



CAMBRIA COMMUNITY SERVICES DISTRICT

I, Gail Robinette, 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 12, 2016, 9:00 AM, 1000 Main Street Cambria, CA**. 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 12, 2016, 9:00 AM
1000 Main Street
Cambria, CA**

1. OPENING

- A. Call to Order**
- B. Pledge of Allegiance**
- C. Establishment of Quorum**

2. PUBLIC COMMENT ON AGENDA ITEMS

Members of the public wishing to address the Board on any item described in this Notice may do so when recognized by the Board President prior to Board consideration of each agenda item. Public Comment on this agenda will be limited to three (3) minutes per person.

3. HEARINGS AND APPEALS

- A. CONTINUED PUBLIC HEARING IN ACCORDANCE WITH THE REQUIREMENTS OF PROPOSITION 218 ON THE PROPOSED INCREASES TO WATER AND SEWER RATES AND CONSIDERATION OF ADOPTION OF RESOLUTION 01-2016**

4. REGULAR BUSINESS (Estimated time: 15 Minutes per item)

- A. Discussion and Consideration to Adopt the Recommendations of the Ad Hoc Committee to Evaluate Fire Prevention and Response Service Options**
- B. Discussion and Consideration to Authorize General Manager to Execute an Agreement with Bob Murray and Associates to Conduct an Executive Recruitment for a Fire Chief**
- C. Discussion and Consideration to Appoint a Delegate to Vote on Behalf of the CCSD for the LAFCO Special District Representative at the Annual California Special District Association Meeting and to Choose a Candidate to Support**

5. ADJOURN

was sent to parcel owners and tenant customers to advise of the errors, and that the December 29, 2015 public hearing would be opened, comments considered, protests received, and that the public hearing will be continued to February 12, 2016. The Revised Notice also supplied the correct zip codes for the Veterans Memorial Building and for submittal of mailed written protests, and advised that protests already received by the CCSD would not be affected by the error. Accordingly, today's continued public hearing is to consider any comments and receive written protests on the proposed increases in water and sewer rates

As explained at the November 12, 2015 meeting, existing CCSD water and sewer rates are not adequate to fund the normal operating costs of the water and sewer utility systems. The approved budget for Fiscal Year 2015-16 includes an operating deficit in the Water Fund of \$254,654 (not including the Sustainable Water Facility operations) and an operating deficit in the Sewer Fund of \$207,317. In addition, there is an immediate need for approximately \$1,000,000 in the Water Fund for critical capital improvements, specifically the replacement of the Fiscalini Water Tank, upgrading the pump station at the Rodeo Grounds and work on the Stuart Street Tank project.

As set forth in the Notice (a copy of which is attached), the increases are necessary because the CCSD's water and sewer utilities rely primarily on revenues from service charges to fund the costs of providing service. As such, water and sewer rates must be set at levels adequate to fund the costs of operating and maintaining the District's water and sewer utility systems to support safe and reliable service.

Although the District has implemented Emergency Water Shortage Rates to fund the Sustainable Water Facility, the CCSD has not adopted any increases to its regular water and sewer rates in over 6 years. Historically, regular water and sewer rates have only been increased 4 times in the past 20 years. Adjusted for inflation, water and sewer rates are lower than they were in the mid-1990's.

The Notice also indicated that the key factors driving the need for rate increases included: a need to restore balanced budgets to bring revenues back in line with the costs of providing service and restore financial stability, to help fund critical improvements to aging infrastructure, to help fund the District's highest-priority water system capital needs, to provide a minimal prudent level of funding for repairs, replacements, and rehabilitation of aging infrastructure, and to provide for small annual rate increases to keep revenues in line with future cost inflation.

As noted in the December 29, 2015 staff report, the water rates are structured in a fashion that includes tiers. In that respect, on April 20, 2015, the Fourth Appellate District of California issued a ruling that the tiered water rate structure previously adopted by the City of San Juan Capistrano was invalid and violated Proposition 218, which allows agencies to only collect rates for the actual costs of providing a service (the "San Juan Case"). It is important to note that this case did not invalidate tiered rate structures in general. The Court merely invalidated the specific rates before it. In the San Juan Case, the Court concluded that the administrative record did not provide sufficient support for each of the tier breaks or for the proportionate allocation of system-wide costs. Because the water service provider failed to carry its burden, the Court held that San Juan Capistrano's rate structure failed to comply with Proposition 218. Mr. Handlers has included information regarding how the proposed rate structure complies with the requirements of Proposition 218 (i.e., that rates are to be based upon the cost of providing the service, do not exceed the proportional cost of service, and that the amount

charged does not exceed the proportional cost of service attributable to the parcel being charged).

Today's public hearing is being conducted in accordance with the requirements of Proposition 218. In order to oppose the proposed increase, written protests must be filed with the District Clerk before the close of today's public hearing. For purposes of determining protests, State law provides for one written protest per parcel. The total number of parcels with the right to protest water rates is 3,937 and the total number of parcels with the right to protest sewer rates is 3,828. To reach a majority protest, 50% + 1 of these parcels, or 1,969 parcels for water rates and 1,915 parcels for sewer rates, are required to protest.

Resolution 14-2009 was adopted for the CCSD's 2009 water and sewer rate increases and contains guidelines for submission and tabulation of protests, and provides clarification regarding what constitutes a parcel given Cambria's confusing history of subdivision and development, and regarding customers with more than one assessor's parcel number or more than one lot. To the extent it becomes necessary in order to determine whether a majority protest exists, staff recommends utilizing those adopted guidelines. Elaina Cano, Assistant County Clerk-Recorder for San Luis Obispo County, has graciously agreed to serve as the Proposition 218 Protest Official at the continued public hearing.

If a majority protest does not exist, staff recommends approval of the attached Resolution 01-2016 establishing the increases in water and sewer rates, per Government Code §61115.

