

## **STAFF REPORT**

**To:** Coastside County Water District Board of Directors  
**From:** Mary Rogren, General Manager  
**Agenda:** April 14, 2026

**Report Date:** April 10, 2026

**Agenda Title:** Consider Proposals for General Manager Executive Recruitment Services and Potential Authorization to Enter into a Professional Services Agreement

---

### **Recommendation/Motion:**

Consider proposals for General Manager Executive Recruitment. If the Board decides to select a recruitment firm at the April 14, 2026 meeting, make the following motion:

**Authorize the General Manager to enter into a professional services agreement with \_\_\_\_\_ for Executive Recruitment Services for General Manager in the not-to-exceed amount of \_\_\_\_\_.**

### **Background:**

At the March 2, 2026 Special Board Meeting, the Board of Directors directed the General Manager to solicit proposals from qualified executive recruitment firms to assist in the selection of the District's next General Manager, in anticipation of Mary Rogren's retirement in March, 2027. The Board requested that proposals be presented at the April 14, 2026 Regular Board meeting.

Ms. Rogren contacted seven executive firms with experience in public sector placements in California; five firms submitted proposals.

The requested scope of services included:

- Development of recruitment materials
- Outreach to qualified candidates in both the public and private sectors
- Background investigation and preliminary screening of applicants
- Support for the interview, evaluation, and selection process
- Assistance with negotiations and hiring of the selected candidate
- Ongoing coordination and collaboration with District staff and Board, including regular progress updates

**STAFF REPORT****Agenda: April 14, 2026****Subject: GM Recruitment Proposals****Page 2**

The five firms that responded are as follows:

<b>Name of Firm</b>	<b>Primary Location</b>	<b>Fee</b>	<b>Ranking* out of 35 points</b>
<b>Alliance Resource Consulting</b>	Recruiter: Los Altos, CA La Palma, CA. (primary)	\$32,000 (all-inclusive)	33
<b>WBCP, Inc. (Wendi Brown Creative Partners)</b>	Rogue River, OR. (formerly in Bay Area)	\$28,900 fees plus \$5,500-\$7,900 expenses	33
<b>Bob Murray &amp; Associates</b>	Roseville, CA	\$33,000 (all-inclusive)	33
<b>Peckham &amp; McKenney</b>	Recruiter is in Santa Barbara Roseville, CA (primary)	\$30,000 (all-inclusive)	29
<b>Koff &amp; Associates (A Gallagher Company)</b>	Recruiter is in Tennessee; Berkeley, CA (primary)	\$26,000 (all-inclusive)	27

(\*Ranking by Mary Rogren)

All firms that submitted proposals have strong reputations in public sector recruiting, with experience serving counties, cities, and special districts. Each firm has conducted recruitments for utilities, public works departments, and water agencies, although the depth of water agency experience varies among the firms. All responding firms have been in business for more than 20 years.

Four of the firms are relatively small (fewer than 30 staff), while Koff & Associates is part of the larger multinational organization Arthur J. Gallagher & Co. The District has previously utilized Koff & Associates for its General Manager (2019), Assistant General Manager (2014), and Superintendent (2017) recruitments.

All firms met the requested scope of services and offered comparable recruitment guarantees, including provisions addressing candidate separation within the first year of employment. References were received for all of the firms.

In Attachment A, please find your current General Manager's summary of qualifications and her assessments for each of the recruiters. In Attachment B, please find copies of the proposals for each of the firms who submitted.

**STAFF REPORT**

**Agenda: April 14, 2026**

**Subject: GM Recruitment Proposals**

**Page 3**

---

During the Board meeting, the General Manager will review each firm's qualifications and provide her perspectives on each candidate. Three of the firms are essentially tied from her perspective, and she will outline the pros and cons for each.

The purpose of this discussion is to determine next steps in the evaluation and selection process. For example, the Board may choose to appoint two Directors to conduct virtual interviews with the top-ranked firms. Alternatively, if the Board determines it has sufficient information, it may select a firm at this meeting and authorize staff to proceed with negotiating and executing a professional services agreement.

***STAFF REPORT***

**Agenda: April 14, 2026**

**Subject: GM Recruitment Proposals**

**Page 4**

---

[Blank Page]

## Attachment A

**Recruitment Firm:** Alliance Resource Consulting LLC **Cost:** \$32,000  
**Recruiter Contact/Title:** Sherrill Uyeda (Founding Partner) **Guarantee:** Yes  
**Recruiter Location:** Los Altos, CA (since 2007) **https://www.alliancerc.com/**  
**Primary Office Location:** La Palma, CA. (Orange County) **Firm Size:** 8  
**Years in Business:** since 2004 **Primary Market Served:** California  
**Specialization/Clientele:** Public sector, city and county governments, utilities (including water).

**Recruiting Approach:** From proposal: “Alliance. . . delivers a level of partnership and responsiveness that sets us apart . . . Unlike larger firms that may rely on formulaic processes, we provide a boutique, customized approach where every client receives executive level attention and hands-on support.” Motto is “the Power of Partnership”.

**Past Relevant Placements:** Watermaster-Santa Margarita River Watershed; General Manager-Burbank Water & Power; General Manager-Rainbow Municipal Water District; General Manager-Contra Costa Water District; General Manager-Eastern Municipal Water District

**Current Recruitments (from Job Board):** Deputy Director, Capital Improvement Program-City of San Jose; Training and Development Officer–Coachella Valley Water District; Building Official-City of Milpitas; Director and General Manager, Bureau of Sanitation – City of Los Angeles; Managing Director of Public Markets – San Francisco Employees’ Retirement System

**Comments: (from Interview/References)** **Reference Check?** Yes (NorCal water agency)  
 Sherrill is a very seasoned recruiter with 20+ years. She understands the need to find the right fit and is excited about the opportunity to work for a Bay Area water district that is so close by. She is willing to meet in person with the Board and staff given her proximity. Her approach is very personalized to her client’s needs. In addition to Sherrill, a second senior level recruiter would also work on our recruitment.

**Ratings: (1-5, 5= highest score. Confidence rating by M Rogren based upon proposal/interview.)**

Criteria:	Rating*	Comment:
Water Industry Expertise	4	Yes – more in So Cal; reference said “strong”. 2 <sup>nd</sup> reference said that they are known for their expertise in “Power and Water”
Attention to Culture/”Fit”	5	Key focus; Reference noted Sherrill took the time to understand the needs & challenges
Outreach Materials	5	Reference noted the firm’s attention to detail; made meaningful tweaks (beyond job description)
Network/Search strategy	4	References say “strong network”; strategy is personalized hands-on; focused on making personal connections in network.
Candidate Quality/Screening	5	Reference noted partnership approach with staff and Board in screening and finding fit
Communication/Collaboration	5	Reference gave high marks; Sherrill was very easy to talk to; appears to be very passionate

Efficient/Meets Timelines	5	“Very efficient/thorough-keep things moving”
---------------------------	---	--

***Other Reference Notes:***     \_Reference= HR at a Bay Area water district

- *Reference’s recruitments with Alliance:* General Manager; General Counsel; IT Director; Finance Director
- The reference, a water district located in a North Bay Area city, has unique issues as it handles both drinking water and watershed management. Sherrill was able to identify candidates who were “good fits”, with particular skill in understanding addressing the nuanced requirements of the position.
- She is also effective at creating focus and brings a balanced approach to presenting candidates to the Board. Recognizing that no candidate possesses all ideal qualities, she helps the Board evaluate candidates thoughtfully and identify the best overall fit.
- She takes a very personalized approach; She pays attention to the details that make her successful in finding the right candidates; She takes time to understand the organization and the needs and challenges.
- Her outreach and presentation materials are great. She takes the time to tweak the brochure (not just uploading a job description.)
- Sherrill lays out the timeline and process. She prompts to keep things moving.
- A second senior recruiter is also generally assigned to the search. Communications and interactions have always been very pleasant, and the recruiters are very accessible.

**Recruitment Firm:** **WBCP, Inc.** **Cost:** \$28,900 plus expenses \$5,500-\$7,900  
**Recruiter Contact/Title:** Wendi Brown, President/CEO  
**Recruiter Location:** Rogue River, OR (originally from CA); 6 CA offices  
**CCWD's Assigned Recruiter:** Levi Kuhlman (based in Oregon, but primarily recruits in CA)  
**Firm Size:** 27 **https://wbcpinc.com/**  
**Years in Business:** since 2004 **Primary Market Served:** California (& Oregon/Washington)  
**Specialization/Clientele:** Cities, counties, special districts (including many water agencies.).

**Recruiting Approach:** “We go beyond finding candidates by building trust with your team and stakeholder. Our tailored strategies align top talent with your organization culture, ensuring a collaborative and thoughtful recruitment process. . . We have a track record of working successfully with elected officials, constituents, staff . . .” The firm handles 250 recruitments per year; in 2024, had a 100% success rate in filling positions.

**Past Relevant Placements:** General Manager- San Benito Water District; General Manager- Tuolumne Utilities District; General Manager-Olivehurst Public Utilities District; General Manager-Trabuco Canyon Water District; Asst General Manager-Modesto Irrigation District.

**Current Recruitments (from Job Board):** Public Works Director-City of Clayton; Environmental Health & Safety Specialist-Valley Water; Controller-Irvine Ranch Water District; Financial Planning Manager-Santa Margarita Water District.

**Comments: (from Interview/References)** **Reference Check?** Yes

Wendi Brown spent an hour on zoom presenting her firm. (She is very passionate and motivated.) Wendi noted that her talent acquisition team is known as one of the best in the industry in doing outreach, networking, and finding high quality candidates. Reference: a City reference uses WBDP frequently particularly for mid-level staff. “They move quickly, are efficient, and are known for the volume of recruitments. . . Wendi went the extra mile in a recruitment requiring attendance at many council meetings . . .”

**Ratings: (1-5, 5= highest score. Confidence rating by M Rogren based upon proposal/interview.)**

<b>Criteria:</b>	<b>Rating*</b>	<b>Comment:</b>
Water Industry Expertise	5	Yes-many water agency recruitments
Attention to Culture/"Fit"	5	"Innovative recruitment strategies" focus on finding best fit for organization/Board/staff
Outreach Materials	4	Excellent; has team who specializes in preparing materials.
Network/Search strategy	5	strong network; extensive job board; targeted talent acquisition campaigns; "innovative"
Candidate Quality/Screening	5	Reference noted that they recently filled a difficult to fill position with the perfect candidate (and living in the area)
Communication/Collaboration	5	Recruiters are very reachable

Efficient/Meets Timelines	4	Works on tight 12 week time frames; reference noted that they can be flexible (MR concern is being too rushed through the process)
---------------------------	---	--

***Other Reference Notes:***     \_Reference= HR/Strategic Consultant who works with ACWA, water agencies; the reference occasionally assists clients in finding recruiters for searches

The reference worked directly with Wendi Brown as the principal recruiter, rather than with other WBCP staff.

- WBCP is highly innovative in its recruiting approach, leveraging a broad network, social media, and multiple channels. The firm’s wide range of services also helps generate candidates through existing client relationships.
- Wendi has a unique ability to work effectively with councils and Boards. She is skilled at drawing out the essential qualifications and skill sets needed in a candidate and remains focused on identifying the right fit.
- She emphasizes that the most important criterion for a General Manager is strong leadership and management ability.
- Wendi’s firm is prequalified with many California counties, allowing it to be engaged without a full RFP process.
- Strong communication throughout the process.
- Wendi has a notable ability to “connect the dots” and excels at networking.

2<sup>nd</sup> reference: from Southern California City

- This reference utilizes multiple recruiters depending on the position’s needs
- He has used WBCP on many recruitments, and has used Levi Kuhlman (the recruiter who would be assigned to the District)
- He noted that Levi found a great fit for a very difficult to fill position – and at 2 years, the employee is doing a stellar job
- He like working with Levi and feels that he is very competent, but “full disclosure” – on 2 occasions, there were mistakes in the presentation materials. The reference saw it as more of an issue with the support staff.
- This reference often uses WBCP for mid-level recruitments but has used them for executive level as well. He note that if the recruitment needs a more personalized touch, he would go with Peckham (SoCal connection) or for water, Alliance. But if the recruitment requires more of an efficient, “large” agency feel for outreach, WBCP fits that bill.

**Recruitment Firm:** **Bob Murray & Associates** **Cost:** \$33,000  
**Recruiter Contact/Title:** Gary Phillips (Exec VP and Co-founder) **Guarantee:** Yes  
**Recruiter Location:** Roseville, CA **<https://www.bobmurrayassoc.com/>**  
**Primary Office Location:** Roseville, CA **Firm Size:** 17  
**Years in Business:** since 2000 **Primary Market Served:** California`  
**Specialization/Clientele:** Cities, counties, special districts (including many water agencies.).

**Recruiting Approach:** From proposal: “We just don’t fill positions . . we ensure the candidates we present are well-aligned with your organization’s goals, values and culture.” Three part recruiting approach: first 3<sup>rd</sup> of process is “listening” to Board and staff and developing recruitment strategy. Search is “national”, although focus would be on Bay Area networks.

**Past Relevant Placements:** General Manager-Silicon Valley Clean Water; General Manager-Metropolitan Water District; General Manager, Inland Empire Utilities Agency; Asst General Manager-Elsinore Valley Municipal Water District.

**Current Recruitments (from Job Board):** General Manager-Central Basin Municipal Water District; District Engineer-Mesa Water District; Utilities Director-City of Gilroy; City Manager-City of Marina; Executive Director-ACWA; General Manager-Marin Municipal Water District

**Comments: (from Interview/References)** **Reference Check?** Yes (from City)  
 Gary impressed me with his thoughtful perspectives on “overlap”, timetable, focus on Bay Area networks, and personal approach to finding candidates beyond ads. From a reference: “Our City almost exclusively contracts with Bob Murray because they provide exceptional personalized service to their clients. They get to know the culture of the organization, the council/board, and they have built invaluable connections with the talent in the public sector. I can’t emphasize enough how politically astute they are and how respected they are in our profession. They are organized, have impeccable follow through and they stay on top of keeping their clients updated.”

**Ratings:** (1-5, 5= highest score. Confidence rating by M Rogren based upon proposal/interview.)

<b>Criteria:</b>	<b>Rating*</b>	<b>Comment:</b>
Water Industry Expertise	5	Yes-many water agency recruitments – most recently with very large agencies; strong reputation in recruitment go-to list
Attention to Culture/”Fit”	4	Key focus in developing strategy; very strong, but MR concern with large agency focus, although works with small agencies
Outreach Materials	5	Excellent; cookie cutter but effective
Network/Search strategy	4	strong network; strategy is personalized; on; reputation “still old school”
Candidate Quality/Screening	5	See reference
Communication/Collaboration	5	See reference
Efficient/Meets Timelines	5	“Impeccable follow-through”

**Recruitment Firm:** Peckham & McKenney **Cost:** \$30,000  
**Recruiter Contact/Title:** Tara Schultz, Executive Recruiter **Guarantee:** Yes  
**Recruiter Location:** Santa Barbara, CA **https://www.peckhamandmckenney.com/**  
**Primary Office Location:** Roseville, CA **Firm Size:** 10  
**Years in Business:** since 2004 **Primary Market Served:** California`  
**Specialization/Clientele:** Public sector, cities, counties, special districts (limited water)

**Recruiting Approach:** Peckham takes a “personal, hands-on approach, thereby guaranteeing the best “fit” ... philosophy centers upon the understanding that this a people-related industry and that attention to others’ needs in the key to effective customer service.” From the recruiter: “as a retired City Manager, I am very familiar with the responsibilities of a General Manager, the expectations, and needs of the communities they serve.”

**Past Relevant Placements:** Fire Chief-Carpinteria-Summerland Fire Protection District; Public Works Director=Santa Paula; Public Works Director - Calabasas Public Works Director; General Manager-Los Osos Community Services District; Director of Public Works - City of Pasadena

**Current Recruitments (from Job Board):** City Manager-City of Saratoga; Community Development Director-City of El Cerrito; General Manager-Rancho Murieta Community Services Director; Police Chief-City of Brentwood; Finance Manager-City of Livermore

**Comments: (from Interview/References)** **Reference Check?** Yes

Per City reference: Tara is very personable, seasoned and knows what she’s doing; she’s approachable; she has great follow-up. Her focus is “fit”. MR asked about Tara’s So Cal focus and lack of water experience. He indicated that Peckham has an extensive network and strong team who could assist Tara. He has used Peckham for many city management recruitments but also uses 2 other firms depending on the position/fit. Peckham (and Tara’s) strength is the personal touch.

**Ratings:** (1-5, 5= highest score. Confidence rating by M Rogren based upon proposal/interview.)

<b>Criteria:</b>	<b>Rating*</b>	<b>Comment:</b>
Water Industry Expertise	3	Peckham has hired many public works directors, but has limited water experience.
Attention to Culture/”Fit”	4	Key focus is fit; MR concern is understanding needs for Coastside, as recruiter has SoCal focus
Outreach Materials	4	Good
Network/Search strategy	3	strategy is very personalized; focused on making connections; Peckham has strong network but water network might be limited
Candidate Quality/Screening	5	Per reference, excellent
Communication/Collaboration	5	Per reference, excellent
Efficient/Meets Timelines	5	Per reference, excellent follow-up

**Recruitment Firm: Koff & Associates (K&A) (a Gallagher company) Cost:** \$26,000

**Recruiter Contact/Title:** Chelsea Freeman **Guarantee:** Yes

**Recruiter Location:** Tennessee (formerly based in CA) **<https://koffassociates.com/>**

**Primary Office Location:** Berkeley, CA **Firm Size:** Worldwide: 72,000; California 220

**Years in Business:** K&A (1984) **Primary Market Served:** K&A California, National

**Specialization/Clientele:** K&A: public sector (many water agencies); Gallagher-multi sector

**Recruiting Approach:** “We build enduring relationships - K&A provides personal attention to and creates long-term relationships with our clients...We leverage innovative search technology. K&A uses advanced programs and unique sourcing methods to identify candidates which traditional recruiting strategies might have missed.”

**Past Relevant Placements:** CEO/General Manager-BAWSCA; General Manager-East Valley Water District; General Manager Greater LA County Vector Control District; General Manager-South Tahoe Public Utility District; General Manager-Stinson Beach County Water District

**Current Recruitments (from Job Board):** Senior Civil Engineer-City of Richmond; Director of Finance-East Valley Water District; Public Works Director-City of San Fernando

**Past CCWD Recruitments:** GM (2019); Superintendent (2017); Assistant GM (2014)

**Comments: (from Interview/References)** **Reference Check?** Indirect (water agency)

CCWD has been a client of K&A for 15+ years. Most recently, K&A conducted a compensation analysis (2024) – and their work was excellent. CCWD has utilized Koff for recruitments in the past before the Koff merger. Indirect reference was mixed on Koff’s efforts to finding candidates with the right fit. The interview with the recruiter was pleasant – and she was the first to respond asking for a meeting. She has local context with her brother living in Pacifica. She now resides in Tennessee.

**Ratings:** (1-5, 5= highest score. Confidence rating by M Rogren based upon proposal/interview.)

<b>Criteria:</b>	<b>Rating*</b>	<b>Comment:</b>
Water Industry Expertise	5	Many water agency placements
Attention to Culture/”Fit”	4	Relies on firm experience; would conduct interviews of board and staff via zoom
Outreach Materials	5	Excellent. BAWSCA CEO brochure was very good.
Network/Search strategy	3	Strong database of current/past candidates and network; relies on ad posts & job boards;
Candidate Quality/Screening	3	Average-from reference and past experience
Communication/Collaboration	3	Concern is with dealing with recruiter living in a different time zone and having a hands-on, personalized approach
Efficient/Meets Timelines	4	Good (from past experience)

ATTACHMENT B

Alliance Resource Consulting



  
**ALLIANCE**  
RESOURCE CONSULTING LLC

**General Manager**  
**Coastside County Water District**



**ALLIANCE**  
RESOURCE CONSULTING LLC

March 16, 2026

VIA EMAIL

Ms. Mary Rogren  
General Manager  
Coastside County Water District  
766 Main Street  
Half Moon Bay, CA 94019

Dear Ms. Rogren:

Alliance Resource Consulting is pleased to present this proposal to assist the Coastside County Water District in recruiting its next General Manager. We understand the high stakes of this hire and are committed to making your job easier by delivering a seamless, client-centered process that identifies exceptional leadership talent. Our team will manage the details, reduce the burden on your staff, and ensure you meet your timeline with confidence.

With a proven track record of **over 800** executive placements nationwide and deep expertise in public sector leadership, Alliance stands apart through its highly personalized, client-centered approach. From strategy development to final negotiations, our recruitment team will provide you with continuous support, transparent communication, and access to cutting-edge recruitment tools. Our commitment to diversity, professionalism, and exceptional service ensures that you will meet your timeline and hiring goals with confidence.

**Why Alliance Stands Apart**

Alliance Resource Consulting delivers a level of partnership and responsiveness that sets us apart in the executive search industry. Unlike larger firms that may rely on formulaic processes, we provide a boutique, customized approach where every client receives executive-level attention and hands-on support. We go beyond advertising, proactively identifying and engaging top-tier, diverse candidates — including those not actively seeking new roles. Our streamlined technology platform, paired with frequent, transparent communication, makes the search process easier for our clients while enhancing the candidate experience. With Alliance, you're not just hiring a search firm — you're gaining a dedicated partner committed to your success.

Sincerely,



Sherrill Uyeda  
Founding Partner



Wesley Herman  
Regional Director, West Coast

# About Us / Firm Qualifications

**A team of professionals dedicated to helping you find talented candidates who embrace your organizational culture**

Since 2004, Alliance Resource Consulting has earned a reputation for delivering high-quality executive search services tailored to each client's unique needs. As a minority- and female-owned firm, we bring proven success in achieving diversity goals, and our track record includes over 800 successful placements nationwide.

We are based out of La Palma, California, and have consultants in Orange County, Los Angeles, Los Altos and Sacramento, California; and Tallahassee, Florida.

---

## What sets us apart:

---

- ▶ **Proactive, multilayered search:** We don't just post ads — we actively identify and engage top-tier candidates.
- ▶ **White-glove service:** Two dedicated consultants ensure constant communication, rapid responsiveness, and personalized attention.
- ▶ **Technology-enabled ease:** Our streamlined application portal and real-time client dashboard simplify your work and keep you informed.
- ▶ **Respect and professionalism:** We treat clients and candidates with the utmost care, enhancing your organization's reputation in the market.
- ▶ **On-time, on-budget delivery:** We take full ownership of the process, so you can focus on your priorities while we deliver exceptional results.

## Our Current Staffing

**Sherrill Uyeda**  
Founding Partner

**Wesley Herman**  
Regional Director, West Coast

**David McDonald**  
Regional Director, East Coast

**Syldy Tom**  
Director, Southern California

**Rick Armendariz**  
Senior Executive Recruiter &  
Career Consultant

**Sheryl Stewart**  
Senior Consultant

**Rich Kaplan**  
Senior Consultant

**Linda Kann**  
Director of Administration

---

**Don't leave leadership to chance — trust us to deliver the perfect executive match for your organization.**

---

# Our Experience

With a proven track record of **over 800** executive placements nationwide and deep expertise in public sector leadership, Alliance stands apart through its highly personalized, client-centered approach. We have extensive nationwide experience recruiting well-qualified individuals for government agencies and special districts. We have placed excellent people with diverse backgrounds in organizations large and small.

We always deliver on time and within budget, and we take great care to preserve our client's confidentiality before, during, and after the recruitment process.

## Past Relevant Placements

- ▶ Watermaster - Santa Margarita River Watershed (2025)
- ▶ General Manager - Burbank Water and Power (2024)
- ▶ General Manager - Rainbow Municipal Water District (2023)
- ▶ General Manager - Orange County Sanitation District (2022)
- ▶ Executive Director - Los Vaqueros Reservoir Joint Powers Authority (2022)
- ▶ General Manager - Contra Costa Water District (2022)
- ▶ Chief Executive Officer - San Diego Community Power (2022)
- ▶ General Manager - Encina Wastewater Authority (2021)
- ▶ General Manager - Eastern Municipal Water District (2021)
- ▶ General Manager - Marina Coast Water District (2021)
- ▶ General Manager - Rancho California Water District (2021)
- ▶ General Manager - Marin Municipal Water District (2018)
- ▶ Watermaster - Santa Margarita River Watershed (2016)

# Recruitment Methodology & Approach

We approach every search as a trusted extension of your team. Our goal is to handle the complexity, minimize your workload, and deliver a slate of well-vetted, highly qualified candidates.

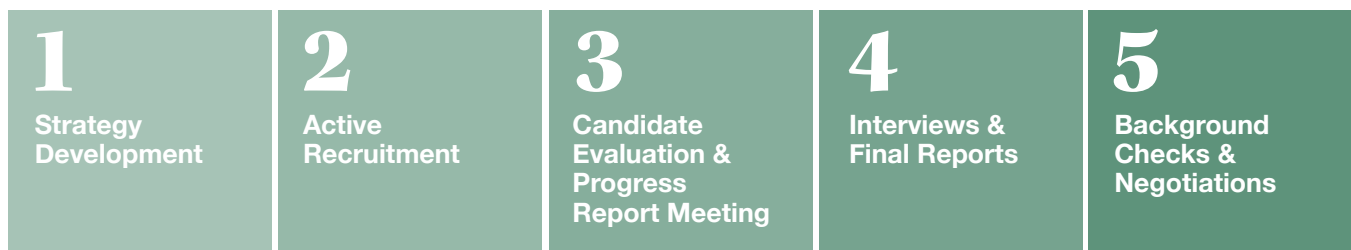
- ▶ **Deep discovery:** We invest time upfront to understand your organization's culture, values, and strategic priorities.
- ▶ **Aggressive outreach:** Beyond traditional advertising, we directly approach passive candidates and leverage our national network.
- ▶ **Candidate care:** We prepare candidates thoroughly, helping them put their best foot forward while ensuring their experience with your organization is professional and positive.
- ▶ **Hands-on support:** From interview coordination to background checks and negotiations, we stand beside you every step of the way.

---

## We act as an extension of your organization

---

Our recruitment approach includes:



## Strategy Development

We will interview members of the Search Committee and other client contacts to obtain a detailed understanding of the position, key goals and challenges, and organizational culture. Then we will summarize our findings and submit a Recruitment Profile to you for approval. Once approved, the Recruitment Profile will be sent to potential candidates with authorized information about the organization and the position.

## Active Recruitment

Once you have approved the Recruitment Profile, we will actively seek out individuals who meet your expectations.

---

## Our hands-on approach ensures successful outcomes

---

We will place advertisements in professional journals and online sites because, even today, ads can be an effective means of attracting quality applicants. However, our experience has proven that extra work is often needed to attract the most competitive candidates — they must be sought out and encouraged to explore new opportunities.

To generate a high level of interest in your organization and the position you want to fill, we will conduct thorough research to identify a strong bench of prospective candidates. Then we will reach out to each of them individually via mail, email, social media, and telephone to promote the job and answer any questions they may have. As the application deadline approaches, we will do a final round of follow-up to our target list of candidates to inspire them to pursue the opportunity.

*As a matter of corporate policy, we do not discriminate against any applicant on the basis of race, religion, creed, age, color, marital status, sex, sexual identity, gender preference, disability, medical condition, veteran status, or national origin.*

# Candidate Evaluation & Progress Report Meeting

We will review, acknowledge, and evaluate all applications received. We will conduct screening interviews with the most promising candidates. We will complete article and social media checks. When we have completed our candidate evaluation, which is typically a week after the resume deadline, we will send you a progress report that includes the leading candidates' application materials. Then we will schedule a meeting with you to walk through the progress report. The purpose here is two-fold: One, you will have the opportunity to review the candidates and select the individuals you would like to interview. Two, we have a chance to learn how your thoughts about the ideal candidate may have evolved during the recruitment process.

## Interviews & Final Reports

### ▶ Candidate Fit and Interview Readiness

To support a smooth and effective interview process, we conduct readiness sessions with shortlisted candidates. These sessions help us further assess each candidate's alignment with your agency's priorities, culture, and the ideal qualifications for the role. At the same time, they ensure candidates are professionally prepared to clearly present their experience and fit, enabling your interview panel to make well-informed, side-by-side evaluations. These sessions are not coaching, and we intentionally do not share or discuss your interview questions to preserve the integrity and objectivity of your recruitment process.

### ▶ Preliminary Interview & Final Reports

We will schedule the candidates for preliminary interviews with your organization. You will be responsible for identifying and confirming the availability of the interview panelists. When all the candidates' interview times have been confirmed, we will send confidential final reports to the interview panelists so they can familiarize themselves with the candidates' qualifications before the interviews. Interviews can be conducted on-site or virtually. Either way, we will be present on the day of to facilitate the process from start to finish.

### ▶ Final Interviews

Follow-up interviews with shortlisted candidates can be scheduled directly by your team, or we're happy to coordinate this step on your behalf upon request.

## Background Checks & Negotiations

### ▶ Background Checks

In the interest of providing as complete a picture as possible of your top candidate, Alliance will partner with reputable, reliable outside companies who specialize in completing education verifications and conducting civil, criminal, motor vehicle record, and credit checks. In addition, our in-house team will complete 360-degree (supervisor, peer, and subordinate) reference checks for your top candidate. The findings of these efforts will be presented to you in two separate, confidential reports and no extra charge.

### ▶ Negotiations

As a final step in the recruitment process, we will support you as you negotiate with your top candidate. The goal will be to develop an employment agreement that is acceptable to all parties which creates a solid foundation for future success.

# Your Role

As our client, you have a very important role in the recruitment process. While we may identify and recommend qualified candidates, it is you and your organization who must decide which candidate to hire.

---

## To ensure that we are able to provide you with quality candidates, we ask that you:

---

- ▶ Be clear about the qualifications and characteristics you are seeking in the ideal candidate.
- ▶ Advise us about any information you would like to keep confidential (e.g., privileged information).
- ▶ Provide feedback on the information and recommendations we make.
- ▶ Act swiftly with promising candidates. To ensure that your top candidates are not lost to other organizations, we encourage you to schedule interviews within two to three weeks of the application deadline, follow up with the leading candidates immediately after their interviews, and begin negotiations as soon as you have determined who is your top candidate.
- ▶ Share complete and honest information about your organization and the employment opportunity with the leading candidates so they feel confident that joining your organization will be the right career move for them.
- ▶ Maintain confidentiality (while respecting relevant state laws about open disclosure) to protect the integrity of the recruitment process and to ensure that none of the candidates' current jobs are put at risk.

By doing your part, you will maximize the likelihood of mutual success.

# Projected Timeline

We are happy to adjust this timeline to align with your needs and priorities.

<b>Week 1</b>	Meet with key stakeholders to gather insights and background on the role.
<b>Week 2-3</b>	Develop and obtain approval for the Recruitment Profile. Develop a list of potential candidates to target. Prepare and place advertisements, if desired.
<b>Week 4-7</b>	Launch active recruitment — identify, engage, and cultivate top candidates for the position.
<b>Week 8-9</b>	Evaluate resumes and gather supplemental information. Submit progress report and meet to review leading candidates.
<b>Week 10</b>	Conduct interviews with the most qualified candidates.
<b>Week 11</b>	Deliver the final report and coordinate the client interview process.
<b>Following Interviews</b>	Verify degrees and certifications of the top candidate. Check references and conduct criminal litigation, civil litigation, motor vehicle record and, if appropriate for the position, credit checks. Assist with negotiations.

## Competitive Advantage

Unlike larger firms that may rely heavily on advertising or transactional processes, Alliance offers a boutique, client-centered approach with an emphasis on customization, flexibility, and responsiveness. Our firm's leadership stays directly involved in every engagement, ensuring you receive executive-level attention and expert judgment throughout the process. Our cutting-edge technology, paired with a deep commitment to diversity and client satisfaction, enables us to deliver results that consistently exceed client expectations.

At Alliance Resource Consulting, we offer our clients exclusive access to a secure online portal where they can easily review candidate resumes, cover letters, and supplemental materials in real time. Unlike many firms that rely on email exchanges and static documents, our modern platform streamlines the candidate review process and enhances communication with your hiring team. This added transparency and efficiency is a key advantage of partnering with Alliance — giving you greater control, quicker access to information, and a smoother, more responsive recruitment experience.

# Recruitment Costs

## Transparent, Value-Driven Pricing

**Our fee for this executive search is a fixed amount of \$32,000, which includes:**

- ▶ Comprehensive search services, from strategy development to final candidate selection
- ▶ Up to **three** key meetings (via virtual or in-person): Recruitment Profile development, Progress Report presentation, and first-round interview facilitation
- ▶ Full candidate outreach, vetting, and reporting
- ▶ Background checks and negotiation support at no additional professional charge

Additional in-person meetings, if requested, are available at \$2,000 per meeting. Candidate travel reimbursements, if applicable, are handled directly by the client.

## Billing Schedule

1st Billing	Due after start meeting	\$10,666
2nd Billing	Due after progress report delivery	\$10,667
3rd Billing	Due after interviews are complete	\$10,667

We are happy to adjust the billing schedule to meet your administrative needs. With Alliance, you benefit from transparent pricing, no hidden fees, and a process designed to deliver **maximum value**.

## Cancellation / Discontinuation Clause

### Flexibility and Client Control

We understand that priorities can shift, and you retain full flexibility to discontinue the search at any point. Should you choose to cancel the assignment, you will only be billed for services performed and expenses incurred up to the date of cancellation:

- ▶ Within the first 30 days, one-third of the professional fee is due.
- ▶ After 30 days, the remaining fee is prorated based on time elapsed.
- ▶ After 90 days, the full professional fee is due.

Additionally, if you hire — within one year — any candidates introduced during our search process for a position other than the original role, a **reduced placement fee of \$10,000 per hire** will apply.

Our goal is to provide you flexibility and fairness, while ensuring transparency in our partnership.

## Our Commitment to Your Success

We stand fully behind the quality of our work and the success of the leaders we help you hire. If the selected candidate (recommended by us for hire and excluding internal candidates) leaves for any reason within one year of their start date, Alliance Resource Consulting will conduct a replacement search at **no additional cost**.

Our goal is not just to fill a position — it's to ensure you have the right leader in place for the long term. This commitment reflects our confidence in our process and our dedication to your satisfaction and success.

# Alliance Summary

At Alliance Resource Consulting, we don't just deliver candidates — we deliver peace of mind. Our team is ready to partner with the Coastside County Water District to ensure a seamless, efficient, and highly successful General Manager search. We look forward to bringing you exceptional service, trusted guidance, and a results-driven process that makes your job easier and secures the leadership your community deserves.

## Contact Information

### Alliance Resource Consulting

#### Headquarters

1 Centerpointe Drive, Suite 440  
La Palma, CA 90623

Website: [www.alliancerc.com](http://www.alliancerc.com)

LinkedIn: <https://www.linkedin.com/company/alliance-resource-consulting>

#### Sherrill Uyeda

Office: (562) 901-0769 x 331

E-mail: [suyeda@alliancerc.com](mailto:suyeda@alliancerc.com)

#### Wesley Herman

Office: (562) 901-0769 x 337

E-mail: [wherman@alliancerc.com](mailto:wherman@alliancerc.com)

## References

#### Marin Municipal Water District

Name: Vikkie Garay

Title: Human Resources Manager

Phone #: (415) 945-1430

Email: [vgaray@marinwater.org](mailto:vgaray@marinwater.org)

#### Rancho California Water District

Name: Eileen Dienzo

Title: Director of Human Resources

Phone #: (951) 296-6929

Email: [dienzoe@ranchowater.com](mailto:dienzoe@ranchowater.com)

# Biographies

---

## Sherrill Uyeda Founding Partner

---

Sherrill has over twenty-five years of public sector executive search experience. She began her career in executive search in 1998 and from 1999 to 2004, Sherrill was an executive search consultant with MAXIMUS, a leading government consulting firm which assists state, federal and local governments. In 2004, along with Eric J. Middleton, she founded Alliance Resource Consulting LLC.

Since 2007, Sherrill has been instrumental in expanding the organization's presence in the Silicon Valley, Tampa (FL) and Sacramento (CA). She fosters an environment of frequent communication to both clients and candidates as well as ensuring transparent and ethical recruitments on a timely basis. Her leadership and collaborative skills have led to an impressive hiring and retention rate.

Sherrill's track record of recruiting high-profile government executives across the nation in various industries include: city and county management, transportation, utilities, human resources, library services, building and planning, economic development and pension and retirement systems. Past clients for nationwide recruitments have included the City/County of San Francisco (CA), the County of Los Angeles (CA), Arlington County (VA), Broward County (FL), the City of Atlanta (GA), the City of Alexandria (VA), the City of Boston (MA), the City of Dallas (TX), and the City of San José (CA). Past retirement systems, she has recruited for are: Contra Costa County Employees Retirement Association, Fresno County Employees Retirement Association, Kern County Employees Retirement Association, Marin County Employees Retirement Association, Santa Barbara County Employees Retirement System, and Sonoma County Employees Retirement Association.

Additional areas of expertise include: facilitating community forums and outreach meetings, conducting multi-lingual citizen surveys and compensation and benefits negotiations.

Sherrill graduated from the University of Southern California, with both a Bachelor of Arts degree in Communication Arts and Sciences and a Master of Public Administration degree. She is a member of USC's Town and Gown and the Society for Human Resources Management.

---

## Wesley Herman Regional Director, West Coast

---

Wes is an accomplished executive recruiter specializing in local government placements, with extensive experience in law enforcement, public sector management, and private sector leadership. With more than 16 years of leadership in municipal policing in Northern California, he has spearheaded strategic initiatives and personnel selection to bolster public safety and operational excellence. His career includes launching specialized units, fostering public-private partnerships, and leveraging technology to advance policing practices, all while managing high-profile initiatives and diverse teams.

Before transitioning into law enforcement, Wes spent over a decade in the private sector, leading approximately 100 executive, department head, and technical recruitments for local governments on the West Coast. His ability to identify and align talent with organizational needs has helped his clients build strong, effective leadership teams. Wes' deep understanding of public sector challenges and needs, coupled with his extensive network and relationship-building skills, has positioned him as a reliable partner who can navigate complex organizational landscapes and connect clients with exceptional leadership talent.

Wes holds a Master of Science in Law Enforcement and Public Safety Leadership from the University of San Diego and a Bachelor of Science in Economics and Business Administration from Saint Mary's College of California. His forward-thinking approach and dedication to impactful public sector solutions make him a trusted partner in advancing the leadership and effectiveness of local government.

## ATTACHMENT B

WBCP, Inc. (Wendi Brown Creative Partners)



  
**WBCP**  
PROPOSAL

# RECRUITMENT SERVICES



**GENERAL MANAGER**

---

**MARCH 27, 2026**

# TABLE OF CONTENTS

SUBJECT	PAGE
I. COVER LETTER	1 – 2
II. BACKGROUND/QUALIFICATIONS	3 – 10
III. GUARANTEE	11
IV. ORGANIZATIONAL CHART	11
V. WBCP KEY STAFF	12 – 14
VI. RECRUITMENT STRATEGY / PHASES	15 – 16
VII. SCOPE OF WORK	17
VIII. RECRUITMENT TIMELINE	18
IX. REFERENCES	19
X. MARKETING MATERIAL EXAMPLES	19
XI. COST SHEET/TIMELINE POLICY	20 – 21
XII. OTHER	22

# I. COVER LETTER.....

MARCH 27, 2026

Mary Rogren  
General Manager  
766 Main Street,  
Half Moon Bay, CA 94019



RE: Coastside County Water District – General Manager Recruiting Services

It is our pleasure to submit this proposal for recruitment services to secure your ideal candidate to serve as the General Manager of the Coastside County Water District. **WBCP has worked on many similar recruitments, and we look forward to the opportunity to partner with your organization on this critical position!**

We trust our proposal will showcase our client-focused recruitment process and will act as a testament that we are passionate about what we do to make our clients happy.

WBCP, Inc. was selected, through a national request for proposal process, as the single-awarded vendor for executive recruitment services through a national competitive process conducted by the National Association of Counties (NACo) under the Public Promise Procurement (PPP) program. This cooperative purchasing agreement, with San Diego County serving as the Lead Public Agency (LPA), allows public sector organizations across the U.S. to satisfy competitive procurement requirements and contract directly with WBCP—without the delays or added costs of a traditional RFP process. The PPP/LPA partnership ensures that organizations can engage WBCP quickly, compliantly, and with confidence in the value and quality of service delivered. **Learn more here: <https://wbcpinc.com/naco>.**

It has been proven that great employees are looking for great employers, not just a paycheck. WBCP provides a broader perspective to recruitment services – going beyond securing the ideal candidate – we brand your organization as an employer of choice. We use eye-catching marketing materials, innovative search practices, and responsive and respectful communications with your applicants and stakeholders. **Additionally, we guarantee this placement for 12 months, and we provide a fair and equal recruitment process that also focuses on attracting ethnic and gender-diverse applicant pools.**

WBCP is talented at working with you to identify the strengths, challenges, and opportunities of this job, the ideal candidate, and your community and organizational culture. WBCP will work with your stakeholders to design a recruitment strategy that will include a customized engagement process. We will have a series of meetings, discussions, stakeholder interviews, and survey(s) to get to know you, the organization, the community, the culture, and the staff whom the future General Manager will lead.

My team and I know the California candidate marketplace and have many clients in your region, such as the **Valley Water (Santa Clara Valley Water District), County of Santa Cruz, City of Milpitas, County of San Mateo, County of Santa Clara, and County of Monterey (just to name a few)**. We have exceptional experience successfully recruiting for similar positions, with several recent notable recruitments including, but not limited to:

- **General Manager, San Benito County Water District, CA**
- **General Manager, Tuolumne Utilities District, CA**
- **General Manager, Olivehurst Public Utility District, CA**
- **General Manager, Trabuco Canyon Water District, CA**
- **Assistant General Manager – Water Operations, Modesto Irrigation District, CA**

**To see a full list of our clients and successful recruitments, visit: <https://tinyurl.com/2z9sfnyd>**

We have over two decades of experience in public sector executive search services and have provided direct search services through WBCP since 2004. WBCP's executive recruiters are all highly personable and have unique backgrounds that make them well-equipped to take on your recruitments, as you will read their biographies in this proposal. WBCP now has offices in California, Oregon, Washington, Texas, Arizona, South Dakota, and Florida.

## I. COVER LETTER.....

Recruiting top talent has become the number-one topic among administrators. New and innovative recruitment strategies are critical to identifying and securing candidates with a deep understanding of how to assess and meet community needs and address future challenges. WBCP understands the complexity of community leadership, and we are prepared to provide a thorough, complete, and fair recruitment process to provide a diverse applicant pool. **Upon our 2025 year-end review, we found that over the last three years 68% of our placed candidates came from diverse backgrounds.** In fact, we are often selected and told that we bring a larger, more qualified and diverse groups of candidates than they have ever received from past professional recruiters.

Clients also choose our firm over others because of our ability to work with your support staff and stakeholder group (including boards, appointed/elected officials, and engaged constituents), manage all details of a recruitment process, and secure great candidates. Our dedication and commitment to the client are complemented by our deep understanding and ability to effectively navigate challenging political climates.

Our clients have great things to say about the quality of the service we provide and the amazing candidates we find them, In fact, many of our clients are return customers. Please feel comfortable reaching out to these organizations to get their feedback directly.

Lastly, we love what we do, and we are passionate about finding exceptional candidates who are also passionate about serving others. WBCP's staff are driven and desire to exceed client expectations. I appreciate your consideration in retaining our services and hope to have an opportunity to work with you in the future.

Best Regards,



Wendi Brown | Founder/President, WBCP, INC.  
[wendi@wbcpinc.com](mailto:wendi@wbcpinc.com) | 541-664-0376  
[www.wbcpinc.com](http://www.wbcpinc.com)

## DIVERSITY

**68%**

*of WBCP candidates  
placed in positions  
come from a diverse  
background*

## II. BACKGROUND & QUALIFICATIONS.....

**Principal:** Wendi Brown, President/CEO

**Company Legal Name:** WBCP, Inc. (W. Brown Creative Partners)

**Tax ID:** 81-5454037

**Website:** www.wbcpinc.com

**Phone:** 866-929-WBCP (9227) / 541-664-0376

**Address:**

- **Oregon (3 offices including WBCP, Inc. Headquarters):** 213 E Main St., Rogue River, OR, 97537; Grants Pass, Medford, and Tigard
- **California (6 offices):** San Jose, Gilroy, Roseville, Camarillo, Marina Del Rey, and Santa Barbara
- **Washington (2 offices):** Seattle and Walla Walla
- **Texas:** Dallas
- **Arizona:** Douglas
- **South Dakota:** Mitchell
- **Florida:** Minneola and Jacksonville



### WOMEN OWNED

*WBCP is a 100% women-owned business, an S Corporation, not part of a parent company, and is a registered small business through the US Small Business Administration (SBA). WBCP is registered to do business in all states we serve, and files and pays California S Corporation and personal income tax to the State of California.*

### BUSINESS HISTORY

*WBCP, Inc. has been in business since 2004, and serves nonprofit and public sector organizations. WBCP offers a variety of services, including: partial and full service search services for individual contributor, supervisor, management and executive management positions; human resources consulting: organizational development, training, classification and compensation studies, analysis and assessments, etc.*

## II. BACKGROUND QUALIFICATIONS.....

WBCP has over 20 years of experience providing search services for public sector and non-profit organizations. We have successfully secured professionals and provided other consulting services in **California, Arizona, Colorado, Idaho, Nevada, New York, Oregon, Ohio, Texas, Utah, and Washington.**

### CITIES & TOWNS

#### California

- Anaheim
  - Arcata
  - Atwater
  - Banning
  - Berkeley
  - Calistoga
  - Ceres
  - Chino
  - Colfax
  - Corte Madera
  - Culver City
  - Davis
  - Dunsmuir
  - Emeryville
- Encinitas
  - Fremont
  - Fresno
  - Gilroy
  - Goleta
  - Hemet
  - Irvine
  - Laguna Beach
  - Larkspur
  - Lincoln
  - Livermore
  - Livingston
  - Long Beach
  - Los Altos
- Marina
  - Milpitas
  - Napa
  - Novato
  - Ontario
  - Orinda
  - Oxnard
  - Palo Alto
  - Parlier
  - Pasadena
  - Petaluma
  - Pismo Beach
  - Port Hueneme
  - Portola Valley
- Redding
  - Riverside
  - Rocklin
  - Roseville
  - Sacramento
  - San Francisco
  - San Jose
  - San Rafael
  - Santa Maria
  - Santa Monica
  - Santa Paula
  - Santa Rosa
  - Solvang
  - Sonoma
- South Pasadena
  - Sutter Creek
  - Truckee
  - Ventura
  - Vernon
  - Victorville
  - Watsonville
  - West Hollywood
  - Windsor

#### Oregon

- Ashland
  - Astoria
  - Central Point
  - Garibaldi
  - Gold Hill
  - Grants Pass
  - Hubbard
- Independence
  - Newport
  - Pendleton
  - Phoenix
  - Rogue River
  - Talent
  - Tillamook

#### Arizona

- Chandler
- Phoenix
- Goodyear

#### Nevada

- Boulder City

#### New York

- Rochester

#### Texas

- Fort Worth

#### Utah

- Park City

#### Washington

- Duvall

#### Ohio

- West Chester



### COUNTIES

#### California

- Alameda
  - Alpine
  - Colusa
  - Contra Costa
  - Del Norte
  - Fresno
  - Humboldt
  - Lake
  - Los Angeles
  - Marin
  - Mariposa
  - Mendocino
  - Merced
  - Mono
- Monterey
  - Napa
  - Nevada
  - Orange
  - Placer
  - Riverside
  - Sacramento
  - San Benito
  - San Bernardino
  - San Diego
  - San Francisco
  - San Mateo
  - San Joaquin
  - Sutter
- San Luis Obispo
  - Santa Barbara
  - Santa Clara
  - Santa Cruz
  - Shasta
  - Solano
  - Sonoma
  - Stanislaus
  - Tehama
  - Tulare
  - Tuolumne
  - Yuba
  - Yolo

#### Colorado

- Boulder
- El Paso
- Larimer

#### Oregon

- Jackson
- Lane

#### Washington

- King

#### North Dakota

- Cass

#### Texas

- Comal



## II. BACKGROUND QUALIFICATIONS.....

### LOCAL AND NATIONAL COUNCILS, BOARDS, DISTRICTS, AND JOINT POWERS AUTHORITIES (JPAS)

**National**

- Hass Avocado Board (HAB)
- North American Blueberry Council / U.S. Highbush Blueberry Council(NABC/USHBC)

**California**

- Amador Water Agency
- Association of California Water Agencies (ACWA)
- Alameda–Contra Costa Transit District (AC Transit)
- Bay Area Rapid Transit District (BART)
- Bear Valley Community Services District
- Boulder Creek Fire Protection District
- California Municipal Utilities Association (CMUA)
- California Prison Industry Authority (CALPIA)
- Cosumnes Community Services District
- Dublin San Ramon Services District
- Irvine Ranch Water District
- John Wayne Airport
- Los Angeles County Employees Retirement Association (LACERA)
- Los Angeles Unified School District (LAUSD)
- Los Angeles World Airports (LAWA)
- Mendocino County Air Quality Management District
- Metropolitan Transportation Commission (MTC)
- Metropolitan Water District of Southern California
- Modesto Irrigation District
- Monterey One Water
- Nevada Irrigation District
- Newark Chamber of Commerce
- Oakland Housing Authority
- Olivehurst Public Utility District

- Orange County Employees Retirement System (OCERS)Port of Long Beach
- Port of San Diego
- Placer County Transportation Planning Agency (PCTPA)
- Sacramento Area Flood Control Agency (SAFCA)
- Sacramento Employment & Training Agency (SETA)
- Sacramento Public Library Authority
- Sacramento Sewer District
- Sacramento Suburban Water District
- San Benito Council of Governments
- San Benito County Water District
- San Diego Port Authority
- San Joaquin County Employees' Retirement Association (SJCERA)
- San Rafael Sanitation District (SRSD)
- Santa Clarita Valley Water Agency
- Sonoma County Library
- Tri-City Mental Health Authority (TCMHA)
- Truckee-Donner Public Utility District (TDPUD)
- Tuolumne Utilities District
- Turlock Irrigation District
- Trabuco Canyon Water District
- Valley Consortium for Medical Education (VCME)
- Valley Water
- Water Forum
- West Basin Municipal Water District
- Trindel

**Oregon**

- Jackson County Fire District 5
- Rogue Valley Sewer Services

**Idaho**

- Teton County Joint Housing Authority (TCJHA)



## II. BACKGROUND QUALIFICATIONS.....

### NONPROFITS

#### National

- Futures Without Violence (Family Violence Prevention Fund)
- Radio Bilingüe

#### California

- Center Point
- Central California Legal Services (CCLS)
- Community Food Bank
- Downtown Streets Team
- First 5 (Alameda County, California Association, Fresno, Santa Barbara County, San Mateo)
- Gold Coast Health

- Greater Richmond Interfaith Program (GRIP)
- Northern Valley Catholic Social Service (NVCSS)
- Options Recovery
- San Francisco Estuary Institute
- West Angeles Church of God in Christ

#### Oregon

- Community Works
- Dogs for Better Lives / Dogs for the Deaf
- Southern Oregon Regional Economic Development, Inc. (SORED)



CENTRAL CALIFORNIA  
LEGAL SERVICES  
JUSTICE. EQUITY. POWER.



GRIP



radio bilingüe  
Red Nacional de Radio Pública Latina



Center Point



Southern Oregon Regional  
Economic Development, Inc.



Transitions-Mental  
Health Association



DOGS for  
better  
LIVES.



FUTURES  
WITHOUT VIOLENCE



Northern Valley  
Catholic Social Service  
INSPIRING HOPE & TRANSFORMING LIVES



COMMUNITY WORKS  
Domestic Violence · Sexual Abuse · Sex Trafficking  
RESOURCE CENTER

### PRIVATE ORGANIZATIONS

- CDS Publications
- Central California Truck and Trailer
- Morton & Pitalo
- NAVA
- Prentice | Long, PC Law Firm
- SWEED
- Tekmanagement
- Touchstone Accounting

### CONSULTING SERVICES

#### Cities

- Fremont (CA)
- Medford (OR)
- Santa Maria (CA)
- Santa Paula (CA)

#### Counties

- Humboldt (CA)
- Mariposa (CA)
- Santa Barbara (CA)
- San Luis Obispo (CA)

#### Schools

- Monterey High School



MEDFORD  
OREGON



City of  
Santa Maria



## II. BACKGROUND & QUALIFICATIONS.....

### INDUSTRIES

- Organizational Leadership
- Economic Development
- Facilities & Operations
- Financial, Administrative Services, Accounting, Auditing
- Health & Human Services, Housing, Unhoused
- HR, Risk, Labor/Employee Relations
- Information Technology
- Legal, Counsel, Clerk
- Library
- Marketing, Communications, PR
- Parks & Rec, Community Services, Arts
- Planning, Environmental, Community Development, Building, Transit
- Public Safety
- Public Works, Transportation, Engineering

**BELOW IS A LIST OF SIMILAR RECRUITMENTS WBCP HAS MANAGED:**

**ORGANIZATIONAL LEADERSHIP**

- **General Manager, Bear Valley Community Services District, CA**
- **General Manager, Los Angeles Public Media, CA**
- **General Manager, Olivehurst Public Utility District, CA**
- **General Manager, Radio Bilingüe, CA**
- **General Manager, San Benito County Water District, CA**
- **General Manager, Santa Cruz County Animal Services Authority, CA**
- **General Manager, Tuolumne Utilities District, CA**
- **General Manager, Trabuco Canyon Water District, CA**
- **Deputy General Manager, City of Ontario, CA**
- **Assistant General Manager Water Operations, Modesto Irrigation District, CA**
- City Manager, City of Atwater, CA
- City Manager, City of Boulder City, NV
- City Manager, City of Ceres, CA
- City Manager, City of Colfax, CA
- City Manager, City of Dunsmuir, CA
- City Manager, City of Garibaldi, OR
- City Manager, City of Gold Hill, OR
- City Manager, City of Independence, OR
- City Manager, City of Oxnard, CA
- City Manager, City of Pasadena, CA
- City Manager, City of Parlier, CA (active)
- City Manager, City of Petaluma, CA
- City Manager, City of Phoenix, OR
- City Manager, City of Port Hueneme, CA
- City Manager, City of Santa Maria, CA
- City Manager, City of Santa Rosa, CA
- City Manager, City of Santa Monica, CA (active)
- City Manager, City of Sonoma, CA
- City Manager, City of Talent, OR
- City Manager, City of Tillamook, OR (active)
- City Manager, City of Ventura, CA
- City Administrator, City of Duvall, WA
- City Administrator, City of Hubbard, OR
- City Administrator, City of Rogue River, OR
- Town Manager, Town of Truckee, CA
- Town Manager, Town of Windsor, CA
- Town Manager, Town of Portola Valley, CA (active)
- Assistant City Manager (Municipal Services), City of Sacramento, CA

## II. BACKGROUND & QUALIFICATIONS.....

### ORGANIZATIONAL LEADERSHIP (CON'T)

- Assistant City Manager (Public Safety), City of Sacramento, CA
- Deputy City Manager, City of Long Beach, CA
- Chief Executive Officer, CalPIA (California Prison Authority), CA
- Chief Executive Officer, Downtown Streets Team, CA
- Chief Executive Officer, Newark Chamber of Commerce, CA
- Chief Executive Officer, San Joaquin County Employees' Retirement Association (SJCERA), CA
- Chief Executive Officer, San Joaquin Tributaries Authority, CA
- County Executive Officer, County of Shasta, CA
- County Administrative Officer, San Benito County, CA
- ACAO – Assistant County Administrator, County of San Joaquin, CA
- ACAO/HR Director, County of Mariposa, CA
- ACEO – Assistant County Administrative Officer, County of Santa Barbara, CA
- ACEO – Assistant County Executive Officer, County of Napa, CA
- Chief Operating Officer, Futures Without Violence, CA
- Chief Operating Officer, WBCP Inc., OR
- Chief Operating Officer – IT and Administrative Services, Valley Water, CA
- Chief Operating Officer – Water Utility Enterprise, Valley Water, CA
- Chief Operating Officer/Executive Director, Valley Consortium of Medical Education, CA
- Executive Director, California Municipal Utilities Association (CMUA), CA
- Executive Director, First 5 Association of California, CA
- Executive Director, Water Forum, CA
- Executive Director, San Benito Council of Governments, CA
- Executive Director, Placer County Transportation Planning Agency, CA
- Executive Director, Teton County Joint Housing Authority, ID
- Executive Director, Arts Commission, County of Santa Barbara, CA
- Executive Director, Latino Public Broadcasting, CA
- Executive Director, Northern Valley Catholic Social Service, Redding, CA
- Executive Director, Greater Richmond Interfaith Program, CA
- Executive Director, Options Recovery Services, CA
- Executive Director, Sacramento Employment and Training Agency (SETA), CA
- Executive Director, Pacific Gateway Workforce Innovation Network (PGWIN), City of Long Beach, CA
- Executive Director, Tri-City Mental Health Authority, CA
- Executive Director, First 5 Fresno, CA
- Executive Director, First 5 Santa Barbara County, CA
- Executive Director – Police Accountability Board, City of Rochester, NY
- Executive Director, San Joaquin Tributaries Authority, CA
- Assistant Executive Director, First 5 San Mateo, CA
- Chief Animal Control Officer, City of Sacramento, CA
- Chief Deputy Director, ISD, County of Los Angeles, CA
- Vice President/Business Development Director, WBCP Inc., OR
- Executive Vice President, Center Point, CA

[Check out our full list of  
recruitments here:  
https://tinyurl.com/2z9sfnyd](https://tinyurl.com/2z9sfnyd)

## II. BACKGROUND & QUALIFICATIONS.....

### RECRUITING WITH DIVERSITY IN MIND:

Since partnering with the country’s largest network of diversity job boards, **we have seen a 21% increase in diverse applicants and a 13% increase** in diverse candidates placed in positions with our clients. This demonstrates WBCP's dedication to expanding outreach and removing barriers to apply, ensuring access to a highly qualified and diverse applicant pool.

#### 600 Diversity Job Boards:

When you post a job with WBCP, it is automatically shared across 600 diversity job boards, maximizing reach and ensuring access to a wide and inclusive pool of talent. We also utilize the largest diversity database with over 160 million resumes and 15,000 community based organization contacts to expand our search.

#### LinkedIn:

As LinkedIn recruiters, we have access to over 1 Billion profiles, allowing us to evaluate candidates' backgrounds, education, experience, licensure, and more.

#### AI:

WBCP also leverages AI tools to gather additional information to effectively reach future applicants and candidates contact information for emails and phone numbers.

WBCP understands the complexities of meeting the needs of a diverse community, and we provide a thorough, complete, and fair recruitment process.



Streamline and Satisfy the RFP Process to receive recruiting on demand. Reach out to WBCP today for more information.



## II. BACKGROUND & QUALIFICATIONS.....

# WHY CHOOSE WBCP

### Proven Expertise:

- **Over 20 Years in Business and 100+ Years of Experience:** With over a century of combined experience, our recruitment professionals excel in public service sectors, including cities, counties, utilities, special districts, joint powers authorities, and non-profits. Our proven track record ensures expertise tailored to your needs.
- **100% Success Rate:** In 2024, we achieved a 100% success rate, successfully filling every position we managed including partial and full scope services from engineering, planning, finance, health and human services, legal, legislative, hard-to-fill civil service positions, and many more! We deliver results no matter what the challenge.

**Employer Recognition:** WBCP has been recognized as Oregon's TOP 100 EMPLOYERS.

**HR Teams Trust Us:** We simplify the recruitment process, managing every detail so HR teams can focus on other priorities. From sourcing candidates to scheduling interviews and providing updates, our seamless approach saves time, reduces stress, and ensures results.

**Strategic Marketing and Advertising:** Our marketing team designs targeted campaigns using diverse, cost-effective channels powered by AI. These campaigns maximize reach while staying within budget and include:

- **Diverse Applicant Pools:** Access to over 600 diversity-focused job boards, 15,000 diversity affiliations, and 120 million resumes ensures diversity is integral to our process.
- **LinkedIn Recruiter Expertise:** With access to 230 million U.S. profiles, we connect you with top-tier talent.
- **AI-Driven Talent Acquisition:** Advanced AI strategies enhance efficiency and uncover new candidate engagement opportunities.

**Trusted Partners and Culture Cultivators:** We go beyond finding candidates by building trust with your team and stakeholders. Our tailored strategies align top talent with your organizational culture, ensuring a collaborative and thoughtful recruitment process.

**Recruiting with Competencies:** Ensures a fair, measurable, and effective hiring process. This strategic approach helps identify the client's needs and then assesses candidates on the critical skills and behaviors for success.

### Benefits:

- **Fairness:** Focuses on role-specific competencies.
- **Measurability:** Provides objective evaluation criteria.
- **Better Matches:** Aligns talent with organizational and cultural needs.
- **Equitable:** Reduces bias with standardized assessments.

Recruiting with competencies delivers high-quality, measurable solutions that ensure the best candidates for your team's success and cultural alignment.

### Timely and effective background and

**Reference Checks:** WBCP partners with a trusted third party for thorough background checks and relies on a 30-year public safety veteran, retired as a police chief, and an expert in employee investigations, to conduct expert reference verifications. This ensures accuracy, professionalism, and confidence in every hiring decision.

**Guaranteed Satisfaction:** We stand behind our work with a 12-24 month guarantee. If the initial placement doesn't work out, we will conduct a replacement search at no additional consulting fee, ensuring lasting value for your investment.

### III. GUARANTEE.....

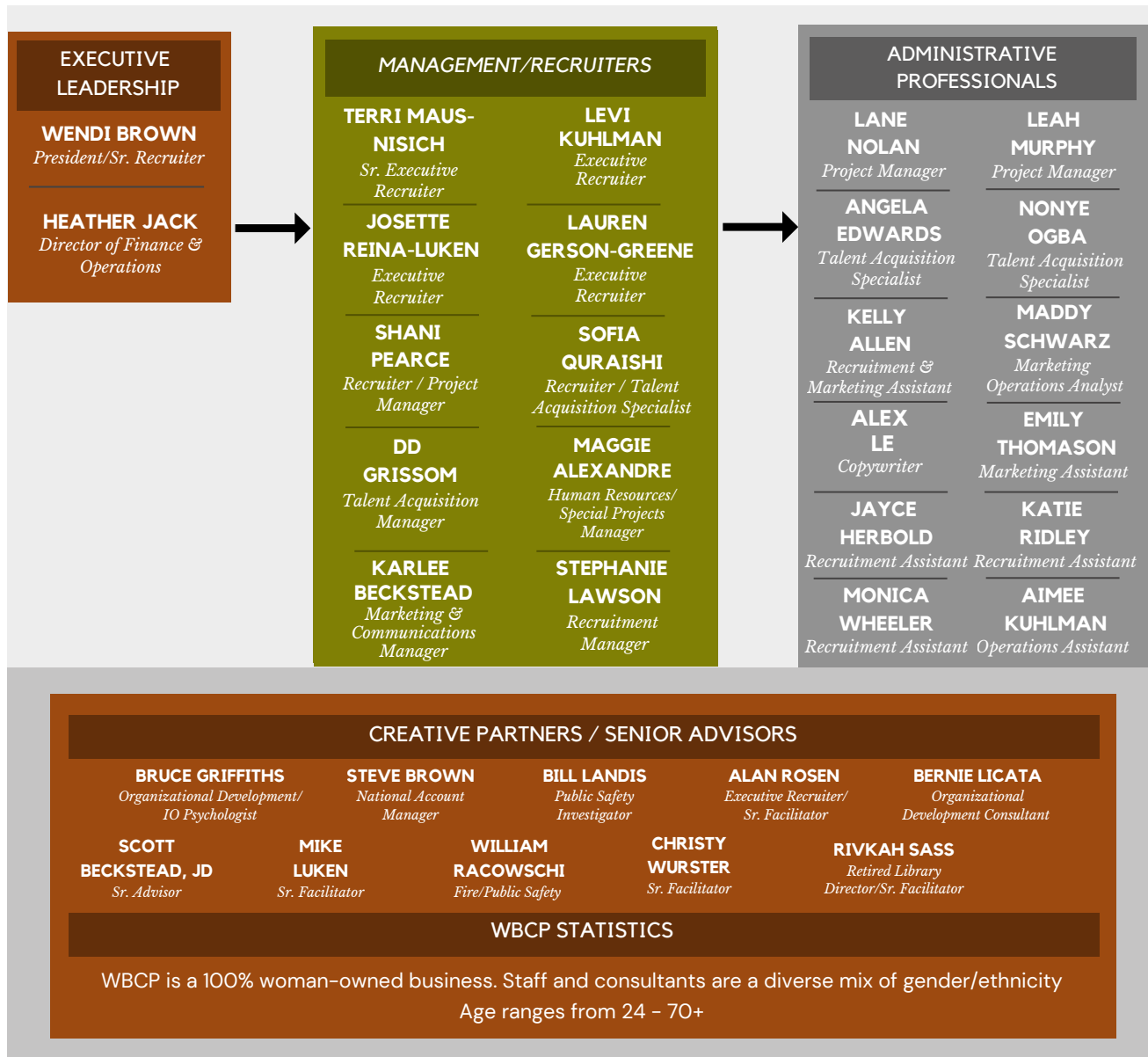
WBCP Inc. provides either a placement guarantee, or a replacement guarantee as determined by the recruitment outcome and defined below:

**Successful Placement Guarantee:** We guarantee a successful placement and will provide continued consulting services for one additional recruitment at no extra consulting fee. The client will be responsible for any direct expenses.

**OR**

**Replacement Guarantee:** If a candidate selected and appointed by the client leaves their position for any reason before completing **12 months** of service, WBCP will provide consulting services at no additional cost to secure a replacement. The client will be responsible for any direct expenses. This guarantee applies to one replacement within one year of the candidate’s departure.

### IV. ORGANIZATIONAL CHART.....



# V. WBCP KEY STAFF.....

**WENDI BROWN**

*Lead Consultant/  
Sr. Executive  
Recruiter*



I am the President of WBCP, with over 20 years of experience in marketing and advertising and combine this with my background in recruiting to successfully place hard-to-fill, management, and executive positions. My team and I are passionate about helping organizations improve their recruitment services, place great talent, conduct department assessments, redesign antiquated processes, revise job descriptions, conduct salary and benchmark studies, and more. I have worked in various industries – advertising and public relations, national real estate franchisor, global manufacturing – and I have worked with nonprofit and public sector organizations since 1999. Formerly, I was an internal Human Resources Consultant for the County of Orange, California, providing countywide communications, human resources, executive search, and recruiter training services to the Assistant Chief Executive Office/Human Resources Director and, at that time, 25 decentralized departments, with 17,000 employees, serving a community of 300,000. I have a Bachelor’s of Science in Business Administration with an emphasis in Marketing from Colorado Technical University; have earned several certificates in Project Management, Global Business, Marketing, and Human Resources; and working toward a Master’s in Management at Southern Oregon University.

**TERRI MAUS-NISICH**

*Sr. Executive Recruiter*



Terri Maus-Nisich holds a pivotal role as one of our Senior Executive Recruiters, leveraging her extensive background as a distinguished leader in local government. With a local government career spanning over 40 years, Terri's journey includes transformative roles within the County of Santa Barbara, where she ascended from Parks Director to Assistant County Executive Officer, overseeing vital municipal and health/human service departments. Her remarkable impact encompasses leadership in Homeless Services, Communications, and Emergency Management, driving community engagement, disaster recovery, and support for vulnerable populations. Before her tenure in Santa Barbara, Terri spent 15 years with the City of Santa Clarita in roles ranging from analyst to Deputy City Manager. Throughout her remarkable career, Terri prioritized strategic planning, organizational development, and innovative problem-solving, garnering numerous awards. She holds a Bachelor’s Degree from UC Santa Barbara, a Masters of Public Administration from Cal State Northridge, and a graduate certificate from Harvard University’s JFK School of Government.

# V. WBCP KEY STAFF.....

## **LAUREN GERSON-GREENE**

*Executive Recruiter*



Lauren Gerson is a seasoned Executive Recruiter at WBCP, where she draws on over 15 years of experience in career services, customer relations, and operations. Her recruiting expertise extends across various industries, with notable success in health and human services, utilities, and finance. Lauren has helped organizations across multiple states fill hard-to-hire positions at every level, from individual contributors to executives. Lauren’s diverse professional journey began in operations and events management, where she honed her expertise in human resources, business management, and regulatory compliance. She later transitioned to career services, and prior to joining WBCP, worked with a career coaching company helping job-seekers better leverage their skills and overcome barriers to employment. Lauren holds a Bachelor’s degree in Philosophy from Whittier College. She brings a unique perspective to her role, and is committed to making a positive impact both professionally and personally. With her unwavering dedication and client-centric focus, Lauren continues to drive success and excellence in executive recruitment at WBCP.

## **LEVI KUHLMAN**

*Executive Recruiter*



Levi Kuhlman is an Executive Recruiter at WBCP, and an experienced professional with a multifaceted career spanning across executive recruitment, real estate, and entrepreneurship. He has worked extensively with local municipalities, special districts, and not-for-profit organizations across the Western region, with a focus in California, Oregon, and Idaho. Levi has conducted many successful recruitments in various industries including planning, rent stabilization and housing, engineering, finance, city management, transportation and transit, community development, building and safety, public safety, risk management, and information technology. Levi serves as a skilled and diplomatic liaison, earning a reputation for his personalized approach to recruiting. Before joining the ranks of WBCP, he advocated on behalf of tenants, landlord, and clients. With a diverse skill set and a commitment to excellence, Levi continues to make significant contributions to WBCP, his clients, and broadening the professional community one recruitment at a time.

## V. WBCP KEY STAFF.....

**JOSETTE REINA-  
LUKEN**

*Executive Recruiter*



Josette, an Executive Recruiter at WBCP, specializes in government finance and the water industry with nearly 30 years of experience. Her career began in IT, managing software implementations and leading training and sales teams. After earning her MBA, she transitioned to municipal agencies, holding various management positions, including Administrative Manager and Financial Manager. With expertise in budgeting, strategic planning, and organizational development, Josette has made significant contributions to the agencies she's served. She holds a Bachelor's Degree in Political Science/Public Administration from the University of South Florida, an MBA from the University of Phoenix, and certificates in Human Resources from the California State University and Leadership from the University of Davis.

**SHANI PEARCE**

*Executive Recruiter*



Shani Pearce brings over 15 years of corporate and public sector experience to her role as an Executive Recruiter at WBCP, with a background spanning executive support, human resources, project management, and regulatory compliance. She began her career with the City of Medford, working closely with executive leadership on labor relations, wellness initiatives, recruitment, and large-scale events. In the private sector, she advanced as a Human Resources Business Partner, specializing in recruitment, training, and organizational development, before joining a multi-billion-dollar, multi-state energy company where she progressed into project management, overseeing compliance, licensing, permitting, and stakeholder engagement. Alongside her corporate work, Shani co-founded a wedding and event business, further demonstrating her creativity and logistical expertise. At WBCP, she brings this diverse experience to lead recruitment processes, engage with clients, source candidates, and ensure a seamless candidate experience, making her a trusted partner to clients and a valued member of the WBCP team.

REVIEW OTHER EMPLOYEES & CONSULTANT PARTNERS ON OUR WEBSITE:  
[WWW.WBCPINC.COM/WBCP-TEAM](http://WWW.WBCPINC.COM/WBCP-TEAM)

## VI. RECRUITMENT STRATEGY / PHASES.....

**WBCP knows how to customize your search strategy to meet your unique recruitment needs.** We customize your recruitment based on the specific needs, target audience, and challenges for each recruitment; however, below is a baseline approach for most recruitments.

### CLIENT & STAKEHOLDER MEETINGS

We require the Client and/or Search Committee, and other stakeholders identified by the Client, be involved in the initial and final phases of this recruitment. These are critical phases to ensure we obtain a clear sense of the priorities and the successful hire of the right candidate. WBCP will meet with various stakeholders as warranted by the Client and the level of the position in the organization. These meetings will allow us an opportunity to gather information and gain knowledge about the organization, community, and unique aspects of the recruitment to design the ideal candidate professional profile, advertising materials, and strategic approach



### FEEDBACK OUTCOME / TIMELINE DEVELOPMENT

Following the Client/stakeholder meetings, we will develop a detailed timeline for the recruitment along with a proposed advertising plan for approval.

### CREATIVE DEVELOPMENT

Immediately following the client feedback activities, we will draft the competencies for the recruitment and advertising material/recruitment brochure for the Client’s review. This information will summarize what was learned from Client-related interviews and will be used to advertise the opening.

### MARKETING STRATEGY & IMPLEMENTATION

WBCP will execute a customized marketing/ad plan once the job announcement is created. An ad plan could include the following (based on assumptions), and will be customized based on information gathered in Phase I:

#### DIGITAL ADVERTISING WITH DIVERSITY IN MIND

WBCP utilizes digital advertising to obtain diverse applicant pools, leveraging local and national job boards, associations, and social media. In partnership with a diversity platform, our postings reach up to 600 local employment and diversity websites, connecting across 15,000+ community organizations and niche sites, tapping into a job bank of 2 million resumes. Upon our 2025 year-end review, we found that over the last three years 68% of our placed candidates came from diverse backgrounds.



#### EMAIL & DIRECT MAIL ADVERTISING

In addition to tapping into WBCP’s existing pool of potential applicants, we have the capability to access various professional lists. We actively seek out additional lists through associations, contacts, and other strategic channels.

#### SOURCING/HEADHUNTING

WBCP employs a proactive approach by reaching out to targeted individuals and cultivating new connections through referrals from reputable sources. As a LinkedIn recruiter, we harness the power of over 350 million profiles to identify and engage with ideal candidates. Additionally, WBCP utilizes cutting-edge AI tools for precise Boolean searches, enabling us to uncover niche candidates effectively.

### COMMUNICATION WITH CLIENT

We will provide weekly updates on the progress of this search unless the client prefers more or less frequent communications. We tailor our communications in accordance with our Client’s needs.

## VI. RECRUITMENT STRATEGY / PHASES.....

### RESUME ASSESSMENT

WBCP will review resumes as they are received and/or at the close of the recruitment. Those candidates determined to be the most highly qualified will be selected for a screening interview.

### SCREENING INTERVIEWS / REPORT TO CLIENT

WBCP does not restrict the number of applicants or candidates to be screened. Rather, we interview candidates who meet our ideal candidate criteria; frequently this group amounts to 20 candidates, or on average 20% of the applicant pool. Following the completion of the phone screen interviews, we will develop a report/recommended shortlist of candidates, which includes: resumes, cover letters, and a one-page profile summary of candidates' professional history, including a brief overview of WBCP's assessment and the results of their phone screen. We will meet with the selection committee/Client to review this report and select candidates for interviews. In this meeting, we will review the recruitment plan and discuss the final stages of the selection process.



### COMMUNICATION WITH CANDIDATES

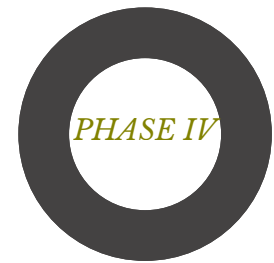
WBCP will take responsibility for communicating with the applicants/candidates during each phase of the search process and Client should refer any inquiries from potential or existing applicants directly to WBCP.

### SELECTION PROCESS

WBCP will design and administer an appropriate final selection process based on the needs of the Client (tailored to the need and recruitment). WBCP will facilitate the invitation and coordination of these meetings/interviews and provide additional assessment tools/recommendations such as interview questions, writing and presentation exercises, problem solving scenarios, etc.

### COMMUNICATION WITH CLIENT

Following the interviews and the Client's top candidate(s) selection, we will assist the Client with facilitating a thorough background and reference check. A typical approach includes a review of federal, state, and local criminal background checks and academic verification by a licensed background agency. Reference checks are conducted over the phone by a senior consultant and a final report is provided to the Client. References are completed on candidate(s) being considered after initial/panel interviews.



### NEGOTIATIONS

Once the client reviews and is comfortable with the findings in the background and reference report, we are available to assist with negotiations on compensation, benefits, start date, and other transition details.

## VII. SCOPE OF WORK.....

- Facilitate initial kick-off meeting with Client and other meetings that may include Executive Leadership, staff, community, and other stakeholders to assist with identifying the ideal candidate profile.
- Assist Client hiring authority/stakeholders in modifying the job description (as needed), and develop a recruitment announcement, marketing materials, and advertising plan for the recruitment.
- Attend all other meetings and engagements as needed or identified by the Client.
- Implement advertising plan including: publication, headhunting, direct mail, and other online and email marketing efforts.
- Provide timely updates and progress reports to the client regarding search services; every two weeks or as Client identifies is needed.
- Preliminary internet searches will be conducted on recommended candidates.
- Coordinate interview panel(s) as needed, or coordinate this process with Client.
- Receive and review applicants and screen those applicants to identify top candidates. Top screened paper applicants will be video/phone screened by recruiter to identify the key competencies (technical and interpersonal) to assist in identifying the top group of candidates who will be recommended at the Client/WBCP shortlist meeting.
- Facilitate shortlist meeting with Client – review and select candidates who will be invited to interview.
- Coordinate invitations to candidates.
- Develop interview questions and other selection details to meet specific needs and identify key competencies of candidates.
- Facilitate interviews with panel(s).
- Background and reference checks will be conducted with candidates who are identified as final candidates after initial Client interviews have been conducted. Background checks will be conducted in accordance with local law and typically include the following: criminal (local, state, and federal), education, credit, social security. References will be conducted based on a 360-degree perspective and will include staff, peers, and superiors. Onsite background services are available at an additional fee (see fees for details)
- Facilitate offer and negotiations with selected candidate; as directed by Client.

## VIII. RECRUITMENT TIMELINE.....

*BELOW IS A SAMPLE OF AN EXECUTIVE SEARCH TIMELINE THAT  
WBCP WILL CUSTOMIZE FOR THIS RECRUITMENT*

### **Week 1:**

- Secure services with search firm, WBCP, Inc.
  - WBCP can schedule a Kickoff meeting as soon as we are selected.
- WBCP: review search parameters and recruiting processes with Client
  - Interview with hiring authority and other stakeholders for competencies
  - Identification of advertising venues and ideal candidate prospects
  - Calls, meetings, or coordination with other stakeholders for information gathering

### **Weeks 1 + 2:**

- Develop and approvals: recruitment process, deadlines, ad plan and strategy, recruitment timeline and brochure
- Print coordination (if applicable)

### **Weeks 2 + 3:**

- **OPEN RECRUITMENT AND AD PLAN:** Implement marketing plan and direct mail (if applicable)
- Secure panel member calendars
- Timeline may be extended if direct mail piece is included (i.e., print/postage)
- Finalize panel members and interview logistics and invitations to panel members

### **Weeks 4, 5, + 6:**

- Receive applications –Collect and source applicants will continue until recruitment closes

### **Weeks 7 + 8:**

- **CLOSE RECRUITMENT AND ADVERTISING**
- Conduct initial phone screen to identify shortlist of candidates
- Preliminary check on shortlist candidates (Google search)
- Candidate profiles developed and short list recommendations to client

### **Weeks 9 + 10:**

- **MEETING – Client confirms selection of candidates to be advanced to panel interviews**
- Finalize questions, presentation, in-basket (as determined)
- Coordinates invitations with selected top candidates (shortlist)
- Produce panel candidate interview packets

### **Weeks 10 + 11:**

- WBCP facilitates interview process – Interview process will be customized based on client and community needs:
  - **Day 1: Panel Interviews Conducted; Day 2: 2nd Interviews with executive leaders;**
  - 3rd interviews may be scheduled as needed with Boards/Commissions, etc.;
  - As needed schedule staff and/or community discussions/meetings

### **Week 12:**

- WBCP conducts background and reference checks (backgrounds may be conducted by Client if current contract exists)
- WBCP conducts full reference checks for candidate(s) selected for Board/Commission interviews; or when Client is interested in making an offer

### **NEGOTIATIONS / HIRE:**

- Hire date to accommodate possible candidate relocation
- Client (WBCP available to assist in process) conducts offer and facilitates salary negotiations with preferred candidate

## IX. REFERENCES.....

### 1-San Benito County Water District, California

**Similar Position Filled:**

- General Manager

**Contact Information:**

- Cindy Tyler, HR Analyst – [ctyler@sbcwd.com](mailto:ctyler@sbcwd.com) | 831-637-8218

### 2-San Joaquin Tributaries Authority, California

**Similar Position Filled:**

- Executive Director

**Contact Information:**

- Jennifer Persike, President/Founder, JP&CO – [jp@jenniferpersike.com](mailto:jp@jenniferpersike.com) | 916-296-3981

### 3-California Municipal Utilities Association (CMUA), California

**Similar Position Filled:**

- Executive Director

**Contact Information:**

- Craig Miller, President, Board of Governors – [cmiller@wmwd.com](mailto:cmiller@wmwd.com)

## X. MARKETING MATERIAL EXAMPLES.....

*Click below to see our marketing samples for similar positions. To see all of our brochures, visit: [wbcpinc.com/closed-jobs-private/](http://wbcpinc.com/closed-jobs-private/) and use the password: wbcp202510\**

- [General Manager, San Benito County Water District, CA](#)
- [General Manager, Tuolumne Utilities District, CA](#)
- [General Manager, Olivehurst Utilities District, CA](#)
- [General Manager, Trabuco Canyon Water District, CA](#)
- [Assistant General Manager of Water Operations, Modesto Irrigation District, CA](#)
- [Executive Director, San Joaquin Tributaries Authority, CA](#)
- [Executive Director, California Municipal Utilities Association, CA](#)
- [Executive Director, Water Forum, CA](#)
- [Director of Power Systems, Nevada Irrigation District \(NID\), CA](#)

## XI. COST SHEET/TIMELINE POLICY.....

*WBCP will not limit the number of hours we work on a recruitment, rather we charge a flat rate and will spend the time necessary to ensure we are successful. Consulting fees will be billed in thirds at the beginning (open for applications and advertising campaign launched), middle (shortlist selection), and end of the recruitment process (selection made and background/ references concluded).*

### SERVICE COST PER RECRUITMENT GENERAL MANAGER

Description of Services/Deliverables:	Inclusive Rate Per Recruitment:
<p><b>Consulting Services:</b> Phases I-IV in the proposal's recruitment strategy/phases section.</p>	<p>\$28,900 (flat rate)</p>
<p><b>Expenses Include:</b> Travel to client location (up to 2 trips); document shipping fees/delivery charges to facilitate virtual meetings, panel packet content; fees for background and reference checks; may include fee for one additional consultant to travel (and related expenses) and facilitate an additional panel for one day (\$700/day); brochure/graphic design (\$950); marketing and advertising which may include: print and postage (if applicable); online job boards; social media; sourcing; and may include flat fee pricing for: LinkedIn \$395, InMails \$300, Circa Diversity Job Boards \$295, Zoom Info \$299. These expenses will be billed based on what is expended and based on the needs of the client/recruitment.</p>	<p>Up to \$5,500 - \$7,900 (direct expenses not-to-exceed)</p>

#### Additional Services Included in Cost

- Extensive stakeholder engagement including virtual stakeholder meetings
- Online Surveys: (includes developing recommended survey questions, creating and distributing the survey link, managing the survey period, and providing the compiled response data for review and analysis.)

#### Optional Services

- Additional Virtual Interview Facilitation (beyond the two facilitators included): \$750 per day, per consultant
- Additional On-Site Meeting Days/Interviews (beyond the two trips included): \$1,500 per day, per consultant, plus applicable travel expenses\*
- Additional Background Checks (beyond one final candidate): \$300 per candidate
- Additional Reference Checks (beyond one final candidate): \$500 per candidate
- Additional Hires (beyond the initial placement): \$9,000 per candidate
- Web Content Accessibility Guidelines (WCAG) Brochure Updates (optional): \$150-\$200 per brochure

\*Expense reimbursement for Consultant travel related to additional on-site meeting days is billed at the actual rate (airfare/mileage, lodging) and is the responsibility of the Client.

## XI. COST SHEET/TIMELINE POLICY.....

### Additional Cost

Upon request, WBCP can coordinate candidate travel and related expenses. Since this service falls outside of the standard scope of work, clients who choose this option should anticipate an estimated travel reimbursement of up to \$1,500 per non-local candidate. This estimate typically covers lodging, primary transportation, and/or a stipend.

### Cost and Timeline Policy

**1. Work Performed Out of Scope:** To deliver optimal results, adherence to agreed-upon dates and times for critical recruitment milestones (e.g., shortlist meeting and interview dates) is required. Any changes to these timelines after the recruitment process has commenced may result in:

**a. Forfeiture of the Recruitment Guarantee:** Deviating from the agreed timeline will void the recruitment services guarantee if the deviation is significant enough to affect the overall outcome of the recruitment (i.e., losing ideal candidates due to a prolonged timeline)

**b. Additional Charges:** Adjustments to timelines will incur additional fees for additional administrative work, rescheduling, etc., billed at our standard hourly rate of \$250.

*These policies ensure clarity, fairness, and high-quality outcomes for all parties involved.*

### Proposal Negotiations

*While our standard pricing reflects the value and quality of our recruitment services, we recognize that each client's needs are unique. As such, we are open to discussing pricing options and also offer flexible partial search services that can be tailored to meet your specific requirements.*



**XII. OTHER.....**

**INSURANCE**

WBCP and its sub-consultants have reviewed the contractual agreement and the Insurance Requirements. If selected, WBCP will execute said agreement and will provide the required insurance documents. WBCP will submit certificates of insurance as evidence of the required coverage limits. Insurance policies include: liability, errors and omissions, workers compensation, and vehicle insurance.

**CONFIDENTIALITY SAFEGUARDS**

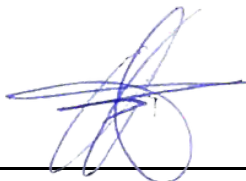
Confidentiality is paramount in the work we do. We ensure that the client and candidate information we receive, and conversations with our client (and certainly discussions in closed session) are kept confidential. There are several physical safeguards we have in place including: locked and alarmed office space, password, and encryption protected information on our computers and servers, multiple backup systems. As information is shared with our client, we discuss the importance of confidentiality and why it is important to the candidates they are considering but also brands the organization appropriately. We also ask candidates who are interviewed to keep candidate information confidential, as they may see or meet a candidate during the process. We emphasize that confidentiality is not just until the recruitment is completed, and a candidate is hired, confidentiality is in perpetuity. Leaked information is not a reputation that a client wants to receive, as this could deter future applicants from applying.

**ORGANIZATIONAL DIVERSITY STATEMENT**

WBCP embraces cross-cultural diversity and we are committed to equitable treatment and elimination of discrimination in all its forms at all organizational levels and throughout all consulting practices, including search services. We strive to reach diverse groups of people to inform them of leadership opportunities. Upon our 2025 year-end review, we found that over the last three years 68% of our placed candidates came from diverse backgrounds. We will make extensive efforts to attract a qualified applicant pool that represents a broad range of gender and ethnically diverse individuals.

**FORCE MAJEURE**

Client agrees that WBCP, Inc. is not responsible for any events or circumstances beyond its control (e.g., including but not limited to war, riots, embargoes, strikes, and/or Acts of God) that prevent WBCP, Inc. from meeting its obligations under this Agreement.



\_\_\_\_\_

Wendi Brown, President

MARCH 27 2026

\_\_\_\_\_

Date

\_\_\_\_\_

Client, Title

\_\_\_\_\_

Date

ATTACHMENT B

Bob Murray & Associates



**BOB MURRAY  
& ASSOCIATES**

*Experts In Executive Search*

A Proposal to Conduct an Executive Recruitment

for the Position of

GENERAL MANAGER

on behalf of the



1544 Eureka Road, Suite 180  
Roseville, CA 95661  
(916) 784-9080  
(916) 784-1985 fax

March 19, 2026

Mr. Bob Feldman, President and  
Members of the Board of Directors  
Coastside County Water District  
766 Main St.  
Half Moon Bay, CA 94019

Submitted via email to: [mrogren@coastsidewater.org](mailto:mrogren@coastsidewater.org)

Dear Mr. Feldman:

Bob Murray & Associates is pleased to submit a proposal to conduct the General Manager recruitment for the Coastside County Water District. The following details our unique qualifications and describes our systematic–yet flexible–method of identifying, recruiting, and screening outstanding candidates on your behalf. Bob Murray & Associates is proud to offer straightforward, *all-in pricing*, eliminating surprises and making the experience simple and stress-free. This proposal includes information on our proven process, a timeline, and a guarantee.

As the premier public sector executive search firm specializing in positions that report directly to elected boards/councils, we understand the unique dynamics, high expectations, and political acumen required of leaders in these critical roles. We don't just fill positions—we ensure the candidates we present to Coastside County Water District are well-aligned with your organization's goals, values, and culture. Our team is composed of experienced executive recruiters and former public-sector executives—professionals who are passionate about public service and attuned to current trends in government leadership. With over 34 years of experience and a network of more than 40,000 professionals and organizations, we've built a strong reputation for delivering exceptional candidates and achieving repeat success with our clients.

Bob Murray & Associates recognizes that we work at the pleasure of the Board of Directors and our job is to facilitate the Board in finding the District's next General Manager. Our best practice is to establish a strong partnership with the Board, to ensure the placement of a General Manager who is ideally suited to its needs. In developing this collaborative approach, we will seek the opportunity to meet with the Board individually to discuss their expectations for the District's new General Manager. The feedback received from Board will be essential in providing guidance when recruiting and screening candidates for the position.

Current and recent recruitments we have completed similar in scope to your upcoming search include the following:

## 2026

Marin Municipal Water District, CA  
(General Manager) - *current*  
Association of California Water  
Agencies, CA (Executive Director) -  
*current*

## 2025

Central Basin Municipal Water District,  
CA (General Manager) - *current*  
Silicon Valley Clean Water, CA (General  
Manager)  
Metropolitan Water District of Southern  
California (General Manager)  
Inland Empire Utilities Agency, CA  
(General Manager)  
West Contra Costa Integrated Waste  
Management Authority (RecycleMore)  
(Executive Director)  
Elsinore Valley Municipal Water District,  
CA (Assistant General Manager)  
Monterey Peninsula Regional Park  
District (General Manager)  
California Statewide Communities  
Development Authority (Executive  
Director)  
San Luis Obispo County Air Pollution  
Control District (Air Pollution Control  
Officer/Chief Executive Officer)

## 2024

Glenn-Colusa Irrigation District, CA  
(General Manager)

West Basin Municipal Water District, CA  
(Assistant General Manager)  
Elsinore Valley Municipal Water District  
(Director of Engineering)  
Western Placer Waste Management  
Authority, CA (General Manager)  
Resource Conservation District of the  
Santa Monica Mountains, CA (District  
Manager)

## 2023

Kinneloa Irrigation District, CA (General  
Manager)  
Valley Water, CA (Chief Operating  
Officer-Watersheds)  
Mountain House Community Services  
District, CA (Deputy General Manager)  
Nipomo Community Services District,  
CA (General Manager)  
California State Association of Counties,  
CA (Chief Operating Officer)  
Sonoma County, CA (Executive Director,  
Economic Development Board)  
Yolo-Solano Air Quality Management  
District, CA (Executive Director-Air  
Pollution Control)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Valerie Gaeta Phillips, Gary Phillips, Stephanie Dietz or Yasmin Beers, who would not only direct and supervise the project team from beginning to end but also serve as the Recruiter for the project as well.

To learn first-hand about the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 16 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 with any questions.

Sincerely,

*Valerie Gaeta Phillips*

Valerie Gaeta Phillips  
President, Bob Murray & Associates

## TABLE OF CONTENTS

THE RECRUITMENT PROCESS.....	2
STEP 1 DEVELOP THE CANDIDATE PROFILE.....	2
STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS .....	3
<i>Reaching Diverse Candidates</i> .....	4
STEP 3 RECRUIT CANDIDATES .....	4
STEP 4 SCREEN CANDIDATES.....	5
STEP 5 CONDUCT PRELIMINARY INTERVIEWS.....	5
STEP 6 SEARCH PUBLIC RECORDS .....	5
STEP 7 MAKE RECOMMENDATIONS .....	5
STEP 8 FACILITATE FINAL INTERVIEWS .....	6
STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS .....	6
STEP 10 ASSIST IN NEGOTIATIONS.....	7
COMPLETE ADMINISTRATIVE ASSISTANCE .....	7
COSTS AND GUARANTEE .....	8
PROFESSIONAL FEE AND EXPENSES .....	8
<i>Optional Services</i> .....	8
GUARANTEE .....	9
RECRUITMENT SCHEDULE.....	10
FIRM PROFILE.....	11
REFERENCES.....	16

## THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding positive placements and providing security and fairness to candidates and clients while ensuring the integrity of the search process. Outlined below are the steps in our proven recruitment process, refined through our **34+ years** of experience in executive recruiting.

### STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the Coastside County Water District's needs will be key to a successful search. Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will meet virtually with the Board of Directors and key stakeholders to learn as much as possible about the ideal candidate for the General Manager position. Key stakeholders often include:

- **Council/Board Members** - up to **five** virtual one-on-one meetings with the Recruiter
- **Internal Stakeholders** (e.g. Department Heads) - up to **two** virtual group meetings with the Recruiter
- **External Stakeholders** (e.g. Chamber of Commerce, Community Groups) - **one** virtual one-on-one or group meeting with the Recruiter

#### *Internal and External Stakeholders*

We find that many of our clients value a recruitment process that opens the opportunity for employees, community members, business leaders, and organization representatives to provide input regarding the ideal candidate. Our recruiters are skilled in virtually facilitating group staff meetings, forums for the business community, and/or town hall meetings that provide for equitable involvement from a variety of constituencies.

If the Coastside County Water District desires, we will work with the Board of Directors to create a customized virtual community and/or staff input process. *Please note: Virtual facilitation of stakeholder meetings is included in the professional fee. On-site Recruiter facilitation is available for an additional fee - please refer to "Costs and Guarantee" on page 8 for pricing information.*

#### *Online Stakeholder Surveys*

Sometimes clients are seeking input from a wider range of stakeholders—such as community members, business leaders, and organization representatives—online surveys are ideal to solicit input regarding qualities of the ideal candidate. Our experienced recruiters excel at crafting targeted, thoughtful, open-ended questions and can design a customized survey, providing a link for easy sharing on your website.

After closing, your dedicated Recruitment Coordinator will send you the survey response data for your review and analysis. Online Surveys are available for a nominal cost under Optional Services (please refer to page 8).

We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the Coastside County Water District.

Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will review and help define the Agency's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the Agency to identify expectations regarding education and experience. The Coastside County Water District and Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

## STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers and your dedicated Recruitment Coordinator will use the candidate profile developed with the Coastside County Water District to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the Coastside County Water District that you feel best represent your organization and your community.

Upon your approval, Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will send the brochure by email (and postal mail if desired) to a targeted audience, personally inviting potential candidates to apply for the General Manager position. We will also place the recruitment brochure on our [website](#), which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will also design an effective advertising campaign appropriate for the General Manager recruitment. Our broadest outreach comes through our active social media involvement on LinkedIn as well as our monthly newsletter where upcoming and current positions are featured. Sources such as *Western City Magazine*, PublicCEO, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the General Manager field.

Suggested General Manager-specific advertising sources for the Coastside County Water District's search include:

- Association of Metropolitan Water Agencies
- Association of Women in Water, Energy, and the Environment
- BC Water Jobs
- National Association of Clean Water Agencies

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

### *Reaching Diverse Candidates*

Bob Murray & Associates, a woman- and minority-owned business, is **proud of its commitment to attracting and placing diverse candidates**. Nearly 50% of our last 100 placements were women; Hispanic placements 25%; African American placements 13%; Asian placements 21%; and Native American placements at 1%. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women's Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the Coastside County Water District, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the General Manager position.

### **STEP 3 RECRUIT CANDIDATES**

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through **over 2,100 successful placements**, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the General Manager recruitment.

#### STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will discuss with the Coastside County Water District how the Agency wishes to proceed with these candidates.

#### STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Zoom, Teams, or other convenient videoconferencing applications.

#### STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers to any further detailed inquiries we may need to make before our recommendations are finalized.

#### STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will meet with the Coastside County Water District virtually or on site to share the complete applicant list and recommend a limited number of candidates for your further consideration. Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of interviewees will be up to you.

We typically recommend 6-8 candidates that we feel best match your expectations and prepare a detailed report on each candidate. This virtual “Recommended Finalist” eBook is provided to each member of the decision-making body and includes:

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates

- Summary of experience and education for each Recommended Finalist candidate
- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

## STEP 8 FACILITATE PANEL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the Coastside County Water District to craft and implement an interview approach that fits your needs. This may include panel and/or individual interviews by the Coastside County Water District; key stakeholders, community/employee interview panels; writing and presentation samples; meet-and-greets; or other specialized process elements Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers helps the Coastside County Water District to design.

Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will be present on-site during the panel interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided for each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews. Our goal is to ensure that each candidate has a positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

## STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers and your Recruitment Coordinator will conduct detailed reference checks for up to two (2) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style.

In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with the two (2) final candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

## STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Your Recruiter will know what other organizations have done to put deals together with great candidates and what the current market is like for General Manager positions in organizations like the Coastside County Water District's. Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

## COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the Coastside County Water District, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers on behalf of the Coastside County Water District.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will be available to the Coastside County Water District by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

## COSTS AND GUARANTEE

### PROFESSIONAL FEE AND EXPENSES

The **all-inclusive professional services fee** for conducting the General Manager recruitment on behalf of the Coastside County Water District is **\$33,000**. Services provided for in this fee consist of all steps outlined in this proposal, including design and distribution of the recruitment brochure, advertising, marketing and promotion, administrative support, public records research, comprehensive background reporting on the final candidates, postage, technology, and two days of on-site meetings. This proposal is valid for 60 days from the date of the proposal.

*Optional Services are listed below and are in addition to the professional services fee. Expense reimbursement for **Consultant travel** related to additional on-site meeting days is billed at the actual rate (airfare/mileage, lodging) and is the responsibility of the Coastside County Water District.*

The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the Coastside County Water District. Therefore, Ms. Gaeta Phillips, Mr. Phillips, Ms. Dietz or Ms. Beers will contact the Agency at the first anniversary of the placement to confirm an effective transition has occurred.

### *Optional Services*

- **Additional virtual stakeholder meetings:** \$250/meeting
- **Additional on-site meeting days:** \$1,500/day/Consultant, plus travel expenses
- **Online Surveys:** \$500/each (includes preparing recommended questions, preparing and sharing the survey link, closing the survey, and sending the survey response data for your review and analysis)
- **Additional background checks:** \$300/candidate
- **Additional reference checks:** \$500/candidate
- **Additional hires:** \$9,000/candidate

## GUARANTEE

In the event a candidate recommended by our firm resigns or is terminated within the first 12 months of employment, Bob Murray & Associates will provide the Coastsides County Water District with professional services to secure a replacement. Services will be provided at no cost, aside from the following *reimbursable* expenses incurred on the Coastsides County Water District's behalf during the new search:

- Brochure design and distribution (\$695 reprint only, \$1,275 edit/reflow/reprint)(*if needed*)
- Advertising actual costs (estimated at \$2,975)
- Public records search for all new candidates (\$500)
- Background Checks (\$300/candidate)
- Reference Checks (\$500/candidate)
- Consultant travel reimbursement (if travel is needed)
- *Plus any applicable Optional Services, if desired*

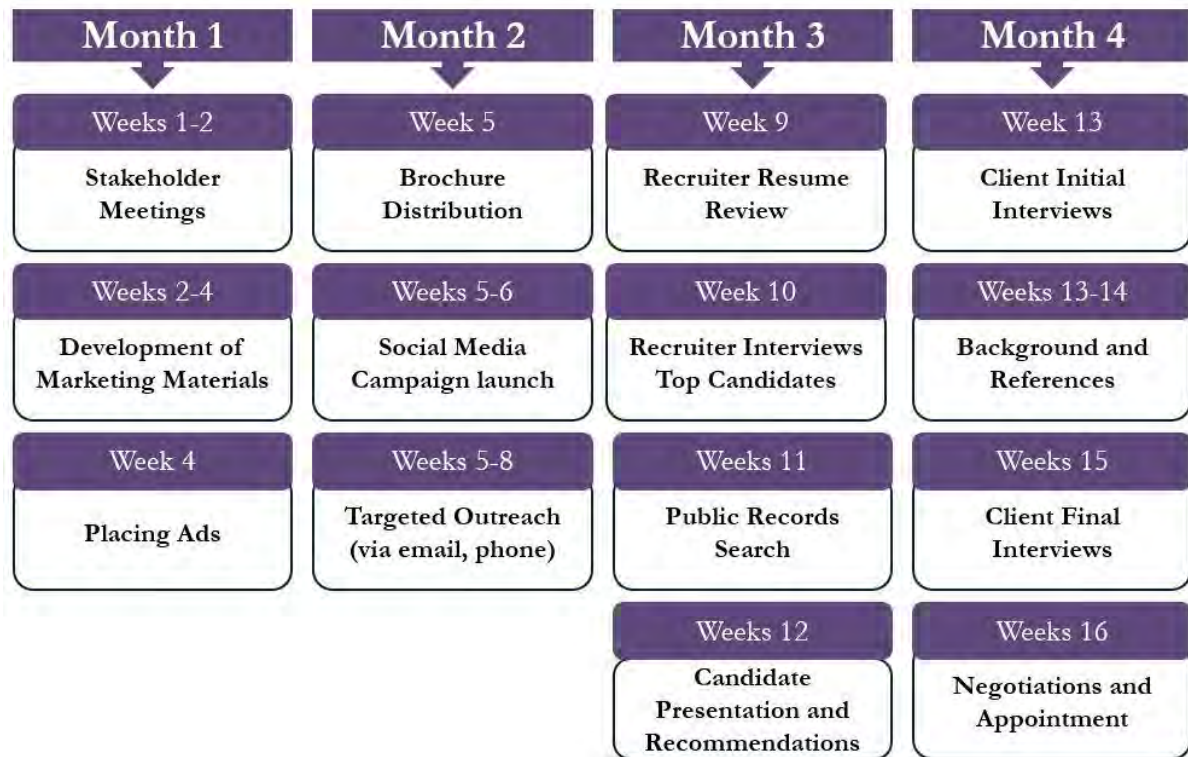
In the event that a placement is not made from the initial recruitment, Bob Murray & Associates will provide professional services to conduct one additional recruitment. Services will be provided at no cost. However, the Coastsides County Water District will be responsible for the *reimbursable* expenses as noted above.

We are confident in our ability to recruit outstanding candidates and do not expect the Agency to find it necessary to exercise this provision of our proposal.

## RECRUITMENT SCHEDULE

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with Coastside County Water District. A typical timeline of tasks and events is included here for reference.



## FIRM PROFILE

### OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of seventeen (17):

- Bob Murray, *Founder*
- Valerie Gaeta Phillips, *President*
- Gary Phillips, *Executive Vice President*
- Joel Bryden, *Vice President*
- Yasmin Beers, *Senior Executive Recruiter*
- Adele Fresé, *Senior Executive Recruiter*
- Stacy Stevenson, *Senior Executive Recruiter*
- Jon Lewis, *Executive Recruiter*
- Stephanie Dietz, *Executive Recruiter*
- Melanie Richardson, *Executive Recruiter*
- Jeff Mori, *Executive Recruiter*
- Michael Ishii, *Executive Recruiter*
- Ian Schmutzler, *Executive Recruiter*
- Alexandria Kopack, *Recruitment and Operations Manager*
- Kathy Lolas, *Senior Recruitment Coordinator*
- Grace Marshall, *Senior Recruitment Coordinator*
- Steph Souza, *Recruitment Coordinator*

Please see your lead recruiter's biography below:

### VALERIE GAETA PHILLIPS, PRESIDENT AND RECRUITER



Ms. Gaeta Phillips has over 18 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Since joining Bob Murray & Associates, Valerie has completed over 160 searches in a diverse range of fields, including city and general management, planning, finance, human resources, transportation, communication and public relations, community and economic development, information technology, parks and recreation, and operations. She has recruited at all levels of municipal and non-profit organizations, from technicians and engineers to Executive Directors and Chief Executive Officers.

Valerie is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success; she is also active in a variety of industry organizations and in diversity-focused associations. Valerie is called upon often to serve

as an expert speaker on topics such as managing one's online reputation, diversity issues in municipal and non-profit leadership, and how to identify a positive placement for the organizational culture.

Ms. Gaeta Phillips, along with Executive Vice President Gary Phillips, has a passion for helping people, evidenced by fundraising, sponsorship, and involvement in raising awareness for organizations such as Autism Speaks, the UC Davis M.I.N.D. Institute, and the Northern California Special Olympics.

#### GARY PHILLIPS, EXECUTIVE VICE PRESIDENT AND RECRUITER



Since joining Bob Murray & Associates, Mr. Phillips has completed over 125 searches for executives and professionals in a wide variety of fields including animal services, city and general management, planning, legal counsel, cyber security, and human resources. Gary's clients have ranged from municipal government to non-profit and private sector organizations, and he has sourced outstanding candidates for positions from the level of division managers up to City Managers, Executive Directors, and General Managers.

Gary started his career with a New York-based Fortune 100 company and quickly became a Senior Manager, building and running a large customer service organization that eventually expanded to 13 countries in Europe. He proceeded to hold senior leadership positions in several Fortune 500 companies, with noted successes such as building an organization from two to 250 employees worldwide and growing a company from 800 to 1200 employees.

As part of an executive acquisition and recruiting team, Gary helped build a start-up enterprise software company in San Francisco, recruiting top-notch talent and building a world-class organization. He has maintained customer relationships in the public sector and the private sector, including medical and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips, along with Ms. Gaeta-Phillips, is involved in his community as a soccer coach, as an organizer of fundraisers for Autism Speaks and the UC Davis M.I.N.D. Institute, and as a sponsor of the Northern California Special Olympics. Mr. Phillips received his Associate of Science degree and completed additional coursework at Rochester Institute of Technology, NY.

## YASMIN BEERS, SENIOR EXECUTIVE RECRUITER



Yasmin Beers brings over 33 years of municipal government experience to Bob Murray and Associates. Yasmin retired as the City Manager for Glendale with a population of over 200,000. She served as Chief Executive Officer overseeing close to 2,000 employees serving in Police, Fire, Public Works, Parks, Community Development, Library Arts & Culture, Innovation Performance & Audit, and Water & Power to name a few.

Yasmin's three decades of experience in public service brings extensive background in public sector finance, human resources management, contract negotiations, strategic planning & organizational leadership, policy development, emergency response & planning, team building and performance improvement. Throughout her career, Yasmin has had a great deal of experience in recruiting, selecting and hiring employees for executive and management level positions with a focus on the organizational needs and culture.

Yasmin currently serves on the Glendale Memorial Hospital Community Board of Directors and the Advisory Board for Village Christian School. Yasmin is a past member of Soroptimist International of Glendale where she served as President in 1999/2000. She is a past board member of Glendale Healthy Kids, Salvation Army and the American Red Cross. In 2011 the Glendale Chamber of Commerce recognized Yasmin as Woman of the Year; in 2013 she was the recipient of The Armenian American Woman of Excellence Award; in 2014 Yasmin was recognized by the Glendale Educational Foundation for her distinguished service and philanthropic efforts; in 2015, YWCA awarded Yasmin with the Heart & Excellence Award; in 2017, she was recognized by Business Life Magazine as a Women Achiever; and in 2018 the California State Senate recognized Yasmin as one of the Woman of the Year, each a tribute to her core values that represent her civic responsibilities, volunteerism and community service.

Yasmin has a Bachelor of Arts degree in Political Science from California State University, Northridge and a Master's degree in Organizational Leadership from Woodbury University.

## STEPHANIE DIETZ, EXECUTIVE RECRUITER



Stephanie Dietz brings over 20 years of municipal and public agency experience to Bob Murray and Associates. Stephanie retired as the City Manager for the City of Merced, a City with a population of nearly 100,000 and the newest University of California campus. She served as the Chief Executive Officer overseeing more than 500 employees who provided services within the areas of Police, Fire, Development and Inspection Services, Engineering, Public Works, Parks & Recreation, Arts & Culture, Housing, and the Office of Neighborhood Safety.

For 20 years, Stephanie garnered experience across city and county governments, along with the University of California, specializing in public finance and budgeting, human resources, labor relations, strategic planning, public safety, water management, redistricting, and leading city-initiated sales tax and charter ballot initiatives. Her professional career saw great success, with projects that included the construction of a new municipal airport terminal, the award of several state and federal grants to construct 850 affordable housing units, and the annexation of UC Merced. Throughout her professional career, she has been responsible for recruiting and retaining executive-level leaders who reflect the culture of their communities while fostering a spirit of innovation.

Stephanie serves on the Merced Irrigation District Board, on the Merced College Foundation Board, and as an Advisory Board Member for the Central California Small Business Development Center. In 2023, Stephanie was recognized by the California State Assembly as Woman of the Year for her innovative solutions in affordable housing and transportation and her pioneering spirit as the first female City Manager for the City of Merced. Stephanie also volunteers on the boards of several local non-profits that support youth sports and local FFA chapters, ensuring students have the community support needed to be successful.

Stephanie holds a Bachelor of Arts in Liberal Arts with a Minor in Mathematics from California State University, Fresno, and a Master of Arts in English from National University.

## *CORPORATION*

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates  
1544 Eureka Road, Ste. 180  
Roseville, CA 95661  
(916) 784-9080  
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

## *PROFESSIONAL ASSOCIATIONS*

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like Coastside County Water District:

- California Special Districts Association
- California City Management Foundation (CCMF)
- Engaging Local Government Leaders (ELGL)
- International City/County Management Association (ICMA)
- International Network of Asian Public Administrators (I-NAPA)
- League of California Cities
- League of Women in Government
- Municipal Management Association of Northern California (MMANC)
- Municipal Management Association of Southern California (MMASC)
- National Forum for Black Public Administrators (NFBPA)

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues. Recent and upcoming speaking engagements and trainings provided by our staff include:

- "Role of the Chief" class, annually presented by Jon Lewis on behalf of the California Police Chiefs Association;
- MMANC and MMASC annual mock interviews;
- Annual League of California Cities Booth; and
- Annual League of California Cities City Manager's Conference (City Manager hosted event).

## REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted similar searches are listed below:

**CLIENT:** City of Petaluma, CA  
**POSITION:** Director of Water Resources & Utilities  
**REFERENCE:** Ms. Peggy Flynn, City Manager  
(707) 778-4345

**CLIENT:** Silicon Valley Clean Water, CA  
**POSITION:** General Manager  
**REFERENCE:** Mr. Neil Layton, Council Member  
(650) 802-4161

**CLIENT:** Monterey County Water Resources Agency, CA  
**POSITION:** General Manager  
**REFERENCE:** Ms. Irma Ramirez-Bough, Human Resources Director  
(831) 970-7022

**CLIENT:** Metropolitan Water District of Southern California  
**POSITION:** General Manager  
**REFERENCE:** Mr. Mark Brower, HR Group Manager  
(213) 217-7028

*We appreciate the Coastside County Water District's consideration of our proposal and look forward to working with you.*



## ATTACHMENT B

Peckham & McKenney



March 19, 2026

President Bob Feldman and Members of the Board of Directors  
c/o Mary Rogren  
Coastside County Water District  
766 Main Street  
Half Moon Bay, CA 94019

Via PDF/Email To: [mrogren@coastsidewater.org](mailto:mrogren@coastsidewater.org)

Dear President Feldman and Members of the Board of Directors,

Thank you for considering Peckham & McKenney for the Coastside County Water District recruitment for General Manager. Peckham & McKenney would be honored to work with the District in this important search. We look forward to the opportunity to *find* exceptionally skilled and experienced candidates that will work effectively with you, serve District residents and the community, and work successfully with the staff team.

Peckham & McKenney is a well-established and experienced, honest and communicative, hardworking, and service oriented firm. We are known for achieving successful and long-term placements. As a firm that only conducts recruitments for cities, counties, and special districts – and primarily in California, some of our distinguishing attributes include:

- We actively and personally search for, find, and pursue candidates throughout California and the nation. We don't wait for (or expect) prospective applicants to simply find a position on our website, in an ad, or from social media. Through an extensive personal and corporate network, and with a keen understanding of what our client is looking for, we market your opportunity and use the telephone and LinkedIn along with text, email, and social media to find candidates.
- We limit the number of concurrent searches to directly focus on serving our client.
- We prioritize a respectful, thorough, responsive, communicative, and complete process to represent our client in the best light, keep everyone informed, and make the recruitment process a positive experience. Furthermore, we communicate with applicants and treat them with respect.

- Your Recruiter is personally, solely, and directly responsible for all aspects of the search; your Recruiter is also your one point of contact. In other words, your Recruiter who knows about the District and the responsibilities of the vacant position handles all components of the recruitment (for example, preparing the Candidate Profile, conducting outreach, reviewing applicants, presenting applicants, facilitating interviews, and conducting reference checks).

The Peckham & McKenney team is made up of retired municipal managers and directors who are passionate about the public sector. As a Recruiter with Peckham & McKenney, I am proud to work with our team because we value and prioritize assisting public agencies in furtherance of good government; placing quality above quantity; and building long lasting relationships with those in the public service.

For this important position and search, I will serve as your Recruiter. As a retired City Manager, I am very familiar with the responsibilities of a General Manager, the expectations of such a position, and the needs/interests of communities they serve. Having worked closely with a number of agencies throughout the State and conducted many recruitments for Public Works Directors that required knowledge and experience in various specialty areas, water is one, our firm is knowledgeable of and connected to potential candidates.

Attached is a detailed proposal for conducting the search that includes information about our firm, process, timeline, resources, references, experience, and fee. We charge a fixed, all-inclusive fee and for this search, we are proposing \$30,000, which I would be pleased to discuss. I would also be pleased to take part in a Zoom interview to personally present and discuss our proposal. Upon being selected to conduct this important search, we would also be prepared to start immediately.

I am excited for the opportunity to implement the process leading to the successful placement of a candidate that “fits” your interests and the organization. Please feel free to call me at 626-644-1398 if there are any questions.

Sincerely,

*Tara Schultz*

Tara Schultz

Executive Recruiter

tara@peckhamandmckenney.com

Enclosure:

Coastside County Water District Search Proposal

Example Candidate Profile City of Rancho Mirage City Engineer

Carpinteria-Summerland Fire Protection District Fire Chief

Peckham & McKenney  
"All about fit"

# RECRUITMENT PROPOSAL

for

## Coastside County Water District General Manager

March 19, 2026



## Peckham & McKenney

### EXECUTIVE SEARCH

*Serving local governments (cities, counties, districts) by conducting recruitments and placing management and executive leaders that fit the personnel needs and interests of agencies.*

---

## TABLE OF CONTENTS

Why Choose Us?.....	5
Experience.....	6
Your Recruitment Team.....	8
The Search Process and Schedule .....	10
<b>Cost of Services</b> .....	<b>11</b>
Cost of Services	
Process of Payment	
Insurance	
<b>Guarantee, Commitment and Diversity</b> .....	<b>12</b>
Guarantee	
Commitment	
Diversity Statement	



## Why Choose Us?

Peckham & McKenney focuses on quality searches and placements (over quantity) in recognition that each placement is “All about fit”. Serving local government since 2004, we are one of the most trusted and respected executive recruitment firms in the country. We have successfully placed hundreds of local government professionals including City Managers, County Executive Officers, General Managers, Police and Fire Chiefs, Department Heads, Assistant Managers, and mid-level Managers. Time and again, we receive unsolicited compliments from clients and candidates in reference to our integrity and high ethics, commitment, follow-through, communication, and service. We take pride in treating both our clients and candidates with utmost respect.



## Our Commitment To You

Peckham & McKenney, by maintaining the quality, style, values and culture established by Bobbi Peckham and Phil McKenney, performs on the premise that an executive search firm must be dedicated to providing its clients and candidates with professional and responsive service, and a personal, hands-on approach. Our business philosophy is founded on the understanding that we are in a “people” related industry and that attention to others’ needs is the key to providing effective customer service.

**We believe in honesty.** No client should ever appoint an individual without being fully knowledgeable of the candidate’s complete background and history. Additionally, no candidate should ever enter into a new career opportunity without full disclosure of any organizational “issues.”

**We keep everyone involved in the recruitment process informed.** Not only do we provide regular updates to our clients, we also have a reputation for keeping our candidates up to date.

**We do not recruit staff from our client agencies for another recruitment during an active engagement nor do we “parallel process” a candidate,** thereby pitting one client against another for the same candidate.

**We do not recruit our placements – ever.** Should a placement of ours have an interest in a position for which we are recruiting, they may choose to apply. If they become a finalist, we ask that they speak to their supervisor to alert them of their intent.

**We are retained only by client agencies and only serve cities, counties and special districts.** We are not retained by applicants or non-governmental agencies.

**We do not over commit ourselves to too many searches.** Your recruiter maintains a small, limited number of concurrent searches at all times to focus specifically and diligently on recruiting qualified candidates for your vacancy.

**We commit to diversity** in its broadest possible definition in every aspect of each executive recruitment



---

## EXPERIENCE

With our recruitment team that solely consists of retired City Managers, Assistant City Managers, Police Chiefs and Department Heads, and our expert support team, Peckham & McKenney brings more experience and knowledge of local government and executive search than any other California recruiter. A few of our recent recruitments include:

- ✓ Carpinteria-Summerland Fire Protection District Fire Chief
- ✓ Santa Paula Public Works Director
- ✓ Calabasas Public Works Director

Please don't hesitate to contact these agencies as well as our large list of current and former clients on our website ([here](#)); they will attest to our quality of service, on-going communication throughout the process, personal and direct outreach and sourcing of candidates, quality applicant pool, written materials and interview facilitation.

As an ambassador of our clients, Peckham & McKenney is also known for maintaining ongoing communications with our applicants throughout the search process, treating every applicant with respect, and appropriately informing candidates to support their best effort. The many compliments we have received from applicants fairly illustrate this reputation.

### Comfortable and Professional Experience

"I'd like to thank you again for your support and guidance throughout the recruitment and selection process. It was a comfortable and professional experience, and I attribute a great deal of that to you. It's my hope that our professional paths may cross again in the future." **Candidate**

### Straightforward, Friendly, and Humane Recruitment Process

"I wanted to let you know what a terrific job I thought you and Peckham & McKenney did on the recruitment. It was absolutely the most straightforward, friendly, and humane recruitment process I've ever participated in. And I would feel the same way even if the outcome was not successful for me." **Candidate**

## Proactive and Responsive

Diana worked with the City to fill the Chief of Police position early in 2023. Diana is clearly well respected in the LEO community and has a vast network which led to a competitive pool of candidates for the City to select from. Diana was proactive from our very first meeting and always very responsive. The City team valued Diana's integrity, opinion and sense of humor. She was a pleasure to work with and I wouldn't hesitate to hire her for any executive recruitment critical to your organization.

**Client**

## You Made Me Feel So Comfortable

"This is my first time working with a recruiting company, and I'm so happy for having the opportunity to work with your company, wow! I truly enjoyed the process! Your interview skills are amazing! You made me feel so comfortable and I felt like I was just talking shop with a longtime friend. Thanks for the personal touch that you include in your job, I believe that this is what makes your firm so desirable and successful." **Candidate**

**Testimonials from clients and candidates are at**  
<https://www.peckhamandmckenny.com/testimonials>.

Please feel free to contact any of our current or past clients to inquire about their experience with Peckham & McKenney. Any client contact and phone numbers not listed in this proposal can be provided. A few references are as follows:

### **Carpinteria-Summerland Fire Protection District – Fire Chief**

Suzi Cawthon, Board President  
(805) 403-2755; [sscawthon@gmail.com](mailto:sscawthon@gmail.com)

### **City of Pasadena – Director of Public Works and Director of Finance**

Brady Griffin, Human Resources Manager  
(626) 744-7143; [bgriffin@cityofpasadena.net](mailto:bgriffin@cityofpasadena.net)

### **City of Rancho Mirage, City Engineer**

Ryan Stendell, Assistant City Manager  
760-770-3224 Ext. 254; [rayans@ranchomirageca.gov](mailto:rayans@ranchomirageca.gov)

---

## YOUR RECRUITMENT TEAM

### Our Approach

With every Peckham & McKenney recruitment, your Recruiter has the entire Peckham & McKenney team of Recruiters and administrative personnel for backup, support, collaboration, and sourcing. However, when you retain Peckham & McKenney, your Recruiter serves as your single point of contact throughout the entire search process and is fully responsible for its success. Moreover, to fully focus on your search and finding applicants that fit with the ideal candidate you are seeking, your Recruiter also maintains no more than six active searches.



*Peckham & McKenney Team*

The Executive Recruiter for you in this search is Tara Shultz.



### **Tara Shultz, Executive Recruiter**

#### *Peckham & McKenney Executive Search*

With a 28 year career in local government, Tara retired from city service in 2020. At the time of her retirement, she was the City Manager of Claremont, California. Prior to serving in Claremont, Tara contributed nearly 19 years of her career to the City of Alhambra. Tara served as Deputy City Manager and then Assistant City Manager, along with holding the titles of Administrative Services Director, Development Services Director and Human Resources Director. Before joining Peckham & McKenney in January of 2022, Tara served as Interim Human Resources Manager for the City of

South Pasadena. Tara has a bachelor's degree in Recreation Administration and a master's degree in Public Administration from California State University, Northridge.

Tara is supported by the following [team](#).

### **Joyce Johnson, Operations Manager**

Joyce Johnson joined Peckham & McKenney in 2005 and serves as the firm's Operations Manager. She has over 30 years' experience in the field of administrative and executive support for all aspects of the executive recruitment process. She oversees internal administration of the firm as well as directing contract administrative support in the areas of advertising and design, web posting, and duplication and mailing services. Prior to joining Peckham & McKenney, Ms. Johnson oversaw internal administration in the Western Region headquarters of two national management consulting and executive recruitment firms. Ms. Johnson is complimented regularly on her strong customer orientation working with both clients and candidates alike. Ms. Johnson holds an Associate of Arts degree from American River College.

### **Taylor Bergstrom, Research Assistant**

Taylor Bergstrom joined Peckham & McKenney in 2022 and currently serves as a Research Associate. Taylor is currently pursuing a PhD at UCLA where she worked previously as a lab manager overseeing various research projects. Prior to that, Taylor graduated from UC San Diego with a Bachelor of Science degree in Psychology.

### **Linda Pucilowski, Graphic Designer**

With over 30 years of experience, Linda Pucilowski provides her expert design and marketing skills to Peckham & McKenney. She is the firm's "go-to" professional for all advertising and brochure design and creation. Ms. Pucilowski holds a Bachelor's degree from California State University, Sacramento.

### **Rachel Moran, Website & Social Media Assistant**

Rachel Moran has been in the graphic design field since 2007 and prides herself on creating eye-catching visual art. She supports the Peckham & McKenney team by handling all website visual and technical design as well as social media. Ms. Moran graduated from the Art Institute of Houston obtaining her Bachelor's Degree in Fine Arts with a concentration in Graphic Design.

## SCOPE OF SERVICES & SEARCH SCHEDULE

In today's competitive recruiting environment, our goal is to make the process as efficient and effective as possible. This scope of work and sample search schedule reflects a 13-week recruitment process but can be tailored to achieve the desires of the County.

Activity	Proposed Schedule	Time Frame
<b>Project Organization</b> <ul style="list-style-type: none"> <li>✓ Conference call to discuss Search Timeline, Process and Logistics</li> </ul>		
<b>Development of Candidate Profile</b> <ul style="list-style-type: none"> <li>✓ Virtual Meeting #1 w/Client to discuss Candidate Profile</li> <li>✓ Listen to Specific Expectations of Position</li> <li>✓ Learn Background and Experiences desired in Ideal Candidate</li> <li>✓ Develop Marketing Brochure and Obtain Client Approval</li> <li>✓ Develop Advertising and Recruiting Plan</li> </ul>	<b>June 8 - 19, 2026</b>	<b>Two Weeks</b>
<b>Recruitment</b> <ul style="list-style-type: none"> <li>✓ Recruiter focuses on Direct &amp; Personal Outreach with Quality Potential Candidates</li> <li>✓ Advertise, Network, and Electronically Post/Distribute Candidate Profile Up to 500 Identified Industry Professionals</li> <li>✓ Post Opportunity on Firm's Website</li> <li>✓ Respond to all inquiries and acknowledge all Resumes received within 48 hours</li> <li>✓ Client will be Updated on Outreach Status and Progress</li> </ul>	<b>June 25 - July 31, 2026</b>	<b>Six Weeks</b>
<b>Preliminary Screening Interviews</b> <ul style="list-style-type: none"> <li>✓ Recruiter Screens Resumes and Conducts Preliminary Internet Research on Candidates for any Areas of Concern</li> <li>✓ Identify Leading Candidates and Request Supplemental Questionnaires</li> <li>✓ Conduct Preliminary Phone Interviews with Leading Candidates</li> </ul>	<b>Aug 3 - 14, 2026</b>	<b>Two Weeks</b>
<b>Recommendation of Candidates/Selection of Finalist(s)</b> <ul style="list-style-type: none"> <li>✓ Provide Client with Recommended Candidates Packet</li> <li>✓ Virtual Meeting #2 to Provide Overview of Recommended Candidates</li> <li>✓ Client Selects Finalist Candidate(s) for Finalist Interview Process</li> <li>✓ Recruiter Notifies all Candidates of Status in Recruitment Process</li> </ul>	<b>Aug. 18, 2026 (Special Closed Session)</b>	<b>One Week</b>
<b>Finalist Interview Process</b> <ul style="list-style-type: none"> <li>✓ Facilitate Panel Interviews for Client</li> <li>✓ Recruiter will Provide Orientation Session prior to Interviews and Debrief Session after the Interviews</li> <li>✓ Assist Client throughout Process and Provide Recommendations</li> <li>✓ Client Selects Candidate or Leading 2-3 Candidates for Further Consideration</li> <li>✓ Client Conducts Second Interview Process (if needed)</li> </ul>	<b>Aug. 25, 2026 (Special Closed Session)</b>	<b>One Week</b>
<b>Qualification</b> <ul style="list-style-type: none"> <li>✓ Conduct Background and Reference Checks on Selected Candidate</li> <li>✓ Provide Employment Agreement Negotiation Assistance, if desired by Client</li> </ul>	<b>By Sept. 18, 2026</b>	<b>One Week</b>

At the conclusion of the process, we kindly request that any written public announcement/press release of the appointment attribute the recruitment to Peckham & McKenney Executive Search.

## **COST OF SERVICES**

The proposed fee to conduct the search process for your next General Manager is \$30,000. We are pleased to discuss this. The fee is all-inclusive for the services described herein to achieve success in your search.

Peckham & McKenney is unique among recruiting firms for several reasons including having a **fixed all-inclusive fee**. We have found that an all-inclusive fee is simpler, cost-effective, and efficient. Our all-inclusive fee includes professional fees and expenses (out-of-pocket costs associated with advertising, consultant travel, administrative support / printing / copying / postage / materials, telephone / technology, internet research on recommended candidates, and full background check on the selected finalist. For services not specified herein, we will discuss your interests and the appropriate fee.

### **Process of Payment**

<b>Payments</b>	<b>Due</b>	<b>Invoiced</b>
<b>First 1/3 of Payment</b>	Upon Execution of Contract	Retainer to Cover Upfront and Necessary Expenses Incurred <sup>1,2</sup>
<b>Second 1/3 of Payment</b>	60 Days after Contract Execution	Invoiced 30 Days from Contract Execution <sup>2</sup>
<b>Final 1/3 of Payment</b>	90 Days after Contract Execution	Invoiced 60 Days from Contract Execution <sup>2</sup>

<sup>1</sup> If the retainer is not received by Peckham & McKenney within 30 days of execution of the agreement, the recruitment process may be suspended until payment is received.

<sup>2</sup> Due within 30 days following the invoice date.

### **Agreement**

Peckham & McKenney is the operating name of City Management Advisors LLC, Anton Dahlerbruch, Managing Member.

### **Insurance**

City Management Advisors doing business as Peckham & McKenney carries Professional Liability Insurance (\$1,000,000 limit), Commercial General Liability Insurance (\$2,000,000 General Liability and \$4,000,000 Products), Automobile Liability Insurance (\$1,000,000), and Cyber Liability/Technology Liability (\$1,000,000). Our Insurance Broker is Acrisure LLC, Agoura Hills, CA. Necessary insurance documentation will be provided to the County in a timely manner.

---

## GUARANTEE, COMMITMENT AND DIVERSITY STATEMENT

### Our Placement Guarantee

**We are pleased to share that the Peckham & McKenney success and placement record are particularly strong. We are confident that our recruitment process will result in a quality candidate that will stay in your employment.**

- We will connect with the City in six months and one year after the appointment to check-in,
- We will conduct a second search within six months of our search process if a candidate is not placed, and
- If the placement vacates the position within one year from the date of accepting the offer, we agree to conduct a second search within six months of the vacancy as follows:

Because of how we conduct recruitments, it is unusual that we are unsuccessful in providing a placement, an individual is not placed, or the placement vacates the position within a year. In the unlikely event that no qualified candidates are identified *as a result of the search efforts, and* it is mutually agreed that *the result is due to the search effort and/or process*, we will extend the search for a second time for \$7,200 (expenses). Otherwise, if a second search is



necessary, a qualified applicant is not selected, or the selected candidate is separated from employment within one year after accepting the offer, a second search will be conducted within six months for the discounted fixed fee of \$17,000 (external candidates only, and except in the event of budgetary cutbacks, promotion, position elimination, or illness/death, etc.).

### Our Diversity Statement

Peckham & McKenney takes pride in our commitment to diversity and are known for long successful tenures of candidates selected by the agency.

Peckham & McKenney does not discriminate on the basis of race, color, religion, creed, sex/gender, national origin/ancestry, disability, pregnancy, sexual orientation (including transgender status), marriage or family status, military status, or age. We are fully compliant with all applicable federal and state employment laws and regulations in all our recruitments.

In addition to all other outreach methods and maintaining a website the fully accessible through [Accessibe.com](https://www.accessible.com), Peckham & McKenney routinely advertises with the Women Leading

Government, I-NAPA, National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network (LGHN) and the [National Diversity Network](#) to ensure the broadest placement of opportunities.

ATTACHMENT B

Koff & Associates



**EXECUTIVE RECRUITMENT SERVICES**  
**GENERAL MANAGER**  
**COASTSIDE COUNTY WATER DISTRICT**

Submission date: March 13, 2026



Koff & Associates  
A Gallagher Company

Submitted by:  
Koff & Associates  
2835 Seventh Street  
Berkeley, CA 94710

**Frank Rojas**  
Recruitment Manager  
[Frank\\_Rojas@ajg.com](mailto:Frank_Rojas@ajg.com)  
510.495.0448  
[KoffAssociates.com](http://KoffAssociates.com)

March 13, 2026

Mary Rogren, General Manager  
Coastside County Water District  
766 Main Street,  
Half Moon Bay, CA 94019

Dear Ms. Rogren,

Thank you for the opportunity to submit our proposal to assist Coastside County Water District with Executive Recruitment services. We are excited about the possibility of developing this partnership and supporting the District with the search for its next General Manager. Beyond finding your next ideal candidate, we are committed to working with our clients to show candidates “Why Coastside County Water District?” We are responsive and thoughtful in our communications with your applicants, as well as your internal and external stakeholders.

Our unique selling proposition lies in our extensive experience supporting public sector clients in California and throughout the USA. Through our investment in modern recruitment technology, we offer forward-thinking services that not only provide advanced extensive sourcing and outreach but allow us to tell the story of each project through easy-to-understand data and intuitive reports.

Conducting countless executive search efforts has made K&A an expert in identifying, targeting, recruiting, and successfully placing women and minority candidates in many of our recruitments. Our firm has a vast pool of resources at our fingertips to provide outreach on an industry-wide basis to the public and private sector for qualified candidates nationwide. We pride ourselves on transparency, flexibility, and quality work.

Our proposal details our experience, our project approach/methodology as well as identified deliverables throughout the process, our pricing, and all other information we trust demonstrates our commitment and excitement to take on this work and support Coastside County Water District. We will continue our efforts until we find your placement, and we guarantee our placements for 12 months. Our team is available to start this work upon award.

I am pleased to be your Project Manager for these recruitment services, with our recruitment team assisting as needed. You can reach me at (510) 570-3844 or [Chelsea.Freeman@ajg.com](mailto:Chelsea.Freeman@ajg.com).

Sincerely,



Chelsea Freeman  
Recruiting Supervisor  
510.570.3844 | [Chelsea.Freeman@ajg.com](mailto:Chelsea.Freeman@ajg.com)



Erik Smetana  
Managing Director & National Practice Leader  
314.494.4849 | [Erik.HenrySmetana@ajg.com](mailto:Erik.HenrySmetana@ajg.com)

## Table of Contents

Business Information	1
Experience and Qualifications	1
Recent Successful Recruitments	2
Project Team	7
Project Approach / Methodology	9
References	14
Pricing Proposal	15
Professional Services Agreement Acknowledgement	16
Signature Page	17
Attachment: Sample Brochure	

## BUSINESS INFORMATION

Koff & Associates (“K&A”) was founded by Gail Koff in 1984 as a full spectrum, public-sector human resources and recruiting services firm to assist cities, counties, special districts, other public agencies, and non-profit organizations.

As of April 30, 2021, we merged with Arthur J. Gallagher and are now officially a Gallagher Division. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, the Sacramento Region, and the Western US Region. GALLAGHER BENEFIT SERVICES, INC. is our legal name. It is a Delaware company, and the FEIN is 36-4291971.

Now part of Gallagher Benefits Services, the K&A recruitment team continues to provide top-tier recruitment services, now with a huge network of internal partners to support this work as needed, from our original public sector classification and compensation team to wide range of Talent and HR Consulting services, details at: [www.ajg.com/services/human-resources-compensation-consulting/](http://www.ajg.com/services/human-resources-compensation-consulting/).

## EXPERIENCE AND QUALIFICATIONS

With over 40 years of HR experience, K&A knows public sector employment inside and out. We are familiar with public sector organizational structures, agency missions, operational and budgetary requirements, staffing needs, legal requirements, and cultural expectations. Our team is ready to support you throughout the process—using our expertise to run a successful full-cycle recruitment through the very start of your search through the start date of your next General Manager.

<p>We build enduring relationships</p>	<p>K&amp;A provides personal attention to and creates long-term relationships with our clients. Because we care about and understand your organization’s people, culture, leadership, and unique needs, we identify highly qualified candidates to support your goals.</p>
<p>We value strength in diversity</p>	<p>With our focus on inclusion, networking, and advertising with minority-based associations, we source top talent and our placements reflect the Agencies we serve.</p>
<p>We leverage innovative search technology</p>	<p>K&amp;A identifies candidates which traditional recruiting strategies may miss. We leverage innovative sourcing methodologies and technologies for a robust and advanced sourcing strategy that will attract hard-to-find, passive job seekers.</p>

Our long list of clients indicates our firm’s reputation as a quality organization that produces comprehensive, sound, and cost-effective results. K&A is “hands on” and responsive with the ability and expertise to identify the ideal candidate(s) for Coastside County Water District.

We use our vast network to leverage recommendations and referrals of past clients in combination with modern sourcing techniques and technology to build the best candidate pools in the market. We are a team of true recruiters with over 60 years of combined experience. Our work speaks for itself: we provide professional and technical consulting assistance with integrity, honesty, and a commitment to excellence.

## RECENT SUCCESSFUL RECRUITMENTS

Below is a partial list of executive recruitments (complete or current) conducted by K&A’s recruitment team. Most relevant recruitments and/or clients have been **highlighted**.

Brochures for nearly all positions can be found at [www.koffassociates.com/opportunities](http://www.koffassociates.com/opportunities) (current recruitments at link; to view more, click “More Past Recruitments” at the bottom of the page).

Agency	Title
Bay Area Water Supply and Conservation Agency	<b>Chief Executive Officer/General Manager</b>
East Valley Water District	<b>General Manager/Chief Executive Officer</b>
Greater LA County Vector Control District	<b>General Manager</b>
South Tahoe Public Utility District	<b>General Manager</b>
Stinson Beach County Water District	<b>General Manager</b>
Valley Sanitary District	<b>General Manager</b>
West Valley Water District	Chief Financial Officer, Director of Engineering, <b>Assistant General Manager, General Manager</b>
Contra Costa Water District	<b>Assistant General Manager (Water Resources, Operations, &amp; Maintenance), Assistant General Manager (Engineering &amp; Construction), Director of Finance</b>
Bakersfield-Kern Regional Homeless Collaborative	<b>Executive Director</b>
California Assoc. - Local Agency Formation Commissions	<b>Executive Director</b>
California Utilities Emergency Association	<b>Executive Director</b>
City of Calexico	Chief of Police, <b>City Manager</b>
City of Coalinga	<b>City Manager</b>
City of East Palo Alto	<b>Assistant City Manager, Chief of Police, City Manager</b>
City of Lynwood	<b>City Manager</b>
City of Oceanside	Director of HR & Risk Management, <b>City Manager, Risk Manager</b>
City of Palm Springs	Airport Deputy Director, Planning & Engineering; Senior Civil Engineer; Fire Chief; <b>City Manager</b>
City of San Bernardino	<b>City Manager, Deputy Director of HR (Risk), Director of HR, Chief of Police, Director of Public Works</b>
City of Sanger	<b>City Manager</b>
City of Santa Fe Springs	<b>City Manager</b>



City of Signal Hill	<b>City Manager</b>
City of Soledad	<b>City Manager</b>
City of Chula Vista	Deputy Director of Development Services, <b>Deputy City Manager</b>
City of Rialto	City Engineer, Director of Finance, <b>Assistant City Manager</b> , Assistant Director of Finance, Director of Community Development, Director of Engineering Services/City Engineer
City of Tulare	HR Director, <b>Assistant City Manager</b> , Chief Financial Officer
City of Vista	Director of Engineering, Director of Community Development, <b>Assistant City Manager</b> , Fire Chief
Alameda County Transportation Commission	Chief Deputy Executive Director
Alameda Housing Authority	Administrative Manager
California Association of Sanitation Agencies	Manager of Association Services
City of Avalon	Public Works Director
City of Berkeley	Director of Information Services, Director of Engineering
City of Carson	Director of Finance, Public Works Operations Manager
City of Cherry Hills Village, CO	Chief of Police
City of Chico	Public Works Director
City of Commerce	Public Works Director
City of El Monte	Public Works and Utilities Director, Director of HR, Chief of Police
City of Gilroy	City Engineer/Transportation Engineer, Public Works Director, Utilities Director, Fire Division Chief, Finance Manager, Fleet Superintendent
City of Glendale	Water Engineering Manager
City of Hayward	Accounting Manager
City of La Mesa	Director of Finance, Assistant Community Development Director, Risk Manager, Director of HR
City of Lawndale	Director of Public Works / City Engineer, Director of Finance / City Treasurer
City of Leavenworth	City Administrator
City of Lomita	Public Works Director, Water Systems Superintendent
City of Long Beach	Data Center Officer, City Treasurer
City of Los Altos	Housing Manager
City of Los Banos	Finance Director, Assistant Public Works Director, Assistant Fire Chief
City of Manhattan Beach	Fire Chief



City of Menlo Park	Assistant Administrative Services Director (Finance), HR Manager
City of Millbrae	Director of Engineering and Public Works, Director of Community Development, Public Works Director
City of Modesto	Engineering Division Manager – Utilities, Wastewater Division Manager
City of Ontario	Budget Administrator, Accounting Supervisor, Assistant Community Development Director
City of Oroville	Chief of Police
City of Oxnard	Housing Director, Assistant Chief Financial Officer, Library Manager, Associate Traffic Engineer, Chief Financial Officer, Environmental Resources Division Manager, Safety Training Officer, Planning & Environmental Manager, Budget Manager, Senior Planner, City Traffic Engineer, Assistant Director of Housing, Assistant Public Works Director (Water Utilities), Controller, Public Works Director
City of Palmdale	Director of Community & Economic Development, Finance Manager, Deputy Director of HR
City of Palo Alto	Assistant Director of IT, IT Project Manager (Senior Technologist), Water Treatment Plant Manager, Water Quality Control Plant Assistant Manager
City of Pasadena	Director of Parks, Recreation and Community Services; Director of Library & Information Services; Chief of Police; Controller
City of Patterson	Fire Chief, Director of Recreation & Community Services, Director of Finance
City of Pittsburg	Water Utilities Manager, Assistant City Engineer
City of Pomona	Development Services Director
City of Rancho Palos Verdes	HR & Risk Manager, Principal Engineer, Associate Engineer – Utilities (Capital Projects), Associate Engineer – Utilities (Operations), Senior Engineer – Transportation/Traffic (Operations), Senior Engineer – Civil/Roadway (Capital Projects)
City of Redlands	Director of HR
City of Richmond	Senior Civil Engineer, Director of Finance, Information Technology Manager, Deputy Director of Community Resources, Employment and Training; Budget Administrator and Accounting Manager
City of Riverside	Utilities General Manager, Deputy Finance Director, Debt & Treasury Manager, Budget Manager
City of Salinas	Planning Manager, Assistant Finance Director, Senior Civil Engineer, Chief of Police, Finance Director
City of San Diego	Director of Transportation
City of San Jose	Deputy Director of Animal Care and Services, Deputy Director of Technical Services (Police Department), Assistant Chief Information Officer, Chief Information Officer
City of San Leandro	Assistant Finance Director
City of Santa Monica	City Engineer, Director of Transportation



City of Scottsdale, AZ	Economic Development Director
City of Seaside	Senior Civil Engineer, Assistant Public Works Director, Assistant Civil Engineer, Associate Planner, Assistant Planner
City of Stockton	Chief Financial Officer
City of Tracy	City Attorney
City of Victorville	Assistant Director of Water
City of Visalia	Administrative Services Director
City of West Hollywood	Economic Development Director
City of Woodland	Deputy Director of Public Works – Utilities
City of Woodland Park, CO	Chief of Police
Coachella Valley Water Dist.	Director of Environmental Services
County of Butte	Assistant Public Works Director (2)
County of Imperial	Director of Social Services
County of Riverside	Director of Animal Services, Director of HR, Department Public Information Officer I, DEI (Diversity, Equity, and Inclusion) Officer, County Counsel
County of San Bernardino	County Labor Relations Chief, Chief of Homeless Services
County of Santa Clara	Deputy Director of Parks & Recreation, Director, CEPA; Planning Services Manager
County of Sonoma	Deputy Director – Engineering & Maintenance, Transit Systems Manager
Dublin San Ramon Services District	Wastewater Treatment Plant Operator-in-Training, Electrician I/II, HR Analyst II, Wastewater Treatment Plant Operations Superintendent
East Bay Regional Park District	Fire Chief, Chief of Interpretive & Recreation Services, Chief of Design & Construction, Chief Information Officer
First 5 Alameda County	HR Director
Fresno Irrigation District	Senior Civil Engineer
Hayward Area Recreation and Park District	Administrative Services Director, Parks and Facilities Maintenance Director
Irvine Ranch Water District	Senior Risk Management Analyst, Collections Manager, Accounting Supervisor, Senior HR Analyst, HR Analyst
King County, WA	Regional Animal Services Manager
Marin/Sonoma Mosquito & Vector Control District	District Manager
Metro Parks Tacoma	Chief Financial and Administrative Officer
Metropolitan Water District of Southern CA	Safety, Security, and Protection Group Manager; Controller; Conveyance and Distribution Group Manager; Integrated Support Services Group Manager; Treatment and Water Quality Group Manager
Mid-Peninsula Water Dist.	Administrative Services Manager



Mtn. House Community Services District	Utilities Manager
Mtn. View Sanitary Dist.	Chief Plant Operator/Wastewater Operations Manager
North County Transit Dist.	Chief People Officer, Chief Executive Officer
Ontario Municipal Utilities Company	Utilities Customer Service Director
Orange Co. Mosquito & Vector Control District	Director of HR
Orange County Water District	Director of HR
Port of Long Beach	Director of Security
San Bernardino County Transportation Authority	Chief Financial Officer
San Bernardino Superior Court	HR Business Partner
San Mateo County Transportation Auth./Transit District	Executive Officer, Transportation Authority; Manager, Real Estate Capital Project Support and Property Management; HR Manager; District Surveyor, Real Estate; Deputy Director, Transportation Authority; Executive Officer for Civil Rights, Employee & Labor Relations, and HR
Santa Barbara Metropolitan Transit Dist.	Director of Finance and Administration, Director of HR and Risk
Santa Clarita Valley Water Agency	Controller
Solano County	Director of General Services
Solano Transportation Agency	Finance and Budget Manager, Director of Projects, Senior Accountant, Program Coordinator
South San Joaquin Irrigation District	Telemetry System Supervisor, Finance and Administration Manager
Stanislaus Animal Services Agency	Director of Animal Services
State Bar of CA	Operational and Digital Transformation Lead, Chief Information Officer
Tahoe Regional Planning Agency	Director of HR & Organizational Development
Transportation Corridor Agencies	Chief Capital Program Officer
Yolo Transportation District	Director of Finance & Administration

## PROJECT TEAM

### **Chelsea Freeman** **Recruiting Supervisor**

**LinkedIn:** <https://www.linkedin.com/in/chelseafreeman2/>

Chelsea's professional experience includes over 20 years in Human Resources which includes both the public and private sectors. She began her HR journey in private-sector manufacturing and then later transitioned to the public sector. Her previous role was as the Classification, Compensation, and HR Operations Manager at California State University, Monterey Bay, where she was responsible for developing and implementing a compensation philosophy for staff and faculty, as well as implementing process improvement efforts within the HR operations. She provided ongoing consultation to executives relating to organizational effectiveness, recruiting, and best practices in hiring which included Diversity and Inclusion training and properly classifying and compensating employees.

Since joining K&A, a Gallagher company, Chelsea has partnered her classification and compensation experience, marketing skills, and recruitment experience to bring a full-service experience to all clients. She currently manages full-cycle recruitments for California public sector agencies including cities, counties, and special districts. She provides supervisory oversight for technical, professional, and management recruitments.

In addition to recently completing recruitments for Solano County, City of Palo Alto, City of Lomita, City of Gilroy, City of Palmdale, and West Valley Water District, recent successful efforts include positions of Executive Director, Economic Development Director, IT Project Manager, Finance Director, Principal Engineer, and Director-level hires for Information Technology, Public Works, and Community Development.

Chelsea earned her B.A. degree in Communications from Sonoma State University.

### **Frank Rojas** **Recruitment Manager**

**LinkedIn:** <https://www.linkedin.com/in/frank-rojas-41529418/>

Frank brings more than thirty (35) years of recruiting experience from the highly competitive direct placement and contracts labor industries and the corporate environment. He has significant experience placing corporate leaders, executive, professional, and technical staff, including individual contributors for the government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation, and private industry.

Frank began his career in Contract Labor. Over the next 30+ years, he launched seven start-up offices in several states and locations, providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment, managing and building talent acquisition support during significant growth periods. Having been a speaker at several networking and career coaching venues, Frank believes in utilizing traditional recruiting methodology with social media.

In addition to recently completing recruitments for the City of Coalinga, City of Millbrae, City of Visalia, City of Tulare, and Alameda County Transportation Commission, recent successful efforts include positions of City Manager, Finance Director, Chief Deputy Director, Director of Human Resources, Administrative Services

Director, Fire Chief and Director-level hires for Information Technology, Social Services, Public Works, Community Development, Community Services, Animal Services, and Division/Site General Managers.

Frank has been named in the top 1% viewed profiles on LinkedIn and has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.

**Lady Hernandez**

**Associate Recruiter**

**LinkedIn:** <https://www.linkedin.com/in/lady-laura-hernandez-697aa169/>

Lady brings over thirteen years of experience working in both the public and private sectors.

She worked for the California State University system for six years and spent seven years in the private sector in management.

Lady spent seven years in management, refining skills in team leadership, operations oversight, and driving organizational success. Transitioning into higher education, she gained experience in full-cycle recruitment, employment compliance programs, and compensation and classification. This unique blend of expertise across education and management exemplifies her ability to navigate complex challenges and deliver impactful results.

Lady earned her B.S in Business Administration from San Diego State University.

**Ember Plummer**

**Recruitment Coordinator/Project Support**

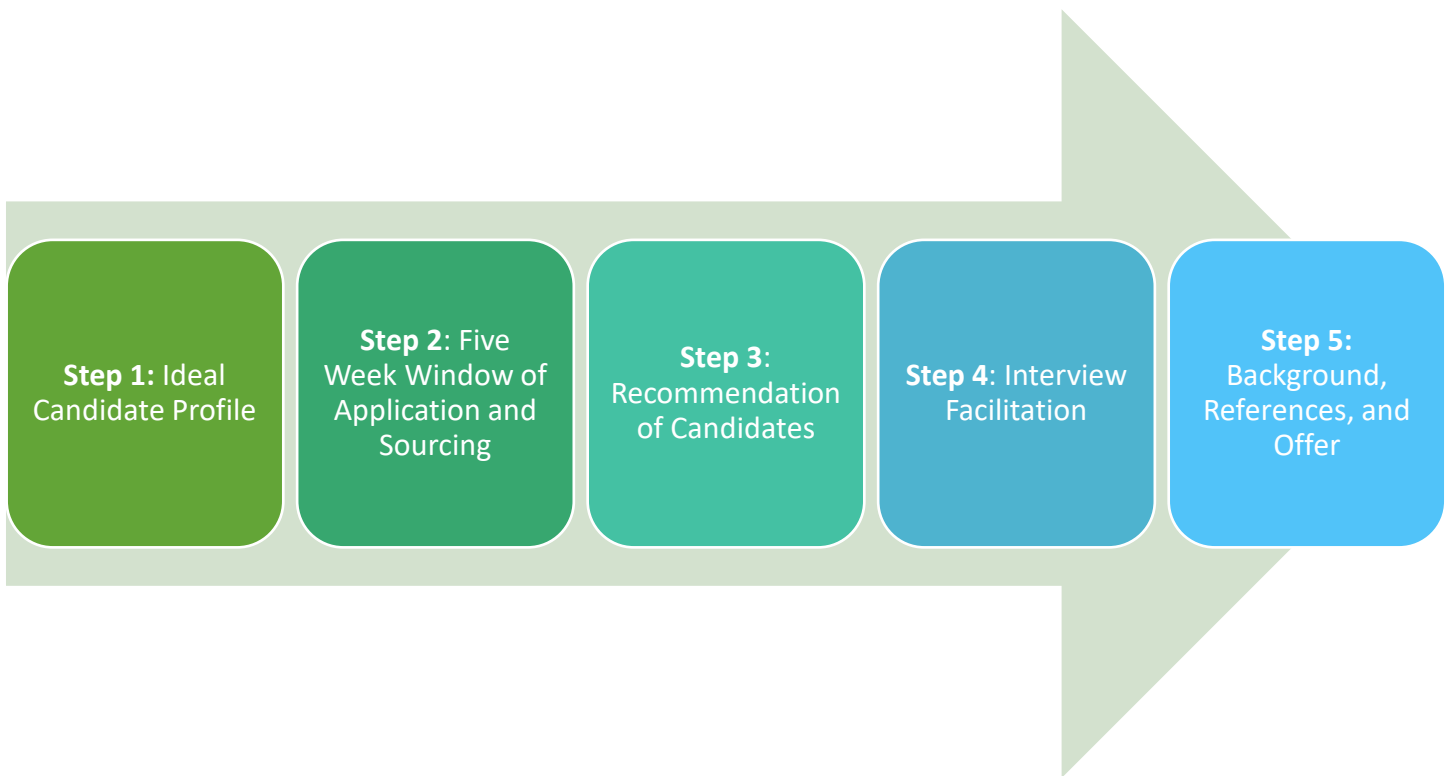
Ember supports the Koff & Associates team as a Recruiting Coordinator/Project Support. Since joining K&A, they have helped to develop efficient processes to streamline recruiting services. They support the recruiting team in a broad range of administrative needs and in preparing reports and documentation for clients. Ember earned their B.A. in English Language & Literature and World Literature from Smith College in Northampton, MA.

## PROJECT APPROACH/METHODOLOGY

Our philosophy ensures thorough, thoughtful, and strategic sourcing, evaluation, selection, and vetting of candidates. We reach out directly to potential candidates, referral sources, professional associations, and user groups, etc. by using business media, outreach emails, general advertising, **and most importantly picking up the phone and actively calling passive applicants**. This strategy also includes focused advertising on websites and in publications specific to women and minority candidates.

K&A will provide weekly progress reports to the District and participate in conference calls and onsite meetings as requested. These reports can include data on all new candidates as the sourcing period progresses, as well as work undertaken by the Project Team.

We are responsible for ensuring compliance, adhering to, and maintaining all legally mandated documentation throughout the process.



## Step 1: Ideal Candidate Profile

Developing the profile for the ideal job candidate for the position is crucial for a successful search process.

We will coordinate with the District in identifying and developing:

- The various needs, vision, mission, goals, strengths, challenges, opportunities, and culture of the organization and specific departments involved;
- Position competency requirements, i.e., knowledge, skills, and abilities;
- Personal and professional attributes required of and priorities for the new incumbent;
- Type of working relationship senior leadership desire with the new incumbent;
- Advertising strategies in conjunction with a national and/or regional outreach campaign;
- Compensation levels; and
- Precise schedule of deliverables from K&A.

After meeting(s) with the District, there will be a consensus of the key qualifications and characteristics of the position and the process, action plan, and timetable to be utilized for the recruitment process.

### **Deliverable: Brochure (Design & Posting)**

Following the development of the candidate profile, a recruitment brochure will be professionally produced in coordination with the District's feedback. The brochure will highlight the strengths of Coastside County Water District and the surrounding community. The brochure will feature the organizational structure and services of the District, its mission and goals, pertinent facts regarding the position, and necessary and desirable candidate qualifications, alongside eye-catching photographs of the District's staff, local attractions, and landscape.

## Step 2: Five Week Window of Application & Sourcing

K&A, at the request of the District, will facilitate community surveys or community outreach forums to encourage feedback from residents. A report of these resident comments will be provided to the District prior to brochure development, or prior to first-round interviews.

Our effort include a variety of activities designed to build the best available candidate pool. Our techniques and methodologies allow us to source from extensive pools of potential candidates and referral sources. We utilize a highly trusted advertising partner to identify and optimize our posts to the best job boards and business media to find candidates who may not otherwise be looking.

In coordination with the District, K&A will:

- Identify prospects;
- Provide each potential candidate with access to the recruitment brochure;
- Capture interested candidates in our recruitment project database; and
- Provide representative data to the District.

### Step 3: Recommendation of Candidates

K&A will complete our screening process, specifically designed to assess the personal and professional attributes that the District has identified. This screening will focus on each candidate's ability, technical competency, and fit with the District's values, culture, and needs. Our assessment will consist of:

- Experience and qualifications;
- Cultural fit based on our understanding of essential intangibles;
- Clarity of any issues identified in the submitted documents;
- Reasons for position interest,
- The level of commitment to the position and the organization; and
- Other issues, including salary requirements.

#### **Deliverable: Client Report**

After the sourcing period has closed and our screening process has been completed, K&A will prepare a Client Report of the leading candidates. This report serves to further narrow the pool to the most highly qualified and helps establish the best organizational fit of each recommended candidate. The Client Report contains standardized resume summaries of all presented candidates; cover letters, resumes, references submitted by each candidate; and notes on each screening interview, with comments from the Project Team. These materials are assembled into an intuitive and user-friendly report, emailed as an easily navigable single document.

### Step 4: Interview Facilitation

We will advise and develop interviewing strategies and a menu of questions that will help analyze candidates' qualifications and management/work styles. We will facilitate all necessary communications with the District and candidates to ensure everyone is well prepared.

Interview questions will elicit information about each candidate's technical skill set, experience, leadership skills, adaptability, political astuteness, self-awareness, and other important aspects of the ideal candidate profile.

The Project Manager will coordinate interviews, interview schedules, and finalize the process. We will provide oversight during the panel interview process and facilitate a focused discussion with the District at the beginning and conclusion of the interviews to identify the most qualified candidate(s) for final interviews.

#### **Deliverable: Candidate Evaluation Materials**

After candidates have been scheduled, K&A will prepare a packet of Candidate Evaluation Materials. Meant to provide comprehensive interview support to both internal and external panelists, this report contains the schedule of activities; a summary of the candidate qualifications as identified in the brochure; standardized resume summaries of all candidates interviewing; cover letters, resumes, references submitted by each candidate; and instructions for evaluation tools agreed to by the District, as well as an additional document with the panel/District's chosen interview questions. These materials are assembled into intuitive and user-friendly interview packets, emailed as fillable/easily navigable documents or bound and mailed at the District's request.

## Step 5: Background, References, and Offer

K&A provides a thorough and quality reference and background check process for our clients. We start by calling candidates’ employment and professional references and having an in-depth discussion, covering their strongest business characteristics, work style, interpersonal skills, and position-specific knowledge.

Background checks are conducted in coordination with a third-party firm to verify educational degrees and employment records, and confirm clear driving records, criminal records, and financial history/credit. Reports can be tailored to clients’ needs upon request. Safety for clients and their communities is our priority, so rest assured that we, as well as our background contract firm, meet or exceed relevant reporting requirements.

K&A can facilitate and lead the negotiations of the final terms and conditions of employment, such as the compensation package, benefits, and other perquisites (perks). We will notify all candidates not selected as finalists for the position.

### **Deliverables: Background Report & Reference Summary**

All references will be documented in a Reference Summary and presented in a concise, user-friendly manner. The Background Check will be forwarded from our third-party vendor upon completion.

### Project Schedule

The following is a typical schedule for conducting recruitment efforts. Search efforts for executive recruitments generally take twelve to fourteen (12-14) weeks to complete, allowing enough time for all steps of the process and client schedules.

Weeks	2	4	6	8	10	12	14
Step 1							
Step 2							
Step 3							
Step 4							
Step 5							

## Inclusion and Diversity Statement

We source candidate pools that are representative of our clients' communities, and we present highly achieved slates of finalists. We use a variety of industry-specific diversity advertising to source a diverse and representative population of candidates. For example, a Fire Chief advertising campaign may include posts to International Association of Women in Fire & Emergency Service - Women in Fire, International Association of Black Professional Fire Fighters, Inc., National Association of Hispanic Firefighters, and International EMS & Firefighters Pride Alliance. In 2024, 72% of our placements were women or people of color.

Inclusion and diversity (I&D) is a core part of our (AJG, as well as GBS and K&A) business, and it's embedded into the fabric of our organization. For more than 95 years, Gallagher has led with a commitment to sustainability and to support the communities where we live and work. Gallagher embraces the diverse identities of our employees, including race, ethnicity, sex, gender identity, sexual orientation, age, veteran status, religion, and visible or invisible disabilities, among many others.

We believe that by valuing and appreciating these unique qualities, experiences and talents, we can provide exceptional service to our clients and make a positive impact in our communities. We see inclusion as a conscious commitment and diversity as a vital strength. By embracing diversity in all its forms, we live out The Gallagher Way ([www.ajg.com/about-us/the-gallagher-way/](http://www.ajg.com/about-us/the-gallagher-way/)) to its fullest.

To read more, please see: <https://www.ajg.com/about-us/inclusion-diversity/>.

## REFERENCES

We are proud of our past recruitment work with clients to successfully place candidates to meet their organization's needs.

Recruitment & Agency	Contact
<p>City of Riverside</p> <p>DEI (Diversity, Equity, and Inclusion) Officer, Debt &amp; Treasury Manager, Budget Manager</p>	<p>Edward Enriquez CFO</p> <p>(951) 826-5972 <a href="mailto:EEriquez@riverside.gov">EEriquez@riverside.gov</a> 3900 Main St, Riverside, CA 92501</p>
<p>City of Palm Springs</p> <p>Fire Chief, City Manager</p>	<p>Stephanie George Director of Human Resources</p> <p>(760) 323-8217 <a href="mailto:Stephanie.George@palmspringsca.gov">Stephanie.George@palmspringsca.gov</a> 3200 E. Tahquitz Canyon Way Palm Springs, CA 92262</p>
<p>City of Pasadena</p> <p>Director of Library &amp; Information Services, Chief of Police, Controller, Director of Parks Recreation and Community Services</p>	<p>Tiffany Jacobs-Quinn Human Resources Director</p> <p>(626) 744-4126 <a href="mailto:tjacobsquinn@cityofpasadena.net">tjacobsquinn@cityofpasadena.net</a> 100 Garfield Ave, Pasadena, CA 91101</p>
<p>City of Lomita</p> <p>Public Works Director</p>	<p>Debora Dixon HR &amp; Risk Manager</p> <p>(310) 325-7110 <a href="mailto:d.dixon@lomitacity.com">d.dixon@lomitacity.com</a> 24300 Narbonne Ave, Lomita, CA 90717</p>
<p>City of Pomona</p> <p>Development Services Director</p>	<p>Rene Anderson Human Resources/Risk Management Director</p> <p>(909) 650-2291 <a href="mailto:Rene.anderson@pomonaca.gov">Rene.anderson@pomonaca.gov</a> 505 S. Garey Street Pomona, CA 91766</p>
<p>Bakersfield-Kern Regional Homeless Collaborative</p> <p>Executive Director</p>	<p>Anthony Valdez Assistant City Manager (City of Bakersfield)</p> <p>(661) 326-3029 <a href="mailto:Avaldez@bakersfieldcity.us">Avaldez@bakersfieldcity.us</a> 1600 Truxtun Ave Bakersfield, CA 93306</p>

## PRICING PROPOSAL

### Project

- General Manager

### Professional Fee and Expenses

- Total not-to-exceed professional fee of \$26,000, which includes all professional services and expenses, including brochure development and design, advertising, printing and shipping, associated consultant travel if required, and background.
- Invoices will be billed monthly in four equal increments of \$6,500.

*Note: Expenses do not include candidate travel.*

#### **Optional: Recruitment Video**

*In addition to the standard recruitment brochure, K&A can develop a Recruitment Video to better highlight the positive elements of the organization and community. These videos have proven to attract more job seekers and effectively expand the talent pool. Videos run approximately three-minutes in length and highlight the workplace environment, local landscape, and include interviews with selected staff. This video is optional and costs \$4,000.*

### Placement Guarantee

K&A is committed to recommending only the most qualified candidates who meet all the necessary requirements and qualifications and are also a cultural fit for the District. We proactively recruit for each search effort until a successful candidate is placed.

Therefore, we promise to present to the District a selective pool of candidates that met or exceeded our standards during the thorough screening processes and have been identified as ideal matches for the position. Should the District disapprove of all final candidates or should none pass the final interview and reference check process, we will work to find a new slate of candidates for the General Manager at no added cost, with the exception of necessary advertising. Cases where the job description or title change substantially may require additional fees.

In addition, for full-cycle recruitments for executive and mid-management positions, should the incumbent leave the position or be terminated from employment within 12 months of hire, we commit to conducting a one-time additional executive search to identify a replacement and only charge related expenses as described in the Pricing Proposal.

## PROFESSIONAL SERVICES AGREEMENT ACKNOWLEDGEMENT

We will be pleased to sign the District's professional services agreement for recruitment services, however we respectfully request that the District will allow for a period of negotiation of certain terms in the professional services contract related to liability, indemnity, insurance, and other terms. We have found that we have always come to an agreement with all of our clients in the past and appreciate the District's flexibility in reviewing certain terms in a collaborative fashion between our legal counsels.

## INSURANCE ACKNOWLEDGEMENT

Gallagher shall at all times during the term of this Agreement and for a period of two (2) years thereafter, obtain and maintain in force the following minimum insurance coverages and limits at its own expense:

- Commercial General Liability (CGL) insurance on an ISO form number CG 00 01 (or equivalent) covering claims for bodily injury, death, personal injury, or property damage occurring or arising out of the performance of this Agreement, including coverage for premises, products, and completed operations, on an occurrence basis, with limits no less than \$2,000,000 per occurrence;
- Workers Compensation insurance with statutory limits, as required by the state in which the work takes place, and Employer's Liability insurance with limits no less than \$1,000,000 per accident for bodily injury or disease. Insurer will be licensed to do business in the state in which the work takes place;
- Automobile Liability insurance on an ISO form number CA 00 01 covering all hired and non-owned automobiles with limit of \$1,000,000 per accident for bodily injury and property damage;
- Umbrella Liability insurance providing excess coverage over all limits and coverages with a limits no less than \$10,000,000 per occurrence or in the aggregate;
- Errors & Omissions Liability insurance, including extended reporting conditions of two (2) years with limits of no less than \$5,000,000 per claim, or \$10,000,000 in the aggregate;
- Cyber Liability, Technology Errors & Omissions, and Network Security & Privacy Liability insurance, including extended reporting conditions of two (2) years with limits no less than \$2,000,000 per claim and in the aggregate, inclusive of defense cost; and
- Crime insurance covering third-party crime and employee dishonesty with limits of no less than \$1,000,000 per claim and in the aggregate.
- All commercial insurance policies shall be written with insurers that have a minimum AM Best rating of no less than A-VI, and licensed to do business in the state of operation. Any cancelled or non-renewed policy will be replaced with no coverage gap, and a Certificate of Insurance evidencing the coverages set forth in this section shall be provided to Client upon request.

## SIGNATURE PAGE

We thank you for your consideration of our proposal. We are committed to providing high-quality service and investing in a long-term partnership.

This proposal is valid for ninety (90) days.

Respectfully submitted,

By: KOFF & ASSOCIATES, A Gallagher Company  
State of California



**Chelsea Freeman**  
Recruiting Supervisor



**Erik Smetana**  
Managing Director &  
National Practice Leader

**Date: March 12, 2026**