

**PROPOSAL TO ASSIST THE BOARD OF DIRECTORS OF THE  
MARINA COAST WATER DISTRICT WITH THE RECRUITMENT AND  
PLACEMENT  
OF A GENERAL MANAGER**

**SUBMITTED JANUARY 19, 2014**

**BY: BRENT IVES, BHI MANAGEMENT CONSULTING**



# **BHI MANAGEMENT CONSULTING**

"Organizational Efficiency for Public Agencies"

Ms. Jean Premutati  
Marina Coast Water District  
11 Reservation Rd.  
Marina, CA 93933

January 19, 2014

## **Subject: Proposal for Recruitment and Placement of the General Manager**

This proposal outlines the approach and steps necessary to support the Board of Directors as they precede with the recruitment and placement of a general manager (GM) for the District. Also, included herein is information about BHI Management Consulting, about Brent Ives, Principal, who will act as your sole consultant, and his unique focus and experience in performing such services for like public agencies, along with the anticipated schedule for the recruitment project, as well as like projects for Special Districts in the State. The fee and anticipated expenses are also included.

### **Recruitment of GM**

The proper steps for successful placement of a GM for a special district is critical. Assuring proper job-fit is THE primary challenge and becomes the basis for all of the steps for a successful placement. For the District to achieve a productive, long-term association with the permanent executive, properly assessing job-fit is critical.

A thorough assessment of the District is the beginning of our unique approach, which starts with analyzing where the District has been and where it is going, and careful, deliberate work with the Board who are tasked with this critical decision. The findings from this initial work is carefully mapped with the skills, knowledge, abilities and experience necessary to FIT well with the District. These are used to gather and sort candidates. Later in the process, potential candidates are assessed with techniques specifically targeted to gauge FIT to the District and assist the Board in the selection phase.

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Brent Ives and BHI are uniquely positioned to work with the Board to search and place in this case. The successful identification of candidates is largely based on the search consultant's knowledge and full understanding of the agency and Board with which he/she is working. This includes understanding opportunities and the challenges presented in the position. Mr. Ives is uniquely knowledgeable about the MCWD. He has been working with the agency and the Board for nearly three years, assisting the District with their strategic plan and assisting with training of the Board in good governance and Board policies. He has also advised regarding best practices in response to challenging situations as presented along the way. His knowledge about the MCWD is unmatched, and can be put to beneficial work in the identification of the right candidates and assessing the necessary fit of the candidate to the position.

The search and placement of a GM is not simply establishing just a candidate pool, but establishing the style and work approach/habit attributes that best fit the agency. Because Mr. Ives works with 2-3 Boards/Districts each week professionally and is an elected official himself, currently serving his community as Mayor and Council member for over 21 years, he also understands the process and the challenges that this critical decision presents to the elected body. His experience on both sides of the dais and his knowledge and experience with a variety of organizational issues with public agencies offers more unique aspects of his experience that assist in properly assessing the critical job fit criteria by which candidates will be filtered and sorted. This yields a candidate pool that is better qualified in terms of fit to this Board, in the Marina area, in this District, etc.

BHI also uses a computer based leadership assessment for each final candidate that support the Board's decision making process. This process allows for the Board to set benchmarks of leadership and personality style traits that match the job, then uses those benchmarks to assess the final candidates, scoring them regarding the job as the Board sees it.

The detailed steps outlined below outline the process.

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1.) Shortly after (within three weeks) the receipt of work authorization, the Consultant will work directly with the Board in developing a **GM profile** that will guide the entire search process (up to 3 hours with the Board). The GM profile is based on what future needs of the District will challenge the new GM and important fit criteria for the future, the Board will discuss personality fit criteria, style criteria, and attributes that the Board realizes they know what they do not want in their new GM. Additionally, at the workshop, the Board also tackles other search criteria subjects like ad placement, contract related salary/benefit ranges and constraints. Discussion of constructing a process that allows for internal candidates, yet does not present an unfair advantage for them will also be discussed. The selection methodologies over and above Board interviews will be examined and decided at this point as well. They also establish the critical selection process and activities.