Attachments:

- Notice of Public Hearing on Proposed Increases to Water and Sewer Rates
- Resolution 01-2016

BOARD ACTION: Date _____ Approved: _____ Denied: _____

UNANIMOUS: ___ROBINETTE ___ BAHRINGER ___ THOMPSON ___ RICE ___ SANDERS ___

CAMBRIA COMMUNITY SERVICES DISTRICT

DIRECTORS:

GAIL ROBINETTE, President
MICHAEL THOMPSON, Vice President
JIM BAHRINGER
AMANDA RICE
GREG SANDERS



OFFICERS:

JEROME D. GRUBER, General Manager
MONIQUE MADRID, District Clerk
TIMOTHY J. CARMEL, District Counsel

1316 Tamsen Street, Suite 201 • P.O. Box 65 • Cambria CA 93428
Telephone (805) 927-6223 • Facsimile (805) 927-5584

Notice of Public Hearing on Proposed Increases to Water and Sewer Rates

Dear Property Owner or Customer,

Date: November 13, 2015

This notice is being sent to inform you that the Cambria Community Services District (CCSD) is proposing to increase water and sewer rates over the next five years. The proposed rate increases are designed to eliminate annual budget deficits and equitably recover the costs of providing water and sewer service. CCSD will hold a public hearing to consider adopting the proposed rates as follows:

Date: Tuesday, December 29, 2015
Time: 9:00 a.m.
Place: Cambria Veterans Memorial Building
1000 Main Street, Cambria, CA 94002

*If you would like to receive this notice in Spanish, please contact the CCSD at (805) 927-6223.
Si le gustaria recibir este documento en Español, por favor llame a CCSD (805) 927-6223.*

The water and sewer rates presented in this notice were developed by an independent rate consultant working with CCSD, and were designed to reflect the cost of providing water and sewer service in compliance with the requirements of Article 13D, Section 6 of the California Constitution. For questions or additional information, please contact CCSD at (805) 927-6223.

WHY ARE RATE INCREASES NEEDED?

CCSD's water and sewer utilities rely primarily on revenues from service charges to fund the costs of providing service. As such, water and sewer rates must be set at levels adequate to fund the costs of operating and maintaining CCSD's water and sewer systems to support safe and reliable service.

Although CCSD has implemented temporary Stage 3 drought penalties and Emergency Water Shortage Rates to fund the Advanced Water Treatment Plant, CCSD has not adopted any increases to its regular water and sewer rates in over 6 years. Historically, regular water and sewer rates have only been increased 4 times in the past 20 years. *Adjusted for inflation, water and sewer rates are lower than they were in the mid-1990's.*

Key factors driving the need for rate increases include:

- **Restore balanced budgets.** In recent years, both water and sewer utilities have been experiencing annual budget deficits. Rate increases are needed to bring revenues back in line with the costs of providing service and restore financial stability.
- **Help fund critical improvements to aging infrastructure.** The proposed rate increases are only designed to help fund CCSD's highest-priority water system capital needs and provide a minimal

prudent level of funding for repairs, replacements, and rehabilitation of aging infrastructure. Proposed sewer rates do not account for potential future regulatory-required upgrades to CCSD's wastewater treatment plant. CCSD plans to pursue grants and low-rate subsidized financing to help fund its infrastructure needs.

- **Ongoing cost inflation** – Small future annual rate increases will be needed to keep revenues in line with future cost inflation, which tends to be higher for utilities such as water and sewer agencies.

PROPOSED WATER RATES

CCSD is proposing to adopt water rate increases over the next five years as shown on the table below. The proposed water rates include both 1) a fixed bi-monthly charge levied on each account regardless of water use, plus 2) water quantity charges billed based on metered water use in each billing period.

The first rate increase proposed for January 1, 2016 includes some modifications to the rate structure with subsequent yearly increases applied on an across-the-board percentage basis. Under the proposed rates, residential customers pay a uniform fixed charge per account plus water quantity charges billed via three inclining rate tiers, with water purchased first in Tier 1 and then subsequently in higher tiers as water use increases. Proposed commercial rates include fixed charges that vary by meter size – with higher charges for customers with larger meter sizes that place more demand on the water system – plus a uniform volumetric rate for all water use set at the rate for the middle Tier 2 residential rate.

	Proposed Water Rates Effective On or After					
	Jan-1 2016	Jan-1 2017	Jan-1 2018	Jan-1 2019	Jan-1 2020	
Future Rate Increase %	*	4%	4%	4%	4%	
FIXED BI-MONTHLY CHARGES						
Residential (fixed charge per account)	\$25.50	\$26.52	\$27.58	\$28.68	\$29.83	
Commercial (fixed charge per meter size)						
<u>Meter Size</u>						
5/8" or 3/4"	\$25.50	\$26.52	\$27.58	\$28.68	\$29.83	
1"	63.75	66.30	68.95	71.70	74.58	
1-1/2"	127.50	132.60	137.90	143.40	149.15	
2" & Larger	255.00	265.20	275.80	286.80	298.30	
WATER QUANTITY CHARGES						
<i>Billed based on metered water use (\$/ccf)</i>						
Residential Charges						
<u>Tier</u>	<u>Bi-Monthly Use</u>					
Tier 1	1 - 4 ccf	\$6.50	\$6.76	\$7.03	\$7.31	\$7.60
Tier 2	5 - 16 ccf	8.50	8.84	9.19	9.56	9.94
Tier 3	> 16 ccf	9.50	9.87	10.25	10.65	11.07
Commercial Charges						
Rate for All Water Use		\$8.50	\$8.84	\$9.19	\$9.56	\$9.94

* Includes both an overall rate increase and modifications to the rate structure. Impacts will vary based on customer class, meter size, and metered water consumption.

