

Executive Recruitment Search

GENERAL MANAGER

Marina Coast Water District



February 4, 2014

VIA ELECTRONIC MAIL

Ms. Jean Premutati
Management Services Administrator
Marina Coast Water District
11 Reservation Road
Marina, CA 93933

Dear Ms. Premutati:

Alliance Resource Consulting is pleased to submit this proposal to assist the Marina Coast Water District in its efforts to recruit and screen candidates for the position of General Manager. Enclosed is our proposal which outlines how we would partner with your organization to recruit the best individuals. It describes the steps we will take to accomplish the recruitment within your desired timeframe. If you desire some modification of the proposed work program, we would be pleased to discuss that with you.

Alliance Resource Consulting's corporate motto is "The Power of Partnership." We take this seriously and have built our reputation on providing services of the highest quality. Alliance Resource Consulting was formed in 2004 when our executive search consultants acquired the highly regarded executive search practice of one of the largest public sector consulting/government services companies in the United States. With the innovative use of technology and a commitment to forming enduring partnerships with our clients, Alliance Resource Consulting is committed to setting a new standard for the industry.

We do not have any potential conflicts of interest from past recruitments or relationships. We will be happy to answer any additional questions you may have. We look forward with great interest to working with you on this very important assignment.

Sincerely,



Sherrill A. Uyeda
Founding Partner

SOUTHERN CALIFORNIA OFFICE
400 OCEANGATE, SUITE 510
LONG BEACH, CA 90802
TEL: (562) 901-0769 • FAX: (562) 901-3082

NORTHERN CALIFORNIA OFFICE
228 HAMILTON AVENUE, 3RD FLOOR
PALO ALTO, CALIFORNIA 94301
TEL: (650) 296-1032 • FAX: (650) 521-0024

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1 – OUR UNDERSTANDING

It is our understanding that the Marina Coast Water District wishes to engage an executive search firm to assist in the General Manager recruitment.

The Board of Directors appoints the General Manager who is responsible for the administration of the District. The General Manager organizes and directs the District's activities in accordance with the Board's policies.

Alliance Resource Consulting prides itself on its commitment to customer service to both the client and the candidates.

2 – FIRM QUALIFICATIONS



2.1 Project Team

In 2004, Alliance Resource Consulting acquired the national executive recruiting practice of MAXIMUS. We are committed to providing our clients with the highest caliber of service in the industry. Our team of dedicated professionals utilizes custom-built state-of-the-art technology in conducting a search.

We are based out of Long Beach, California and are the only firm in California to provide unlimited on-site visits to in-state clients. We also have offices in Palo Alto, California, Tampa, Florida and Seattle, Washington.

Our current staffing is:

Sherrill Uyeda – Founding Partner
Cindy Krebs - Regional Director, Pacific Northwest
David McDonald – Regional Director, East Coast
Syldy Tom – Manager
Richard Kaplan – Research Consultant
Geoff Gambling – Research Consultant
Daniela Pallafacchina – Research Consultant
Linda Kann – Special Projects and Graphics Manager

Sherrill Uyeda and Cindy Krebs will work on this recruitment. Biographies can be found in Appendix C and references can be found in Appendix D.

2.2 Our Experience

We believe we are exceptionally well qualified to assist you. We have extensive nationwide experience recruiting utilities executives for government agencies and special districts and have helped to place excellent diverse people in both small and large organizations. Currently, we are recruiting the Wastewater Superintendent for the City of Oxnard (CA), the Executive Director of Water Policy for Irvine Ranch Water District (CA), the Director of Finance for Municipal Water District of Orange County (CA), the Director of Operations and Maintenance for Rancho California Water District (CA), the Associate Civil Engineer - Sanitation for Coachella Valley Water District (CA) and the Associate Electrical Engineer - Electrical/Energy Division for Coachella Valley Water District (CA).



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Recently, we recruited for the following executive management positions for municipal utilities and special districts:

- General Manager - Municipal Water District of Orange County (CA)
- General Manager - Rincon del Diablo Municipal Water District (CA)
- Project Engineer - Antelope Valley Water Storage Bank (CA)

In the last three years, we have completed the following recruitments:

- Solid Waste Superintendent - City of Oxnard (CA)
- Director of Engineering - Orange County Sanitation District (CA)
- General Manager - Antelope Valley Water Storage Bank (CA)
- General Manager - Emerald Bay Service District (CA)
- Deputy Director of Public Works/City Engineer - City of Long Beach (CA)
- Director of Public Works - City of Palo Alto (CA)
- Director of Municipal Utilities and Engineering - City of Redlands (CA)
- Assistant General Manager – Water Replenishment District of Southern California (CA)
- Assistant General Manager, Water – Imperial Irrigation District (CA)
- Water Utility Manager – City of Ventura (CA)
- Manager of Water Quality - Water Replenishment District of Southern California (CA)
- General Manager – Chino Basin Desalter Authority (CA)
- Assistant General Manager – Rancho California Water District (CA)
- Assistant General Manager, Energy – Imperial Irrigation District (CA)
- Director of Operations – Moulton Niguel Water District (CA)
- Assistant General Manager – Coachella Valley Water District (CA)
- Assistant Town Engineer – Town of Windsor (CA)
- General Manager – Rancho California Water District (CA)
- Director of Operations – Elsinore Valley Municipal Water District (CA)
- Assistant General Manager – Rancho California Water District (CA)
- General Manager – Tuolumne Utilities District (CA)
- Senior Engineer, Sanitation – Coachella Valley Water District (CA)

Our ability to carry out the work required by your agency is enhanced by our past experience in providing similar services to others, and we expect to continue such work in the future. It should be noted that all of the recruitments listed above were completed on time and within budget.