1. Based on GM Profile and workshop discussions, the Consultant will develop and strategically place ads in various electronic and print media outlets and target individuals that meet the criteria within the BHI network throughout the state and nation. During this time the Board members will participate in an on-line leadership assessment to which each final candidate will be subjected. The Board members will answer certain questions on-line, which will establish the assessment benchmarks. These benchmarks serve as the basis for a customized leadership/personality assessment with which each finalist will participate. The results of this assessment serve to advise the Board at decision time in later selection stages.
3. The consultant will collect and sort all candidates into qualification “candidate bands” of those most closely matching the Board’s GM profile, then conduct telephone interviews with those most qualified for the position.

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4. The consultant will present the candidates to the Board and lead Board through selecting those most qualified for the upcoming formal selection activities. The Consultant and Board will discuss specific selections activities potentially including interviewing, on-line leadership/personality assessments, pre-selection activity candidate assignments, vetting of candidates with employees, managers and/or public, etc.

The consultant will prepare the Board for all interviewing by training in behavioral interviewing. This is not included with most other services that recruit well, but do not prepare the decision body for the decision and final sorting. This technique will allow the Board to more thoroughly assess each candidate in areas that prove to be most important. It is critical that the Board is fully prepared for the interviewing process. BHI is highly qualified to be sure that the Board is well prepared for this critical event. All invited finalists will be background screened and passed prior to being invited to final selection activities.

5. The Consultant will guide and facilitate the Board through the selection and interviewing activities and facilitate candidates the entire selection process with the Board.

6. The Consultant will lead the Board through all selection processes, assist with negotiations with finalist, and assist with decisions regarding contract development. The District may also wish to exercise certain other pre-employment assessments at this time.

### **Schedule**

The schedule will also take some effort on the Board's part to be available for meetings in deciding on relevant critical path decisions for this position. The initial meeting should take place within three weeks of Board's decision on the Consultant.

The steps outlined usually take about 4-6 months from search start to GM start day. This

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range is dependent on the availability of the Board and others for key meetings and the amount of time for advertisement (a key element of establishing a proper candidate pool), as well as other factors. BHI will also target and invite some pre-established potential candidates to enter the pool, and be sure to properly make ample time and opportunity for internal candidates to make their candidacy known for the position. Dates below refer to days/weeks after formal notice to proceed to consultant.

1. Weeks 2-3 ..... Hold Board GM Profile face to face meeting.
2. Weeks 3-4 ..... Get ads into market and begin targeting candidates.
3. Weeks 4 -10 ..... Establish candidate pool (depends on Board's desired approach).
4. Weeks 10-11..... Formal consultant resume review, telephone interviews and down-select, for candidate placement within qualification "groups or bands" and background checks (where appropriate).
5. Week 12 or 13 ..... Present candidate pool in qualification bands to the Board and decide on which candidates to invite to selection activities and decide on selection activity dates. Upon completion of this meeting the consultant will also proceed with reference calls and background checks.
6. Week 15 or 16 ..... Conduct selection activities.
7. Week 16-17..... Assist with contract/offer, negotiations, pre-employment medical evaluation, etc.
8. Week 20-21 ..... GM START DATE (Early to mid-June).

### **Terms and Conditions:**

BHI Management Consulting shall perform above services as agreed under authorized signature agreement of the District. Consultant shall not begin work until receipt of notice to proceed. Billing shall be monthly and include hourly fee and expense cost. BHI will work with District staff to develop ads and the brochure, should that be desired. The

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District shall be responsible for the costs associated with print ad placement in periodicals, Internet, association website and others as directed, as well as the cost of background checks or any pre-employment medical tests for readiness, etc.

BHI will conduct another search for this position should the final selected candidate be terminated from employment within one year of start date for "Cause" such as immoral conduct, dishonesty, conviction of a felony, or of a crime involving moral turpitude, abandonment of the job, or willful refusal to obey a directive of the District Board of Directors. This replacement search shall be conducted for the cost of customary consultant expenses only.

Should the Board not be able to select from a second set of final candidates, presented by the Consultant, and it becomes necessary to re-advertise, screen, interview and select, BHI will negotiate with the District hours for such services at a 40% reduced fee rate, plus customary expenses.

