants, and other stakeholder groups. CPS Executive Search has discovered that focus groups, made up of key community members appointed by the Board of Directors, provide valuable and targeted feedback regarding this type of executive recruitment.

### **AGGRESSIVE RECRUITMENT**

The best General Manager candidates are often not actively seeking a new position. They may be very satisfied with their current situation, and may only consider a change if a more attractive career opportunity is presented to them. Yet, among potential applicants there are those who, though personally satisfied with their current situation, would rise to the professional challenge and apply for the General Manager position. Evoking that sense of vision and opportunity in qualified persons is among the responsibilities of CPS Executive Search. This is why we take an aggressive approach in identifying and recruiting the best available candidates.

## **SELECTION**

The selection of the best available candidate requires the use of tools that have been specifically designed to evaluate each candidate against the personal and professional qualities identified by the Board. For this reason, we tailor our selection techniques to the District's specific requirements. In addition, we also assume responsibility for administering the selection process for the Board.

## **EMPLOYMENT AGREEMENT**

One of the most sensitive parts of the selection process is frequently the development of an employment agreement with the selected candidate. If this is not done with care and precision, it can result in either losing the preferred candidate, or beginning the employment relationship in an awkward manner. To preclude this from occurring, we are available to assist the Board and General Manager in developing an agreement that is acceptable to both parties.

## **ONE-YEAR GUARANTEE**

If the candidate selected and appointed by the District as a result of a full CPS Executive Search recruitment terminates employment for any reason before the completion of the first year of service, CPS Executive Search will provide the District with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost. The District would be responsible for the cost of reimbursable expenses only.



## II. CONSULTANT TEAM

*CPS Executive Search has assembled a uniquely qualified team of professionals to assist the District. This team possesses extensive consulting experience and a direct, in-depth understanding of local government. Each team member routinely serves as an engagement manager and personally handles every aspect of the executive search process. This recruitment would be led by Pam Derby, who will be assisted by the balance of the CPS Executive Search team as necessary.*

### **PAMELA DERBY**

Since joining CPS Executive Search in 2003, Pam Derby has participated in a wide range of recruitments for county, city, special district and association executives including city Manager, executive director, general manager, city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, public works director, registrar of voters, library director, and director of information technology in addition to specialized support positions. *Ms. Derby's most recent board/council-appointed recruitment successes include the City Manager search for the City of Sebastopol, and General Manager searches for both the McKinleyville and Templeton Community Services Districts, the San Luis Obispo Regional Transit Authority and Marin Transit. Current Board appointed recruitments include the General Manager for the Discovery Bay Community Services District and a repeat engagement with the Templeton Community Services District for their Fire Chief. Ms. Derby has just completed the City Attorney recruitment for the City of Berkeley and is in the final stages of their Police Chief recruitment as well.*

Prior to joining CPS Executive Search, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local government. Ms. Derby applies this expertise to every recruitment she conducts in order to produce qualified, diverse candidate pools that fit an organization's cultural character. Previous to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations where she was responsible for the management of several large consumer groups.

#### Recent client testimonials regarding Pam Derby:

*"Pam, it was our pleasure to work with you. You made the task somehow doable and sensible, step by step. Your insights were very helpful. You clearly know your way around and through this task very professionally. Our thanks go to you" – Mayor, City of Sebastopol*

*"First time user of your services. Highly impressed with the level of professionalism in all aspects of our recruitment process. Have another recruitment for another position coming up and will use your services again. How could we not recommend such a great organization?" – Board President, Templeton Community Services District (Pam Derby was the Recruitment Manager)*

"Pam, it was a great pleasure to work with you. You really seemed to understand who we are as a community and what we need in a City Manager. You brought us excellent candidates and guided us skillfully in our selection process. I am confident that the candidate will do a great job for us. Thank you so much!" – *Council Member, City of Sebastopol*

"Pam and CPS were extremely responsive at all points in the recruitment. Pam was a delight to work with. She was responsive to our needs and always prepared." – *HR Director, California Bay Area City*

"Many thanks to Pam and Laural for their help and efforts! It was an exceptional job completed in an extraordinary timeframe. It was done with great professionalism and an apparent consideration and commitment for the needs of our agency. Pam was easily accessible and immediately responsive. She had an excellent understanding of the organization and the open position, and was especially considerate of internal deadlines and concerns." – *HR Director, California Non-profit Agency*

"While I have had an opportunity to work with recruitment firms before, my experience with CPS was an exceptional one and lead me to my current position. I had been working in my previous position for several years and discovered the material put together by CPS for my current position. This information was laid out so well and interesting that I applied for the position. Once I reached out to CPS, I received personal assistance throughout the screening and interview process. I have been in my position for over a year now and looking back would recommend, without hesitation, using the services of CPS." - *Candidate and Appointee, GM, CA Transit District*

## **STUART SATOW**

Since joining CPS Executive Search in 2002, Stuart Satow has conducted over 150 successful recruitments covering all areas of public sector executive search including city, county, state, special district, and regional governments. Mr. Satow has extensive experience in conducting high-level recruitments for council/board appointed positions, including recent City Manager recruitments for the California cities of American Canyon, Brentwood, Elk Grove, Modesto, and Napa, and the Arizona cities of Paradise Valley and Surprise. Other recent charter officer recruitments led by Mr. Satow include City Attorney recruitments for the cities of Elk Grove, Fresno, Modesto, and Surprise (AZ), and City Clerk and City Auditor for the city of Modesto. Mr. Satow assisted the California Commission on Peace Officer Standards and Training (POST) in the search for a new Executive Director, and the Santa Ana Watershed Project Authority Board of Directors in the recruitment of a new General Manager. Mr. Satow very recently assisted the California Public Employees Retirement System (CalPERS) in recruitments for a new Chief Executive Officer, two Deputy Executive Officers, and a Director of External Affairs. Mr. Satow has conducted numerous recruitments for Department Head level positions in city/county government and special districts in the areas of Planning/Community Development, Finance, Human Resources, Parks and Recreation, and Public Works/Engineering.

