

NIPOMO COMMUNITY SERVICES DISTRICT

MONDAY, JULY 25, 2011

2:00 P.M.

SPECIAL MEETING NOTICE & AGENDA PERSONNEL COMMITTEE

COMMITTEE MEMBERS

LARRY VIERHEILIG, CHAIRMAN
DAN A. GADDIS, MEMBER

PRINCIPAL STAFF

MICHAEL S. LEBRUN, GENERAL MANAGER
LISA BOGNUDA, ASST GM/FINANCE DIRECTOR
JON SEITZ, GENERAL COUNSEL

**MEETING LOCATION - District Board Room
148 S. Wilson Street, Nipomo, California**

- 1. CALL TO ORDER, ROLL CALL AND FLAG SALUTE**

- 2. REVIEW PROPOSALS FOR RECRUITING SERVICES**

Review proposals and make recommendation.

ACTION RECOMMENDED: Provide direction to Staff.

- 3. ADJOURN**

TO: PERSONNEL COMMITTEE
 FROM: MICHAEL S. LEBRUN, P.E. *MSL*
 GENERAL MANAGER
 DATE: JULY 22, 2011

AGENDA ITEM
2
JULY 25, 2011

REVIEW PROPOSALS FOR RECRUITING SERVICES

ITEM

Review proposals for recruiting services, discuss options and provide direction to staff.

BACKGROUND

The District currently has three positions open in the Utility Department. Two positions are open due to internal promotions that haven't been backfilled, while the third is open due to recent unsuccessful recruitment of a position which was vacated earlier this year.

The Utility Operator/Water Quality Technician position has been vacant since January 2011, when this staff member was promoted to the Maintenance Supervisor position. The Utility Worker position has been vacant since February 2011, when the employee left the District. The Customer Service position has been open since March 30, 2010, when the staff member was promoted to fill one of the Utility Worker positions created to operate the VacCon and Valve Exercising equipment.

In the 2009-2010 Fiscal Year Budget two new Utility Worker positions were authorized, when the Board authorized the purchase of the VacCon and Valve Exercising equipment. The equipment was purchased and the positions were offered to District staff. One staff member was promoted, while another was laterally assigned to the crew. Staff began operating the equipment in May 2010. These employees have been assisting in daily operations of the wells and lift stations and other routine maintenance as needed due to the vacancies.

The salary ranges for the three open positions are as follows:

Maintenance/Customer Service Representative: \$32,544.00 - \$39,564.00
 Utility Worker: \$35,004.00 - \$42,552.00
 Utility Operator/Water Quality Technician: \$42,552.00 - \$51,720.00

On June 24, 2011, staff mailed a request for recruitment services proposals to three firms. Two proposals were received by the stated deadline (July 8, 2011) and those proposals are being reviewed for consideration in providing assistance to the District for selection of employees to fill these vacant positions. The two companies are the Koff & Associates, Inc. and Bob Murray & Associates. Both companies have had experience working for the District. Koff & Associates provided the last salary and benefits survey for the District and Murray & Associates provided recruitment services for the former General Manager.

Of the two proposals before the Committee, Staff recommends utilizing the services of Koff & Associates for the following reasons:

ITEM	Koff & Associates	Murray & Associates
Cost	\$34,500/3 or \$13,000 ea	\$44,500/3 or \$21,000 ea
Recruitment timeline	12 wks from contract execution	16 wks from contract execution
Positions Recruited	Utility line staff	Administrative and upper mgmt
Familiarity- District/Positions	Yes	Limited

Due to the cost factor and the time required for the recruitment to begin, District staff proposes a combination of in-house recruitment and professional recruitment. The timing for an in-house recruitment is approximately four months, while the timing for recruitment with a professional organization can take up to two months longer, including the time for Board consideration of the contract and contract execution. Staff recommends that Koff & Associates, Inc. be retained for the recruitment of one position, with the option of recruiting for a second position, while District staff recruits for one position. If during the course of recruitment, Staff determines by performance, procedure and amount of staff time required, that the recruitment company is indeed assisting the District, staff would direct Koff & Associates to conduct another recruitment for the District.

FISCAL IMPACT

The cost of recruiting services is not included in the current fiscal (FY2011-FY2012) budget; therefore a budget amendment would be requested based upon the recommendation of the Personnel Committee.

