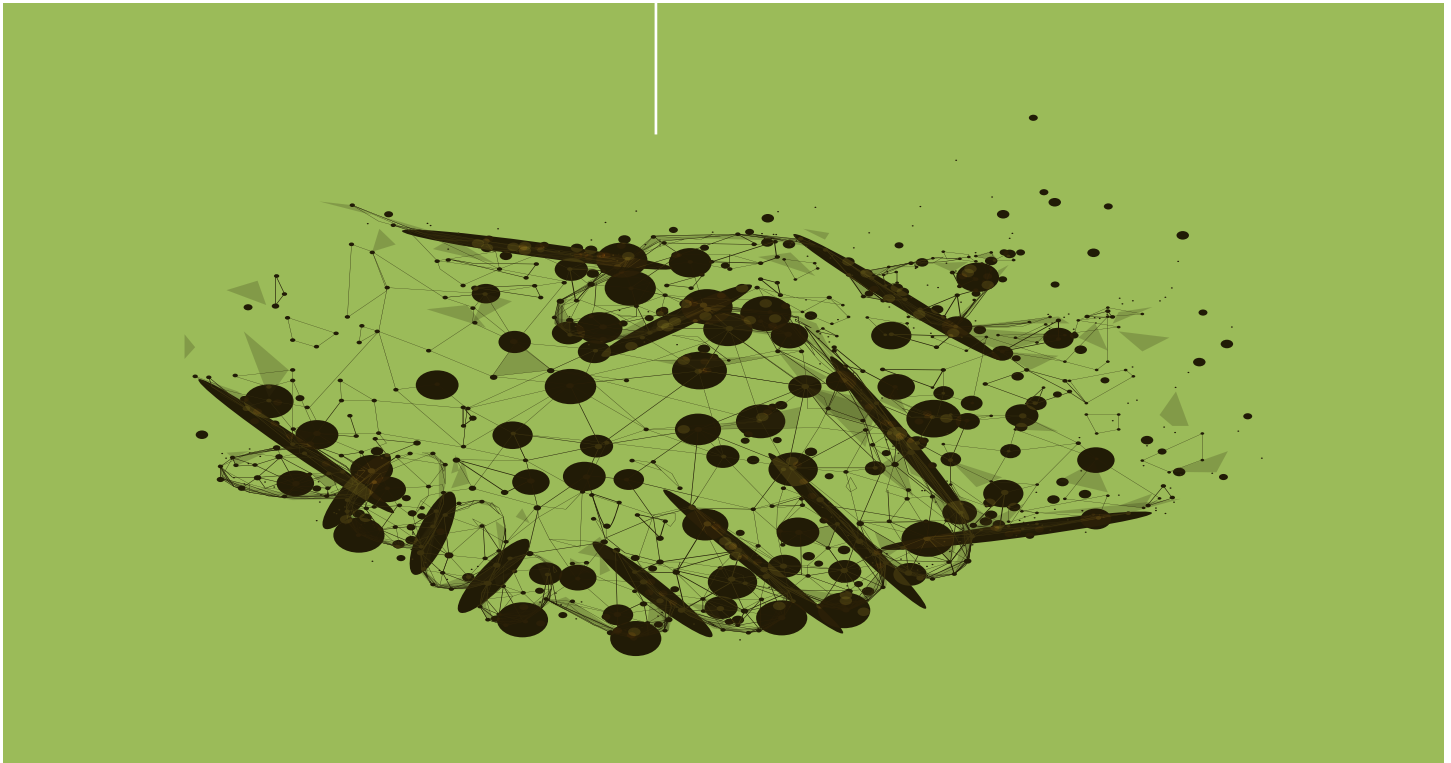




Innovation. Diversity.



Submission Date: June 27, 2019

Recruitment Strategy and Timeline

Director of Finance and Business Manager

District Clerk of the Board

Office Assistant

Kensington Police Protection District

35 years of public-sector recruiting.



CONTACT US

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Richard O'Donnell

Recruitment Manager

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www.koffassociates.com/recruitment



■ **Koff & Associates**

Human Resources and Recruiting since 1984



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Kensington Police Protection District - Recruitment Strategy and Timeline

FIRM QUALIFICATIONS (A Brief History)

K&A Recruiting is a full spectrum, public-sector recruitment services firm that is a subsidiary of Koff & Associates, which was founded in 1984 by Gail Koff, and has been assisting cities, counties, special districts, JPAs, other public agencies, and non-profit organizations with their human resources needs for 35 years.

We are a private California corporation, #2785458, and our legal name is Kaneko & Krammer Corp. dba Koff & Associates, Inc. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, and the Sacramento Region.

We are a California State-certified Small Business Enterprise (#58366); and through the County of Alameda, we are a locally certified Local, Small Local, and Very Small Local Business Enterprise.

We have successfully placed numerous executives and managers with cities, counties, public agencies, JPAs, and non-profit organizations throughout our 35-year history. We will develop a customized recruitment around the unique requirements of each position, including the three recruitment projects specific to the Kensington Police Protection District. To increase awareness, we will tactfully reach into our internal network with a focus on prospects relevant to the Office Assistant, Director of Finance and Business Manager, and District Clerk of the Board positions.

