Kensington Police Protection and Community Services District
10940 San Pablo Avenue
El Cerrito, CA 94530

KENSINGTON FIRE PROTECTION DISTRICT
217 Arlington Avenue
Kensington, CA 94707

DATE: August 12, 2025 Agenda Item 04

TO: Board of Directors

RE: Approve contracting for the General Manager Recruitment

SUBMITTED BY: David Aranda, KPPCSD Interim General Manager
Mary A. Morris-Mayorga, KFPD General Manager

Recommended Action
Staff recommends that the Board consider the proposals received for the General Manager Recruitment and provide direction to staff.

Background
To facilitate securing a recruiter with a proven track record, staff sent an RFP to six governmental executive recruitment firms. Several responded that they did not have available recruiter resources at this time and several did not respond; however, proposals were received that are included as an attachment along with the Request for Proposals for reference. In addition to these proposals, the Board may also consider the existing KPPCSD agreement with CPS as an alternative.

Fiscal Impact
If the Board decides to proceed with a recruitment contract, the fee would be processed as a budget amendment to professional services.

Attachments:
- Recruitment Proposal from:
  - → BHI – Brent Ives Management Consulting
  - → Bob Murray and Associates
- Request for Proposals – General Manager Recruitment

Ms. Mary Morris-Mayorga, Interim GM
Kensington Community Services District

July 27, 2025

Subject: Proposal for Recruiting an Interim and Permanent General Manager

Introduction:

It is our pleasure to provide this proposal to work with the two Districts and eventually reorganized District to secure the next full-time General Manager. Given our experience with both Districts, BHI and Brent Ives clearly understand critical nature of the task at hand. To reach this point of reorganization has been long-coming and difficult on many fronts. The path forward will have unique challenges, and the new manager will clearly be a critical part of that future plowing new ground as the two Districts fold together.

It is customary that time between notification to proceed and work start is 1-2 weeks to identify and vet, then work the logistics of the contract to begin the work.

Approach:

As I believe you know, our firm is not like the large bulk-hiring firms; we specialize, performing only about 5-6 truly selective executive searches each year. Our work on the placement of any GM is unique for each client. We will help the Board(s) work together on describing the key traits, attributes and methods desired in your new manager, design and place descriptive and compelling ads that search virtually world-wide. We will also carefully leverage our vast connections to special districts in general, to the advantage of each search we conduct. The key to long-term productive executive placement is identifying capable candidates that can meet the need with the proper approach to this unique opportunity of merging Board, staffs and the public served.

Unique elements of our approach and this search:

- Our process is very Board centric is and communicative with the Board from start to hire. We feel strongly that since the Board/Manager relationship is the prime relationship within a local public agency, the Board must be well prepared for all stages of the search process. As such early one-on-ones with each of the 10 Board members, and if possible, the 11th should that timeframe be necessary will be part of Board communication plan. A workshop for all involved will be held as well as close communications with all Board members for the full duration of the search and placement process.
- We have very unique relations with both the KPFD and the KPPCSD having placed both interim and permanent GM's to each District over the last 7 years. This provides a more clear

picture of what has occurred in Kensington to arrive at this point and how meaningful this recruitment and manager will be to the new agency.

• Our Principal, Brent Ives, will guide the Board in all phases of the project, including defining the ideal candidate, gathering the candidate pool, down-select, interviews, selection and early negotiations. We focus specifically on the specific experience, environment and needs of KCSD and make a point of seeking next level references to better know the finalists well.

• We will only search for one CSD GM/executive in California while engaged with KCSD.

• We will use all options available for targeting candidates including all typical media outreach, but also attendance at strategic conferences, and utilization of our extensive network of professionals in the industry to stimulate interest in this position. We are confident that we currently have 3-4 qualified candidates for this type of position in your location. These individuals are simply waiting for the right position to become open.

• We are very proud of our track record with executive placement. For the last ten years, 85% of those whom we place at the executive level remain in their jobs. Those whom have left their jobs have amiably retired from that position.

• We will lead the new GM and Board through a start-up performance goals and objectives workshop within 6 weeks of hiring.

Approach Outline: (detailed further below) All or some of these activities can be performed in concert with a Board ad-hoc committee if desired.

Task 1 – Properly prepare for the search
Task 2 – Place the position to market, gather and sort candidates.
Task 3 - Preparing the Board for selection
Task 4 – Assist with initial contract.
Task 5 - Facilitate GM/Board "Successful start-up session"

Please note that there are three (3) optional tasks included herein and outlined below for the Board to consider. Each option is described in the text and costed in the cost table in section 6.

3. Scope of Work proposed:

Critical Task 1 – Gathering information leading to the search process

This particular candidate search is unique in that the Board(s) served by this Consultant and the eventual executive will be led by a newly forming Board of Directors and its evolution toward a five-member Board. This project begins general involves the consultant spending time in research about both District in recent months as they have moved through the steps of reorganization. This helps inform discussions at an upcoming workshop for the Board(s).

Virtual meetings will be scheduled with each of the 10 Board members. Accommodation will be made as necessary for those needing another means of meeting. This allows both introduction and gaining each members thoughts about the process and more. This dedicated time upfront gathering input from various sources is crucial to assure that the consultant is dedicating time aimed at well-suited individuals matching your true needs and traits/experience to best fit the soon to be consolidated KCSD.

A 3-4 hour workshop involving all involved will be held. This workshop for the entire process to be reviewed and important decisions to be made. Information from the workshop also allows for discussions leading to the hiring and management of their future executive. A key deliverable of the workshop is how the consultant will work with the two Districts through the process. In many cases an ad-hoc committee is designated to make process decisions and lead the effort as representatives of the combined Boards. This is even more important with the reorganization. Another critical deliverable of the workshop is for the development of a Candidate Position Description leading to a candidate brochure. Some key questions that will be considered in this workshop are:

- *What are the aspects of former managers that you all liked, and perhaps did not like?*
- *What level of experience in specific fields will be clearly necessary in our next GM?*
- *What are the likely challenges that your next GM will face?*
- *How do we describe working for this Board and this community?*
- *What educational levels of accomplishment are pre-requisite to considering our next GM?*
- *What will be important desired character related traits that our new GM should possess?*
- *What are obvious needs of the community that will be important for our next GM to address?*
- *What about this job makes it attractive?*
- *What type of manager of employees would we like the new manager to be?*
- *What is clearly necessary regarding communications from and to our next GM?*

The Candidate Description outlined at this workshop is used to set the direction for the marketing of the position, candidate pool sorting and the selection activities with the final candidates. These findings will be carefully mapped with the skills, knowledge, abilities and experience necessary to FIT well with the District.