1 ccf = 100 cubic feet, or approximately 748 gallons

PROPOSED SEWER RATES

CCSD is proposing to adopt sewer rate increases over the next five years as shown on the table below. The proposed rates include both 1) a fixed bi-monthly charge levied on each account regardless of water use, plus 2) sewer quantity charges billed based on metered water use in each billing period. The first rate increase proposed for January 1, 2016 includes some modifications to the rate structure with subsequent yearly increases applied on an across-the-board percentage basis. Under the proposed rates, sewer quantity charges for commercial customers would be billed according to three customer classes based on wastewater strength. Commercial customers with higher-strength wastewater would pay higher quantity charges reflecting the higher costs of treating higher strength sewage.

Proposed Sewer Rates Effective On or After					
	Jan-1 2016	Jan-1 2017	Jan-1 2018	Jan-1 2019	Jan-1 2020
Future Rate Increase %	*	4%	4%	4%	4%
FIXED BI-MONTHLY CHARGES					
Applies to All Accounts	\$56.00	\$58.24	\$60.57	\$62.99	\$65.51
SEWER QUANTITY CHARGES					
Billed per unit of metered water use (\$/ccf).					
Residential Rates	\$3.24	\$3.37	\$3.50	\$3.64	\$3.79
Commercial Rates					
<u>Wastewater Class</u>					
Class 1	\$2.84	\$2.95	\$3.07	\$3.19	\$3.32
Class 2	3.24	3.37	3.50	3.64	3.79
Class 3	4.98	5.18	5.39	5.61	5.83

Class 1 includes lower strength accounts including professional offices, retail stores, laundromats, & schools.

Class 2 includes all other commercial accounts (with standard/domestic strength wastewater) that are not classified Class 1 or Class 3.

Class 3 includes accounts with moderate to high wastewater strength including restaurants, hotels with restaurants, bakeries, mortuaries, markets with meat/seafood/food prep/garbage grinder, and mixed use accounts with an estimated 30% or more sewer discharge from higher strength wastewater flow.

* Includes both an overall rate increase and modifications to the rate structure. Impacts will vary based on customer class, meter size, and metered water consumption.

1 ccf = 100 cubic feet, or approximately 748 gallons

IMPACT TO A TYPICAL RESIDENCE

With the proposed water and sewer rates effective January 1, 2016, a typical residence using 6 units of water per bi-monthly billing period (approximately 75 gallons per day) would face the impacts shown on the table below. Approximately two-thirds of residential customer bills are at or below this level of use; customers with lower water use would face smaller impacts.

	Water Rate	Sewer Rate	Emerg Wtr Shortage Rate	Total Bi-Monthly Bill
Current Bi-Monthly Bill	\$35.92	\$74.78	\$25.00	\$135.70
Proposed Jan-1, 2016	68.50	75.44	25.00	168.94

* Excludes temporary charge only levied during months of operation of the Advanced Water Treatment Plant

Impacts will vary based on customer class and metered water consumption. CCSD appreciates the community's successful efforts to reduce water use and continues to encourage customers to conserve.



Cambria Community Services District
1316 Tamsen Street, Suite 201
Cambria, CA 93428
Address Service Requested

PRESORTED
FIRST CLASS MAIL
U.S. POSTAGE
PAID
PERMIT NO. 530
CONCORD, CA



APN 13131038
CSD-RODEO GROUNDS OFFICE,
PO BOX 65
CAMBRIA CA 93428-0065

Notice of Public Hearing on Proposed Increases to Water & Sewer Rates



COMMUNITY INPUT & WRITTEN PROTEST PROCEDURES

Members of the community are invited to attend the Public Hearing to provide input. Property owners and customers may also file written protests against the proposed rate increases. Pursuant to California law, protests must be submitted in writing and must a) identify the affected property or properties, such as by service address or Assessor's Parcel Number, b) include the name and signature of the customer or property owner submitting the protest, and c) indicate opposition to the proposed water and/or sewer rate increases. Protests submitted by e-mail, facsimile or other electronic means will not be accepted. Pursuant to CCSD's *Guidelines for the Submission and Tabulation of Protests* (available from CCSD), a protest may only be submitted by the record owner or customer of record who signed the protest, or an individual authorized in writing to submit the protest on their behalf. The proposed rates cannot be adopted if written protests are received from a majority of affected parcels with one written protest counted per parcel. Written protests must be submitted prior to the close of the public hearing.

Written protests can be submitted by one of the following methods:

- Delivery to the District Clerk's Office at 1316 Tamsen Street, Suite 201, Cambria, CA 93428
- Mail to CCSD, Attention: District Clerk, P.O. Box 65, Cambria, CA 93248
- Personally submitting written protest at the Public Hearing

CCSD remains committed to operating as cost-effectively as possible while providing safe and reliable water and sewer service to the community. For more information about CCSD and the proposed rate increases, please call CCSD at (805) 927-6223 or visit our website at cambriacsd.org.

RESOLUTION 01-2016
February 12, 2016

A RESOLUTION OF THE BOARD OF DIRECTORS
OF THE CAMBRIA COMMUNITY SERVICES DISTRICT
ADOPTING INCREASED WATER AND SEWER RATES,
EFFECTIVE MARCH 1, 2016

WHEREAS, Government Code Section 61115 provides that the Cambria Community Services District, hereinafter referred to as the "CCSD," may establish, revise and collect rates and other charges for the services and facilities furnished by it; and

WHEREAS, existing CCSD water and sewer rates are not adequate to fund the normal operating costs of the water and sewer utility systems. The approved budget for Fiscal Year 2015-16 includes an operating deficit in the Water Fund of \$254,654 (not including the Sustainable Water Facility operations) and an operating deficit in the Sewer Fund of \$207,317. In addition, there is an immediate need for approximately \$1,000,000 in the Water Fund for critical capital improvements, specifically the replacement of the Fiscalini Water Tank, upgrading the pump station at the Rodeo Grounds and work on the Stuart Street Tank project; and