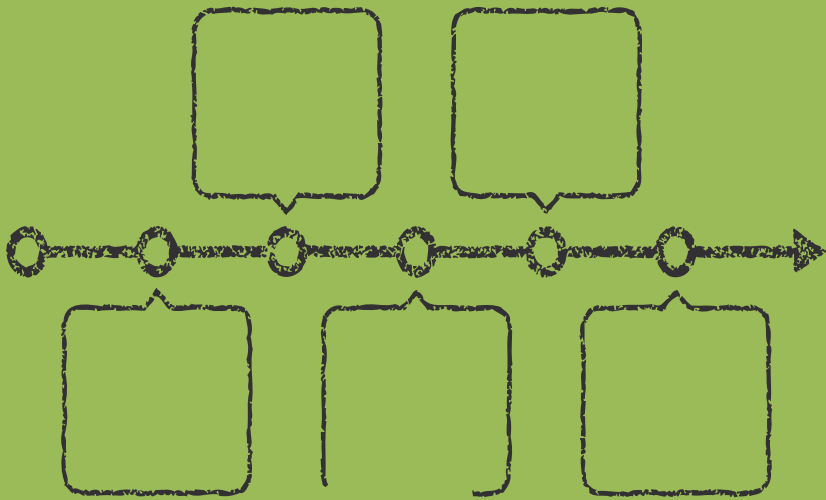
***Just recently, in 2019, we recruited for a Director of Administration/Clerk of the Board position for the Vallejo Flood and Wastewater District, and have recruited for a number of finance executive and business manager positions in the past couple of years.**

Diversity & Innovation

K&A Recruiting embraces diversity and inclusion, and innovative advances available to the recruiting industry, which gives us a competitive advantage in comparison to less-progressive and less-proactive recruiting agencies serving the public sector. By staying at the forefront of our industry through the incorporation of technology and diversity, all candidates are afforded the full opportunity to submit applications in response to each opening and are not discriminated against on the grounds of age, ancestry, color, race, gender, gender identity, gender expression, transgender status, genetic information, marital status, medical condition, military and veteran status, national origin, religion, sex, sexual orientation, or disability in consideration of any application. In this way we develop candidate pools representative of the demographic in your community.

We specialize in placements of executive and hard-to-fill positions. Without exception, all our recruitments have successfully met intended commitments, and communications were successful with client agencies and job candidates. Many of our clients use our recruitment services year in, year out because of our innovation and commitment to success.





Timeline and References

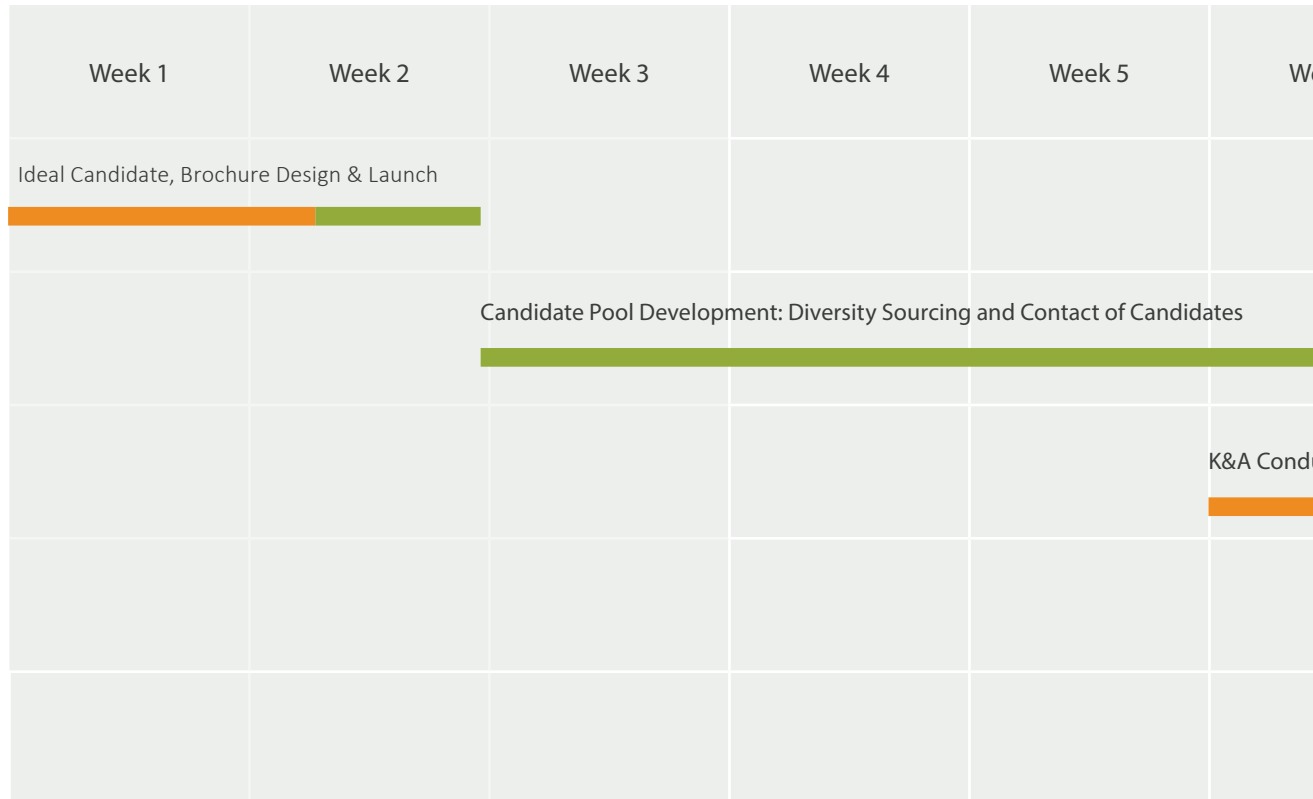
Following is our projected timeline and a select few references specific to these recruitments.