We will preserve the confidential nature of any information received from you or developed during our work on this recruitment in accordance with our established professional standards.

We assure you that we will devote our best efforts to carrying out the work required. The results obtained, our recommendations and any written material we provide will be our best judgment based on the information available to us.

2.3 Advantages of Our Firm

Relative to your present search requirements, we believe the principal advantages in using Alliance Resource Consulting which differentiate us from other firms are:

- Our track record of success in placing superior senior level executives in particularly sensitive and highly responsible/accountable positions.
- Our specialization in public sector executive search on a nationwide basis.

- Our extensive experience recruiting utilities executives for government agencies and special districts.
- Our PROACTIVE recruitment of candidates who may not be seeking new employment and would not normally respond to routine advertising and highly qualified candidates who might be overlooked by traditional recruiting approaches.
- Our ability to develop and meet a recruitment timeline to fit your needs.
- The fact that we assign two professionals to each recruitment to ensure we are always available to quickly respond to your most pressing requirements.
- The quality of our work and the fact that most of our clients have retained our services on more than one engagement.
- Our proven ability to identify and recommend qualified female and minority candidates.
- The transparency of our recruitment process. We will provide you a client login to our recruiting system so you can see how things are progressing at any time. We will also prepare weekly updates for you throughout the peak of the recruiting process.
- Our reputation among clients and candidates for timely communication and documentation (e.g., acknowledgement of receipt of candidate application, client status reports, candidate interviews, client meetings and candidate feedback).
- The thoroughness of our documented reference, internet and background checks. We request very specific references from candidates and supplement our reports with information gathered from available information sources such as LexisNexis and public records. Our ability to enhance the recruitment process through stakeholder outreach, the use of online surveys, and targeted research.
- The fact that all of our graphics work is done in-house, saving our clients time and money.
- Our promise to conduct the recruitment at the cost proposed. We have never charged a client more than our proposed amount.

3 – RECRUITMENT METHODOLOGY & APPROACH

Alliance Resource Consulting believes that we are an extension of your organization. As such, we work within your expectations and guidelines. Our objective is to find the best qualified candidates. While notices in professional journals may be helpful, many of the best candidates must be sought out and their interest encouraged. Our general familiarity with the organization, knowledge of the field and our relationships with professional organizations make us well qualified to assist you.

Our clients have found that we are able to:

- Develop the appropriate specifications for a position.
- Encourage the interest of top-level people who would be reluctant to respond to advertisements.
- Preserve the confidentiality of inquiries, consistent with State public disclosure and open meeting laws.
- Save a considerable amount of time for client staff in developing and responding to candidates.
- Protect the confidentiality of the information discussed with or received from the client.
- Build consensus among those involved in the hiring process.
- Independently and objectively assess the qualifications and suitability of candidates for the particular position for which we are recruiting.
- Adhere to client's budget and schedule expectations.

If you desire to retain us for a full and thorough recruitment process, we will do the following for your recruitment:

3.1 Strategy Development

We will interview members of the Search Committee and other client contacts to obtain a detailed understanding of the position, key goals and challenges, and organizational culture. We will also discuss expectations regarding desirable training, experience and personal characteristics of candidates. In addition, should you request it, we will conduct/facilitate community outreach meetings and focus group discussions.

We also have experience creating and managing community surveys, should the organization want input from its constituents. We will also gather/review relevant information about the organization, such as budgets, organization and/or department goals, organization charts, etc.

Once our findings have been summarized, we will submit a Recruitment Profile with the desired qualifications and characteristics to you for approval. The Recruitment Profile that will be sent to potential candidates will include information about the organization, the job and the criteria established by you.

3.2 Active Recruitment

Once you have approved the Recruitment Profile, we will actively seek out individuals who meet your expectations. To achieve the best response, we will take a three-prong approach to attracting candidates:

1. **Direct Contact** – We will mail invitations and recruitment profiles to targeted individuals in comparable organizations at the appropriate level. These invitations will be followed up with direct phone calls to potential candidates to gauge interest.
2. **Internal “Job Alert”** – Over the past nine years, we have developed an active database of over 19,000 candidates who are active in various public sector positions. We will send a new “job alert” to all our registered users in the Alliance Resource Consulting candidate application program. Prospective candidates will be contacted via e-mail with a link to the PDF version of the Recruitment Profile.
3. **Advertisements** – We will place job advertisements in the appropriate professional journals and on-line sites.

As a matter of corporate policy, we do not discriminate against any applicant for employment on the basis of race, religion, creed, age, color, marital status, sex, sexual preference, disabilities, medical condition, veteran status or national origin. A substantial percentage of the placements made by our firm have been minority or female candidates.

Frequent communication with our clients is a hallmark of our firm. While consultants will provide regular updates on the progress of your search, you will also be able to access up-to-date ‘real time’ information regarding your search from our secure website.

3.3 Candidate Evaluation

We will review, acknowledge and evaluate all resumes received. Candidate evaluation will begin with an analysis based upon criteria contained in the Recruitment Profile, information contained in the resumes submitted to us, and our knowledge of the people and organizations for which they work.

The next phase in candidate evaluation will focus on gaining additional information from the qualified group of candidates through written supplemental information questionnaires and other resources. Telephone interviews will be conducted with the most promising candidates to gain a better understanding of their backgrounds, qualifications and interest in the position.