WHEREAS, the rate increases are necessary because the CCSD's water and sewer utilities rely primarily on revenues from service charges to fund the costs of providing service, and therefore water and sewer rates must be set at levels adequate to fund the costs of operating and maintaining the District's water and sewer systems to support safe and reliable service; and

WHEREAS, key factors driving the need for rate increases include: a need to restore balanced budgets to bring revenues in line with the cost of providing service and restore financial stability, to help fund critical improvements to aging infrastructure, to help fund the District's highest-priority water system capital needs, to provide a minimal prudent level of funding for repairs, replacements, and rehabilitation of aging infrastructure, and to provide for small annual rate increases to keep revenues in line with future cost inflation; and

WHEREAS, the water and sewer rates to be imposed by this Resolution cover no more than the cost that CCSD incurs to provide water and sewer services as detailed in the Water and Sewer Rate Study prepared by Bartle Wells & Associates and reviewed by the Board on November 12, 2015; and

WHEREAS, in accordance with the requirements of Proposition 218, official notice of the proposed increase in water and sewer rates was mailed to each record owner and customer of record, including property owners and tenant customers, on November 13, 2015 to advise of the public hearing (the "Notice"), which was originally scheduled for December 29, 2015; and

WHEREAS, it subsequently came to staff's attention that the Notice contained errors in the zip codes for the Veterans Memorial Building and for the address to submit written

protests, and therefore a Notice of Continued Proposition 218 Public was sent to the parcel owners and tenant customers to advise of the errors, and that the December 29, 2015 public hearing would be opened, comments considered, protests received, and that the public hearing would be continued to February 12, 2016; and

WHEREAS, a public hearing was conducted by the Board of Directors on February 12, 2016, at which time all interested persons were afforded an opportunity to be heard on matters pertaining to the proposed increases to the water and sewer rates and to submit written protests; and

WHEREAS, the total number of parcels with the right to protest water rates is 3,937 and the total number of parcels with the right to protest sewer rates is 3,828. To reach a majority protest, 50% + 1 of these parcels, or 1,969 parcels for water rates and 1,915 parcels for sewer rates, are required to protest; and

WHEREAS, after tabulating the protests in accordance with the CCSD's adopted Guidelines for the Submission and Tabulation of Protests, it was determined that a majority protest does not exist; and

WHEREAS, the approval of this Resolution is exempt from CEQA pursuant to Public Resources Code Section 21080(b)(8).

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Cambria Community Services District that the water and sewer rates, as provided in Exhibit A, attached hereto and incorporated herein by reference, are hereby adopted and shall become effective March 1, 2016.

PASSED AND ADOPTED THIS 12th day of February, 2016.

AYES:

NOES:

ABSENT:

Gail Robinette, President
Board of Directors

APPROVED AS TO FORM:

Timothy J. Carmel, District Counsel

ATTEST:

Monique Madrid, District Clerk

EXHIBIT A TO RESOLUTION 01-2016

WATER RATES

	Water Rates Effective On or After					
	March 1 2016	January 1 2017	January 1 2018	January 1 2019	January 1 2020	
FIXED BI-MONTHLY CHARGES						
Residential (fixed charge per account)	\$25.50	\$26.52	\$27.58	\$28.68	\$29.83	
Commercial (fixed charge per meter size)						
<u>Meter Size</u>						
5/8" or 3/4"	\$25.50	\$26.52	\$27.58	\$28.68	\$29.83	
1"	63.75	66.30	68.95	71.70	74.58	
1-1/2"	127.50	132.60	137.90	143.40	149.15	
2" & Larger	255.00	265.20	275.80	286.80	298.30	
WATER QUANTITY CHARGES						
<i>Billed based on metered water use (\$/ccf)</i>						
Residential Charges						
<u>Tier</u>	<u>Bi-Monthly Use</u>					
Tier 1	1 - 4 ccf	\$6.50	\$6.76	\$7.03	\$7.31	\$7.60
Tier 2	5 - 16 ccf	8.50	8.84	9.19	9.56	9.94
Tier 3	> 16 ccf	9.50	9.87	10.25	10.65	11.07
Commercial Charges						
Rate for All Water Use	\$8.50	\$8.84	\$9.19	\$9.56	\$9.94	

1 ccf = 100 cubic feet, or approximately 748 gallons

SEWER RATES

	Sewer Rates Effective On or After				
	March 1 2016	January 1 2017	January 1 2018	January 1 2019	January 1 2020
FIXED BI-MONTHLY CHARGES					
Applies to All Accounts	\$56.00	\$58.24	\$60.57	\$62.99	\$65.51
SEWER QUANTITY CHARGES					
<i>Billed per unit of metered water use (\$/ccf).</i>					
Residential Rates					
	\$3.24	\$3.37	\$3.50	\$3.64	\$3.79
Commercial Rates					
<u>Wastewater Class</u>					
Class 1	\$2.84	\$2.95	\$3.07	\$3.19	\$3.32
Class 2	3.24	3.37	3.50	3.64	3.79
Class 3	4.98	5.18	5.39	5.61	5.83

Class 1 includes lower strength accounts including professional offices, retail stores, laundromats, & schools.

Class 2 includes all other commercial accounts (with standard/domestic strength wastewater) that are not classified Class 1 or Class 3.

Class 3 includes accounts with moderate to high wastewater strength including restaurants, hotels with restaurants, bakeries, mortuaries, markets with meat/seafood/food prep/garbage grinder, and mixed use accounts with an estimated 30% or more sewer discharge from higher strength wastewater flow.

1 ccf = 100 cubic feet, or approximately 748 gallons

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. 4.A.

FROM: Jerry Gruber, General Manager

Meeting Date: February 12, 2016 Subject: DISCUSSION AND CONSIDERATION TO ADOPT THE RECOMMENDATIONS OF THE AD HOC COMMITTEE TO EVALUATE FIRE PREVENTION AND RESPONSE SERVICE OPTIONS

RECOMMENDATIONS:

Staff recommends that the Board of Directors discuss and consider adopting the recommendations of the Ad Hoc Committee to Evaluate Fire Prevention and Response Service Options (the "Committee").

