



# RECRUITMENT SERVICES FOR



**GENERAL MANAGER**

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**APRIL 7, 2022**

*Confidential*

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# I. COVER LETTER.....

April 7, 2022

Lauren Tapia – Human Resource Manager/District Clerk  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, California 96161



RE: General Manager – Truckee Tahoe Airport District

It is our pleasure to submit this proposal for recruitment services to secure your ideal candidate to serve as the General Manager for Truckee Tahoe Airport District.

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.

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. **We guarantee we will fill your position and guarantee that placement for 18 months.** 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, ideal candidates, 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, community, culture, and the staff that the future General Manager will lead.

**My team and I know the California candidate marketplace and we also have several clients in the region including the Town of Truckee, City of Sacramento, City of Lincoln, County of Sacramento, and City of Roseville (just to name a few). We have extensive experience filling high-level management roles in these municipalities, along with many others, as you will see on pages 5-13 of this proposal.**

Sam Sackman, WBCP's Vice President, and/or I will be the lead on this recruitment. I lived in California for 35 years and have over 20 years of experience in executive search services, six years of which were working for the County of Orange, and I have owned and operated WBCP since 2004. Sam Sackman lives and works out of our Bay Area and Sacramento offices and spent the latter part of her career working directly for Valley Water in the Chief Executive Office gaining a deep understanding of the inner workings of government operations and executive-level positions. WBCP has offices in Oregon, Washington, and California, including three offices in the South Bay Area, the Greater Sacramento Area, and Central California.

## I. COVER LETTER.....

**WBCP, Inc. staff are experts in the virtual recruitment process.** We are providing these services seamlessly and will be able to effectively support a virtual recruitment process or coordinate COVID-compliant in-person interviews and/or hybrid virtual and/or in-person interviews; WBCP is willing to travel during COVID.

Recruiting top talent has become the number-one topic amongst 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 2021 year-end review, we found that over the last three years, 62% of our applicants and 56% of candidates placed in leadership positions with our clients came from diverse backgrounds.** In fact, because of our ability to reach diverse applicant pools, we were hired by two national Latino organizations to recruit for an Executive Director and other leadership positions: Latino Public Broadcasting and Radio Bilingüe (two of the largest Latino national nonprofit organization in the U.S.).

Clients 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, I love what I do, and I am passionate about finding exceptional candidates who are also passionate about serving others. My staff and I 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

## 56%

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

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

**Principal:** Wendi Brown, President

**Company Legal Name:** WBCP, Inc.

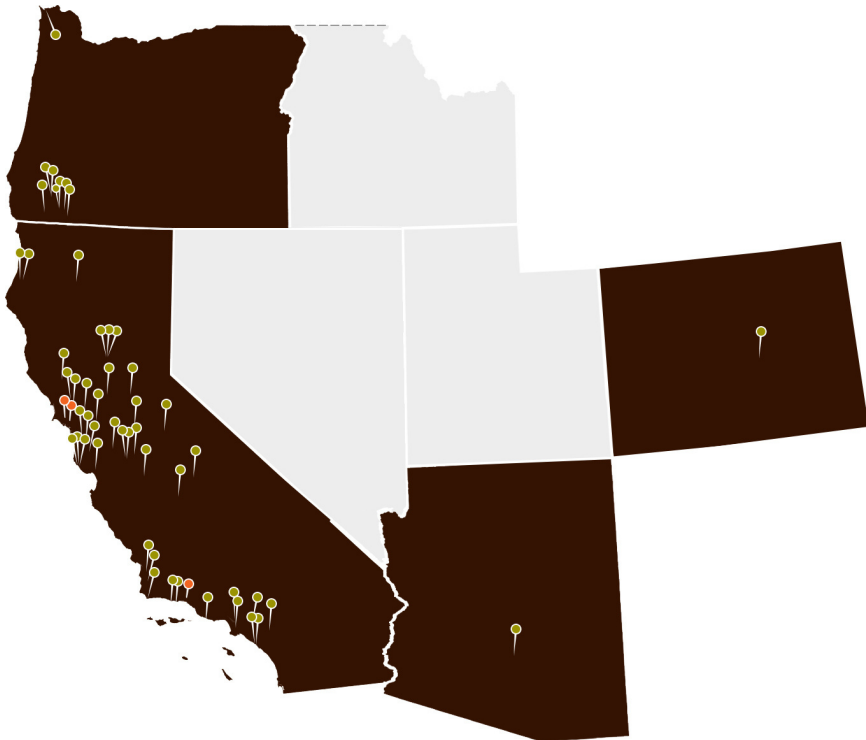
**Tax ID:** 81-5454037

**Website:** www.wbcpinc.com

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

**Address:**

- **California Main Office:** 1730 Quail Circle, Roseville, CA 95661
- **Oregon Main Office:** 360 Riverside Ave., P.O. Box 909, Gold Hill, Oregon 97525
- **Washington Main Office:** 15405 Des Moines Memorial Drive, #G303, Burien, WA 98148
- **Satellite Office:** San Jose, CA 95125
- **Satellite Office:** Nipomo, CA 93444



### WOMEN OWNED

*WBCP, Inc. is a 100% woman-owned business, an S Corporation, not part of a parent company, and is a registered small business through the U.S. Small Business Administration (SBA). WBCP is registered to do business in California, Oregon, Washington, and Arizona and soon expanding in other states. WBCP files and pays California S Corp and personal income taxes.*

### 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.*

## CURRENT ENGAGEMENTS / CAPACITY:

WBCP has the capacity to accept and manage this recruitment immediately.

