

In compliance with Assembly Bill (AB) 361, which allows for a deviation of teleconference rules required by the Ralph M. Brown Act, this Board of Directors meeting is being conducted in via Zoom. Members of the public may participate and provide public comment on agenda items by joining the Zoom meeting, or by submitting written public comments to the Board Secretary at boardcomment@camabriacs.org.



CAMBRIA COMMUNITY SERVICES DISTRICT

I, Karen Dean, President of the Cambria Community Services District Board of Directors, hereby call a Special Meeting of the Board of Directors pursuant to California Government Code Section 54956. The Special Meeting will be held: **Friday, February 3, 2023, 10:00 AM**. The purpose of the Special Meeting is to discuss or transact the following business:

AGENDA

SPECIAL MEETING OF THE CAMBRIA COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS

Friday, February 3, 2023, 10:00 AM

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/87488924637?pwd=ccluN2tVNU1tMjFadWNxRzhUR3ZFUT09>

Passcode: 836765

Or One tap mobile :

US: +16699006833,,87488924637# or +16694449171,,87488924637#

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: +1 669 900 6833 or +1 669 444 9171 or +1 719 359 4580 or +1 253 205 0468 or +1 253 215 8782 or +1 346 248 7799 or +1 564 217 2000 or +1 646 931 3860 or +1 689 278 1000 or +1 929 205 6099 or +1 301 715 8592 or +1 305 224 1968 or +1 309 205 3325 or +1 312 626 6799 or +1 360 209 5623 or +1 386 347 5053 or +1 507 473 4847

Webinar ID: 874 8892 4637

International numbers available: <https://us06web.zoom.us/j/87488924637>

1. **Opening**
 - A. **Call to Order**
 - B. **Pledge of Allegiance**
 - C. **Establishment of Quorum**
2. **PUBLIC COMMENT ON AGENDA ITEMS**
3. **ADJOURN TO CLOSED SESSION**
 - A. **PUBLIC EMPLOYEE PERFORMANCE EVALUATION Pursuant to Government Code**

Section 54957(b)
Title: Acting General Manager

- B.** PUBLIC EMPLOYMENT Pursuant to Government Code Section 54957(b)
Title: General Manager

4. REGULAR BUSINESS

- A.** Discussion and Consideration of General Manager Position Description and Salary Range
- B.** Discussion and Consideration to Advertise General Manager Position
- C.** Discussion and Consideration of Contracting with an Executive Recruiting Agency to Assist in General Manager Recruitment

5. ADJOURN

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **4.A.**

FROM: Timothy Carmel, District Counsel

Meeting Date: February 3, 2023

Subject: Discussion and Consideration of
General Manager Position Description
and Salary Range

RECOMMENDATIONS:

Staff recommends that the Board review, discuss and consider the General Manager position description and salary range.

FISCAL IMPACT:

DISCUSSION:

This agenda item is an opportunity for the Board to receive public input, review, discuss and consider making changes to the position description and to determine the salary range for a new General Manager. A recent law (SB 1162) requires that a pay scale be included in job postings, so this must be determined before the position can be advertised. Pay scale is defined as the salary or hourly wage range that the employer reasonably expects to pay for the position. Benefits do not need to be included.

The most recent position description is attached. The former General Manager earned \$173,400 per year, plus benefits.

Attachments: General Manager Position Description



CAMBRIA COMMUNITY SERVICES DISTRICT POSITION SPECIFICATION

Position	General Manager
Organization	Cambria Community Services District
Location	Cambria, California
Reports to	Board of Directors
Website	www.cambriacsd.org

ABOUT THE DISTRICT

The Cambria Community Services District was formed in 1976, to include water, wastewater, fire protection, lighting, refuse, and parks, recreation, and open space. The CCSD is governed by a five-member Board of Directors elected by Cambria voters for four-year overlapping terms. A special district is a form of local government special to the state of California, set up by unincorporate communities to provide municipal services under local control. The CCSD is primarily funded by a combination of utility fees and property tax revenue.

ABOUT CAMBRIA

The town of Cambria, California is located halfway between San Francisco and Los Angeles on the Central Coast of California, approximately four miles south of Hearst Castle and fifteen miles north of Morro Bay. Cambria is considered one of the most desirable places to live in California. Within thirty minutes of San Luis Obispo and Paso Robles, Cambria offers a quality of life that provides unlimited outdoor amenities, rugged coastlines, rolling hills, clean air, and a moderate climate. Its population as of the 2020 Census is 5,678. The economy is based on tourism and, with a median age of about 60, its demographics are tilted toward retirees. Its income levels are above state and national averages.

Cambria's local political debates center on a longstanding challenge of seeking adequate resources, especially water, without compromising the area's environmental values and small-town atmosphere.

ROLE DESCRIPTION

The General Manager serves as the Chief Executive Officer of the District and is accountable to the Board of Directors. The General Manager provides policy guidance to the Board of Directors and management staff and is responsible for implementation and enforcement of all District ordinances, policies, and procedures, the conduct of all financial and human resources activities and the efficient and economical performance of the District's operations. Along with the Board president, the General Manager also represents the District before state, local and federal entities as well as members of the public. The General Manager may sub-delegate a function delegated by the Board. However, they still retain responsibility to ensure that any sub-delegated function is carried out appropriately.

5 **PERFORMANCE EXPECTATIONS**

Representation of the District and the Cambria Community: Understanding the community's interests and effectively promoting them in all relevant arenas, including government at the local, state and federal levels, media and interactions with the public.

Practices that contribute to this Performance Expectation are:

1. Listening and learning (requires a commitment to full-time presence in Cambria and a willingness to listen to the full range of opinions. It also entails a ability to get up to speed quickly on background material that is crucial to understanding today's issues).
2. Advocating for Cambria (includes developing collaborative relationships with regulatory agencies and local peers in special district management; being able to articulate the CCSD's positions accurately and cogently, in media and other public venues).
3. Negotiation (effectively representing the CCSD in bargaining, entering into contracts and other activities that potentially impact taxpayers and ratepayers).

Staff Effectiveness: Promoting the development and performance of employees throughout the organization.

Practices that contribute to this Performance Expectation are:

1. Team Leadership: Facilitating teamwork.
2. Coaching/Mentoring: Providing direction, support, and feedback to enable others to meet their full potential.
3. Empowerment: Creating a work environment that encourages responsibility and decision making at all organizational levels.
4. Delegating: Assigning responsibility to others.

Policy Execution: Assisting the CCSD Board of Directors and other community stakeholders identify, work toward, and achieve common goals and objectives.

Practices that contribute to this Performance Expectation are:

1. Facilitative Leadership: Building cooperation and consensus among and within diverse groups; recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions.
2. Communication: Keeping the public, Board members and other interested parties up to date on status of CCSD activities, plans, regulatory issues and similar matters. Nurturing a "culture of communication" based on continual exchange of information with the public. Being able to clearly and thoroughly explain complex issues to the Board and public, in Staff reports and other venues.

Special District Leadership: Understanding the unique needs of a special district, having long-term vision, experience and familiarity with the regulatory agencies with whom CCSD interacts, sincere interest in and ability to work cooperatively with these agencies as we maintain and improve our facilities and systems to serve the needs of our customers today and for generations to come in a way that maintains the natural beauty and protects our environmentally sensitive habitat area.

Service Delivery Management: Functional/Operational Expertise; Understanding the basic principles of service delivery in functional areas (e.g., water, wastewater, fire protection, lighting, refuse, and parks, recreation and open space).

6 *Practices that contribute to this Performance Expectation are:*

1. **Operational Planning:** Anticipating future needs, organizing work operations, and establishing timetables for work units or projects.
2. **Quality Assurance:** Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery.

Information Technology: Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access.

Financial Analysis: Interpreting financial information to assess the short-term and long-term fiscal condition of the District, determine the cost-effectiveness of programs, and compare alternative strategies.

Budgeting: Preparing and overseeing the budget which includes knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information.

REQUIRED QUALIFICATIONS

EDUCATION/TRAINING

Minimum: Bachelor's degree in public or business administration, management, civil engineering or related field.

Preferred: Master's degree in any of the above.

EXPERIENCE

Minimum: Seven years of management level experience in the areas of staff development, finance/budget, capital projects, personnel management, intergovernmental relations/negotiations and interdepartmental coordination, and three years in the public sector/local government, or any combination of education and experience which would likely provide the necessary knowledge and abilities may be considered.

Preferred: Extensive management experience reporting to an elected board or commission (which has provided a broad knowledge of the operation) of local government in California, along with water-related issues and the operation of a community services district. Experience in dealing with government agencies that oversee permitting and environmental regulation in coastal California is particularly valuable.

CALIFORNIA DRIVER'S LICENSE

Valid California "C" driver's license. Must maintain satisfactory DMV record and ability to maintain insurance.

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **4.B.**

FROM: Timothy Carmel, District Counsel

Meeting Date: February 3, 2023

Subject: Discussion and Consideration to
Advertise General Manager Position**RECOMMENDATIONS:**

Staff recommends that the Board discuss and consider advertising for the General Manager position and provide direction to staff.