3.4 Progress Report Meeting

After the resume deadline, we will submit to you a progress report of the leading candidates. This report will include summary resumes, supplemental information, and the original resumes of those candidates we believe to be best qualified for the position. Supplemental information on a candidate typically includes: the size of the organization for which the person works, reporting relationships, budget responsibility, the number of people supervised, related experience and reasons for interest in the position. Any other specific information will be dictated by the criteria set forth in the Recruitment Profile.

The purpose of our progress report is two-fold. It allows you an opportunity to review the candidates and choose those who you would like to invite to be interviewed for the position. It also allows us to receive feedback on the caliber of the candidates recruited. In addition, at this point we will have conducted preliminary background checks on each of the presented candidates. Of course, we are flexible and may consider other individuals as final candidates who are subsequently identified and were not included in the progress report.

3.5 Preliminary Interviews

We will interview (either in person or via video-conference) those candidates identified by you to be the leading candidates. We will conduct a preliminary interview with questions that focus on the selection criteria. Additionally, we will verify degrees and certifications and continue to gather information about the candidate's professional backgrounds.

3.6 Client Interviews & Interview Books

We will assist you in scheduling final candidates for interview with your organization, and will send the candidates packets of information which we obtain from you should you request it (e.g., information about the organization and the geographic area, budgets, etc.).

We will prepare final interview books for the selection panel. These books will include interviewing/selection tips, suggested interview questions, and rating forms for your use. Candidates will not be ranked, for we believe it will then be a matter of chemistry between you and the candidates.

We will also be on-site for the interview day(s). We will brief the interview panel at the start of the interviews and will facilitate the process throughout the day. After the last candidate interview, we will assist you in "debriefing" the interview panel members..

As part of our process in evaluating candidates, we make telephone reference checks. In conducting these references, it is our practice to speak directly with individuals who are, or have been, in a position to evaluate the candidate's performance on the job. To gain a well-rounded impression of the candidates, we speak with current and prior supervisors, peers and subordinates. These references and our evaluations provide you with a frank, objective appraisal of the candidates. Once we finalize references on the top one or two candidates and conduct credit/criminal/civil litigation/motor vehicle record checks through an outside service, we will provide you with a detailed candidate evaluation report.

3.7 Special Assistance

Our efforts do not conclude with presentation of the final report. We are committed to you until a successful placement is made. Services that are routinely provided include:

- Arranging the schedule of interviews and the associated logistics for final candidates.
- Advising on starting salary, fringe benefits, relocation trends and employment packages.
- Acting as a liaison between client and candidate in discussing offers and counter offers.



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- Conducting a final round of reference checking with current employers (if not previously done for reasons of confidentiality).
- Notifying those candidates who were not recommended for interview of the decision. Following up with the client and the selected candidate once he/she has joined the organization to ensure a smooth transition.

4 – OUR CLIENT’S ROLE

The client has a very important role in the recruitment process. While we may identify and recommend qualified candidates, it is the client who must make the decision about which candidate to hire.

In order to insure that the best candidates are available from which to choose, our clients should be willing to do the following:

- Clearly inform us about matters relevant to the search that you wish to keep confidential (e.g., salary, personnel issues, and other privileged information).
- Supply us with the names of people you have previously interviewed/ considered for this position.
- Forward us copies of the resumes you receive, to avoid duplication of effort.
- Provide feedback to Alliance Resource Consulting regarding the information and recommendations provided by us.
- Promptly decide upon and follow up in scheduling interviews with the most promising candidates.
- Assist in providing information to candidates that will enable them to make their career decisions.
- Uphold confidentiality (while respecting relevant state laws about open disclosure) to protect the integrity of the recruitment process, as well as the candidate’s involvement.

By doing the above, we will maximize the likelihood of mutual success.

Finally, please be reminded that the United States Immigration Reform and Control Act of 1986 requires that all employers verify an employee’s eligibility to work in the United States. Since Alliance Resource Consulting cannot serve as your agent in this matter, your hiring process should include this verification procedure.

5 – PROJECTED TIMELINE

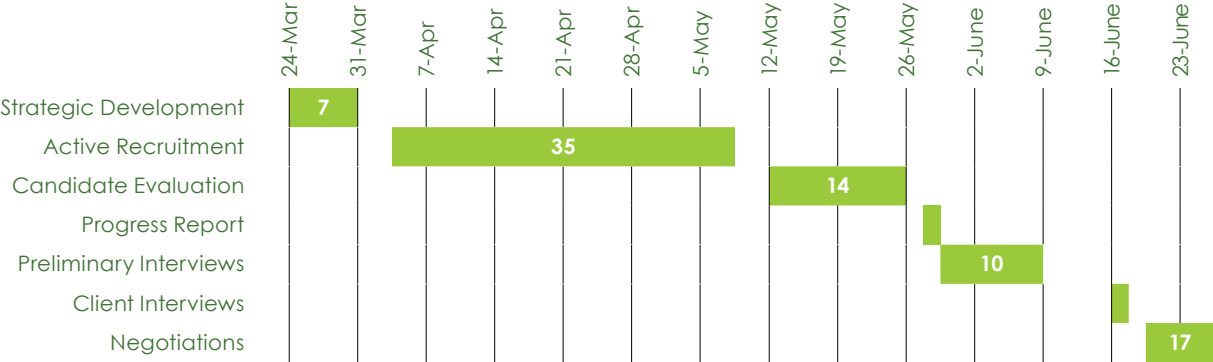
The following is a typical schedule to conduct a thorough recruitment. However, we would be pleased to modify this to meet your needs:

1st Week	Meet with the appropriate individuals to gather background information.
2nd - 3rd Week	Develop and obtain approval for the Recruitment Profile. Develop a list of potential candidates to target. Prepare and place advertisements, if desired.
4th - 9th Week	Active recruitment—solicit, receive and acknowledge resumes.
10th Week	Evaluate resumes and gather supplemental information. Submit progress report and meet with you to review leading candidates.
11th Week	Verify degrees and certifications and interview the best qualified candidates.
12th - 14th Week	Submit final report and initiate the interview process with you.
Following Interviews	Conduct references, credit/criminal/civil litigation/motor vehicle record checks, and assist with negotiations.