FISCAL IMPACT:

As noted in the Committee's report, a copy of which is attached hereto, a financial analysis conducted jointly by fiscal staff of CCSD and CAL FIRE determined that, based upon current estimates, an agreement with CAL FIRE would cost up to \$145,000 more than the amount currently budgeted for the Cambria Community Services District ("CCSD") Fire Department.

DISCUSSION:

On March 31, 2015, CCSD received a report from the San Luis Obispo County Grand Jury titled, "Making the Case for Efficiency: Maximizing Levels of Emergency Services for Cambria." As a result, on June 25, 2015 the Board of Directors established an Ad Hoc Committee to Evaluate Fire Prevention and Response Service Options. The Committee initially consisted of Vice President Cliff and Director Thompson. After Vice President Cliff's resignation from the Board, he was replaced on the Committee by President Robinette.

Today's agenda item shall provide an opportunity for the Committee to present their recommendations to the full Board for its consideration.

As a courtesy, the General Manager has briefed CAL FIRE and Fire Department staff about the Committee's recommendations prior to this meeting.

Attachment: February 3, 2016 Report of the Ad Hoc Committee to Evaluate Fire Prevention and Response Service Options

BOARD ACTION: Date _____ Approved: _____ Denied: _____

UNANIMOUS: __ROBINETTE__ THOMPSON __BAHRINGER__ RICE__ SANDERS__

REVISED: February 3, 2016

Report of the Ad Hoc Committee to Evaluate Fire Prevention and Response Service Options.

Background:

On March 31, 2015 the Cambria Community Services District (CCSD) received a report from the San Luis Obispo (SLO) County Grand Jury titled, "Making the Case for Efficiency: Maximizing Levels of Emergency Services for Cambria." The report included a number of findings and recommendations which, with community input, called upon the CCSD to explore the possibility of contracting with Cal Fire to provide fire suppression services in Cambria. Additionally, it was suggested that CCSD reactivate ad hoc committee discussions with the Cambria Community Healthcare District (CCHD), to integrate and coordinate activities with the goal of implementing the combined organizational structure which would most effectively reduce administrative costs and improve services.

On June 25, 2015 the CCSD Board of Directors established an Ad Hoc Committee to "Evaluate Fire Prevention and Response Service Options and Implementation of Grand Jury Recommendations." Also, because of Chief Mark Miller's impending retirement on July 15, 2015, and with the Grand Jury's Report indicating that there should be consideration given by the community and the Board regarding levels of fire service for the community, an Agreement with Cal Fire was approved which would provide for interim management services for the period July 1, 2015 to July 1, 2016.

The Ad Hoc Committee, consisting of Vice President Clift and Director Thompson, subsequently convened two public workshops (August 31 and September 3, 2015) to listen to the public's concerns and expectations for fire protection in Cambria. Approximately 100 community members attended the workshops, with about half providing verbal and/or written input.

On September 14, 2015 the Ad Hoc Committee met with the six regular Cambria CSD fire personnel and one on-duty reserve fire fighter. The Committee asked them to express their feelings regarding a potential switch to Cal Fire, both in terms of impact to the community and their personal considerations.

Following Vice President Clift's resignation from the CCSD Board, Director Thompson met with seven reserve fire fighters on October 10, 2015 to discuss their perspectives on the potential benefit or disadvantage of a Cal Fire arrangement. President Robinette replaced Mr. Clift on the Ad Hoc Committee for meetings with Cal Fire Management personnel on November 17, 2015 and December 22, 2015, at which time the financial considerations of a Cal Fire agreement were discussed.

Findings and Conclusions:

* Community members and Cambria CSD fire personnel were highly complementary of the professionalism of Cal Fire personnel and appreciated the services they provided to the community. Additionally, Cambria and the local CCSD Fire Department has clearly benefitted from the increased Cal Fire management involvement in the form of forest management funding and pending Local Hazardous Mitigation Plan funding, staff training and supervision.

* Notwithstanding the above, community input was almost universally supportive of maintaining a CCSD Fire Department. Concerns ranged from the different orientation of Cal Fire (wild fire vs. structure), loss of local control, extra cost, reduction in service and volunteer participation.

* Cambria CSD fire personnel indicated from a financial and career advancement position they would likely benefit by a transfer to Cal Fire. However, all opposed a transfer to the state agency, based primarily on what they described as "quality of life" issues, ie work schedule, transfers to areas outside of the community, child care issues, etc. They likewise indicated that the community benefitted from their knowledge of the area, awareness of citizens at risk for medical needs and relationships with North Coast Ocean Rescue (NCOR) and Cambria Emergency Response Team (CERT) volunteers, both supported by the CCSD with budgeted funding

* A financial analysis conducted jointly by fiscal staff of CCSD and Cal Fire determined that, based upon current estimates, an Agreement with Cal Fire would cost up to \$145,000 more than the amount currently projected for the CCSD Fire Department. This is primarily due to labor costs, which could go even higher depending upon ongoing State and Cal Fire union negotiations; costs which would be passed on to local contracts.

Recommendations:

1. That the CCSD thank and acknowledge Cal Fire for providing outstanding interim management services to this community during the period of this fire service examination. We value their local collaboration and partnership.
2. That the CCSD Board affirm its intention to maintain the CCSD Fire Department, based upon its examination of the fire service cost issue and the support expressed by a great many Cambrians.
3. That the Board direct the General Manager to proceed with a search for a permanent fire chief by utilizing a professional recruitment firm in order to secure a highly qualified fire chief and execute a contract not to exceed \$30,000. Additionally, hire said chief to allow for a smooth transition period prior to the termination of the Cal Fire management contract on July 1, 2016.