Previously Mr. Satow was a fixture on television in the Sacramento region for more than 22 years. As a sportscaster for ABC affiliate KXTV Channel 10, Mr. Satow interviewed hundreds of management-level



executives, university officials, and professional and amateur athletes. He is a popular public speaker and emcee who has long been involved in community events in the Sacramento region. With a BA degree in Communication Studies from California State University, Sacramento and 27 years of experience in the communications industry, Mr. Satow is an experienced writer and interviewer who has excellent people skills and a positive track record in staff and project management.

#### **CHRISTINE IAMS**

Christine Iams has more than 19 years of professional and management experience in the private and public sector, including experience in the areas of employee recruitment, selection and retention; employee and management training; employee relations; and classification and compensation. Since joining CPS Executive Search in 2002, Ms. Iams has been involved in numerous searches on behalf of cities, counties, the State of California, and other governmental and non profit organizations. Ms. Iams recruitment expertise has included Board appointed officials, city and county executive staff, and related assistants and deputies in a wide range of disciplines, including finance, human resources, community development, environmental health, information technology, economic development, public works, health and human services, library services, planning and building, retirement administration, and housing, as well as water officials and association executives. In addition, Ms. Iams previously worked as a Recruiter and Senior Director for a private sector staffing organization. She also was responsible for managing recruitment policies and procedures for the California County Departments of Social Services and Child Support Services. Ms. Iams has a Bachelor of Arts Degree in Telecommunications & Film from San Diego State University, with a minor in Business Administration. She is very committed to community service and has been actively involved in various fundraising and community service events.

### III. EXECUTIVE SEARCH PROCESS IN DETAIL

*The executive search process presented below is designed to provide the Board of Directors with the full range of services required to assure the ultimate selection of a General Manager who is uniquely suited to the District's needs.*

#### **Phase I - Develop Candidate Profile and Recruitment Strategy**

##### **Task 1 - Review and Finalize Executive Search Process and Schedule**

A critical first step in this engagement is a thorough review of the search process and schedule with the Board of Directors. This will ensure that the District's needs are met in the most complete manner possible.

##### **Task 2 - Meet Individually with Each Board Member**

As a prelude to a workshop session with the Board, the consultant will meet individually with each Board Member. The purpose of these meetings is to develop individual insights regarding the District's needs and the personal and professional characteristics desired in a General Manager.

##### **Task 3 - Receive Input From Others**

As desired by the Board, the consultant is prepared to meet with other stakeholders, including members of the District's Management Team, and key community leaders to obtain additional input in developing the ideal candidate profile and helping the consultant understand key issues and challenges that will face a new General Manager. The specific nature of the involvement process would be developed in consultation with the Board. The results of the above activities will be summarized by the consultant and provided to the Board as an additional source of information for developing the candidate profile and selection criteria.

##### **Task 4 - Development of Candidate Profile and Recruitment Strategy**

This task will be accomplished during a workshop session of approximately two hours in length involving the Board members and the consultant. This task will result in the identification of the personal and professional attributes required of the new General Manager, and include the following activities:

- The Board will identify priorities for the new GM.
- The consultant will assist the Board in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- The Board will describe the type of working relationship they wish to establish with the GM.

- The consultant will assist the Board in generating a list of specific competencies, experiences, and personal attributes needed by the new GM in light of the analyses conducted above.
- The consultant will present several recruitment and selection strategies for the Board's consideration. The Board will choose the recruitment and selection process most likely to produce the intended results.

#### **Task 5 - Prepare Recruitment Brochure and Place Advertisements**

Following the completion of the workshop session, text for an attractive and custom-designed recruitment brochure detailing the position and the District will be prepared. This will be presented to the Board of Directors for review prior to printing (examples of current brochures are available for viewing on our website at [www.cps.ca.gov/Search](http://www.cps.ca.gov/Search)). In addition, advertisements will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, and Web sites. CPS Executive Search is sensitive to reaching a diverse candidate pool and would recommend publications that are targeted to minority and female candidates. We are proud of our successful record of assisting our clients with placing over 130 minority and female candidates in executive positions over the past five years.

### **Phase II - Recruitment**

#### **Task 1 - Identify and Contact Potential Candidates**

This very crucial task will include a variety of activities designed to attract the best available candidates. In addition to the placement of advertisements in appropriate professional journals, the consultant will:

- Contact leading water agency, special district, and local government executives and other appropriate parties to identify outstanding potential candidates on a referral basis. CPS maintains a comprehensive, up to date database of water agency, special district and local government executives. However, we don't just rely upon our current database. We also conduct specific research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience to garner a diverse and quality pool of candidates.
- Select top quality candidates for consideration from past recruitments.
- Provide each potential candidate with a copy of the recruitment brochure transmitted with a personal letter.
- Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume. Oftentimes this component necessitates multiple conversations with the same person to pique their interest and to answer their questions.

