



General Manager Recruitment Proposal

Marina Coast Water District

Date of Preparation: February 4, 2014

Koff & Associates

Georg Krammer
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February 4, 2014

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

Dear Ms. Premutati:

Thank you for the opportunity to submit a proposal for executive recruitment and search assistance for the General Manager position at the Marina Coast Water District. We are most interested in assisting your District with this critical effort and are committed to providing exceptional service and excellent results.

Due to our familiarity with the District, its organization and operations, through services we have provided to you in the past, we feel that we are in an excellent position to provide value to this recruitment effort. In addition, we will be able to quickly and efficiently conduct the total compensation study for the General Manager as we have contacts and information from the recent compensation study we completed for the District's other positions.

Koff & Associates is a small firm with a specialty in public sector human resources. We have been assisting public agencies and non-profit organizations with their recruitment and other human resource needs for almost 30 years. Our entire practice has grown as a result of satisfied clients who refer us to their colleagues in other organizations. Being responsive to your needs is our number one priority. We feel that our firm is exceptionally qualified to support you in this executive search effort because of our extensive experience with General Manager and Executive Director type of recruitments. We have successfully placed numerous executives with public agencies, JPAs, and non-profit organizations, and are confident that we can accomplish a successful placement for this effort.

We will aggressively market your position seeking the best available candidates. Our efforts are to find the active, as well as, passive candidates through significant public outreach and sourcing of viable candidates that may not be actively looking for work. Depending upon the professional organizations we are able to tap into, we advertise positions through various media to attract the largest possible candidate pool.

We then employ various methods during the applicant review and assessment process in order to present only the most qualified individuals to the District for final interviews. Our approaches include a competency and factor-based evaluation tool that clarifies each candidate's strengths and weaknesses, extensive telephone screening interviews, and in-depth personal interviews to discuss each candidate's experience, accomplishments, and management and interpersonal style, in order to screen out all but the most highly qualified candidates. These approaches to a recruitment effort provide our clients with a substantial talent pool that is closely matched to the organization's needs and desires. Having placed countless professionals with numerous public agencies over the past 30 years, we understand the importance of technical competence and cultural match.



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Marina Coast Water District

We maximize the effectiveness of the recruitment activity to ensure quality and integrity of the recruitment campaign (which reflects on the District and the Board), as well as, the quality of the candidate pool that we are able to generate.

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

Sincerely,

A handwritten signature in blue ink that reads "Georg S. Krammer".

Georg S. Krammer
Chief Executive Officer



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QUALIFICATIONS AND EXPERIENCE

Koff & Associates, Inc. is a woman-owned, State-registered small business and a full-spectrum human resources consulting services firm and has been assisting public-sector agencies, non-profit and for-profit organizations for over thirty (30) years.

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

We have extensive experience working in both union and non-union environments (including serving as the management representative in meet & confer meetings), with Merit Boards, Boards of Directors, County Boards, Civil Service Commissions, and City Councils.

We have specific experience in the water, wastewater, housing, and transportation industries having worked with countless special districts and other public agencies within these industries throughout the State of California, including most water and wastewater districts in the San Francisco Bay Area, where Koff & Associates is located (Emeryville).

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

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

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

More specifically to this project, our firm has almost 30 years of executive search experience at the CEO-level. In fact, our specialty is assisting small local government agencies and special districts with their Executive Director, General Manager, and District Manager recruitments. Some recent examples of recruitment efforts conducted by Koff & Associates are:

- | | |
|--|-------------------------------|
| Executive Director | Economic Development Director |
| General Manager/Chief Engineer | Recreation Division Manager |
| General Manager, Community Services District | Zoo Manager |
| General Manager, Wastewater District | Risk and Security Manager |
| District Manager | District Engineer |



General Manager Recruitment Proposal

Marina Coast Water District

Executive Director
District Superintendent
Director of Public Works
Director of Finance
Chief Financial Officer

Manager, Engineering Services
Finance Services Manager
Business Services Manager
Division Manager, Human Resources
Administration

PREVIOUS WATER/WASTEWATER INDUSTRY EXPERIENCE

South Coast Water District General Manager
Bay Area Clean Water Agencies Executive Director
Central Contra Costa Sanitary District General Manager Plant Operations Division Manager Finance Manager Capital Projects Division Manager Environmental Services Division Manager Plant Maintenance Division Manager Collection Systems Division Manager
Ojai Valley Sanitary District General Manager
Dublin San Ramon Services District General Manager Customer Services Supervisor
Central Marin Sanitation Agency Finance Manager Business Services Manager Treatment Plant Manager Engineering Manager Laboratory Director Environmental Services Supervisor



RECRUITMENT STRATEGY AND SCOPE OF SERVICES

1. Needs Assessment: Meet with Key Decision Makers to Develop Ideal Candidate Profile

The identification of the desired profile of the ideal job candidate for the General Manager (GM) position is crucial for a successful search process. We will meet with the Board of Directors, Human Resources, management, and other stakeholders to discuss and refine the District's needs and resulting position requirements. It may also be helpful to speak to other key staff to get their perspectives on which competencies the new GM will need to bring to the table.

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

- The various organizational needs, vision, mission, goals, strengths, challenges, opportunities, dynamics, culture, and staff of the District;
- Position profile requirements, i.e., knowledge, skills, and abilities;
- Ideal candidate's competencies, experiences, and characteristic profile;
- Personal and professional attributes required of and priorities for the new incumbent;
- Conditions and challenges in achieving the priorities identified above;
- Type of working relationship that the Board desires with the new incumbent;
- Concerns and issues regarding the recruitment and the position;
- Advertising strategies;
- Geographic strategies;
- Compensation levels; and
- Completion timetable.

Working closely with the Board and other stakeholders, Koff & Associates assists in identifying the specific needs of the District and the key competencies and characteristics of the "ideal candidate." We will obtain an understanding of the Board's and its constituencies' goals and priorities.

2. Position Specification and Action Plan

Once the "ideal candidate" criteria have been established, we will prepare a written specification that outlines the required skills, competencies, position responsibilities, and criteria for job success. We will provide the written specification to the District for review and approval. In addition, salary and benefit considerations are discussed to ensure market competitiveness, credential requirements are considered, geographic recruitment boundaries are identified, and a recruitment action plan will be developed.

At the conclusion of the meeting(s) with the Board and other stakeholders, there should be a clear consensus of the key qualifications and characteristics of the position and the process, action plan, and timetable to be utilized for the recruitment activity.

As compensation experts, we will conduct a total compensation market survey to ensure market competitiveness. Since K&A has recently conducted a compensation survey for the District, we



are familiar with the District's labor market and have already established contacts and relationships with the District's comparator agencies. We will review those agencies and discuss with District HR whether any changes to the list should be made.

3. Research: Develop and Implement Recruitment and Advertisement Strategy

Following the development of the candidate profile, a professionally produced recruitment brochure will be prepared and presented to the Board for review prior to printing. The brochure will highlight the strengths and challenges of the District, its organizational structure and services, its mission and goals, pertinent facts regarding the position, and necessary and desirable candidate qualifications.

We will use our own resources and coordinate with the District HR to identify relevant Water District and industry sources where prospective candidates are likely to be found.

Advertisements will be prepared and placed for publication in appropriate newsletters, job bulletins, websites, professional magazines, industry trade journals, professional organizations, public sector newsletters, etc., as well as, the LinkedIn website, which has become one of the premier resources for recruiters. We are flexible to also place print ads in local newspapers, if desired, although our experience has been that those are very costly and it is questionable whether top-level executives will use hardcopy newspaper career sections to identify suitable jobs, as opposed to using other means of job search. The approach we recommend taking is to place priority on newspapers' online job postings versus printed line ads.

