



January 28, 2014

Jean Premutati
Marina Coast Water District
11 Reservation Road
Marina, CA 93933

Dear Ms. Premutati:

Thank you for the opportunity to submit our proposal for the recruitment of the General Manager for the Marina Coast Water District. We take great pride in our ability to provide quality results with a high degree of customer satisfaction and would welcome the opportunity to work with you and the District in this important recruitment.

We feel well suited to perform this search based on our extensive experience with water and wastewater utility related recruitments. These assignments include a current search for Resource Recovery Services Director for the Delta Diablo Sanitation District and recently completed assignments including General Manager for the West Valley Sanitation District (05/2012), Executive Director of the California Association of Sanitation Agencies (06/2012), Deputy Director for Wastewater Operations for the City of Stockton (12/2012), City Engineer and the Utilities Manager for the City of Beverly Hills (both completed 05/2013), General Manager for the Soquel Creek Water District (05/2013), and the Deputy General Manager for the Union Sanitary District (06/2013).

We also have an excellent knowledge of the Monterey County environment. In the past two years we have completed several recruitments for the County of Monterey including Public Works Director, Assistant Director of Environmental Health, Assistant Director of the Public Health Agency (Bureau Chief), Director of Information Technology and Executive Director for the Housing Authority of the County of Monterey. Over the past 12 years we have completed 32 recruitments for the County and various cities and special districts within Monterey County. We feel our knowledge and insights of your region will be highly advantageous in representing your agency and the area to potential candidates.

Following your review of this proposal, we hope our credentials will provide the basis for your positive consideration of our firm. Enclosed you will find the following information:

- Company Profile
- Firm Qualifications

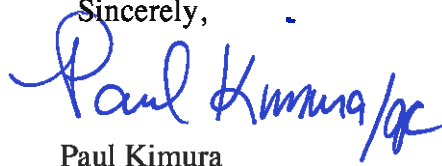
William Avery & Associates, Inc.
Consultants to Management

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- Scope of Services
- Consulting Staff
- Client References
- Sample Materials
- Consulting Fee
- Guarantees & Ethics
- Profiles on Principals of the Firm
- Recruitment Timeline

Thank you for the opportunity to assist with your recruitment needs. If you have any questions, please do not hesitate to call me at 408-399-4424.

Sincerely,

A handwritten signature in blue ink that reads "Paul Kimura/jc". The signature is written in a cursive style with a large initial "P".

Paul Kimura

PK:jmc



PROPOSAL FOR THE MARINA COAST WATER DISTRICT RECRUITMENT FOR THE GENERAL MANAGER

William Avery & Associates, Inc. – Our Profile

William Avery & Associates, Inc. (Avery Associates) is a successful and service focused Management Consulting firm based in Los Gatos, California. Incorporated in 1982, the firm specializes in Executive Search, Labor Relations and Human Resources/Management Consulting.

The firm currently includes two Principals and several key consultants. Bill Avery, the founder of Avery Associates, heads the firm. He oversees the Labor Relations practice and also leads key searches. Paul Kimura is the Principal who oversees the Executive Search and Recruitment practice. Key staff members include Ann Slate, who supports the search practice. The firm's administrative staff includes Anne Matteini, the Finance/Contracts Administrator, and Jackie Collins and Jessica Towner. Temporary staff as needed augments the team.

Mr. Avery, having served in the past as a City Manager, provides the firm with direct experience and knowledge of city administration. Mr. Kimura's expertise in executive, technical and business recruitment, which he gained during his nineteen years of high technology experience, provides the basis for many of the recruitment strategies and tactics utilized by the firm. Collectively and combined, the firms Principals offer exceptional expertise in the area of public sector recruitment and consulting. Their professional profiles are enclosed as part of this proposal.