RECOMMENDATION

Staff recommends the Committee review the proposals, discuss options, make recommendations and direct Staff to prepare this item for the Board of Directors to consider.

ATTACHMENTS

- Proposal from Koff and Associates, Inc.
- Proposal from Bob Murray and Associates

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KOFF & ASSOCIATES, INC.
Human Resource Consulting Since 1984

PROPOSAL
For
RECRUITING SERVICES
For
THREE UTILITY/MAINTENANCE/CUSTOMER SERVICE POSITIONS
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

www.koffassociates.com

Contact Person:
Georg Krammer
Chief Executive Officer

6400 Hollis Street, Suite 5, Emeryville, CA 94608 TEL 510-658-KOFF (5633) FAX 510-652-KOFF (5633)
www.KoffAssociates.com



KOFF & ASSOCIATES, INC.
Human Resource Consulting Since 1984

July 7, 2011

Ms. Lisa Bognuda
Finance Director/Assistant General Manager
Nipomo Community Services District
P.O. Box 326
Nipomo, CA 93444-0326

Dear Lisa:

Thank you for the opportunity to submit a proposal for recruiting services for the Utility Operator/Water Quality Technician, Utility Worker, and Maintenance/Customer Service Worker positions at the Nipomo Community Services District. We are most interested in assisting the District with this critical effort and are committed to providing exceptional service and excellent results.

As you know, 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 27 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. We feel that our firm is exceptionally qualified to support you in this search effort because of our extensive experience with local government agencies and our specialty serving special district, with a strong emphasis in water and wastewater. We have successfully placed numerous water, wastewater, and utility operators and maintenance workers with small special districts and are confident that we can accomplish successful placements for this effort.

In addition, we are uniquely qualified for this effort because K&A has performed classification, compensation, and organizational review projects for Nipomo CSD in the past, and we are therefore very familiar with your organization, your services, and the requirements of each of your positions. In fact, we are currently conducting an organization study for another community services district, for which Nipomo CSD is a "comparator" agency. This has given us renewed opportunity to look at your District and re-familiarize ourselves with your operation.

We will aggressively market your positions seeking the best available candidates. Our efforts are to find the active, as well as, passive candidates through significant public outreach and sourcing of viable candidates that may not be actively looking for work. Depending upon the professional organizations we are able to tap into, we advertise positions through various media to attract the largest possible candidate pool. In addition, we have created databases of water and wastewater professionals based on certification level and can directly market your positions to those individual by direct mail.

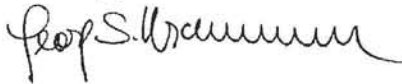
We then employ various methods during the applicant review and assessment process in order to present only the most qualified individuals to the District for final interviews. Our approaches

include a competency and factor-based evaluation tool that clarifies each candidate's strengths and weaknesses and extensive telephone screening interviews to discuss each candidate's experience, technical background, and communication and interpersonal style, in order 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 27 years, we understand the importance of technical competence and cultural match.

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.

As Chief Executive Officer of the firm, I would be Project Director for this recruitment effort. You can reach me at the address and phone number below and my email address is gkrammer@koffassociates.com. Please call or email if I can provide any additional information. We look forward to the opportunity to provide professional services to the District again.

Sincerely,

A handwritten signature in cursive script that reads "Georg S. Krammer".

Georg S. Krammer
Chief Executive Officer



PROPOSAL
For
RECRUITING SERVICES
For
THREE UTILITY/MAINTENANCE/CUSTOMER SERVICE POSITIONS
For The
NIPOMO COMMUNITY SERVICES DISTRICT

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PROPOSAL
For
RECRUITING SERVICES
For
THREE UTILITY/MAINTENANCE/CUSTOMER SERVICE POSITIONS
For The
NIPOMO COMMUNITY SERVICES DISTRICT

QUALIFICATIONS AND EXPERIENCE

Koff & Associates, Inc. is a small, woman-owned, full-spectrum human resources consulting services firm and has been assisting public-sector agencies for the past 27 years. Our firm is located in Emeryville, CA, and we are a State-registered small business and are registered with the County of Alameda as a Very Small Local Business Enterprise. The firm has provided services across the State of California since its incorporation in 1984.