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

### EXPERIENCE:

WBCP has over 20 years of experience providing search services for public sector and nonprofit organizations. We have successfully secured professionals and provided other consulting services in Oregon, Colorado, Arizona, and California.

**Oregon, California, and Arizona Cities of:** Arcata, Ashland, Astoria, Calistoga, Central Point, Ceres, Chandler, Davis, Dunsmuir, Grants Pass, Gold Hill, Hemet, Independence, Irvine, Lincoln, Livermore, Long Beach, Medford, Milpitas, Napa, Oxnard, Palo Alto, Pasadena, Petaluma, Phoenix (AZ), Phoenix (OR), Port Hueneme, Redding, Riverside, Roseville, Sacramento, San Francisco, San Rafael, Santa Maria, Santa Paula, Santa Rosa, Solvang, Sonoma, Truckee, Ventura, Vernon, Windsor, and Winters.

**Oregon, Colorado, and California Counties of:** Alameda, Colusa, Contra Costa, El Paso (CO), Fresno, Humboldt, Jackson, King, Lake, Lane, Los Angeles, Marin, Mariposa, Merced, Napa, Orange, Riverside, San Benito, San Bernardino, San Francisco, San Joaquin, San Luis Obispo, Santa Barbara, Santa Cruz, Solano, Sonoma, Stanislaus, Tri-City Mental Health Authority (TCMHA), and Tuolumne.

**Local and National Councils and Districts:** Boulder Creek Protection District, CalPIA (California Prison Authority), Hass Avocado Board (HAB), Jackson County Fire District 5, NAVA, North American Blueberry Council/U.S. Highbush Blueberry Council (NABC/USHBC), Oakland Housing Authority, Olivehurst Public Utility District, Sacramento Area Flood Control Agency (SAFCA), Sacramento Employment & Training Agency (SETA), Sacramento Library Authority, Sacramento Sewer District, Tuolumne Utilities District, and Valley Water.

**Nonprofit Organizations:** Center Point, Community Food Bank, Dogs for Better Lives/Dogs for the Deaf, First 5 (Alameda County, California Association, Fresno, Santa Barbara County, San Mateo), Futures Without Violence (Family Violence Protect Fund), Greater Richmond Interfaith Program (GRIP), La Public Media, Latino Public Broadcasting, Options Recovery, Radio Bilingüe, Valley Consortium for Medical Education (VCME), and Water Forum.

**Private Organizations:** SWEED, Touchstone Accounting

**Consulting services (classification and compensation services, competency modeling, job description development, job family development, job analysis):** City of Fremont, City of Medford, City of Santa Maria, City of Santa Paula, County of Humboldt, County of Mariposa, County of Santa Barbara, and County of San Luis Obispo.

## INDUSTRIES

- Organizational Leadership
- Safety/Fire/Police
- Engineering
- Facilities & Operations
- Marketing & Communications
- Economic Development
- Financial, Accounting/Auditing
- Transportation
- Legal/Counsel/Clerk
- Parks & Recreation
- Community Services & Arts
- Public Works
- Information Technology
- Health & Human Services
- Human Resources
- Planning & Building



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

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

### ORGANIZATIONAL LEADERSHIP

- Town Manager, Town of Truckee, CA
- Town Manager, Town of Windsor, CA
- City Manager, City of Pasadena, CA
- City Manager, City of Ceres, CA
- City Manager, City of Santa Rosa, CA
- City Manager, City of Gold Hill, OR
- City Manager, City of Petaluma, CA
- City Manager, City of Phoenix, OR
- City Manager, City of Oxnard, CA
- City Manager, City of Ventura, CA
- City Manager, City of Independence, OR
- Assistant City Manager (Public Safety), City of Sacramento, CA
- Deputy City Manager, City of Long Beach, CA
- General Manager, Olivehurst Public Utility District, CA
- General Manager, Tuolumne Utilities District, CA
- General Manager, LA Public Media, CA
- Chief Executive Officer, CalPIA (California Prison Authority), CA
- Chief Executive Director, Valley Consortium of Medical Education, CA
- Chief Operating Officer, IT and Administrative Services, Valley Water, CA
- Chief Operating Officer, Water Utility Enterprise, Valley Water, CA
- ACEO - Assistant County Executive Officer, County of Napa, CA
- ACEO - Assistant County Administrative Officer, County of Santa Barbara, CA
- ACAO - Assistant County Administrator, County of San Joaquin, CA
- Administrative Services and Finance Director, City of Ashland, OR
- Executive Director, Water Forum, CA
- Executive Director, Options Recovery Services, CA
- Executive Director, Latino Public Broadcasting, CA
- Executive Director, First 5 Association of California, CA
- Executive Director, First 5 Santa Barbara County, CA
- Executive Director, First 5 Fresno, CA
- Assistant Director, First 5 San Mateo, CA
- Executive Vice President, Center Point, CA
- Executive Director, Community Food Bank, CA
- Executive Director, Sacramento Employment and Training Agency, CA
- Executive Assistant of Operations, Hass Avocado Board, CA

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

**BELOW IS A LIST OF ADDITIONAL RECRUITMENTS WBCP HAS SUCCESSFULLY MANAGED:**

### **PUBLIC WORKS, TRANSPORTATION, & ENGINEERING**

- Director of Transportation, County of Riverside, CA
- Director of Engineering, City of Ceres, CA
- Chief Operating Officer, Water Utility Enterprise, Valley Water, CA
- Chief Operating Officer, Administrative and Contract Services, Valley Water, CA
- Power Engineer, City of Roseville, CA
- Director of Public Works, City of Solvang, CA
- Director of Public Works, City of Roseville, CA
- Director of Public Works, City of San Rafael, CA
- Director of Public Works, City of Santa Maria, CA
- Director of Public Works, City of Ashland, OR
- Director of Engineering, City of Ceres, CA
- Electric Utility Director, City of Roseville, CA
- Assistant Director Public Works, County of Marin, CA
- Assistant Director of Public Works, City of Santa Paula, CA
- Assistant Director of Public Works – Transportation, City of Davis, CA
- Deputy Operating Officer, Watersheds Design and Construction, Valley Water, CA
- Deputy Operating Officer, Water Utility Capital, Valley Water, CA
- Deputy Operating Officer, Watersheds Operations and Maintenance, Valley Water, CA
- Deputy Operating Officer, Raw Water, Valley Water, CA
- Deputy Director Public Works, Civil/Traffic Engineer, County of Marin, CA
- Deputy Director Public Works/Traffic Engineer, City of San Rafael, CA
- Deputy PW Director/Principal Civil Engineer/Traffic Engineer, City of Santa Maria, CA
- Assistant Operating Officer of Watershed Stewardship & Planning Div., Valley Water, CA
- Assistant Operating Officer, Treated Water, Valley Water, CA
- Assistant Operating Officer, Dam Safety and Capital Delivery, Valley Water, CA
- Street Maintenance Superintendent, City of Roseville, CA
- Unit Manager, Treatment Plant Design & Commissioning Manager, Valley Water, CA
- Unit Manager, Engineering Utility Operations and Maintenance Manager, Valley Water, CA
- Unit Manager, Asset Management, Valley Water, CA
- Senior Civil Engineer, City of San Rafael, CA
- Principal Civil Engineer, City of Santa Maria, CA
- Project Engineer/Power Engineer, City of Palo Alto, CA
- Electric Project Engineer, City of Palo Alto, CA
- Electric Linesperson/Cable Splicer (High Voltage Lineman), City of Palo Alto, CA
- Electric Operations Manager, City of Palo Alto, CA
- Civil Engineer, Project Manager & Assistant Project Manager, Morton and Pitalo, Sacramento, CA
- Industrial / Mechanical Senior Engineer, SWEED, OR



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

### INFORMATION TECHNOLOGY

- Chief Information Officer, County of Solano, CA
- Chief Information Officer, City of Chandler, AZ
- Chief Information Officer, City of Santa Maria, CA
- Chief Information Officer, County of San Joaquin, CA
- Chief Information Officer, General Hospital, County of San Joaquin, CA
- Chief Information Security Officer (CISO), County of Santa Barbara, CA
- Chief Innovation Security Officer (CISO), City of Riverside, CA
- Director of Operations and Technology, First 5 Alameda, CA
- IT Program Director, NAVA Public Benefit Company
- Vice President of Engineering, NAVA, (national)
- Digital Services Director, City of San Rafael, CA
- Director of IT, Valley Water, CA
- Software Services Manager, Valley Water, CA
- Assistant IT Director, City of Roseville, CA
- Assistant IT Director, County of Solano, CA
- Assistant IT Manger, County of Marin, CA
- IT Manager – GIS, County of Solano, CA
- IT Manager – Health and Social Services/County Data Services, County of Solano, CA
- IT Manager, County of Santa Barbara, Social Services, CA
- Cloud Migration Architect, County of Santa Barbara, CA
- Infrastructure Architect, County of Santa Barbara, CA
- Operations Technical Support Supervisor, County of Santa Barbara, CA
- Software Engineer (7 positions), County of San Luis Obispo, CA
- Project Manager, County of San Luis Obispo, CA
- IT Programming Analyst, Reporting, County of Santa Barbara, CA
- Operations Technical Support Supervisor, County of Santa Barbara, CA
- Open Text Business Analyst, County of San Luis Obispo, CA
- Network Engineer, City of Santa Maria, CA
- Network Architect, County of Santa Barbara, CA
- Applications Team Supervisor, County of San Luis Obispo, CA
- IT Security Specialist, County of Santa Barbara, CA
- SAP Software Engineer, County of San Luis Obispo, CA
- IT Security Specialist/Engineer, County of Santa Barbara, CA
- Network Administrators, Superior Court CA, County of Santa Barbara, CA
- Senior Programmer, County of Santa Barbara, CA
- Senior Database Administrator, County of Napa, CA
- IT Project Managers (2 positions), County of Solano, CA
- Data Engineer, County of Solano, CA
- Director of Information Technology, Oakland Housing Authority, CA
- Software Engineer, Valley Water, CA

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

### FINANCIAL, ACCOUNTING, AUDITING, FACILITIES, & OPERATIONS

- Finance Director, City of Ashland, OR
- Finance Director, City of Grants Pass, OR
- Finance Director, City of Lincoln, CA
- Finance Director, City of Sacramento, CA
- Director of Finance, Community Food Bank, CA
- Administrative Services/Finance Director, City of Ashland, OR
- Chief Executive Officer/Chief Operating Officer, Futures Without Violence, CA
- Chief Financial Officer, County of Marin Employees Retirement Agency, CA
- Chief Financial Officer, Social Services Department, County of Santa Barbara, CA
- Director of Finance, County of Jackson, OR
- Financial Controller/Finance Director, North American Blueberry Council/USHBC, CA
- Director of Contracts and Procurement, Valley Water, CA
- Division Chief, Auditor Controller, County of San Joaquin, CA
- Internal Audit Chief, County of Santa Barbara, CA
- Senior Principal Accountant, City of San Rafael, CA
- Senior Tax Accountant, Touchstone Accounting, OR
- Director of Contracts and Procurement, Valley Water, CA
- Audit Supervisor, County of Santa Barbara, CA
- Internal Audit Chief, County of Santa Barbara, CA
- Payroll Supervisor, County of Santa Barbara, CA
- Finance Manager, County of Santa Barbara, Department of Behavioral Wellness, CA
- Financial Systems Analyst, County of Santa Barbara, CA
- Senior Financial Systems Analyst, County of Santa Barbara, CA
- Accountant Auditor I/II, County of Santa Barbara, CA

### HEALTH AND HUMAN SERVICES/HOUSING/UNHOUSED

- Director of Aging and Adult Services, County of Contra Costa, CA
- Director of Health & Human Services, County of Humboldt, CA
- Director of Health Services, Gold Coast Health Plan, CA
- Director of Nursing, County of San Luis Obispo, CA
- Assistant Director, Health and Human Services, County of Solano, CA
- Assistant Public Health Officer (2), County of San Joaquin, CA
- Executive Director, Tri-City Mental Health Authority, CA
- Behavioral Health & Recovery Services Director, County of Stanislaus, CA
- Behavioral Health and Recovery Services Director, County of Marin, CA
- Behavioral Health Director, County of Santa Barbara, CA
- Behavioral Health Director, County of Tuolumne, CA

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

### HEALTH AND HUMAN SERVICES/HOUSING/UNHOUSED (CON'T)

- Compliance Manager, County of Solano, CA
- Crisis Manager and Forensic Manager, County of Santa Barbara, CA
- Director of Nursing, County of Lake, CA
- Director of Nursing, County of Napa, CA
- Director of Social Services, County of San Luis Obispo, CA
- Director of Social Services, County of Santa Barbara, CA
- Director, Health & Human Services, County of Marin, CA
- Director, Health & Human Services, County of Napa, CA
- Director, Health & Social Services, County of Solano, CA
- Director, Health Services Agency, County of Santa Cruz, CA
- Director, Health Services Agency, County of San Luis Obispo, CA
- Director, Health Services Agency, County of Sonoma, CA
- Director of Social Services and Housing, City of Davis, CA
- Public Health Nursing Director, County of Napa, CA
- Division Director, Adult Systems of Care, County of Marin, CA
- Executive Vice President, Center Point, CA
- Housing Program Analyst or Manager, City of San Rafael, CA
- Health Services Administrator, County of Solano, CA
- Homeless Program Manager, City of San Rafael, CA
- Medical Director, Public Health Clinics, County of Santa Barbara, CA
- Mental Health Specialists (5), and a Mental Health Manager, County of Jackson, OR
- Nursing Services Manager, County of Marin, CA
- Operations Director, Behavioral Health and Recovery Services, County of Marin, CA
- Physicians (5 openings), Public Health Clinics, County of Santa Barbara, CA
- Public Health Officer, County of Humboldt, CA
- Public Health Officer, County of Lake, CA
- Public Health Officer, County of San Joaquin, CA
- Public Health Officer, County of Stanislaus, CA
- Public Health Officer, County of Tuolumne, CA
- Public Health Nurse I/II and Senior, County of Lake, CA
- Public Health Nurse I/II and Senior, County of San Luis Obispo, CA
- Community Health Nurse I/II and Senior, County of Lake, CA
- Senior Deputy Director, Public Health Department, County of San Joaquin, CA
- Assistant Public Health Officer – Children’s Services, County of San Joaquin, CA
- Assistant Public Health Officer – County of San Joaquin, CA
- Supervising Public Health Nurse, County of Marin, CA
- Therapists (5 Positions), Family Solutions, OR

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

### LIBRARY

- Library Director & CEO, Sacramento Library Authority, CA
- Library Services Director, City of Long Beach, CA
- Library and Recreation Director, City of San Rafael, CA
- Assistant Library and Recreation Director, City of San Rafael, CA

### PLANNING & ENVIRONMENTAL/COMMUNITY DEVELOPMENT/BUILDING/TRANSIT

- Chief Building Official, City of Truckee, CA
- Chief Building Official, City of Arcata, CA
- Chief Building Official, City of Astoria, OR
- Chief Building Officer, City of San Rafael, CA
- Chief Building Official, City of Calistoga, CA
- Chief Building Official, City of Sacramento, CA
- Community Development Director, County of Lake, CA
- Community Development Director, City of Petaluma, CA
- Community Development Director, City of San Rafael, CA
- Deputy Community Development Director, County of Lake, CA
- Development Services Director, City of Redding, CA
- Director of Transportation, County of Riverside, CA
- Planning Director, City of Sacramento, CA
- Policy and Planning Director, County of Sacramento, CA
- Planning Manager, City of Grants Pass, OR
- Planning Manager, County of Solano, CA
- Planning Manager, City of Napa, CA
- Planning Manager, City of Solvang, CA
- Principal Planner, County of Lake, CA
- Principal Planner, Sacramento Area Flood Control Agency (SAFCA), CA
- Planning Director, County of Santa Barbara, CA
- Assistant Planning Director, County of Santa Barbara, CA (2005/2021)
- Senior Planner, County of Lake, CA
- Subdivision & Mapping Manager, City and County of San Francisco, CA
- Transit Manager, City of Santa Maria, CA
- Senior Transit Planner & Transit Planner I/II, City of Petaluma, CA
- Environmental Planning Manager, County of San Luis Obispo, CA
- Groundwater Sustainability Director, County of San Luis Obispo, CA
- Planner I/II/III, County of Santa Barbara, multiple departments (filled 12 positions), CA
- Planner: II/III, Sr. Planner, Principle Env. Planner, Div. Mgr, (filled 4 positions) County of SLO, CA
- Construction Manager, Valley Water, CA
- County Surveyor, County of Santa Barbara, CA
- Subdivision & Mapping Manager, City and County of San Francisco, CA



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

### PARKS AND RECREATION, COMMUNITY SERVICES, & ARTS

- Assistant Director, Recreation and Parks, City of Santa Maria, CA
- Assistant Parks Director, County of Santa Barbara, CA
- Community Development Director, City of Grants Pass, OR
- Community Services Director, City of Irvine, CA
- Community Services Director, City of San Rafael, CA
- Community Engagement Director, City of Davis, CA
- Executive Director, Arts Commission, County of Santa Barbara, CA
- Parks Director, City of Ashland, CA
- Parks Director, County of Santa Barbara, CA
- Real Estate Program Manager, Sacramento Area Flood Control Agency, CA

### PUBLIC SAFETY

- Chief of Police, City of Sacramento, CA
- Deputy/Chief of Police, Oakland Housing Authority, CA
- Fire Chief, City of Hemet, CA
- Fire Chief, County of Jackson Fire District 5, OR
- Fire Chief, Boulder Creek Fire Protection District, CA
- Chief of Emergency Management, County of Santa Barbara, CA
- Deputy Fire Chief, City of Santa Maria, CA
- Deputy Fire Chief, Wildlands, County of Marin, CA
- Emergency Communications Manager, City of Astoria, OR
- Defensible Space Program Manager, City of San Rafael, CA

### HUMAN RESOURCES

- Executive Director of Human Resources (HR) and Risk Management, County of El Paso, CO
- Human Resources Director, County of Napa, CA
- Human Resources Director, County of Solano, CA
- Human Resources Manager, County of Solano, CA
- Human Resources Manager, City of Milpitas, CA
- Human Resources Manager & Risk Manager, City of Port Hueneme, CA
- Human Resources Director, County of Mariposa, CA
- Human Resources Director, County of Humboldt, CA
- Payroll Division Chief, County of Santa Barbara, CA
- Risk Manager, County of Marin, CA
- Chief Human Resources & Organizational Development Officer, City of Santa Maria, CA
- Director of Employee Experience and Culture, City of San Rafael, CA
- Director, Organizational Effectiveness and Culture, County of Los Angeles, CA
- Recruitment, Retention and Selection Manager, County of Santa Barbara, CA
- Labor Relations Manager, County of Solano, CA
- Labor Relations Specialist/Labor Relations Program Administrator, Valley Water, CA
- Deputy Human Resources Director, Labor Relations, County of Marin, CA

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

### LEGAL/COUNSEL/CLERK

- Public Defender, County of Santa Cruz, CA
- Public Defender, County of Humboldt, CA
- Public Defender, County of Solano, CA
- County Counsel, County of San Bernardino, CA
- County Counsel, County of Napa, CA
- County Counsel, County of Jackson, OR
- County Counsel, County of Solano, CA
- County Counsel, County of Marin, CA
- County Counsel, County of Orange, CA
- Agency Counsel, Sacramento Area Flood Control Agency (SAFCA), CA
- City Attorney, City of Santa Maria, CA
- City Attorney, City of Vernon, CA
- Assistant City Attorney, City of Santa Maria, CA
- Assistant City Attorney, City of Roseville, CA
- Assistant City Attorney (planning and development), City of Santa Maria, CA
- Deputy County Counsel IV, County of Jackson, OR
- County Counsel I/II, III, Assistant County Counsel (five positions), County of Santa Barbara, CA
- City Clerk, City of Roseville, CA
- City Clerk, City of Livermore, CA
- City Clerk, City of Solvang, CA

### ECONOMIC DEVELOPMENT

- Director of Innovation and Economic Development, City of Livermore, CA
- Director, Economic Development and Innovation, City of San Rafael, CA



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

### OTHER:

- COO, WBCP Inc., OR
- Public Information and Communications Officer, First 5 Alameda, CA
- Director of Marketing & Communications, WBCP Inc., OR
- Government Affairs Director, North American Blueberry Council, CA
- Marketing and Communications Director, North American Blueberry Council, CA
- Director of Communications and Industry Relations, North American Blueberry Council, CA
- Director of Business Intelligence, North American Blueberry Council/USHBC, CA
- Director of Community Engagement, City of Davis
- Dir. of Policy and Planning, SASD & SRCSD (Sewer and Sanitation District), County of Sacramento, CA
- Agriculture Commissioner/Weights and Measures Director, County of Marin, CA
- VP/Business Development Director, WBCP Inc., OR
- Assistant Director, Agriculture Commissioner/Weights and Measures, County of Santa Barbara, CA
- Public Relations Specialist, Valley Water, CA
- Administrative Assistant, Legal Counsel, Valley Water, CA
- Certified Dog Trainers, Dogs for Better Lives, OR
- Social Media Coordinator, WBCP Inc., OR
- Recruiter, WBCP Inc., OR
- Division Sales Representative – Wood Products, SWEED, OR

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TO VIEW OUR CURRENT RECRUITMENTS,  
PLEASE VISIT OUR WEBSITE:

[www.wbcpinc.com](http://www.wbcpinc.com)

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**Wendi Brown, President/Owner**

wendi@wbcpinc.com | 541-664-0376

**Sam Sackman, Vice President**

sam@wbcpinc.com | 541-630-0657

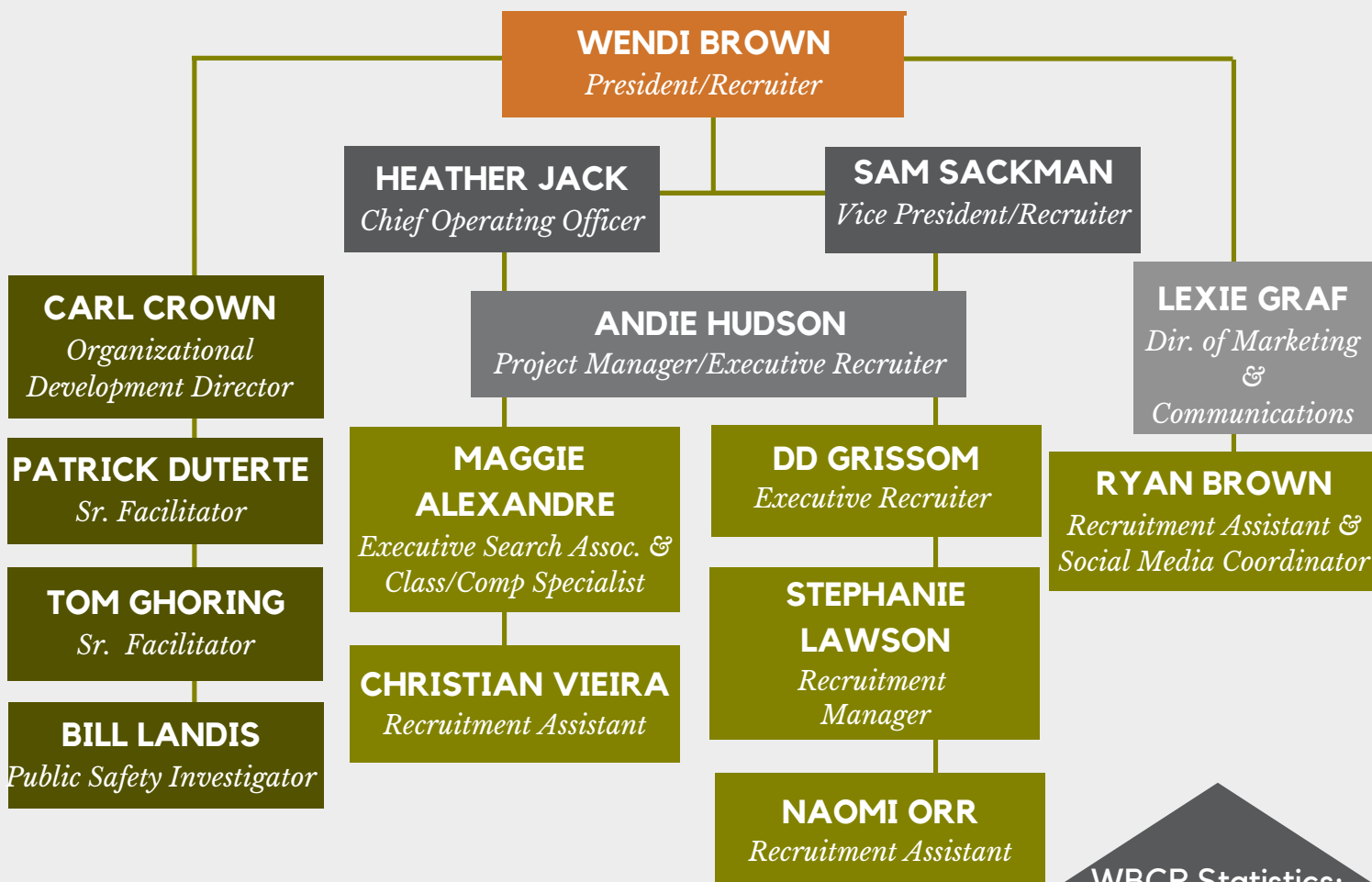


### III. GUARANTEE.....

(1) We guarantee successful placement and will provide continued consulting services (however, the client will pay for any additional direct cost expenses) until we are successful.

(2) If a candidate selected and appointed by the Client terminates employment for any reason before the completion of the **first 18 months of service**, WBCP will provide the Client with the necessary consulting services required to secure a replacement. Professional consulting services will be provided at no cost to the Client; however additional expenses will be covered by the Client. *The Guarantee is valid for one recruitment/replacement only.*

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



**WBCP Statistics:**

- 100% woman-owned business.
- Staff and consultants are a diverse mix of gender/ethnicity
- Age ranges from 21 - 60+



# V. KEY CONSULTANT BIOS.....

## WENDI BROWN

*Lead Consultant/Recruiter*



I am the President of WBCP, an executive search and human resources consultancy, serving clients in Oregon and California. 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 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. 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 towards a Master’s in Management at Southern Oregon University

## SAM SACKMAN

*Vice President/Recruiter*



Sam is WBCP’s Vice President and is part of WBCP’s executive leadership team. Sam has a wealth of business and public sector experience and brings in-depth analytical and project management skills and experience supporting executive leadership with special projects, program development, contracts and administration, and executive recruitment support. Prior to joining the WBCP team, she spent five years working at Valley Water (formerly Santa Clara Valley Water District) where she was an expert in leading complex projects and organizational change management practices supporting the CEO, Chief Officers, and various departments, such as Facilities, Contracts, Human Resources, and Government Affairs. She brings a wealth of knowledge of the inner workings of government agencies, political sensitivities, and their recruitment policies and processes. Sam has a Master’s in Anthropology with an emphasis in Program Development, and an undergraduate degree in Anthropology with an emphasis in Sociology and Behavior-driven Health from Creighton University.