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6 – ALLIANCE ADVANTAGES

6.1 Technology

Alliance Resource Consulting is the only firm to utilize a custom-built “online” client/candidate management system. This custom system allows candidates to input their resumes and cover letters on our website. (For candidates who wish to email or mail us a hard copy of their resume, we will input the information for them.) One of the benefits of our system is that it enables our client contact to check the latest applicant list in real-time.

One of our strengths is our use of social media to best market the recruitment. We have active accounts on LinkedIn, Twitter and Facebook. The use of social media allows us to contact our network and “followers” to alert them to our recruitment announcements, informational updates and reminders. It allows us to stay one step ahead of our competitors.

Alliance Resource Consulting is always searching for new ways technology can help us save our client’s money. One way we do this is by using Skype to interview out of town candidates. Our innovative ways have set us apart from our more traditional competitors.

6.2 Stakeholder Outreach

Our firm has used several methods, including stakeholder meetings, community forums and surveys, for stakeholder outreach in a number of previous recruitments. For example, for the City of San José City Manager recruitment, our consultants facilitated 13 community outreach meetings where citizens were invited to attend and express their opinions about what they were looking for in city manager candidates. For the City of Alexandria’s City Manager recruitment, we also met with special interest groups such as business leaders, Chamber of Commerce members and historic preservation groups.

During the recruitment of the City Administrator for the City of Huntington Beach (CA), the consultants met with each councilperson, each department head, conducted an open citizen forum and a forum for a group of stakeholders comprised of two citizens recommended by each councilperson. For the City Manager recruitment conducted for the City of Moreno Valley (CA), the consultants conducted a community panel as well. Our previous experience in stakeholder outreach makes our firm very qualified to conduct the meetings with the Mayor’s Office and City Council Members as well as facilitate multiple stakeholder outreach forums throughout the City that your request for proposal outlined.

Lastly, our firm has significant experience in creating community surveys should you wish to provide this option to your community. We have utilized surveys for many of our recruitments and can prepared them in different languages, if required. The surveys can be accessed on-line, or at our office and our client’s office.



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6.3 Weekly Client Updates

Our consultants provide our client contacts written recruitment updates on a weekly basis. These updates include work done that was completed during the week and what we expect to work on the following week.

7 – RECRUITMENT COSTS

We provide local clients with unlimited on-site client meetings. The three major client meetings will be: one to develop the Recruitment Profile, one to present our Progress Report, and one to attend the first round of candidate interviews. We propose a professional fee of \$19,000 for the work outlined above. In addition, we are reimbursed for expenses such as for advertising, travel, interviewing, sourcing, support services, background checks and other related items, as well as allocated costs such as telephone, postage and photocopying. These expenses will not exceed \$8,500. Please note that this amount does not include reimbursement of candidates who travel to be interviewed by you. Unless you notify us to the contrary, we will assume that you will handle these reimbursements directly.

Our professional service fee will be split among four equal invoices and expenses will be billed as they are incurred. All invoices are due and payable upon receipt. We do NOT base our fees on a percentage of the position’s salary.

Our billing schedule on a retained professional fee (and based not on an hourly rate) is as follows:

1st Billing	Due after Start Meeting	First Phase	\$4,750
2nd Billing	Due upon our submittal of a draft recruitment profile	Second Phase	\$4,750
3rd Billing	Due after we meet and submit our Progress Report to you	Third Phase	\$4,750
4th Billing	Due after the Association conducts interviews with finalists	Fourth Phase	\$4,750

Please note that this is a standard billing schedule and can be modified as requested.

You may discontinue this assignment at any time by written notification. In the unlikely event that this occurs, you will be billed for all expenses incurred to the date of the cancellation, and for professional fees based upon the time elapsed from the commencement of the assignment to the date of cancellation. If a cancellation occurs within the first 30 days of the assignment, following either verbal or written authorization to proceed, one-third of the professional fee will be due. If a cancellation occurs thereafter, the fee beyond the first one-third will be prorated based upon the number of calendar days which have elapsed. If a cancellation occurs after 90 days, all professional fees will be due in full.

Guarantee

We are committed to working with you until a placement is made. However, if the selected candidate (recommended by us for hire, and excluding internal candidates) should be terminated within one year from the date of hire, we will re-do the search for no additional professional fee. Naturally, we would expect to be reimbursed for any expenses that might be incurred.

8 – ALLIANCE SUMMARY

Thank you for reviewing our proposal. Should you decide to retain Alliance Resource Consulting for your executive search needs, we will do the following:

- Partner with you and act as an extension of your organization.
- Define a recruitment strategy and timeline, develop a recruitment profile and attract/research prospective candidates.
- Conduct a multi-layered candidate screening analysis on the applicants.
- Communicate frequently and on-time with both the client and candidates.
- Allow client contacts to access the recruitment database in real time from remote sites.
- Interview and screen leading finalists.
- Facilitate the client interview process.
- Complete the candidate selection and closure of recruitment.