We will also send brochures and announcements to the District's "sister" agencies, other special districts, cities, counties, and other public agencies, locally and statewide (as well as, nationally, if desired). In addition, we have developed various industry-specific mailing lists for direct marketing to individuals who hold certain desirable professional licenses and certifications.

4. Prospect Identification

Additional search strategies will be developed in conjunction with the approaches above and the initial organizational assessment. For executive recruitments, we feel that it is critical to develop a high level of visibility with a comprehensive outreach program supplemented by a focused search and sourcing approach.

Having worked in the public sector for almost 30 years, we have established excellent relationships with many agencies and their management teams. Utilizing this effective network, we discreetly solicit recommendations and contact individuals meeting our criteria who may not be actively seeking other employment. Time and again, this has proven to be a valuable candidate source that is used concurrently with more traditional recruitment strategies as described above. We will develop a list of targeted candidates based on our contacts, referrals, and recommendations from key sources that will also include Board members, who, most likely, have extensive contacts and networks in the industry. The individuals on the contact list will be directly contacted and encouraged to apply for the position.



K&A will work with the Board to make the final decision regarding which recruitment strategy to employ. The goal is to recruit candidates from diverse backgrounds utilizing local, regional, statewide, and national resources, as well as, the LinkedIn professional website, as appropriate.

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

Finally, we will also place internet postings on public and private sector employment bulletin boards, the District's website, if desired, and our own company website.

5. Contact Potential Candidates

To further detail this task, as described above, the effort will include a variety of activities designed to attract the best available candidates. K&A will:

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

6. Review Application Packets and Assess Candidates

Typically, we require applicants to submit a fully completed application form, a resume and cover letter, a supplemental questionnaire, and any other information that applicants would like to add. We can provide our generic application form unless the District prefers using its own application form.

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



7. Presentation of Prospects

We will present the preliminary slate of top prospects to the Board of Directors. The Board will agree on the number of prospects the Board would like the consultant to pursue as possible Board interview candidates.

8. Prospect Evaluation: Conduct Initial Screening/Preliminary Interviews

Top candidates will initially be screened by means of a telephone screening interview to further assess their experience and qualifications, to clarify any issues raised by the submitted documents; reasons for position interest will be identified; the level of commitment to the position and the organization will be determined; and other issues, including salary requirements will be discussed.

In addition, top candidates will be personally interviewed to further narrow the pool to only the most highly qualified candidates and to further establish best organizational fit of each potential finalist. This screening process is specifically designed to assess the personal and professional attributes the District is seeking and will focus on each candidate's management ability, technical competency, fit with the District's values, culture, needs, the candidate's behavioral styles and situational experience, and other relevant characteristics. This group often includes as many as ten (10) candidates for the position.

Finally, we will conduct extensive reference and background checks for each prospect. This review includes employment and professional references, a public records search, Internet, media and newspaper searches, confirmation of educational degrees, driving record check, criminal record search and military service check (if applicable), and a financial history check. We, as well as our background contract firm meet, or exceed, all of California's extensive reporting requirements.

We will report the results of each screening process to the Board.

9. Recommend Slate of Candidates

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

10. Applicant Interviews: Coordinate and Participate in Board Interview Process

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



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

We will assist the Board in determining whether there is a clear finalist or whether the Board wants to ask two or three top candidates back for a second interview. In our experience, the latter is highly common and we assist the Board with that process as well.

11. Negotiate Terms and Conditions of Employment

We will assist in the negotiations of the final terms and conditions of employment, such as compensation package, benefits, and other prerequisites.

12. Maintain All Required Legal Documentation

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

13. Complete all Correspondence

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

14. Maintain Regular and Ongoing Communications

Our #1 priority is meeting the District's needs. Regular, on-going dialogue with the key decision makers is integral and critical to successfully managing a recruitment campaign. We will provide progress reports to the Board or the identified Board representatives at critical points in the recruitment process or as issues arise. Reports shall describe our progress in meeting the goals of the scope of services and issues. We will be responsible for scheduling, coordinating, and preparing all of the necessary materials for Board and other meetings throughout the duration of the process, taking into consideration the Board's regular meeting schedule.

15. Post-Employment Support

In addition to the steps of the processing leading to an offer of employment to the top candidate, we are committed to ensuring that the new incumbent's transition into the new position will be smooth and successful.



SCHEDULE

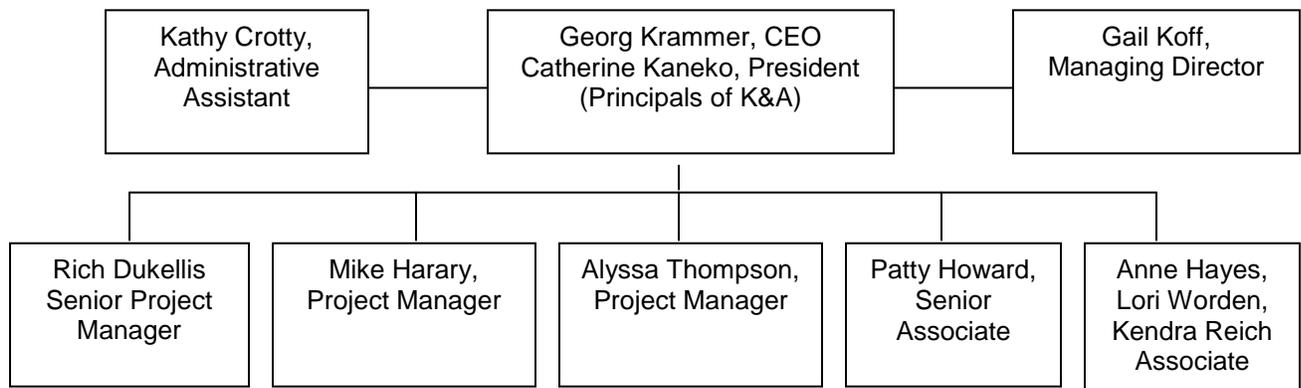
Shown below is a schedule that is suggested for conducting the recruitment effort. Our experience has been that executive search efforts of this scope take about three (3) months to complete, allowing enough time for all phases of the process. We have found that providing a Final Filing Date for applications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

The following is a suggested timeline based on the assumption that the process will start mid to late March, 2014 (of course, we are flexible to work with the District to adjust this schedule depending on your needs, especially if there is a desired start date, we can work backwards from that and adjust our recruitment schedule accordingly):

Key Target Points:	2014
Initial Meetings, including Board:	by April 7
K&A Develops Recruitment Brochures:	by April 11
District Approves Brochures:	by April 18
Job Advertising and Candidate Sourcing:	April 21 to May 19
Application Deadline:	May 19
K&A Reviews Application Packets:	by May 23
K&A Conducts Screening Process:	by June 4
District Approves Candidates:	by June 6
District's Interview Panel Convenes:	June 17
Second Interviews by District, if necessary:	by July 1
Offer of Employment:	by July 3

CONSULTING STAFF

K&A Organizational Chart



K&A's team consists of eleven (11) members, as shown above in our organizational structure. All members of our team have worked on multiple comprehensive recruitment and search efforts and are well acquainted with the wide array of organizational structures, recruiting and



operational needs, as well as the challenges and issues that arise when conducting executive search efforts.

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

Georg brings over seventeen (17) years of management-level human resources experience to Koff & Associates with an emphasis in organizational development; classification and compensation design; market salary studies; executive and staff recruitment; performance management; and employee relations, in the public sector, large corporations and small, minority-owned businesses.