Firm Qualifications – What Differentiates Avery Associates

Exceptional service delivery and a very high quality work product provide excellent results for our clients. This begins with the initial client meetings, which lead to detailed timelines for deliverables followed by weekly recruitment status updates following initiation of the search. Our candidate outreach efforts are professionally and confidentially conducted. The evaluation materials we provide clients are routinely characterized as accurate, comprehensive and of very high quality. We believe more so than any other public sector recruitment firm. This is largely based on our interview system utilizing behavioral interview techniques. This leads to a quality product with excellent end results for our clients.

The service element is based on two factors: The first is the collective service philosophy from all of our organizational team members. They are each dedicated to providing service and support to clients. The second factor is based on the high level of engagement and participation from the firm Principals in every search assignment. This hands-on involvement includes client interface, identifying and developing the ideal candidate profile and position specification, development of the search strategy, candidate outreach, interviewing and assessment, completion of reference interviews, candidate presentation, final interview facilitation and when desired, negotiation of employment terms with the successful candidate.



Recruitment Plan and Services Provided

I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Kimura will meet with the key decision makers to discuss the organizational needs and position requirements. Our goal for this aspect of the recruitment process is to:

- Understand the District and departmental priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes, interpersonal skills and operational style of the ideal candidate.
- Discuss the goals, objectives, deliverables, and challenges related to this position.
- Gain insight of the various organizational dynamics and departmental issues that exist within the organization.
- Identify the compelling aspects to this opportunity.

We would welcome the opportunity to have other discussions with various key staff as appropriate. Based on these discussions, a candidate profile and a final recruitment strategy will be presented for final approval. The ideal candidate profile would be incorporated into the formal position announcements. The candidate profile is also utilized in various other means as a marketing tool, an advertising copy, and for other announcements.

II. Development of the Search Strategy and Advertising

The search strategy is developed in conjunction with the organizational assessment. The final approach is based on your input and considerations during the assessment activity. For this assignment, we feel it is critical to develop a high level of visibility with a comprehensive outreach program supplemented by a focused targeted recruitment approach. We would incorporate the following elements into the search:

- Initial and continual development and contact of a targeted candidate list. This list would be based on our extensive database of public sector personnel; previous recruitment contacts, referrals and recommendations from key sources; and other current and former incumbents or related personnel.
- Extensive utilization of Internet-based job boards and association-based websites that are unique and relate to the specific responsibilities of the position.



- Original research, which begins with identification and contact of individuals currently in the profession or other candidates who meet the profile, but are not actively seeking employment. This is the crux of our direct and aggressive phone and email outreach approach. It is our experience that despite extensive mailing, postings and announcements, many qualified individuals will not know of a position being available.
- Development and electronic distribution of the comprehensive position announcement to various individuals within city/county water operations and special districts.
- Mailing of the formal position announcement to specific qualified individuals.
- Utilization of print advertising in Jobs Available.

III. Candidate Assessment

Our assessment process involves several “tiers” of evaluation. All candidates responding to these positions will initially, be evaluated based on their resume and if appropriate, an extensive phone “screening” by a firm Consultant. Candidates who pass the initial “qualifying” criteria are then scheduled for a formal interview with Mr. Kimura. These extended personal interviews typically take one hour and a thorough discussion of their experience, accomplishments, management philosophy and interpersonal style takes place.

In interviewing candidates, we utilize a methodology based on “behavioral” interview techniques. Fundamentally, this approach explores a candidate’s past accomplishments and experiences. The philosophy here is that the best indicator of future performance is assessing past behavior. This methodology allows the firm to “project” how a candidate would approach and address challenges in the new position.

Those individuals who best fit the position requirements will have a Candidate Assessment Report developed by Mr. Kimura. Additionally, two initial reference interviews are performed on these candidates. The reference interviews provide our clients with additional insights on the candidate’s “behavior” and style.