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

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, Boards of Supervisors, Civil Service Commissions, and City Councils.

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 recruitments were brought to completion within stipulated time limits and proposed fees.

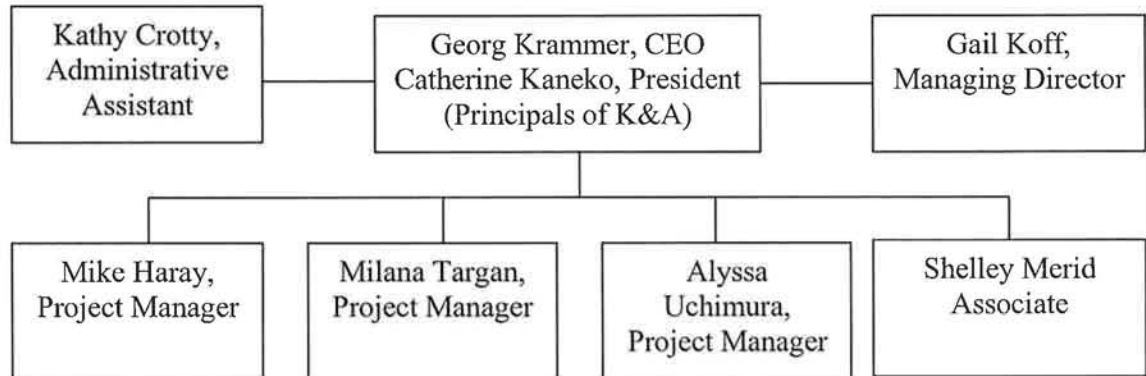
The firm's growing list of clients is indicative of its reputation throughout California as being a quality organization that can be relied upon for providing comprehensive, sound, and cost-effective services and solutions. Koff & Associates, Inc. has a reputation for being "hands-on" with an ability and expertise to implement its ideas and recommendations through completion. K&A 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, our firm has over 27 years of staff recruitment search experience in the water and wastewater industry. In fact, our specialty is assisting small local government agencies and special districts with their operations and maintenance recruitments, including Water and/or Wastewater Operator (at varying levels with varying certification requirements), Maintenance Worker, Customer Service and Accounting, and Engineering. Some recent examples of recruitment efforts small Water/Sanitation Districts conducted by Koff & Associates are:

- | | |
|---|--------------------------------|
| Maintenance Worker | Assistant/Associate Engineer |
| Maintenance Trainee | Project Engineer |
| Maintenance Crew Leader | District Engineer |
| Lead Maintenance Mechanic | Pipeline Engineer |
| Utility Worker | Accountant |
| Operator in Training | Administrative Assistant |
| Mechanical Technician | Administrative Technician |
| Collection Systems Operator | Environmental Services Analyst |
| Wastewater Treatment Plant Operator (Grade I-III) | Industrial Waste Inspector |
| Water Systems Operator (D1, D2) | Laboratory Technician |
| Stormwater Outreach Coordinator | Regulatory Compliance Officer |
| Engineering Technician | HR Analyst/ IT Analyst |

K&A's Business Organization

ORGANIZATIONAL CHART



EXPERIENCE AND QUALIFICATIONS OF PRINCIPALS AND KEY STAFF

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

Georg brings close to fifteen (15) years of management-level human resources experience to Koff & Associates, Inc. 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 human resources 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. Georg joined K&A in 2000 and has been the firm's Chief Executive Officer since 2005.

Georg will serve as the Principal in charge of this project. He will be personally involved in all client meetings, development of the recruitment strategy, development of ideal candidate profile and competencies, outreach and sourcing efforts, candidate review and assessment, and will also be the District's direct contact and be available for any necessary personal client interface.

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

Catherine brings 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; classification and job analysis; compensation and job evaluation techniques, employee relations, retention strategies, and infrastructure development; coaching; policy and procedure development; mergers and acquisitions; and 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 joined K&A in 2000 and has been the firm's President since 2005.

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.

Having completed numerous executive recruitments herself, Catherine will be instrumental in developing the ideal candidate profile and required competencies and in reviewing and assessing job candidates to ensure best technical and cultural fit for the District.

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, Nipomo Community Services District as well as the Personnel Director for the California College of Arts and Crafts.