After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his Master of Business Administration from the University of San Francisco. After starting his HR career in Wells Fargo's college recruiting department, he moved on to HR management positions in the banking and high-tech consulting industries. With his experience as a well-rounded senior HR generalist, his education in business and teaching, and his vast experience with public sector HR programs and functions, Georg's contribution to K&A's variety of projects greatly complements our consulting team. Georg joined K&A in 2000 and has been the firm's Chief Executive Officer since 2005.

Georg will be key personnel and assigned the Project Director for this project and coordinate all of K&A's efforts. He will attend all meetings with the District and be responsible for all work products and deliverables.

Georg has over thirteen (13) years of recruiting experience in the public sector, including agencies such as the Central Contra Costa Sanitary District, South Coast Water District, Yorba Linda Water District, Joshua Basin Water District, United Water Conservation District, Ojai Valley Sanitary District, Bay Area Clean Water Agencies, Central Marin Sanitation Agency, Alameda Housing Authority, Alameda County Transportation Commission, Mid-Peninsula Water District, Truckee Sanitary District, Ross Valley Sanitary District, Tiburon Sanitary District, Dublin San Ramon Services District, Shasta Regional Transportation Agency, Nipomo Community Services District, City of Delano, City of Pinole, City of Richmond, City of Tracy, Town of Atherton, etc.

Alyssa Thompson
Project Manager

Alyssa earned her bachelor's degree in Psychology with a minor in Sociology-Organization Studies from the University of California, Davis and has recently completed her PhD in Organizational Psychology from Alliant International University. She brings with her over ten (10) years of human resources experience in compensation data gathering and analysis, classification analysis and development, performance management, affirmative action program development, and recruitment. Alyssa also has experience in designing and conducting quantitative and qualitative research studies.



Since joining the firm in 2007, Alyssa has worked on over seventy-five (75) classification, compensation, recruitment, and other special human resources projects. She has worked on classification and/or compensation projects for numerous clients, such as the Cities of Monterey, Palo Alto, Campbell, Piedmont, El Cerrito, Emeryville, Sausalito, Novato, Napa, Santa Rosa, Tracy, Madera, Lone, Newman, Patterson, Orange, Menifee, Poway, Tigard (OR), and the Towns of Windsor, Danville and Apple Valley, as well as, the Marin Municipal Water District, Dublin San Ramon Services District, Midpeninsula Regional Open Space District, Central Contra Costa Sanitary District, Mid-Peninsula Water District, Purissima Hills Water District, South Tahoe Public Utility District, Orange County Sanitation District, Marina Coast Water District, Moulton Niguel Water District, Ventura Regional Sanitation District, Truckee Donner Recreation and Park District, Berkeley Unified School District, California School Boards Association, Housing Authority of Texarkana Texas, Housing Authority of the County of San Bernardino, San Diego Housing Commission, San Francisco Housing Authority, and the Counties of San Mateo and Tehama.

Alyssa has also led and participated in many recruitment efforts for various positions ranging from entry-level to executive management. Alyssa has participated in various special projects like conducting exit interviews, retirement benefits studies, and human resources audits.

Alyssa will provide consultant support throughout the recruitment, including the design of the job advertising campaign and advertising materials, as well as, job candidate and prospect assessments at various stages of the recruitment.

Alyssa has over seven (7) years of recruiting experience in the public sector, including agencies such as the South Coast Water District, Yorba Linda Water District, Joshua Basin Water District, United Water Conservation District, Ojai Valley Sanitary District, Bay Area Clean Water Agencies, Central Contra Costa Sanitary District, Central Marin Sanitation Agency, Alameda Housing Authority, Alameda County Transportation Commission, Mid-Peninsula Water District, Ross Valley Sanitary District, Tiburon Sanitary District, Dublin San Ramon Services District, Shasta Regional Transportation Agency, San Ramon Valley Fire Protection District, City of Tracy, Town of Atherton, etc.

Anne Hayes Firm Associate

Anne earned a Bachelor's degree in Mathematics and Economics from the University of California, Santa Barbara.

Before joining Koff & Associates, she worked in the private sector for more than 10 years, with 5 years in a management role. She transitioned to a non-profit organization, which specialized in providing labor relations representation to public sector employers, where she gained extensive experience in data gathering and analysis, specifically in the areas of classification, compensation and benefit analysis for public sector agencies.

Since joining K&A one year ago, Anne has been an integral part of project teams working on classification and/or compensation studies for the Mount San Antonio Community College District, Cutler Orosi Joint Unified School District, Livermore Amador Valley Transit Authority,



Orange County Transportation Authority, Alameda County Waste Management Agency, South Tahoe Public Utility District, Purissima Hills Water District, City of El Cerrito, and City of Novato.

Anne has also coordinated multiple recruitments, including several for the Bay Area Clean Water Agencies, Central Contra Costa Sanitary District, Central Marin Sanitation Agency, Alameda Housing Authority, and Alameda County Transportation Commission.

Anne will provide consultant support throughout the recruitment, including the design of the job advertising campaign and advertising materials, as well as, job candidate and prospect assessments at various stages of the recruitment.

**Kathy Crotty
Administrative Assistant**

Kathy is our resident data entry, office administrative, and technical “guru” and has been with the firm for over five years. She will be heavily involved with the technical aspects of the project and assist our professional staff at each phase of each project.

CLIENT REFERENCES

<p>South Coast Water District General Manager</p>	<p>Mr. Wayne Rayfield Board of Directors (949) 499-4555 31592 West Street Laguna Beach, CA 92651 Email: wrayfield@mac.com</p>
<p>Bay Area Clean Water Agencies Executive Director</p>	<p>Ms. Laura Pagano Board of Directors (415) 554-3109 525 Golden Gate Avenue, 11th Floor San Francisco CA 94102 Email: LPagano@sflower.org</p>
<p>Central Contra Costa Sanitary District General Manager Plant Operations Division Manager Finance Manager Capital Projects Division Manager Environmental Services Division Manager Plant Maintenance Division Manager Collection Systems Division Manager</p>	<p>Ms. Teji O’Malley Human Resources Manager (925) 228-9500 5019 Imhoff Place Martinez, CA 94553 Email: tomalley@centralsan.org</p>



<p>Ojai Valley Sanitary District General Manager</p>	<p>Ms. Brenda Krout Administrative Officer (805) 646-5548 1072 Tico Road Ojai, CA 93023 brenda.krout@ojaisan.org</p>
<p>Dublin San Ramon Services District General Manager Customer Services Supervisor Assistant/Associate Engineer Information Technology Analyst I/II Human Resources Analyst Administrative Technician Engineering Technician/GIS Specialist I Information Systems Technician I/II Maintenance Worker I/II Wastewater Treatment Operator I/II/Senior Financial Analyst Administrative Assistant</p>	<p>Mr. Bert Michalczyk General Manager (925) 875-2200 7051 Dublin Blvd. Dublin, CA 94568 E-mail: michalczyk@dsrsd.com</p>
<p>Alameda Transportation Commission Clerk of the Commission Contracts and Procurement Analyst Accounting Manager Senior Accountant Senior Transportation Planner Assistant Transportation Planner Senior Transportation Engineer</p>	<p>Mr. Art Dao Executive Director (510) 208-7400 1333 Broadway, Suite 220 Oakland, CA 94612 E-mail: adao@alamedactc.org</p>

SAMPLE MATERIALS

- a) Please see sample brochures attached with this proposal.
- b) Sample list of recruitment resources used for similar recruitments in the past:
 - American Public Works Association
 - American Water Resources Association
 - American Water Works Association
 - Association of Metropolitan Sewerage Agencies
 - Association of California Water Agencies (plus direct mailer)
 - Brown and Caldwell Water jobs
 - California Association of Sanitation Agencies (direct mailer)
 - California Water Environment Association



- Careers in Government
- GovernmentJobs.com
- League of California Cities (plus direct mailer)
- Jobs Available Bulletin (typically 2 issues)
- Water Environment Federation
- www.craigslist.org
- LinkedIn
- Direct contact

c) Please see enclosed a sample Applicant Assessment report and Screening Interview Board Report for a recent recruitment. This particular client preferred short and succinct assessments. The assessment sheet was accompanied by all application materials for each candidate in a binder.

