Proposal

Sweetwater Springs Water District

Recruitment and Selection Services for General Manager

March 12, 2008

Submitted by:

CPS

Executive Search

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March 12, 2008

Victoria Wikle
Board President
Sweetwater Springs Water District
VictoriaWikle@usa.net

Dear Ms. Wikle:

Thank you for the opportunity to submit a proposal to assist the **Sweetwater Springs Water District** with the search for a new **General Manager**. We are confident our expertise and vast network of contacts will provide an excellent result for the District in this effort.

CPS Executive Search is a division of CPS Human Resource Services and has been providing management consulting services to governmental clients in the United States since 1986. CPS is a self-supporting public agency providing a full range of human resource services to the public and nonprofit sectors. We have unique expertise in delivering HR management and consulting services, employment testing, assessment services, and applicant tracking software to government agencies throughout North America. We assist organizations across the talent management continuum in recruiting, selecting, and developing employees.

The types of services we provide are as follows:

- **Executive Search:** Focusing on the recruitment and selection of Board and Council appointed managers/administrators and other key management, professional, and technical staff.

- **Organization Development and Training:** Offering training and group facilitation for board/council-manager relations, team-building, organizational trouble-shooting, ethics training, and staff development.

- **Human Resources Advisory Services**: Providing consulting resources in position classification and compensation analysis, civil service and merit system restructuring, management performance assessments, and ethics training for management and staff.

With respect to this particular assignment, we possess a number of important strengths.

- **The successful completion of approximately 1,500 recruitments for more than 500 clients.** We have extensive experience in the recruitment of all types of local government executive and professional staff, including council/board appointed executives, department directors, and key professional and management positions.

Although our client list covers a broad range, please note that each recruitment we conduct is uniquely designed to fit the needs of the individual client and is calculated to provide a strong, competitive pool of candidates.

- **In 2007, we completed Executive Director recruitments** for the *Association of California Water Agencies* and the *Northern California Water Association.* We are currently assisting the *Regional Water Authority/Sacramento Groundwater Authority* in their quest for an Executive Director. In addition, we are in the final recruitment stages with assisting the *Imperial Irrigation District* with its General Manager recruitment.

- **We have considerable, recent experience in conducting top-level California water agency recruitments.** In recent years we have completed *General Manager/District Manager* recruitments for the *Bella Vista Water District, Glenn-Colusa Irrigation District, Marin Municipal Water District, Mission Springs Water District, Monterey Peninsula Water Management District, Municipal Water District of Orange County, Napa Sanitation District, Paradise Irrigation District* and the *Tehama-Colusa Canal Authority*. During the same period we have also conducted recruitments for *Assistant General Manager and Retail Operations Manager* for the *San Juan Water District, Assistant General Manager-Field Operations* for the *North Coast County Water Agency, Engineering and Operations Manager* for the *Castaic Lake Water Agency*, and *Environmental and Engineering Services Manager* for the *Marin Municipal Water District*. Each of these recruitments required a tailored and sophisticated recruitment strategy to ensure the development of a well-qualified candidate pool.

- **In-depth understanding of water agency and local government operations, programs, and services**. This understanding has been gained both as local government managers and as consultants to local governments throughout the Western United States.

CPS Executive Search understands the importance of the General Manager position, and we will devote all necessary resources to undertake a successful recruitment. The attached proposal describes our approach in detail.

Again, thank you for the opportunity to be considered for this assignment. If you need additional information or clarification, please contact us at (916) 263-1401 or visit our web site at www.cps.ca.gov/search.

Sincerely,

Christine Iams

TABLE OF CONTENTS

		PAGE
I.	OUR APPROACH - EXECUTIVE SUMMARY	1
II.	CONSULTANT TEAM	3
III.	EXECUTIVE SEARCH PROCESS IN DETAIL	5
IV.	REFERENCES	8
V.	PROJECT TIMING	10
VI.	COST	11

I. OUR APPROACH - EXECUTIVE SUMMARY

Sweetwater Springs Water District is about to make a decision of great significance—the selection of a new General Manager. Because this decision is so critical, CPS Executive Search has developed the most comprehensive and sophisticated executive search service available to local government today. Our unique approach to executive search includes the following features:

BOARD OF DIRECTORS INVOLVEMENT

The Water District's Board of Directors must be intimately involved in the search for a new General Manager. For this reason, our approach assumes the Board's direct participation in key phases of the search process including the development of the candidate profile and recruitment strategy, the selection of final candidates, interviews with the finalists, and ultimately, the selection of a new General Manager.

DISTRICT'S NEEDS

A critical first step in a successful executive search is for the Board to define the personal and professional qualities required of the next General Manager. To be certain this occurs, we have developed a very effective process that will permit the stakeholders to clarify the preferred future direction for the organization; the specific challenges the District is likely to face in achieving this future direction; the working style and organizational climate the Board wishes to establish with this individual; and ultimately, the personal and professional qualities that will be required of the General Manager to be successful.