## **Task 2 – Resume Review and Personal Interviews**

All resumes will be submitted directly to the consultant for initial screening. This screening process is specifically designed to assess the personal and professional attributes the District is seeking and will include:

- A thorough review of each candidate's resume and other supporting materials.
- Personal interviews with the candidates who appear to best meet the District's needs. This group typically includes approximately 10-15 candidates. The consultant will spend quality time ascertaining each candidate's long term career goals and reason(s) why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will also gather data on any other unique aspects specific to this recruitment based upon the candidate profile.
- The consultant will conduct internet research on each candidate interviewed, to include newspaper articles and blog checks.

CPS Executive Search will conduct as many interviews in person that is reasonable within the timeframe and pricing matrix established with the client.

## **Task 3 - Board Selects Finalists**

At the conclusion of the previous tasks, the consultant will prepare a written report that summarizes the results of the recruitment process and recommends five to eight candidates for further consideration by the Board. This report will include the candidate resumes and a profile on each candidate's background. The consultant will meet with the Board to review this report and to assist the Board in selecting a group of finalists for further evaluation.

## **Phase III - Selection**

### **Task 1 - Design Selection Process**

Based on the results of the meeting conducted in Phase I, the consultant will design a selection process to be utilized by the Board in assessing the final candidates. This process will typically include an in-depth interview with each candidate, but may also include other selection tools such as an oral presentation, preparation of written reports and problem-solving exercises.

### **Task 2 - Administer Selection Process**

The consultant will coordinate all aspects of the selection process for the District. This includes contacting both the successful and unsuccessful candidates, preparing appropriate materials, facilitating the interviews, and assisting the Board with deliberation of the results of the interviews.

### **Task 3 – Arrange Follow-up Interviews and Conduct In-depth Reference Checks**

Following the completion of the selection process, the consultant will be available to schedule and coordinate follow-up interviews, and complete reference checks. The in-depth reference checks are a comprehensive 360 evaluation process whereby we speak with elected officials, community leaders, peers and subordinates. The candidates are requested to provide a minimum of ten reference sources. CPS is able to ascertain significant, detailed information from reference sources due to our assurance and commitment to them that their comments remain confidential which leads to a willingness to have an open and candid discussion with the consultant. A written summary of the reference checks is provided to the Board of Directors. We will also arrange for a background records check of an applicant's driving record, court and credit history, education verification, newspaper article research, and other sensitive items.

### **Task 4 – Assist Board in Developing Employment Agreement**

Once the Board has made a selection, the consultant will assist the Board and new General Manager in developing the terms of an agreement that covers compensation and other terms and conditions of employment. This process is typically completed in collaboration with appropriate legal counsel.

## **VALUE-ADDED/CUSTOMER SERVICE**

Throughout the executive search process, we are committed to keeping the District fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc). In addition, during each phase in the process, we are either sending personal letters or initiating phone calls to candidates advising them of their status. We place a high level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. We have developed many long term relationships with clients that have resulted in the opportunity to assist them with multiple recruitments.

In addition, our follow up extends once you have selected your next General Manager. We will contact both the Board President and the newly appointed General Manager within six months of appointment to ascertain if an effective transition has occurred.

## IV. REFERENCES

*Listed below is a sample of recruitments we have conducted for various top-level management positions:*

<u>CLIENT</u>	<u>POSITION</u>	<u>CONTACT</u>
Association of California Water Agencies	Executive Director Director of Regulatory Affairs	Jan Jennings Director of Administration 916 441-4545
Bella Vista Water District	General Manager	Todd Sikes Board President 530 549-3688
Butte County, CA	Director of Water and Resource Conservation	Shari McCracken Deputy Chief Administrative Officer 530 538-2863
Elk Grove Community Services District	General Manager	Donna Hansen General Manager 916 685-7069
Glenn-Colusa Irrigation District	General Manager	Don Bransford Board President 530 934-8881
Healdsburg, City of	Electric Utility Director	Marjie Pettus Assistant City Manager 707 431-3319
Marin County Transit District	General Manager	Farhad Mansourian Public Works Director <a href="mailto:fmansourian@co.marin.ca.us">fmansourian@co.marin.ca.us</a>
Marin Municipal Water District	General Manager	Alex Forman Board President 415 945-1449
McKinleyville Community Services District	General Manager	Jeff Dunk Board President 707-826-4140 <a href="mailto:Jeffrey.Dunk@humboldt.edu">Jeffrey.Dunk@humboldt.edu</a>
Napa Sanitation District	General Manager Administrative Services Director	Chuck Gravett Board Member 707 258-1030 or Michael Abramson General Manager 707 258-6000

<u>CLIENT</u>	<u>POSITION</u>	<u>CONTACT</u>
Northern California Water Association (NCWA)	Executive Director	Steve Danna, Chairman NCWA Board of Directors 916 442-8333
Sacramento Area Council of Governments	Executive Director	Mike McKeever Executive Director 916 340-6205
San Luis Obispo Regional Transit Authority	Transit Manager	Peter Rodgers Administration Director 1150 Osos St # 202 San Luis Obispo, CA 93401 805 781-5712 <a href="mailto:PRODGERS@SLOCOG.org">PRODGERS@SLOCOG.org</a>
Sebastopol, City of	City Manager	Sarah Glade Gurney Mayor 707 823-1153 <a href="mailto:sarahcouncil@yahoo.com">sarahcouncil@yahoo.com</a>
Tehama-Colusa Canal Authority	General Manager	Sandy Denn Board Member 530 934-2778
Templeton Community Services District	General Manager	David Brooks President, Board of Directors 805 434-4900 <a href="mailto:cdrdave@charter.net">cdrdave@charter.net</a>
Yucca Valley, Town of	Public Works Director	Dani Lassetter Human Resources Manager 760-369-7207