ADDITIONAL SERVICES

All services required for a successful executive search effort are outline above.

FEE STRUCTURE

Our professional lump-sum fee for executive search services for General Manager typically is \$20,000. To thank the District for your previous business and continued support, we are happy to offer a 10% discount for a fee of:

General Manager: \$18,000

In addition, in order to conduct the total compensation survey for the General Manager, we expect that effort to take about eight (8) consultant hours. For that purpose, we will charge our composite hourly consultant rate of \$108, for a total of \$864.

Documented reimbursable expenses for the recruitment include newspaper, Internet and journal advertisements, recruitment brochure set-up and printing, postage, telephone, security and credit check, clerical support, and travel. These expenses are anticipated to be approximately \$7,000 (due to the required extensive advertising campaign for these types of positions). All reimbursable expenses are passed through directly to the District without additional mark-up and of course, only actual expenses incurred will be charged to the District for reimbursement.

Any costs associated with reimbursing candidates for attendance at the interviews will be borne directly by the District (if the District desires to assist in candidate reimbursement). Of course, K&A will provide support to the top candidates with travel arrangements, hotel accommodation, and other logistics, as necessary.

TOTAL LUMP SUM COST FOR THE RECRUITMENT IS NOT TO EXCEED: \$25,864.

This amount is inclusive of all services and expenses related to this search effort. No other cost is anticipated.



METHOD OF PAYMENT

We would expect the following method of payment of our professional fee:

- Completion of all advertising efforts: 25% of professional fee plus reimbursable expenses
- Completion of application review: 25% of professional fee plus reimbursable expenses
- Completion of entire interview process: 25% of professional fee plus reimbursable expenses
- Once offer of employment is made: 25% of professional fee plus reimbursable expenses

K&A PROMISE

K&A is committed to finding only the most qualified candidates for this recruitment who not only meet all the necessary requirements and qualifications but are also a cultural fit for the organization, its Board, and its staff. We strive to work until the ideal candidate is placed as head of the District.

We therefore promise to present a slate of candidates to the agency that includes only those individuals who have passed through all of our screening processes and have been identified as potential ideal matches for the position requirements. Should the key decision makers disapprove of all final candidates and/or should none of the final candidates pass the final interview and reference check process, we will work to find a new slate of candidates.

In addition, we promise to find a replacement for the new General Manager should the incumbent leave the position or be terminated from employment within twelve (12) months of hire due to a decision by the Board.

In either case, as described above, we will identify a replacement and only charge through related expenses as described above in the Fee Structure section.

This proposal shall be valid as a firm offer for ninety (90) days.

Respectfully Submitted,
KOFF & ASSOCIATES, INC.

Georg S. Krammer, CEO

February 4, 2014

Date



To: Board of Directors
From: Georg Krammer, Project Manager
Subject: General Manager Recruitment – Phone Screen Interviews
Date: DATE

Upon completion of the application review process, Koff & Associates identified thirteen (13) candidates to participate in the phone screen process. We interviewed ten (10) candidates.

Here is a summary of the 10 candidates that participated in the phone screen process. The candidates are presented in order of rank from high to low. We are recommending that the District invite the top five (5) candidates for in-person interviews with the Board of Directors.

1. NAME: Strong administrative management experience, including experience as a General Manager, budget development and financial planning, rate structure development, regulatory compliance, and stakeholder relationship management. NAME brought up groundwater issues such as Chromium 6 as an issue that districts are facing. He has extensive experience working with and reporting to Boards. Only one that did some research on the District prior to the phone screen.
2. NAME: Strong administrative management experience, including working as Executive Vice President and Chief Operating Officer at XYZ District. Recent experience has been as consultant to various municipalities, including cities and special districts. Very strong ties with XYZ District and local, state, and national contacts in water industry. Concerned that would continue consulting on the side if Board is okay with it.
3. NAME: Strong administrative and operational management experience, including experience as a General Manager, budget development and financial planning, rate structure development, strategic planning, regulatory compliance, and stakeholder relationship management. Background as operator and moved up into management positions with last two positions as General Manager and Executive Director. He has extensive experience working with and reporting to Boards. Concerned that NAME's salary expectation is greater than the District's range and does not have experience working in California.
4. NAME: Experience as engineer the moved into managing intergovernmental programs. Currently manages XYZ District program for the XYZ Agency. Strong experience with dealing with water supply issues, policy development, and financial planning. Experience working with Boards but has not reported directly to a Board. Concerned that NAME does not have executive management experience and salary requirement is on the high side.
5. NAME: Local resident and knowledgeable of local geographic area and challenges of living in the area. Administrative management experience in parks related positions. Concerned that he does not have water experience/background.
6. NAME: Strong administrative and operational management experience, including experience as a General Manager, budget development and financial planning, rate structure development, regulatory compliance, and stakeholder relationship management. He has experience working with and reporting to Boards. Concerned that NAME indicated that he will not work with a hands-on Board. Also concerned that he does not have experience working in California.



7. NAME: Strong operational and engineering management experience. Understands local geographic challenges, especially in desert climates. Limited experience in executive management position and reporting to a Board.
8. NAME: Strong regulatory and environmental compliance experience. Limited experience in executive management position and reporting to a Board. Experience working for City of ABC so is familiar with the geographic area and some of the water issues.
9. NAME: Strong operational experience working for XYZ District and County of ABC. Some experience in executive management position and reporting to a Board but did not provide comprehensive answers to questions pertaining to administrative leadership and senior management experience. Curriculum Vitae submitted contained many grammatical errors.
10. NAME: Experience in executive management positions (last position was as a General Manager). However, concerned about employment stability (he was in last three positions for less than 2 years) and resigned from last position due to issues with the Board.