Our firm's motto is “the Power of Partnership” and we are committed to adding value to your organization's goals and mission. We bring an ethical, transparent and well-documented recruitment process to all our clients.

9 – CONTACT INFORMATION

Sherrill Uyeda Office: (650) 296-1032
 Fax: (650) 521-0024
 Cell Phone: (310) 592-8847
 E-mail: suyeda@alliancerc.com
 Skype: sherrill.uyeda.marquardt

Cindy Krebs Office: (562) 901-0769 x336
 Fax: (562) 901-3082
 Cell Phone: (949) 212-2461
 E-mail: ckrebs@alliancerc.com
 Skype: cindyk_arc

**ALLIANCE RESOURCE CONSULTING LLC
 HEADQUARTERS**


400 Oceangate, Suite 510
 Long Beach, CA 90802

TAMPA, FLORIDA

SEATTLE, WASHINGTON

www.allianceRC.com

 twitter.com/AllianceRC

 Alliance Resource Consulting, LLC



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APPENDIX-A

Utilities Searches for General Purpose Local Governments Clients of Alliance Resource Consulting

Water and Wastewater

Charlottesville, VA, City of
 Coachella Valley Water District, CA
 Coachella Valley Water District, CA
 Contra Costa Water District, CA
 Contra Costa Water District, CA
 Contra Costa Water District, CA
 Kearns & West, CA
 Newport Beach, CA, City of
 Orange County Sanitation District, CA
 Orange County Sanitation District, CA
 Rancho California Water District, CA
 Rancho California Water District, CA
 San Diego County Water Authority, CA
 San Diego County Water Authority, CA
 Santa Maria, CA, City of
 Tuolumne Utilities District, CA
 Tustin, CA, City of
 Yorba Linda Water District, CA
 Yorba Linda Water District, CA
 Yorba Linda Water District, CA
 Yorba Linda Water District, CA

Public Utilities Manager
 State Water Contractor Engineer
 Senior Engineer, Sanitation
 General Manager
 Human Resources/Risk Manager
 Water Quality Manager
 Senior Mediator/Facilitator
 Utilities Services Manager
 IT Systems and Operations Manager
 Director of Engineering
 General Manager
 Assistant General Manager
 Chief Financial Officer
 General Counsel
 Water Services Manager
 General Manager
 Water Services Manager
 Information Technology Director
 Human Resources Director
 Finance Director
 General Manager

Solid Waste

Sacramento, CA, City of
 Tehama County/Red Bluff Landfill
 Management Agency

Solid Waste Division Manager
 Director



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APPENDIX–B

Central Coast (CA) Clients of Alliance Resource Consulting

- Oxnard, City of
- Pacific Grove, City of
- Port Hueneme, City of
- Santa Barbara County Employees' Retirement System
- Santa Margarita River Watershed
- Santa Maria, City of
- Ventura, City of

APPENDIX—C BIOGRAPHIES

Sherrill A. Uyeda – Founding Partner

Sherrill Uyeda has over fifteen years of public sector executive search experience. She began her career in executive search in 1998 with Norman Roberts & Associates, Inc. From 1999 to 2004, Ms. Uyeda was an executive search consultant with MAXIMUS, a leading government consulting firm which assists state, federal and local governments. In 2004, along with Eric J. Middleton, she founded Alliance Resource Consulting LLC.

Since 2007, Ms. Uyeda has been instrumental in expanding the organization's presence to include regional offices in Palo Alto (CA), Tampa (FL) and Seattle (WA). She fosters an environment of frequent communication to both clients and candidates and transparent and ethical recruitments on a timely basis. Her leadership and collaborative skills have led to an impressive hiring and retention rate.

Ms. Uyeda's track record of recruiting high-profile government executives across the nation in various industries include: city and county management, transportation, utilities, human resources, library services, building and planning, economic development and pension and retirement systems. Past clients for nationwide recruitments have included the City/County of San Francisco (CA), the County of Los Angeles (CA), Arlington County (VA), Broward County (FL), the City of Atlanta (GA), the City of Alexandria (VA), the City of Boston (MA), the City of Dallas (TX), and the City of San José (CA). Past retirement systems, she has recruited for are: Contra Costa County Employees Retirement Association, Fresno County Employees Retirement Association, Kern County Employees Retirement Association, Marin County Employees Retirement Association, Santa Barbara County Employees Retirement System, and Sonoma County Employees Retirement Association.

Additional areas of expertise include: facilitating community forums and outreach meetings, conducting multi-lingual citizen surveys and compensation and benefits negotiations.

Ms. Uyeda graduated from the University of Southern California, with both a Bachelor of Arts degree in Communication Arts and Sciences and a Master of Public Administration degree. She is a member of the Society for Human Resources Management.

Cindy Krebs – Regional Director

Cindy Krebs joined Alliance Resource Consulting in 2012 after serving more than 25 years as a high level manager and principal consultant for local governments, regional agencies and special districts. The experience she gained while working in the public sector gives Ms. Krebs a unique understanding of the complexities associated with public service careers as well as a strong appreciation for people who choose to dedicate themselves to improving the communities they serve. Ms. Krebs is highly adept at working with executive management teams, Board members, and community/special interest group and has managed several high profile recruitments for Alliance.