IV. Candidate Presentation

Upon completion of formal interviews and initial reference interviews, a selection of candidates for presentation is made. Typically, the number of final candidates requested by our clients range from five to seven. We feel our extensive screening, interview, and reference process; combined with the knowledge gained during our initial assessment period, enable our client to proceed with fewer rather than more finalists.



The final candidates are presented in our candidate presentation “book.” Each finalist will have a file consisting of a candidate summary sheet, a resume, the Candidate Assessment Report (based on the formal interview), and candidate reference reports.

V. Selection Process

Once the final candidate interview group is identified, we will assist in the structuring of the interview process and coordinate the interview scheduling activity. Our firm will also provide candidates with guidance related to travel planning, hotel accommodations, as well as other interview planning issues.

Upon request, our firm will also arrange for summary background evaluations on the Authority's final one or two candidates. A copy of these confidential reports can be provided for you.

VI Recruitment Closure and Follow-Up

Based on the firm's experience in human resource management and executive search, we are able to assist our clients in the formulation of appropriate compensation and other employment arrangements. We will be available throughout our retention to assist in this process.

As a matter of policy, Avery Associates monitors the transition and progress of any executive we place with a client. Within the first three to six months after the Authority has hired the individual, we will speak with that individual to ensure that an effective transition has occurred. During the same period, we will also review the individual's status with your office.

Recruitment Team for the Marina Coast Water District

Paul Kimura will serve as the Principal in charge of this project and will be supported by the administrative team of Avery Associates. Mr. Kimura will be personally involved in the initial client meetings, development of the ideal candidate profile and search strategy, interviewing and assessment of candidates, the presentation of candidates, attendance at final interviews and will be available throughout the search process to provide other related consulting services.

References

- I. Delta Diablo Sanitation District
Gary Darling, General Manager; 925.756.1920; garyd@ddsd.org
- II. West Bay Sanitary District
Ron Shepherd, President BOD; 408.526.1112; ron@shepherd-insurance.com
- III. Soquel Creek Water District
Michelle Boisen, Director of Admin; 831.475.8500; michelleb@soquelcreekwater.com
- IV. County of Monterey
Maria Olvera, HR Manager; 831.594.3940



Sample Materials

We have attached several examples of our work product. Contained are a candidate assessment, a reference interview and an ad sample. Also included with our proposal is a sample recruitment brochure.

CANDIDATE ASSESSMENT FOR

_____ has over 20 years of professional experience including investment management, finance management, and budgets. During the past ten years, she's had two different tenures with _____, and in between served as the Treasury and Investment Director for the _____ based in _____. Her _____ experience includes serving as a portfolio manager for a global real estate fund and also for an equity portfolio. _____ educational background includes an M.B.A. and a B.S. in Business Administration, both from Cal State University in Sacramento.

_____ rejoined _____ in October of 2011, following two years in the Washington assignment. During this time she has reported to the portfolio manager of the real estate investment fund, and administers a portfolio of up to \$3.5 billion in various partnerships and funds. In her assignment with _____, she had oversight for the entire portfolio, which consisted of both defined benefit funds and corporate funds. She felt her greatest accomplishment there was in evolving the investment direction towards a focused and structured asset allocation strategy. She left the _____ assignment to return to _____ for personal and family reasons. _____ began her career at _____ in 2001 where she served as an accounting services manager with responsibility for a new investment accounting system implementation. Subsequent to that, she moved into a portfolio management position for a two-year period.

_____ offers a nice broad range of experiences, although her investment experience is limited to the asset classes for which she had oversight in her last two _____ assignments. Her knowledge of the defined pension environment is a real plus, and _____ also focused on investment and finance areas in her pursuit of her M.B.A. Her management experience at _____ is a bit limited, although she has headed up project teams and has actively worked across the organization, especially in the implementation of a new finance IT system earlier in her career. With _____, she reported to the CFO, had one direct report, and worked closely with the controller's staff. _____ especially strong in the interpersonal area, as she has a very pleasant and positive manner and seems to be quite effective in developing and maintaining strong work relationships. She's quite enthused at the prospect of taking a senior level position, and appears to have great interest in the position in _____.



