

**A Proposal to Provide Executive Search Services
for the General Manager
Marina Coast Water District**

February 5, 2014

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(Transmittal Letter – II A)

Jean Premutati
Management Services Administrator
Marina Coast Water District
11 Reservation Road
Marina, CA 93933
jpremutati@mcwd.org

RE: RFP for new General Manager

Dear Ms. Premutati and MCWD Board of Directors:

We are pleased to submit this proposal in response to the RFP we received from you're your offices.

We fully appreciate the complexity of conducting key executive/managerial recruitments for a wide variety of positions including city/county managers, and directors and managers in: finance, human resources, healthcare, public works, safety (police and fire, etc.), human services, information systems, utilities, and much more. We believe we are uniquely suited to design and deliver a recruitment strategy that will work well with your organization's specific needs and goals.

As a retained recruiting firm, we ascribe to ethical standards which focus on: professionalism, integrity, competence, objectivity, accuracy, avoidance of conflicts of interest, confidentiality, loyalty to the client and candidate, equal opportunity, and the public interest.

We specialize in assisting public sector organizations as they seek management talent to help lead important public service organizations such as the Marina Coast Water District (MCWD). Our client list (see the Appendices) shares some of our experience in recruiting leadership for the nation's cities, counties, utilities, regional authorities, and other organizations.

We appreciate the opportunity to submit this proposal, and look forward to discussing our qualifications and approach with you with regard to your present and future needs.

In the meantime, if you have any questions or require additional information, please feel free to call me. I am an authorized representative of our firm, and by submission of this proposal am committing to provide the services in accordance with all project requirements. I will also serve as the primary contact person. My direct telephone number and e-mail are listed below, and the mailing address is

Marina Coast Water District, CA

printed on this cover letter.

Cordially,

Robert Neher

Robert L. Neher, Jr.
President
Neher & Associates LLC
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EXECUTIVE SUMMARY (*Qualifications II B*)

The principals of Neher & Associates are focused on Executive Search and Human Resources Consulting. We have conducted over 255 assignments. Our success can also be measured in the sizeable number of multiple search assignments that we have completed for many Clients.

We have worked in partnership with literally hundreds of clients to help them find their key Managers and Executive Officers. We have placed numerous Executives in governmental, not-for-profit and public sector organizations including States, Counties, Cities, Utilities, Transportation, Association, Foundation, Healthcare, Education and many other industries. We have also worked for a number of private sector companies.

We have read the RFP in detail and understand its objectives. We will comply with all items as listed under the “Scope of Services” and “Proposal Requirements” as noted in the RFP. We have also gone to the Marina Coast Water District website and other sources for additional information.

The principal/project manager assigned to the search has over 20 years experience in executive search. Other parts of this proposal cover details regarding process, additional experiences, etc.

BACKGROUND INFORMATION (*Qualifications II B*)

Profile of Neher & Associates

- Neher & Associates is a national firm. We operate as a California Limited Liability Company (LLC) Corporation. Our FEIN is 06-1804574. We were established under the current name in January, 2007. We primarily serve government and nonprofit organizations and recruit experienced leaders and managers into positions that improve the capabilities of those institutions. Our principal consultants have over 45 years of combined executive search and consulting experience and many more years in direct service and management.
- We have offices in California and a satellite office in Florida. We also have support staff in Illinois, and Kansas/Missouri. We provide services on a national level. Services for a contract with MCWD will be provided primarily from our California Office.
- The address for our main corporate office is: 3790 Millerton Place, Suite 100, West Sacramento, CA 95691. The phone number for our California office is (916) 443-2421, and the fax is (916) 443-5949. Cellular number is (310) 809-0618. Our website is: www.executivesearchneher.com and e-mail should be addressed to: robertneher@executivesearchneher.com
- Correspondence should be directed to Robert Neher, President of Neher & Associates at the address, phone numbers, e-mail etc. as noted above.
- No other firm other than Neher & Associates is currently intended to be party to this proposal or fulfillment of the contract when approved, and there is no current or pending litigation.

ORGANIZATION (*Qualifications II B and Consulting Staff II D*)

- Current Neher & Associates staff is seven. A partial listing of staff for assignment to assist the MCWD is included under “Project Team.” Seventy five percent (75%) of our Principals are minority and over eighty five (85%) of the total staff are women or minority.
- No other firm other than Neher & Associates is currently intended to be party to this proposal or fulfillment of the contract when approved.
- Organizational Chart:

President

Executive Vice President

**Vice President and CEO
Value Training Group**

**Vice President and
General Counsel**

**Business Manager
and Senior Consultant**

Senior Consultants

Consultants

Research and Administrative Staff Support

FIRM QUALIFICATIONS AND EXPERIENCE (*Qualifications IIB*)

Neher & Associates is well known for our strategic process, partnering methodology with our clients, thorough screening and background checking, ability to tailor our consulting and executive searches to the specific and unique needs of our clients, and to get results. We will work on a search until it is complete regardless of the time and effort required. **We also provide a one year replacement guarantee.**

- Although primarily known as a leading executive search firm, Neher & Associates also provides other general and specialty management consulting services, including management audits, organizational development, public safety, strategic planning, assessment centers, leadership development training, performance management, executive coaching, diversity training, and human resources management.
- We have completed about 255 executive searches throughout the United States of which about one hundred (100) searches have been in California for forty eight (48) different agencies and organizations including numerous organizations in northern California.
- We specialize in recruiting leadership for cities, counties, state, education, healthcare, regional authorities, utilities and nonprofit organizations. Our client list (see Appendices) attests to our

experience in assisting these organizations large and small to find the talent they need.

- Working with boards, councils, search committees, executives and human resource offices in such settings, we are accustomed to the complex internal dynamics, networking, and candidate screening and evaluation processes that routinely arise in recruitments of this nature, and to the high level of constituent, political, and media interest they sometimes engender.
- Neher & Associates consultants have built long-term relationships with our Clients. We have conducted multiple searches for many of these Clients.
- As previously noted, we have conducted about 255 successful executive search consulting engagements covering a broad range of positions including many positions in water utility and other public sector agencies. A copy of our Client List is attached as *Appendix B*.

City and County populations of our clients have varied from a few thousand to over 9.6 million. A sample of some of these clients in California includes: Contra Costa County, CA; City of Los Angeles, CA; County of Los Angeles, CA; City of Oakland, CA; City of San Diego, CA; City and County of San Francisco, CA; City of Richmond, CA; City of San Jose, CA; County of Alameda, CA; Monterey County, CA; Napa County, CA; Riverside County, CA; Sacramento County, CA; San Mateo County, CA; Solano County, CA; Stanislaus County, CA; and Ventura County, CA. We have also conducted searches for state governments such as Illinois, Washington State, Oregon, and Oklahoma.

We have also worked with clients in California such as AC Transit, Bay Area Rapid Transit (BART); El Dorado County Emergency Services Authority – JPA; Port of Oakland; Qualcomm; University of California System and UCLA, UCSF, and the University of California, San Diego and more.

Some of our clients involving water utility, utilities and related clients have included: Contra Costa County, CA (Director of Environmental Health); City of Los Angeles, CA (Director of Telecommunications, Department of Water and Power); East Bay Municipal Utility District (General Manager, Chief Engineer, Assistant Chief Engineer-Planning, Manager of Employment); Metropolitan Water District of Southern California (Assistant Director of Information Services, Manager of User Services); Marin Sonoma Mosquito and Vector Control District, CA (District Manager), Monterey Peninsula Water Management District, CA (General Manager); San Diego Gas & Electric Company, CA (Financial Analyst/Planner); City of San Antonio Water System, TX (Vice President, Human Resources); City of Richmond, VA (Director of Public Utilities, Deputy Director of Public Utilities/Operations). We have also completed numerous public works and engineering searches that included significant responsibility for utilities, water services etc , and have recently completed a search for the Director of Ethics and Corporate Governance, and are completing a second search for the Assistant Operating Officer – Water Supply for the Santa Clara Valley Water District (SCVWD)

- We have worked on long-term contracts with a number of Clients. We have also been

fortunate to conduct multiple searches for many of our Clients over the years that attests to the quality of the searches and satisfaction of those Clients with our work on their behalf.

- Please see the attached client list for a detailed listing of some of these and other searches. Our search process and methodology used with our searches is also addressed in detail in this proposal. References for some of these searches are attached and include a listing of the lead consultant on the search (es).
- The management and supervision of any and all staff providing services to the MCWD will be provided by Robert Neher (President), and Lawrence Davenport (Executive Vice President) of Neher & Associates.

WORK PLAN/TECHNICAL APPROACH/PROJECT MANAGEMENT

Work Plan – (*Scope of Services IIC*)

As the successful contractor, we will provide you with the quality services and expertise our clients have come to expect. Nearly half of the candidates hired as a result of our searches have been women or people of color. And we warranty our work: if the person you hire does not work out within a year, we will reopen the search and replace the person for no additional professional fee.

Our Search Services Feature:

- Designing a customized recruitment strategy to match your history and leadership patterns, current issues and future challenges;
- A calendar that starts immediately upon authorization to proceed, includes regular progress reports, and usually concludes within 90 to 120 days. We can expedite the search if desired, and will work with the Board of Directors' meeting schedules as needed;
- An extensive, narrative-written job profile including your organization's history and leadership patterns, current issues, and future challenges of the job;
- A recruitment process and approach that includes advertising, but also relies more upon aggressive networking than passive advertising;
- A large pool of applicants who meet the minimum qualifications and a targeted, diverse pool of qualified, proven candidates for interview;
- Comprehensive reference and background checking;
- Ongoing quality review of project deliverables, time and service benchmarks, weekly status reports, candidate reports, and coordination/communication between Neher & Associates and the MCWD Board and Selection Committee;
- Personal guidance and assistance to the MCWD Board, Selection Committee, Human Resources, Departmental representatives, and other staff that facilitates interviews, candidate travel, evaluation of candidates, decision-making, relocation, negotiations, and employment agreement assistance with the candidate selected.

Task Summary – General Approach:

We have a straightforward, structured search process. We adapt it to your requirements, and then ask

you to join us as partners in its implementation. We will work closely with the MCWD Selection Committee, management and staff to establish agreed upon strategy, tools, critical path items and decision points of note in the search process.

Please see “Project Team and Resumes” for our firm’s work team assignments. At each stage, we provide written materials, training, and explanations as needed. Although we follow a clear strategic work plan and closely monitor agreed upon tasks and goals, we also believe that, in the long term, results are most important.

The following Tasks and Outcomes address the general approach and services provided:

- **Scope of Services.**
The scope of services will consist of recruitment/market strategy, recruitment including advertisements, mailings, networking, cold calling and development of a position profile/brochure; candidate contacts/evaluation, screening, including review and the development of a written Progress and Final Report of leading candidates and finalists; performing reference and background checks; regular verbal and written status reports; assisting in the interview process, candidate negotiation, and holding periodic meetings with the Board, the Selection Committee and appropriate designated MCWD staff.
- **Key Meetings.**
We will also meet with the MCWD Board, Selection Committee, designated staff, community/public representatives, and other key stakeholders at the beginning of the contract to identify major issues the future hires will face; determine the critical qualifications for the position(s) as identified by you; establish specific timelines; and collect information to develop the search criteria and develop a search profile. We would also anticipate at least two later meetings to discuss/review the written Progress Report (Leading Candidates), and participate in final interviews (Final Report).
- **Initial Candidate Screening.**
We sort candidates based on the criteria established, profile, comments from peers and colleagues, training & education, resume/bio review, communication ability and experience, accomplishments, references, background checks, telephone and personal meetings, review of appropriate writing and work samples, the degree of their expressed interest/commitment to consider the specific position, and many other methodologies. The written Progress Report and Progress Meeting that is provided to you is also key to assuring that we are on track and to narrow the field from leading candidates to finalists for interview, and reduce (with your input) to a list of screened finalists.
- **Interview Process.**
In addition to our telephone interview/screening/assessment of candidates, and face-to-face or video conferences with potential finalists, we will assist with the interview process as well as provide negotiation support.
- **Recruitment Brochure.**
Qualifications and criteria for the position will be developed from review of existing job descriptions, review of budget, strategic planning, other relevant MCWD documents, chamber of commerce, news media and many other sources, as well as discussions with the Selection Committee, Human Resources, key Department Heads, and others as designated by the MCWD. We will also conduct a compensation study/review for the General Manager position that is relevant to the local/regional area.