**District
General Manager Recruitment
DATE**

		<i>AREAS OF TECHNICAL EXPERIENCE</i>																				
		BA/BS in Public Admin or Ci	Master's Degree	Civil Engineering P.E. Licens	Other Related Certifications	Public Admin/Sr Mgt/Leaders	Local Experience	Org'l Developmt/Change Mgt/H	Project/Contract Mgt Exp	Engineering Technical Savvi	Wastewater Collection Syste	Wastewater Treatment Exp	Water Experience	Labor Mgt/Union Exp	Regulatory/Env'l Awareness	Political Savviness	Significant Community and B	Financial/Budgeting/Strategi	Professional Activity	Employment Stability	Position Compatibility (Distr	Total Score
	Possible Tota	3	3	3	2	10	2	10	5	5	5	5	5	5	10	5	5	10	2	2	3	100
Rank	Last																					
1	NAME	3	3	3	2	10	1	10	5	5	5	5	5	5	10	4	3	10	0	1	2	92
2	NAME	3	0	2	0	10	0	10	5	5	5	5	5	5	8	5	5	10	2	2	2	89
3	NAME	3	0	3	2	8.5	1	8.5	5	5	5	5	5	4	10	5	3	8.5	2	1	2.5	87
4	NAME	3	3	0	0	9	0	9	5	5	5	5	5	5	9	5	2	9	2	2	2	85
5	NAME	2	3	0	2	10	2	10	5	0	5	5	5	5	10	0	4	10	2	2	2	84
6	NAME	2	0	0	2	10	0	10	5	0	5	5	5	5	5	5	5	10	2	2	3	81
7	NAME	3	1	0	0	9	2	9	5	5	5	5	3	4	10	4	4	9	0	1	2	81
8	NAME	1	2	0	1	4	2	10	5	0	5	5	5	5	10	5	5	10	0	2	3	80
9	NAME	3	3	3	2	5	2	5	5	5	5	5	5	2	10	3	2	5	3	2	2	77
10	NAME	3	0	3	0	10	2	8	5	5	3	3	2	2	6	5	5	10	2	1	2	77
11	NAME	3	0	0	0	10	0	10	5	0	2	2	2	5	10	5	5	10	2	2	0	73
12	NAME	3	0	0	2	7	0	7	5	0	5	5	0	5	10	3	4	7	2	2	3	70
13	NAME	3	3	3	1	6	1	6	6	5	1	5	0	0	10	0	6	6	2	2	0	66
14	NAME	2	3	0	0	10	0	8	5	0	4	4	1	4	7	0	5	10	2	0	0	65
15	NAME	3	3	2	0	5	0	5	5	5	5	5	5	0	5	5	0	10	0	2	0	65
16	NAME	2	0	2	0	10	0	5	5	4	3	3	1	2	6	2	3	10	2	2	1	63
17	NAME	3	0	3	0	2	2	2	5	5	5	5	5	1	10	2	2	6	0	2	2	62
18	NAME	3	0	2	0	9	0	5	5	5	2	0	3	5	5	0	0	10	2	2	1	59
19	NAME	3	0	3	0	10	1	10	5	5	5	0	0	0	5	0	5	5	0	2	0	59
20	NAME	3	3	3	2	5	2	2	5	5	0	5	5	2	5	2	0	4	1	2	1	57



South Coast Water District

***Announces an exciting employment
opportunity for***

GENERAL MANAGER

APPLICATION DEADLINE:

March 19, 2013



Solving the Human Resources Puzzle Since 1984

Koff & Associates, Inc.



The Community

South Coast Water District serves communities in the beautiful coastal area of South Orange County, often referred to as the “California Riviera” which includes Dana Point, Capistrano Beach, South Laguna Beach, and adjacent Pacific Coast cities. District headquarters is located in the South Laguna area with water and sanitary operations buildings in the immediate seven square mile area. Approximately 75% of the District’s ratepayers live or work in Dana Point.

Dana Point is a coastal community featuring world renowned beaches with the harbor as its centerpiece. Residents and visitors enjoy a multitude of ocean and beach activities, as well as gourmet restaurants, unique shops, art galleries, and activities for the whole family at the Ocean Institute.

South Coast Water District is committed to the communities they serve. Each year, employees spend countless hours giving back to the community through charity, education, and simply lending a hand when needed.



The District

The District was formed in 1932 to provide water service to a mostly unincorporated and relatively undeveloped area along the south Orange County coast. Today, the District serves 40,000 full-time residents, 1,000 businesses, and more than 2 million visitors per year with potable water, recycled water for irrigation, and sanitary sewer service. The District’s service area consists of: most of the City of Dana Point; South Laguna, from Three Arch Bay to Nyes Place; areas of northern San Clemente; and areas of northern San Juan Capistrano. The District provides services to a 2,500-boat marina, a major state park, and three 5-star resorts and numerous upscale hotels.

The District’s mission is to ensure reliable, adequate supplies of water for the community and safe collection and treatment of wastewater. A five-member elected Board of Directors oversees policy-making, financial stewardship, rate-setting, capital programs, and long-term planning. The District’s top priorities include:

- Long-term planning (financial, capital improvements, facilities, and staff)
- Emergency preparedness and response initiatives
- Continued improvement of the organization’s effectiveness and efficiency

The District’s top priority capital projects over the next five years include:

- Expansion of local water supplies to replace decreasing imported supplies
- Replacement of infrastructure in the Joint Regional Water Supply System, a multi-agency group operated by the District
- Stabilizing the tunnel in the ocean bluffs that houses a 2-mile sewer line and replacing the line
- Ocean desalination participation
- San Juan Groundwater Basin

The Position

The General Manager plans, organizes, and provides leadership and oversight of all District functions; demonstrates proven leadership and exercises strong and effective delegation to department managers; appoints highly qualified, effective managers and staff, and provides mentoring; provides program evaluation and educated and confident policy advice to the Board of Directors and policy guidance to staff; encourages and ensures excellent services to District customers; and fosters cooperative working relationships with intergovernmental and regulatory agencies and various public and private groups.

The General Manager reports to the Board and leads an 80-person organization in the planning and implementation of District priorities set by the Board.



Education & Experience Requirements

- At least seven (7) years of relevant organizational leadership and management experience in the water or wastewater industry, including senior level supervisory experience and management of an organization with a multimillion dollar budget. Special district experience is highly desirable.
- Equivalent to a Bachelor's degree from an accredited four-year college or university, with major coursework in science, engineering, environmental science, finance, business or public administration, or a related field.
- Possession of, or ability to obtain, a valid California Driver license by time of appointment.
- Valid registration as a Professional Civil Engineer in the State of California is desirable.

The Ideal Candidate Will Have Ability To

- Utilize proactive leadership, integrity, vision, and communication skills to lead the District and its staff to becoming a high-performance, team-based organization.
- Work confidently and collaboratively with the Board of Directors, making strong and educated recommendations, and carrying out the Board's direction.
- Lead the creation and implementation of the District's strategic work-plan and establish measurements for the achievement of goals, objectives, and priorities.
- Develop strong and collaborative intra- and inter-agency partnerships to achieve District goals.
- Develop strong interpersonal relationships with all levels of staff within the District, as well as, with the District's customers and the community at large.
- Function as a mentor, coach, counselor, facilitator, and team player, and set performance examples that can be reinforced across the District.
- Create an organizational culture of respect among staff and with the Board; develop a culture that values openness, personal and professional growth, honesty, independent action, and teamwork, and encourages self-motivation; create an open and transparent culture.
- Create a strong performance ethic and set strong ethical standards by assisting staff to accomplish their goals while helping them remain accountable for their work product.
- Encourage initiative, risk-taking, creative problem solving, innovative goal setting, and out-of-the-box thinking; assist staff to manage change and conflict.
- Utilize strong knowledge of applicable laws and regulations in consistently implementing policy directives and instructions from the Board of Directors.
- Utilize excellent judgment to evaluate and understand situations and make timely and effective decisions.
- Exercise effective, clear, and honest communication by effectively listening and understanding the interests of all stakeholders and the goals of the District.
- Utilize strong technical knowledge to the advantage of the District, i.e., engineering, potable water, recycled water, wastewater collection, South Orange County water supply issues, ocean water quality protection needs, and information technology.
- Utilize a strong sense of financial accountability and budgetary decision making skills.

Compensation

The salary of the General Manager is competitive with the labor market and commensurate with experience and qualifications.

Benefits

Retirement Program: 2% at 55 plan or 2% at 62 plan, depending on member's CalPERS status at time of enrollment.

Health, Dental and Vision Insurances: The District provides a comprehensive health, dental, and vision insurance program for the employee and eligible dependents.

Life Insurance: The District provides fully paid term life insurance in the amount of two times annual salary up to maximum of \$250,000.

Long-term and Short-Term Disability Insurances: The District provides paid disability insurances.