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

**Cost for Recruitment/Placement** (Costs and estimated expenses are outlined in separate attachment.)

### **Costs:**

**GM Recruitment and Placement** (all activities listed above)

(68 hrs. - \$17,000) plus expenses – 3-4 trips to Marina @ \$450/trip,

Leadership/Personality assessment at \$1500.

**Total:**

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### **\$19700**

This proposed and estimated cost is inclusive of both fee and expenses and is in effect for 60 days from the closing date of the RFP.

### **About the Firm and Primary Consultant:**

BHI Management Consulting is owned and operated by Brent Ives and is located in Tracy, CA. It was begun in 1996 and has focused on providing for the organizational health of public agencies since 1999. The firm has worked with public agencies in a number of organizational projects focusing on the interface and improvement between the elected bodies and professional staff. These include strategic planning, executive recruiting and placement, organizational assessments, risk assessments and Board dynamics work. The sole consultant on this project will be the Principal of the firm, Brent Ives. He brings a valuable and unique experience to this project. He is both an experienced organizational consultant expressly to public agencies and is an experienced elected official, being a sitting Council member (22 years) and directly elected Mayor (7 years) in Tracy, CA. Brent not only advises public agencies with Boards and Councils, but also has served in the capacity for decades. BHI is currently involved with two like yet different projects for community services districts in California.

Brent is also a member of the San Joaquin Council of Governments, a member of the Board of the Altamont Commuter Express (commute rail service) Commission, and is an executive Board member of the San Joaquin Economic Development Partnership. As such, while he has advised many public agencies in the process of executive performance management, he has also implemented his own professional advice in his own City as Mayor and been closely involved in the selection of three City Managers while on the Council.

The firm carries Brent as the Principal and four associates, Mr. Jim Raymond, Sr. Consultant, Dr. Nick Pinhey, Sr. Consultant, Mr. Andrew Ives, Associate Consultant and Ms. Lynda Ives, Editor/Facilitating assistant. Other associates are contracted as projects demand relative to the engagement and/or agency specific needs. Brent will be the sole consultant on this project. BHI and Brent Ives are currently working on 2 other similar projects at this time.



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### **Like Projects for Special Districts:**

•• Sunnyslope County Water District (national search for **District General Manager**)  
Mr. Dave Meraz, Board President, [dmeraz@sbcwd.com](mailto:dmeraz@sbcwd.com). (626) 287-5238

•• Desert Healthcare District (national search for **District CEO**) Mr. Mark Mathews,  
Board President c/o, <[kgreco@dhcd.org](mailto:kgreco@dhcd.org)>. (760) 323-6113

•• Costa Mesa Sanitary District (national search for **District General Manager**) Mr.  
Scott Carroll, General Manager, [scarroll@cmsdca.gov](mailto:scarroll@cmsdca.gov).(949) 645-8400.

•• Mt. View Sanitary District (nationwide for **Assistant District Manager**), (Mr. Mike  
Roe, District Manager, [MRoe@mvsd.org](mailto:MRoe@mvsd.org). (925) 228-5635, x-12,

•• Las Gallinas Sanitary District - 2 (national search for **District Engineer and Plant  
Manager**) Mr. Mark Williams, [mwilliams@lgvsd.org](mailto:mwilliams@lgvsd.org). (415) 472-1734

•• West County Wastewater District, (national search for a **Manager of Finance and  
Administrative Services**), Mr. EJ Shalaby, General Manager. [eshalaby@wcmd.org](mailto:eshalaby@wcmd.org).  
(510) 222-6700.

- Humboldt #1 Fire Protection District (nationwide for **Fire Chief**)
- Auburn Recreation and Park District (statewide search for **Interim District Manager**)
- Newhall County Water District (statewide search for **District Manager**)
- Southwinds Church (international for **Senior Pastor**)

We fully understand that this is a critically important task for the District Board of Directors. The next GM should be one that can fully implement and complement the District's future as outlined in the GM Profile and the District's long term plans. I am available for questions, or more detail that may arise from this proposal.

Sincerely,

<signature>

Brent H. Ives, Principal  
BHI Management Consulting