FISCAL IMPACT:

The adopted FY 2022/23 Administrative Department budget includes \$2,127 for employee recruitment. The fiscal impact will include any costs associated with advertising the General Manager recruitment. Below are the estimated advertising costs for various commonly used publications.

Vendor	Listing	Amount
The Tribune	Online Only	\$550
The Tribune	Print & Online (2 Sunday posting)	\$775
Government Jobs	60-day listing	\$199
CSDA	45-day listing & Featured Job	\$210
California City News	60-day listing	\$260
Western City	30-day listing	\$300
LinkedIn	Varies	Varies
Indeed	Varies	Varies
CCSD website	Unlimited	\$0
Cal Poly Handshake	30-day	\$0
Cuesta College Job Speaker	30-day	\$0
Grand Total		\$2,294

DISCUSSION:

Staff requests direction regarding how to advertise for the General Manager (GM) position. Recommended topics for this discussion should include the following:

- Advertising schedule – e.g., length of advertisement, application deadline, first review of applications (February 28, 2023 suggested).
- Basic application packet contents – e.g., application, resume, letter of interest, and letters of recommendation.
- Possibility of phasing recruitment options.



A Proposal to Conduct an Executive Recruitment

for the Position of

GENERAL MANAGER

on behalf of the



**CAMBRIA COMMUNITY
SERVICES DISTRICT**

1544 Eureka Road, Suite 280
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

January 19, 2023

MS. KAREN DEAN
BOARD PRESIDENT AND
BOARD OF DIRECTORS
CAMBRIA COMMUNITY SERVICES DISTRICT
1316 TAMSEN STREET, SUITE 201
CAMBRIA, CA 93428

Dear Ms. Dean and Members of the Board:

Bob Murray & Associates is pleased to submit a proposal to conduct the General Manager recruitment for the Cambria Community Services District. The following details our qualifications and describes our systematic—yet flexible—method of identifying, recruiting, and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, and guarantee.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments, non-profit agencies, and private firms. Our recruitment process helps you to determine the direction of the search and the types of candidates you seek while capitalizing on our decades of experience and vast network of contacts to reach those candidates. Our expertise ensures that the candidates we present to the Cambria Community Services District will match the criteria you have established, be a positive placement for your organization, and be outstanding in their field.

We recognize that we work at the pleasure of the Board of Directors and our job is to facilitate the Board's General Manager search. From the outset of the search, we work to establish a strong partnership with the Board in order to ensure the placement of a General Manager who is ideally suited to its needs. To develop an effective search, we will seek the opportunity to meet with Board members individually to discuss their expectations for Cambria Community Services District. We hope they will speak candidly with us regarding the traits they are looking for in the new General Manager. The insight garnered as a result of these meetings will be invaluable as we recruit and screen candidates for the position.

With respect to the General Manager recruitment and the Cambria Community Services District, Bob Murray & Associates has an unmatched record of success in recruiting local government professionals, including those for public utility, water and sanitation districts. We have conducted numerous General Manager/District Manager searches on behalf of large and small cities and special districts throughout the Western United States. We are currently conducting the General Manager recruitments on behalf of the Florin County Water District, CA, the Kinneloa Irrigation District, CA, and the County of Monterey Water Resources Agency, CA. In addition, we are currently conducting the Executive Director of Air Pollution Control on behalf of the Yolo-Solano Air Quality Management District, CA. Our extensive contacts and knowledge of outstanding candidates will ensure you have a quality group of finalists from which to select the Cambria Community Services District's next General Manager.

Recent General Manager recruitments we have completed similar in size and scope to your upcoming search include the following:

2022

City of Azusa, CA (General Manager, Light & Water)

City & County of San Francisco, CA (Public Utilities Commission - Assistant General Manager and Chief Financial Officer)

Las Gallinas Valley Sanitary District, CA

Oakdale Irrigation District, CA

Tamalpais Community Services District, CA

Town of Discovery Bay, CA (Assistant General Manager)

West Basin Municipal Water District, CA

2021

Calaveras Public Utility District, CA

Chico Area Recreation & Park District, CA

Monterey Regional Waste Management District, CA

Nevada Irrigation District, CA

Santa Ana Watershed Project Authority, CA

Sweetwater Authority, CA

Town of Discovery Bay CSD, CA

2020

Laguna Beach County Water District, CA

2019

Jurupa Community Services District, CA

Mendocino County Russian River Flood

Control and Water Conservation

Improvement District, CA

Mountain House Community Services District, CA

Reclamation District #1000, CA

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Valerie Gaeta Phillips, Yasmin Beers, or Stacy Stevenson, 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 of 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 16 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 a positive placement, providing security and fairness to candidates and clients while ensuring the integrity of the search process. We understand that superlative recruiting for the General Manager will lead to superlative results for the Cambria Community Services District. Outlined below are the steps in our proven recruitment process, refined through our 30+ years of experience in executive search.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the Cambria Community Services District's needs will be key to a successful search. Valerie Gaeta Phillips, Yasmin Beers, or Stacy Stevenson will meet with the Board of Directors and key stakeholders to learn as much as possible about the ideal candidate for the General Manager position. 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 Cambria Community Services District.

Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson 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 Board of Directors and Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson 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.

Optional Service: Community and Staff Involvement

We find that many of our clients value a recruitment process that opens the opportunity for community members, business leaders, organization representatives, and employees to provide input regarding the ideal candidate. Our recruiters are skilled in designing and facilitating forums, town hall meetings, and online surveys that allow equitable involvement from a variety of constituencies and in consolidating feedback into a cohesive narrative of common themes.

If the Cambria Community Services District so desires, we will work with the Board of Directors to create a customized community and/or staff input process.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson and your dedicated Recruitment Coordinator will use the candidate profile developed with the Cambria 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 Cambria Community Services District that you feel best represent your organization and your community.

Upon your approval, Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson will send the brochure by postal mail and email 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.

Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson will also design an effective advertising campaign appropriate for the General Manager recruitment. Our broadest outreach comes through our active social media involvement on Facebook, LinkedIn, and Twitter, where upcoming and current positions are posted. 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 Cambria Community Services District's search include:

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

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. 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.

Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the Cambria Community Services District, to maximize the potential for individuals from a wide variety of backgrounds, races, cultures, physical abilities, life experiences, and gender 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 1,400 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, Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson 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 Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson will discuss with the Board of Directors how the Cambria Community Services District wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson 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 Skype, FaceTime, or other convenient videoconferencing applications.

During these in-depth interviews, Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson will explore each candidate's background and experience as it relates to the General Manager position, such as significant accomplishments, size and scope of responsibility, and organizational culture. In addition, Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson will discuss with the candidates their motivation for applying for the position and assess his/her knowledge, skills, and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson, 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 Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson 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, Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson will recommend a limited number of candidates for your further consideration. She will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of those to be considered will be up to you.

We typically recommend 6-8 candidates that we feel will best match your expectations, and we prepare a detailed written report on each candidate. This bound report provided to each member of the decision-making body 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, education, and salary information 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 FINAL 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 Cambria Community Services District to craft and implement an interview approach that fits your needs. This may include individual and panel interviews by the Board of Directors and key stakeholders, community/employee interview panels, writing and presentation samples, meet-and-greets, or another specialized process element Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson helps the Cambria Community Services District to design.

Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson will be present on-site during the interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided to 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 and candidate travel. Our goal is to ensure that each candidate has a very 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

Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson and your Recruitment Coordinator will conduct detailed reference checks for up to three (3) 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 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. Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson knows 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 Cambria Community Services District's. She 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 Cambria 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 Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson on behalf of the Cambria 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. Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson will be available to the Cambria 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 fixed, flat professional services fee for conducting the General Manager recruitment on behalf of the Cambria Community Services District is \$22,000. Services provided for in this fee consist of all steps outlined in this proposal, including three (3) days of meetings on site. 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 Cambria Community Services District. Therefore, Ms. Gaeta Phillips, Ms. Beers, or Ms. Stevenson will contact the district at the first anniversary of the placement to confirm an effective transition has occurred.

The Cambria Community Services District will also be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$7,500. Reimbursable expenses include (but are not limited to) such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate. *In no instance will expenses exceed this estimate without prior approval from the Cambria Community Services District.*

Expense reimbursement for candidate travel related to on-site interviews will be the responsibility of the Cambria Community Services District.