Leaves:

- *Vacation* – Accrual starts at 80 hours per year and increases based on years of service up to a maximum of 160 hours per year.
- *Holidays* – 7 holidays plus 3 floating days.

Deferred Compensation: The District provides a matching contribution up to \$800 per year.

Important Application Information

To apply for this outstanding opportunity, please visit the District's website at www.scwd.org or Koff & Associates' website at www.koffassociates.com to download an application. Please submit a cover letter, resume, and employment application by email to Georg Krammer at gkrammer@koffassociates.com. As an alternative, you can mail the completed application materials to:

Koff & Associates, Inc.
Attention: Georg Krammer
6400 Hollis Street, Suite 5
Emeryville, CA 94608

Following the closing date, applications will be screened in relation to the criteria outlined in this brochure. The most qualified candidates will be invited to interviews with Koff & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held by the Board of Directors at South Coast Water District. Candidates will be advised of the status of the recruitment following selection of the General Manager.

Successful candidates not currently employed in regular status by the District must pass a pre-employment physical and background and credit checks before the selected candidate can be hired.

South Coast Water District is an equal opportunity employer encouraging workforce diversity.

The information contained herein does not constitute either an expressed or implied contract, and these provisions are subject to change.

APPLICATION DEADLINE:

March 19, 2013

by 5:00 p.m.



Solving the Human Resources Puzzle Since 1984

Koff & Associates, Inc.



B A C W A
B A Y A R E A
C L E A N W A T E R
A G E N C I E S



**Announces an exciting employment
opportunity for**

Executive Director

Final Filing Date:

October 5, 2012



The Organization

Established in 1984, Bay Area Clean Water Agencies is a joint powers agency, formed under the California Government Code by the five largest wastewater treatment agencies in the San Francisco Bay Area. BACWA members include the many municipalities and special districts that provide sanitary sewer services to more than 6.5 million people. BACWA is dedicated to working with its members, state and federal regulatory agencies, and non-governmental organizations to improve and enhance the San Francisco Bay environment through the provision of technical expertise, financial support, and a public utility perspective to ensure that regulations affecting our members are well-informed, thoughtful and effective. BACWA supports its public utility members—the clean water agencies of the San Francisco Bay region—to promote understanding of the water quality needs and requirements of the region and to make water quality protection and enhancement a priority in regional communities.



The Position

The Bay Area Clean Water Agencies (BACWA) is seeking a dynamic, results-oriented Executive Director committed to promoting the understanding of the water quality needs and requirements of the region and to make water quality protection and enhancement a priority in regional communities.

The new Executive Director will promote BACWA's high standards for quality services through effective communication, progressive visionary leadership, and consensus building to foster collaborative partnerships with member agencies, legislators, regulatory agencies, regional water boards, environmental groups, the scientific community, sister organizations, and similar organizations on the state and federal level.

The Executive Director will support all activities related to the management and governance of the organization, report to the Executive Board, and promote progressive programs, services, and advocacy efforts in support of BACWA's public utility members and the clean water community in the San Francisco Bay Area region. From a strategic perspective, leadership and coordination regarding emerging regulations and legislation will be vital to the role of the Executive Director. The new incumbent will provide effective administration to the agency, including financial and contract management.



Ideal Candidate

The new Executive Director will have a strong background in building relationships with a wide variety of stakeholders within a major public service industry, such as wastewater, water, transportation, housing, or similar JPA, NGO, or professional membership association. The individual will lead BACWA to becoming a progressive and proactive organization that will be a steward of and advocate for the clean water industry in the San Francisco Bay Area with a focus on sustainability. In the face of an ever-increasing number of emerging contaminants and other environmental challenges, the new incumbent will need to demonstrate strong leadership in dealing with regulatory issues.

BACWA needs a visionary, results-oriented, dynamic, and creative leader who can build a successful dynamic with the Executive Board and synthesize the Board's and stakeholders' varying views into cohesive strategies. Effective, confident communication externally and internally will be critical, as well as respectful listening skills.

The Executive Director will have attained stature and credibility by industry knowledge, competence, and successful experience. The following are vital skills and competencies that the ideal candidate will demonstrate:

- Effective strategic thinker and planner.
- Track record of building coalitions of support and resolving conflicts.
- Collaborative and engaging style, outgoing and approachable.
- Analytical, objective, and fair with solid creative problem solving skills.
- Skill in effective governance, management, budget administration, and contract management.
- Politically astute with an ability to work effectively with a large and diverse set of stakeholders.

Education & Experience Requirements

A Bachelor's degree in public administration, business administration, public policy planning, environmental science, engineering, or a related field is required. A Master's degree is highly desirable. Candidates must have at least five years of professional experience demonstrating increasing responsibility, at a public agency, JPA, and/or other non-governmental or non-profit organization.

Challenges & Opportunities

- Maintain collaborative relationships with all stakeholders, including Executive Board, Member Agencies, and other stakeholders and constituents.
- Plan, develop, and implement various programs, to fulfill the Executive Board's goals and priorities.
- Advocate the interests of Member Agencies.
- Coordinate programs with local, state, and federal regulators and government agencies.



The Community

The Bay Area Clean Water Agencies (BACWA) represents clean water agencies in the San Francisco Bay Area and holds its Board meetings in Oakland, CA. Oakland is the county seat of Alameda County and is situated directly across the bay from San Francisco. The Bay Area has a temperate, Mediterranean climate, beautiful geographical setting, a wide variety of cultural amenities, and shares in California's diverse economic opportunities.

San Francisco and Oakland, two of the most ethnically diverse cities in the country, are known for their rich history, professional sports franchises and major corporations, which include finance and banking, health care, dot com companies, and manufacturers of household products. Oakland serves as a major transportation hub for the greater Bay Area, and its shipping port, which is the fifth busiest in the United States, makes the Bay Area a thriving trade center.

Along with its geographic beauty, the Bay Area is home to attractive shopping areas, acclaimed restaurants, and cultural resources including local theaters, art and music centers, and the vast cultural and recreational opportunities of a large urban metropolis. The Bay Area is also closely situated to international tourist destinations such as the Napa and Sonoma wine country, Yosemite National Park, Santa Cruz, the Monterey Peninsula, and the Lake Tahoe region.



Compensation

The BACWA Executive Board has determined that BACWA operates effectively with a team of independent contractors and does not have employees; therefore, the new Executive Director will operate as an independent contractor. This relationship will be formalized with a professional services agreement with contractual responsibilities reflected in an approved scope of services.

The compensation level for the position is open and negotiable based on the qualifications of the appointed individual. It is anticipated that the successful candidate will be paid a rate of up to \$175,000. As an independent contract employee, the agreed amount will serve as the total compensation package for the position and no additional compensation or benefits are offered.



Important Application Information

Final Filing Date: October 5, 2012

To apply, candidates must submit a fully completed and signed BACWA application and resume to Koff & Associates, Attn: Georg Krammer, 6400 Hollis Street, Suite 5, Emeryville, CA 94608 by the final filing date of October 5, 2012. An application can be obtained by contacting Koff & Associates, Inc. at 510-658-5633 or at www.koffassociates.com.

Selection Procedures:

After the final filing date of October 5, 2012 application packets will be reviewed. Candidates with qualifications best meeting the needs of the Bay Area Clean Water Agencies will be invited to participate in an interview process. BACWA will make the final decision regarding a candidate's eligibility. All applicants will be notified by mail regarding further participation in the selection process. Travel costs are at the applicant's expense. Applicants considered for appointment will be required to undergo a thorough background investigation.

BACWA is an Equal Opportunity Employer.