## V. KEY CONSULTANT BIOS.....

### **HEATHER JACK**

*Chief Operating Officer*

Heather Jack is WBCP’s Chief Operating Officer and lead Project Manager. Since starting at WBCP in 2015, she has grown into an integral part of the business. Heather uses her strong organizational skills and attention to detail to support all recruitments from start to finish, coordinate timelines, oversee the team’s productivity. Meeting clients’ deadlines and major milestones is one of Heather’s top priorities, making her our go-to person for all things calendar and project management-related. Heather also assists with projects in human resources with several municipalities in Oregon and California. Other aspects of her role include supporting employee engagement, salary and benchmark studies, and business operations. During her time at WBCP, Heather has modernized processes and scaled technology systems for the company. Prior to working with WBCP, Heather worked at Hannon Library, developing organizational, research, and interpersonal skills. Heather has a Bachelor of Science degree in Anthropology and a double minor in Environmental Studies and French from Southern Oregon University.

### **LEXIE GRAF**

*Director of Marketing & Communications*

As a marketing professional, Lexie has been primarily focusing on copywriting, content creation, and brand strategy in her career. She has a knack for understanding each clients’ unique needs, allowing her to adapt her writing voice and branding as needed. Along with developing and overseeing the creation of social media, marketing materials, and advertising plans for WBCP, Lexie collaborates with the recruitment team in meeting clients’ needs and deadlines. Before WBCP, Lexie wrote for Indeed and the University of Wisconsin Colleges, helping her develop a deep understanding of career development, recruitment, and public sector careers. Throughout her marketing career, Lexie has produced a wide variety of campaigns and deliverables, such as blogs, digital and print ads, website content, brochures, social media posts, eBooks, and magazines. Notable projects throughout her career include developing content for two websites and collaborating on an email marketing campaign that won an American Advertising Award in multiple categories. Lexie has a Bachelor’s in Communications with certificates in Digital Studies and Environmental Studies from the University of Wisconsin – Madison.

### **ANDIE HUDSON**

*Project Manager/Executive Recruiter*

Andie acts as a support and staff manager ensuring all timelines and projects are managed efficiently with acute detail. Some of her core responsibilities are leading the WBCP team in day-to-day tasks, meeting deadlines, and overseeing recruiting needs such as, applicant reviews, reference and background screening, panel coordination, data analysis, ads and marketing, and pioneering new ways of managing multi-faceted projects. Before WBCP, Andie worked in specialized staffing for 10 years, most recently as Branch Manager for seven years at a nationwide staffing company specializing in skilled trades and agriculture. During her time as Branch Manager, her office received statewide recognition and was awarded for its triumph through COVID-19 and dedication to outstanding customer service. She is currently working toward getting her Bachelor of Science degree in Business Administration with a focus in Human Resources at Eastern Gateway Community College.

### **STEPHANIE LAWSON**

*Recruitment Manager*

Stephanie started working for WBCP in 2019. She acts as support for all facets of the recruitment process, as well as any other tasks to assist the WBCP team. Stephanie has a Bachelor’s of Science degree in Business Administration with a focus in Hospitality from Southern Oregon University.

# V. KEY CONSULTANT BIOS.....

## MAGGIE ALEXANDRE

*Executive Search Assoc. & Class/Comp Specialist*

Maggie Alexandre is a Human Resources professional with over 30 years of experience, and is WBCP’s key Executive Search Associate and Classification and Compensation Specialist for WBCP since 2018. Prior to working at WBCP, Maggie was a Human Resources Director in the San Francisco Financial District and led an 80 person team of human resource professionals. She began her career in HR at Robertson, Stephens & Company, a boutique investment bank, and continued in the HR Director role at other investment banks and private equity firms until 2016. Maggie studied Anthropology at California State University, Long Beach and received her Human Resources Management Certificate from California State University, San Francisco.

## CARL CROWN

*Facilitator & Senior Consultant as needed*

Carl Crown has over 35 years of experience in Human Resources and Training. He is the former Director of Human Resources (retired) for the County of Orange, California. Carl started his county career in Human Resources as a Senior Project Manager working on various initiatives including Agency and Department reorganizations, comprehensive classification and compensation reviews, job redesign efforts, and decentralization of Human Resources functions. Carl was then recruited by the County of Orange CIO to be the manager of the newly formed Client Services Division, where Carl oversaw application development and support and business development. Shortly thereafter, Carl became the Interim Chief Technology Officer. Attesting to his leadership abilities and flexibility, he was asked by the CEO to serve as the Human Resources Director for the County, where he supported 25 decentralized departments in all human resource capacities. Carl came to the County after a 28-year career in the U.S. Coast Guard where he served as: Regional Director of Human Resources, Assistant Director of the Coast Guard Leadership and Management School, Director of Training Development for the USCG Reserve, and Commanding Officer of Coast Guard bases in Hawaii and Southern California. Carl holds a Master’s in Administration in Organizational and Human Resource Development and Bachelor of Administration in Biology from the University of Florida and has completed training from the George Washington University in Washington D.C.

## CHIEF

## WILLIAM O. LANDIS

*Public Safety / Investigator / Support Consultant as needed*

Bill Landis may conduct the background and reference checks for this recruitment. Chief Landis specializes in public safety searches including police, EMS, medical examiner, and fire leadership positions. With over 30 years of law enforcement experience, he has served in multiple roles including School Resource Officer, Bike Team Member, Detective, Corporal, Patrol Sergeant, Detective Sergeant, SAFE (SWAT) Team Member, Commander, CINT Team Member, Operations Lieutenant, Deputy Chief, and Police Chief. He holds a Master’s degree in Justice Administration and Crime Management from Bellevue University, a Bachelor’s degree in Fire Service Administration from Eastern Oregon University, and an Associate’s degree in Criminal Justice from Rogue Valley Community College. Chief Landis was certified as a Firefighter I, Deputy Medical Examiner and Executive from DPSST (highest police certification in Oregon). He is an active member of the International Association of Police (IACP), Oregon Association of Chiefs of Police (OACP), and serves as adjunct criminology professor at Rogue Community College.



# 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:

**ONLINE ADVERTISING** – Including local and national job boards, associations, social media, and other industry-related job postings targeting ideal candidates; job boards that reach a desired geographic area and reach a diverse ethnicity.

**E-DIRECT MAIL ADVERTISING** – including WBCP’s current database of potential applicants, we have access to other professional lists and will source more lists through associations, contacts, etc.

**SOURCING/HEAD HUNTING** – WBCP will contact individuals targeted and generate new contacts through referrals made by respected sources.

WBCP is a LinkedIn recruiter and we have access to over 350 million profiles via LinkedIn to assist us in targeting ideal candidates.



## 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 candidate’s 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.

**PLEASE NOTE:** Due to COVID-19 Guidelines, WBCP, Inc. is committed to providing services listed herein, typically these services are executed in-person, however, we will facilitate all services virtually as needed and have successfully managed many virtual and hybrid interviews (partial in person/part virtual) since March 2020 for our clients.

## 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 material, 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 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: 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:** 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 short list of candidates
- Preliminary check on short list 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 (short list)
- 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.....

*THE SERVICES PERFORMED IN THE BELOW MENTIONED RECRUITMENTS INCLUDED A FULL SCOPE RECRUITMENT - THE SAME AS PROPOSED IN THIS EXECUTIVE RECRUITMENT PROPOSAL*

### 1-Town of Truckee, California

**Positions Filled:**

- Town Manager

**Contact Information:**

- Anna Klovstad, Mayor/Councilmember - [aklovstad@townoftruckee.com](mailto:aklovstad@townoftruckee.com) | 530-582-2913
- Jennifer Callaway, Town Manager - [jcallaway@townoftruckee.com](mailto:jcallaway@townoftruckee.com) | 530-582-2901

### 2-City of Ceres, California

**Positions Filled:**

- City Manager

**Contact Information:**

- Javier Lopez, Mayor - [javier.lopez@ci.ceres.ca.us](mailto:javier.lopez@ci.ceres.ca.us) | 209-222-7262
- Bret Silveira, Vice Mayor - [bret.silveira@ci.ceres.ca](mailto:bret.silveira@ci.ceres.ca) | 209-480-0632

### 3-City of Gold Hill, Oregon

**Positions Filled:**

- City Manager

**Contact Information:**

- Brad Studebaker, Mayor - [studebakerbrad@hotmail.com](mailto:studebakerbrad@hotmail.com) | 775-846-2670
- Melia Biedscheid, City Councilmember - [melia4goldhill@gmail.com](mailto:melia4goldhill@gmail.com) | 541-621-9372

### 4-City of Santa Rosa, California

**Positions Filled:**

- City Manager

**Contact Information:**

- Chris Rogers, Mayor - [crogers@srcity.org](mailto:crogers@srcity.org) | 707-543-3017
- Natalie Rogers, Vice Mayor - [nrogers@srcity.org](mailto:nrogers@srcity.org) | 707-494-8378

## X. COST PROPOSAL.....

*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, middle (shortlist selection) and end of the recruitment process. For out-of-scope work, we charge an hourly rate of \$175.*

### SERVICE COST PER RECRUITMENT GENERAL MANAGER

Description of Services/Deliverables:	Inclusive rate per recruitment:
<b>Consulting Services</b> , Phases I – IV in the proposal’s scope of work and includes travel to client location (up to two trips)	\$28,500 (not to exceed)
<b>Expenses:</b> includes travel to client location, or document shipping fees/delivery charges to facilitate virtual meetings, advertising (may include print and postage), brochure design (flat fee of \$950.00 for graphic design), panel packet content, delivery charges, 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	\$5,500 – \$7,500 (not to exceed)

**ADDITIONAL BACKGROUND SERVICES AVAILABLE** – *these services can be added to the package if desired*

**Onsite Investigative Background Services:** In addition to the background reports, education verification, credit report and reference checks, which are included in the expenses above, WBCP also offers onsite investigative background services. If the client wishes to conduct a background check that includes an onsite visit by a trained private investigator and former Police Chief (similar to a police background check) please contact our office for an estimate for these services.

XI. 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 2021 year-end review, we found that over the last three years, 62% of our applicants and 56% of candidates placed in leadership positions with our clients 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.



\_\_\_\_\_  
Wendi Brown, President

\_\_\_\_\_  
April 7, 2022

\_\_\_\_\_  
Date

\_\_\_\_\_  
Client, Title

\_\_\_\_\_  
Date