Ms. Krebs graduated from Baker University with Bachelor of Art degrees in both Communications and Spanish. She is also a graduate of CORO's Orange County Leadership program. Ms. Krebs is fluent in Spanish and proficient in French and Italian.



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APPENDIX—D REFERENCES

Coachella Valley Water District

Name: Heidi Keeran

Title: Director of Human Resources

Phone #: (760) 398-2651 x2371

Water Replenishment District of Southern California

Name: Jenna Shaunessy

Title: Controller

Phone #: (562) 275-4211

Orange County Sanitation District

Name: Jeffrey T. Reed

Title: Director of Human Resources

Phone #: (714) 593 - 7144

Chino Basin Desalter Authority

Name: Timothy Mim Mack

Title: CDA Coordinator

Phone #: (909) 395-2657

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Municipal Water District of Orange County (MWDOC), CA





THE COMMUNITY

Orange County is distinguished by 42 miles of Pacific Ocean beachfront, one of the longest uninterrupted stretches of publically owned beaches in the world. The county also has 125 miles of dedicated bike trails and 250 miles of hiking and equestrian trails. It boasts 13 regional parks, five designated wilderness areas and three nature preserves as well as a multitude of neighborhood parks and recreational fields.

Other major recreational and tourist facilities include Disneyland, California Adventure, Knott's Berry Farm and Soak City, Mission San Juan Capistrano, Old Town Orange, Huntington Beach, the Anaheim Convention Center, and the Art Colony at Laguna Beach with its annual art festival. Also located within the County are Anaheim Stadium, home of the Los Angeles Angels of Anaheim, and the Honda Center, home of the Mighty Ducks.

Orange County takes particular pride in its outstanding educational institutions along with its strong business economy and well-educated workforce. Orange County schools boast a higher than average SAT scores, and dropout rates well below the national average. It is home to multiple California distinguished and National Blue Ribbon schools as well as two major universities -- University of California at Irvine and California State University, Fullerton -- and several excellent colleges including Chapman University.

THE DISTRICT

The Municipal Water District of Orange County (MWDOC) is a wholesale water supplier and resource planning agency. MWDOC was formed by Orange County voters in 1951 under the Municipal Water District Act of 1911. The Coastal Municipal Water District became a part of MWDOC in January 2001, a move that streamlined local government and allowed MWDOC to more efficiently provide wholesale water services at a reduced cost for the benefit of residents living throughout the service area. Today, MWDOC is Metropolitan Water District of Southern California's (Metropolitan's) third largest member agency, providing and managing the imported water supplies used in Orange County.

MWDOC's efforts focus on sound planning and appropriate investments in water supply development, water use efficiency, public information, legislative advocacy, water education, and emergency preparedness. MWDOC's service area covers all of Orange County, with the exception of the cities of Anaheim, Fullerton, and Santa Ana. Local water supplies meet nearly half of Orange County's total water demand. To meet the remaining demand, MWDOC purchases imported water -- from northern California and the Colorado River -- through the Metropolitan Water District of Southern California. MWDOC delivers this water to its 28 member agencies, which provide retail water services to approximately 2 million people. MWDOC employs 28 full-time employees and has an annual operating budget of \$6,560,521. The District's total annual budget is \$162,695,437.

MWDOC is governed by a seven-member Board of Directors. Each director is elected by the public to represent a specific division in Orange County. MWDOC also appoints four individuals to effectively represent the interests of Orange County on the Metropolitan Board; they hold key leadership positions on the Board of Directors that oversee policy development, strategy, and implementation.

For more information on MWDOC, please visit <http://www.mwdoc.com/>

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Municipal Water District of Orange County (MWDOC), CA

THE POSITION

Under policy direction of the Board of Directors, the General Manager plans, organizes, coordinates and administers all District functions and activities. Essential responsibilities of the position include:

- Working with the Board of Directors to create a long-term vision for the development of water resources to meet Orange County's diverse needs
- Establishing and maintaining effective relationships with MWDOC's 28 member agencies, the Metropolitan Water District of Southern California, industry peers and the public
- Providing timely information and sound advice to the Board of Directors
- Setting clear and reasonable expectations for staff and motivating them to achieve results
- Completing projects on time and within budget
- Advocating for the District's interests at the regional, state and national levels
- Serving as a leader on Southern California water policy
- Maintaining a positive professional image

THE IDEAL CANDIDATE

As the leader of a small agency with large scope of responsibility, the General Manager's duties are challenging, multifaceted and rewarding. The ideal candidate will have extensive knowledge of water supply and delivery issues, preferably from the perspective of a wholesale agency, and possess the experience, skills and qualities described below.

Education and Experience

- Bachelor's degree in engineering, business administration, public administration or related field; Master's degree preferred
- Five years management level experience at a water district, public agency or consulting firm with water delivery responsibilities; an understanding of technical operating issues is preferred
- Proven ability to successfully lead a team of professionals
- Requires a valid California Operators license issued by the Department of Motor Vehicles
- It is strongly preferred that the selected candidate live in MWDOC's service area or the Metropolitan region

Skills and Abilities

The selected candidate will be:

- A visionary leader and an outside-the-box thinker
- A proactive, tactful decision maker with a track record of putting ideas into action
- A politically savvy and discreet professional
- A effective leader who holds staff accountable
- A skilled negotiator
- An excellent communicator and effective listener

Management Style and Personality Traits

The District seeks a General Manager who has a strong commitment to public service, a participatory and collaborative management style, and a positive attitude. The ideal candidate will enjoy working within a close-knit team environment and will not be afraid to share his/her professional opinion with the Board of Directors and staff. He/she will be fair and impartial.