## V. PROJECT TIMING

*CPS Executive Search is prepared to begin work upon receipt of a fully-executed contractual agreement. We can complete all search activities up to and including the selection of a new General Manager in 14 to 16 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial Client meeting. A proposed schedule is presented below.*

### PROPOSED SCHEDULE

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting to Define Candidate Profile	➤															
Place Ads and Draft Brochure			➤													
Brochure Approved and Printed				➤												
Aggressive Recruiting					➤											
Final Filing Date								➤								
Preliminary Screening									➤							
Report of Results to the District												➤				
District Interviews													➤			
Appointment																➤
(Weeks)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

## VI. COST

### FEES FOR PROFESSIONAL SERVICES

The base professional fee for this executive recruitment service as outlined is **\$16,000**. Our professional fee covers all the consultant services associated with **Phases I, II and III** of the recruitment process, including the necessary field visits (up to four) to develop the candidate profile and recruitment strategy, assist the District in finalist selection, and facilitate candidate interviews with the Client.

CPS Executive Search is committed to meeting the individual needs of each of our clients. Based upon that understanding, CPS can offer various options for pricing and levels of service to be determined based upon the District's individual needs for a specific recruitment. To conduct **Phase I and Phase II (Task 1 only)** of the recruitment process, CPS can offer that level of service for a professional fee of **\$9,000** plus reimbursable expenses. To conduct **Phases I and II** of the recruitment process outlined in this proposal, CPS can offer that level of service for a professional fee of **\$12,500** plus reimbursable expenses. And, to conduct **Phases I, II and III** of the recruitment process (full service recruitment), the professional fee is as we have outlined in the paragraph above.

### REIMBURSABLE EXPENSES

Actual out-of-pocket expenses for such items as consultant travel, advertising, marketing, long distance telephone, printing/copying, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses and we will work proactively with the District to ensure that the dollars being spent for expenses are in keeping with the District's expectations. Travel expenses for candidates who are invited forward in the interview process are not included under our reimbursable range.

**Estimated Range ..... \$6,500- \$8,000**

The listed reimbursable expenses range includes background checks on up to two finalist candidates. Professional fees and reimbursable expenses would be billed and paid monthly.

### CONTRACT ARRANGEMENTS

***For contractual purposes, our legal name is  
Cooperative Personnel Services (dba CPS Human Resource Services).***



**PROPOSAL**  
**For**  
**EXECUTIVE RECRUITMENT AND SEARCH SERVICES**  
**For**

**GENERAL MANAGER**

**For The**  
**NIPOMO COMMUNITY SERVICES DISTRICT**

**Submitted by:**

**KOFF & ASSOCIATES, INC.**  
**6400 Hollis Street, Suite 5**  
**Emeryville, CA 94608**

**510-658-5633 – voice**

**510-652-5633 – fax**

**E-mail: [gkrammer@koffassociate.com](mailto:gkrammer@koffassociate.com)**

**[www.koffassociates.com](http://www.koffassociates.com)**

**Contact Person:**  
**Georg Krammer, Chief Executive Officer**



November 11, 2009

Ms. Lisa Bognuda  
Acting General Manager  
Nipomo Community Services District  
148 South Wilson Street  
Nipomo, CA 93444-0326

Dear Lisa:

Thank you for the opportunity to respond to your request for proposals for executive recruitment and search assistance for General Manager for the Nipomo Community Services District.

Koff & Associates is a small firm with a specialty in public sector human resources. We have been assisting public agencies with their recruitment and other human resource needs for over 25 years. Our entire practice has grown as a result of satisfied clients who refer us to their colleagues in other agencies. Being responsive to your needs is our number one priority. One value-added advantage we offer to this effort is that we conducted a classification and compensation study for the District in recent years and are therefore familiar with your organization and its strengths and challenges.

We aggressively market your position seeking the best available candidates. Our efforts are to find the active, as well as, the passive candidates. Depending upon the professional organizations we are able to tap into, we advertise the position through various media to attract the largest possible candidate pool.

We then employ a competency and factor-based evaluation tool that clarifies each candidate's strengths and weaknesses and conduct screening interviews to screen out all but the most highly qualified candidates. These approaches to a recruitment effort provide our clients with a substantial talent pool that is closely matched to the organization's needs and desires. Having placed countless professionals with numerous public agencies over the past 25 years (with great emphasis on special districts), we understand the importance of technical competence and cultural match.

Because our firm assists in all areas of human resources, our list of recruitment engagements does not match the number completed by our competitors. What we are able to offer is a greater concentrated effort for those recruitments we do initiate. We maximize the effectiveness of the recruitment activity to ensure quality of both the integrity of the recruitment campaign (which reflects on the District), as well as the quality of the candidate pool that we are able to generate.

Please call if we can provide any additional information. We look forward to the opportunity to provide professional service to your District.