AGGRESSIVE RECRUITMENT

The very best candidates are quite often not actively seeking a new position. They may be quite satisfied with their current situation, and may only consider a change if a more attractive career opportunity is presented to them. Yet, among potential applicants, there are those who, though personally satisfied with their current situation, would rise to the professional challenge and apply for the Sweetwater Springs Water District's General Manager position. Evoking that sense of vision and opportunity in qualified persons is among the responsibilities of CPS Executive Search. This is why we take a very aggressive approach in identifying and recruiting the best available candidates.

SELECTION

The selection of the best available General Manager requires the use of tools that have been specifically designed to evaluate each candidate against the personal and professional qualities identified by the Board. For this reason, we tailor our selection techniques to the Board's specific requirements. In addition, we also assume responsibility for administering the selection process for the Board

EMPLOYMENT AGREEMENT

One of the most sensitive parts of the selection process is frequently the development of an employment agreement with the General Manager. If this is not done with care and precision, it can result in either losing the preferred candidate, or beginning the employment relationship in an awkward manner. To preclude this from occurring, we are available to assist the District and the General Manager in developing an agreement that is acceptable to both parties.

ONE-YEAR GUARANTEE

Following a full CPS Executive Search recruitment, if the candidate selected and appointed by the District terminates employment for any reason before the completion of the first year of service, CPS Executive Search will provide the District with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost. The District would be responsible for reimbursable expenses only.

II. CONSULTANT TEAM

CPS Executive Search has assembled a uniquely qualified team of professionals to assist the District. This team possesses extensive consulting experience and a direct, in-depth understanding of local government. Each team member routinely serves as an engagement manager and personally handles every aspect of the executive search process. This recruitment would be managed by either Amy Day, Stuart Satow or Pam Derby, and would be assisted by the balance of the CPS Executive Search Team as needed.

PAMELA DERBY

Pam Derby has over 17 years of experience in managing public relations and client services in both the public and private sector. Since joining CPS Executive Search in 2003, she has assisted CPS' senior executive recruiters, and independently managed, a wide range of recruitments for city, county, and association executives including city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, public works director, registrar of voters, library director, and director of information technology in addition to specialized support positions. Prior to joining CPS Executive Search, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. Previous to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations where she was responsible for the management of several large consumer groups.

STUART SATOW

Since joining CPS Executive Search in 2002, Stuart Satow has been involved in numerous recruitments on behalf of various cities, counties, and other local government agencies for a variety of executive and senior management positions. Previously, Mr. Satow was a fixture on television in the Sacramento region for over 22 years. As a sportscaster for ABC affiliate KXTV Channel 10, Mr. Satow interviewed hundreds of management-level executives, university officials, and professional and amateur athletes. He is a popular public speaker and emcee who has long been involved in community events in the Sacramento region. With a BA degree in Communication Studies from California State University, Sacramento and 27 years of experience in the communications industry, Mr. Satow is an experienced writer and interviewer who has excellent people skills and a positive track record in staff and project management.

AMY DAY

Amy Day has over fourteen years experience in recruiting, consulting, and operations management in both the public and private sector. She currently directs the functions of CPS' Recruitment and Assessment Services division where she is responsible for managing the

development, delivery and support of CPS' customized recruitment and selection projects around the country. Before joining the Recruitment and Assessment Services division, Ms. Day served as the manager of CPS' Test Rental group and the National Recruitment Manager in support of CPS' work with the U.S. Transportation Security Administration. During her tenure as the National Recruitment Manager for TSA Operations, she was charged with developing and directing the implementation of the TSA's recruitment and advertising strategy to support the hiring of transportation security screeners at the nation's 429 federalized airports.

Prior to joining CPS, Ms. Day served as an Executive Recruiter in the Aerospace, Defense, and Finance industries where she was responsible for recruiting high level technical and professional staff for organizations such as Boeing, Raytheon, and Hewlett Packard.

KIM VALENZANO

Kim Valenzano has over 17 years of professional and project management experience in the private and public sector, including experience in the areas of employee recruitment and selection. Since joining CPS in 2002, Ms. Valenzano has worked as an Associate Recruiter and technical professional, working with various public agencies. She also worked as a Recruiting Coordinator, supporting over 200 airports in the recruiting and testing of airport security screeners on behalf of the Transportation Security Administration. CPS is one of the primary contractors working with the TSA. Prior to joining CPS, Ms. Valenzano worked as a Recruiter in the insurance industry as well as an Assistant Recruiter and Administrative/Operations Manager for a staffing firm, which recruited and placed Executive Financial professionals in permanent assignments.