COMPENSATION

The annual salary will be determined based on qualifications and experience. The District offers an attractive and comprehensive benefit package, including:

- Medical, dental and vision insurance
- Life and disability insurance
- Retirement benefits
- Car allowance
- Paid vacation time – 80 hours per year to start
- Paid holidays – 11 per year, including two floating holidays
- Paid sick time – up to 12 days per year following completion of 30 days of continuous employment
- Jury or witness duty leave
- Personal leave for bereavement or serious family illness
- CALPERS retirement; the District does not participate in Social Security
- Voluntary deferred compensation/457 Plan
- Flexible spending plan
- Medicare contribution
- Career development/tuition reimbursement program
- Computer purchase program
- Catastrophic leave program
- Employee Assistance Program for employees and their families
- Membership in Orange County Credit Union
- Voluntary supplemental insurance plans
- Wellness program

HOW TO APPLY

Please apply **on-line** by **May 31, 2013** at www.alliancerc.com.

For questions and inquiries, please contact:

Cindy Krebs

Telephone: (949) 212-2461

Email: ckrebs@alliancerc.com

Syldy Tom

Telephone: (562) 901-0769

Email: stom@alliancerc.com

ALLIANCE RESOURCE CONSULTING LLC

400 Oceangate, Suite 510

Long Beach, CA 90802



<http://twitter.com/Alliancerc>



Alliance Resource Consulting, LLC

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EXECUTIVE DIRECTOR OF WATER POLICY

Irvine Ranch Water District

(Irvine, CA)





THE AREA

Located in the central portion of Orange County, Irvine Ranch Water District (IRWD) encompasses approximately 181 square miles. IRWD serves all of the City of Irvine, one of the nation's largest planned urban communities, and portions of Costa Mesa, Lake Forest, Newport Beach, Orange, Tustin, and the unincorporated areas of Orange County. IRWD extends from the Pacific Coast to the foothills, with elevations ranging from sea level to 3,200 feet. This is a semi-arid region with a mild climate and an average annual rainfall of 12 to 13 inches.

With a population over three million, Orange County is the third largest county in California and one of the largest in the United States. IRWD provides water and wastewater services to an increasingly diverse population of approximately 330,000 residents that grows to a daytime population of approximately 500,000 people when workers enter the large employment areas within the service area.

Orange County is known for its numerous tourist attractions, cultural opportunities, Mediterranean climate, beautiful beaches, and large wilderness and other natural areas. The County is a leading California business center and home to some of the nation's leading companies in the biotechnical, medical, electronics, computer, information, video game, cosmetic, clothing, finance, and other fields.

Outstanding educational opportunities are also available within or near the IRWD service area. Irvine Unified, Saddleback Unified, Newport Mesa, and Tustin Unified are the largest public school districts served by IRWD. There are numerous public and private colleges and universities located within or near to the service area, including the University of California at Irvine, California State University at Fullerton, Chapman University, Irvine Valley College, and Rancho Santiago Community College, among others.

OVERVIEW OF THE DISTRICT

Irvine Ranch Water District was established in 1961 as a California Water District under the provisions of the State of California Water Code. The District provides high quality drinking water, reliable wastewater collection and treatment, ground-breaking recycled water programs, and environmentally sound urban runoff control and treatment to more than 330,000 residents in central Orange County. IRWD has over 100,000 service connections, including approximately 84,000 residential connections and almost 5,000 commercial connections. In Fiscal Year 12-13 IRWD delivered nearly 95,000 acre-feet of water, of which 68% was potable water and 32% was recycled water.

As an independent not-for-profit government agency, IRWD is governed by a five-member, publicly elected Board of Directors; each Board member is elected at-large to a four-year term. These officials are responsible for the District's policies and strategic decision making. Day-to-day operations are directed and supervised by the General Manager. IRWD is considered a premier agency and an employer of choice, currently staffed by approximately 320 full-time professionals. The average employment tenure at IRWD is close to 13 years. Non-management and non-confidential employees are currently represented by the Irvine Ranch Water District Employees Association.

This Fiscal Year 2013-14, IRWD has an annual operating budget of approximately \$117.1 million. IRWD's capital budget of approximately \$110.3 million includes a diverse mix of challenging and complex capital projects that are essential to accomplishing the District's long-term goals in water supply diversity and reliability, wastewater treatment and disposal, water recycling, and biosolids management. These projects range from expansion of the District's largest water recycling facility, to new groundwater and surface water treatment facilities and water banking facilities located in Kern County.

For more information on the District, please visit www.irwd.com.

THE POSITION

Under the direction of the General Manager, the Executive Director of Water Policy is responsible for the strategic management of the District's programs and initiatives related to water use efficiency, recycled water development, and water resources. The Executive Director of Water Policy is also responsible for interagency coordination and the development and maintenance of local, regional

EXECUTIVE DIRECTOR OF WATER POLICY

Irvine Ranch Water District

and statewide strategic alliances and initiatives including legislative efforts at both the State and Federal levels. The Executive Director serves on the District's Executive Management Team and guides the work efforts of 25 full-time employees.