Selection methodologies are also discussed at the workshop allowing all to know the range of choice point regarding weighing the finalist candidates. Other topics will be discussed such as anticipated salary range, contract related elements such as benefits as well as other variables of the eventual offer.

It is important that all Board 11 member points-of-view are considered when conducting such a search. The Consultant will spend time early in the project to examine this question. The need for this is simple. Significant and public disagreements between the Boards of particular members is information easily discovered by top candidates, therefore it is critical that any such issues be addressed early in the search effort.

Other inputs anticipated are those from current interim managers and District staff of both agencies. In this stage the means of working with the agencies will also be determined at the workshop. It is completely within the scope of this proposal to allow for a public workshop for the purposes of expression from the community regarding this position and its challenges and opportunities.

The **deliverable** of Task 1 is to have all involved and up to speed and key information to go to market with the position. Clearly doing this workshop well is a vital part of the overall process.

Critical Task 2 – Marketing and Developing the Candidate pool

BHI has been recruiting executives for Special Districts in California over 17 years. There are three proven methods to reach and aggressively develop a candidate pool:

1.) Develop a Marketing Plan for the candidate brochure and resulting advertisements,
2.) Proactively contacting targeted and currently employed, qualified candidates, and
3.) Utilizing our well-developed network of qualified individuals that stems from our 24 years in the industry.

BHI enjoys a strong network of competent executives working in public agencies and are often sought out by those seeking new challenges and locations. We typically establish a candidate pool with well over 50 candidates with over 20% of the candidates being well qualified, presenting a broad set of candidate options from which the Board/committee can select. The media ads and candidate brochure will be strategically crafted and placed within the market and to individuals in order to create interest and visibility of those most qualified. BHI will work with KCSD staff for bring out the best in brochure design and assure accurate descriptions of the full package being offered.

BHI will also establish a target list of those individuals within his well-established network in executive level public agencies across the state and nation. As mentioned above, we are confident that 3-4 individuals that we have recently worked with or have expressed interest to us would be interested in this position. Help from the KCSD Board, staff, partner agencies and others will help formulate this list.

- **Develop Advertisements and Candidate Brochure**

Ads and all other position marketing materials must be made to compel the highest levels of professional to consider the position. Much of the bones of these marketing pieces are created

in the Board workshop described above. BHI will work with KCSD staff to develop and complete the ads and the candidate brochure (see attachment below). If the District Board desires an ad-hoc committee, this will be part of their scope of work as well. We will use District sanctioned logos and color palates as requested and discreetly use the services of printers and other services providers typically used by the District. These ad and brochure placements are today often kept and distributed electronically. The Districts will provide additional guidance for any industry specific ad placements as well as District website placements.

• **Strategically place ads**

The Consultant will strategically place advertisements in various electronic media outlets along with appropriate job posting boards. This will key on those publications that industry professionals typically review. Typical on-line publications for such a position are CSDA, PSJobs, Western Cities, local newspapers, KFPD and KCSD website, Linkedin jobs and more as directed by the District.

• **Proactively target qualified individuals**

The Consultant will contact and develop interest in the position at logical and available professional associations and may potentially attend events where such professionals gather. This may also include reaching out to those within the industry that may not currently be looking to move but should take a look at this opportunity.

Near the end of the marketing campaign, the Consultant will begin sorting the full pool according to the Candidate description developed in Task 1. This down-select process puts the candidates in a rank order in the consultant's view of the candidates and may involve an ad-hoc committee of the Board should one such exist. The entire pool is always available to all Board members upon request. The narrowed pool will be presented to the Board/committee before and further narrowing occurs. In many cases, the consultant will begin calling the references of those most highly qualified. Third-level references (not only those provided by the candidates) is an important aspect of examination of the most qualified candidates and can confirm desired traits, or not. It is important that if 5-10 "highly" qualified candidates express interest in the position, that the consultant demonstrates specific interest in those to keep interest fresh and interested during the process.

The **deliverable** for Task 2 is to develop and present the best most highly qualified candidate pool possible.

Task 3 – Work with Board to Develop Selection Activities

During the process of candidate gathering, the Consultant will begin the process of narrowing. Those without the proper background will be eliminated, those who qualify will be processed and sorted according to the Candidate Position Description developed at the Board(s)

workshop. While all candidate information will be available to the Board/committee, the Consultant will spend the bulk of time with the Board to provide overviews of those most qualified. The Consultant will also spend time with those candidates and their references to dig deeper and provide more granular information to the Board on each, leading the Board/committee through a down-selection process, to a set of four to six most qualified finalist candidates, for presentation to the entire Board(s).

At that time the Consultant and Board will discuss options for specific selections activities including potentially including interviewing, optional on-line leadership/personality/communication assessments (optional), employee panels, community panels, pre-selection activity candidate assignments, an objective panel of individuals at executive, etc. In some cases, these activities may present additional cost to the effort. These considerations of options will also be first introduced at the candidate description meeting at the beginning of the process (Task 1) and decided upon at this stage.

The Consultant will prepare the Board and/or panels for all approved selection activities, most especially panel interviewing. We will discuss who how and why each interviewing question is important to selection. This unique service allows the Board to be more fully prepared to assess each candidate in areas which have proven to be most important and that align with the description. This will best prepare the Board panel for each step of the selection activity.

BHI will work with and through designated staff assure that all selection activities are well organized, deliberate, have purpose, and add value to the decision makers. The Consultant will also advise the Board and candidates involved of the particulars of these activities. The Consultant will guide through each step of this process. Any Board selected ancillary activities, like other panels, will be completed by this time and results prepared for the Board. (Note: inclusion, coordination and management of ancillary group interviewing processes may result in additional cost.)

The **deliverable** of Task 3 is to select a finalist from the entire candidate pool. This will occur through a set of activities of the Board's choosing.

Task 4 – Initial Negotiations

Consultant will assist as needed with the initial offer and negotiations between the chosen finalist and the District. The Consultant may represent the Board with an initial position in negotiations and may lead the Board through decisions on key elements of the contract. It is customary that District General Counsel also assists with this process, and takes the initial discussions through to a contract for consideration. It is recommended however that BHI be included in this process through to completion. A thorough background check on the selected

finalist will be performed at this time, along with any specific requirements that the District may typically require (physical fitness, etc.) This may be completed by the District should that be the choice or can be completed by BHI as an option. The background should, at minimum, include checks on educational background, local, State and federal criminal checks, checks on social media, credit, driving and credentials and more.

The **deliverable** for Task 4 is a initially executed contract with the selected candidate with a deliberate hand-off to the District's selected Counsel.