CHRISTINE IAMS

Christine Iams has over 18 years of professional and management experience in the private and public sector, including experience in the areas of employee and management training, employee relations, classification and compensation, and employee recruitment, selection and retention. Ms. Iams has worked as a Technical Recruiter and Senior Director for a staffing organization, which recruited and placed Information Technology professionals on contract assignments. Since joining Executive Search in 2002, Ms. Iams has been involved in numerous searches on behalf of cities, counties, and other governmental organizations. Ms. Iams recruitment expertise has included Board appointed officials, regional executive directors, city and county executive staff, and related assistants and deputies in a wide range of disciplines, including water, finance, human resources, community development, environmental health, information technology, economic development, public works, health and human services, library services, planning and building, and housing.

Ms. Iams has a Bachelor of Arts Degree in Telecommunications & Film from San Diego State University, with a minor in Business Administration.

III. EXECUTIVE SEARCH PROCESS IN DETAIL

The executive search process presented below is designed to provide the District with the services necessary to assure the ultimate selection of a new General Manager who is uniquely suited to the District's needs.

PHASE I - DEVELOP PROFILE AND RECRUITMENT STRATEGY

Task 1 - Review and finalize Executive Search Process and Schedule

A critical first step in the engagement is a thorough review of the search process and the related schedule with the Board of Directors. This will ensure that the District's needs are met in the most complete manner possible.

Task 2 - Meet Individually with each Board Member

As a prelude to a workshop session with the Board of Directors, the consultant will either meet or have a telephone conversation with each Board member individually. The purpose of these meetings is to develop individual insights regarding the organization's needs, and the personal and professional characteristics desired in the General Manager.

Task 3 - Receive Input From Others

As desired by the District, the recruitment process can provide for the active participation of key District staff or others in the development of the candidate profile. The specific nature of the involvement process would be developed in consultation with the Board. The results of the above activities will be summarized by the consultant and provided to the Board as an additional source of information for developing the candidate profile and selection criteria.

Task 4 - Develop Customized Candidate Profile

This task will be accomplished during a workshop session of approximately two hours in length involving the Board members and the consultant. This effort will result in the identification of the personal and professional attributes required of the new General Manager and include the following activities:

- The Board will identify priorities for the new General Manager.
- The consultant will assist the Board in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.

- The Board will describe the type of working relationship they desire to establish with the General Manager.

- The consultant will assist the Board members in generating a list of specific competencies, experiences, and personal attributes needed by the new General Manager in light of the analyses conducted above.

Task 5 - Prepare Recruitment Brochure and Place Advertisements

Following the development of the candidate profile, text for an attractive recruitment brochure will be prepared and presented to the Board for review prior to printing (*please refer to our website: www.cps.ca.gov/search and click on "current recruitments" to view brochures*). Advertisements will be prepared and placed for publication in appropriate newsletters, job bulletins, and web sites.

PHASE II – RECRUITMENT / SCREENING

Task 1 - Identify and Contact Potential Candidates

This task will include a variety of activities designed to attract the best available candidates. The consultant will:

- Contact leading water executives and other appropriate parties to request assistance in identifying a diverse group of outstanding potential candidates.

- Select quality candidates for consideration from past recruitments.

- Provide each potential candidate with a copy of the recruitment brochure transmitted by personal letter.

- Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume.

- Acknowledge all applications and keep candidates informed on their status, including immediate telephone notice to finalists.

Task 2 - Conduct Initial Screening/Preliminary Interviews

All resumes will be submitted directly to the consultant for initial screening. This screening process is specifically designed to assess the personal and professional attributes the District is seeking and will include:

- A thorough review of each candidate's resume and other supporting materials.

- Personal interviews (either in-person or via telephone) with the candidates who appear to best meet the Districts needs. This group typically includes 10-15 candidates.

Task 3 – District Selects Finalists

At the conclusion of the previous tasks, the consultant will prepare a written report summarizing the results of the recruitment process and typically recommends 5-8 candidates for further consideration by the Board of Directors. The report includes the candidate resumes and a profile on each candidate's background. The candidate profile includes a summary of current responsibilities and an assessment of each candidate's potential fit. The consultant will meet with the Board to review this report and to assist the District in selecting a group of finalists for further evaluation.

PHASE III – SELECTION

Task 1 - Design Selection Process

Based on the results of the meeting conducted in Phase I, the consultant will design a selection process to be utilized by the District in assessing the final candidates. This process will typically include an in-depth interview with each candidate, but may also include other selection tools such as an oral presentation, preparation of written reports, and problem-solving exercises.

Task 2 - Administer Selection Process

The consultant will coordinate all aspects of the selection process for the District. This includes contacting both the successful and unsuccessful candidates, preparing appropriate materials, facilitating the interviews, and assisting the Board members with deliberation of the results of the process.