Sincerely,

Georg S. Krammer  
Chief Executive Officer



**PROPOSAL**  
**For**  
**EXECUTIVE RECRUITMENT AND SEARCH SERVICES**  
**For**  
**GENERAL MANAGER**  
**For The**  
**NIPOMO COMMUNITY SERVICES DISTRICT**

***PROPOSED SCOPE OF WORK***

**Meet with the Board of Directors, Interim and/or Transitional General Manager, and/or Other District-designated Stakeholders to Discuss:**

- Position Profile Requirements, i.e., Knowledge, Skills, and Abilities;
- Ideal Candidate's Competencies, Experiences, and Characteristic Profile;
- Personal and Professional Attributes Required of and Priorities for the New Incumbent;
- Conditions and Challenges in Achieving the Priorities Identified Above;
- Type of Working Relationship that the Board of Directors Desires with the New Incumbent;
- Concerns and Issues Regarding the Recruitment and the Position;
- Supplemental Questionnaire Discussion (if desired);
- Advertising Strategies;
- Geographical Strategies;
- Compensation Levels; and
- Completion Timetable.

Working closely with the Board of Directors and other stakeholders (as desired), Koff & Associates assists in identifying the specific needs of the District and identifies key competencies and characteristics of the "ideal candidate." Once these criteria are established, salary and benefit considerations are discussed to ensure market competitiveness, credential requirements are considered, and geographic recruitment boundaries are identified. At the conclusion of this meeting, there should be a clear consensus of the key qualifications and characteristics of the position and the process and timetable to be utilized for the recruitment activity.



## **Develop and Implement Recruitment and Advertisement Strategy**

Following the development of the candidate profile, a professionally produced recruitment brochure will be prepared and presented to the District for review prior to printing. The brochure will highlight the strengths and challenges of the District, its government structure and services, pertinent facts regarding the position, and necessary and desirable candidate qualifications. Advertisements will be prepared and placed for publication in appropriate newsletters, job bulletins, websites, professional magazines, industry trade journals, professional organizations, public sector newsletters, etc. We are flexible to also place print ads in newspapers, if desired, although our experience has been that those are very costly and it is questionable whether top-level executives will use hardcopy newspaper career sections to identify suitable jobs, as opposed to using other means of job search. The approach we recommend taking is to place priority on newspapers' online job postings versus printed line ads.

We will also send brochures and announcements to other districts, cities, counties, and agencies, locally, and statewide, as well as, neighboring states, as desired. In addition, we have developed various industry-specific mailing lists for direct marketing to individuals who hold certain desirable professional licenses and certifications.

Having worked in the public sector for more than 25 years, with great emphasize on water and wastewater agencies, we have established excellent relationships with many agencies and their management teams. Utilizing this effective network, we discreetly solicit recommendations and contact individuals meeting our criteria who may not be actively seeking other employment. Time and again, this has proven to be a valuable candidate source that is used concurrently with more traditional recruitment strategies as described above.

K&A will work with the Board of Directors and other stakeholders to make the final decision regarding which recruitment strategy to employ. The goal is to recruit candidates from diverse backgrounds utilizing local, regional, and statewide resources, as appropriate.

## **Identify and Contact Potential Candidates**

This task will include a variety of activities designed to attract the best available candidates. K&A will:

- Contact professionals to identify outstanding potential candidates.
- Provide each potential candidate with a copy of the recruitment brochure transmitted by personal letter and/or email.
- Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume and application.

## **Review of Application Packets and Candidate Assessment**

Typically, we require applicants to submit a fully completed District application form (or our own generic application form if the District prefers), a resume and cover letter, a supplemental questionnaire if the District so desires, and any other information that applicants would like to add. However, we are flexible regarding the District's preferred approach to application materials.

After application materials are received, we prepare a thorough assessment of the merits of each candidate and their appropriateness for hire, including their professional and education credentials. Initially, candidates and application materials are carefully evaluated based upon an objective and clearly defined factor ranking analysis that incorporates the concerns and issues previously discussed as well as the specific requirements of the job description. All elements from the initially developed position profile will be incorporated in the evaluation, including required experience, education, licenses/certifications, knowledge, skills, and abilities; ideal candidate competencies, experiences, and characteristic profiles; and personal and professional attributes required of and priorities for the new incumbent.

Candidates are also ranked against each other and a numerical score that clearly distinguishes the most qualified candidates recommended for further consideration.

## **Conduct Initial Screening/Preliminary Interviews and Reference Checks**

Top candidates will be initially interviewed to further clarify any issues raised by the submitted documents; reasons for position interest will be identified; the level of commitment to the position and the organization will be determined; and other issues, including salary requirements will be discussed.

This screening process is specifically designed to assess the personal and professional attributes the District is seeking and will include interviews with the candidates who appear to best meet the District's needs. This group often includes as many as ten to twelve (10-12) candidates for the position.

## **Recommend Slate of Candidates**

Koff & Associates will submit for District review, clear written recommendations and analyses of the most qualified applicants as finalists. Our recommendations will include all relevant data submitted by the applicants. The Board of Directors, of course, will be the final decision-makers regarding candidate selection.



### **Participate in Interview Process**

Working with the Board of Directors, we will develop a set of key questions that will help analyze the candidates' qualifications and management/work style. We will complete all of the necessary communications with the Board of Directors and candidates so they are prepared for the interviews, including a packet that will contain all pertinent candidate information.

Koff & Associates will provide oversight during the interview process and facilitate a focused panel discussion at the conclusion of the interviews to identify the most qualified candidates for final consideration. Our facilitation skills usually prove useful in the assessment of candidates at the end of the interview process.

### **Maintain All Required Legal Documentation**

We are responsible for ensuring compliance with and establishing and maintaining all legally mandated documentation throughout the process.