Task 5 – Successful "Start-up" Session

A unique service incorporated in the BHI process happens four to six weeks after the start day of the new GM. The Consultant will schedule the 2-hour performance workshop with the Board and the GM. This is the final, yet critical, stage of all involved getting off to a good start. The deliverables for the assembled group are performance goals and expectations for the first year. These goals and expectations can then be integrated into the initial performance evaluation. This best practice allows for a beginning of the relationship with documented clarity and feeds into a well informed and professional performance review process. This process is also a unique and critical part of securing BHI as your search firm.

The **deliverable** for Task 5 is a clearly understood start-up set of performance expectations for the GM and assurance of the Board of clear direction.

1. Firm

BHI Management Consulting, a wholly owned sole proprietorship
2459 Neptune Ct.
Tracy, CA 95304
Website: www.bhiconsulting.com
Email: brent@bhiconsulting.com
Project lead, contact and sole consultant: Brent Ives
Cell Phone #: 209-740-6779

BHI affirms understanding and the ability to comply with the requirements of KCSD standard professional services agreement. BHI is a sole-proprietor owned business, fully insured and benefited.

2. Background on BHI Management Consulting and Brent Ives

BHI Management Consulting is owned and operated by Brent Ives and is based in Tracy, California. Since 1994 the firm has specialized in serving public agencies to find and keep great leaders and employees as well as a variety of other organizational projects. It is important to understand that BHI offers this service as a focused, customized service to California Special Districts, not doing dozens each year but 5-6 annually. This presents a more focused, present and attentive recruitment process to KCSD. Your consultant through the entire process is the firm's Principal, Brent Ives. BHI will support much of the effort with administrative support at their offices and use additional support at conferences while marketing the position.

Brent has served as a City Council member for the City of Tracy, California since 1992 and as directly elected Mayor of the City of Tracy, retiring in 2014. This experience and knowledge helps Brent to bring valuable perspective to the executive search process.

Brent and BHI have facilitated dozens of such meetings in preparation for executive searches and profiling activities. The guiding principle of BHI Management Consulting is to provide public agencies with focused, careful, thorough, practical, no-nonsense, fairly priced services with recruiting, hiring and keeping great employees.

At BHI we believe that, while we must be able to, and are consistently successful at, establishing a strong and qualified candidate pool, a co-equal challenge is assuring overall job-fit. Therefore, the process outlined herein, BHI is fully prepared, experienced and will focus only on your description development. BHI can meet all insurance requirements for this engagement.
BHI also includes a number of 'back-office' associates who support search efforts with the care and providing clear information to all candidates. This respect of the candidate pool is what we believe to be representative of the District and important to begin establishing a proper relationship. Our firm is known for taking the extra time in communicating with both the client District and the candidate pool.
It is very important to note that BHI is very and careful with both candidate and District confidentiality, search inclusivity, avoiding any bias and sensitivity to internal candidates while conducting all elements of the search.

References: BHI Executive Recruitment

•• **Kensington Fire Protection District –** contracted with District to hire both interim (Mary Morris-Mayorga and permanent general manager.

•• **Kensington Police Protection and Community Services District** – contracted to place interim General Manager David Aranda

•• **Mt. View Sanitary District (2019)–** nationwide search for **District Manager**
DM –Lilia Corona, lcorona@mvsd.org, (925) 586-5605….(925) 228-5635
Board President – Stan Caldwell – emails – (stan_caldwell@comcast.net),
Director.caldwell@mvsd.org – (925) 228-8922

•• **East Contra Costa County Fire Protection District**, nationwide search for **Business Services Manager**
Chief Brian Helmick, Fire Chief - (925) 584-8468
BHelmick@eccfpd.org
Recruitment for Business Services Manager – manager successfully placed

•• **Ironhouse Sanitary District,** nationwide search for **General Manager**
Chris Laurizen, Board President
Chad Davisson, General Manager
davisson@isd.us.com, Office: (925) 809-3001, Cell: (925) 727-2938
Placed Chad Davisson as GM.

•• **Calaveras County Water District,** nationwide search for **General Manager.**
Mr. Scott Ratterman, Board Member,
ratt@goldrush.com, (209) 754-3426
Placed David Eggerton as GM, (209) 754-3543

•• **San Mateo County Harbor District**, international search for **General Manager**
Tom Mattusch, Commission President, tommattusch@comcast.net, (650) 619-0459
Placed Steve McGrath who recently retired from this position. (650) 583-4962…Cell:(650) 515-7792

Cost/Schedule

Cost - The following table outlines the cost per task and per BHI individual assigned for each Phase. As such, anticipated hours/costs include preparation for and conducting the GM Recruitment, including task descriptions within each scope. Effort charges are $27,750.00. Expenses are also included in the table and anticipated to include typical travel related expenses).

Should none of the final candidates be deemed sufficient to the Board for hire, BHI will work with the District to identify others with the candidate pool to consider for hire. Efforts may also be taken to re-market the position as well for cost. Should the selected candidate be dismissed for cause within one year of placement, BHI will conduct a search using all foundational elements of the original to establish a process for another selection. This will take place after a negotiated price plan as appropriate.

Schedule and requirements – BHI is prepared to begin the process within 2-3 weeks of notice to proceed. BHI assumes that upon approval with Board Presidents, District Counsel and interim-GMs will be available to the Consultant for process assistance. It is also expected that BHI will be allowed to provide recommendations to the Board of Directors for structured governance improvements as the process evolves. The Boards are provided a monthly written update during all phases of the search. Depending on the agreed position marketing time allowed and contract negotiations, the search process can take up to 6 months for start date.

Summary – We fully understand that this is a critically important task for the Boards of Directors of this reorganizing agency. The choices involved with the next GM are vitally

important for the District and its future. Transparency and proper involvement has always defined public services in Kensington which will no doubt continue to be so. The work proposed above respects and recognizes that fact and is intended to meet those needs. Job/position/location/community/Board Fit are critical to assess the best chances of a long-term, productive association. BHI offers to lead the District Board through the entire process with a deliberate and focused effort to get the very best candidates for the Board to consider and then help to get off to a strong start with the selected individual. I am fully prepared to participate in any consultant interviews as required. I also welcome any questions or additional thoughts you may have on this proposal.

Sincerely,

Brent H. Ives July 27, 2025

Brent H. Ives, Principal
BHI Management Consulting
brent@bhiconsulting.com
(*Brent H. Ives is authorized to sign and bind the firm through contractual agreements)*

APPENDIX 1 – SAMPLE CANDIDATE BROCHURE

Click HERE for sample brochure

BOB MURRAY & ASSOCIATES

Experts In Executive Search

A Proposal to Conduct an Executive Recruitment

for the Position of

GENERAL MANAGER

on behalf of the

KENSINGTON COMMUNITY SERVICES DISTRICT

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

August 1, 2025

Ms. Mary Morris, Mayorga
Kensington Community Services District
C/O Kensington Fire Protection District
217 Arlington Ave.
Kensington, CA 94707

Submitted via email to: mmayorga@kensingtonfire.org

Dear Ms. Morris-Mayorga:

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

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

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

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

2025

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

2024

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

2023

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

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Jon Lewis, Stacey Stevenson, Stephanie Dietz, or Jeff Mori, who would not only direct and supervise the project team from beginning to end but also serve as the Recruiter for the project as well.