TIMEFRAME & MILESTONES

Following is a typical schedule for conducting recruitment efforts. Search efforts of this scope generally take three to four months to complete, allowing enough time for all phases of the process. We would recommend the standard process for the the Director of Finance and Business Manager and District Clerk of the Board Recruitments.

For the Office Assistant recruitment, we would recommend interviewing candidates on as “as come” basis. We would estimate four weeks from launch to hire for this position.

Key Target Points / Scope of Work:



WEEK 1

IDEAL CANDIDATE PROFILE

During the initial stages of the recruitment, K&A will work with key stakeholders to define the Ideal Candidate Profile

Our team will develop a brochure, phone screen questions, projected timeline, an ad list, and other materials unique to the position, based on the Ideal Candidate Profile.

WEEK 2

KICK-OFF BINDER & LAUNCH

Assembling K&A's Kick-Off Binder, we will present all materials to your team for oversight and review. At the end of the second week, we will agree upon the brochure layout and design, and K&A will post the job to the selected job boards and send mailers.

WEEKS 3-7

OPEN WINDOW OF APPLICATION

Once the brochure goes live, the application window remains open for 30 days.

During this time, K&A will develop a sourcing and marketing campaign to tactfully grow the candidate pool.



WEEKS 7-8

APPLICANT MATERIALS BINDER

Once the window closes, K&A will wrap up phone screens and assemble our recommendations based on each conversation. We will send a full summary of the candidate pool, including visually friendly data, in our Applicant Materials Binder.

Your team will then take time to review, and select a slate of candidates to invite for a round of on-site interviews.

K&A will schedule the selected candidates, and any panelists as requested.

WEEKS 9-10

ON-SITE INTERVIEWS

K&A will also assemble a an On-Site Interview Binder, including a list of questions for use by the panelists.

A recruiter from K&A’s team will be available to attend and facilitate the on-site interviews.

WEEKS 10-11

BACKGROUND CHECK, REFERENCES & OFFER

Once it is determined to which candidate you would like to extend an offer, K&A will initiate a background investigation including professional references.

K&A will also facilitate the negotiation of the offer as requested.

A start date will then be determined.

References

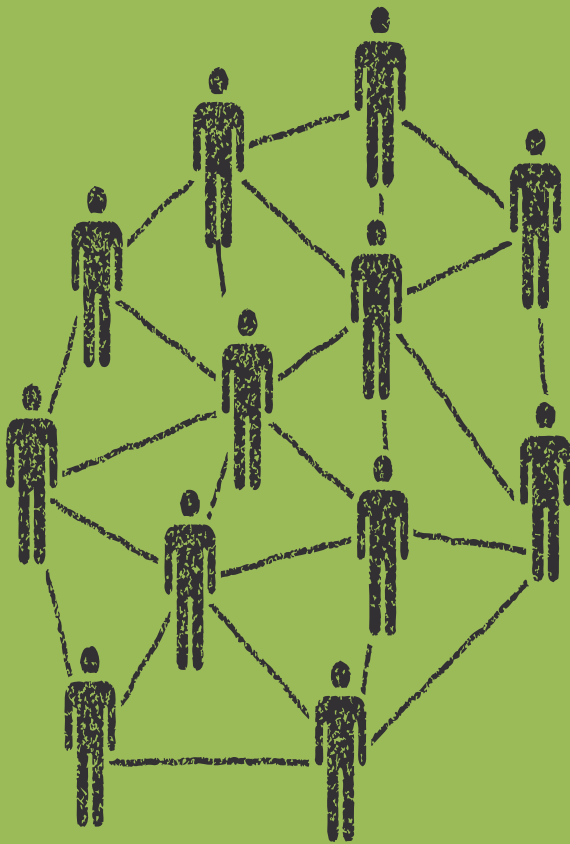
This is a list of a select few references to give perspective on the scope of recruitments in which we have been recently engaged, mainly limited to the Bay Area region, as well as a few that we feel are directly relevant to the Office Assistant, District Clerk of the Board, and the Director of Finance and Business Manager recruitments:

Recruitment Agency	Contact
<p>East Bay Community Energy Authority</p> <p>2017: Executive Assistant 2017: Chief Operating Officer</p>	<p>Mr. Nicolas Chaset Chief Executive Officer (510) 219-2121 224 West Winton Avenue, Rm 110 Hayward, CA 94544 nchaset@ebce.org</p>
<p>Fairfield, District of</p> <p>2018: Community Development Director 2016: Chief Information Officer</p>	<p>Ms. Laura Snideman Assistant District Manager (707) 428-7400 1000 Webster St. Fairfield, CA 94544 lsnideman@fairfield.ca.gov</p>
<p>Housing Authority of the District of San Buenaventura</p> <p>2019: Chief Financial Officer 2019: General Counsel</p>	<p>Ms. Cheryl Tabbi Human Resources Manager (805) 626-5816 995 Riverside Street Ventura, CA 93001 ctabbi@haDistrictventura.org</p>
<p>Paradise Irrigation District</p> <p>2018: General Manager</p>	<p>Ms. Georgeanna Borrayo District Secretary (530) 876-2039 6332 Clark Road Paradise, CA 95969 gborrayo@paradiseirrigation.com</p>
<p>Ross Valley Sanitary District</p> <p>2018: General Manager</p>	<p>Ms. Andrea Clark General Counsel (916) 520-5424 Downey Brand LLP 621 Capitol Mall, 18th Floor Sacramento, CA 95814 aclark@DowneyBrand.com</p>



Recruitment Agency	Contact
<p>Sacramento, District of</p> <p>2019: Director of Public Works (underway) 2019: Director of Youth, Parks & Community Enrichment (underway) 2018: Director of Finance 2018: Diversity and Equity Manager 2018: Director of Human Resources</p>	<p>Ms. Sally Ly Interim Human Resource Manager (916) 808-8907 915 "I" Street Sacramento, CA 95814 Sly@Districtofsacramento.org</p>
<p>San Diego, District of</p> <p>2019: Public Utilities Director</p>	<p>Erik Hanson Human Resources Officer (619) 236-5599 1200 3rd Avenue, 13th Floor San Diego, CA 92101 EHanson@sandiego.gov</p>
<p>San José, District of</p> <p>2019: Deputy Director of Police – Gaming Division (currently underway) 2018: Human Resources Director 2018: Director of Planning, Building and Code Enforcement 2017: Associate Engineer Mechanical 2017: Associate Engineer Electrical 2017: Senior Landscape Architect 2017: Senior Development Officer 2017: Associate Engineer 2016: Chief Information Officer 2015: Director of Communications (Mayor’s Office)</p>	<p>Ms. Aracely Rodriguez Division Manager (408) 975-1411 200 E. Santa Clara St., 2nd Floor Wing San José, CA 95113-1905 Aracely.Rodriguez@sanjoseca.gov</p>
<p>South Coast Water District</p> <p>2017: Chief Financial Officer</p>	<p>Mr. Andy Brunhart General Manager (949) 499-4555 34152 Del Obispo St. Dana Point, CA 92629 abrunhart@scwd.org</p>
<p>Vallejo Flood and Wastewater District</p> <p>2019: Director of Administration (Clerk of the Board) 2018: Director of Human Resources 2015: Director of Finance</p>	<p>Ms. Melissa Morton District Manager (707) 644-8949, Ext 211 450 Ryder Street Vallejo, Ca 94590 mmorton@vsfcd.com</p>





WORK PLAN, TECHNICAL APPROACH, and DELIVERABLES

Following are our detailed work plan, technical approach, and deliverables to be completed for this executive-level recruitment for the District of San Bernardino (“District”):

K&A PROMISE (Placement Guarantee)

K&A is committed to finding only the most qualified candidates for these three positions who not only meet all the necessary requirements and qualifications but are also a cultural fit for the District and its staff. We aggressively and proactively recruit for each search effort until a successful candidate is placed.

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

In addition, for executive and mid-management positions, we promise to conduct a one-time additional executive search to find a replacement should the incumbent leave the position or be terminated from employment within 12 months of hire due to performance issues. In either case, as described above, we will identify a replacement and only charge through related expenses as described in the Cost Proposal.

Overall, K&A's retention rate during the first 12 months of hire is very strong and has been at over 95% over the last 35 years. Depending on the level of the position, it has





Phase 1: Kick-off, Brochure Design, and Advertising

Deliverable 1. Ideal Candidate Profile Developed by Meeting with Key Decision Makers

Working closely with key stakeholders, K&A will assist in identifying the specific needs of the District and the key competencies and characteristics of the “ideal candidate.” We will obtain an understanding of the District’s goals and priorities with regard to selection criteria, selection process, timeline and evaluation process.

Deliverable 2. Brochure Design

In collaboration with the District and working closely with our professional design team, a visually appealing and mobile friendly recruitment brochure will be designed. The brochure will create excitement around the opportunity by highlighting the District, the community, strengths and challenges, upcoming projects, goals, culture, extracurricular activities associated with the region, and additional pertinent factors.

Before moving ahead with posting, we will prepare two different samples of the brochure design layout, a recommended ad list, and a Word version of the copy for review and editing by your team.

Deliverable 3. Advertising and Marketing Strategy

We will coordinate with the District to identify relevant national, state, and local government and industry sources where prospective candidates are likely to be found. We will compile our recommendations into an Ad List and share it with your team (please refer to following ad lists) for easy collaboration.