4. That the CCSD reopen discussions with the Healthcare District to determine opportunities to integrate and coordinate activities, with the goal of effectively reducing administrative costs and improving services.
5. That the CCSD/Fire Department develop a plan for updating fire equipment and establish a replacement fund for such equipment.
6. That the SLO County Grand Jury be provided with a copy of this report.

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **4.B.**

FROM: Jerry Gruber, General Manager

Meeting Date: February 12, 2016 Subject: DISCUSSION AND CONSIDERATION TO AUTHORIZE GENERAL MANAGER TO EXECUTE AN AGREEMENT WITH BOB MURRAY AND ASSOCIATES TO CONDUCT AN EXECUTIVE RECRUITMENT FOR A FIRE CHIEF

RECOMMENDATIONS:

Staff recommends that the Board of Directors authorize the General Manager to execute an agreement with Bob Murray and Associates to conduct an executive recruitment for a new Fire Chief for the Cambria Community Services District (“CCSD”) Fire Department.

FISCAL IMPACT:

The attached proposal from Bob Murray and Associates offers to conduct an executive recruitment for a Fire Chief for \$17,500 plus expenses. Expenses are estimated at \$7,600, for a total estimated cost of \$25,100. This expense is within the ‘not to exceed’ amount of \$30,000 recommended by the Ad Hoc Committee to Evaluate Fire Prevention and Response Service Options (the “Committee”).

DISCUSSION:

Among the recommendations of the Committee was a suggestion that the Board of Directors direct the General Manager to proceed with a search for a permanent Fire Chief by utilizing a professional recruitment firm and execute a contract not to exceed \$30,000, in order to secure a highly qualified individual.

In early 2015, after Chief Miller indicated that he was going to retire, staff solicited proposals from executive recruitment firms in anticipation of recruiting his replacement. In February, 2015, two proposals were received, one from Bob Murray and Associates and the other from CPS HR Consulting. As the Board is aware, the Grand Jury subsequently issued its report “Making the Case for Efficiency: Maximizing Levels of Emergency Services for Cambria,” CAL FIRE was brought in on an interim basis for Fire Department management services, and the Committee was appointed.

Based upon the Committee’s recommendations, staff has contacted both consulting firms to see if they would honor their February 2015 proposals. Both said they would, except Bob Murray and Associates indicated that they would have to increase the amount of estimated expenses due to greater travel costs. Bob Murray and Associates has offered to conduct the Fire Chief recruitment for \$17,500 plus expenses. They estimate expenses to be \$7,600 for a total estimated cost of \$25,100. CPS HR Consulting’s proposal came in at \$17,000, with estimated reimbursable expenses of \$6,500, for a total estimated cost of \$23,500. A copy of each proposal is attached.

Although their proposal fee is slightly higher, staff is recommending that the CCSD utilize the services of Bob Murray and Associates for the Fire Chief recruitment. They are recognized as one of the preeminent public agency executive recruitment firm in California and, as shown in their proposal, they have extensive experience in recruiting Fire Chiefs. Staff is confident that given their proven track record and expertise, the CCSD will get a group of highly qualified candidates for the position of Cambria Fire Chief.

Attachments:

1. Bob Murray and Associates: A Proposal to Conduct an Executive Recruitment for A Fire Chief on Behalf of The Cambria Community Services District;
2. CPS HR Consulting: Cambria Community Services District Fire Chief Recruitment and Selection Process

BOARD ACTION: Date _____ Approved: _____ Denied: _____

UNANIMOUS:___ROBINETTE___ THOMPSON ___ BAHRINGER ___ RICE___ SANDERS___



**A PROPOSAL TO CONDUCT AN EXECUTIVE
RECRUITMENT FOR A
Fire Chief
ON BEHALF OF THE
Cambria Community Services District**

1677 Eureka Road, Suite 202
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

January 28, 2016

Mr. Jerry Gruber, General Manager
Cambria Community Services District
1316 Tamsen Street
Cambria, CA 93428

Dear Mr. Gruber:

Thank you for inviting Bob Murray & Associates to submit a proposal to conduct the Fire Chief recruitment for the Cambria Community Services District. The following proposal details our qualifications and describes our process of identifying, recruiting and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, and sample recruitment brochure.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments. We have created a recruitment process that combines our ability to help you to determine the direction of the search and the types of candidates you seek with our experience recruiting outstanding candidates who are not necessarily looking for a job. Our proven expertise ensures that the candidates we present for your consideration will match the criteria you have established and will be outstanding in their field.

With respect to the Fire Chief recruitment, Bob Murray & Associates offers the following expertise:

- ✦ Our firm has an unmatched record of success in recruiting local government professionals including those in the fire service. We most recently completed Fire Chief recruitments on behalf of the California cities of Cathedral City; Encinitas, Del Mar, and Solana Beach; Garden Grove; Hollister; Lodi; Marina; Palm Springs; Piedmont; Roseville; Salinas; Tracy; and Vacaville; the Chino Valley Independent Fire District and the Arcata Fire Protection District, CA; the City of Peoria, AZ; Sumter County, FL; and the City of Walla Walla, WA; as well as the Deputy Fire Chief recruitments on behalf of the City of Vacaville, CA, the Southern Marin Fire District, and Spokane Valley Fire Department, WA; the Assistant Fire Chief recruitment on behalf of the Contra Costa County Fire Protection District, CA; and the Public Safety Director recruitment for Sunnyvale, CA. Within the last three years, we have completed the Fire Chief recruitments on behalf of the California cities of Chula Vista, Folsom, Milpitas, Montebello, and Oceanside. Other previous experience includes conducting Fire Chief recruitments on behalf of the California cities of Alameda; Arroyo Grande (Director of Building & Fire); Fremont; Fullerton; Monrovia; Mountain View; Newark (Fire Chief and Assistant Chief); Petaluma; Rancho Cucamonga (Chief and Deputy Chief); San Mateo; Santa Cruz; Salinas; Upland; Union City (Assistant Fire Chief); and Vacaville; the Livermore Pleasanton Fire District; the Rancho Santa Fe Fire Protection District; the San Miguel Fire Protection District;