REFERENCE INTERVIEW

Candidate's Name: _____

Date:

Reference: Name
 Title
 Agency
 Phone

Position Applying For: Title
 City of _____

1. How long have you known this individual? What is the nature of your work relationship?

She moved up to _____ to work for us as our System Treasurer. She was here for about two years between 2008-2010. We are a \$1.2 billion hospital business with about \$1 billion in the retirement funds. She did a real nice job helping us reformat our Asset Allocation investment policy.

2. What has impressed you most about his/her leadership, management, and administrative style? Is he/she effective at providing direction and motivation to staff?

She is a knowledgeable person and an expert in treasury management. She would always be up front about what she knew and what she didn't. Her response to questions was always great. She would research the sticky problems and close the loop, particularly with external auditors. She had one direct report and relationships with the accounting folks and external people. She relates very well at all levels. She presented before the Board and some pretty sophisticated people.

3. Describe the candidate's strengths in the area of investing, specifically in terms of managing funds and investment portfolios.

It's not about market timing, it's about having a sound strategy and policy that has to be vetted and agreed upon. That's where she stands. She holds people accountable and tries to understand the managers' particular strategies. To her, it's getting beneath the numbers and really understanding what's going on.

4. Tell me about this individual's communication and operational style. How well do they interact with department heads, staff, City Council and external agencies?



She likes to make it fun, which is a good thing! We had a relationship with external managers where she really got to know them. You can pick up the phone anytime and ask her things. She is a very good networking person. She is really good at working with the accounting folks, also.

5. Can you tell me about his/her commitment to customer service?

She would do excellent research and provide excellent information. If you asked a question, she would do more. She got her work done on time.

6. Is there anything else you would like me to know about this person to help us evaluate him/her as a candidate for this position?

I trusted her. She was very honest. She was always good with me and would tell me what happened when it happened, as opposed to just sitting on the information. She has managed teams before. The other thing I liked about her is her sophistication that she brought from _____. She kept the relationships open with them, and they were really happy to get her back. She is capable of doing a lot more.


CITY OF LOS ALTOS

The City of Los Altos is seeking a new City Manager. With tree lined streets and a small village atmosphere, Los Altos (pop. approx. 28,000) is located in the heart of world famous Silicon Valley, just 40 miles south of San Francisco. The City Manager oversees six operating departments and 129 employees assigned to Administration and Finance, Community Development, Police, Recreation, City Clerk, and Public Works.

CITY MANAGER

The new City Manager will be an active communicator who can respond to the various quality of life considerations that are critical to city residents. A number of master planning efforts and capital projects have recently been concluded so the new Manager will focus on implementation as well as continuing the tradition of civic engagement through community connections. This position requires a responsive and collaborative problem solver with solid management and administration expertise, along with a BS/BA in Business/Public Administration or a related field. A Master's degree is highly desirable.

Please submit cover letter, resume, current salary and five work related references to Bill Avery or Ann Slate by December 7, 2011. Salary is negotiable depending on qualifications. The City offers a comprehensive and competitive benefits package. A formal job announcement is available on our website at <http://www.averyassoc.net/jobs>.



AVERY
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Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$18,400. If awarded the search, we would request an initial retainer of \$6,400 at the outset of the search. A second invoice of \$6,000 would be submitted upon the Clients acceptance of a finalist candidate group. The final balance of \$6,000 would be invoiced upon acceptance of a job offer constituting completion of the search. Our invoicing models ensures the firm will remain totally committed to the District throughout the duration of the search as the final invoice is not submitted until the District has an accepted candidate. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

In addition, normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would not exceed \$6,000 without the express consent of the District. These expenses include: electronic and print advertising, clerical time, supplies, printing, telephone, postage, and consultant travel for client discussions, meetings and local and out-of-area candidate interviews; and references and the final background checks on the selected candidate. All expense items will be detailed and billed on a monthly basis.