She has spent the last thirty (30) years 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.

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 K&A, Alyssa 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.

Alyssa will be involved in many of the procedural steps of this recruitment, such as developing drafts for the recruitment brochure, placing approved job ads on various recruitment and industry-specific websites and newspapers, and assisting with initial screening of resumes and setting up the assessment tool for the competency and factor-based evaluation of the candidates.

Kathy Crotty
Administrative Assistant

Kathy is our data entry, administrative, and technical “guru.” She will be involved with the clerical aspects of the recruitment and assist our professional staff during each phase of the search process with the development of a candidate database, mailings, and general communication with job applicants.

CLIENT REFERENCES OF RECENTLY COMPLETED RECRUITMENTS

All recruitment efforts below were completed on time and within the proposed budget and were completed by our own professional staff.

Agency / Positions Recruited

Dublin San Ramon Services District

Administrative Assistant I/II
Administrative Technician
Assistant/Associate Engineer
Customer Services Supervisor
Engineering Technician/GIS Specialist I
General Manager
Human Resources Analyst I/II
Information Systems Technician I/II
Information Technology Analyst I/II
Maintenance Worker I/II
Wastewater Treatment Operator I/II/Senior

Sausalito-Marín City Sanitary District

Associate Engineer
District Secretary
General Manager
Plant Superintendent

Contact

Ms. Mary Gordon

Organizational Services Manager
Phone: (925) 875-2290
E-mail: gordon@dsrsd.com

Mr. Bert Michalczyk

General Manager
Phone: (925) 875-2200
E-mail: michalczyk@dsrsd.com
7051 Dublin Blvd.
Dublin, CA 94568

Mr. Robert Simmons

General Manager
Phone: (415) 332-0244
E-mail: bob@smcsd.net

Mr. Ray Gergus

Board Member
Phone: (415) 332-0244
No. 1 Fort Baker Road
Sausalito, CA 94965

Agency / Positions Recruited

Central Marin Sanitation Agency

Accountant Technician
Administrative Assistant
Asset-Contract Administrator
Assistant/Associate Engineer
Business Services Manager
Environmental Compliance Supervisor
Environmental Services Analyst I/II
Finance Analyst
Finance Manager
Industrial Waste Inspector/Lab Technician
Laboratory Director
Mechanical Technician
Operator-in-Training
Project Engineer
Treatment Plant Manager
Utility Worker

Ironhouse Sanitary District

District Secretary
Utility Operator

Las Gallinas Valley Sanitary District

Administrative and Financial Secretary
Administrative Services Manager
District Secretary
General Manager
Laboratory Technician
Operator I
Plant Superintendent
Plant Supervisor
Safety and Training Specialist

Contact

Mr. Jason Dow

General Manager
Phone: (415) 459-1455 ext. 145
E-mail: jdow@centralmarinsa.org
1301 Andersen Drive
San Rafael, CA 94901

Mr. Tom Williams

General Manager
Phone: (925) 625-2279
E-mail: williamsisd@sbcglobal.net
450 Walnut Meadows Drive
Oakley, CA 94561-1105

Mr. Mark Williams

General Manager
Phone: (415) 472-1734
E-mail: mwilliams@lgvsd.org
300 Smith Ranch Road
San Rafael, CA 94903

Agency / Positions Recruited

City of Stockton

Collections Systems Operator (Entry-Journey)
Plant Operator-In-Training
Plant Operator (Entry-Journey-Senior)
Water Systems Operator (Entry-Journey)
Environmental Control Officer (Entry-Journey)
Laboratory Technician
Laboratory Supervisor
Assistant/Associate Engineer
Assistant/Associate Civil Engineer
Regulatory Compliance Officer
Senior Environmental Control Officer
Stormwater Outreach Coordinator

Castro Valley Sanitary District

District Manager

Truckee Sanitary District

General Manager

Contact

Mr. Stephen Gittings

Deputy Director/Wastewater
City of Stockton
2500 Navy Drive
Stockton CA 95206-1191
Mr. Gittings has retired and contact
information may be provided upon
request.