Sonoma Valley Fire and Rescue Authority and the University of California, Davis; as well as the cities of Aurora, CO; Eugene, OR; Hillsboro, OR; and Glendale, CO. 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 Fire Chief

- Bob Murray & Associates is familiar with San Luis Obispo County and the surrounding region. We have conducted recruitments on behalf of the cities of Arroyo Grande (Police Chief and Director of Building and Fire); Atascadero (Police Commander); Grover Beach (City Manager); Morro Bay (Public Services Director); Paso Robles (Public Works Director); and Pismo Beach (City Manager, City Clerk, Police Chief, and Public Works Director). In addition, we conducted the Director of Planning and Building, and the Project Manager recruitment on behalf of the County for the Nacimiento Water Project; along with the Assistant Court Executive Officer recruitment on behalf of the Superior Court, San Luis Obispo County. Our knowledge of the region, its issues and the County's outstanding quality of life will be an asset in presenting this opportunity to prospective candidates.

A significant portion of our process focuses on conducting thorough and confidential background investigations of the top 2-3 candidates to ensure that nothing about them is left undiscovered. We have candid discussions with references who have insight into the candidate's experience, style and ethics; conduct a search of newspaper articles; and run credit, criminal and civil records reports. This ensures that the chosen candidate will not only be an excellent fit with the Cambria Community Services District, but also that the selected candidate will reflect positively upon your organization.

To learn first hand of the quality of our service and our recruitment successes, we invite you to contact the references listed on page 10 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 should you have any questions.

Sincerely,

Valerie Gaeta Phillips

Valerie Gaeta Phillips

President

Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' unique and client oriented approach to executive search will ensure that the Cambria Community Services District has quality candidates from which to select the new Fire Chief. Outlined below are the key steps in our recruitment process.

STEP 1 DEVELOPING THE CANDIDATE PROFILE

Our understanding of the Cambria Community Services District's needs will be key to a successful search. We will work with the General Manager to learn as much as possible about the organization's expectations for a new Fire Chief. We want to learn the values and culture of the organization, as well as understand the current issues, challenges and opportunities that face the Cambria Community Services District. We also want to know the General Manager's expectations regarding the knowledge, skills and abilities sought in the ideal candidate and will work with the District to identify expectations regarding education and experience. Additionally, we want to discuss expectations regarding compensation and other items necessary to complete the successful appointment of the ideal candidate. The profile we develop together at this stage will drive subsequent recruitment efforts.

STEP 2 ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the Cambria Community Services District's needs, we will design an effective advertising campaign appropriate for the Fire Chief recruitment. We will focus on professional journals that are specifically suited to the Fire Chief search. We will also develop a professional recruitment brochure on the General Manager's behalf that will discuss the community, organization, position and compensation in detail. Once completed, we will mail the profile to an extensive audience, making them aware of the exciting opportunity with the Cambria Community Services District.

STEP 3 RECRUITING CANDIDATES

After cross-referencing the profile of the ideal candidate with our database and contacts in the field, we will conduct an aggressive outreach effort, including making personal calls to prospective applicants, designed to identify and recruit outstanding candidates. We recognize that the best candidate is often not looking for a new job and this is the person we actively seek to convince to become a candidate. Aggressively marketing the Fire Chief position to prospective candidates will be essential to the success of the search.

STEP 4 SCREENING CANDIDATES

Following the closing date for the recruitment, we will screen the resumes we have received. We will use the criteria established in our initial meetings as a basis upon which to narrow the field of candidates.

STEP 5 PERSONAL INTERVIEWS

We will conduct personal interviews with the top 10 to 12 candidates with the goal of determining which candidates have the greatest potential to succeed in your organization. During the interviews we will explore each candidate's background and experience as it relates to the Fire Chief position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of 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 PUBLIC RECORD SEARCH

Following the interviews, we will conduct a review of published articles for each recommended candidate. Various sources will be consulted including Lexis-Nexis™, a newspaper/magazine search engine, Google, and local papers for the communities in which the candidates have worked. This alerts us to any further detailed inquiries we may need to make at this time.

STEP 7 RECOMMENDATION

Based on the information gathered through meetings with your organization and personal interviews with candidates, we will recommend a limited number of candidates for your further consideration. We will prepare a detailed written report on each candidate that focuses on the results of our interviews and public record searches. We will make specific recommendations, but the final determination of those to be considered will be up to you.

STEP 8 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 adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel or assessment center process. We will provide you with suggested interview questions and rating forms and will be present at the interview/assessment center to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates.

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 manner in which the entire process is conducted will have an effect on the candidates' perception of your organization.

STEP 9 BACKGROUND CHECKS /DETAILED REFERENCE CHECKS

Based on final interviews we will conduct credit, criminal, civil litigation and motor vehicle record checks for the top one to three candidates. In addition, those candidates will be the subjects of detailed, confidential reference checks. In order 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. We will ask candidates to forward the names of their supervisors, subordinates and peers for the past several years. Additionally, we make a point of speaking confidentially to individuals who we know have insight into a candidate's abilities, but who may not be on their preferred list of contacts. At this stage in the recruitment we will also verify candidates' degrees.

STEP 10 NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. We know what other organizations have done to put deals together with great candidates and will be available to advise you regarding current approaches to difficult issues such as housing and relocation. We will represent your interests and advise you regarding salary, benefits and employment agreements with the goal of putting together a deal that results in the appointment of your chosen candidate. Most often we can turn a very difficult aspect of the recruitment into one that is viewed positively by both you and the candidate.