Professional Fees and Reimbursable Expenses	
Professional Services (Fixed Flat Fee)	\$22,000
Reimbursable Expenses <i>Example costs and approximate amounts include:</i>	
Brochure Design and Printing (\$1,275)	
Advertising (\$3,000)	\$7,500
Background Checks – 3 candidates (\$550)	
Consultant Travel (2,100)	
Other expenses – supplies, shipping, clerical (\$575)	
Not-to-Exceed Total	\$29,500

Optional Services

- Community/Staff Input Forum: \$1,500/day, plus travel expenses
- Online survey: \$250
- Additional on-site meeting days: \$1,500/day, plus travel expenses
- Additional background checks: \$250/candidate
- Additional reference checks: \$500/candidate
- Other services: \$250/hour or \$1,500/day

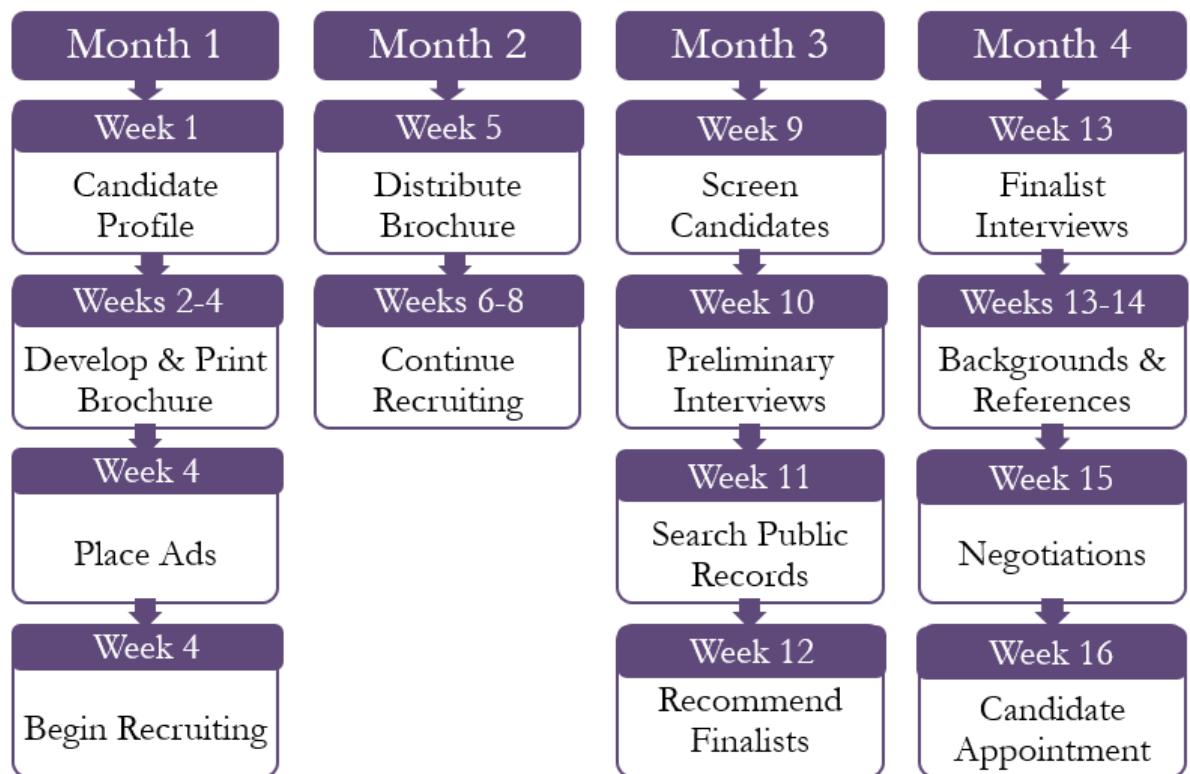
GUARANTEE

Should a candidate recommended by our firm position resign or be terminated within the first 12 months of employment, we will provide the Cambria Community Services District with professional services to secure a replacement. Services will be provided at no cost, aside from expenses incurred on the Cambria Community Services District's behalf during the new search. 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 Cambria 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 thirteen (13):

- ✦ 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*
- ✦ Bryan Hill, *Senior Executive Recruiter*
- ✦ Stacy Stevenson, *Senior Executive Recruiter*
- ✦ Deanna Cantrell, *Executive Recruiter*
- ✦ Alexandria Kopack, *Recruitment and Operations Manager*
- ✦ Kathy Lolas, *Senior Recruitment Coordinator*
- ✦ Stephanie Marshall, *Recruitment Coordinator*
- ✦ Gini Herndon, *Contracts Administrator/Bookkeeper*

BOB MURRAY, FOUNDER

Mr. Murray—known simply as “Bob” to his clients and candidates throughout the western U.S.—brings over 40 years’ experience as a recruiter and is recognized as one of the top local government recruiters in the nation. He conducted hundreds of searches for cities, counties, and special districts and was called on to conduct searches for some of the largest, most complex organizations in the country—and some of the smallest. Bob conducted searches for chief executives, department heads, professional and technical positions, taking the lead on many of the firm’s most difficult assignments with great success. His clients retained him again and again, given the quality of his work and success in finding candidates for difficult to fill positions.

As our Founder, Bob currently takes on few searches personally but continues to be an active presence at Bob Murray & Associates, providing valued insight and experience to our team members regarding all aspects of the recruitment process.

Mr. Murray received his Bachelor of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

VALERIE GAETA PHILLIPS, PRESIDENT AND RECRUITER

Ms. Gaeta Phillips has over 18 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Since joining Bob Murray & Associates, Valerie has completed over 160 searches in a diverse range of fields, including city and general management, planning, finance, human resources, transportation, communication and public relations, community and economic development, information

technology, parks and recreation, and operations. She has recruited at all levels of municipal and non-profit organizations, from technicians and engineers to Executive Directors and Chief Executive Officers.

Valerie is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success; she is also active in a variety of industry organizations and in diversity-focused associations. Valerie is called upon often to serve as an expert speaker on topics such as managing one's online reputation, diversity issues in municipal and non-profit leadership, and how to identify a positive placement for the organizational culture.

Ms. Gaeta Phillips, along with Executive Vice President Gary Phillips, has a passion for helping people, evidenced by fundraising, sponsorship, and involvement in raising awareness for organizations such as Autism Speaks, the UC Davis M.I.N.D. Institute, and the Northern California Special Olympics.

GARY PHILLIPS, EXECUTIVE VICE PRESIDENT AND RECRUITER

Since joining Bob Murray & Associates, Mr. Phillips has completed over 125 searches for executives and professionals in a wide variety of fields including animal services, city and general management, planning, legal counsel, cyber security, and human resources. Gary's clients have ranged from municipal government to non-profit and private sector organizations, and he has sourced outstanding candidates for positions from the level of division managers up to City Managers, Executive Directors, and General Managers.

Gary started his career with a New York-based Fortune 100 company and quickly became a Senior Manager, building and running a large customer service organization that eventually expanded to 13 countries in Europe. He proceeded to hold senior leadership positions in several Fortune 500 companies, with noted successes such as building an organization from two to 250 employees worldwide and growing a company from 800 to 1200 employees.

As part of an executive acquisition and recruiting team, Gary helped build a start-up enterprise software company in San Francisco, recruiting top-notch talent and building a world-class organization. He has maintained customer relationships in the public sector and the private sector, including medical and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips, along with Ms. Gaeta-Phillips, is involved in his community as a soccer coach, as an organizer of fundraisers for Autism Speaks and the UC Davis M.I.N.D. Institute, and as a sponsor of the Northern California Special Olympics. Mr. Phillips received his Associate of Science degree and completed additional coursework at Rochester Institute of Technology, NY.

JOEL BRYDEN, VICE PRESIDENT AND RECRUITER

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having retired as Chief of Police in Walnut Creek, CA prior to joining Bob Murray & Associates in 2013. Throughout his career, Joel has been involved in public sector consulting, with vast experience in

hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

Joel has a solid reputation as a leader in the public sector and his ability to find and evaluate outstanding applicants for our clients is invaluable in the search process. Since joining Bob Murray & Associates, Joel has conducted over 100 recruitments in a broad range of sectors including police, fire, building, planning, city management, and general management. He is often called upon to recruit specialized or difficult-to-fill positions, such as Independent Police Auditor.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts Degree in Communication from San Diego State University. He is currently based in Walnut Creek, CA.

YASMIN BEERS, SENIOR EXECUTIVE RECRUITER

Yasmin Beers brings over 33 years of municipal government experience to Bob Murray and Associates. Yasmin retired as the City Manager for Glendale with a population of over 200,000. She served as Chief Executive Officer overseeing close to 2,000 employees serving in Police, Fire, Public Works, Parks, Community Development, Library Arts & Culture, Innovation Performance & Audit, and Water & Power to name a few.

Yasmin's three decades of experience in public service brings extensive background in public sector finance, human resources management, contract negotiations, strategic planning & organizational leadership, policy development, emergency response & planning, team building and performance improvement. Throughout her career, Yasmin has had a great deal of experience in recruiting, selecting and hiring employees for executive and management level positions with a focus on the organizational needs and culture.