Mr. Roland Williams

General Manager
Phone: (510) 537-0757 ext. 104
E-mail: roland@cvsan.org
21040 Marshall Street
Castro Valley, CA 94546

Mr. Thomas Selfridge

General Manager
Phone: (530) 587-3804
E-mail: tselfridge@truckeesan.org

Mr. Jerry Gilmore

Board Member
Phone: (530) 587-3804
12304 Joerger Drive
Truckee, CA 96161

RECRUITMENT STRATEGY AND PROCESS

Meet with Key Decision Makers to Develop Ideal Candidate Profile

The identification of the desired profile of the ideal job candidate for each position is crucial for a successful search process. We will meet with the General Manager, Finance Director/Assistant General Manager, and other stakeholders, as appropriate, to discuss and refine the District's needs and resulting position requirements.

The goal of this phase of the recruitment is to identify and/or develop:

- Position Profile Requirements, i.e., Knowledge, Skills, and Abilities;
- Ideal Candidate's Competencies, Experiences, and Characteristic Profiles;
- Personal and Professional Attributes Required;
- Type of Working Relationship that Utility Department Staff Desires with the New Incumbent;
- Concerns and Issues Regarding the Recruitment and the Positions;
- Advertising Strategies;
- Geographical Strategies;
- Compensation Levels; and
- Completion Timetable.

Working closely with the key decision makers, Koff & Associates assists in identifying the specific needs of the District and identifies key competencies and characteristics of the "ideal" candidates for each position. We will obtain an understanding of District management's goals and priorities. 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 the meeting(s) with the various stakeholders, there should be a clear consensus of the key qualifications and characteristics of each 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 recruitment flyer for each position will be prepared and presented to the District for review prior to any job posting. The job flyer will highlight the information about the District and its service area, pertinent facts regarding the positions, 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.

Advertising resources typically include local newspapers, Jobs Available, Water and Wastewater industry specific organizations' website (such as CASA, ACWA, CWEA, WEF, AWWA, and others), and other public sector job bulletin boards.

We will also send job announcements to other public agencies, special districts, cities, counties, and other public agencies, locally and statewide. In addition, we have developed various industry-specific mailing lists for direct marketing to individuals who hold the required and desirable water and/or wastewater certifications.

Having worked in the public sector for more than 27 years, 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.

Having conducted countless recruitment and search efforts has made K&A an expert in identifying, targeting, recruiting, and successfully placing women and minority candidates in many of our recruitments. Being a majority woman-owned and State registered small business, our firm has a vast pool of resources at our fingertips when designing a successful advertising campaign that targets women and minorities.

Finally, we will also place internet postings on the District's website, if desired, and our own company website.

Review Application Packets and Assess Candidates

For the level of positions the District is trying to fill, we typically require applicants to submit a fully completed application form and any other information that applicants would like to add, including resumes and cover letters, if available. However, we are flexible regarding the preferred approach to application materials. We can provide our generic application form unless the District prefers using its own application form.

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 parameters previously discussed, as well as, the specific requirements of the job description. All elements from the initially developed position profiles 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

Top candidates will initially be screened by means of a telephone screening interview to further assess their experience and qualifications, to 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 narrow the pool of candidates to only the most highly qualified individuals, to focus on each candidate's behavioral styles and situational experience, to assess the personal and professional attributes the District is seeking, and to further establish best organizational fit of each potential finalist.

Recommend Slate of Candidates

Koff & Associates will submit for District review, clear written recommendations and analysis of the most qualified applicants as finalists. Our recommendations will include all relevant data submitted by the applicants, such as application forms, resumes, and any additional information the applicants have submitted. In addition, we provide our detailed assessment from each of the various steps of the assessment process, as outlined above.

Participate in Final Interview Process

Working with the District, we will identify a highly-qualified Oral Board panel and develop a set of key questions that will help analyze the candidates' qualifications and work style. We will complete all of the necessary communications with the members of the interview panel and candidates so that all parties are well-prepared for the interviews.

Our firm 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.

Conduct Final Reference and Background Checks

Koff & Associates will conduct extensive reference and background checks for the final candidates after the Oral Board interview process and before any offers of employment. This review includes employment and professional references, confirmation of educational degrees and certifications, driving record check, and criminal record search and military service check (if applicable). We, as well as our background contract firm meet, or exceed, all of California's extensive reporting requirements.

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.