STEP 11 COMPLETE ADMINISTRATIVE ASSISTANCE

Throughout the recruitment we will provide the General Manager with updates on the status of the search. We will also take care of all administrative details on your behalf. Candidates will receive personal letters advising them of their status at each critical point in the recruitment. In addition, we will respond to inquiries about the status of their candidacy within twenty-four hours. Every administrative detail will receive our attention. Often, candidates judge our clients based on how well these details are handled.

BUDGET AND TIMING

PROFESSIONAL FEE AND EXPENSES

The consulting fee for conducting the Fire Chief recruitment on behalf of the Cambria Community Services District is \$17,500 plus expenses. Services provided for in the fee consist of all steps outlined in this proposal including three (3) days of meetings on site. The Cambria Community Services District will be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project to be \$7,600. Reimbursable expenses include such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit, criminal 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.

TIMING

We are prepared to start work on this assignment immediately and anticipate that we will be prepared to make our recommendation regarding finalists within seventy five to ninety days from the start of the search.

Task:

Week:

Contract Start Date:	TBD
Initial Meeting(s):	1 week from contract start date
Our firm develops recruitment brochure:	2 weeks from contract start date
District approves brochure:	4 weeks from contract start date
Job advertising and candidate sourcing:	8 weeks from contract start date
Our firm reviews application packets:	9 weeks from contract start date
Our firm conducts screening process:	10 weeks from contract start date
District approves candidates:	12 weeks from contract start date
District's interview panel convenes:	13 weeks from contract start date
Reference/Background Checks:	14 weeks from contract start date
Second Interviews by District, if necessary:	15 weeks from contract start date
Offer of Employment:	16 weeks from contract start date

PROFESSIONAL QUALIFICATIONS

BOB MURRAY, FOUNDER

Mr. Murray brings over 25 years experience as a recruiter. Mr. Murray is recognized as one of the nation's leading recruiters. He has conducted hundreds of searches for cities, counties, and special districts. He has been called on to conduct searches for some of the largest most complex organizations in the country and some of the smallest.

Mr. Murray has conducted searches for chief executives, department heads, professional and technical positions. Mr. Murray has taken the lead on the firm's most difficult assignments with great success. His clients have retained him again and again given the quality of his work and success in finding candidates for difficult to fill positions.

Prior to creating Bob Murray & Associates, Mr. Murray directed the search practice for the largest search company serving local government in the country. Mr. Murray has worked in local government and benefits from the knowledge of having led an organization. Prior to his career in executive search he served as the City Manager for the City of Olympia, Washington. He has also served as an Assistant City Manager and held positions in law enforcement.

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

Ms. Gaeta Phillips has over 15 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Ms. Gaeta Phillips has expertise in the full recruiting cycle, from process design and outreach through candidate assessment and selection. She has placed senior-level candidates in a variety of industries and fields, including Finance, Information Technology, and Engineering. Ms. Gaeta Phillips 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. Ms. Gaeta Phillips has a passion for helping people, evidenced by her fundraising and efforts to raise awareness for organizations such as Autism Speaks and the M.I.N.D. Institute.

GARY PHILLIPS, EXECUTIVE VICE PRESIDENT

Mr. Phillips 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 in New York and eventually in thirteen countries in Europe. He also served as a Director with a large Fortune 500 company and was responsible for developing and maintaining new and existing clients in Europe, Asia, and Australia. He then became Senior Vice President with a public enterprise software company. Some of his successes include building an organization from 2 to 250 people worldwide; acquiring 5 companies in two years; and growing a company from 800 to 1200 employees.

Mr. Phillips was part of an executive acquisition and recruiting team where he helped build a start-up enterprise software company in San Francisco. He recruited top notch talent, and built a world class organization. The company was eventually sold to a Fortune 500 software company.

Mr. Phillips has maintained customer relationships in the public sector, private sector, as well as medical, and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips is involved in his community as a soccer coach and as an organizer of fundraisers for Autism Speaks in Sacramento. Mr. Phillips received his Associate of Science degree, as well as completed coursework at Rochester Institute of Technology, NY.

REGAN WILLIAMS, SENIOR VICE PRESIDENT

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates. Most recently, he worked as a private consultant with Deloitte and Touche on various public sector assignments. Prior to that, he served as Director of Public Safety with the City of Sunnyvale, CA.

Mr. Williams was involved in the development of some of Sunnyvale's most innovative programs and has a national reputation for excellence in law enforcement. He has been responsible for numerous recruitments throughout his career. Clients find his insight and expertise in recruitment and selection a valuable asset.

Mr. Williams received his Bachelor of Science Degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

JOEL BRYDEN, VICE PRESIDENT

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having recently retired as the Chief of Police in Walnut Creek, CA.

Throughout his career, Mr. Bryden has been involved in public sector consulting. He has vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government. Mr. Bryden has a solid reputation as a leader in the public sector, and clients find his ability to find and evaluate outstanding applicants invaluable.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts degree in Communication from San Diego State University.

FRED FREEMAN, VICE PRESIDENT

Mr. Freeman brings over 24 years of local government experience to Bob Murray & Associates, with 11 years in the recruitment field. Mr. Freeman is a retired Chief of Police and has served as an elected official in local government. He has vetted hundreds of local governmental officials in the pre-employment process and conducted recruitments for positions in all sectors of public agency employment.

In addition to his career in the law enforcement field, Mr. Freeman served as the Mayor and the Mayor Pro-Tem for the Los Alamitos City Council. Mr. Freeman has been a member of the Public Safety Policy Committee - California League of Cities; the Orange County Fire Authority Board of Directors; and the Orange Line Development Authority as the Vice-Chair. His unique perspective and experience, as both a member of executive city staff and as an elected official, provides exceptional results for our clients.

Mr. Freeman is a graduate of the FBI National Academy and received his Teaching Credential from the University of California Los Angeles.

AMANDA URRUTIA-SANDERS, PRINCIPAL CONSULTANT

As a consultant with Bob Murray & Associates, