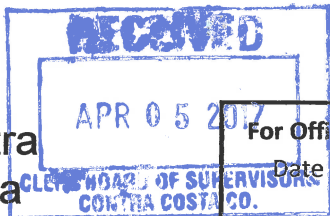




Contra
Costa
County



For Office Use Only

Date Received:

For Reviewers Use Only:

Accepted Rejected

BOARDS, COMMITTEES, AND COMMISSIONS APPLICATION

MAIL OR DELIVER TO:

Contra Costa County
CLERK OF THE BOARD
651 Pine Street, Rm. 106
Martinez, California 94553-1292
PLEASE TYPE OR PRINT IN INK
(Each Position Requires a Separate Application)

BOARD, COMMITTEE OR COMMISSION NAME AND SEAT TITLE YOU ARE APPLYING FOR:

CCC Employee Retirement Association

Retirement Board Member

PRINT EXACT NAME OF BOARD, COMMITTEE, OR COMMISSION

PRINT EXACT SEAT NAME (if applicable)

1. Name: Darling Frank Norman
(Last Name) (First Name) (Middle Name)

2. Address: [Redacted] Orinda CA 94563
(No.) (Street) (Apt.) (City) (State) (Zip Code)

3. Phones: [Redacted]
(Home No.) (Work No.) (Cell No.)

4. Email Address: [Redacted]

5. EDUCATION: Check appropriate box if you possess one of the following:

High School Diploma G.E.D. Certificate California High School Proficiency Certificate

Give Highest Grade or Educational Level Achieved 18

Names of colleges / universities attended	Course of Study / Major	Degree Awarded	Units Completed		Degree Type	Date Degree Awarded
			Semester	Quarter		
A) Pepperdine University	Business	Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>			MBA	1980
B) University of Washington	Management/Leadership	Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>			Cert	1975
C) California State University-Sacramento	Business Administration	Yes No <input checked="" type="checkbox"/> <input type="checkbox"/>	124		BS	1970
D) Other schools / training completed:	Course Studied	Hours Completed	Certificate Awarded: Yes No <input type="checkbox"/> <input type="checkbox"/>			

6. PLEASE FILL OUT THE FOLLOWING SECTION COMPLETELY. List experience that relates to the qualifications needed to serve on the local appointive body. Begin with your most recent experience. A resume or other supporting documentation may be attached but it may not be used as a substitute for completing this section.

<p>A) Dates (Month, Day, Year) From <u> </u> To <u> </u> 7/2014 7/2015</p> <p>Total: Yrs. <u> </u> Mos. <u> </u> 1 <u> </u></p> <p>Hrs. per week <u> </u> . Volunteer <input type="checkbox"/></p>	<p>Title CCC Grand Jury</p> <p>Employer's Name and Address CCC Superior Court Martinez, CA</p>	<p>Duties Performed County Committee Chairman</p>
<p>B) Dates (Month, Day, Year) From <u> </u> To <u> </u> 2008 2011</p> <p>Total: Yrs. <u> </u> Mos. <u> </u> 3 <u> </u></p> <p>Hrs. per week <u> </u> . Volunteer <input type="checkbox"/></p>	<p>Title President, Orinda Rotary Endowment</p> <p>Employer's Name and Address Rotary Club of Orinda PO Box 44 Orinda, CA 94563</p>	<p>Duties Performed Led Endowment Board; established budgeting/planning/gifting process; increased Endowment from \$280K to over \$600K; utilized Calif Investment Series 6 and 63 license.</p>
<p>C) Dates (Month, Day, Year) From <u> </u> To <u> </u> 2006 2017</p> <p>Total: Yrs. <u> </u> Mos. <u> </u> 11 <u> </u></p> <p>Hrs. per week <u> </u> . Volunteer <input type="checkbox"/></p>	<p>Title Account Director, Taproot Foundation</p> <p>Employer's Name and Address Taproot Foundation 1700 Broadway Oakland, CA 94612</p>	<p>Duties Performed Recruit/staff/organize teams that provide consulting services to non-profits; completed 11 projects (each last about 6 months)</p>
<p>D) Dates (Month, Day, Year) From <u> </u> To <u> </u> 1970 2001</p> <p>Total: Yrs. <u> </u> Mos. <u> </u> 31 <u> </u></p> <p>Hrs. per week <u> </u> . Volunteer <input type="checkbox"/></p>	<p>Title Vice President, GM, Printing/Publishing</p> <p>Employer's Name and Address Georgia Pacific 133 Peachtree St. NE Atlanta, GA 30303</p>	<p>Duties Performed Led a \$1Billion business with 8 paper mills. Involved in all aspects of business including labor negotiations. During career had 2 manufacturing assignments in union mills.</p>