### **Complete all Correspondence**

We believe that each candidate, regardless of their qualifications and success in the selection process, deserves the courtesy and respect of being informed throughout the process. Applicants receive ongoing communications via our office, which not only keeps all the candidates abreast of the process and their continued candidacy, but also enhances the District's reputation and image of being considerate, thoughtful, and professional.

### **Conduct Reference and Background Checks**

Koff & Associates will conduct extensive reference and background checks for the final candidates after the interview process and before any offers of employment. This review includes employment and professional references, a public records search, Internet, media and newspaper searches, confirmation of educational degrees, driving record check, criminal record search and military service check (if applicable), a financial history check, and following up on any other details the Board requests. We, as well as our background contract firm meet, or exceed, all of California's extensive reporting requirements.

### **Negotiate Terms and Conditions of Employment**

Koff & Associates, per the District's wishes, is available to assist in the negotiations of the final terms and conditions of employment.

### **Maintain Regular and Ongoing Communications**

Our #1 priority is meeting the District's needs. Regular, on-going dialogue with the District is integral and critical to successfully managing a recruitment campaign. We are also available to attend all necessary Board of Directors meetings.

### ***PROJECT DIRECTOR***

The Project Director for this executive search effort will be Georg S. Krammer, Chief Executive Officer of Koff & Associates. Georg will be involved in all client meetings and panel interviews. Day-to-day professional and clerical support will be provided by one of K&A's consultants, as well as, our firm's administrative assistant.

Please see Attachment A for the firm's qualifications and brief resumes of our staff.

### ***FEE STRUCTURE***

The professional fee for executive search services for General Manager is as follows (the recruitment engagement will entail well in excess of 150 hours of effort):

General Manager:                      \$20,000

Documented reimbursable expenses include newspaper, Internet and journal advertisements, recruitment brochure set-up and printing, postage, telephone, security and credit check, clerical support, and travel. These expenses are anticipated to be approximately \$7,000 to \$8,000 (due to the required extensive advertising campaign for this type of position). All reimbursable expenses are passed through directly to the District without additional mark-up.

Any costs associated with reimbursing candidates for attendance at the interviews will be borne directly by the District (if the District desires to assist in candidate reimbursement).

The total lump sum cost for the recruitment should not exceed \$28,000 and is inclusive of all services and expenses related to this search effort. No other cost is anticipated.

### ***SCHEDULE***

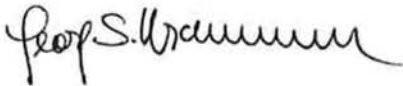
Shown below is a schedule that is suggested for conducting the recruitment effort. Our experience has been that executive search efforts of this scope take at least three to four (3-4) months to complete, allowing enough time for all phases of the process. We have found that providing a Final Filing Date for applications of less than one month from the initial advertisement does not allow enough time for exposure to a significant enough candidate pool.

The following is a suggested timeline. Of course, we are flexible to make adjustments based on the District's preferences and based on the unique requirements for the position:

**Key Target Points:**

Contract Start Date:	as scheduled
Initial Meeting:	within 1 week of contract start date
K&A Develops Recruitment Brochures:	2 weeks from contract start date
District Approves Brochures:	3 weeks from contract start date
Job Advertising and Candidate Sourcing:	4-7 weeks from contract start date
K&A Reviews Application Packets:	8 weeks from contract start date
K&A Conducts Screening Interviews:	9 weeks from contract start date
District Reviews/Approves Candidate Pool:	10 weeks from contract start date
Oral Board Convenes:	11 weeks from contract start date
Second Interviews by District:	12 weeks from contract start date
Reference/Background Checks:	13 weeks from contract start date
Offer of Employment:	14 weeks from contract start date

Respectfully Submitted,  
KOFF & ASSOCIATES, INC.



Georg S. Krammer  
Chief Executive Officer

**ATTACHMENT A**  
**QUALIFICATIONS AND EXPERIENCE**

**Koff & Associates, Inc.** is small, woman-owned, a full-spectrum human resources consulting services firm and has been assisting public-sector agencies for the past 25 years. We have extensive experience working in both union and non-union environments (including serving as the management representative in meet & confer meetings), with Merit Boards, Boards of Directors, County Boards, Civil Service Commissions, and City Councils.

The firm's areas of focus are executive search and staff recruitments; compensation and classification studies; strategic management tools for organizational performance; individual employee performance management and incentive compensation programs; policy/procedure development and employee handbooks; and serving as off-site HR Director for our smaller public agencies that need the expertise of an HR Director but do not need a full-time, on-site professional.

Without exception, all of our recruitments have successfully met all of our intended commitments; communications were successful with client agencies and job candidates; and we were able to assist each agency in successfully placing highly qualified candidates. All studies were brought to completion within stipulated time limits and proposed fees.

The firm's growing list of clients is indicative of its reputation throughout California as being a quality organization that can be relied upon for providing comprehensive, sound, and cost-effective services and solutions. Koff & Associates, Inc. has a reputation for being "hands-on" with an ability and expertise to implement its ideas and recommendations through completion.