- **Advertising.**
Appropriate advertising will be used. This includes hard-copy publications and electronic media and other organizations and publications specific to the type of position including to the job type as well as our web-site, local media, etc. Please note, however, that in our experience, the best candidates often come from networking rather than advertisement. We therefore focus a great deal of time on the networking and personal contacts.
- **Candidate Screening.**
Together with the designated staff/contacts, we will reduce the pool of candidates to a list of no more than 15 semi-finalists and from there to approximately five or six (5-6) screened candidates for interview. Summary information will be provided on the leading candidates to include – background, achievements & strengths, etc. We also conduct initial reference and media checks on the top candidates invited for interviews. A complete background and reference check will be conducted on the final candidate.
- **Reference & Background Screening.**
Applicant information is verified via discussion with the applicant, peers, colleagues, subordinates, bosses, news media, review of reports & documents, writing samples, background screening and references, education & employment verification, telephone, video conference and/or face-to-face meetings/interviews, and other means including occasional psychological testing and assessment centers. DMV, Criminal, Credit and other background checks are also completed.
- **Selection Process.**
Selection is made using all of the above plus an interview(s) between the candidate(s) and you. We also involve the candidate’s family and significant others in the process as appropriate. During the interview and screening process, we will consult and assist you with screening including rating and other tools.
- **Offer Negotiations.**
We work closely with the final candidate(s) and you to help negotiate an offer, acceptance, employment agreement/contract, starting date, etc. This often includes assistance drafting offer letters, compensation/benefit research, contract/agreement review, discussion with legal counsel when appropriate, and individual negotiation. We make it a point to be available to help both the final candidate and you to reach an amiable conclusion that ends with confidence and enthusiasm on both sides.
- **MCWD, Board, Selection Committee, Human Resources & Appointing Authority.**
As noted earlier in this proposal, we have worked with hundreds of public sector and quasi private sector clients including cities, counties, states, the federal government, and numerous utility, transportation, educational institutions and other public service organizations. As such we have also worked with the Boards, Councils, Advisory Boards, Stakeholder Groups, and Committees, Selection Committees, Public & Citizen’s groups, State, Local and Federally legislated and mandated advisory boards, commissions, as well as elected local, state, and national representatives. The MCWD Board, Appointing Authority, Selection Committee and other Executives (and their delegates) are critical to the search process from assistance in providing initial information regarding goals and objectives of the MCWD, criteria relevant to the duties and responsibilities of the position being recruited including input and approval of the overall recruitment process and recruitment profile/challenge statement/ brochure, interview and selection of the final candidate, approval of the final employment agreement,

etc. Our role is to assist in the process and to consult with and help you to make a well informed decision. We believe the final choice is yours to make. We will help you make a well-informed choice by framing what we have together learned about the candidates in the context of the job and specific requirements. Our role is to help make that decision easier.

- **Search Closure/Sign-offs.**

At the end of the search, all applicants will be appropriately notified of the result in a professional manner that reflects well on the MCWD.

- **Quality Control/Assurance.**

All work done as part of any and all search or consulting work for MCWD will be subject to quality assurance, quality monitoring, quality improvement, task review/confirmation, and standards review as part of current Neher & Associates Policy and Operating standards.

Overall supervision is provided by the President of the company with support from the Executive Vice President and Vice President/General Counsel as needed. We will establish benchmarks in conjunction with MCWD as required or appropriate.

POLICY REGARDING POSSIBLE OUTCOMES GUARANTEES (*Cost II H*)

Service Guarantee

We guarantee you that we will identify and recruit highly qualified candidates for MCWD General Manager position regardless of the time and effort required, and that we will complete the search to your satisfaction. We ask in return that you commit to respond to our inquiries and candidates in a timely manner, to pay our bills promptly, and to provide honest guidance to us in the course of the search on both criteria and candidates. If you hire a candidate whom we have found and recommended, and if within twelve months from the date of hire you choose to terminate that person for any reason except disability or the person leaves for any reason except death, disability, military, or a national emergency, we will reopen this search and replace the person for no additional professional fee. The only charge to you would be for direct expenses as outlined above. We offer this warranty provided that you request such a process within 30 calendar days of the hire's termination or resignation.

PROJECT TEAM QUALIFICATIONS AND EXPERIENCE

(*Consulting Staff II D*)

PROFESSIONAL BACKGROUND OF ASSIGNED PERSONNEL

Project Staffing

- Our team brings to this project a combination of background and skills vital to the requirements of the MCWD. As previously noted, the overall Project Manager will be Robert Neher, assisted by Lawrence Davenport, Rahn Sibley and others who will also lend support as needed and are listed with their Bios in *Appendix A - Project Team*. Robert Neher will be the primary on-site manager. His background and experience includes over 20 years of executive search experience on a national level.
- Our executive search staff are all professionals, each with extensive management background as key executives in public organizations. The recruiters to be assigned to this work have

significant personal experience recruiting a range of executive and administrative leadership for a broad range of clients. We assure that the individuals listed represent our current team assigned to search for the MCWD and that any additional future staff assigned will be submitted to you for prior approval. We are available to immediately assist with your current needs.

- Eighty Five (85) percent of current Neher & Associates staff are women and minorities , and seventy five (75) percent of our Principals are minorities as defined by current US ethnic and census criteria.
- The primary Neher & Associates contacts for MCWD will be Robert Neher, MA, FACHE, President; Lawrence Davenport, MA, EdD, Executive Vice President; Rahn Sibley Vice President and CEO Value Training Group; Raymond Massie, JD, Vice President and General Counsel; Art Chaudry, Senior Associate, BSE, MBA; and other staff and research associates as needed.
- All of the above mentioned staff may be involved in some phases and tasks of the search as previously outlined. On-sight representation will, however, primarily be the responsibility of Robert Neher and Rahn Sibley. Robert Neher and Neher & Associate Research Staff will be responsible for advertising. Research will be coordinated by Robert Neher with assistance from other company Principals and Research Staff. General Networking and Outreach will be coordinated by Robert Neher with support from Lawrence Davenport and Rahn Sibley. Specific Diversity Outreach will be coordinated by Rahn Sibley with support from Lawrence Davenport, Raymond Massie and perhaps Art Chaudry. Offer negotiations will rest mostly with Robert Neher, and contract development (if needed) for MCWD and the new hire with Robert Neher and Raymond Massie. An organizational chart was provided earlier in this proposal.
- We will spend whatever time is necessary to complete all tasks and objectives in the search plan. The main project Manager (Robert Neher) will be available by office and cell phone on a seven day per week, 24 hour per day basis. Other staff will be available during regular business hours during the day and by cell phone in the evenings if critical issues need to be discussed.

SCHEDULE –TIMETABLE (*Scope of Services II C*)

We generally hold the first meeting with you within 5 days or less of contract signing and search assignment. Typically, we will deliver a written Profile/Recruiting Brochure within approximately two and a half to three weeks of the start of a search, and in addition to regular weekly verbal/written reports, will also produce a written Progress Report that includes information on the leading candidates at about the 6th or 7th week. A written Report on finalists will be provided prior to candidate interviews at your offices. This would usually include written reference and other related checks such as education and licenses/certifications and is typically delivered approximately 3 weeks following feedback from you on the Progress Report. A detailed background check including criminal, department of motor vehicles, credit, etc. will be conducted on the finalist unless you choose to conduct your own. We would be happy to provide you with a copy of a typical schedule flow chart if this would be useful.

This time table may also vary depending on your need to move the search more quickly. *With close coordination with the MCWD Board/Selection Committee we could focus on a 60 to 75 day*

recruitment process. We will develop an approved time schedule and important milestone markers with you at the start of the search.

CLIENT REFERENCES (*References IIE*)

References are attached in Appendix C. of this proposal.

Additional references are available upon request.

COST/PRICING INFORMATION (*Cost II H*)

Neher & Associates is a retained firm and as such we charge our clients on either a negotiated fixed fee or negotiated percentage of the base salary of the placement. We do not provide contingency recruiting services.

We are proposing the professional fee for the MCWD search as a flat fixed fee. Direct expenses are also charged, and are being estimated separately from the professional fee. These **expenses are capped with a not to exceed limit of \$4,500 for a national search focus (the amount would be less for a regional search).** Direct expenses include such items as advertising in professional journals and publications, research, data, fax, telephone communication costs, photocopying, printing, brochure development, printing, administrative support services, video conferencing and travel for our project team members to meet with you and interview candidates, etc. consistent with your standards and approval process. We would be happy to provide any additional details you may require. Expenses for multiple searches will also be lower.

We also do not, like some firms, believe that once the expenses cap is set that we have a right to bill out 100% of the figure set. We will invoice only for actual expenses and will provide documentation. Unlike most firms, **it is not uncommon for us to leave some expense savings on the table at the end of the search that can be returned to your budget. As an example we saved over 25% of original projected expenses for one recent client and over 30% for another.**

Please note that we generally check at least five (5) to eight (8) telephone references on finalists including immediate superiors, colleagues, staff reporting to the candidates, and significant others who can provide other specific information warranted or suggested. We also complete a thorough background check (education, certification/licenses, DMV, criminal, and media) on the finalist(s).

Given the current budget concerns facing most public organizations today and the budget and staff size of the MCWD, the professional fee for the General Manager search is proposed at a reduced rate of \$11,500. A significant reduction is also offered for additional searches initiated within one year or less of the first search conducted.

As an accommodation to the MCWD, the professional fee(s) may be payable in three installments with one third due at the beginning of the search, the second third in 30 days, and the final third when finalist selections are made.

We will bill you monthly at cost for direct expenses (as noted above) necessary to successfully complete the search. These costs will be advanced by Neher & Associates. We would appreciate reimbursement by the District upon the presentation of receipts and an itemized statement. Direct

expenses are capped as noted above.

As noted, reimbursement of candidates' interview expenses with you will be your responsibility, and we will arrange to have these expenses submitted to you for direct payment. We have, however, incorporated candidate expense in some contracts and would be willing to discuss this.

We will begin work when a signed Contract or Engagement Letter is returned to us. Unless there are special circumstances, we ask that if possible, payment would be due within 30 days or less of the statement date. Retainers paid to Neher & Associates are non-refundable.

We will at all times provide services that are ethical and responsible in support of the interests and goals of MCWD.

If, in the course of this search, we introduce you to a person whom you hire for another position within twelve months of the closing of this search, we will bill you another 50% of the retained fee or a pre-negotiated fee for the comparable recruitment or a predetermined agreed upon rate.

In the event it becomes impossible or unnecessary for Neher & Associates to complete a search, due to supervening circumstances beyond the control of either party or at your choosing, Neher & Associates would be discharged from this Agreement and the District will owe us nothing beyond the retainer installments accrued since the start of the contract and any as-yet-unreimbursed expenses incurred.

If you would like to discuss individual tasks, in general the services and tasks would divide as follows:

- 15% - Scope of Services and initial meetings
- 15% - Initial research and position profile/brochure
- 5% - Ad placement
- 25% - Candidate research, recruiting and networking
- 20% - Candidate screening and reporting
- 20% - Background checks, Final Report, Client Interviews and negotiations
- 0% - Follow-up with Client and Candidate after placement

SAMPLE PROFILES AND OTHER MATERIALS (*Sample Materials II F*)

Recruiting materials including announcements, ad copy/placements, networking and invitation letters, research listings and e-mail contact lists, position profile, recruitment brochure, supplemental candidate questionnaires, evaluation/screening sheets, resume summary materials(minis), evaluation/reference reports etc are usual in our searches and are developed to fit the specific client and position. We consider some of these materials to be proprietary but will be happy to share some of the formats etc. in advance if we are selected.

The recruitment brochure almost always includes: a description of the Organization and Community; an overview of the position with duties and responsibilities, Issues, Challenges and Opportunities,

Qualifications including education and experience, candidate expertise, management style and personal traits, Compensation, and the Application Process. The brochure also includes pictures of the Organization and Communities, the District Logo etc.

We also conduct media checks on candidates as well as education, license and certification checks on leading candidates/finalists, being invited for interview. As previously mentioned we also arrange for a full and complete background check on the finalist(s) and have specific forms for education, certifying and licensing bodies, candidate signed release forms/authorization forms etc.

In addition we provide weekly electronic/e-mail and written status reports on the search, a “Progress Report” with information on Leading Candidates, and a “Final Report” for use at the interview with Finalists that includes, resumes, summary materials, supplemental materials/information, interview questions, interview rating forms, interview process/legal information, etc.

Sample profiles of previously conducted searches are attached.

FINAL COMMENT AND ADDITIONAL INFORMATION

We will work with the MCWD as partners in the search. The search process will be tailored to your specific needs. We do not treat all searches the same and we do not recycle candidates but rather search specific to your organization, community criteria and needs. We work heavily with networking and personal calls and see advertising as an adjunct.