Our team will also use our social media presence, such as Twitter and LinkedIn to promote the opportunity and to ask our network for referrals. Once the job is live, a designated member of the K&A Recruiting team will accept and organize applications in our applicant tracking system, and proactively grow the candidate pool.



Office Assistant	
Publication/Site Name	Website / Contact
American Society for Public Administration	
ZipRecruiter	
Indeed	
Craigslist	
Koff & Associates website	

Director of Finance and Business Manager	
Publication/Site Name	Website / Contact
Risk and Insurance Management Society	
California Special Districts Association (CSDA)	
Careers in Government	
Government Finance Officers Association (GFOA)	
Government Jobs	
Jobs Available Bulletin	
Koff & Associates website	
Municipal Management Association of Northern CA (MMANC)	
Municipal Management Association of Southern CA (MMASC)	
Accounting & Financial Women's Alliance	

Kensington Police Protection District - Clerk of the Board	
Publication/Site Name	Website / Contact
California Special Districts Association (CSDA)	
CalGov HR	
Careers in Government	
Government Jobs	
Jobs Available Bulletin	
Koff & Associates	
City Clerks Association of California	

Phase 2: Development of the Candidate Pool and Recommendations

Deliverable 4. Development of the Candidate Pool

K&A Recruiting's focus on modern sourcing techniques, which expand the candidate pool, differentiates us from public-sector competition, who often rely on less efficient and more passive practices of candidate discovery.

We will use our extensive internal network in combination with modern recruiting tools. The technology we use helps us organize and develop a diverse candidate pool for ease of presentation and better recommendations than before. Various factors impact the candidate market, including economics, time-of-year, and geographic location. By using technology to also track the real-time performance of our pool, we can diagnose and adjust to these market issues.

Utilizing K&A's applicant tracking system, we will keep track of all applications received and all communications with potential candidates, including demographic data to monitor and understand candidate diversity.

Deliverable 5. K&A Conducted Phone Screens

Our team will evaluate and schedule the top-ranked candidates for phone screens, organized in our applicant tracking system. We will prepare K&A Recruiting's Phone Screen Evaluation Form to summarize the conversation and assign the respective candidate a numerical score — making our recommendations concise and easy to understand.

Deliverable 6. Presentation of Recommended Candidates (Applicant Materials Binder)

When the screening process is complete, we will develop a list of top candidates for presentation to your team. Our assessments are based on both the candidate's qualifications and our knowledge of the District's requirements, preferences, and culture.

Our team will prepare our Applicant Materials Binder for review by key stakeholders. This digital interactive tool will include clear written analysis of the applicants and recommendations of between 10-15* candidates to be considered for on-site interviews. The Binder will include all documents submitted by applicants, such as application forms, cover letters, résumés, and any additional information the applicants have submitted. It will also contain the Phone Screen Evaluation Forms, notes from the phone screens, and a visually friendly summary of the candidate pool and pipeline.

Phase 3: Facilitation of Interview Process

Deliverable 7. Preparation for Interview Process

Working with the District, we will advise and develop interviewing strategies and a set of key questions that will help analyze candidates' qualifications and management/work style. We will facilitate all necessary communications with the panel and candidates alike, so that everyone is well-prepared for the panel interviews. K&A Recruiting will coordinate travel arrangements and record all correspondence with the candidates.

Interview questions will be designed to elicit information, not only about each candidate's technical skills and experience but also their leadership skills, adaptability, political astuteness, self-awareness, and other important aspects of the ideal candidate profile.

Questions, evaluation tools, and additional materials will be assembled in intuitive and user-friendly on-site interview binders.

Deliverable 8. Facilitation of Panel Interviews

Our firm will provide oversight during the panel-interview process and facilitate a focused discussion among the members at the conclusion of the interviews to identify the most qualified candidates for the hiring round of interviews.

Deliverable 9. Facilitation of Final Interviews

The interview panel will narrow the field of candidates to two or three finalists who are then asked back for a second and final interview. The second round may include meeting District staff, touring facilities and offices, and spending time with key executives and other notable individuals. The second round can also consist of a town-hall or open forum style of interview, which we are available to moderate.

Phase 4: Offer Stage and Conclusion

Deliverable 10. Background and Professional Reference Checks

Where legal requirements allow, K&A will conduct thorough reference and background checks for the final candidate(s). We start with employment and professional references, calling each and having an in-depth discussion covering strongest business characteristics, work style, interpersonal skills, and position-specific knowledge. Our references will be documented and presented in a concise user-friendly manner.