Maintain Regular and Ongoing Communications

Our #1 priority is meeting the District's needs. Regular, on-going dialogue with the key decision makers is integral and critical to successfully managing a recruitment campaign.

Post-Employment Support

In addition to the steps of the processing leading to an offer of employment to the top candidates, we are committed to ensuring that the new incumbents' transition into their new positions will be smooth and successful.

FEE STRUCTURE

Our professional fee for the described recruiting services for the three vacant positions will be as follows:

For All Staff-Level Positions \$10,000 professional fee

This fee represents the fee for each individual recruitment. If the District were to assign all three recruitments to our firm, we would be happy to offer a 15% discount. Therefore, the professional fee for the three (3) recruitment efforts will be \$25,500 plus expenses.

Documented reimbursable expenses (newspaper and journal advertisements, job flyer printing, postage, telephone, professional reference and criminal background check) are anticipated to be in the range of two to three thousand dollars (\$2,000-\$3,000) *per* recruitment. All reimbursable expenses are pass-through without any additional mark-up. Expenses are controllable depending upon the style of the job flyer and the level of newspaper and internet advertisement desired/required. For example, if the District were to decide to only advertise on Craig's List in San Luis Obispo and Santa Maria, the cost would be minimal. However, this would most likely not reach the desired pool of qualified candidates. As noted earlier, advertisement expenses are to be limited to \$3,000 per recruitment with overruns approved by District management staff.

Therefore, the total lump sum cost for the three recruitments should not exceed \$34,500.

Should professional consulting assistance be requested beyond the scope of the individual recruitment efforts as noted above, the fee schedule is as follows:

President and CEO:	\$140/hour
Project Manager:	\$100/hour
Associate:	\$90/hour
Admin. Assistant:	\$50/hour

SCHEDULE

Shown below is a schedule that is suggested for conducting the recruitment effort. Our experience has been that recruitment efforts of this scope take at approximately three (3) 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 depending on the District's needs):

Key Target Points:

Contract Start Date:	---
Initial Meeting(s):	1 week from contract start date
K&A Develops Job Flyers:	1 week from contract start date
District Approves Job Flyers:	2 weeks from contract start date
Job Advertising:	5 weeks from contract start date
K&A Reviews Application Packets:	6 weeks from contract start date
K&A Conducts Screening Process:	7 weeks from contract start date
District Approves Candidates:	8 weeks from contract start date
District's Interview Panel Convenes:	10 weeks from contract start date
Second Interviews by District, if necessary:	11 weeks from contract start date
Reference/Background Checks:	12 weeks from contract start date
Offer of Employment:	12 weeks from contract start date

This proposal shall be valid for ninety (90) days.

Respectfully Submitted,
KOFF & ASSOCIATES, INC.



Georg S. Kramer, CEO

July 7, 2011

Date



**A PROPOSAL TO CONDUCT AN EXECUTIVE
RECRUITMENT FOR A**

**Utility Operator/Water Quality Technician, Utility Worker, and
Maintenance/Customer Service Worker**

ON BEHALF OF THE

Nipomo Community Services District



July 6, 2011

Mr. Michael S. LeBrun, General Manager and Ms. Lisa Bognuda, Assistant General Manager
Nipomo Community Services District
148 South Wilson Street
Nipomo, CA 93444

Dear Mr. LeBrun and Ms. Bognuda:

Thank you for inviting Bob Murray & Associates to submit a proposal to conduct the Utility Operator/Water Quality Technician, Utility Worker, and Maintenance/Customer Service Worker 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, and sample recruitment brochure.

At Bob Murray & 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 Utility Operator/Water Quality Technician, Utility Worker, and Maintenance/Customer Service Worker recruitments, Bob Murray & Associates offers the following expertise:

- ♥ Our firm has over 25 years of experience an unmatched record of success in recruiting local government and special district employees, from line staff to executives. We have extensive experience working on behalf of districts in the water, wastewater, and solid waste industry, including our current recruitment for an Associate Utility Engineer and a Utilities Facilities Maintenance Manager on behalf of the City of Corona and recent recruitments on behalf of the Calaveras County Water District, Kennewick Irrigation District, and Sewer Authority Mid-Coastside. Our previous experience includes recruitments for the Joshua Basin Water District, Rainbow Municipal Water District, Sweetwater Springs Water District, Walnut Valley Water District, and Valley of the Moon Water District. The firm's other executive recruitments in the water industry include the Arizona Municipal Water Users Association; Calaveras County Water District; the City of Aurora, CO; the City of Bakersfield; the City of Phoenix; the City of Stockton; Desert Water Agency; Las Virgenes Municipal Water District; and Palmdale Water District. This experience will be valuable in both the candidate search and evaluation, as will our contacts in the water resources industry.