Koff & Associates, Inc.

6400 Hollis Street, Suite 5, Emeryville, CA 94608

Office – (510) 658-KOFF (5633) Fax – (510) 652-KOFF (5633)



Central Contra Costa Sanitary District

*Announces an exciting employment
opportunity for*

GENERAL MANAGER

APPLICATION DEADLINE:

March 26, 2013



Solving the Human Resources Puzzle Since 1984

Koff & Associates, Inc.

The Community

Central Contra Costa Sanitary District (“Central San”) is located in the County of Contra Costa, California. The County was incorporated in 1850 as one of the original 27 counties of the State of California. The County’s 750 square miles are ideally located in the San Francisco Bay Area. It has a temperate climate, beautiful geographical setting, and shares in California’s continuing growth.

The County is comprised of varied suburban, industrial, agricultural, and port areas. The central County area boasts beautiful natural features, attractive shopping areas, and top-ranking schools and higher education institutions. Due to the presence of relatively high-wages, skilled jobs, and relatively wealthy residents, the County achieves high rankings among all California counties on a variety of income measurements.

Over one million people reside in the County, and enjoy outdoor recreational facilities ranging from boating, water skiing, and fishing in the Bay and Delta to hiking, horseback riding, and camping in Mount Diablo State Park. Cultural resources include numerous local theatres, art, and music centers, as well as the vast cultural and recreational opportunities of nearby San Francisco and Oakland, as well as Napa and Sonoma Counties’ famous wine region.

The District

Established in 1946, Central San is a special enterprise district with a five-member elected Board of Directors. Central San is responsible for the collection and treatment of wastewater in a 146-square mile area of central Contra Costa County. Central San serves approximately 461,000 residents and more than 3,000 businesses in 10 cities. Our mission is to protect public health and the environment.

Central San is responsible for maintaining, cleaning, and repairing 1,500 miles of sewer lines and 18 pumping stations. District departments include Administration, Engineering, and Operations. Central San also operates an environmental laboratory and household hazardous waste collection facility.

Central San’s mission, vision, and values reflect how our 250 dedicated employees and five-member Board of Directors achieve our ultimate goal: providing the best possible service to the community at reasonable rates while protecting public health and the environment. Central San not only meets industry standards; we set them. In fact, we’ve been recognized by Federal and State governments for our on-going level of excellence.



The District is committed to continuous improvement in a team-based environment. Employees are encouraged to interact with their supervisors and co-workers, contributing to a culture that values employee input and ideas.

The Treatment Plant

Located in Martinez, the Treatment Plant has a treatment capacity of 54 million gallons per day (mgd) and 240 mgd of wet weather flow. The Plant Operations building houses the Operation Center, a state-of-the-art computerized system that monitors and controls every phase of the treatment process. The facility is staffed 24 hours a day, 365 days a year. Opened in 1948 and upgraded several times in its 63 year history, the treatment plant treats an average of 45 million gallons of wastewater per day.

Wastewater moves through the District’s sewer lines, finally arriving at the plant’s headworks to begin treatment. Most of the wastewater is treated to a secondary level, disinfected by ultraviolet light, and then discharged into Suisun Bay. Approximately 600 million gallons per year are treated to a tertiary level through additional filtration and disinfection before being distributed as Recycled Water for landscape irrigation, industrial processes, and plant operations. The cogeneration facility uses a combination of methane from a landfill and natural gas to produce electricity and steam for the plant, accounting for more than 90% of the plant’s daily power needs.

The Central San Treatment Plant recently received the National Association of Clean Water Agencies (NACWA) Platinum Award for its 13th year of complete compliance with all Federal and State regulations.

The Position

Central San is looking for a dynamic and results oriented leader to direct, manage, and administer all operational, engineering, and administrative activities of the District. The General Manager receives general and fiscal policy direction from the Board of Directors and is ultimately responsible for carrying out the District's mission, vision, and values.

This position will be responsible for overseeing all three Departments with an estimated annual operating budget of \$100 million and will be responsible for addressing a variety of organizational matters to ensure the fiscal and operational health of the District while continuing the District's commitment to excellent customer service.



Education & Experience Requirements

➤ Ten (10) years of broad and complex management experience in a responsible capacity involving the management, planning, and operation of a wastewater/water agency.

➤ Equivalent to a Bachelor's degree from an accredited college or university, with major coursework in business, public administration, engineering, or a related field. Four (4) years of additional qualifying experience may be substituted for the degree.

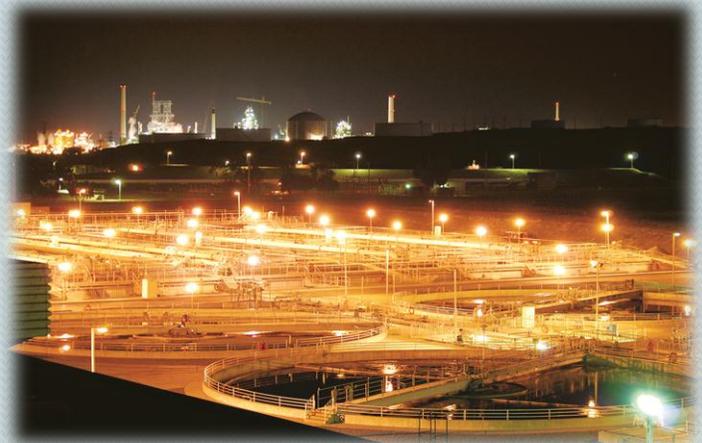
➤ A Master's degree in business, public administration, or engineering is desirable.

➤ Possession of, or ability to obtain, a valid California Driver license by time of appointment.



Essential Duties of the Position

- With general direction from the Board, manage the development and implementation of the District-wide strategic plan as well as District goals, objectives, and priorities.
- Oversee the preparation of the District's annual budget and direct the general financial planning policies as approved by the Board.
- Select, train, evaluate, and monitor the performance of management staff and develop and implement succession planning tools and objectives.
- Oversee the District's labor and employee/employer relations, policies, and procedures.
- Evaluate the effectiveness of established District-wide programs/services and develop and implement new programs as mandated by law or community needs.
- Effectively represent the District before local, state, and federal agencies, technical groups, community organizations, political bodies, committees, and the general public.
- Actively participate in various wastewater/water industry organizations in order to advocate District interests and objectives.



Benefits

Health Benefits: Health insurance with vision and chiropractic benefits, dental, and life for employees and their eligible dependents, plus long-term disability insurance for the employee. Choice of Kaiser and Health Net HMO insurance for employee and eligible dependents fully paid by the District. Health Net PPO is also available and is partially paid by the District. Employees covered by another health plan may waive District coverage and receive \$400 per month.

Dental Plan: Coverage for employee and eligible dependents is fully paid by Central San.

Retirement Program: Central San employees are members of the Contra Costa County Employees' Retirement Association with reciprocity to PERS. The formula for new employees is 2%@ 62 unless reciprocity is established with an eligible retirement system. The formula for new employees with reciprocity is 2%@ 55.

Deferred Compensation: Central San does not participate in Social Security except for a mandatory Medicare contribution. Instead, Central San contributes to a 401(a) plan an amount equivalent to the employer contribution to Social Security which is currently 6.2%. A voluntary 457 Deferred Compensation plan is also available.

Cafeteria Plan: The District gives management employees a monthly allowance of \$425 toward the selection of additional benefits, including non-taxable options.

Leaves: Central San offers generous vacation and sick leave benefits as well as 13 paid holidays per year. In addition, managers receive 5 days of administrative leave annually.