Deliverable 11. Negotiation of Terms and Conditions of Employment

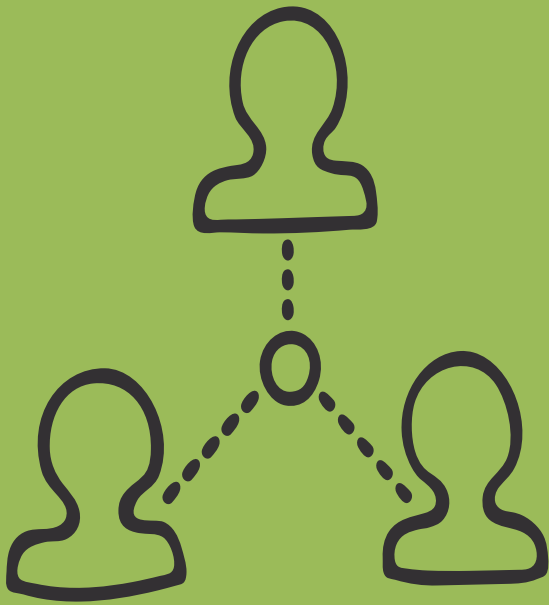
K&A Recruiting will facilitate and lead the negotiations of the final terms and conditions of employment, such as the compensation package, benefits, and other perquisites (perks). We will notify all candidates not selected as finalists for the position.

Deliverable 12. Maintenance of All Required Legal Documentation

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

In addition to the steps of the process leading to an offer of employment to the top candidate, we are committed to ensuring that the new incumbent's transition into the new position will be smooth and successful. Our team sends formal requests for feedback using K&A's Placement Evaluation Forms at the six-month and one-year anniversaries of the new hire's employment commencement date to document and ensure the success of the new employee.

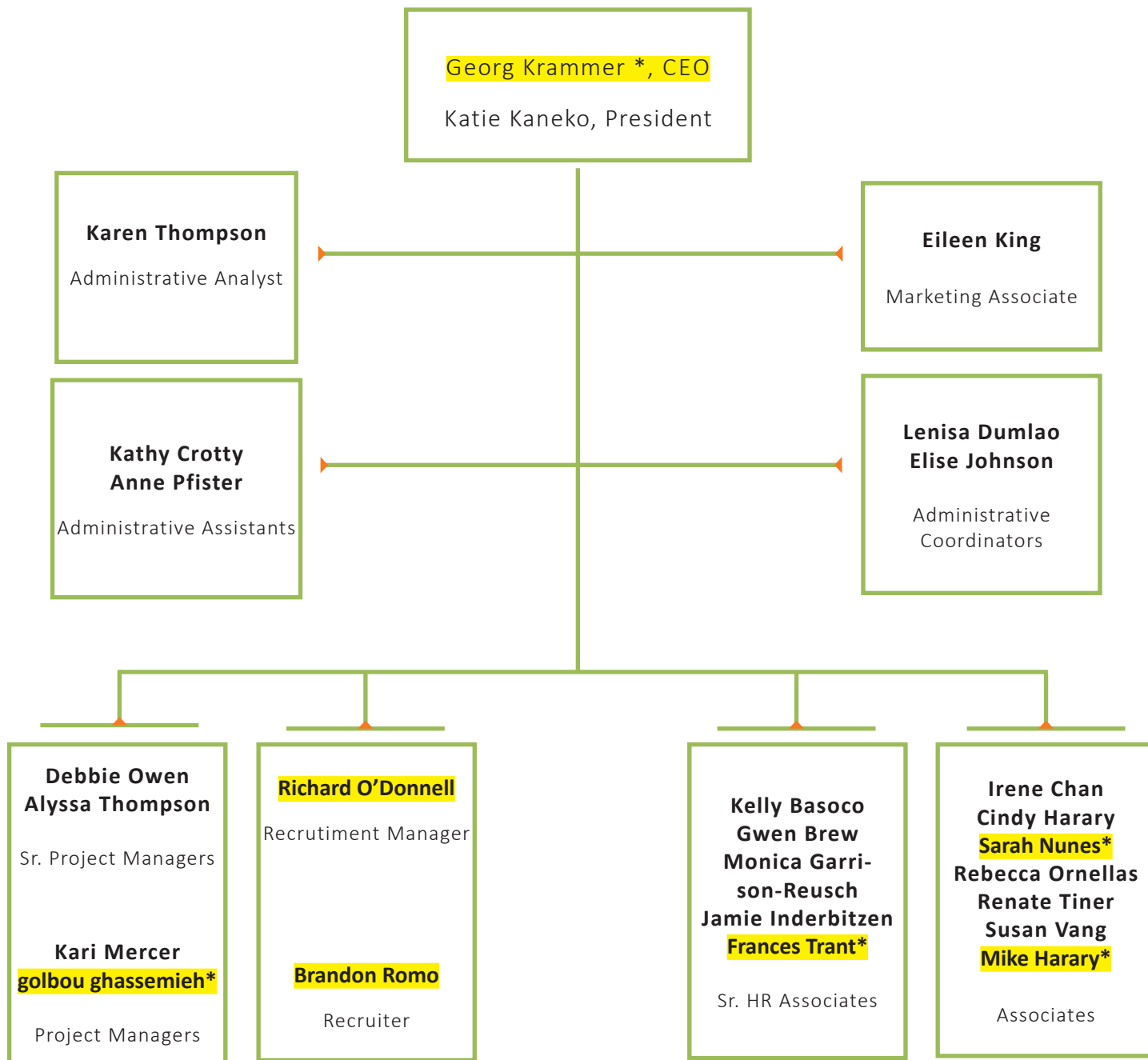




TEAM SUMMARY

Our entire team consists of 27 employees as shown below in our organizational chart.