- Bob Murray & Associates is familiar with San Luis Obispo County and the surrounding region. We have conducted 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 the 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 County's outstanding quality of life will be an asset in presenting this opportunity to prospective candidates.
- We have extensive experience in administrating multiple recruitments simultaneously. We recently completed simultaneous recruitments for the Bay Area Rapid Transit System (Independent Police Auditor and two Police Chiefs); the city of Montebello, CA (Police Chief and City Administrator); and Wayne County, MI (Deputy Chief Financial Officer and Deputy Director of Personnel). We have completed over 50 recruitments for multiple positions, and our recruiters use their extensive experience to effectively design a process that allows us to conduct these recruitments simultaneously while giving each recruitment the attention it deserves. To ensure due attention would be given to each search on behalf of the Nipomo Community Services District, I will personally conduct the searches with the assistance of my Vice President, Wesley Herman.

A significant portion of our process focuses on conducting thorough and confidential background investigations of the top 2-3 candidates for each position to ensure that nothing about them is left undiscovered. We have candid discussions with references who have insight into the candidates' experience, style and ethics; conduct a search of newspaper articles; and run credit, criminal and civil records reports. This ensures that the chosen candidates will not only be an excellent fit with the Nipomo Community Services District, but also that the selected candidates 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 11 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
President
Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & 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 Utility Operator/Water Quality Technician, Utility Worker, and Maintenance/Customer Service Worker. 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 General Manager and Assistant General Manager to learn as much as possible about the organization's expectations for a new Utility Operator/Water Quality Technician, Utility Worker, and Maintenance/Customer Service Worker. 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 General Manager and Assistant General Manager's 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 candidates. 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 Utility Operator/Water Quality Technician, Utility Worker, and Maintenance/Customer Service Worker recruitments. We will focus on professional journals that are specifically suited to the Utility Operator/Water Quality Technician, Utility Worker, and Maintenance/Customer Service Worker searches. We will also develop a professional recruitment brochure (or multiple brochures, as appropriate) on the General Manager and Assistant General Manager's behalf that will discuss the community, organization, positions and compensation in detail. Once completed, we will mail the profile to an extensive audience, making them aware of the exciting opportunities 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 Utility Operator/Water Quality Technician, Utility Worker, and Maintenance/Customer Service Worker positions 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 for each position 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 Utility Operator/Water Quality Technician, Utility Worker, and Maintenance/Customer Service Worker positions. 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 communities 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 for each position. 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 their 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 candidates. 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 General Manager and Assistant General Manager with updates on the status of the searches. 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

We understand you are seeking the estimated number of hours that we would require to provide our service, the billing rates of persons that will provide said services, and any other estimated additional costs; however, Bob Murray & Associates does not bill based on the number of hours. Our recruiters do not spend a minimum or maximum number of hours on each section of the recruitment process. Instead, they spend the amount of time necessary to exceed the expectations of our clients. The most hours are typically spent on candidate outreach, as this ensures a successful recruitment more than any other aspect of the recruitment process. Developing the candidate profile, as well as the initial interview process and reference checking/newspaper searches, are other areas where significant time is spent.

The consulting fee for conducting the Utility Operator/Water Quality Technician, Utility Worker, and Maintenance/Customer Service Worker recruitment on behalf of the Nipomo Community Services District is \$30,000 plus expenses if conducted simultaneously; if conducted separately, the consulting fee for each search would be \$15,000. Services provided for the fee consist of all steps outlined in this proposal including three (3) days of meetings on site; the consulting fee for simultaneous searches assumes combined meetings regarding the positions.

The Nipomo Community Services District will be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project to be \$14,500 if all three searches are conducted simultaneously and \$6,000 each if conducted separately. 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. The consulting fee for simultaneous recruitments assumes combined advertising for the three positions; should the District desire separate advertising, expenses would be adjusted accordingly.

