



February 22, 2020

Search Committee
 c/o Board of the Directors
 Georgetown Divide Public Utility District
 P.O. Box 4240
 Georgetown, California 95634

Via Email: dbhalpin@gmail.com

Dear Members of the Search Committee:

We are pleased to submit this Letter Proposal for recruitment services to search for the position of General Manager.

This search effort would focus primarily on candidates within California, although we would anticipate a select group of out-of-state candidates to apply based on our extensive network of professionals in the utility industry.

We would again develop a similar brochure as was done in 2017 for the GDPUD Board when the General Manager position was previously recruited by our firm. New information and updates on characteristics, personal attributes and experience would again be obtained from the entire Board. Additionally, it will be important to properly characterize any of the new challenges and/or opportunities that the District is facing going forward from this point.

Approach to Executive Search

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 48 years.

We feel that the key elements of the *full search* process, which can be tailored to fit the specific needs of the District, should include:

- Developing a comprehensive position profile based upon information obtained in various meetings with the Board of Directors.
- Extensive personal outreach (both in person and via telephone) will be focused primarily on highly qualified candidates throughout California. The District should have a small but qualified pool of candidates to select from.

Serving Public Sector Clients Since 1972

- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, the Internet, and professional contacts throughout California.
- A screening process that narrows the field of candidates to those that most closely match the needs of the District and is based on screening interviews with the top candidates. Candidates' education, experience, professional licenses, and other credentials are matched to the criteria established in the position profile.
- Interviews with all internal candidates will be conducted to ensure the Board is given full and detailed information about career history, management style, and leadership qualities on each. Internal candidates will also be compared to applicants that apply through the firm's outreach efforts and those that respond to strategically placed advertisements.
- Candidates would be screened via video conference to determine their overall "match." Local candidates in the region and in Northern California area would be interviewed in person, if possible. Southern California and out-of-state candidates would be interviewed via video conference.
- Delivering a product in the form of a search report to the Board of Directors that recommends a top group of candidates and provides the decision-makers with detailed information about their backgrounds and experience.
- Assistance during the interview and selection process and in the negotiation of a compensation package.

Ralph Andersen & Associates has an outstanding reputation for being thorough and professional in the approach it takes in recruitments. Each candidate's match with the position is based on the individual's own set of professional experiences, management style, education and credentials, and overall fit with the organization and executive leadership.

Project Staffing

Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf. ***If the firm is selected, the District will once again have Ms. Heather Renschler as Project Director.*** Ms. Renschler will be the consultant and primary contact with the District and can be reached at (916) 630-4900, on her cell at (916) 804-2885, or via email at heather@ralphandersen.com. Ms. Renschler was the Project Director on the search conducted in 2017.



Ms. Heather Renschler, Project Director

Ms. Renschler, President/CEO of Ralph Andersen & Associates, has been with Ralph Andersen & Associates for more than 35 years. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 24 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is

experienced at working in the field of city and county management and a wide range of other executive-level positions in the public sector. She is well versed in working with elected officials including city councils, county commissioners, and special districts in the recruitment and selection process. Her network of contacts and potential candidates is extensive and on a national scale. Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and public accounting. Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism. After working as a consultant to the public sector, Ms. Renschler later obtained a Bachelor's degree in Public Administration from the University of San Francisco.

Paraprofessional and Support Staff

Paraprofessional, graphics, and support staff will provide administrative support to the consultant team on recruitment assignments. These may include Ms. Christen Sanchez, Ms. Diana Hausmann, Ms. Hannah Jones, Ms. Blanche Velazquez, Ms. Teresa Heple, and Ms. Karen AllGood.

Previous Recruitments

Ralph Andersen & Associates has an extensive list of water/utility recruitments. A detailed listing of recruitments conducted is available upon request.

Project Timing

Ralph Andersen & Associates will complete the search within 75 to 90 days from the execution of the agreement to the presentation of candidates. Negotiation with the top candidate will take an additional week or two after finalist interviews. We are prepared to begin this search upon verbal notification to proceed as the contract/documentation is being finalized.

Project Cost

The recruitment for the General Manager would be a comprehensive search process with a focus throughout California. Total cost to the Georgetown Divide Public Utility District for professional services and expenses for a comprehensive search for the position of General Manager will be a **fixed fee of \$27,500***.

*Expenses included in this fixed fee include such items as advertisements (budget of \$2,500), consultant travel for meetings, clerical, research, graphic design, printing and binding, postage and delivery, education verifications and Internet and Lexis/Nexis searches on up to the top two candidates, and long-distance telephone charges. A full background (including references) will be conducted on the top two candidates.

Brochure – A full color brochure will be developed for the General Manager. Much of the brochure that was developed in the prior search in 2017 would be updated and used. All pictures will be the responsibility of the District.

Invoicing – The District will be invoiced in 4 (four) payments. Progress payments will be due upon receipt.

Exceptions – The District will be responsible for all candidate expenses related to on-site interviews and consultant travel for in-person screening interviews (if desired) for selected finalist candidates.

Our Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our full search services. If within a one-year period after appointment the General Manager resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The District would be expected to pay for the reimbursement of all incurred expenses.

If a placement is not made in the first outreach effort, the Consultant will conduct a second outreach effort with no charge for Professional Services. The District would be expected to pay for all incurred expenses.



Should you need any additional information, please feel free to call Ms. Renschler at (916) 630-4900 (office) or (916) 804-2885 (cell).

Respectfully Submitted,

Ralph Andersen & Associates

Ralph Andersen & Associates



JEFF SMITH & ASSOCIATES, INC.
MATCHING TALENT WITH OPPORTUNITY

February 27, 2020

Cindy Garcia, REHS, Director, Treasurer
Georgetown Divide Public Utilities District
Board of Directors
6425 Main Street
P.O. Box 4240
Georgetown, CA 95634-4240

Dear Cindy:

Thank you for your interest in retaining the services of **JEFF SMITH & ASSOCIATES, INC.** for your critical staffing needs. This Recruitment Agreement is designed to establish the basis of the working relationship between **JEFF SMITH & ASSOCIATES, INC. (JSA)** and **Georgetown Divide Public Utilities District (Client)**. This agreement is specific to your search for a **General Manager**.

Responsibilities of Recruiter

through thorough
JSA agrees to use its best efforts to find suitable candidates for this position. **JSA's** goal is to save valuable Client time, assist in successful hiring processes, and provide Client access to top, qualified candidates. **JSA** will actively source, recruit and screen candidates. **JSA's** work normally includes, but is not limited to, the following: 1) initial needs assessment with Client to formulate criteria for candidate selection, corporate background, position compensation, company benefits, and location specifics, 2) identification of potential candidates through resume database review, networking calls, direct contacts with competitors, advertising and referrals, 3) candidate screening through resume reviews and direct telephone and/or face-to-face interviews, 4) referral of screened candidate resumes to Client, 5) coordination of candidate interviews with Client, both telephone and in person, 6) verification of candidate references, when requested by Client, and 7) assistance with the coordination and acceptance of job offers.

Responsibilities of Client

CoPAD to provide to Smith & Assoc's.
The Client agrees to provide **JSA** with a complete and accurate job description, a target compensation package, and benefits information. The Client agrees to provide **JSA** with timely and detailed feedback on submitted resumes and the results of Candidate interviews. Client agrees to communicate with **JSA**, responding to e-mails and voice mails within two (2) business days.

Candidate Referrals

JSA will provide resumes of screened and qualified candidates directly to the hiring authority identified within Client's organization. It is understood that Client will not disclose or share any names or information which would identify candidates or cause candidates to be referred to any third parties. All referred candidates are considered to be valid referrals from **JSA** to Client unless Client immediately notifies **JSA** of recent and prior employment conversations which Client has conducted with a specific candidate within the 90 days preceding **JSA's** referral of candidate to Client. (NOTE: A "Candidate" is considered to be a person referred to the Client by **JSA**, directly or indirectly.) Referred candidates are considered active **JSA** candidates for a period of one year from the date of the most recent communication relating to such a candidate. Should Client hire or employ a referred candidate in any job during this period, the fees as described below are considered to be due to **JSA**.

Verification of Candidate Information

It is acknowledged that information furnished by the candidate has not been independently verified by **JSA**. The Client acknowledges that it is the Client's responsibility to make background checks, reference checks and other verifications, unless otherwise specified.

Jeff@jsmithassoc.com

43 Wing Blvd West • East Sandwich, MA 02537

Office: 978-448-8080 • Cell: 978-808-8121

www.jsmithassoc.com

Placement Fee Calculation and Payment Schedule

Client is not responsible to **JSA** for any reimbursements for expenses incurred by **JSA** on behalf of Client, including telephone, travel, sourcing expenses, advertising, postage, office support, or other ordinary recruiting expenses required to conduct this search for Client. Given the level of importance and responsibility of the **General Manager** position, we recommend that an Engagement Fee be paid at the onset of the search. Payment of this fee guarantees that your search becomes a Top Priority, and covers the up-front time, energy and resources we will expend on your behalf. This also allows us, when speaking with candidates, to say that "we have been Retained by our client for this search." Such a statement tells the candidate that this is considered a CRITICAL search and one the Client is committed to filling. It also lets the candidate know that WE are your recruiters of choice for this search.

Client agrees to pay a fee equal to 19% of a referred and hired candidate's guaranteed first year direct cash compensation (USD). This fee basis is derived from salary, sign-on bonus, and any guaranteed portion of bonus. A \$5,000.00 (USD) up-front Engagement Fee will be invoiced with the receipt of a signed recruiting service agreement. Upon a Candidate's acceptance of Client's job offer, Client will provide **JSA** with a copy of the Signed Offer Letter. A final invoice will be submitted on the candidate's date of hire for the total placement fee minus the initial \$5,000.00 Engagement Fee, Net 15.

Guarantee

Provided the full amount of the invoice is paid on time, **JSA** will provide a free replacement candidate should the employee leave the company within 180 days from commencing employment for any reason other than workforce reduction. This guarantee is to allow the Client to satisfy them that the candidate has the requisite experience and qualifications, and that information provided by the candidate and other sources, directly or through **JSA**, is accurate. This guarantee shall be your sole remedy. A monthly finance charge of 1.5 % (18% per annum) of any amount unpaid after 30 days from starting date will be added to the account balance.

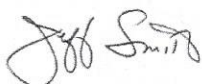
Non-Solicitation

JSA will not actively solicit any Client employees for a period of one year from the last start date that a candidate was placed with the Client. Responses to internet or other advertising shall not be considered a violation of this Agreement or otherwise improper.

Termination of Agreement

This agreement may be terminated at any time by either party without cause upon written notice. However, this agreement will continue to be binding beyond termination if a referred candidate supplied by **JSA** is subsequently hired within one (1) year of the date of the last communication between **JSA** and the Client relating to such a candidate.

Sincerely,



Jeff Smith
President

I agree to the terms and conditions detailed above:

Print Name

Signed

Title

Date

GDPUD GM Recruiters

GDPUD Recruiting Firm search	Website	Fees	Timing	Salary Negotiation	Services	Comments
Direct Recruiters Justin Doyle at 440-996-0056 or jdoyle@directrecruiters.com	https://www.directrecruiters.com/					Utilities are not in their domain so opted out.
Lisa Sprowls Managing Director, 1-(800) 992-3875, (440) 298-6018, lisa@rsipeople.com	http://rsipeople.com/water-wastewater/	25% of \$135K = \$33,750	7-10 days	Yes	See contract	They advertise on LinkedIn but our process is more of reaching out to individuals directly. Typically they see GM salary packages in the area of \$125k-\$150k depending on responsibilities, location etc
Jeff Smith & Associates Jeff: (978) 448-8080 Jeff@jsmithassoc.com, https://www.linkedin.com/in/	https://jsmithassoc.com/	19% of \$135K = \$25,650	1 -2 weeks	Yes	See contract	<p>Produce job description, company info, job advertisements. In-depth discussion with Hiring Authority about the job, requirements, compensation, search process, etc.</p> <p>Sourcing of candidates Candidate vetting and development Candidate presentation to Hiring Authority Facilitation of Interview process Selection of candidate to hire Assistance in negotiation of compensation, relocation assistance, etc.</p> <p>Need from GDPUD - detailed job description, benefits information, information on relocation package</p>

GDPUD GM Recruiters

GDPUD Recruiting Firm search	Website	Fees	Timing	Salary Negotiation	Services	Comments
Hunter Crown , (240) 372-0682	https://www.huntercrown.com/					Utilities are not in their domain so opted out.
CSI Executive Search info@csi-executivesearch.com (877) 329-1825	https://www.csi-executivesearch.com					Never rec'd a reply.
Barrett Group , (800) 304-4473	https://www.careerchange.com/					Not a recruiting firm.
Executive Advisors 1-(844) 413-2777	http://www.executive-advisors.com/					Not a recruiting firm. Peter Timms interested to receive a job description. No fees if he finds a match!- ptimms@executive-advisors.com
Ralph Andersen & Associates , (916) 630-4900	https://www.ralphandersen.com/	\$27,500 Fixed Fee contract.	75 to 90 days to provide candidates. 2 weeks for GDPUD to select new GM	Yes	See Proposal for details	Firm used to find Steve Palmer. Heather Renschler to call back. Heather to email a proposal Monday. Proposal received 2-25-20 Developposaiton profile CA outreach Selected advertising Screening process Interview all internal candidates Screened via video conference Search report to BOD's and, Assistance during interview and selection process

GDPUD GM Recruiters

GDPUD Recruiting Firm search	Website	Fees	Timing	Salary Negotiation	Services	Comments
Regional Government Services (RGS) , Chris Paxton 650.587.7300 x38	https://www.rgsjpa.org/	Time and Material contract. Estimated at 100hr. X \$125/hr	90 days to provide candidates	Yes	See Proposal for details	Specialize in cities, counties, special districts. Kay Pollard to call back. Chris Paxton TOTALLY gets our situation. Kay will email a proposal on Monday. Proposal received 2-25-20
TB&C Teri Black & Company 424-296-3111	https://www.tbcrecruiting.com/Recruitments					Specialize in cities, counties, special districts. Joyce Carlson to call back. No response to emails and phone calls.
Bob Murray & Associates Gary Phillips 1544 Eureka Road, Suite 280 Roseville, CA 95661 (916) 784-9080	https://www.bobmurrayassoc.com					Specialize in cities, counties, special districts. Contacted Geni Herndon she will email a proposal on Monday. Declined to submit a proposal.