To learn first-hand about the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 15 of the attached proposal.

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

Sincerely,

Valerie Gaeta Phillips

Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

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

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the Kensington Community Services District's needs will be key to a successful search. Jon Lewis, Stacey Stevenson, Stephanie Dietz, or Jeff Mori will meet virtually with the District and key stakeholders to learn as much as possible about the ideal candidate for the General Manager position. Key stakeholders often include:

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

Internal and External Stakeholders

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

If the Kensington Community Services District desires, we will work with the District to create a customized virtual community and/or staff input process. *Please note: Virtual facilitation of stakeholder meetings is included in the professional fee. On-site Recruiter facilitation is available for an additional fee – please refer to "Costs and Guarantee" on page 7 for pricing information.*

Online Stakeholder Surveys

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

response data for your review and analysis. This proposal includes one Online Survey. Additional Online Surveys are available under Optional Services (please refer to page 7).

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

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

Step 2 Design/Distribute Brochure and Advertisements

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

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

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

Suggested General Manager-specific advertising sources for the Kensington Community Services District's search include:

- League of California Cities
- California State Association of Counties
- California Special Districts Association
- Association of California Water Agencies
- National Association of Clean Water Agencies
- Association of Women in Water, Energy, and the Environment
- California Municipal Utilities Association

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

Reaching Diverse Candidates

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

Your recruiter will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the Kensington Community Services District, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the General Manager position.

Step 3 Recruit Candidates

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

reservations, and these efforts are essential to the success of the General Manager recruitment.

Step 4 Screen Candidates

Following the closing date for the recruitment, your recruiter will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and your recruiter will discuss with the District how the Kensington Community Services District wishes to proceed with these candidates.

Step 5 Conduct Preliminary Interviews

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

Step 6 Search Public Records

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

Step 7 Make Recommendations

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

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

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- Summary of experience and education for each Recommended Finalist candidate

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

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

Step 8 Facilitate Panel Interviews

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

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

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

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

Step 9 Conduct Background and Reference Checks

Mr. Lewis, Ms. Stevenson, Ms. Dietz, or Mr. Mori and your Recruitment Coordinator will conduct detailed reference checks for up to two (2) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of

speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

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

Step 10 Assist in Negotiations

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

COMPLETE ADMINISTRATIVE ASSISTANCE

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

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

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

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The **all-inclusive professional services fee** for conducting the General Manager recruitment on behalf of the Kensington Community Services District is **$32,000**. Services provided for in this fee consist of all steps outlined in this proposal, including design and distribution of the recruitment brochure, advertising, marketing and promotion, administrative support, public records research, comprehensive background reporting on the final candidates, postage, technology, and two (2) days of on-site meetings. This proposal is valid for 60 days from the date of the proposal.

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

The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the Kensington Community Services District. Therefore, your recruiter will contact the District at the first anniversary of the placement to confirm an effective transition has occurred.

Optional Services

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

GUARANTEE

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

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

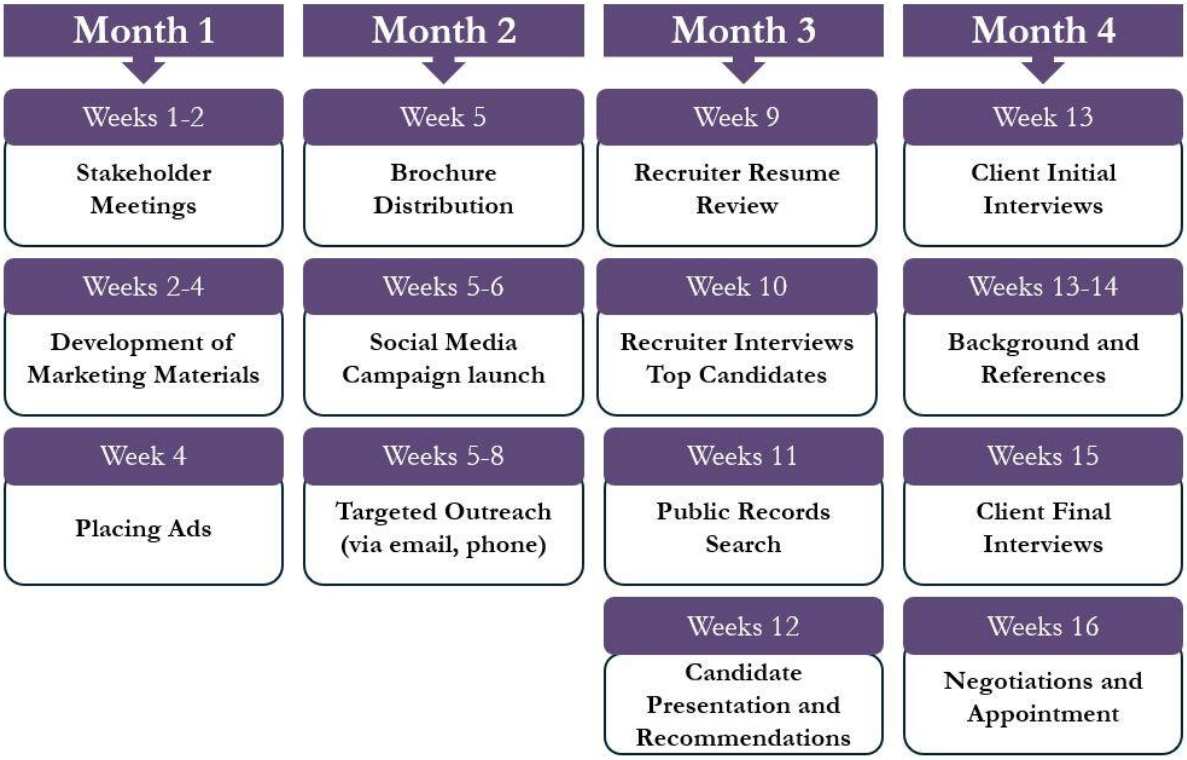
In the event that a placement is not made from the initial recruitment, Bob Murray & Associates will provide professional services to conduct one additional recruitment. Services will be provided at no cost. However, the Kensington Community Services District will be responsible for the *reimbursable*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

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

RECRUITMENT SCHEDULE

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

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



FIRM PROFILE

OUR STAFF

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

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

Please see your lead recruiter's biography below:

STACEY STEVENSON, SENIOR EXECUTIVE RECRUITER

In Ms. Stevenson's 32 years of service in municipal government, she worked for the California cities of San Diego, National City, and Murrieta. Ms. Stevenson began her professional career in City of San Diego as a Personnel Analyst and went on to work in the Personnel, Metropolitan Wastewater, Engineering, and Contracting departments; as well as the City Manager's office, progressing from Analyst to Deputy Director. She also assumed special projects such as the creation and opening of the City's neighborhood service centers and Liaison to the City Council.