Yasmin currently serves on the Glendale Adventist Medical Center's Civic Advisory Board and the Advisory Board for Village Christian School. Yasmin is a past member of Soroptimist International of Glendale where she served as President in 1999/2000. She is a past board member of Glendale Healthy Kids, Salvation Army and the American Red Cross. In 2011 the Glendale Chamber of Commerce recognized Yasmin as Woman of the Year; in 2013 she was the recipient of The Armenian American Woman of Excellence Award; in 2014 Yasmin was recognized by the Glendale Educational Foundation for her distinguished service and philanthropic efforts; in 2015, YWCA awarded Yasmin with the Heart & Excellence Award; in 2017, she was recognized by Business Life Magazine as a Women Achiever; and in 2018 the California State Senate recognized Yasmin as one of the Woman of the Year, each a tribute to her core values that represent her civic responsibilities, volunteerism and community service.

Yasmin has a Bachelor of Arts degree in Political Science from California State University, Northridge and a Master's degree in Organizational Leadership from Woodbury University.

ADELE FRESÉ, SENIOR EXECUTIVE RECRUITER

Adele Fresé brings 27 years of local government experience to Bob Murray & Associates, having retired as Chief of Police in Salinas, CA prior to joining the firm in 2021. Adele began her public service career in 1985 as an active-duty member of the United States Marine Corps before serving the City of Corpus Christi for 20 years.

Adele has extensive experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

During her 7 years as a Chief of Police, Adele exercised strong leadership and implemented monumental changes leading to the diversification of her agency's sworn staff. Adele's commitment to collaboration with the public and law enforcement agencies earned her the Partner of the Year Award from Homeland Security Investigations, and her Department the Community Policing Award from the Community Policing Institute of California.

Adele received her Bachelor of Science degree in Criminal Justice Administration from California State University at Hayward, and a minor degree in Sociology. She earned a Master of Science in Public Safety, completed the Senior Executives in State and Local Government program at the Harvard Kennedy School, and PERF's Senior Management Institute for Police. She is a Texas Certified Public Manager.

BRYAN HILL, SENIOR EXECUTIVE RECRUITER

Chief Bryan Hill (ret.) spent over 30 years serving as a public safety leader in the San Francisco Bay Area. During his career, he worked for three appreciably different East Bay cities and developed and led several regional programs providing him a broad perspective of local government. Much of Bryan's career was spent working in a wide variety of leadership and executive level roles. As a police chief and city department head he was known for a progressive and principled leadership approach.

Throughout his career, Bryan emphasized community engagement. As a municipal government executive, he was dedicated to establishing lasting community partnerships, building strong teams, and continues to participate in leadership development.

Bryan received the California Police Officer's Association Award of Distinction for his efforts in developing regional partnerships that increased efficiencies, professionalism and service to the community. Bryan received his Bachelor of Arts degree in Social Science from California State University, Sacramento and he earned a Master of Science in Organizational Leadership. He is a graduate of the FBI National Academy and holds a California POST Executive Certificate.

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.

DEANNA CANTRELL, EXECUTIVE RECRUITER

Deanna Cantrell brings 28 years of municipal government passion and experience to Bob Murray & Associates as an executive recruiter. Deanna is recognized as a prominent driver of public safety leadership, innovative and evidence-based problem solving, advancing trust and community building, and developing leaders. She has a proven record for exceptional communication, talented public speaking, forward thinking policing, strategic planning, staff development, mentoring, and coaching.

Deanna was the Chief of Police for the City of Fairfield, California for over two years. Prior to that, Deanna served almost five years as the Chief of Police in San Luis Obispo (SLO) California, and over 21 years with the Mesa, Arizona Police Department where she moved through the ranks from Officer to Assistant Chief.

Deanna has built a deep-rooted history of building trust with the community, improving employee health and wellness, and advancing meaningful police transformation. Deanna has developed numerous testing processes, has assisted in over 20 executive recruitments, and is gifted in mentoring, coaching and recognizing and developing talent. She served for four years as the Co-Chair for the California Women Leaders in Law Enforcement (WLLE) and is the WLLE Foundation Board President, also chairing the mentoring committee. Deanna served for six years on the California Police Chiefs Association Board. She is currently an Executive Fellow for the National Policing Institute and is on the Board for Police2Peace. In 2018 Deanna was selected as the 24th District, California Congressional Woman of the year, and in 2022, Women Leaders in Law Enforcement established the Deanna Cantrell Exceptional Leadership award.

Deanna holds a Bachelor of Science in Education and a Master of Administration from Northern Arizona University. She has an Executive Development Certificate from CA POST, teaches Advancing Ethical Leadership for CA POST through Cal State Long Beach, and is a graduate of Northwestern University Police Staff and Command School where she is also an adjunct faculty member, teaching policy, executive image, strategic planning, internal conflict.

Deanna enjoys the arts, playing the guitar, golfing, and growing future leaders.

ALEXANDRIA KOPACK, RECRUITMENT AND OPERATIONS MANAGER

Alex is the Recruitment and Operations Manager with Bob Murray & Associates, and partners closely with the executive recruiter to support both the client and candidates through the entire recruitment process. Alex's responsibilities include posting available positions to job boards, interview scheduling, conducting background checks on candidates, and creating marketing materials for each search.

Alex graduated with a bachelor's degree in Business Administration from Boise State University. She has several years of experience in many different office settings and is eager to assist in the hiring process.

In her spare time, Alex enjoys spending time with her husband, family, and poodle (Theo), as well as playing tennis whenever weather allows.

KATHY LOLAS, SENIOR RECRUITMENT COORDINATOR

Kathy recently joined the Bob Murray & Associates team after eight years of retirement. She is serving as a Recruitment Coordinator and brings over 30 years of experience from the residential real estate, state government, and life coaching industries. As a Recruitment Coordinator, Kathy partners closely with executive recruiters to provide support to candidates and clients throughout the recruitment process. She assists with scheduling, conducting background checks, creating marketing materials, and posting advertisements for open recruitments.

Kathy returned to graduate school in 2015, earned her Master's degree and launched a private life-coaching practice. She is known for her outgoing personality, attention to detail and collaborative approach to successfully completing executive recruitments. In her free time, Kathy enjoys playing jazz piano, travel, boating, and playing with her poodle, "Rocky".

STEPHANIE MARSHALL, RECRUITMENT COORDINATOR

Stephanie serves as a Recruitment Coordinator with Bob Murray & Associates, partnering closely with executive recruiters to support clients and candidates through the recruitment process. She assists with scheduling interviews, creating marketing materials, posting advertisements, and conducting background checks, as well as many other administrative tasks that contribute to the success of each recruitment.

Stephanie graduated with a Bachelor's degree in Anthropology and earned a Paralegal certification from the University of California, Davis. She's worked in various offices before her time at Bob Murray & Associates and is excited to assist in the hiring process.

During her free time, Stephanie enjoys spending time with family, reading high fantasy novels, and being out on the water.

GINI HERNDON, CONTRACTS ADMINISTRATOR/BOOKKEEPER

Ms. Gini Herndon is the Contracts Administrator/Bookkeeper at Bob Murray & Associates. Ms. Herndon is the first point of contact at Bob Murray & Associates and has an extensive administrative background in business law.

Ms. Herndon is known for her collaborative approach as she works closely with our internal team and clients to ensure a successful search. As a first point of contact, Ms. Herndon is highly professional and maintains a high level of confidentiality and sensitivity.

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. 280
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 Cambria Community Services District:

- California Special Districts Association – *Member*
- California City Management Foundation (CCMF) – *Member*
- International City/County Management Association (ICMA) – *Member*
- League of California Cities – *League Partner*
- League of Women in Government – *Sponsor/Member*
- Municipal Management Association of Northern California (MMANC) – *Sponsor/Member*
- Municipal Management Association of Southern California (MMASC) – *Sponsor/Member*
- National Forum for Black Public Administrators (NFBPA) – *Committee member for Marketing and Branding*

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, presented by Joel Bryden on behalf of the California Police Chiefs Association
- Organization of Latino Affairs invited speaker, Valerie Phillips for Hispanic Heritage Month; and
- “The Next Step on Your Career Ladder: A Rung Up or a Missed Step? What City Managers are Seeking to Create a Dream Team,” Bob Murray & Associates is a leading participant on the MMANC 2019 Conference Panel

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:** Calaveras Public Utility District
POSITION: General Manager
REFERENCE: Adam Brown, Legal Counsel
 (916) 765-5656
- CLIENT:** Laguna Beach County Water District
POSITION: General Manger
REFERENCE: Andrea Miller, HR & Office Administrator
 (949) 494-1041
- CLIENT:** Las Gallinas Valley Sanitary District
POSITION: General Manager
REFERENCE: Ms. Judy Schriebman, Board President
 (415) 302-7592
- CLIENT:** Nevada Irrigation District, CA
POSITION: General Manager
REFERENCE: Ms. Ricki Heck, Board President
 (530) 273-6185 or
 (530) 263-5433 (cell)

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





December 20, 2022

Karen Dean, Board President
Cambria Community Services District
1316 Tamsen Street, Suite 201
Cambria, CA 93428

Dear Ms. Dean:

Thank you for the opportunity to submit our recruitment proposal for the position of Executive Director for the Cambria Community Services District. We feel well suited to fulfill your executive search requirements based on our track record of successful recruitments, our service approach, and overall recruitment expertise.