We are also highly computerized and use electronic correspondence and recruiting mechanisms to a high degree. Although some mailings etc may be done, we have found that information given directly to potential candidates and networking contacts in their direct e-mail is more efficient and gets longer term positive results.

APPENDICES

Appendix A. Project/Search Team

Appendix B. Representative Client List

Appendix C. References

Appendix D. Neher & Associates Brochure/Announcement and Sample Materials/ Brochures

APPENDIX A. PROJECT/SEARCH TEAM

Robert L. Neher is President of Neher & Associates. He has over 25 years of executive management and consulting experience and has conducted and managed numerous regional and national recruitments for public and private sector clients. Previous Executive Recruitment experience includes having served as Executive Vice President of Bennett Yarger Associates, Executive Vice President of Intech Summit Group, Inc., as a Vice President of Norman Roberts & Associates, Inc., and as a Managing and Regional Director with MAXIMUS. Additional experience includes having served as Executive Director, National Consulting for Joint Commission World-Wide Consulting; and Vice President and Chief Executive Officer of Vista Management Services. Mr. Neher has also served as a County Human Services Agency Director and as a Deputy County Administrative Officer. His public sector clients have included numerous city, county governments, state government, utilities, education, and not-for-profit agencies and organizations, where he has recruited numerous City & County Managers, Deputy Managers, Finance Officers, Human Services and other high level executives in education, healthcare, information systems, utilities, transportation, and other industries. He received his Bachelor of Science degree from San Diego State University and a Masters degree in Urban Studies and Public Administration from Occidental College. He was also an Economic Development Intern with the US Department of Commerce and a Fellow in Public Affairs with the prestigious CORO Foundation. He is a current and past Board member, officer, diplomate, and general member of numerous professional and community organizations including the ICMA and GFOA, and is the recipient of many awards and honors for his teaching, business, and public service. Mr. Neher has authored articles and spoken before statewide, regional and national organizations on the subjects of operational management, managed care, integrated systems delivery, strategic planning, marketing, quality assessment and performance improvement, human resources management, diversity training, and executive recruitment and retention. Mr. Neher will serve as the primary on-site representative and overall Project Manager.

* * *

Lawrence Davenport is Executive Vice President of Neher & Associates. He has over 25 years of top-level executive management and consulting experience in education, public and private sector business and government organizations. His experience includes serving as Senior Vice President of Bennett Yarger Associates, Executive Vice President for University Advancement/Executive Director for FAU Foundation and Chief Operating Officer for Florida Atlantic University, Chief Executive Officer for Hale House Center, Inc in New York, Deputy Administrative Officer for the U.S. House of Representatives, Washington, DC, Senior Vice President- Mid-Atlantic Region, AntinNeher Associates, CA, Vice President of Finance and Operations and Chief Financial Officer for Milton Hershey School, PA, Chief Financial Officer for Seattle Public School, WA, Associate Vice Chancellor for University Advancement and Planning at the University of California, San Francisco, Assistant Secretary for Management and Administration for the United States Department of Energy, DC, Assistant Secretary for Elementary and Secondary Education, United States Department of Education, DC, Associate Director of ACTION, DC, Provost for the San Diego Community College Marina Coast Water District, CA

District, CA, Vice President for Development, Tuskegee Institute, AL and Assistant Dean, the University of Michigan-Flint, MI. Dr. Davenport received a Bachelor of Arts and Master of Arts Degree from Michigan State University, an additional Master of Arts from Leicester University, England, and a Doctorate of Education from Fairleigh Dickinson University, NJ. He also has completed additional training in management and finance at Stanford University, CA and Harvard University among others. He has written several articles, is co-author of the book Career and Minorities. He has served on numerous advisory councils and commissions, including Presidential appointments as Chairman of the National Advisory Council of Vocational Education and Vice Chairman of the National Council on Equality of Educational Opportunity. In addition he has served as a member of the Editorial Board for Financial Executive Institute, and a Member of the Board of Trustees for Financial Executives Research Foundation. Dr. Davenport has also received numerous honors and awards including profiles in Financial Executive Magazine, and appears in Who's Who in America, Who's Who Among Black Americans, and Who's Who in Finance and Industry. He will serve as a consultant on the search.

Rahn Sibley is a Vice President with Neher & Associates, and Chief Executive of our Value Training Group (Diversity, Management Coaching and related Training & Education). A veteran of 30 years of sworn full time law enforcement with a full range of assignments from graveyard desk officer to Interim Chief of Police, he is known for being a strong advocate of community- oriented policing and community government, he also believes that diversity gives organizations strength. His law enforcement assignments have included: Interim Police Chief, Commander, Special Services, Commander, Administrative Bureau, Internal Affairs, Training Manager, Public Information Officer, Commander, Community Policing, Field Training Manager, S.W.A.T. Team, Gang and Narcotics Investigation Officer, Detective, and Grant Writer. He has worked in both rural and major metropolitan law enforcement agencies such as the Riverbank, Piedmont and Compton Police Departments. He has conducted numerous seminars on neighborhood organizing and COPPS throughout the United States, has been a key participant in curriculum development for courses for the California Police Officers Standards and Training (P.O.S.T.) and is a certified instructor in Hate Crime Investigation and Cultural Diversity. Rahn is a past or present member of the International Association of Chiefs of Police, a Vice President of the San Francisco Bay Area Chapter of the National Organization of Black Law Enforcement Executives (NOBLE), the California Peace Officers Association, California Association of Code Enforcement Officers (CACE), Board of Directors of the East Palo Alto YMCA, and Board Member of the East Palo Alto Team Home and the 49er Academy Alternative School. He will serve as a consultant and additional on-site representative on the specific search.

Raymond Massie is a Vice President and General Counsel with Neher & Associates. He has over 20 years of experience in management, law and education. Previous positions include Assistant Professor of Business Law at Stockton State College in New Jersey, Director, Office of Minority Economic Impact for the U.S Department of Energy, Senior Labor Counsel and Senior Counsel for the Motorola Law Department, Illinois, Senior Counsel for Sears, Roebuck and Company, Illinois, Adjunct Professor for Copyrights at the John Marshall Law School in Chicago, Director **Marina Coast Water District, CA**

of Tactical Analysis in the Office of the President at Florida Atlantic University, and Associate Vice President of Business Affairs and General Counsel at Saint Leo University, Florida, and General Counsel at K2 Financial, LLC in Delaware. Dr. Massie has a Jurist Doctorate from the John Marshall Law School in Chicago, and bar memberships in New Jersey, Pennsylvania, and Washington, D.C. He is also an Authorized House Counsel in Delaware and Florida. He will serve as a consultant on the search.

Art Chaudry is a Senior Consultant with Neher & Associates. He has over 25 years of broad based executive management and consulting experience with in-depth expertise, experience and positive impacts in private, public and not-for-profit sectors. His core competencies include Operations, Finance and General Management, he has led strategic, financial and tactical initiatives to grow revenues, improve productivity and achieve superior results in diverse companies and organizations from large multinationals to small not-for-profits. He has also provided leadership in growth, mergers, acquisitions, restructuring and turnaround environments, as well as project and process management. He has a passion for diversity inclusion and multiculturalism which has helped him build strong and diverse teams to tackle challenges and assignments. Art's business career began with Johnson and Johnson, where he advanced to the position of National Planning Manager for its Personal Products Division overseeing the supply chain management function. He was recruited by Marion Labs in Kansas City as the Director of Operations and Material Planning. Eventually it became one of the largest pharmaceutical companies in the world, Sanofi-Aventis. He served in various capacities and positions of increasing responsibility including Operations Controller, Vice President of Global R&D Planning and Administration and Vice President for Global R&D Finance and Controlling. He later joined the Kansas City Royals, a Major League Baseball franchise as its Senior Vice President of Business Operations and Administration. He later answered the call for public service and became the Chief Administrative Officer for Jackson County in Kansas City, and more recently served as the Executive Vice President and CFO of Union Station, also in Kansas City. Art received a B.S degree in Civil Engineering from the University of Illinois in Champaign-Urbana. He also has an MBA in Management from the Loyola University of Chicago, and has done Post Graduate work at Northwestern, Stanford and Wharton School of Business. Art is also a respected business and community leader who has worked effectively with a broad range of community, public and private sector stakeholders. He has served as the Chairman of the Urban League of Greater Kansas City and works to promote causes that build bridges across racial, religious and ethnic lines. He may serve as a consultant on the search as needed.

APPENDIX B. NEHER & ASSOCIATES CLIENT LIST

Attached is a Neher & Associates Client List of Executive Recruitment Clients and Searches

APPENDIX C. REFERENCES

Following are a few references for Neher & Associates. Other references are available.

Santa Clara Valley Water District, CA

Contact: Beau Goldie
CEO and General Manager
5750 Almaden Expressway
San Jose, CA 95118
408-630-2634

Jeff Ham
Procurement Manager (former Sr Analyst/Assistant to SCVWD CEO)
408-630-2898

Positions: Director of Ethics and Corporate Governance; and Assistant Operating Officer –
Water Supply

Recruiter: Robert Neher and Rahn Sibley

Marin Sonoma Mosquito & Vector Control District, CA

Contact: Charles Bouey
President, Board of Directors/Trustees
PO Box 1777 Sonoma, CA 95476
707-996-5490

Tamara Davis
Chairperson, Board of Directors/Trustees
Chair of Search Committee
903 Hacienda Circle, Rohnert Park, CA 94928
707-585-6153

Position: District Manager (CEO)

Recruiter: Robert Neher and Rahn Sibley

Lane Council of Governments (LCOG), OR

Contact: Robert Swank
Associate Director
99 East Broadway, Suite 400
Eugene, OR 97401
541-682-4435

Jon Ruiz (see above)
City Manager, City of Eugene, OR and Search Committee member for LCOG
(541) 682-5010

Position: Executive Director (LCOG represents 29 member agencies including 12 different small and large cities, 2 utility districts, 2 emergency service districts, college and educational institutions, parks and library districts etc.).

Recruiter: Robert Neher & Lawrence Davenport and Rahn Sibley

Other references available upon request.

**APPENDIX D. NEHER & ASSOCIATES BROCHURE/ANNOUNCEMENT
AND SAMPLE CLIENT RECRUITMENT BROCHURES**

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Materials/Brochures

Representative Client List

Executive Recruitment Clients Served by Current Associates of Neher & Associates, LLC

ARIZONA

City of Flagstaff

- City Manager

City of Phoenix

- Prequalified Vendor

Health Partners of Southern Arizona

- Director of Senior Services

Maricopa County

- Hospital Director/CEO

Summit Health

- Regional Director of Managed Care

CALIFORNIA

AC Transit

- General Manager

Alameda County

- Assistant Agency Director-Welfare to Work

Bay Area Rapid Transit

- Personnel Analysts (2)
- Manager of Labor Relations

California Pacific Medical Center Research Institute

- Director of Business Services (partial)
- Grants Administrator

California Special Olympics

- Executive Director (2)

Contra Costa County

- Director of Environmental Health
- Assistant Director of Health Services/Mental Health Director
- Director, Substance Abuse Programs
- Assistant County Administrative Officer-Director of Human Resources

City of Los Angeles

- Director of Telecommunications, Department of Water and Power

City of Montebello

- Director of Parks and Recreation (partial)

City of Oakland

- Finance Director
- Director, Office of Corporate Information Services
- Library Director
- Master Preferred Provider Contract
- Chief Information Officer

City of Pasadena

- Director of Capital Projects
- MIS Administrator (2)

City of Richmond

- City Manager
- City Attorney
- Assistant City Manager- Director of Human Resources
- Executive Director, Housing Authority
- Assistant City Manager
- Planning Manager/Director
- Community and Economic Development Director
- Deputy Director/Budget and Financial Services

City of San Diego

- Executive Vice President/CEO, San Diego Data Processing Corporation
- Director Consulting Services, San Diego Data Processing Corporation
- Director of Marketing, San Diego Data Processing Corporation
- Director, Corporate Administration, San Diego Data Processing Corporation
- Executive Director, Housing Authority

City & County of San Francisco

- Executive Director, San Francisco Housing Authority
- Medical Director, Laguna Hospital & Rehabilitation Center
- Preferred Vendor Master Contract

City of San Jose

- Director of Negotiations

City of Torrance

- Theater Manager
- Director of Information Systems

East Bay Municipal Utility District

- General Manager
- Chief Engineer

- Assistant Chief Engineer, Planning
- Manager of Employment

El Dorado County Emergency Services Authority – JPA

- Executive Director

Kern County

- Director of Human Services
- Director, Department of Human Services

Los Angeles County

- Chief Medical Examiner-Coroner
- Director, Office of the Coroner
- Medical Director, County Health Services
- Associate Medical Director, Harbor UCLA
- Director/Medical Director of Family Practice, Harbor UCLA
- Chief, Alcohol & Drug Program
- Chief Clinics Administrator, LAC + USC Healthcare Network

Los Angeles Superior Court

- Executive Officer

Marin Sonoma Mosquito and Vector Control District

- District Manager

Metropolitan Water District of Southern California

- Assistant Director of Information Systems
- Manager of User Services

Microelectronic Packaging Corp

- Vice President/Director, Government Systems (partial)

Molina Medical Centers/American Family Care

- Vice President for Medical Affairs/ Corporate Medical Director
- Associate Medical Director for Quality Resource Management

Monterey County

- Chief Executive Officer/Administrator, Natividad Medical Center
- Chief Operating Officer, Natividad Medical Center
- Chief Financial Officer, Natividad Medical Center
- Director of Public Works

Monterey Peninsula Water Management District

- General Manager

Napa County

- Health & Human Services Agency (HHSA) Deputy Director-Quality Management/Compliance Officer

Paracelsus Healthcare Corporation

- Director/Manager of Development & Managed Care Contracting

Port of Oakland

- Manager, Planning and Compliance
- MIS Director
- Manager of Financial Planning & Analysis

Project Open Hand

- Chief Operations Officer/CEO
- Chief Development Officer
- Comptroller
- Director of Volunteers

Qualcomm Incorporated

- Vice President, Government Systems (partial)

Queen of the Valley & St. Helena Hospitals

- Executive Director, Hospice of the Napa Valley

Riverside County

- Hospital Administrator/CEO, Riverside County Regional Medical Center

Sacramento County

- Director, Medical Systems Agency
- County Health Officer (partial)

San Diego Gas & Electric Company

- Financial Analyst Planner & Associate (partial)

San Mateo County

- Employee Relations Manager

San Joaquin County

- Executive Director, Housing Authority of San Joaquin County

Santa Clara Valley Water District

- Director of Ethics and Corporate Governance
- Assistant Operating Officer – Water Supply Services

Sequoia Institute

- Director (President)
- Chief Financial Officer

Solano County

- Director, Health and Social Services

Stanislaus County

- Chief Information Officer
- Director of MIS
- Deputy Director of Public Works
- Managing Director, Health Services Agency

Summit Health

- Regional Director, Managed Care

University of California System

- Executive Director Tobacco Related Disease Program

University of California, Los Angeles

- System/Network Manager, School of Medicine – Laboratory of Nuclear Medicine
- Medical Center, Assistant Director of Materials Management/ Purchasing
- Executive Director, UniCamp

University of California, San Francisco

- Associate Vice Chancellor for University Advancement & Planning

University of California, San Diego

- Director of Capital Planning & Budget

Ventura County

- Director of Behavioral Health Services
- Deputy County Executive Officer for Risk Management

CONNECTICUT

City of Hartford

- City Manager

DELAWARE

City of Dover

- City Manager

FLORIDA

Broward County

- Deputy Director Aviation Planning and Construction
- Deputy Director Aviation Administration/Operations (partial)
- Chief Financial Officer/Director of Finance & Administrative Services

Columbia/HCA

- MSO Executive Director

Miami-Dade County

- Director, Housing Agency
- Assistant Director, General Services Administration

Health Management Associates

- Reimbursement Consultant

Our Kids of Miami-Dade/Monroe, Inc.

- President (partial)

Palm Beach County

- County Engineer

Paragon Foundation

- President

Saint Leo University

- Associate Vice President of Finance

ILLINOIS

City of Crystal Lake

- City Manager

City of Naperville

- City Manager

DMG-MAXIMUS

- Consultant H.R. Midwest Practice

State of Illinois

- Deputy Director, Department of Public Health

Village of Oak Park

- Village Manager (partial)

KANSAS

City of Wichita

- Director of Parks & Recreation

KENTUCKY

Baptist Health Care System

- Vice President of Managed Care & System Chief Operating Officer

LOUISIANA

Elmwood Medical Center

- Director of Managed Care

MD Healthshares

- Vice President of Marketing and Sales

MASSACHUSETTS

Commonwealth of Massachusetts

- Inspector General

MICHIGAN

County of Kalamazoo

- County Administrator and Controller

Lansing Community College

- Vice President of Academic Affairs (partial)

MINNESOTA

City of Minneapolis

- Equipment Services Director/Superintendent – Public Works

MISSOURI

City of St. Charles

- City Manager
- Public Works Director

Maryland Height Fire Protection District

- Fire Chief

NEBRASKA

Alegent Health

- Financial Analyst – Regional Hospital

NEVADA

Health Access Washoe County

- Executive Director/CEO
- Finance Director (partial)

NEW HAMPSHIRE

City of Dover

- City Manager

NEW JERSEY

PHP Healthcare Corporation – Pinnacle Health Enterprises

- Chief Financial Officer

NEW YORK

City of Watertown

- Chief of Police (partial)

Village of Ossining

- Village Manager

OHIO

City of Brunswick

- City Manager
- City Manager/Safety Director

City of Cincinnati

- Finance Director
- Budget & Evaluation Manager
- Executive Director, Citizens Complaint Commission – Police

County of Summit

- Director of Offender Services

OKLAHOMA

Oklahoma State Department of Human Services

- Director (Chief Executive Officer)

Oklahoma State Department of Career and Technology Education

- State Director

OREGON

City of Eugene

- City Manager

Lane Council of Governments

- Executive Director

State of Oregon

- CFO/Controller, Department of Human Services
- Director of Addictions & Mental Health
- Public Health Director

PENNSYLVANIA

City of Reading

- Managing Director/Chief Administrative Officer
- Deputy Director, Community Development
- Fire Chief/Department of Fire & Rescue Services

Radnor Township

- Police Superintendent (partial)
- Police Lieutenant Assessment Center

Reading Regional Airport

- Executive Director

TENNESSEE

Metropolitan Government of Nashville & Davidson County

- Public Works Director
- Director of Pavement Management
- Transportation Manager
- Public Health Officer/Director

Paracelsus Health Care Corporation

- Hospital Administrator/CEO

Plateau Mental Health Center

- Director of Medical Services
- Psychiatrist

TEXAS

City of Corpus Christi

- Director of Public Health

City of San Antonio Water System

- Vice President, Human Resources

The Woodlands Community Services Corporation

- President & General Manager

VIRGINIA

Bon Secours Health System

- CBO Executive & Vice President Patient Financial Services

City of Alexandria

- Director of Human Services
- Chief Social Worker Supervisor
- Assistant City Manager
- Director Department of Human Services
- City Architect Deputy Director, Department of Real Estate Assessment

MAXIMUS

- Director, Children & Family Services
- Senior Manager, Fleet & Operations Management
- Director, Program Finance, St. Louis Airport – UNISON

City of Richmond

- Deputy City Manager, Administration
- Deputy City Manager, Operations
- Director of Finance
- Director of Economic Development
- Director of Budget & Strategic Planning
- Director of Public Utilities
- Deputy Director of Public Utilities/Operations
- Building Commissioner

Valley Community Services Board

- Executive Director/Chief Executive Officer

WASHINGTON, DC

National Association of Housing Redevelopment Officials (NAHRO)

- Executive Director

WASHINGTON STATE

City of Seattle

- Chief Technology Officer
- Seattle Center Director

City of Tacoma

- Division Manager, Administration – Public Works
- Division Manager, Engineering – Public Works
- Division Manager, Streets & Grounds – Public Works
- Division Manager, Facilities Management – Public Works
- Division Manager, Sewer Maintenance – Public Works

King County

- Director/Public Health Officer, Seattle-King County Public Health
- Classification and Compensation Manager
- Chief of Staff, King County Council
- Director Community Health Services, Seattle-King County Public Health
- Deputy Chief Information Technology Officer
- Director of Customer Support Services
- Regional Animal Services Manager/Director
- Preferred Vendor/Executive Search Consultant Pool

WISCONSIN

County of Barron

- County Administrator

***Neher & Associates, LLC
is proud to announce
the opening of our
new office.***

*We invite your inquiry.
Please call, e-mail or
write, and we will
respond promptly with
helpful information
including a listing of
clients served by our
consulting staff.*



Neher & Associates, LLC

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Founded with the mission of optimizing excellence through three basic concepts: quality performance, integrity, and partnering for success, the Neher & Associates team of consulting professionals is characterized by high ethics, over 30 years of senior level management and consulting experience, professionalism, flexibility, attention to details, a collegial participative management style, and respect for confidentiality.

Working in partnership with our clients' unique needs and challenges, Neher & Associates, LLC provides customized executive search and consulting services. Our principals have conducted hundreds of successful searches nationwide.

Identifying, attracting, securing and retaining outstanding executive management and other key staff is one of the most challenging responsibilities facing management today regardless of industry. For many organizations this is a daunting task. Retaining executive search support is often the most proactive and cost efficient way to ensure the best results.

At Neher & Associates all of our consultants are professionals with extensive experience in the areas in which they search. Their skill in executive search, consulting and specific industry expertise provides important insight into the search process and helps ensure a positive process and outcome for our clients. Our success is also measured in part by the requests from many of our clients for multiple searches over time.

We maintain strong individual and team involvement throughout each step of the search process including initial client discussion, organizational consultation, position profile and brochure development, research, networking and sourcing, recruitment, candidate evaluation and assessment, interview process, special assistance with offers, compensation studies, employment packages, final reference and background checks, counter offers, retention consultation and support and follow-up after placement.

We pride ourselves on our ethics, confidentiality and professionalism. We are careful to maintain a level of communication and confidentiality that is in keeping with a high quality of service that candidates and clients deserve and expect.

Neher & Associates provides executive search and consulting support in business, high technology, information services, human and social services, engineering, finance, education, healthcare, human resources, public safety, not-for-profit, government and the public sector. We also provide consulting services including diversity training and education through our Value Training Group.

continued...



A call or e-mail to any of our Consultants/Associates listed below will result in a prompt response:

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We would be happy to provide resume/biographical information on the above colleagues and other Associates of Neher & Associates, LLC upon request.

Santa Clara Valley Water District San José, CA

Director of Ethics and Corporate
Governance



Neher &
Associates®

The Santa Clara Valley and Santa Clara Valley Water District

The mission of the Santa Clara Valley Water District is to provide for a healthy, safe and enhanced quality of living in Santa Clara County through watershed stewardship and comprehensive management of water resources in a practical, cost effective and environmentally sensitive manner for current and future generations.

The Santa Clara Valley Water District (District) is the largest multi-purpose water district in California. Headquartered in San José, California, in the heart of Silicon Valley, the District serves nearly two million people in Santa Clara County and encompasses the County's 1,300 square miles. The District provides a reliable and safe supply of water; enhances streams and watersheds through creek restoration and habitat protection; provides flood protection for homes, schools and businesses; and partners with other agencies to provide trails, parks and open space for community wellness and recreation.

Santa Clara County is the most populous county in the San Francisco Bay Area and one of the most affluent counties in the United States. As the water resources management agency for the County, the District serves the area's 15 cities including Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Los Gatos, Milpitas, Monte Sereno, Morgan Hill, Mountain View, Palo Alto, San José, Santa Clara, Saratoga and Sunnyvale as well as unincorporated areas of the County.

With an overall annual budget of approximately \$315 million and a staff of about 750 employees, the District effectively manages 10 dams and surface water reservoirs, three water treatment plants, a state-of-the-art water quality laboratory, nearly 400 acres of groundwater recharge ponds and more than 275 miles of streams. The District also provides wholesale water and groundwater management services to the local municipalities and private water retailers who deliver drinking water directly to homes and businesses throughout Santa Clara County.

The District is governed by a seven member Board of Directors who are elected by districts. The Directors serve overlapping four-year terms. The Board of Directors appoints the Chief Executive Officer (CEO) who serves as the day-to-day executive manager of the District and is responsible for all finances, operations, and selection of staff. The current CEO is Beau Goldie. Other Board appointed staff include the District Council and Clerk of the Board as well as key management staff reporting to the CEO including the Chief Operating Officer-Water Utility Enterprise, Chief Operating Officer-Watersheds, and Chief Administrative Officer.

The Director of Ethics and Corporate Governance

The Director of Ethics and Corporate Governance will be responsible for instilling and fostering a culture of ethical

behavior throughout the water district organization. This includes ensuring full compliance with federal, state and local laws; water district policies and government and community ethical norms and practices.

The Director of Ethics and Corporate Governance will help the District understand and apply ethical values and principles that promote the public's trust in government. They include trustworthiness, personal and corporate responsibility to the public and community, respect, loyalty, compassion, fairness and social and environmental justice. The Director will play a key role in identifying "the right thing to do to serve the public's interest and gain their confidence."

To further the work of the Director and ensure success, the Director will oversee several operations currently managed by the CEO. They include the Office of Government Relations; Communications; the Diversity and Inclusion Program; Office of Equal Employment Opportunity; Management Audit Program; and other voluntary and mandated programs.

The Director will serve as ombudsman for the organization on all matters of ethics and corporate governance. The position will report directly to senior management and be supervised by the Chief Executive Officer or his designee. The Director will work closely with District legal counsel and recommend and direct internal investigations of complaints and alleged violations of law and corporate policy.

Typical duties and responsibilities of the Director of Ethics and Corporate Governance include:

- Serves as Ethics Officer for the District. Develop and implement an effective ethics program for the District;
- Receive, manage, and resolves complaints and issues related to ethics, harassment and discrimination in the workplace;
- Recommend work policies and programs that promote ethical values of trustworthiness, personal and corporate responsibility to community; respect; loyalty; compassion and fairness;
- Lead the development and implementation of District strategies, business plans, programs, ordinances, policies, procedures, decisions and other actions that further the ethical behavior of the District and its employees;
- Oversee the review and analysis of proposed federal, state and local legislative, administrative and regulatory actions that may impact the District, including interfacing with elected officials, appointed officials and key staff;
- Enhance the public's perception of the District by acting as a liaison with other divisions, departments and outside agencies in the negotiations and resolution of sensitive and controversial issues;
- Develop strategies for fostering community support and awareness for District projects and works closely and effectively with community leaders, communities of color, neighborhood and special interest groups;



- Serve as a resource to Project/Program Managers and others who are responsible for organizing community meetings, public hearings, and other public outreach efforts to ensure that that District practices are inclusive and sensitive to diverse communities;
- Plan, develop and implement comprehensive, proactive public media relations and community outreach programs regarding the District's capital improvement program, water conservation, environmental stewardship, and other District activities and Operations;
- Develop programs to encourage volunteerism and giving back to the community with an emphasis on issues associated with water resources; serves as a nexus to integrate efforts to engage the community and improve public relations;
- Plans, directs, organizes, authorizes and coordinates the work and resources of assigned functional units and staff; evaluates performance of support staff, subordinate managers and their units;
- Directs the preparation and administration of the assigned area's annual budget;
- Represents the District before external organizations, including other governmental and regulatory agencies, private entities, professional and community organizations, citizen boards and commissions, and the general public;
- Directs the preparation of a wide variety of periodic and special studies and reports as requested by the Chief Executive Officer;
- Advises and confers with the Chief Executive Officer, Chief Operating Officers, and Chief Administrative Officer on programs and related issues and matters;
- Assumes other duties and responsibilities as assigned.

The Director of Ethics and Corporate Governance will be responsible for a staff of approximately twenty four (24) and an annual budget of \$4.3 million. Key functional areas of responsibility include Corporate Ethics and Governance; Government Relations; Communications, Diversity and Inclusion, and Equal Employment Opportunity.

Direct management reports include the Communications/Public Relations Manager, the Government Relations Manager for local agencies and another for State legislation; a Program Administrator and Public Information Representative for Diversity and Inclusion, and a Management Analyst for Ethics and Equal Opportunity.

Issues, Challenges and Opportunities

Opportunities, issues, and challenges for the Director of Ethics and Corporate Governance include the following:

- Continue to improve the ethics, accountability, transparency, and corporate governance of the District.
- Improve the public's perception of the District by promulgating the District's ethical policies and practices within Santa Clara County; the San Francisco Bay Area; the State of California and the nation.
- Develop strategies for strengthening intergovernmental partnerships with Counties, Cities, State, Federal and local agencies and organizations.
- Promote the District's model of inclusive, collaborative management and its commitment to maintaining an ethnically diverse, family friendly working environment that is committed to public service and working collaboratively with other agencies at all levels of government and with neighborhood and community based organizations.

The Ideal Candidate

Education and Experience

Any combination of experience and education that would likely provide the required knowledge and abilities is qualifying, such as:

- Graduation from an accredited college or university with a Bachelor's degree including major course work in business administration, public administration or related field or a field specifically related to the areas of responsibility (ethics, communications, etc.). A Masters degree or other advanced degree is highly desirable.
- Six years of increasingly responsible administrative, managerial or professional experience in a field related to areas of responsibility mentioned above. Experience in the public sector, water or related industry is preferred (especially within the past 10 years or less) as well as 4-6 years of management and supervisory authority.
- The successful candidate must also have or be able to obtain a valid California Drivers License.

Knowledge, Skills and Abilities

The successful candidate must have strong management leadership, communication, and interpersonal skills. The ideal person should demonstrate significant expertise in:

- Principles and practices of open government and transparency.
- Improving and advising on ethics program implementation.
- Ethics in local government, special district, or similar private sector organizations.

- Public relations, and have excellent verbal and written communication skills.
- Principles and practices of effective leadership, staff selection, training, supervision and performance management.
- Principles and practices used in operational management, government/public sector management, budget and finance, legislative and regulatory affairs, and human resources.
- Principles and practices of public sector contract management, administration and evaluation, management audits and budget development and administration.
- Federal and state legislative affairs.
- EEO, ethics and diversity programs and an understanding of social, political and environmental issues including assigned functional areas.
- Building and maintaining productive, cordial relationships with local cities, counties, community groups, local agencies and the public.
- Hiring, developing, training and retaining a superior staff of professionals who believe in quality, responsibility, and public service.
- Innovating and developing good approaches and solutions in the functional units assigned and applicable laws, regulations, legal mandates, guidelines and standards, and funding sources affecting the administration of designated functional areas.
- Working with and providing timely and relevant information and clear recommendations to the District CEO.

Management Style and Personal Traits

The ideal candidate will have a high degree of integrity, be facilitative rather than confrontational in nature, work well with peers and supervisors as well as with difficult and sensitive employee and organizational issues, and possess a commitment to very high ethical standards and quality public services.

He/she should be someone who is an active listener, supportive team builder; has strong interpersonal and communication skills; and demonstrates an energetic management style.

This person should also be a leader who embraces challenges, is open minded, accountable, and is comfortable working in a complex public service organization and political environment.

The selected individual must be a creative leader and strategic thinker who has a collaborative work style.

She/he should be able to establish and maintain cooperative and effective working relationships with a variety of representatives

of public and private organizations, members of boards and commissions, local, state, and federal legislative representatives, and the public.

Finally this person should be able to interact well and comfortably with individuals of various ethnic, social, cultural and economic backgrounds, be able to approach challenges with confidence, and maintain positive, productive and ethical interactions with employees, the public, the Board and elected officials.

Compensation

The salary for this position is open within a range of approximately \$150,000 to \$185,000 per year and will be competitive and commensurate with experience. The District also offers an excellent benefits package including paid vacation, holidays, sick, personal and executive leave, medical, dental, disability and life insurance, a deferred compensation plan, and a PERS retirement plan. Details are available upon request.

How to Apply

This executive search will continue until a successful candidate is hired. It is, however, the intention of the District CEO to be screening leading candidates by the end of February, 2013 and to hold initial interviews with the most qualified candidates in March. If you are interested in this outstanding opportunity, please submit a detailed resume and salary history with a letter of interest and contact information as soon as possible to:

Robert Neher, President or
Rahn Sibley, Vice President

Neher & Associates

3790 Millerton Place, Suite 100
West Sacramento, CA 95691

Telephone: (916) 443-2421

Facsimile: (916) 443-5949

Applications are preferred electronically at:

robertneher@executivesearchneher.com

Should you have any questions with regard to your own interest, or a recommendation of a colleague, please contact us at the numbers above.

Resumes received will be reviewed in accordance with the criteria outlined in this brochure and candidates with the most relevant qualifications and experience will be contacted for additional discussion and screening.

The Santa Clara Valley Water District is an Equal Opportunity Employer.

Santa Clara Valley Water District San José, CA

Assistant Operating Officer — Water Supply Division



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The Santa Clara Valley Water District

The mission of the Santa Clara Valley Water District is to provide Silicon Valley safe, clean water for a healthy life, environment, and economy.

The Santa Clara Valley Water District (District) is the largest multi-purpose water district in California. Headquartered in San Jose, California, in the heart of Silicon Valley, the District serves nearly two million people in Santa Clara County and encompasses the County's 1,300 square miles. The District provides a reliable and safe supply of water; enhances streams and watersheds through creek restoration and habitat protection; provides flood protection for homes, schools and businesses; and partners with other agencies to provide trails, parks and open space for community wellness and recreation.

The District secures and delivers a reliable, safe supply of water year-round via a complex network of storage, distribution and treatment facilities. Providing a reliable, high quality water supply requires the continual efforts of technically trained staff; local and regional coordination; maintenance of existing water supplies and infrastructure, and financial investments to secure additional supplies and equipment for the future. Most of the operations are continuous activities driven by water availability, water demand requirements, regulatory mandates, and maintenance needs.

With an overall current FY2014 budget of approximately \$470 million and a staff of 730 employees, the District manages 10 dams and surface water reservoirs, four water treatment plants, a state-of-the-art water quality laboratory, nearly 400 acres of groundwater recharge ponds and more than 275 miles of streams. The District also provides wholesale water and groundwater management services to the local municipalities and private water retailers who deliver drinking water directly to homes and businesses throughout Santa Clara County.

The District is governed by a seven member Board of Directors. The Board of Directors appoints the Chief Executive Officer (CEO) who serves as the day-to-day executive manager of the District and is responsible for all finances, operations, and selection of staff. The current CEO is Beau Goldie. Key management staff reporting to the CEO include: the Chief Operating Officer-Water Utility Enterprise, Chief Operating Officer-Watersheds, Chief Administrative Officer, and Director of Ethics and Corporate Governance.

Water Utility Enterprise

The Water Utility Enterprise has an assigned staff of 300 and an overall budget of about \$259M. It is comprised of four Divisions: Water Utility Capital, Water Utility Operations & Maintenance, Water Utility Technical Support, and Water Supply Division.

The Water Supply Division is responsible for managing the water supply and conservation programs of the District. It has an annual budget of approximately \$77 million and staff of about 65 assigned to specific units/programs, covering Recycled Water, Imported Water, Water Conservation, Water Supply Operations Planning and Analysis, Groundwater Monitoring and Analysis, and Wells and Water Measurement. Additional information about the responsibilities and areas of focus of the Water Supply Division is provided below.

Local Surface Water and Groundwater

The District's complex network of reservoirs, creeks and specialized ponds replenishes the groundwater basin using local and imported water sources. The District's "managed" recharge augments natural recharge to help maintain the basin for beneficial use, and prevent over-pumping and land surface subsidence. Water pumped from the groundwater basin through wells is used by water retailers, private well owners, and farmers. Both imported water and water captured in local reservoirs is treated at state-of the art drinking water treatment plants and delivered to local water retailers.

Imported Water

Much of the county's water supply comes from the Sierra Nevada range of northern and eastern California conserved in State and federal reservoirs, and then released to rivers that flow toward the Sacramento-San Joaquin River Delta. This "imported water" is pumped from the southern Delta and delivered into the county through the State Water Project, and the federal Central Valley Project. The District's drinking water treatment plants deliver imported water to customers; imported water is also used to replenish groundwater basins. San Francisco's Hetch Hetchy system is also a significant source of imported water for the county, delivered directly to six cities in the northern part of the county.

Recycled Water

An important and growing source of water is recycled water. Used primarily for non-potable uses by industry and agriculture, recycled water is wastewater that has been purified to meet strict standards set by the California Department of Health Services. Using recycled water helps conserve drinking water supplies, provides a dependable, drought-proof, locally-controlled water supply, reduces dependency on imported water and groundwater and helps preserve south San Francisco Bay saltwater and tidal habitat by reducing freshwater discharge to the bay. The District's new Silicon Valley Advanced Water Purification Center is nearing completion. This state of the art facility will take treated wastewater and purify it for use in the City of San Jose's South Bay Water Recycling System.

Details on the District are available upon request and also at the District's website at <http://www.valleywater.org>. Links on the website include: the FY 2014-2018 Water Utility Enterprise Operations Plan, Water Supply Infrastructure Master Plan, Annual Water Rate Report, Ground Water Management Plan, and FY 2014 Budget.



The Assistant Operating Officer – Water Supply

Reporting to the Deputy Operating Officer for Water Supply, the Assistant Operating Officer will play a key role in the daily management and oversight of the Water Supply Division, including working closely with the various program and unit managers in the Division as well as with other key District management and staff and external stakeholders.

Typical duties and responsibilities of the Assistant Operating Officer include:

- Directing and participating in long and short term strategic projects and/or programs that warrant executive-level authority, accountability and decision making;
- Providing leadership in the development and implementation of division strategies, business plans, budgets, programs, ordinances, policies, procedures, decisions and other actions; prepares and recommends long-range plans for division services and programs;
- Planning, directing, organizing, authorizing and coordinating the work and resources of assigned functional units; evaluating performance of unit staff, subordinate managers and their units;
- Representing the District before external organizations, including other governmental and regulatory agencies, private entities, professional and community organizations, citizen boards and commissions, and the general public;
- Organizing and leading negotiation of key operational contracts, cost-sharing and partnership agreements, permits, State and federal administrative policies, legislation and other agreements that advance the District's interests;
- Managing and directing the preparation of a wide variety of periodic and special studies, projects and reports; collecting and researching information to identify and resolve operational and administrative problems and issues;

Specific program, project, budget and staff supervision responsibilities of the Assistant Operating Officer will vary depending on the background and expertise of the individual selected and may change and/or increase over time.

Issues, Challenges and Opportunities

Key Water Utility issues, opportunities, and challenges that the Assistant Operating Officer in the Water Supply Division will be helping to resolve include:

- Implementing the District's Water Supply and Infrastructure Master Plan water supply strategy. This strategy includes securing and optimizing existing supplies and facilities and expanding water conservation and water recycling.
- Strengthening communication and relationships with key suppliers, partners and customers, including state, federal and local agencies, other water districts, retail water agencies and neighborhood and community based organizations and the public.
- Supporting effective engagement in state-wide and regional water issues, including those related to the California State Water Project, federal Central Valley Project and Bay Delta Conservation Plan, as well as environmental, recycled water and other policy and operational issues.
- Supporting succession planning and staff development for the District and specifically the Water Utility Enterprise.
- Promoting the District's model of inclusive, collaborative management and its commitment to maintaining an ethnically diverse, family friendly working environment that is committed to public service.

The Ideal Candidate

Education and Experience

Any combination of experience and education that would likely provide the required knowledge and abilities is qualifying, such as:

- Graduation from an accredited college or university with a Bachelor's degree including major course work in business administration, public administration, civil engineering or related field or a field specifically related to the areas of responsibility. Directly related experience may be substituted for the college requirement on the basis of one and one-half years of experience for one year of education. A Masters degree or other advanced degree is highly desirable.
- Five years of increasingly responsible administrative, managerial or professional experience in a field related to areas of responsibility mentioned above. Experience in the public sector, water or related industry is preferred (especially within the past 10 years or less) as well as management and supervisory authority.
- The successful candidate must also have or be able to obtain a valid California Drivers License.

Knowledge, Skills and Abilities

The successful candidate must have strong management leadership, communication, and interpersonal skills. The ideal person should demonstrate significant expertise in:

- General administrative principles and practices including goal setting, objectives and procedures development and implementation, performance measurement and management; continuous quality improvement; program and budget development and implementation; and contract administration and evaluation.
- Principles and practices of effective leadership, staff selection, management, training, supervision and performance measurement and improvement.
- Innovating and developing good approaches and solutions in the functional units assigned and applicable laws, regulations, legal mandates, guidelines and standards, and funding sources affecting the administration of designated functional areas.
- Public relations, and have excellent verbal and written communication skills.
- Building and maintaining productive, cordial relationships with local and regional supply and distribution partners, cities, counties, community groups, local agencies and the public, and an understanding of social, political and environmental issues influencing assigned functional areas.
- Working with and providing timely and relevant information and clear recommendations to direct and indirect management and executives to whom they report.

Management Style and Personal Traits

The ideal candidate should be facilitative rather than confrontational in nature, able to work well with peers and supervisors, and provide effective, energetic leadership and motivation to others.

She/he should be able to analyze complex technical and administrative problems, evaluate alternative solutions, and adopt effective courses of action while paying attention to both immediate needs and the bigger picture. Although high level planning experience is good, he/she should also have strong hands-on operations experience in one or more of the program areas similar to those outlined earlier.

This person should be able to work with difficult and sensitive employee, organizational, and community issues, and have a commitment to very high ethical standards and quality public services.

He/she should be someone who is an active listener, supportive team builder; communicates effectively in a variety of situations; and is able to resolve conflict and negotiate effectively with others.

This person should also be a leader who embraces challenge, is accountable, thinks collaboratively and is comfortable working in a complex public service organization and political environment.

Finally, the selected individual must be a creative leader and strategic thinker who is good at developing consensus, willing to think entrepreneurially, take an occasional calculated risk, is politically astute, and is able to establish and maintain cooperative and effective working relationships with staff, a variety of representatives of public and private organizations, members of boards and commissions, local, state, and federal legislative representatives, and the public.

Compensation

The salary for this position is open within a range of approximately \$120,744 to \$172,037 per year and will be competitive and commensurate with experience. The District also offers an excellent benefits package including paid vacation, holidays, sick, personal and executive leave, medical, dental, disability and life insurance, a deferred compensation plan, and a PERS retirement plan. Details are available upon request.

How to Apply

This executive search will continue until a successful candidate is hired. It is, however, the intention of the Chief Operating Officer - Water Utility Enterprise to start screening leading candidates by mid October, 2013 and to hold initial interviews with the most qualified candidates as early as possible. If you are interested in this outstanding opportunity, please submit a detailed resume and salary history with a letter of interest and contact information as soon as possible to:

Robert Neher, President or
Rahn Sibley, Vice President

Neher & Associates

3790 Millerton Place, Suite 100
West Sacramento, CA 95691

Telephone: (916) 443-2421

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The Santa Clara Valley Water District is an Equal Opportunity Employer.



Marin/Sonoma Mosquito and Vector Control District, CA

District Manager



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Marin and Sonoma Counties

Marin and Sonoma Counties lie nestled between the marsh-lined northern shores of San Pablo Bay, the forested mountains of Mendocino, and the cool waters of the Pacific Ocean. This is the pastoral and agricultural region where northern California's wine industry was born more than a century ago. Its gentle, Mediterranean-type climate with warm summer days and cool nights, rainfall concentrated in the winter and early spring, sloping hillsides and abundant waterways make for great wines and living conditions. The Counties are also home to about 740,000 residents who share a strong sense of community and a legacy of preserving and protecting their rich agricultural and community heritage.

Winemaking – both the growing of the grapes and their vinting – is an important part of the economic and cultural life of the region. With over 250 wineries, the Muir Woods redwood forest, Stinson Beach, Point Reyes National Seashore, Mount St. Helena, Mount Tamalpais, Sonoma Coast State Beach, Bodega Bay and many other rivers, streams, ocean and bay, mountain, regional parks, museum and historical sites, as well as sports events such as the Dipsea Race (America's oldest cross country running event), King Ridge GranFondo long distance mass cycling event, and mountain biking on the slopes of Mount Tamalpais and other civic/community activities, it is no wonder that more than 7.4 million tourists visit each year, adding more than \$1 billion in spending/revenue to the local economies. Marin and Sonoma Counties are also part of the dynamic San Francisco Bay Metropolitan Area that offers residents and visitors easy access to virtually unlimited shopping, dining, cultural and recreational opportunities.

In addition to the wine industry, the counties of Marin and Sonoma and the many cities and towns within the counties' region, other major employers include a number of dairies & farms (many that are organic), medical/healthcare services such as Kaiser, Marin General Hospital, Santa Rosa Memorial Hospital, Sutter Memorial Hospital and Arterial Vascular Engineering to name a few, as well as advanced educational institutions such as the College of Marin, Novato Community College, Marin Community College, Santa Rosa Junior College, Dominican University of California, and Sonoma State University. Additional major employers include AutoDesk Inc, Fireman's Fund Insurance, the US Coast Guard and many more. With its strategic location, natural and cultural resources, history of responsible land use planning and attractive quality of life, Marin and Sonoma Counties offer their residents the ideal mix of country living and big city amenities.

Marin/Sonoma Mosquito and Vector Control District

Initially known as the Marin Mosquito Abatement District (MAD) when formed in 1915, MAD became the first District in California. In 1995 the name of the District was changed to the Marin/Sonoma Mosquito and Vector Control District (MSMVCD) and additional services were offered to the community. Five years later the District office was moved to the City of Cotati where it remains today. In 2005 voters approved annexation of the unincorporated areas of Marin and Sonoma Counties that has allowed for services to be available to all residents of the two counties.

The Marin/Sonoma Mosquito and Vector Control District works cooperatively with regulatory agencies and the Cities and Counties within

the District boundaries to minimize the potential for mosquito production, other vectors and public health issues through the abatement of vertebrate and invertebrate vectors. Some key programs include surveillance, control, education, interagency cooperation and legislation.

The MSMVCD serves the approximately 740,000 residents in an area of nearly 2100 square miles. The District is governed by a Board of Trustees representing twenty (20) Cities and two (2) Counties in the District service area. This includes one representative for each city and four representatives (two for each county) selected by the respective County Board of Supervisors to represent the unincorporated and newly annexed portions of the District. The Board in turn appoints the District Manager who is responsible for the overall day-to-day management of the MSMVCD, a staff averaging between 35-40 and an annual budget (2010-2011) of over \$8.3 million.

California Independent Special Districts like the MSMVCD are funded by a small annual service charge assessed on all non-exempt land parcels in the service area. Like other forms of local government, the districts are audited and subject to state and local oversight. Marin and Sonoma county homeowners living within the district boundaries typically are assessed a public assessment of \$10.72 to \$19.36 annually per single family equivalent for mosquito and vector control.

Prior to 1978 and the passage of Proposition 13, the Health and Safety code allowed mosquito control districts to set a tax rate sufficient to fund their proposed budget. Since Proposition 13, the District, like other public entities, receives a share of the 1% general county property tax, equivalent to its share in 1975 (the year Proposition 13 set as the starting point). In 1996, the District's Board of Directors formed a Benefit Assessment District, in order to retain the ability to continue funding the program at a level necessary to protect the health and maintain the living standard of area residents.

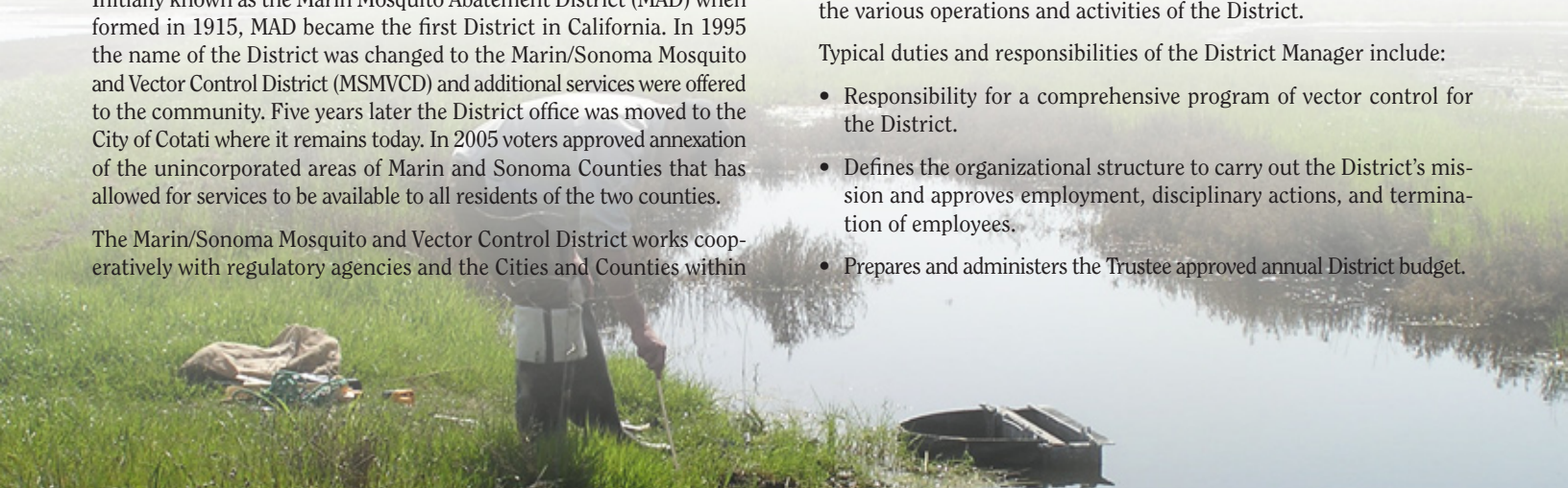
Due to the excellent management and monitoring of the MSMVCD by the Board and the current District Manager, the District has been able to operate with annual balanced budgets and to develop reasonable reserves for planned and unexpected future expenditures.

The District Manager

The District Manager is selected, appointed by and reports to the Board of Trustees. He/she is responsible for the overall planning, organization and direction of the MSMVCD with policy direction from the Board. The District Manager is also given the authority to hire all necessary staff. The authority of the District is derived from the California State Health and Safety Code and the District's general policies are determined by the Board of Trustees. The District Manager, as the administrator and executive of the Board of Trustees, provides overall direction to the various operations and activities of the District.

Typical duties and responsibilities of the District Manager include:

- Responsibility for a comprehensive program of vector control for the District.
- Defines the organizational structure to carry out the District's mission and approves employment, disciplinary actions, and termination of employees.
- Prepares and administers the Trustee approved annual District budget.





- Maintains an accurate and professional accounting system and budgetary controls over expenditures.
- Evaluates program operations, confers with supervisors regarding progress and problems and provides consultation and assistance as required, as well as direct special studies as required in problem areas.
- Develops short and long range operational programs and operations policies subject to Board approval, and ensures the development of operations procedures that conform to District policies and to all applicable laws and regulations.
- Ensures the periodic survey and study of vector occurrence and problems in the District.
- Stays informed of technical and scientific research that may improve vector control in the District and incorporates new techniques and practices into the program(s) when appropriate.
- Confers with attorneys and secures legal assistance as needed; prepares complaints, including documentation and evidence on public nuisances, for action by the Board of Trustees and the District's Legal Counsel. Ensures compliance of District services with legal requirements.
- Ensures that all necessary governmental regulatory requirements are prepared and submitted on time.
- Works with the District Public Relations Director and department heads to plan and develop public relations and community education programs, communicate effectively with media and district residents, provide appropriate information for release to the news media, and support school educational programs related to vector control.
- Keeps informed of the latest developments in vector control and related fields; cooperates with public agencies and private organizations to stimulate projects favorable to the prevention and control of vectors; reviews professional literature and actively participates in programs of relevant professional organizations.
- Attends all Board of Trustee meetings and, along with the Board President, prepares Board of Trustee meeting agendas and other documents required for Board meetings.
- Serves as liaison agent for the Board of Trustees with subordinate personnel and other parties.
- Keeps the Board informed of ongoing activities and significant circumstances or occurrences.
- Assumes other duties and responsibilities as assigned by the Board of Trustees.

As the chief executive for the MSMVCD, the District Manager is responsible for a staff that averages at 35-40. The current District staff includes thirty five (35) employees. They are: the Manager, Assistant Manager/Vector Ecologist, Financial/Benefits Manager, Receptionist, Assistant Vector Ecologist, 3 Biologists, Fish Culturist, Public Relations Director, Network Administrator, Community Education Specialist, 3 Field Supervisors, Special Projects Supervisor, Shop Facilities Coordinator, Assistant Shop Mechanic and 17 Vector Control Technicians.

In addition to their scheduled duties, District Technicians respond to approximately 1500 service requests from the public each year. Many other requests are handled by office staff at the time of initial contact, and an additional number (estimated to be an equal number of calls) are handled without ever having to make a service request.

Issues, Challenges and Opportunities

Opportunities, issues, and challenges for the District Manager include the following:

- Evaluate the MSMVCD's services and delivery structure to ensure efficient operations, regulatory compliance, quality management, and superior service delivery.
- Continue to strengthen partnerships and cooperation within the Counties, Cities, State, Federal and local agencies and organizations as they relate to quality management and service delivery.
- Ensure District compliance with all legal and safety requirements affecting vector control activities and the use of pesticides.
- Address differing public perceptions of the District's services, especially related to pesticide use.
- Seek out and evaluate additional opportunities for funding including grants, special program/service funding, and contracting/consulting opportunities.
- Maintain the spirit of transparency and accountability established as a founding principle of the Board of Trustees and MSMVCD.
- Promote the District's model of inclusive, collaborative management.
- Continue to support the mission of the MSMVCD which is to protect the health and comfort of the public through abatement of vertebrate and invertebrate vectors while maintaining quality, safety, cost-effectiveness, accountability and leadership to its public-centered programs.

The Candidate

Education and Experience

- Graduation from an accredited college or university with a Bachelor's degree including major course work in public administration, business administration, public health, entomology, biology or related field and a minimum of five years of experience in the field of vector control, city/county government or related field.
- An additional two years of responsible supervisory/management experience is also preferred.
- An advanced degree in management or relevant science is not required but would also be a significant plus.
- Possession of, or the ability to obtain within two years, a Certification by the California Department of Health Services as a Certified Technician in Vector Control and Terrestrial Vertebrate Vector is required.

- The successful candidate must also have or be able to obtain a valid California Drivers License and be insurable under the guidelines set by the District's insurance carrier.

Knowledge, Skills and Abilities

The successful candidate should have strong management leadership, communication, and interpersonal skills. The ideal person should demonstrate significant expertise in:

- Local government, special district, or similar private sector organizations.
- Public relations, and have excellent verbal and written communication skills.
- Principles and practices used in operational management, government/public sector compliance, legal services, budget and finance, risk management, regulatory affairs, and human resources.
- Building and maintaining productive, cordial relationships with local cities, counties, community groups, local agencies and the public.
- Hiring, developing, training and retaining a superior staff of professionals who believe in quality, responsibility, and public service.
- Innovating and developing good approaches and solutions in a changing environment.
- Working with and providing timely and relevant information and clear recommendations to a Board of Directors or Board of Trustees.

Management Style and Personal Traits

The ideal candidate will be a creative leader and straight forward thinker who has a collaborative work style, and a commitment to quality public services.

He/She should be someone who is able to work well under pressure, meet deadlines, and adjust to changing priorities; be an active listener, supportive team builder; have strong interpersonal and communication skills; and demonstrate an energetic management style.

This person should also be a leader who embraces challenge, is open minded, accountable, thinks collaboratively and is comfortable working in a complex public service organization.

The selected individual must also have a high degree of integrity, be facilitative rather than confrontational in nature, understand the importance of compliance and be an advocate of public health safety and quality services.

Finally this person should be able to interact well and comfortably with individuals of various ethnic, social, cultural and economic backgrounds and be able to approach challenges with confidence.

Compensation

The salary range for this position is open and will be competitive and commensurate with experience. The MSMVCD also offers an excellent fringe benefits package including paid vacation, holidays, sick, personal and management leave, medical, dental, disability and life insurance, a deferred compensation plan, and a retirement plan. Details are available upon request.

How to Apply

This search is open until filled. It is, however, the intention of the Board of Trustees to be screening leading candidates in July and to hold interviews with the most qualified candidates in July to early August, 2011. If you are interested in this outstanding opportunity, please submit a detailed resume and salary history with a letter of interest and contact information as soon as possible to:

Robert Neher, President or
Rahn Sibley, Vice President

Neher & Associates

299 Westlake Drive
Suite 200
West Sacramento, CA 95605

Telephone: (916) 443-2421

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Should you have any questions with regard to your own interest, or a recommendation of a colleague, please contact us at the numbers above.

Resumes received will be reviewed in accordance with the criteria outlined in this brochure and candidates with the most relevant qualifications and experience will be contacted for additional discussion and screening.

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Lane Council of Governments Eugene, Oregon Executive Director



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The Region/Community

Lane Council of Governments was established to meet the intergovernmental coordination needs of the Eugene-Springfield metropolitan area. Over time it broadened its scope of service and membership to include all of Lane County, Oregon.

Named in honor of Oregon's first territorial Governor, Joseph Lane, the County has a current population of approximately 352,000. Roughly the size of Connecticut, Lane County has over 4,600 square miles of territory extending from the Pacific Coast to the fertile Willamette Valley to the Cascades Range, and although almost 90% of the County is forested, it also contains the second largest urban area in Oregon, centered around Eugene and Springfield with populations of approximately 156,000 and 58,000 respectively. From majestic Pacific Ocean beaches to the lush valleys of the Cascade Mountains, Lane County's forests, valleys, wetlands, beaches, and urban communities offer something for everyone. An impressive array of arts, cultural resources and performance venues are available throughout the area as well as numerous cultural and sporting events, golf courses, cycling and jogging/running routes. In addition rural areas offer vineyards, covered bridges, historic features and forests.

The timber industry is still the largest industry, with a number of manufacturing concerns that produce primary, secondary and value-added wood products. Efforts to diversify the regional economy have resulted in several expansions in high tech manufacturing and software development, RV Manufacturing, health care, life technology, recreation and environmental technology-related fields. The region is also home to a world-class regional medical center, technology-oriented manufacturing, transportation manufacturing, wood products processing and manufacturing, as well as an important and substantial cadre of small and medium sized businesses.

The region is also the home of the University of Oregon, an exceptional academic and athletic university, and the University of Oregon "Ducks" (multiple sports teams of the University including Football, Track & Field, Basketball, Baseball and other sports). It is also known as the "running capital of the world," and will host the U.S. Olympic Trails for the fifth time this June. The region also includes Lane Community College and many other fine public and private Colleges/Universities and schools including sixteen K-12 school districts.

The Lane Council of Governments

The Lane Council of Governments is an independent, voluntary public agency that is established and supported by member agencies/organizations to coordinate and provide high quality public services within Lane County, Oregon. The Lane Council of Governments (LCOG) is a one of the oldest councils of governments in the nation, formed earlier as

the Central Lane County Planning Commission in 1945. While nationally, a single county council of governments is somewhat unusual, Lane County is a State designated administrative region.

LCOG is presently comprised of twenty nine (29) member governments and agencies including Lane County; twelve cities (Coburg, Cottage Grove, Creswell, Dunes City, Eugene, Florence, Junction City, Lowell, Oakridge, Springfield, Veneta, and Westfir); Lane Community College, five School Districts (Springfield, Eugene, Bethel, McKenzie and the Lane Education Service District); two Park and Recreation organizations; two Library Districts; the Emerald People's Utility District; the Eugene Water & Electric Board; the Lane Transit District; Siuslaw Valley Fire and Rescue; Western Lane Ambulance District; and the Port of Siuslaw.

The governing body of LCOG is its Board of Directors, and includes local elected officials designated to represent their member governments/jurisdictions. The Lane Council of Governments is governed by Charter that is endorsed by all member governments and Bylaws approved by the Board of Directors.

The Board provides policy direction and selects and appoints an Executive Director who serves at the pleasure of the Board. The Board also selects an eight-member Executive Committee from the full Board. The Board adopts plans, policies and position statements on behalf of the region; annually adopt a budget that sets forth fiscal expectations and limitations for a 12 month period and a work program, prescribing the activities of the Lane Council of Governments; and establishes and charges advisory committees or councils to assist in the performance of work program tasks. The Board appoints Policy Committees, Technical Advisory Committees, Citizens Advisory Committees, and as mentioned an Executive Committee to assist in the oversight of the agency.

LCOG has an unusually diverse portfolio of programs, a 2011-2012 budget of approximately \$34 million, and a professional staff of 224. LCOG's main office is in downtown Eugene, and the agency also maintains branch offices for Senior & Disabled Services in the cities of Cottage Grove and Florence. In addition, agency personnel are stationed in smaller communities throughout the county to provide Senior Nutrition Program and Senior Connections Program services.

The Executive Director and Program Services

Under the LCOG Charter and Bylaws, the Executive Director serves as the agency's Chief Administrative Officer with responsibilities for the preparation and presentation to the Board of an annual proposed Work Program and Budget, the execution of the tasks prescribed in the adopted Work Program and Budget, the appointment and removal of all staff, and the administration of all of the agency's business.





While the internal organizational structure of LCOG is generally flexible, its current arrangement/structure has been developed around three primary divisions: Government Services, Senior & Disabled Services, and Administrative Services. In addition, the budget provides for “enterprise funds” that account for the agency’s business finance activities and the management of its three agency-owned office buildings.

The Government Services Division includes regional (multi-jurisdictional) work and assistance to individual governments, both within and outside of Lane County. Functions and specialty services include planning, transportation (TMA-MPO), economic development (EDD), natural resources, community safety, legal services, the regional GIS/RLID system, regional technology services coordination, regional telecommunications, Metro Television, information research and analysis, and creative services.

LCOG provides an extensive array of social services through its Senior and Disabled Services Division. It has been designated an Area Agency on Aging and therefore, under Oregon State law, manages long-term care services under the state-federal Medicaid program. The Senior & Disabled Services Division utilizes public and private resources to provide coordinated services to seniors and the adult physically disabled within Lane County. Specific functions and specialty services include Medicaid and Food Stamp programs, eligibility determinations, case management, licensing and monitoring of adult foster homes, the Home Care Worker program, Adult Protective Services, quality assurance, Federal Older Americans Act programs, information assistance (Adult and Disabled Resource Connection), group dining and home-delivered meals, care coordination, family caregiver support, and Oregon Project Independence supported programs.