Additional Benefits: Other benefits include a professional development (authorized travel and training reimbursement) plan, employee assistance programs, a worldwide travel assistance plan, longevity compensation, sick leave incentive program, retiree benefits, credit union privileges, and a comprehensive wellness program including an on-site gym. In addition, the Employees Activities Committee offers reduced fee group membership in the Big C Athletic Club.

Compensation

The Salary of the General Manager is based upon a five step range from \$18,421 to \$22,391 a month.

Important Application Information

To apply for this outstanding opportunity, please visit the District's website at www.centalsan.org to submit an application online. A cover letter outlining your interest in the position and a resume are also required. The deadline to apply is 5:00 p.m., March 26, 2013.

For further information, contact Koff & Associates, Inc., Attention: Georg Krammer, phone: (510) 658-5633; email: gkrammer@koffassociates.com.

Following the closing date, applications will be screened in relation to the criteria outlined in this brochure. The most qualified candidates will be invited to personal interviews with Koff & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the Central Contra Costa Sanitary District. Candidates will be advised of the status of the recruitment following selection of the General Manager.

Successful candidates not currently employed in regular status by the District must pass a pre-employment physical, background and credit check to be considered for employment.

Central Contra Costa Sanitary District is an equal opportunity employer encouraging workforce diversity.

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APPLICATION DEADLINE:

March 26, 2013

by 5:00 p.m.



Solving the Human Resources Puzzle Since 1984

Koff & Associates, Inc.



CALIFORNIA RODEO ASSOCIATION

**ANNOUNCING AN EXCITING
EMPLOYMENT OPPORTUNITY FOR
GENERAL MANAGER**

*Recruiting Services
Provided by*

Koff & Associates

The Organization

The California Rodeo Association is one of the top 20 Professional Rodeos in the United States and the largest in California. Known in the rodeo world for their big arena and beautiful buckles, they find pride in being a not-for-profit organization that gives back over \$350,000 each year to local non-profits.

The Association designed their Sports Complex to host not only the Rodeo, but a wide variety of community and sports events that include concerts, football games, soccer games, motor events, festivals, graduations, and more.

The complex is located on 80 acres in Sherwood Park on land owned by the City of Salinas. The California Rodeo Association holds a 50 year lease with the City to run and maintain the facilities. For years the grounds were used only for staging the California Rodeo, while today the Salinas Sports Complex is a year round hub of activity.



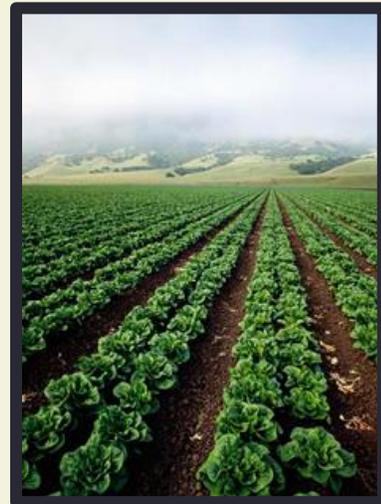
Credit: Richard Field Levine

Community Profile

Salinas' weather is influenced by the near proximity to Monterey Bay. The morning fog is generally cleared by afternoon breezes. The average temperature is 68.2 degrees; winter temperatures are generally in the low 60's.

Salinas and the Salinas Valley are known as "The Salad Bowl of the World" for the production of lettuce, broccoli, mushrooms, strawberries, and numerous other crops. The climate is also ideal for the floral industry and for the numerous grape vineyards planted by world-famous vintners.

Although agriculture forms an economic base, more than 100 manufacturing organizations call Salinas home. Some of the largest employers in the area include: Dole Fresh Vegetable, the County of Monterey, and Salinas Valley Memorial Hospital.



Community Involvement

The Association has been a large part of Salinas and Monterey County communities for over 100 years. The hosted events have huge economic impacts on local businesses and benefit local non-profit organizations each year through monetary donations. The Association gives the community a sense of pride and identity, and puts Salinas on the map for being home to the largest rodeo in California. The Association is proud to impact the community in such a positive way. The revenue generated at Sports Complex events stays in Monterey County. Each year the Association gives back over \$350,000 to local non-profits.

The Position

The California Rodeo Association is looking for a dynamic, results-oriented leader to direct, manage, and administer all operational, administrative, financial, and marketing and sales functions for the Association. The General Manager receives general and fiscal policy direction from the Board of Directors and is ultimately responsible for carrying out the Rodeo's mission, vision, and values.

The General Manager has overall responsibility for management of the Salinas Sports Complex; including marketing, operations, and maintenance of the facility; the profit and loss functions of the complex; reporting monthly to the Board on Sports Complex activities and trends; coordinating special events; serving as primary liaison for the Association with the City of Salinas; working with promoters and individuals to stage profitable events; establishing and implementing long-range capital and operational plans; preparing capital, building improvement, and facilities budgets; and working closely with the Board of Directors to ensure the facilities are in a good and safe working condition for the annual California Rodeo.

The new General Manager must be willing to be a hands-on manager and support the traditions and customs of the Rodeo.



Credit: Interface Visual

Education & Experience Requirements

- ❖ Bachelor's degree in management, recreation, business administration, or a related field of study.
- ❖ Ten years of operational, grounds, or facility management experience.



Credit: Richard Field Levine

The Ideal Candidate Will Have Ability To

- ❖ Utilize proactive leadership, integrity, vision, and communication skills to lead the Association and its staff to be a high-performance, team-based organization.
- ❖ Work confidently and collaboratively with the Board of Directors, make strong and educated recommendations, and carry out the Board's direction.
- ❖ Lead the creation and implementation of the Association's strategic work-plan and establish measurements for the achievement of goals, objectives, and priorities.
- ❖ Develop strong and collaborative intra- and inter-agency partnerships to achieve Association goals.
- ❖ Develop strong interpersonal relationships with all levels of staff, as well as with all Association stakeholders and the community.
- ❖ Utilize a strong sense of financial accountability and budgetary decision-making skills.



Credit: John F. Gay Jr.

Compensation

The salary is **\$90,000 - \$120,000 annually.**

Benefits

The Association offers a generous and competitive benefits package including:

- ❖ **Medical Plan:** The Association funds 100% of the employee's premium.
- ❖ **Pharmacy Plan**
- ❖ **Dental Plan**
- ❖ **Vision Plan**
- ❖ **Life Insurance:** \$10,000 term life and accidental death and dismemberment (AD&D) coverage.
- ❖ **Paid Time Off:** After 6 months of employment, 15-30 days depending on years of service.
- ❖ **Holidays:** 7 holidays plus Christmas Day through New Year's Day.

Important Application Information

To apply for this outstanding opportunity, please visit Koff & Associate's website at www.koffassociates.com to download an application. Please submit a cover letter, resume, completed supplemental questionnaire, and employment application by email to Georg Krammer at gkrammer@koffassociates.com by February 21, 2014. As an alternative, you can mail the completed application materials to:

Koff & Associates
 Attention: Georg Krammer
 6400 Hollis Street, Suite 5
 Emeryville, CA 94608

Following the closing date, applications will be screened in relation to the criteria outlined in this brochure. The most qualified candidates will be invited to personal interviews with Koff & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the Association. Candidates will be advised of the status of the recruitment following selection of the General Manager.

The California Rodeo Association is an equal opportunity employer encouraging workforce diversity.

The information contained herein does not constitute either an expressed or implied contract, and these provisions are subject to change.

RECRUITMENT SCHEDULE:

Recruitment Opens: January 28, 2014
 Apply By: February 21, 2014
 Tentative Interview Dates: March 24, 2014
 Start Date: April 18, 2014