We have an extensive background with the disciplines of Community Services, Water and Wastewater. We've completed assignments for the Director of Community Services Bureau for Contra Costa County; Director of Library and Community Services for the City of Sunnyvale; Community Services Director for the City of Stockton; Director of Parks, Recreation and Community Services for the City of Culver City; and Director of Housing and Community Development Services for San Diego County.

Additionally, we're currently conducting a recruitment for a Public Works Superintendent for the City of Marina. Most recently we also completed searches for Deputy Director of Public Works/City Engineer for the City of Richmond; Deputy Director of Public Works - Operations for the City of Gilroy, Utilities Assistant General Manager/Energy Delivery and Utilities Assistant General Manager/Water Delivery both for the City of Riverside Public Utilities, Executive Director for the San Luis Obispo County Integrated Waste Management Authority, and a Water Pollution Control Manager for the City of San Leandro. We are also very familiar with your District, having performed various HR duties for you in the past. This experience, combined with our proven ability to understand the unique needs of our clients and a strong focus on service, leads to exceptional results for our clients.

If you have any questions regarding our services or this proposal, please do not hesitate to call me at 408.399.4424 or 408.472.7873 (cell).

Sincerely,

William Avery

William H. Avery

WHA:jmc

William Avery & Associates, Inc.
Consultants to Management

16 Lyndon Ave., Suite 200
Los Gatos, CA 95030
408.399.4424
Fax: 408.399.4423
www.averyassoc.net



PROPOSAL FOR THE CAMBRIA COMMUNITY SERVICES DISTRICT FOR THE RECRUITMENT OF THE EXECUTIVE DIRECTOR

William Avery & Associates, Inc. – Our Profile

William Avery & Associates, Inc. (Avery Associates) is a successful and service focused Management Consulting firm based in Los Gatos, California. Incorporated in 1982, the firm specializes in Executive Search, Labor Relations and Human Resources/Management Consulting.

The firm currently includes two Principals and several key consultants. Bill Avery, the founder of Avery Associates, heads and manages the firm. He oversees the Labor Relations practice and is heavily involved in the search business including leading key searches. Paul Kimura focuses on and manages the Executive Search and Recruitment practice. Key staff members include Bill Lopez and Kristi Ward, who support the search practice and the firm's administrative staff includes Tomi Ewing and Jackie Collins. Temporary staff as needed augments the team.

Mr. Avery, having served in the past as a City Manager, provides the firm with direct experience and knowledge of city administration. Mr. Kimura's expertise in executive, technical and business recruitment, which he gained during his nineteen years of high technology experience, provides the basis for many of the recruitment strategies and tactics utilized by the firm. Their profiles are included. Collectively and combined, the firms Principals offer exceptional expertise in the area of public sector recruitment and consulting. Their profiles are attached as part of this proposal.

Firm Qualifications – What Differentiates Avery Associates

Exceptional service delivery and a very high quality work product provide excellent results for our clients. This begins with the initial client meetings, which lead to detailed timelines for deliverables followed by weekly recruitment status updates following initiation of the search. Our candidate outreach efforts are professionally and confidentially conducted. The evaluation materials we provide clients are routinely characterized as accurate, comprehensive and of very high quality. We believe more so than any other public sector recruitment firm. This is largely based on our interview system utilizing behavioral interview techniques. This leads to a quality product with excellent end results for our clients.

The service element is based on two factors: The first is the collective service philosophy from all of our organizational team members. They are each dedicated to providing service and support to clients. The second factor is based on the high level of engagement and participation from the firm Principals in every search assignment. This hands-on involvement includes client interface, identifying and developing the ideal candidate profile and position specification, development of the search strategy, candidate outreach, interviewing and assessment, completion of reference interviews, candidate presentation, final interview facilitation and when desired, negotiation of employment terms with the successful candidate.



Recruitment Team for the Cambria Community Services District

Bill Avery will serve as the Principal in charge of this project and will be assisted by Bill Lopez. Mr. Avery will be personally involved in the initial client meetings, development of the ideal candidate profile and search strategy, interview and assessment of candidates, referencing and presentation of candidates, attendance at final interviews, and will be available throughout the search process to provide other related consulting services.

Recruitment Plan and Services Provided

I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Avery will individually meet with the Board of Directors to discuss the organizational needs and position requirements. Additionally, we would meet with any key staff members recommended by the District. If the District Board feels it important to secure community input we have several outreach efforts we've successfully utilized to engage and secure that input. For a community such as Cambria, we feel a computer based survey linked to your community website would be an ideal approach. We would develop and implement a community survey at no additional cost to the District.

Following our initial meetings with the Board, our goal for this aspect of the recruitment process is to:

- Understand the District's priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes and operational style of the ideal candidate.
- Discuss the goals, objectives, deliverables, and challenges related to this position.
- Gain insight of the various organizational dynamics and departmental issues that exist within the organization.
- Identify the compelling aspects to this opportunity.

II. Development of the Search Strategy and Candidate Outreach

Our search strategy will be developed in conjunction with the organizational assessment. For this assignment, we feel it is critical to develop a high level of visibility with a comprehensive outreach program supplemented by a focused targeted recruitment approach. We would incorporate the following elements into this search:



- Development and contact of a targeted candidate list. This list would be based on previous recruitment contacts, referrals and recommendations from key sources and from our recruitment database would be an excellent starting point.
- Extensive utilization of Internet-based job boards and association-based websites.
- Original research, which begins with identification and contact of individuals currently in the profession or other candidates who meet the profile but are not actively seeking employment. This is the crux of our direct and aggressive phone and email outreach approach.
- Development and electronic distribution of the comprehensive position announcement.
- Utilization of print advertising in various periodicals related to the various position being recruited.

III. Candidate Assessment

Our assessment process involves several “tiers” of evaluation. All candidates responding to this position will initially, be evaluated based on their resume and if appropriate, an extensive phone “screening” by a firm Consultant. Candidates who pass the initial “qualifying” criteria are then scheduled for a formal interview with Mr. Avery. These extended personal interviews typically take one hour and a thorough discussion of their experience, accomplishments, management philosophy and interpersonal style takes place.

In interviewing candidates, we utilize a methodology based on “behavioral” interview techniques. Fundamentally, this approach explores a candidate’s past accomplishments and experiences. The philosophy here is that the best indicator of future performance is assessing past behavior. This methodology allows the firm to “project” how a candidate would approach and address challenges in the new position.

Those individuals who best fit the position requirements will have a Candidate Assessment Report developed by the Principal who conducted the interview. Additionally, two initial reference interviews are performed on these candidates. The reference interviews provide our clients with additional insights on the candidate’s “behavior” and style.

IV. Candidate Presentation

Upon completion of formal interviews and initial reference interviews, a selection of candidates for presentation is made. We feel our extensive screening, interview, and reference process; combined with the knowledge gained during our initial assessment period, enable our client to proceed with fewer rather than more finalists.



The final candidates are presented in our candidate presentation “book.” Each finalist will have a file consisting of a candidate summary sheet, a resume, the Candidate Assessment Report (based on the formal interview), and initial candidate reference reports.

V. Selection Process

Once the final candidate interview group is identified, the District will handle interviews.

Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$15,900. If awarded the search, we would request an initial retainer of \$5,900 at the outset of the search. A second invoice of \$5,000 would be submitted upon the Client's acceptance of a finalist candidate group. The final balance of \$5,000 would be invoiced upon acceptance of a job offer constituting completion of the search. Our invoicing model ensures the firm will remain totally committed to the District throughout the duration of the search as the final invoice is not submitted until the District has an accepted candidate. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated.

In addition to the Professional Services Fee, normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would be a not-to-exceed amount of \$5,900 without the express consent of the District. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, background checks, and consultant travel for client discussions, meetings and local or out-of-area candidate interviews. All expense items are reimbursed “at cost” and will be detailed and billed on a monthly basis.

Guarantees and Ethics

Whenever William Avery & Associates, Inc. is retained; we make several guarantees and commitments to a client. Due to our experience, knowledge and success within the management-consulting field, we assure a client that we will only present candidates who meet a substantial majority of the ideal qualifications that you have outlined. We are also committed to continue our search efforts until a successful candidate is employed.

It is also our practice to replace a candidate who may voluntarily resign during the first year of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first year for any reason. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.



PROPOSAL

Cambria Community Services District

Executive Recruitment Services for General Manager

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

CPS HR Consulting

2450 Del Paso Road, Suite 220

Sacramento, CA 95834

P: 916-471-3358

masher@cpsshr.us

Tax ID: 68-0067209

www.cpsshr.us



Your Path to Performance

December 22, 2022

Karen Dean
Board President
Cambria Community Services District
1316 Tamsen Street, Suite 201
Cambria, CA 93428

Submitted via email to: kdean@cambriacsd.org

Subject: Executive Recruitment Services for General Manager

Dear Ms. Dean:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the Cambria Community Services District (District) with the recruitment of a new General Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the District to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact me at masher@cps hr.us or (916) 471-3358.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

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Our Approach and Methodology

Key Stakeholder Involvement

The Board of Directors (Board) on behalf of the Cambria Community Services District must be intimately involved in the search for a new General Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Board, other key stakeholders may also be invited to provide input for the development of the candidate profile.