7. How did you learn about this vacancy?

CCC Homepage Walk-In Newspaper Advertisement District Supervisor Other Grand Jury

8. Do you have a Familial or Financial Relationship with a member of the Board of Supervisors? (Please see Board Resolution no. 2011/55, attached): No Yes

If Yes, please identify the nature of the relationship:

9. Do you have any financial relationships with the County such as grants, contracts, or other economic relations? No Yes

If Yes, please identify the nature of the relationship:

I CERTIFY that the statements made by me in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publically accessible. I understand and agree that misstatements / omissions of material fact may cause forfeiture of my rights to serve on a Board, Committee, or Commission in Contra Costa County.

Sign Name [REDACTED] Date: 3/31/17

Important Information

1. This application is a public document and is subject to the California Public Records Act (CA Gov. Code §6250-6270).
2. Send the completed paper application to the Office of the Clerk of the Board at **651 Pine Street, Room 106, Martinez, CA 94553**.
3. A résumé or other relevant information may be submitted with this application.
4. All members are required to take the following training: 1) The Brown Act, 2) The Better Government Ordinance, and 3) Ethics Training.
5. Members of boards, commissions, and committees may be required to: 1) file a Statement of Economic Interest Form also known as a Form 700, and 2) complete the State Ethics Training Course as required by AB 1234.
6. Advisory body meetings may be held in various locations and some locations may not be accessible by public transportation.
7. Meeting dates and times are subject to change and may occur up to two days per month.
8. Some boards, committees, or commissions may assign members to subcommittees or work groups which may require an additional commitment of time.

FRANK DARLING

Orinda, CA 94563

Phone:

E-mail

PROFESSIONAL SUMMARY

Creative and entrepreneurial senior executive with broad and extensive experience in profit & loss management, operations and manufacturing, marketing and sales in both US and export markets. Successful in building energetic and motivated organizations, growing revenues, decreasing costs, and improving overall customer satisfaction for Fortune 500 companies. Unique and highly developed skills in team building and focusing organizations on key leverage points to achieve outstanding results.

PROFESSIONAL EXPERIENCE

ALLOYLED, PARTNER

ELEMENTALLED, PARTNER

TAPROOT FOUNDATION, ACCOUNT DIRECTOR

2001-PRESENT

GUITARS NOT GUNS, CALIFORNIA PRESIDENT

JFK UNIVERSITY MBA- TAUGHT INTERNATIONAL MARKETING, ORG CULTURES, MANAGING THE WORKPLACE

NORTHSTAR CLUB- OPERATIONAL/MGMT TRANSITION PLAN

GEORGIA-PACIFIC CORPORATION

12/2000-10/2001

Vice President

Responsibility: \$1Billion in sales, from 6 producing mills, with 125 people focused on merchant and publishing distribution in the US.

- Reorganized sales and customer service which reduced costs by \$700,000/year.
- Created a more efficient pricing process that responded to customer requests more timely.
- Initiated design for a more customer friendly order fulfillment process that will lead to improved customer satisfaction.
- Replaced lower profit export business with domestic sales for a bottom line improvement of \$18 Million/year.
- Integrated Fort James into the GP culture.