The Administrative Services Division provides administrative and clerical support, financial and budget services, human resources, information (IT) services and the management of enterprise funds, which include business loans and LCOG owned real estate.

The LCOG Board sets policy and looks to the Executive Director to execute that policy and provide professional feedback, input and advice. The Executive Director also provides leadership and direction to LCOG staff to meet the goals and objectives of the Board. The successful candidate will have strong team building, leadership, financial/budgeting, communication and public relations skills, as well as the ability to work well with the twenty nine member organizations, their elected representatives and the community.

In general, the Executive Director is responsible for planning, directing, organizing and controlling the activities of LCOG through Division Directors and other key management staff. The management team reporting directly to the Executive Director includes the Administration & Business Services /Associate Director, the Government Services Director, and the Senior & Disabled Services Director.

Typical duties and responsibilities of the position include:

- Serves as Chief Administrative Officer and directs and supervises the administration of all departments, offices and services directly or through designated managers/staff
- Directs and executes the policies and programs of the organization

- Advises the Board of Directors and negotiates and executes contractual agreements on behalf of the organization
- Attends LCOG Board and Committee meetings as requested and takes an active role in providing facilitation, information and recommendations
- Works closely with the Board and Executive Committee and the Metropolitan Planning Committee to ensure that the policy decisions are implemented efficiently and assists the LCOG Board in establishing goal priorities, strategies and timelines
- Works effectively with both staff and policy makers of stakeholder organizations in a way that is seen as helpful to stakeholders in order to help them with their policy decisions
- Directs the preparation of and submits to the Board a proposed annual budget and work program and directs ongoing financial and budget analysis including recommending appropriate action to ensure financial stability
- Oversees personnel policies, and with support from Human Resources administers labor relations, reviews any and all disciplinary actions prior to appeal or arbitration process, and assesses staffing levels and effectiveness
- Ensures equal opportunity, fairness and consistency in the expenditure of public monies and in all recruitment, selection, hiring, and promotions, and selects, directs and evaluates key department/division heads and other management staff
- Coordinates LCOG activities with other governmental and outside organizations, individually or by the assignment of staff, and works with community groups regarding community affairs and interests in LCOG and member services to strengthen neighborhoods, improve quality of life, regional services and infrastructure, and respond to the diverse needs of the Lane County community
- Approves the advancement of the organization’s technology capabilities to increase operational effectiveness, cost savings, and access to reliable and timely information
- Promotes the LCOG and Board’s mission through continuous quality improvement, best practices, good staff training and support, and clear communications
- Assumes other duties and responsibilities as assigned

The Candidate

Education and Experience

- Possession of a four-year college or university undergraduate degree with major course work in public administration, business administration, finance, or a closely related field, supplemented by graduate courses specializing in public management (a Master’s Degree is preferred)
- Eight years of experience in executive or administrative positions with a minimum of five years of strong management preferably as a

Chief Administrative Officer, Managing Director, Executive Director, County/City/Town/Village Manager, Assistant/Deputy Manager or similar level executive management position

Knowledge, Skills and Abilities

The successful candidate should have strong leadership, communication, and interpersonal skills as well as solid presentation and organizational abilities. This person should also have demonstrated knowledge and skills in:

- The principles and practices of public administration
- A hands-on understanding of city/county government or other organizations such as education, public utilities, special districts, public safety, or organizations of similar complexity
- Current and best public management practices including finance, human resources, labor negotiation, planning, economic development, community relations, organization management, and communications
- Budget preparation and control, and leveraging resources for maximum efficiency
- The ability to develop and sustain strong networks with local, state and national leaders

In addition, he/she should be able to:

- Work effectively in an environment with diverse ethnicity and interests
- Establish and maintain effective working relationships with a wide variety of people, including members of the public, staff and colleagues, elected and appointed officials in local, national and international venues
- Be an innovative leader who will enhance the current mission and services of LCOG

Management Style and Personal Traits

The successful candidate will be someone who enjoys a challenge, is articulate, and a strong yet inclusive leader. She/he should also be credible with staff and the community, be politically astute, approachable, and comfortable in a diverse, complex organization, as well as interact well with Board members, colleagues, a broad range of stakeholders and community in a professional and collegial manner.

The person should be forward thinking, a good strategic planner who is people-friendly, communicates well verbally and in written form, and is comfortable in expressing his or her opinion and providing professional advice when needed. He/she should be confident, "street smart" and self-assured with good comprehension of financial and operational management, a strong customer service orientation, and a comfort level with public speaking and acting as the "face and voice" within the local government community of member jurisdictions and the broader public and private sector communities of interest in which LCOG interacts.

The selected individual must also have a high degree of integrity, be a good listener, be facilitative, believe in the mission and goals of good government and quality public services, as well as transparency in government. She/he should be open and flexible, be firm when needed, able to lead, direct, and delegate effectively, seek innovation and champion good ideas. He/She should also be a strong decision maker, negotiator and consensus/team builder.

Finally, the person selected should truly enjoy the complexities of local/community government. She/he should be an advocate for quality service and accountability, not be risk averse, provide good follow-through, build strong relationships/partnerships and be able to approach challenges and situations with professionalism, confidence, flexibility, energy and a positive outlook.

Compensation

The salary range for this position is currently under review. The most recent Executive Director, who is retiring after 31 years, has a compensation package of about \$132,000. The LCOG will offer a competitive base compensation and fringe benefits package. Details will be available soon.

Relocation assistance may be available to the selected candidate.

How to Apply

If you are interested in this outstanding opportunity, please submit a detailed resume as soon as possible to:

Robert Neher, President or
Lawrence Davenport, Ed.D, Executive Vice President or
Rahn Sibley, Vice President

Neher & Associates

3790 Millerton Place
Suite 100
West Sacramento, CA 95691

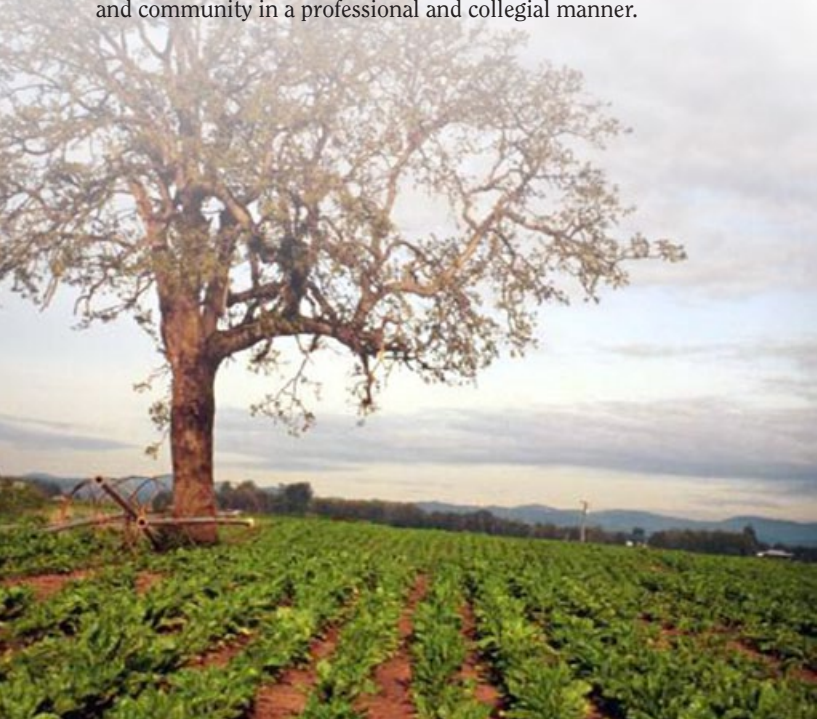
Telephone: 916) 443-2421
Facsimile: (916) 443-5949

Applications are preferred electronically at:

robertneher@executivesearchneher.com

Should you have any questions with regard to your own interest, or a recommendation of a colleague, please contact us at the numbers above. **The position will be open until filled;** however, it is advisable to apply as early as possible. Leading candidate applications will likely be reviewed with LCOG in mid March, 2012.

Lane Council of Governments is an Equal Opportunity/ADA Employer; female, minority and disabled candidates are encouraged to apply.



King County, WA
Department of Information Technology (KCIT)
Deputy Chief Information Officer (DCIO)

Screening/Interview Notes - (Score):

Candidate: _____

- **Background & Job Preparation:** Quality of education; special licenses & certifications; breadth of experience; job stability; advancement; understanding and general experience in Information Technology. Skills in: project management, budget development and control, strategic planning, staff management/supervision, developing /maintaining quality services and partnerships, etc.
(Score 1-10)

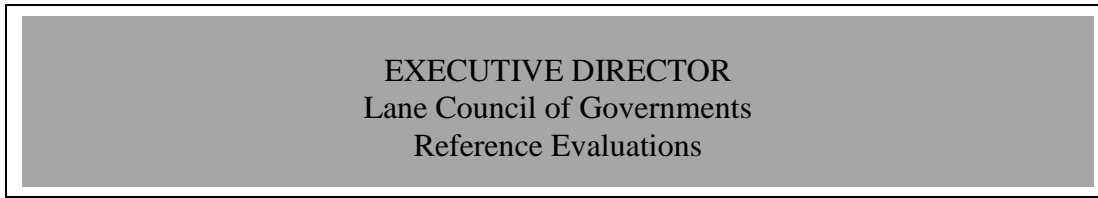
- **Management & Leadership Skills:** Presentation and management style appropriate for the DCIO position; progressive strategic thinker and planner; analytical; decisive; collaborative/collegial; team-oriented; innovative; goal-oriented. Able to delegate, monitor, motivate and coordinate the work of others and interface with Peers, CIO, Customers, and internal and external departments, agencies and organizations including appropriate regional, state and federal. Size and scope of organizational experience (community/organization, budget, staff, etc.)
(Score 1-10)

- **Presentation & Communication Skills:** Overall impression; professional demeanor; poise; tact; maturity. Understands questions; makes clear and direct replies; able to select, organize and present ideas. Clarity of speech and appropriateness of language and responses. Articulate; logical flow of thoughts and information. Comfort level with public speaking/interactions.
(Score 1-10)

- **Organizational Fit:** Style and approach compatible with the King County and KCIT and the community it serves; confident yet flexible; creative; high integrity; strong customer service orientation; likes challenge; interacts well with people at various levels and diverse ethnic, social, economic and political backgrounds. Understands the importance of the DCIO position and services provided and working in and with public services. Interested in making a positive difference.
(Score 1-10)

- **Other Performance Standards:** Knowledge of the area/region, level of interest in the position, any areas of concern that could pose problem or difficulty in hiring (e.g. salary/compensation, contract, relocation, family, etc.) Knowledge of current trends and issues in information technology. Understanding of public-private partnerships and quality performance standards. Entrepreneurial attitude. Positive outlook.
(Score 1-10)

- **Additional Screening/Review:**
 Media Checks
 Education/License/Certification Verifications
 Initial Reference Checks
 Written Response to Pre-Interview Questions
 Client Interview
 Final Reference and Background Checks



Candidate:

Date:

Ref. Taker:

REFERENCE DATA:

(Note: Current Information is necessary for all references; former title and organization is also necessary when the former position had significance with respect to the candidate.)

Name:

Current Title:

Current Location (organization, city & state):

Current Phone:

Former Title:

Former Location (organization, city & state):

1. In what capacity and for how long have you known the candidate (indicate time frame; also ask if the candidate reported to reference or the reference reported to the candidate at the time he/she left. Some references may not fit into either category.)?
2. Verify title, dates and responsibilities of candidate as it is on his or her resume.
3. What is your opinion of the candidate's ability as a manager and how would you describe his/her management style?

4. How would you rate his/her ability/skill in the following areas:
- Communication skills, both oral and written?

 - Budgeting and overall financial management?

 - General/Operations Management and Analytical ability?

 - Hiring, supervising and training of staff and Labor relations?

 - Ability to work with a variety of people— elected officials, city and county municipalities , advisory boards and boards of directors, other public agencies and organizations, public, private, community, etc. (interpersonal skills and general political astuteness)?

 - City, county, state or other government and public sector experience?

 - Size of budget, staff, organization etc. What were/are his/her responsibilities with regard to staff and budget?

 - Others areas of interest including social services, planning, development, transportation etc.

9. What organization did the candidate come from when he/she joined you? Why did he she join you?

10. Do you have any knowledge of why he/she might want to leave his/her current or past position?

11. Would you and/or the organization you are or were with rehire this person?

12. Why do you think he/she is interested in the Executive Director position with the Lane Council of Governments?

13. Is there anything else you think we should know about this candidate?

14. Is there anyone else you think we should talk to as a reference or for other information on this candidate?