District's Needs

A critical first step in a successful executive search is for the Board to define the professional and personal qualities required of the General Manager. CPS HR has developed a very effective process that will clarify the preferred future direction for the District; the specific challenges the District is likely to face in achieving this future direction; the working style and organizational climate the Board wishes to establish with the General Manager; and ultimately, the professional and personal qualities required of the General Manager.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates. We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

The result is incredibly diverse candidate pools. Our clients have been quite pleased with our process and end results.

Scope of Work

Our proposed executive search process is designed to provide the District with the full range of services required to ensure the ultimate selection of a new General Manager who is uniquely suited to the District's needs. CPS HR can perform a Partial or Full Recruitment based on the needs of the City. A **Partial Recruitment consists of Phase I and II only.**



Phase I: As desired by the District, our consultant will meet with the Board and other District representatives to ascertain the District's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the District.

Phase II: The recruitment process is tailored to fit the District's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the District. CPS HR will work with the Board to determine the process best suited to the Cambria Community Services District.

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

The first step in this engagement is a thorough review of the District's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new General Manager. Activities will include:

- Identifying key priorities for the new General Manager and the conditions and challenges likely to be encountered in achieving these priorities.

- Describing the type of working relationship the Board wishes to establish with the General Manager.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new General Manager in light of the discussions above.
- Discussing recruitment and selection strategies for the Board's consideration to best produce the intended results.

CPS HR will provide a summary to the Board and District stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the meetings above, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the District for review prior to printing. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cps hr.us/recruitment-solutions/executive-search.

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 – Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 – Resume Review and Screening Interviews

Task 4 – Board of Directors Select Finalists

The recruitment process is tailored to fit the District's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements in appropriate magazines, journals, newsletters, job bulletins, and websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy.

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the General Manager brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the District. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the District or continuing to ensure the public confidence in the integrity of the District.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the District is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Board. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Board, and other stakeholders if desired, to review this report and to assist them in selecting a group of finalists for further evaluation **by the District.**

Phase III – Selection*

**Phase III would not be included in a Partial Recruitment*

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 – Final Preparation for Appointment

Task 4 – Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the District to review this process and discuss the District's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the District. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the District with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the District wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the District. A written (anonymous) summary of the reference checks is provided to the District.
- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the District for further review.
- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Project Timeline

All search activities up to and including the selection of new General Manager can be completed in 12 to 14 weeks. All Partial Recruitment activities be completed in about 10 to 12 weeks. The precise schedule will depend on the placement of advertising and the ability to schedule the project meetings. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads		➤														
Aggressive Recruiting					➤											
Final Filing Date						➤										
Preliminary Screening							➤									
Present Leading Candidates								➤								
Semi-finalist Interviews										➤						
Reference/ Background Checks											➤					
Final Interviews											➤					
Appointment													➤			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Professional Fees

Professional Services

Our professional fixed fees cover all CPS HR services and deliverables associated with a **Partial Recruitment (Phase I and II only) and Full Recruitment (Phases I, II, and III)** of the selected recruitment process. Travel expenses for candidates who are invited forward in the interview process are not included.

Professional Fixed Fee	
Professional Services for Partial Recruitment (Phase I and II only)	\$19,000
Professional Services for Full Recruitment (Phase I, II and III)	\$25,000

**Professional fees would be billed and paid monthly.*

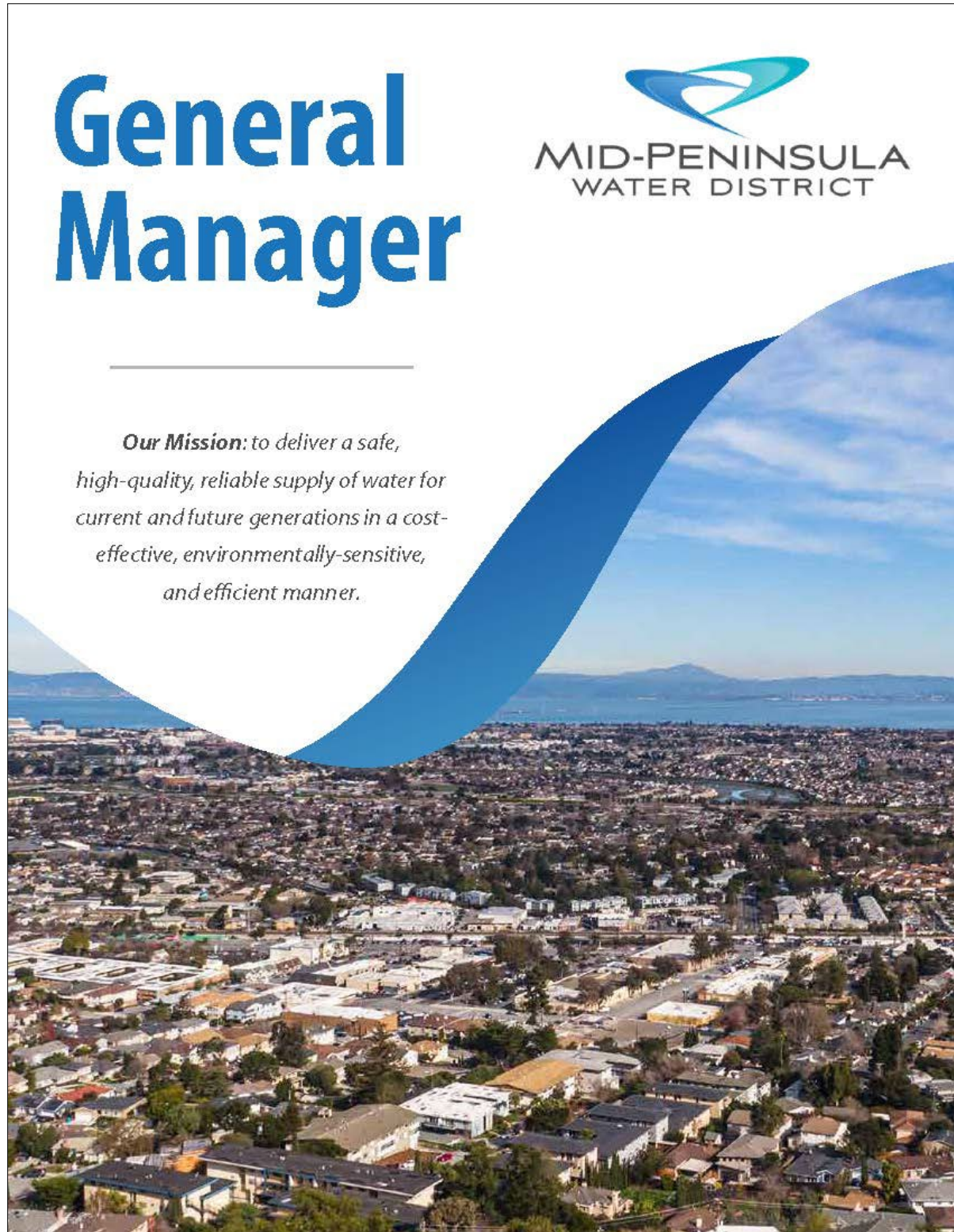
One-Year Service Guarantee

If the employment of the candidate selected and appointed by the District as a result of a **full executive recruitment (Phases I, II, and III)** comes to an end before the completion of the first year of service, CPS HR will provide the District with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The District would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. **CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.**



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the Cambria Community Services District in this important endeavor.

Appendix A: Sample Brochure



The brochure features a large, stylized blue wave graphic that curves across the page. The background is an aerial photograph of a densely populated urban area with a body of water and mountains in the distance. The text is arranged in a clean, professional layout.

General Manager

**MID-PENINSULA
WATER DISTRICT**

*Our Mission: to deliver a safe,
high-quality, reliable supply of water for
current and future generations in a cost-
effective, environmentally-sensitive,
and efficient manner.*



The Management Position You've Been Waiting For

Come lead our high-performing team at Mid-Peninsula Water District, one of the best public water suppliers within the San Francisco Regional Water System! We have strong leadership from our Board, a team of talented professionals working in a positive and supportive work environment, and stable finances now and into the future. This is an opportunity to provide essential utility services within a growing and dynamic community. We invite you to join us!

General Manager

The General Manager is responsible for directing the activities of the agency and is accountable to the Board of Directors for the District's overall performance. This position provides counsel to the Board regarding strategy, policies, and issues facing the District. The GM assumes responsibility for implementing policy decisions made by the Board and is ultimately responsible for the successful delivery of services to our customers.