Kensington Police Protection District - Recruitment Strategy and Timeline



* = Members of the K&A team who support recruitment projects.

No subcontractors will be assigned to this recruitment.

Following are short biographies of the staff who will be assigned to these recruitments and the amount of time that will be allocated to the recruitments specifically (adding up to 100%):

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

Percentage of Time To Be Allocated:

- District Clerk of the Board: 5%
- Office Assistant: 0%
- District Finance and Business Manager: 5%

Georg brings over 20 years of management-level human resources experience to Koff & Associates with extensive experience with executive and staff recruitment in the public sector.

With his wide-ranging and deep experience as a well-rounded senior HR generalist, his education in business and teaching, his depth and breadth of experience with public sector HR needs, programs, and functions, Georg's contribution to K&A's variety of projects greatly complements the Koff & Associates consulting team. He has spearheaded several hundred recruitments for cities, towns, counties, and special districts throughout the State of California and has contributed to more than quadrupling the size of Koff & Associates as a result of the success of his projects and the subsequent expansion of the business through referrals from satisfied clients. Georg joined K&A in 2003 and has been the Chief Executive Officer since 2005.

Georg also has over 16 years of recruiting experience in the public sector, including but not limited to, agencies such as the following:

Cities: Berkeley, Fairfield, Hayward, Delano, Oxnard, Pinole, Richmond, Sacramento, San José, San Pablo, Tracy, and the Town of Atherton.

County: Solano.

Special Districts: Alameda County Transportation Commission, Alameda County Water District, Alameda Housing Authority, Bay Area Clean Water Agencies, Castro Valley Sanitary District, Central Marin Sanitation Agency, Central Contra Costa Sanitary District, Coastside County Water District, Delta Diablo Sanitation District, Dublin San Ramon Services District, FIRST 5 Alameda, Fresno County Transportation Authority, Joshua Basin Water District, Mid-Peninsula Water District, Mt. View Sanitary District, Ojai Valley Sanitary District, Port of Oakland, Santa Clara Valley Transportation Authority, South Coast Water District, Superior Court of California-Los Angeles, Superior Court of California-Orange County, Shasta Regional Transportation Agency, Union Sanitary District, United Water Conservation District, Vallejo Flood and Wastewater District, Valley County Water District, Yorba Linda Water District, etc.



Richard O'Donnell, B.S.
Recruitment Manager

Percentage of Time To Be Allocated:

- District Clerk of the Board: 75%
- Office Assistant: 10%
- District Finance and Business Manager: 75%

Richard has ten years of experience recruiting in a wide variety of sectors and disciplines and in the public-sector. His experience encompasses entities of all sizes, from smaller special districts to the largest cities in California. He has two years under his belt with K&A Recruiting. As a career-long recruiter, Richard is pushing innovation and challenging industry trends. As Co-Project Director with Georg Krammer, Richard will lead the recruitment effort for the District. He will coordinate all of K&A's efforts, will attend all meetings with the District and will be responsible for all work products and deliverables.

Richard graduated with a double major from the University of California Santa Cruz, earning a B.S. degree in both economics and accounting.

Cities:

- Arcata: Building Official
- Modesto: Community Development Manager
- Sacramento: Director of Finance; Diversity Manager; Director of Human Resources; Director of Youth, Parks & Community Enrichment
- San Diego: Public Utilities Director
- San José: Director of Human Resources; Deputy Director of Police [Gaming Division]; Senior Landscape Architect; Planning, Building and Code Enforcement Director

Counties:

- Merced County Association of Governments: Regional Waste Authority Director

Special Districts:

- Alameda County Water District: Project Engineering Manager
- Central Marin Sanitation Agency: Technical Services Manager; Laboratory Analyst; Electrical and Instrumentation Technician; Environmental Services Analyst
- Coastside County Water District: Superintendent of Operations; General Manager
- Dublin San Ramon Services District: Water Operations Maintenance Supervisor, Planning & Permitting Supervisor
- East Contra Costa Fire Protection District: Fire Marshal
- Mt. View Sanitary District: Maintenance Scheduler/Planner; Wastewater Operations Supervisor; District Engineer
- Oakland Housing Authority: Information Technology Director
- Paradise Irrigation District: District Manager
- Port of Oakland: Human Resources Manager; Director of Information Technology.
- Ross Valley Sanitary District: General Manager
- Housing Authority of the District of San Buenaventura: Chief Financial Officer; General Counsel
- Santa Clara Valley Transportation Authority: Manager of Procurement
- Vallejo Flood & Wastewater District: Human Resources Director; Director of Administration/Clerk of the Board



Brandon Romo, B.S.
Senior Recruiter

Percentage of Time To Be Allocated:

- District Clerk of the Board: 10%
- Office Assistant: 90%
- District Finance and Business Manager: 10%

Brandon came to K&A Recruiting already having experience working in financial tech as a recruiter. He has assisted with and led projects for positions from entry-level to C-level executives. He leverages his technical writing skills to lead each recruiting initiative with clear and concise communication for both clients and applicants at every stage throughout the hiring process.

He completed his degree in English with a minor in writing from Portland State University.

Since coming on board, he has worked on the following recruitments:

District of Arcata: Building Official

Central Marin Sanitation Agency: Operator-In-Training, Environmental Services Analyst

Calaveras Council of Governments: Transportation Planner

Coastside Water District: General Manager

Mike Harary, B.B.A., M.B.A.
Senior H.R. Associate & Recruiter

Percentage of Time To Be Allocated:

- District Clerk of the Board: 10%
- Office Assistant: 0%
- District Finance and Business Manager: 0%

Mike's professional qualifications include over 32 years of experience in the Human Resources field, primarily in staff and executive recruitments, labor negotiations, benefits administration, and classification and compensation studies. Mike spent his career primarily in the public sector working for the cities of La Mirada, Orange, Westminster, and Downey, where he gained experience in all facets of Human Resources including recruitment and selection, employee training and development, labor relations, classification and compensation, and general human resources administration.

Mike performed all phases of recruiting for a variety of local government positions including executive positions such as Community Development Director, Police Chief, Fire Chief, Economic Development Director, Assistant District Manager, and several others. Mike marketed recruitments through a variety of forums; screened applicants; coordinated and conducted oral interviews; developed interview questions and guidelines; developed and administered written examinations and supplemental questionnaires; conducted skills testing; and implemented comprehensive background checks for selected candidates.

Cities: East Palo Alto, El Monte, Newport Beach, Orange, San Gabriel, and Westminster.

Special Districts: Cucamonga Valley Water District, Orange County Water District, and Mt. San Antonio College.



**golbou ghassemieh, MBA, SPHR, SHRM-SCP, IPMA-SCP
Project Manager & Senior H.R. Recruitment Associate**

Percentage of Time To Be Allocated:

- District Clerk of the Board: 0%
- Office Assistant: 0%
- District Finance and Business Manager: 10%

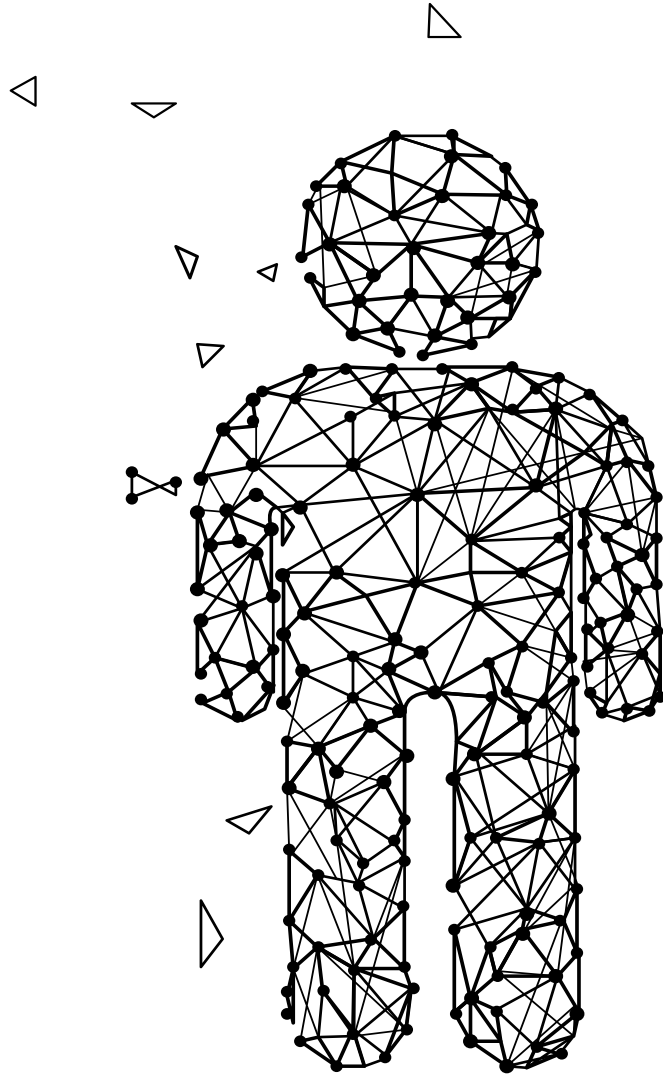
golbou's H.R. career began in the specialty of executive search in the private sector where she helped source and vet candidates for executive positions in biopharmaceutical firms. During her ten (10) year tenure as a Human Resources leader in the public sector, golbou gained specialized knowledge of public sector recruitments in merit/civil service agencies ranging from entry level to department head/executive level recruitments.

In her third year, as a public servant, she was promoted to the Recruitment & Classification Manager position at County of Sonoma where she oversaw many process efficiencies and began performing department head/executive recruitments in house for the first time in the County's then recent history.

She earned her B.A. degree in Psychology with a minor in French at University of California, Berkeley; her MBA degree with an emphasis in Human Resources Management from Sonoma State University; and holds SHPR, SHRM-SCP, and IPMA-SCP professional certifications.

Ms. ghassemieh serves as an instructor for Sonoma State University's Human Resources Certification course and served for three (3) years as a Board member for PASCO-HR, a Sonoma County Professional Human Resources Association.





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Human Resources and Recruiting Since 1984