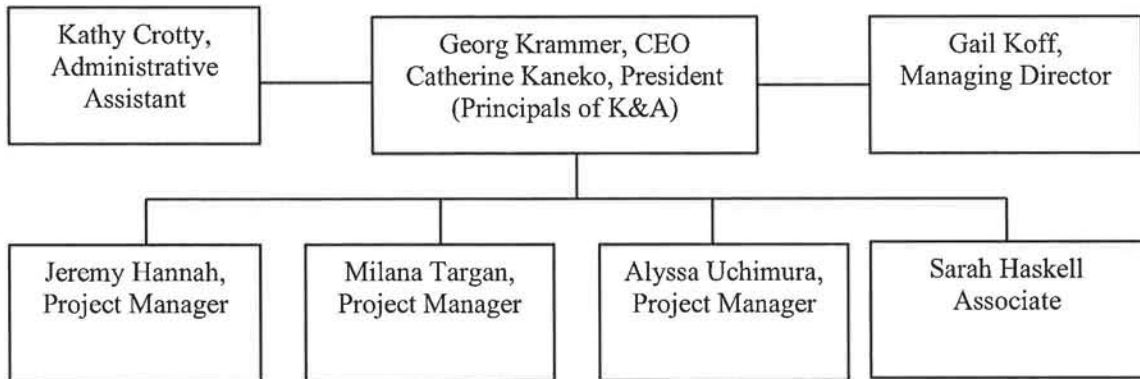
Koff & Associates, Inc. relies on our stellar reputation and on the recommendations and referrals of current clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical recruiting assistance with integrity, honesty, and a commitment to excellence. We invite you to contact anyone on the Client List as a referral.

More specifically to this project, the firm has over 25 years of executive search experience at the CEO-level. While our experience is mostly related to General Manager-type of recruitments for special districts, we find that this experience easily translates to smaller municipal agencies such as the Nipomo Community Services District. Some recent examples of recruitment efforts conducted by Koff & Associates, Inc. are:

General Manager/Chief Engineer	District Engineer
District Manager	Economic Development Director
General Manager, Community Services District	Technical Services Manager
General Manager, Wastewater District	Administrative Services Manager
Executive Director	Vice President, Human Resources
District Superintendent	Manager, Engineering Services
Director of Public Works	Finance Services Manager
Director of Finance	Business Services Manager
Chief Financial Officer	Division Manager, Human Resources Administration

## *K&A's Business Organization*

### ORGANIZATIONAL CHART



### EXPERIENCE AND QUALIFICATIONS OF PRINCIPALS AND KEY STAFF

#### **Catherine Kaneko, C.P.A., P.H.R. President**

Catherine brings close to twenty (20) years of management level human resources experience to Koff & Associates, Inc., both as a human resources director and as a management consultant in the hi-tech industry as well as the public sector. She has extensive experience in recruitment and selection in both the public and private sector; compensation including equity plans and performance incentive programs, survey design and reporting, staffing; classification and job analysis; compensation and job evaluation techniques, employee relations, retention strategies, infrastructure development; coaching; policy and procedure development; mergers and acquisitions; change management and employee training.

With a Bachelor's Degree in Business Administration, Catherine started her career as a Certified Public Accountant (CPA) in an international accounting/consulting firm. She transitioned into Human Resources within the firm to become the Human Resources Director of the San Francisco office. She then moved into the hi-tech industry where she served in leadership positions for high-growth, startup, and organizations in transition. Her primary focus in recent years has been in recruitment services and classification and compensation in the public sector.

Catherine's experience provides a broad knowledge of human resource management within diverse organizations. Her background provides her a strong ability to understand the big picture, identify problems and solutions, and effectively implement them. Her skill set and experience provides her with a sound background and understanding of how vital and unique executive placements are for the successful performance of a large agency.

#### **Georg S. Krammer, M.B.A., S.P.H.R. Chief Executive Officer**

Georg brings over twelve (12) years of management-level human resources experience to K&A with an emphasis in executive and staff recruitment; classification and compensation design; market salary

studies; performance management; organizational development; and employee relations, in the public sector, large corporations and small, minority-owned businesses.

After obtaining a Master's Degree in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his MBA from the University of San Francisco. After starting his human resources career in Wells Fargo Bank's college recruiting department, he moved on to human resources management positions in the banking and high-tech consulting industries. With his experience as a recruiter in the high-tech industry and a well-rounded senior HR generalist and his education in business and teaching, Georg's contribution to K&A's variety of search efforts and consulting projects greatly complements our consulting team.

**Gail Koff**  
**Managing Director**

Gail Koff, Principal of Koff & Associates, Inc. for 21 years and now the Managing Director, has over thirty (30) years of human resource management experience, most of which have been serving the needs of public agencies. Gail's prior experience, after receiving her degree from Boston University, includes serving as the Personnel Director for one of California's largest sanitary districts, Central Contra Costa Sanitary District as well as the Personnel Director for the California College of Arts and Crafts.

She has spent the last twenty-five (25) years in her own firm providing consulting assistance to cities, counties and special districts (housing, transit, water, wastewater, hospital, school, community service, air quality management, fire, etc.). She specializes in executive search; strategic development; labor/management issues; classification and job analysis; compensation design and pay for performance strategies; employee handbooks and policy direction; performance management; and organizational efficiency issues.

Gail is familiar with the unique problems of public agencies and has worked extensively with publicly elected Councils, Boards, Commissions, numerous unions, and management and employee groups.

Gail works closely with the staff throughout the entire process to ensure success. She is actively engaged throughout the firm's recruitment efforts and consulting projects to ensure quality control, timeliness, and meeting client expectations.

**Milana Targan**  
**Project Manager**

Milana earned her bachelor's degree in Psychology with a minor in Business Administration from the University of San Francisco and obtained her Master of Science degree in Industrial/Organizational Psychology from San Francisco State University where she gained valuable experience in conducting employee surveys and gathering and analyzing qualitative and quantitative data. She brings with her over seven (7) years of human resources and project management experience in recruitment, entrance and promotional exam development, classification development, compensation data gathering and analysis, job analysis, and performance management.