From San Diego she joined the City of National City where she served as the Director of Human Resources, the Director of Administrative Services, and Deputy City Manager. She oversaw Community Services, Finance, Human Resources, and Information Technology; and managed special projects such as the balloting and passage of the City's local sales tax and the implementation of a new payroll module.

In the City of Murrieta, Ms. Stevenson served as Administrative Services Director and Deputy City Manager, again overseeing Community Services, Finance, Human Resources, and Information Technology, and managing special projects. Ms. Stevenson has also served as a commissioner on both the Child Care and Civil Service Commissions for the City of Chula Vista.

Ms. Stevenson holds a Bachelor's degree in Industrial Organizational Psychology as well as a Master of Business Administration degree with an emphasis in Human Resource Management.

Jon Lewis, Executive Recruiter

Jon Lewis brings over 30 years of municipal government experience to Bob Murray and Associates. Jon began his career in public service in 1991 with the City of Newport Beach, an iconic coastal community of 53 square miles in Southern California. After successfully working his way through the ranks of the Police Department, he honorably retired in December of 2022 after serving as the Chief of Police for nearly seven years. Jon is known for his commitment to selfless service, ethical leadership and maintaining longstanding community partnerships. During his tenure as Chief of Police, the Newport Beach Police Department achieved reduction in crime to historic lows through effective, data-driven community policing strategies as well as excellence in emergency response and 911 call answer times.

Jon graduated with honors from California State University Long Beach with a Bachelor of Science degree in Criminal Justice and Speech Communication and holds a Master of Arts degree in Criminal Justice from Chapman University. He is a graduate of several advanced law enforcement training courses including the California Commission on Peace Officer Standards and Training Command College. Jon has authored two university-level textbooks in criminal justice and is an instructor with the Center for Criminal Justice Research and Training at California State University Long Beach.

He and his wife, Darcy, have two children and reside in Orange County.

Stephanie Dietz, Executive Recruiter

Stephanie Dietz brings over 20 years of municipal and public agency experience to Bob Murray and Associates. Stephanie retired as the City Manager for the City of Merced, a City with a population of nearly 100,000 and the newest University of California campus. She served as the Chief Executive Officer overseeing more than 500 employees who provided services within the areas of Police, Fire, Development

and Inspection Services, Engineering, Public Works, Parks & Recreation, Arts & Culture, Housing, and the Office of Neighborhood Safety.

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

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

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

Jeff Mori, Executive Recruiter

Jeff Mori has 31 years of local government experience he brings to Bob Murray and Associates, having retired as the Vancouver, WA Chief of Police in October 2024.

Jeff started his career at the Washington County Sheriff's Office in Hillsboro, OR, finishing his tenure as the Undersheriff. He joined the Vancouver Police Department in 2019.

He has significant experience working and collaborating with a variety of government and public stakeholders. Jeff develops strong relationships and assists others in reaching their full potential and goals.

Whether working as a government executive, volunteer sports coach, or professional instructor, Jeff quickly recognizes talent. He understands the importance of providing meaningful feedback and helping people navigate complex processes.

Jeff is a graduate of the FBI National Academy, Harvard Kennedy School's Senior State and Local Executives program, and PERF's Senior Management Institute for Police. He obtained his Bachelor of Science Degree from Oregon State University. He and his wife reside in southwest Washington State, and have three adult children.

Corporation

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

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

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

Professional Associations

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

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

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

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

REFERENCES

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

CLIENT:	West Contra Costa Integrated Waste Management Authority (RecycleMore)
POSITION:	Executive Director
REFERENCE:	Ms. Lisa Borreani, Programs Manager (341) 203-1499
CLIENT:	Mountain House Community Services District, CA
POSITION:	Community Development Director
POSITION:	Deputy General Manager
REFERENCE:	Mr. Steven Pinkerton, City Manager (209) 831-2300
CLIENT:	Nipomo Community Services District, CA
POSITION:	General Manager
REFERENCE:	Ms. Jana Etteddque, Finance Director (805) 929-1133

We appreciate the Kensington Community Services District's consideration of our proposal and look forward to working with you.

BOB MURRAY & ASSOCIATES
EXPERTS IN EXECUTIVE SEARCH

DEPUTY GENERAL MANAGER

BOB MURRAY & ASSOCIATES
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

The masterfully planned community of Mountain House sits on the picturesque west side of the San Joaquin Valley. The community is located just 20 minutes from the East Bay and about an hour from San Francisco. The village life of Mountain House allows easy accessibility to all the Bay Area has to offer. Mountain House was designed not simply to be another commuter town, but to be a self-sufficient community offering an assortment of amenities that include state-of-the-art schools, gorgeous parks, countless recreation choices, and cutting-edge technology. Here, sidewalks bring families, lifestyle, and community together. Land use and circulation are designed to encourage walking, bicycling, and the use of transit to navigate a beautifully landscaped and visually attractive community.

Mountain House has a current population of over 27,000 and is expected to grow to nearly 50,000 residents as it pursues incorporation as California's next city. The community was designed to maximize benefits while minimizing adverse impacts on surrounding areas. With the influx of residents, business and industrial areas, the District's goals have been to ensure residents can live, work, shop, and attend school without having to drive outside of Mountain House, thus reducing traffic impacts.

Mountain House uses a variety of innovative technologies to provide environmentally friendly services and amenities. For example, a computer-controlled irrigation system senses rainfall and automatically shuts off sprinkler systems to conserve water. All homes are available with an electrical car outlet in the garage in order to promote environmentally friendly cars. Water meters use cloud-based transmission technology to provide faster, real-time meter readings and access to the residents. These are just a few ways the District uses technology to provide basic services for residents with a comforting and welcoming neighborhood feeling of the past.

Residential development at Mountain House consists of master planned neighborhoods, each organized around a Neighborhood Center containing a neighborhood park, a K-8 school, and a small commercial area. The neighborhoods each have a separate identity achieved through design and landscaping. Major shopping and other services are met by the Village Centers and the Town Center.