FORT JAMES CORPORATION (acquired by GP)

06/1997-12/2000

Vice President

Responsibility: \$500 Million in sales, from 2 producing mills, with 50 people focused on uncoated free sheet markets in US and Pacific Rim.

- Integrated 2 businesses together to create one, and re-staffed as a result of a spin-off of half of my division into a new company. Staffing reduction of 20%.
- Increased overall customer satisfaction to 92% by improving services, upgrading personnel through training and development, and a redesigned order fulfillment processes.
- Reduced costs overall from \$40-70/tons vs. 1995 cost. Total savings of over \$28 Million.
- Introduced first sales incentive plan which improved sales by 15% the first year.

JAMES RIVER CORPORATION (merged with Fort Howard, renamed Ft James)

01/1988-06/1997

Vice President-General Manager

Responsibility: \$700 Million in sales, from 6 producing mills, with 150 people focused on North American and Pacific Rim.

- Reduced administration costs by 50% over a 2 year period saving \$500,000.... Developed flat, lean entrepreneurial organization.
- Improved profit by \$25 Million with upgraded product mix.
- Executed a formalized customer satisfaction strategy with 50 key metrics.
- In 1995, remained with JR to lead Communication Papers after asset spin-off and developed focused business on the Western US and Pacific Rim.

Assistant Resident Manager, Wauna, Oregon pulp and paper facility (08/89-01/92)

Responsibility: Lead the entire manufacturing process from pulp to finished product for a 250,000 ton printing & writing mill, 225 people.

- Converted uncoated freesheet process to alkaline chemistry and reduced cost by \$35 per ton.
- Simplified product line which increased productivity by a sustainable 10% per year, an incremental 25,000 tons of capacity.
- Introduced and developed a TQ process to improve productivity by 10% and profit by an incremental \$5 Million.
- Led the Safety Advisory Committee and reduced incident rate to below 1.0 in 1990 and 1991.

Vice President-Sales, Premium Printing Papers (01/88-08/89)

Responsibility: \$100 Million in sales, from 5 producing mills, with 25 person national sales force.

- Introduced 3 new product lines which added \$2 Million to bottom line and led to record year in profit.
- Focused business on 2 merchants per market and eliminated 150 merchants throughout the US.
- Restructured organization and reduced staff by 20% for a savings of \$200,000/year.

Other Professional Experience includes key positions with Crown Zellerbach and Scott Paper Company.

EDUCATION**PEPPERDINE UNIVERSITY,**

MBA, Graduate School of Business & Management

UNIVERSITY OF WASHINGTON,

EXECUTIVE MANAGEMENT PROGRAM, Graduate School of Business

CALIFORNIA STATE UNIVERSITY, Sacramento, CA

BS, Business Administration

PROFESSIONAL DEVELOPMENT:

James River Institute
 Goldratt Institute, Theory of Constraints
 Xerox, Management Discussion Skills
 Pacific Lutheran University, Marketing Planning
 Pacific Institute, Leadership

Civic/Industry Experience

2006-Present	Account Director, Taproot Foundation
2014-2015	Contra Costa Grand Jury, County Committee Chair
2006	Acalanes School District, Strategic Planning Team
2005-2014	President, Guitars Not Guns of California
2004-2015	Court Appointed Special Advocate-Contra Costa County
2003-Present	Orinda Rotary Club (President 2011-12) (Endowment President 2008-11)
2001-2003	Professor, JFK University, MBA Program
2001-2005	Vice President, Board of Directors, Northstar Club
1999-2001	International Trade Advisory, Department of Commerce
1997-2001	Printing Paper Distribution Council, NPTA
1998-2004	Chairman, Parks & Recreation Commission, City of Orinda
1997-1998	Amigos
1997	Boy Scouts, Area Commissioner
1996-1997	Boy Scouts, Scoutmaster
1992-2001	City Club of SF
1992-1994	IBFI, Marketing and Economic Committee