Milana's experience includes working for a human resources consulting firm with a specialty in affirmative action as well as working for the California Public Utility Commission conducting job analyses, classification and examination development, and human resources management program design.

Since joining K&A, Milana has been actively engaged in many of our executive search and recruitment activities for both our public and private sector clients, as well as managing some of our special studies



and projects such as recruitment and retention strategies, voluntary termination analyses, and succession planning.

**Jeremy Hannah**  
**Project Manager**

Jeremy earned his bachelor's degree in Psychology with a minor in General Management from California State Polytechnic University, Pomona, and obtained his Master of Science in Industrial/Organizational Psychology from San Francisco State University. After working for five (5) years in a management capacity in private organizations, Jeremy moved into the public sector to work for the California Public Utilities Commission performing job analysis, designing selection examinations, conducting employee opinion surveys, developing human resource selection examinations, and developing human resource management processes.

With Koff & Associates, he has built upon his experience and has been actively engaged in many of our executive and staff recruitment.

Jeremy staffs our Southern California office and will take a lead role on most recruitment to enhance client communications and interface.

**Alyssa Uchimura**  
**Project Manager**

Alyssa earned her bachelor's degree in Psychology with a minor in Sociology-Organization Studies from the University of California, Davis and is currently working on her PhD in Organizational Psychology from Alliant International University. She brings with her over six (6) years of human resources experience in compensation data gathering and analysis, classification analysis and development, performance management, affirmative action program development, and recruitment. Alyssa also has experience in designing and conducting quantitative and qualitative research studies.

Since joining the firm, Alyssa has participated in several recruitment efforts for various positions ranging from entry-level to executive management.

**Sarah Haskell**  
**Firm Associate**

Sarah obtained her bachelor's degree in Psychology from the University of California, Santa Barbara, and pursued her Master of Science Degree in Industrial/Organizational Psychology from San Francisco State University.

After three (3) years of providing corporate sales and customer service training in the retail and restaurant industries, Sarah shifted gears to work in Human Resources for several public sector organizations, including the California Highway Patrol and Alameda County Superior Court. Her experience in job analysis, classification, compensation, and recruitment made her a natural choice for K&A's team.

Since Sarah joined Koff & Associates, she has been responsible for staff recruitments for Central Marin Sanitation Agency as well as for Sanitary District Number 5 of Marin County. Sarah will provide analytical support to our other professional staff throughout this process.

**ATTACHMENT B**  
**PREVIOUS EXECUTIVE AND STAFF RECRUITMENT ENGAGEMENTS**

**Client:** Truckee Sanitary District  
**Position Recruited:** *General Manager*  
**Contact:** Jerry Gilmore, Board of Directors  
Tom Selfridge, General Manager  
(530) 550-3122  
(530) 587-3315

**Client:** Castro Valley Sanitary District  
**Position Recruited:** *District Manager*  
**Contact:** Mr. Roland Williams  
District Manager (510) 537-0757

**Client:** Dublin San Ramon Services District  
**Positions Recruited:** *General Manager*  
*Senior Wastewater Treatment Plant Operator*  
*Administrative Technician*  
*Maintenance Worker I/II*  
*Engineering Technician-GIS Specialist*  
*Wastewater Treatment Operator I, II*  
*Associate Engineer*  
**Contact:** Mary Gordon, HR Director, (925) 828-0515  
Burt Michalczyk, General Manager, (925) 551-7230

**Client:** Sausalito-Marín City Sanitary District  
**Positions Recruited:** *General Manager/District Engineer*  
*Office Manager*  
*Plant Superintendent*  
*Associate Engineer*  
**Contact:** Mr. Ray Gergus, Board President, (415) 332-0244  
Mr. Robert Simmons, General Manager, (415) 331-4712

**Client:** Veolia Water North America  
**Positions Recruited:** *Vice President of Operations*  
*Wastewater Operations Program Manager*  
*Senior Project Manager*  
*Business Development Manager*  
**Contact:** Marlene Mortimore, HR Business Partner, (925) 586-9333

**Client:** City of Delano  
**Positions Recruited:** *Director of Public Works*  
*Assistant Director of Public Works*  
**Contact:** Michele Carr, former Assistant City Manager, now Director of Human Resources, City of Huntington Beach, (714) 536-5586

**Client:** **City of Soledad**  
Positions Recruited: *Economic Development Director*  
*Utility Supervisor*  
*Public Works Director/City Engineer*  
Contact: Mr. Hector De La Rosa, former Assistant City Manager, now  
City Manager, City of Rio Vista, (707) 374-2233

**Client:** **City of Pinole**  
Positions Recruited: *Finance Director*  
*Assistant City Engineer*  
Contact: Ms. Belinda Espinoza  
Former City Manager  
Contact information can be provided upon request

**Client:** **Alameda County Transportation Authority**  
Positions Recruited: *Finance & Administration Director*  
*Data Base Coordinator*  
*Program Coordinator*  
*District Secretary*  
Contact: Mr. Anees Azad, Finance & Admin Director (510) 267-6101

**Client:** **Central Marin Sanitation Agency**  
Positions Recruited: *Business Services Manager*  
*Treatment Plant Manager*  
*Industrial Waste Inspector/Laboratory Analyst*  
*Laboratory Director*  
*Project Engineer*  
Contact: Mr. Jason Dow, General Manger, (415) 459-1455 X 145