About MPWD



The Mid-Peninsula Water District was formed in 1929 and began functioning as a public utility in 1930. Since the first operation, the District has purchased its entire water supply from the City of San Francisco Water Department. The District now supplies water to consumers in an area slightly larger than the city limits of the City of Belmont. Small portions of the service area are within the city limits of the City of San Carlos, Redwood City, and parts of the unincorporated County of San Mateo. The District's service territory covers approximately five square miles and serves approximately 28,000 people. In the event of an emergency the district can serve or be served with inter-ties between neighboring utilities, and currently has inter-ties with Foster City, San Carlos, Redwood city and San Mateo.

The Mid-Peninsula Water District has two main inlets. From Tunnels Pump Station, located on Canada Road near Crystal Springs Reservoir, and Hillcrest Meters, located in Redwood City, water flows through pipes in a variety of sizes ranging from 4" to 24" in diameter. Within the system there are ten storage tanks in which a combined total of 11,360,000 gallons of water are stored. Though most of the system is gravity fed, the system includes nine pumping stations that allow the



Water District to pump uphill when needed. Belmont's average daily consumption during summer months is 4,800,000 gallons per day and the average daily consumption in winter months is 2,600,000 gallons per day.

The number of connections in MPWD's service area and sectors are as follows:

- » The City of Belmont: 7,875 total connections, with: 7,189 single-family, 173 multi-family, 338 commercial, 35 industrial, 76 institutional, and 64 large irrigation accounts.
- » The City of San Carlos: 181 total connections, with: 101 single-family, 30 multi-family, 43 commercial, 2 institutional, and 5 irrigation accounts.
- » Parts of unincorporated San Mateo County with 60 total connections.

The MPWD also has redundancy built into the entire distribution system, enabling either of the two SFPUC RWS transmission mains to supply water to all its customers.

MPWD employs more than 20 full time professionals in operations and administration, as well as contract executive staff such as the District Counsel, the District Treasurer, and the District Engineer.

To learn more go to midpeninsulawater.org.

Ideal Candidate

The next General Manager of the Mid-Peninsula Water District (MPWD) will inherit a well-managed, financially secure, professionally staffed, and industry-respected organization. As such, MPWD seeks experienced government leaders who possess a jack-of-all-trades skillset with **particular expertise in general public administration, such as human resources, budgeting and finance, board management, and organizational leadership**. A strong background in public service, particularly in a city, county, or special district, would be preferable. Specific technical expertise in public utilities and capital project development would be helpful, but is not a requirement.

The GM will be an expert at cultivating meaningful relationships with MPWD staff, board members, industry peers, and customers. This person will instill trust and collaboration, training and empowering staff to excel in their individual specialties, pursue professional certifications, and collaborate with management on novel solutions to address the District's needs over time.

Effective Leadership Skills Are Essential

One of the most important skills the GM will possess is the ability to listen to stakeholders, especially when there is a difference of opinion. Success in this role will require building trust at all levels of the organization by evaluating the various viewpoints, obtaining information from key experts, developing plans in collaboration with staff, and presenting actionable plans to the Board. Competitive applicants will be able to demonstrate their mastery of this style through past work experience.



Education

Equivalent to graduation from a four-year college or university with major coursework in business or public administration, engineering, finance, public policy, management, or a related field and seven (7) years of management or administrative experience in a public agency setting, preferably in the water industry. Master's degree is desirable. Experience working with an elected Board or Council is desirable.

Compensation

Compensation and benefit package will be competitive and negotiable depending on the experience and qualifications of the chosen candidate. A reasonable salary expectation for this position is up to the low \$200,000s.

Recruitment Schedule

February 18, 2022 – Applications accepted

March 23, 2022 – Initial filing deadline

Late March/Early April – Phone screenings with CPS HR Consulting

April 28, 2022 – Semifinal Round Interviews

May 12, 2022 – Final Board Interviews

July 1, 2022 – Approximate start date





Application and Selection Procedure

This position is open until filled. To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues) by the first resume review date of **Wednesday, March 23, 2022**. Resume should reflect years and months of employment, beginning/ending dates as well as size of staff and budgets you have managed.

Please go to our website to submit your application:

<https://www.cpshr.us/recruitment/1892>

For further information contact:

Andrew Nelson or Joanne Peterson

CPS HR Consulting

anelson@cpshr.us | jpeterson@cpshr.us

Website: www.cpshr.us



Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with relevant qualifications will be given preliminary interviews by the consultants. Candidates deemed most qualified will be referred to the Board of Directors. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks.

The final candidate selected for this role is required to be vaccinated against COVID-19, or receive an exemption.

Ms. Karen Dean, Board President
Cambria Community Services District

January 19, 2023

Subject: Proposal from BHI Management Consulting for recruitment of a General Manager for Cambria Community Services District

Overview - Recruitment of a General Manager

Thank you for your invitation for BHI Management Consulting (BHI) to assist the Cambria Community Services District in the search and placement of the next General Manager (GM). We are keenly aware of the gravity of this huge decision for the District. BHI (Brent Ives, et al) is a smaller firm that conducts only 5-6 very selective recruitments each year. We exclusively look for one executive level CSD employee in the State at a time, removing any bias toward or from other clients. Each client we serve is very different. Each has its own challenges that are very unique. Each GM search must therefore be likewise unique and geared to the client and those making the final decision, the Board of Directors.

The key to establishing a new long-term productive GM is the careful and deliberate focus prior to the actual search. Our process based on the 3 Phases of the recruitment and placement process, each customized for the client through proper groundwork. BHI considers this position to be an national (US) opportunity, given the scope, salary and nature of the position. In a number of our recruitments, we have identified candidates from across the world who were identified and invited to apply and compete for the position. While the candidate pool will no-doubt have candidates from elsewhere, professionals of nearby local agencies may be interested in the position, as well, as those as close-by as your internal staff. Brent Ives and BHI have a known footprint in the special district business in California and across the US, with hundreds of contacts who may themselves have or know the right person for this position. The job of a recruiter is finding and identifying as many great-fit, qualified candidates as possible to put before the Board, then properly assisting those making the decision through the processes necessary to make the critical decision.

Unique elements of our services:

- As mentioned, our process is very Board centric and communicative with the Board from start to hire. Having been a City Council member for 14 years and Mayor for 8 years, Brent knows the critical nature of this decision. High quality advice to the Board is essential during this process. We

feel strongly that since the Board/Manager relationship is the prime operational relationship within a local public agency framework, and the Board must be well-prepared and well-informed throughout all stages of the process. We communicate with the Board often in all phases of the work.

- Our Principal, Brent Ives, will guide the Board in all phases of the project, including GM profile development, all position marketing, all interviews, selection and early negotiations. He will carefully immerse into the District's organizational and strategic needs now and in the future, then focus the recruitment efforts to attract and vet the best match candidates for Board selection activities.
- We will only search for one CSD executive while serving with the District.
- We will use all options available for targeting candidates including typical media outreach, but also attendance at strategic conferences (as able and appropriate), and utilization of our extensive network of special district professionals in the industry to stimulate interest and candidates for this position. We are confident that we currently have 4-5 qualified candidates seeking this quality position. It is our experience that individuals are waiting for positions such as this, but they must be presented, even directly invited, to the opportunity.
- We are very proud of our track record with executive placement. For the last ten years, 80% of those whom we place at the executive level remain in their jobs or have retired from the position in good standing. Those whom have left their jobs have retired from that position or moved to larger umbrella agencies.

These results can be verified by our past clients. Success in recruitment/placement results from careful and thorough up-front work with the Board and District staff, organizational knowledge and applying that to all candidates, current or those who do not know they are candidates yet. Our pre-candidate interviewing is extensive and deep; diligently, looking for positive references at several levels before any candidate moves into higher-level qualification bands.

- We will lead the new GM and Board of Directors through a "first-year" performance goals and objectives workshop within 6 weeks of hiring (a unique and important post-hire step).

2. Approach, Scope of Work and Schedule- All or some of the following three process Phases are assumed to take place using Zoom or like on-line meeting capability as the District customarily uses. Phase 3 is often conducted in-person with that being decided when the time is planned.

Phase 1 –

- Perform a deep-dive on the District status and any envisioned or planned major projects, needs or changes.
- Gather in dividual Board member perspective regarding the position.
- Get broad perspectives from various sources within or outside the agency as deemed important by the Board.
- Consultant will use this information in the preparation for a 2–3-hour Board workshop where **Ideal GM profile** is developed.

The deliverable of this Phase is to ensure that the consultant is prepared to search, understanding the the skills, knowledge and abilities of the ideal candidate and the other less quantifiable aspects of style, maturity, experience, and personality that iare critical to a long-term, successful association. (**Profile**)

Scheduled - (complete within 30-45 days of Notice to Proceed)

Phase 2 –

A. Development position advertisements, review the current candidate brochure and any other descriptive materials previously developed, as necessary. These will be used to reach a broad and qualified candidate pool and generate interest in the position. District staff has already done some of this work and will be reviewed by BHI to assure maximum maximum saturation into the job candidate market. (First 3-4 weeks)

B. Establish a full suite of qualified candidates (10-20) based on the Board’s GM candidate profile. The activities of BHI will include using numerous different methods. Much of this is completed through the use of direct contacts and phone calls, along with the standard media outreach and appropriate periodical ads. BHI will target individuals with the information.