Task 3 - Arrange Follow-up Interviews and Conduct In-depth Reference Checks

Following the completion of the selection process, the consultant will be available to schedule and coordinate follow-up interviews, and complete reference checks. The in-depth reference checks are conducted in confidence and include elected officials, supervisors, peers, subordinates, and other stakeholders. A written summary of the reference checks is provided to the District. We can also arrange for a background records check of an applicant's driving record, court and credit history, newspaper article research, and other sensitive items.

IV. REFERENCES

Listed below is a sample of recruitments we have conducted for water agency officials and related positions.

CLIENT	POSITION	CONTACT
Association of California Water Agencies	Executive Director	Randy Fiorini Board President 209 668-1634 or Jan Jennings Director of Administration 916 441-4545
Alameda County Water District	Finance Manager/ Assistant General Manager Human Resources Manager	Paul Piraino General Manager 510 668-4201
Bella Vista Water District	General Manager	Todd Sikes Board President 530 549-3688
Butte County, CA	Director of Water and Resource Conservation	Shari McCracken Deputy Chief Administrative Officer 530 538-2863
Casitas Municipal Water District	General Manager	Rebekah Vieira Assistant to the General Manager 805 649-2251
Castaic Lake Water Agency	Engineering and Operations Manager	Dan Masnada General Manager 661 297-1600
Glenn-Colusa Irrigation District	General Manager	Don Bransford Board President 530 934-8881
Marin Municipal Water District	General Manager	Alex Forman Board President 415 945-1449
Marin Municipal Water District	Environmental & Engineering Services Manager	Paul Helliker General Manager 415 945-1460
Mil Potrero Mutual Water Company	General Manager	Karl Kemp Board President 661 242-3230
Mission Springs Water District	General Manager	Mac Villines Board President 760 902-3828 or Arden Wallum General Manager 760 329-6448

Modesto Irrigation District	Assistant General Manager, Finance	Allen Short General Manager 209 526-7405 or John Gronholt AGM, Human Resources 209 526-7373
Monterey Peninsula Water Management District	General Manager	Alvin Edwards Board President 831 658-5652
Municipal Water District of Orange County	General Manager	Brett Barbre President, Board of Directors 714 963-3058
Northern California Water Association (NCWA)	Executive Director	Steve Danna, Chairman NCWA Board of Directors 916 442-8333
Oakdale Irrigation District	Support Services Manager	Steve Knell General Manager 209 847-0341 ext 208
Paradise Irrigation District	General Manager	Rick Hall Board President 530 877-4971
Rio Linda/Elverta Community Water District	General Manager	Mary Harris Vice President, Board of Directors 916 991-1000
Sacramento, City of	Water Distribution Superintendent (Dept. of Utilities)	Syed Rizvi Field Services Division Manager 916 808-6217
San Juan Water District	General Manager Assistant General Manager Retail Operations Manager	Shauna Lorance General Manager 916 791-0115
Santa Ana Watershed Project Authority (SAWPA)	General Manager	Celeste Cantu General Manager 951 354-4230 or Patti Bonawitz Board Secretary 951 354-4230
Tehama-Colusa Canal Authority	General Manager	Sandy Denn Board Member 530 934-2778

V. PROJECT TIMING

CPS Executive Search is prepared to begin work upon receipt of a fully executed contractual agreement. Due to CPS Executive Search's current client commitments, we would be available to begin work on this project mid April (approximately the week of April 14th). We can complete all search activities up to and including the selection of a new General Manager in approximately 14 to 16 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule the initial meetings with the Board members. A proposed schedule is presented below.

PROPOSED SCHEDULE

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meetings to Define Candidate Profile	➢															
Place Ads and Draft Brochure			➢													
Brochure Approved and Printed				➢												
Aggressive Recruiting					➢											
Final Filing Date								➢								
Preliminary Screening										➢						
Report of Results to Board members											➢					
Board of Directors Interviews													➢			
Background/Reference Checks on top finalists															➢	
Appointment																➢
(Weeks)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

VI. COST

The professional fee for full consulting services is **$18,000**. This fee covers all the consultant services associated with **Phases I, II**, and **III** of the recruitment process, including a total of up to four field visits to develop the candidate profile and recruitment strategy, assist the District in finalist selection, and facilitate Board interviews with finalists.

REIMBURSABLE EXPENSES

Actual out-of-pocket reimbursable expenses are for such items as advertising, marketing, brochure printing, copying, long distance telephone, postage/delivery charges, and consultant travel.

Estimated Range ..... $6,500 - $8,000

Professional fees and reimbursable expenses would be billed and paid monthly.

Additional services beyond the scope of the proposal will be provided upon request of the client. These services will be defined in advance and an estimate of the total cost provided prior to beginning such services.

CONTRACT ARRANGEMENTS

For contractual purposes, our legal name is

Cooperative Personnel Services (dba CPS Human Resources Services).