Essential duties and responsibilities:

The Executive Director of Water Policy oversees the planning, development, and implementation of the following District programs and projects:

1. Water resources
2. Recycled water development
3. Water use efficiency
4. Water banking
5. Public and media relations
6. Governmental relations

Additional responsibilities include:

- Manage and direct assigned staff in all aspects of the District's water resources program. Apply project management and supervisory skills and experience.
- Directly manage and administer specific water resources programs. Prioritize programs and ensure that they progress within budget and schedule constraints.
- Communicate information regarding water resources programs. Effectively and regularly communicate with the General Manager, the Board, other members of the Executive Management Team and staff regarding these programs. Prepare reports for Board, Committees and the General Manager as needed. Attend Board, committee and staff meetings to report and/or coordinate activities with other departments.
- Attend public meetings and community events on behalf of District, including those that occur on evenings and weekends.
- Contribute to the overall success of the District as a member of the Executive Management Team.
- Provide strategic support to and coordinate with other District departments including the Finance, Operations, Engineering and Human Resources departments.
- Attend and actively participate in local, regional, state and national water resources associations and meetings to maximize outreach effectiveness, ensure compliance and share new findings. Prepare papers and articles and deliver presentations on water resources for audiences both inside and outside the District.
- Proactively establish, coordinate, delegate and maintain positive working relationships and communication processes with other departments, water industry groups and public agencies in order to advance initiatives that are important to the District.
- Monitor state and federal legislation and regulatory issues and developments affecting water resources and other issues of importance to the District. Interpret the impacts of any regulatory or legislative initiative on water resource operations and objectives. Implement program modifications as necessary to ensure compliance. Participate actively with other water agencies and entities to promote favorable legislation.
- Develop the water resources program budget and monitor expenses. Assess resource requirements and develop strategies for maximizing water resource benefits while managing budgets related to programs/projects.
- Supervise employees, including but not limited to selection, counseling, and training, review of performance, and recommendation of salary adjustments, promotions, and disciplinary action.
- Understand and implement the District's safety policies and procedures. Train and supervise employees in the implementation of those same policies and procedures.

The Executive Director of Water Policy has five direct reports. This position is open due to the upcoming retirement of the incumbent.

TOP PRIORITIES

- Manage external relations with other governmental agencies and stakeholder groups on initiatives related to water use efficiency, water recycling, water conveyance and water banking.
- Ensure compliance with environmental regulations.
- Oversee transactional issues such as complex user agreements and legal agreements.
- Collaborate with the other executive team leaders to advance the goals and objectives of the District.
- Develop and promote the various programs throughout the Department. Provide guidance, support and strategic thinking to programs that may need additional assistance.
- Balance the needs and priorities of all divisions within the Department.

THE IDEAL CANDIDATE

The Executive Director of Water Policy will lead a team of exceptionally talented high performers in the diverse areas of recycled water, water efficiency, water banking, public affairs and governmental relations. The ideal candidate will be a trusting, collaborative and open manager who fosters an environment of creativity, calculated risk taking (with alternative solutions and exit strategies), and partnering with/mentoring other agencies.

The ideal candidate will be a strong leader who is diplomatic, tactful, hardworking and optimistic. He/She will have outstanding written communication skills and be a confident and knowledgeable public speaker. He/She will be willing to work long hours, have a "can do" attitude and relish the opportunity to push the District in new and innovative ways. The selected person will be a very active leader internally and externally and will capably represent the District on water policy and initiatives.

The best qualified candidate will have a strong understanding of the legal issues that affect the District and a strong grasp of consolidation processes. He/She will also be familiar with Orange County politics.

Education, Certifications and Experience

- A combination of education and experience equivalent to a bachelor's degree in science, engineering, business or closely related field is required. A master's degree highly desirable.
- Ten years of increasingly responsible experience in the water resources management field. Five years of experience in a management capacity.
- Candidates should have an understanding of southern California water policy and a working knowledge of water banking, recycling and public affairs. Candidates should also have experience with litigation, program development and negotiations.
- Valid Class 'C' California Driver's License required.

COMPENSATION & BENEFITS

The hiring salary range for the Executive Director of Water Policy is \$132,491 to \$201,360. Placement within the range is based on qualifications, salary history, and career accomplishments. In addition, the District provides an excellent benefits package that includes: flexible work schedule, vacation, holidays, and sick leave; choice of HMO and PPO CalPERS medical insurance plans; dental plan; vision care plan; life insurance; long-term disability; retirement benefits (CalPERS Pension plan of 2% @ 62; new hires to the District with prior CalPERS membership are eligible for the CalPERS 2% @ 60 formula provided they have been a CalPERS member within six months of their hire date with IRWD); deferred compensation plan; retiree health plan; Section 125 Plan; educational reimbursement, \$524/mo. automobile allowance and a monthly technology allowance to cover cell phone use and tablet purchase. Further details on the compensation package may be obtained through Alliance Resource Consulting.

APPLICATION & SELECTION PROCESS

Please apply **on-line** by **Monday, December 9, 2013** at www.alliancerc.com. Candidates may be asked to complete a series of written responses for further evaluation and possible presentation, and submit a summary of career accomplishments as part of the final steps of the selection process.

Interested individuals should be aware that Alliance Resource Consulting will work closely with the District throughout this process to ensure confidentiality to the fullest extent possible. References will not be contacted until mutual interest has been established.

All inquiries, candidate recommendations and information submittals must be sent to Alliance Resource Consulting. If you have questions, difficulties with the on-line application system, or would like to discuss the opportunity further, please contact us at:

Sherrill A. Uyeda or Cindy Krebs

ALLIANCE RESOURCE CONSULTING LLC

400 Oceangate, Suite 510
Long Beach, CA 90802

Telephone: (562) 901-0769

E-mail: suyeda@alliancerc.com or ckrebs@alliancerc.com



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