THE DISTRICT

The Mountain House Community Services District (MHCSD) is an inclusive, family-oriented community that serves today's vibrant and exhilarating lifestyle. The government agency of Mountain House was formed in 1996, and home construction began in 2001. The MHCSD Board of Directors consists of five members that set policies, ordinances, and regulations for the benefit of Mountain House residents. All Board Members are elected to staggered, four-year terms. The MHCSD Board currently governs 18 services as approved by the State of California including: water service, sewer service, garbage service, street lighting, telecommunication services, converting utilities to underground, road maintenance, transportation services, flood control protection, wildlife habitat mitigation, police protection, fire protection, graffiti abatement, pest and weed abatement, CC&R enforcement (Master Restrictions), library buildings and services, public recreation, and dissemination of information. Currently the following services fall under the San Joaquin County Board of Supervisors: planning and building activities, animal control, economic development, and zoning enforcement, but will become the responsibility of the District upon incorporation as a City. MHCSD is currently budgeted with 40 full-time employees and has a total revenue budget, including all funds, of approximately $64.7 million.

THE POSITION

Under direction provided from the General Manager, the Deputy General Manager (DGM) oversees the Public Works and Community Development programs. Within the Public Works Department, responsibilities include Engineering, Operations & Maintenance, and Utilities. In addition to setting the standards for the design and construction of streets, utilities, and other public infrastructure, the Public Works Department ensures that all public utilities and facilities are in place and maintained for the residents of Mountain House. Responsibilities of the Community Development Department include reviewing County land development reviews and approvals and reviewing and processing annexation applications. Upon incorporation, it is anticipated that the Community Development

Department will expand to include the processing and approval of planning and building permits. For additional information, please visit the website at: **www.mountainhousecsd.org/departments**

This position is also responsible for leading a variety of interdepartmental projects and initiatives on behalf of the General Manager's Office. The Deputy General Manager may act as the General Manager during absences. Typical job functions include but are not limited to:

- Assisting the General Manager and the Board of Directors in establishing the District's short and long-range goals involving the District's community development and public works services and anticipating and resolving organizational issues, concerns, and opportunities;
- Providing strategic advice to the General Manager, department heads, and other District management staff in accomplishing the District's goals, and in addressing a wide variety of complex daily operational challenges;
- Providing direction and oversight to interdisciplinary project teams comprised of designated District staff, consultants, and other parties;
- Analyzing contracts, reports, bids, and similar items; directing high profile community studies, regional programs, and surveys; developing and presenting recommendations for the General Manager's Office on a wide variety of subjects;
- Overseeing services provided by engineering staff, including private development, public capital improvement projects, grading and engineering inspection, and transportation engineering planning programs and initiatives;
- Overseeing services provided by planning and building staff, including Master Plan compliance, regional planning, environmental planning, and related programs, as well as building and safety code inspection and plan checking programs;
- Overseeing services provided by the Public Works Department, including managing utilites, preventative maintenance, work services, needs assessments, capital expenditures, and facility upgrades;
- Prepares, critiques, and delivers presentations to the Board of Directors on behalf of staff;
- Participates as a member of the District's executive management team and engages in decision making involving policy options, programs, and use of District resources; and

- Represents the District in relations with the community, advisory committees, local, state, and federal agencies, and professional organizations; acts as liaison for departments working with local and state agencies on administrative matters.

THE IDEAL CANDIDATE

The Mountain House Community Services District is seeking a strong and seasoned leader with a collaborative approach who is able to effectively manage multiple high-profile projects simultaneously. Candidates with integrity, who embrace open government and transparency, as well as those who have solid management, engineering, and organizational skills are encouraged to apply. It is expected that the new Deputy General Manager will treat all fairly, equally, and respectfully and will provide reasoned and sound recommendations to the General Manager. The Deputy General Manager will join a thriving executive team who provides strategic leadership, focus, and direction to staff and the community as a whole.

The new Deputy General Manager must possess outstanding listening and communication skills as well as excellent interpersonal skills. The ideal candidate will be able to flourish and lead in a diverse environment and will be a proactive administrator, someone who is confident and able to provide the leadership necessary to help the community shape its future and move forward. An open and friendly style with a calm, even disposition will serve the selected candidate well. The successful candidate will be politically astute, yet apolitical and will work collaboratively

with the General Manager, department heads, the Board, and staff, and will provide open, responsive, and customer-oriented service to the community.

Critical success factors for the new Deputy General Manager, along with listening and communication skills as mentioned above, will center on protecting the Master Plan and the financial stability of the MHCSD, innovative problem solving, and the innate ability to manage the day-to-day operations of the MHCSD while at the same time looking out over the horizon to see what is going to impact the MHCSD in the future.

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be: Equivalent to graduation from an accredited four-year college or university with a Bachelor's degree in public or business administration, public policy, civil engineering, urban planning, or a closely related field and eight (8) years of management or administrative experience in a municipal agency setting involving a broad range of community development and engineering services, including planning, building, and public works planning projects and operations. Licensure as a Professional Engineer in the State of California, or equivalent training and certification is highly desirable.

COMPENSATION

The Deputy General Manager annual salary range is $171,038 - $207,896; placement within this range is dependent upon qualifications and experience. In addition, the District offers an attractive benefits package as outlined below:

- Medical, dental, and vision coverage. The District offers a selection of plans to choose from. This position receives a cafeteria plan contribution of $923.96 per pay period.
- An auto allowance of $246.92 per pay period.
- A 2% employer contribution to the County's 457 Deferred Compensation Plan.
- Vacation cash-out annually, if desired.
- 1937 Act Retirement Plan with optional reciprocity with CalPERS.
- Section 125 Flex Benefits Plan.

- 12 days of sick leave annually with unlimited accumulation.
- 10 days of vacation leave a year (15 days after 3 years, 20 days after 10 years. 23 days after 20 years).
- 14 paid holidays per year.
- 80 hours of administrative leave per year.
- Flexible work schedule.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

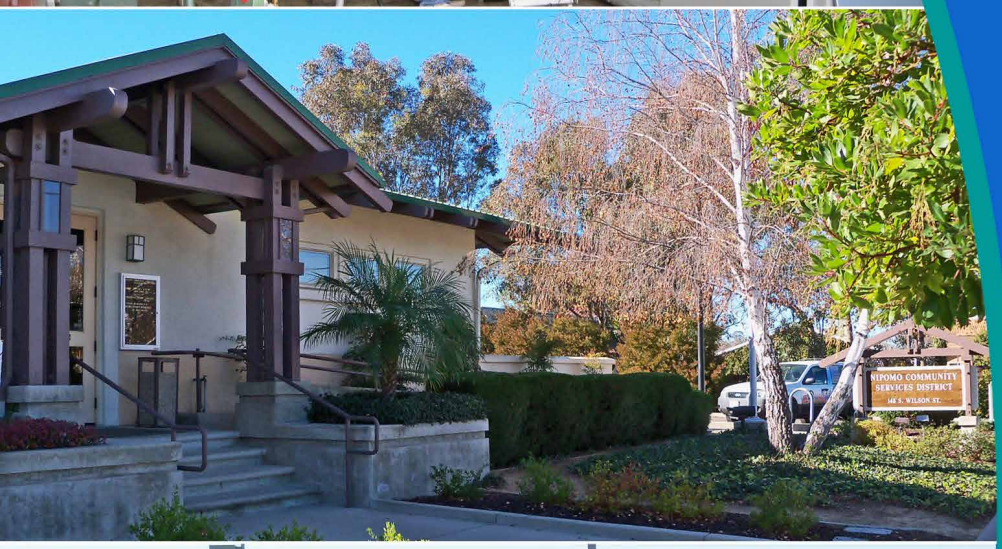
Filing Deadline:
September 3, 2023

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the Mountain House CSD. Candidates will be advised of the status of the recruitment following selection of the Deputy General Manager.

If you have any questions, please do not hesitate to call Gary Phillips at:

(916) 784-9080

BOB MURRAY & ASSOCIATES
EXPERTS IN EXECUTIVE SEARCH



COMMUNITY SERVICES DISTRICT

NIPOMO

SINCE 1965

GENERAL MANAGER

BOB MURRAY & ASSOCIATES

EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

Nipomo is located in southern San Luis Obispo County on California's Central Coast, approximately halfway between Los Angeles and San Francisco. The nearest incorporated city to the north is Arroyo Grande and the nearest city to the south is Santa Maria (Santa Barbara County). Nipomo is located at the foot of the Temettate Ridge. Appropriately, the name Nipomo is derived from the Chumash native American's word "Nepomah", meaning "the foot of the hills".

Nipomo is known for its open space and friendly lifestyle. The climate is mild with temperatures rarely reaching above 85 or below 30 degrees Fahrenheit. Many homes are on acreage and provide space to garden, raise animals, and there is ample open space for recreation including running, hiking, and biking. The community is proud of its heritage that began with the Rancho Era of Alta California before California itself became a state. This small-town community has a high school, elementary schools, medical centers and professionals, grocery shopping, restaurants, public library, a county park, a senior center, lodging, local drug stores and pharmacies, and a variety of clubs and activities.

THE DISTRICT

The Nipomo Community Services District (District) is a multi-service special district formed on January 28, 1965. The District serves residents and property owners within its approximately seven square mile service area with water, sewer, solid waste, limited drainage, street lighting, and street landscape maintenance. The District has a stable and pragmatic five-member elected Board of Directors that governs its affairs. Since 2013, the District received the Special District Leadership Foundation Transparency Certificate of Excellence.

The District has an operating budget of approximately $12 million and 22 full-time staff positions. The retiring Finance Director has been an employee of the District for 30 years and has spent the last two years training a new Finance Director. The District has received unqualified audit reports for more than 30 years. For the past 10 fiscal years the District has received the prestigious Certificate of Achievement for Excellence in Financial Reporting (ACFR) from the Government Finance Officers Association for its comprehensive annual financial report.

The District operates a water system serving the entire customer base and two sewer systems which serve a subset of the water customer base (many homes are on individual sewage disposal (septic) systems). In past years, the District completed over $35 million in capital improvement projects on schedule and within budget. Projects include a $13 million upgrade of its Southland Wastewater Treatment Facility and a $17 million Supplemental Water Project. The District's long-standing Director of Engineering and Operations is the recipient of the American Society of Civil Engineers, San Luis Obispo County Chapter and Los Angeles Section 2015 Outstanding Civil Engineer in Public Sector award.

The Nipomo Community Services District's Vision Statement:

Provide superior and cost-effective services to our customers, maintain a valued place to work for employees, earn the respect and support of the public, and help maintain the rural quality of life in Nipomo.

The District's values are: (expressed as questions which can be posed to help make difficult decisions)

- *Is it open, transparent and responsive to our customers?*
- *Is it sensitive to rates, cost efficient and financially responsible?*
- *Does it support our commitment to maintaining quality facilities and infrastructure?*
- *Does it support our ability to provide quality and reliable services?*
- *Does it support the welfare of our employees?*

CHALLENGES AND OPPORTUNITIES

- Water resources protection:
  - The District will need to build out its supplemental water project to full capacity of 3,000 AFY by July 1, 2025.
  - The District seeks to have the County implement sustainable water supply policies in conjunction with development approval.
  - The District must continue to pursue other sources of water for long-term supply sustainability.
  - The District must continue to be a leader on the local groundwater management area technical committee and 'at the table' for regional water supply planning.
- Consolidation of the Blacklake Wastewater collection and treatment system with the Town Wastewater collections and treatment system. This is underway and needs to be completed by March 2025. Once consolidation is completed, there will be a rate study to support the combined systems.

- An update of the District's 2007 Water and Sewer Master Plan is needed.

THE POSITION

Under policy direction of the Board of Directors, the General Manager is responsible for planning, organizing, directing, and coordinating all District functions and activities related to the production and distribution of potable water and the collections, treatment, and disposal of wastewater and other functions of the District. The General Manager provides policy guidance and program evaluation to staff and elected officials; encourages and facilitates improvement in the provision of services to customers by District staff; fosters cooperative working relationships with intergovernmental and regulatory agencies, various public and private organizations, and District staff; acts as Secretary to the Board of Directors; acts as District Financial Officer; and performs related work as directed by the Board.

The General Manager is the Chief Executive Officer of the District, serving at the pleasure of and accountable to the Board of Directors for all staff, functions, and activities within policy guidance and applicable state and federal laws and regulations. The General Manager is the principal administrative person in charge of the District and its personnel. The incumbent is in a position of trust and confidence and serves as the District appointing and disciplinary authority for all employees of the District. The General Manager provides the Board of Directors with advice, recommendations, analysis of financial impacts and consultation on all matters related to the requirements of the District.

Essential duties include but are not limited to the following:

- Directing and coordinating the development and implementation of goals, objectives, policies, procedures, and programs for the District; implementing administrative policies, procedures, and work standards to assure that goals and objectives are met and that programs provide mandated services in an effective and efficient manner;
- Directing and coordinating the preparation and administration of the District annual budget; reviewing and evaluating current programs, anticipating future needs, and formulating long-range financial goals of the District; reviewing all District expenditures; providing financial management for the District;
- Acting as staff for the Board of Directors; advising the Board on issues and programs; preparing and recommending long-range plans for District funding and service provisions and directing the development of specific proposals for action regarding current and future District needs;
- Serving as Principal at Board meetings; taking Board direction, implementing Board policies;

- Directing and coordinating preparation of rate schedules for the resale of water delivered to customers and other agencies; directing and coordinating preparation of rate schedules for the collection, treatment, storage, and disposal of wastewater;
- Consulting with legal counsel concerning matters of litigation, contracts, and District operations; monitoring legislation on the state, federal and local level; directing and coordinating changes required by new legislation;
- Leading staff; interviewing and selecting top management staff; reviewing and approving staff training programs; recommending changes in organizational structure and position classification;
- Establishing and maintaining effective communication and working relationships with related County departments and key officials of state, federal, and local agencies; and
- Meeting with citizen groups, advisory bodies, and others concerned with District programs and activities; representing the District and speaking before public bodies, groups, organizations, and the public on matters pertaining to District programs and activities; attending conferences and seminars to keep informed of new developments and technologies.