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.

Week:	Task:
1	Conduct meeting with General Manager and Assistant General Manager and others involved in the process
2	Write recruitment brochure and advertisement
3	General Manager and Assistant General Manager reviews recruitment brochure and advertisement
4	Recruitment brochure printed and advertisements placed
5	Active recruitment of candidates begins
9	Closing date
10	Screen Resumes
11-12	Recruiter interviews top candidates
12-13	Public Records Search
14	Review recommendations with General Manager and Assistant General Manager
15	General Manager and Assistant General Manager interviews, follow-up interviews and consultant background and detailed reference checks
16	Candidate selected

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 & 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.

WESLEY HERMAN, VICE PRESIDENT

Mr. Herman brings over 10 years of management and recruitment experience to Bob Murray & Associates. Most recently, he worked as a Regional Manager for an investment firm directing the recruitment, development and management of a team of associates located throughout the West Coast. Mr. Herman served as the lead contributor to conduct all candidate interviews, engage in negotiations and make recommendations to the firm's principals regarding associate employment for his division. In addition, Mr. Herman has acted in various public sector capacities including as a law enforcement officer and as a legislative advocate for a state industry association.

Mr. Herman's local government and private industry experience have afforded him a unique insight into the specialized needs of each selection process and the ability to identify the ideal group of candidates for an open position. Bob Murray & Associates values his strength in communicating and identifying quality candidates.

Mr. Herman received his Bachelor's of Science degree in Economics and Business Administration from Saint Mary's College of California. He has had further studies in both Public Administration and the Administration of Justice.

S. RENEE NARLOCH, VICE PRESIDENT

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, PRINCIPAL CONSULTANT

As a Principal 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 firms. 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.

SARAH KENNEY, SENIOR CONSULTANT

As a Senior Consultant with Bob Murray & Associates, Ms. Kenney is responsible for candidate recruitment and screening, research, reference checks, and background verifications. Her focus is client service, and she works closely with clients to coordinate candidate outreach and ensure successful searches.

Ms. Kenney brings over a decade of customer service and management experience to Bob Murray & Associates. She has been on both sides of the hiring process and uses her experience to ensure all parties involved are satisfied with every step of recruitment at our firm.

Ms. Kenney received her Bachelor of Arts degree in Psychology from the University of California at Davis.

ROSA GOMEZ, ADMINISTRATIVE MANAGER

Ms. Rosa Gomez is the Administrative Manager at Bob Murray & Associates. Ms. Gomez is the first point of contact at Bob Murray & Associates and has extensive administrative experience.

Ms. Gomez is known for her personal approach as she works closely with clients and candidates alike to ensure a successful search. As the first point of contact for Bob Murray & Associates Ms. Gomez's professional approach is of the highest caliber.

REFERENCES

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

- CLIENT:** City of Corona, CA
POSITION: Associate Utility Engineer, District Engineer, Planning and Maintenance Manager, Regulatory Compliance Supervisor, Senior Utility Engineer, and Utilities Facilities Maintenance Manager
REFERENCE: Mr. Jonathon Daly, Water and Power Department General Manager, (951) 736-2477; Mr. Kerry Eden, Assistant General Manager, (951) 917-5740; or Ms. Michelle Tveito, Assistant to the General Manager, (951) 279-3528
- CLIENT:** Central Contra Costa Sanitary District, CA
POSITION: Collection Systems Operation Division Manager, General Manager, Purchasing & Materials Manager, Safety & Risk Management Administrator, and Secretary to the District
REFERENCE: Mr. Jim Kelly, General Manager, (925) 229-7386 or Ms. Cathryn Freitas, Human Resources Director, (925) 229-7308
- CLIENT:** City of San Carlos, CA
POSITION: Administrative Services Director, Assistant Director of Public Works/Assistant City Engineer, City Manager, Community Development Director, Parks & Recreation Director, and Public Works Director
REFERENCE: Mr. Jeff Maltbie, City Manager, (650) 802-4200
- CLIENT:** Calaveras County Water District, CA
POSITION: General Manager and Finance Director
REFERENCE: Mr. Phil McCartney, Board President, (209) 754-3543