The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated. This would include development and facilitation of an oral board examination process.

Guarantees and Ethics

Whenever William Avery & Associates, Inc. is retained; we make several guarantees and commitments to a client. Due to our experience, knowledge and success within the management-consulting field, we assure a client that we will only present candidates who meet a substantial majority of the ideal qualifications that you have outlined. We are also committed to continue our search efforts until a successful candidate is employed.

It is also our practice to replace a candidate who may voluntarily resign during the first year of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first year for reasons which would have precluded his/her employment had they been known at the time employment started. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.



AVERY PROFILE WILLIAM AVERY

William Avery founded his successful management-consulting firm in 1981. He has directed William Avery & Associates in service as a Labor Relations and Executive Search consultancy, serving personally as a chief negotiator, trainer, and representative in grievance and disciplinary matters.

A specialist and widely recognized expert in employer-employee relations, he has served as a City Manager (Los Gatos) and Assistant City Manager. While City Manager, he was President of the Santa Clara County City Manager's Association and Chair of the County Employee Relations Service.

Bill has lectured at De Anza College, San Jose State University, and Stanford University, and regularly makes presentations for the League of California Cities, CALPELRA, and other public sector organizations.

Building on his personal track record of success, he expanded the firm's focus to include increased emphasis on public and private sector search. He added proven industry professionals with expertise in these areas. The result has been to create an exceptionally strong management consulting firm, now known as Avery Associates, with the expertise to provide the full range of services required for successful public or private sector executive search.

A key measure of the firm's success has been the many long-term relationships that he and his staff have established with clients.

Bill holds B.A. in Political Science and an MPA from San Jose State University, where he was graduated with highest honors.



AVERY PROFILE PAUL KIMURA

Paul Kimura brings a unique combination of recruitment and business experience to Avery clients.

Paul is involved in leading Avery's public sector professional searches. He has been both a corporate recruitment director and HR director for a number of high technology companies, ranging from Fortune 500 firms such as Novell and National Semiconductor to a Silicon Valley start-up. His proven recruitment and HR generalist skills help him bring forward the best available candidates and properly assess their skills and "fit" with client organizations.

Indeed, many of the recruitment strategies and tactics incorporated into the Avery search process are a direct result of Paul's extensive recruitment experience in the high technology industry.

Paul has been a successful HR consultant, guiding clients through all aspects of Human Resources functions — compensation & benefits, employee and management training, performance management, and termination issues.

He is skilled in areas such as strategic planning, executive coaching, separation negotiation, and organizational assessment and design. It's another service that Avery Associates is able to offer its clients because of the unique background of its principals — and Paul's extended skill set in Human Resources underscores the fact that Avery professionals "have been there" and understand your needs from a personal perspective.

Paul holds a B.S. degree in Business Administration from San Jose State University. He is active in professional HR organizations and in the community, where he has worked with a number of education, youth service, civic, business, and cultural organizations.

"Just as Avery looks to form long-lasting relationships with its clients, I believe in making the same commitments within my community."



**MARINA COAST WATER DISTRICT
GENERAL MANAGER - RECRUITMENT TIMELINE**

Description (Weeks)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Initial meeting(s)	<u>1-2</u>																			
- Job announcement draft			<u>3</u>																	
- Advertising and marketing in place			<u>3-4</u>																	
- Recruitment strategy finalized			<u>3-4</u>																	
- Approve and print job announcements			<u>4-5</u>																	
Recruitment period								<u>4-10</u>												
- Candidate screening								<u>8-10</u>												
Candidate Interviews												<u>11-12</u>								
- Complete references and candidate assessments													<u>13</u>							
- Preparation of candidate book													<u>13</u>							
Presentation of candidates to District														<u>14</u>						
Final interviews																<u>16</u>				