THE IDEAL CANDIDATE

The ideal candidate will be professional and competent in public meetings. The future General Manager will possess a strong background in water resources management, public agency law, and public administration, and will demonstrate competency in a broad range of technical, operational, and administrative topics with the ability to convey complex issues to lay audiences with tact

and composure. The Board is seeking an enthusiastic leader who can navigate the political complexities of water in California while remaining apolitical. The incoming General Manager should also be knowledgeable about and skilled in addressing California water resources issues, working with multi-agency partnerships, County Boards/Councils, and consultants. The candidate will possess experience building and leading a cohesive staff team.

An ideal candidate will have demonstrated an ability to listen and understand a variety of viewpoints, facilitate discussions, and address complex issues pragmatically with respect for all parties and views. The new General Manager will have excellent interpersonal and communication skills, combined with strong negotiating skills to address issues facing the District. The ideal candidate will have a minimum of seven years of progressively increasing experience in public administration, administering public utilities, and/or managing public works projects. Direct experience in water resources acquisition and management is highly desirable. A Bachelor's or advanced degree in one of the following fields is required: public administration, business administration, engineering, or law.

COMPENSATION AND BENEFITS

The incumbent General Manager's salary is currently $198,000. The salary for the incoming General Manager is negotiable and dependent upon experience and qualifications. The District also offers an excellent benefits package including:

Retirement – PERS 3% @60 or 2% @ 62, depending on applicant's status in PERS. Employee pays the CalPERS employee contribution.

Social Security – The District does not participate in Social Security but does provide 1.45 % matching Medicare contribution.

Health Insurance – The District pays 100% of premium for employee and dependents.

Dental/Vision – The District pays 100% of premiums for employee and dependents.

Deferred Compensation – Plan available with no District contribution.

Sick Leave – 8 hours per month with accrual to a maximum of 180 days.

Vacation – Negotiable.

Holidays – 12 paid holidays per year.

Administrative Leave – 5 paid days per year.

Contract – The District will provide the new General Manager with a contract.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

Filing Deadline:
June 4, 2023

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the Nipomo Community Services District. Candidates will be advised of the status of the recruitment following selection of the General Manager.

If you have any questions, please do not hesitate to call Gary Phillips at:

(916) 784-9080

BOB MURRAY & ASSOCIATES
EXPERTS IN EXECUTIVE SEARCH

Kensington Police Protection and Community Services District
10940 San Pablo Avenue
El Cerrito, CA 94530

KENSINGTON FIRE PROTECTION DISTRICT
217 Arlington Avenue
Kensington, CA 94707

Request for Proposals – General Manager Recruitment

July 11, 2025

Background

The Kensington Police Protection and Community Services District (KPPCSD) and Kensington Fire Protection District (KFPD) are in the process of reorganizing into a single district, Kensington Community Services District (KCSD), with an anticipated effective date of October 1, 2025, in accordance with the Contra Costa Local Agency Formation Commission (LAFCo) approval (see KPPCSD-KFPD Consolidation Information). As a part of the reorganization, KCSD will hire a full-time general manager (Exhibit A – Position Description *draft*). The two districts have historically hired part-time general managers, so this is an integral component of the reorganization. The position is a bit unique, administrative positions are not covered by CalPERS; however, the police staff are covered by a CalPERS Safety Plan so the general manager cannot be a retired annuitant.

District Profile

The District will initially have an eleven-member governing body; however, in 2026, the terms of seven members will expire, and only three of those seven will be available for election, reducing the Board size to seven members. In 2028, the terms of four members will expire, and only two of those will be available for election, permanently reducing the Board size to five members. The Board oversees the General Manager, sets policy, strategic priorities, and approves the budget. The District will have 16 authorized positions and a budget of nearly $10 million providing the following services: police (internal staff) and fire (contracted) protection; emergency preparedness; parks and recreation; and waste management.

RFP Schedule

RFP issued	July 11, 2025
Proposals due	August 5, 2025 by 5pm
Review of responses	August 6 - 7, 2025
Recommended selection to Board of Directors	August 12, 2025

Scope of Services

The District seeks a consultant to recruit, advise on the hiring of, and assist in hiring, a new general manager. The successful consultant will be expected, at minimum, to perform the following:

- Facilitate the development of an appropriate candidate/position profile and advertisement.
- Develop and execute a plan for the general manager recruitment (print, web, social media, targeted calls, etc.).
- Acknowledge receipt of candidates' application materials and maintain communication with all candidates throughout the recruitment process; answer questions from candidates and collect application materials.
- Review the applications received; conduct thorough screening of all applicants.
- Advise the Board of Directors/hiring committee on candidates' qualifications, develop a list of recommended candidates for interviews, provide a written report summarizing the overall candidate pool and the qualifications of those selected to be interviewed, as well as information about why some were not chosen to be interviewed.
- Assist in scheduling interviews with a list of recommended candidates; advise the Board of Directors on interview strategies, appropriate questions and evaluation tools; attend the interviews, as requested.
- Assist the Board of Directors in selecting finalist(s) from those interviewed.
- Compile search documentation and prepare a final written summary of all work performed and outreach taken related to developing, conducting and completing the search.

Proposal preparation and submittal

Each proposal should include the following information:

- A timeline for completion for Scope of Services, including proposed schedule
- Background information on the consultant: experience with similar recruitments (number and placements); brief resume of the individual(s) assigned; contact information for three (3) references; and sample work products (recruiting brochures, etc.)
- Information about the consultant's approach in the event a recruitment does not produce a viable candidate or the premature dismissal or resignation of the selected candidate
- A cost proposal including fees, reimbursable expenses, and an hourly rate for any services that the District might request outside the scope of the items in the RFP or any that might be helpful to incorporate into the recruitment and selection process

Contractual terms and conditions

The consultant will be required to sign the district's standard agreement for services (Exhibit B).

Selection process and contact information

Proposals will be evaluated by the current general managers for recommendation to the Board of Directors. Questions and inquiries may be directed to KFPD General Manager, Mary Morris-Mayorga at mmayorga@kensingtonfire.org.

The District reserves the right to reject any and all proposals, to waive any minor irregularities in the RFP process, and to select the firm that best meets the District's needs. The District appreciates your interest and looks forward to receiving your proposal.