Highly qualified candidate references are also checked during this Phase. Consultant will make significant efforts to assure that secondary and tertiary references are identified.

The deliverable of Phase 2 is to assemble a significant number of qualified and interested individuals.

Scheduled - (begun within 45 days of Notice to Proceed, with a market saturation timeframe of 60 days). BHI will provide regular updates for the Board, through the committee during this timeframe.

Phase 3 – BHI will work with the Board or designated committee to narrow a full candidate pool to a set of 4-5 final best-qualified candidates for participation in Board-agreed selection activities. BHI will have drilled down on initial and secondary references for those most obviously qualified. BHI and/or committee will prepare for selection activities.

Consultant will prepare the full Board for panel interviewing, any assessment center activity, employee interface, public vetting or other selection activities as the Board dictates. In this case, it is assumed that Brent will be present in Cambria for these. We will assure Board readiness for each decision-making desired process, facilitate candidate scheduling, and be present with the Board during each selection activity.

Should the Board decide to proceed with a final candidate, the initial contract parameter points are shared with the finalist candidate by the Consultant. The Consultant will assure District counsel has any details necessary to proceed with negotiations on the full employment contract. At the general agreement of a contract, BHI will perform all generally required deep background check as required.

The deliverable of Phase 3 is that the Board of Directors is confident about their selectee and the candidate excited and motivated to carry on the work at Cambria as their executive.

Schedule of New GM Start Date – It is usual for the actual start date for a new GM is approximately 8-10 months from Notice to Proceed. It should be noted that this start date can vary for many reasons, with some being shorter and others longer. Successful candidates may

need time to provide notice, re-locate, moving to the area, negotiations of contract, and formal Board actions will generally be needed.

Complimentary Additional Task - (4-6 weeks after start date) The consultant will facilitate Board /GM “Successful start-up session” to clarify performance expectations, goals and objectives for the first year. This is truly a unique feature of BHI. These are the basis of the annual performance evaluation process one year into the successful candidate’s year.

3. Firm

BHI Management Consulting, a wholly owned sole-proprietorship
2459 Neptune Ct., Suite 110
Tracy, CA 95304

Website: www.bhiconsulting.com

Email: brent@bhiconsulting.com

Project lead, contact and sole consultant: Brent Ives

Cell Phone/Text #: 209-740-6779

BHI Management Consulting is a sole-proprietor owned business, fully insured and benefited. BHI affirms understanding and the ability to comply with the requirements of Cambria CSD usual professional services agreement or purchase agreement. BHI holds insurance coverage necessary to satisfy District requirements.

BHI employs individuals through single-purpose contracts with BHI, under BHI insurance coverage. As such, BHI is not required to keep employee disability insurance.

4. 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 advise and consult on a variety of other organizational matters. It is important to understand that BHI offers this focused service as a clearly customized service to California public agencies. We do not perform dozens each year, but limit efforts to 5-6 placements each year. This supports focus, avoids conflicting search efforts, etc. This method also allows a more specific, present and attentive recruitment process to District

Board of Directors from beginning to end of the process. 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 may propose use of additional support at conferences while marketing the position if approved.

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 help BHI to bring valuable perspective to the executive search process from the standpoint of the Board level official.

Brent and BHI have facilitated dozens of such executive searches and recruiting 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. A number of Brent's clients have been known as particularly challenged positions for a number of factors. Nonetheless, Brent and BHI have been able to seek, secure and offer a high number of candidates, with a high success rate.

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 agency and the candidate pool. We know top-tier confidentiality is of essence until the most final stages of the process. This becomes in establishing credibility with an industry and other professionals.

It is very important to note that BHI handles candidate and District resultant respect, with confidentiality, inclusivity, diversity, avoiding any bias and sensitivity to internal candidates while conducting all elements of the search.

Should none of candidates work for the District, or candidate underperforms perform in areas that do match Authorities express intentions, BHI shall re-advertise and with Board through candidates at no cost the out-of-pocket expenses and a negotiated fee. This agreement will be reached via Board and BHI agreement.

5. References: BHI Executive Recruitment

- City of Ione, **Interim City Manager**, Mr. Michael Rock placed for over one year to improve working conditions there.

- 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. Currently incumbent.

- Kensington Fire Protection District (2020)– Placement of both interim and a nationwide recruitment for a permanent **General Manager**. Ms. Julie Stein, Board President. – (510) 439-8325, jstein@kensingtonfire.org

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

- 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, currently incumbent.

•• San Mateo County Harbor District, international search for a **General Manager**.

Tom Mattusch, Commissioner, tommattusch@comcast.net, (650) 619-0459

Placed Steve McGrath who recently retired from this position. (650) 583-4962...Cell:(650) 515-7792

6.0 Cost - The following table outlines the cost per task and per BHI individual assigned for each Phase. As such, anticipated hours/costs per assigned individual is listed by Phase. Fee for effort charges for full scope recruitment is \$29820.00, plus expenses as listed and currently known.

Expenses are anticipated cover typical office related expenses, travel, and the cost of posting the advertisements. Given this time of year (Winter 2023), attendance at target-rich industry conferences such as upcoming CASA, ACWA and CSDA, should be attended by the District advertising and networking regarding the position. These environments create unique opportunity to market the position to those in attendance. Should the District direct BHI to be present at such opportunity locations, the cost is not covered in the expenses in the table below. The cost of attending such conferences would be discussed and specifically proposed for attendance, then negotiated between BHI and Board President regarding costs. In some cases, BHI will prepare those Board members who are already planning on attending such events, with materials to discuss the position while in attendance.

Cambria Community Services District - General Manager

General Manager Recruitment Effort Phases	Principal (lves@\$375/hr)	(BHI Admin@\$110/hr)	Effort Hrs.	Totals	Comments
Steps	Hours	Hours	Hours	Dollars	Notes
1. Develop Understanding of District and Ideal GM Profile - Board Workshop	16	4	20	\$6,440.00	Board Workshop - online
2. Market the position	28	4	32	\$10,940.00	
3. Narrow candidate pool, conduct decision activities with Board	32	4	36	\$12,440.00	Board Directed Selection Activites - BHI participation
Complimentary post-start start-up Goals and Objectives session	0	0	0	\$0.00	Board workshop - online
TOTAL - Fee	76	12	88	\$29,820.00	
ESTIMATED EXPENSES					
	Time or Expense	Cost per		Dollars	
Travel expenses			-	\$700.00	Estimated only based on one in-person trip
Office Supplies, printing, postage and telephone costs	-	-	-	\$400.00	
Printing and position marketing costs*	-	-	-	\$1,500.00	Cost for the District, yet billed directly through BHI.
Total Estimated Expenses				\$2,600.00	
TOTAL ESTIMATED COSTS	0	0	0	\$32,420.00	

* - Costs for printing and placement of ads on-line and in print media is NOT included in this proposal. BHI will propose a marketing budget to be approved by Authority prior to marketing activities.

7.0 Assurance - Should none of the final candidates be deemed sufficient to the Board for hire after first interviewing process, BHI will work with the District to identify others within the original candidate pool to consider for hire. Efforts may also be taken to re-market the position, advertising, as needed. The only cost to the District for such re-marketing will be the cost of ad placement.

Should a selected candidate be dismissed one-year of placement for documented cause, BHI will conduct a new search effort, using all foundational elements of the original recruitment, to establish a process for another selection. This will take place after a substantially decreased negotiated cost to the District.

Overall Schedule Thoughts - BHI is prepared to begin the process with Step #1 within 2-3 weeks of notice to proceed. We assume, to move within this schedule range, that upon notice to proceed, the consultant will work primarily with a committee of the Board for many parts of the project, but will also diligently include the entire Board. At our initial meeting the consultant will lay out the entire schedule to the degree possible. It is also expected that BHI will be allowed to provide recommendations to the Board of Directors for structural governance aspects related to the effort, as the process evolves. The Board will be provided a periodic 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 10 months, from start to first day.

Summary – Brent and BHI fully understand that this is a critically important task for the CSD Board of Directors. Job/position/location/community/Board Fit are critical to assess for the best chances of a long-term, productive association that the District has enjoyed for decades. The Board of the District and the overall process is best served by someone who knows the wastewater and special district world. BHI has unparalleled name and access within this industry. We clearly understand the need for proper communications with status updates often for the Board. BHI offers to lead the Board through the recruitment process with a deliberate and focused effort and to secure the most qualified candidates for the Board to consider. We also commit to then assist a strong start with the selected individual. We welcome any questions or thoughts you may have on this proposal and are prepared to meet all requirements of the District. This proposal is current for the period of 4 months from original date.

Sincerely,

Brent H. Ives
Brent H. Ives, Principal
BHI Management Consulting

January 20, 2023

brent@bhiconsulting.com

(Brent H. Ives is authorized to sign and bind the firm with contractual agreement.)

DRAFT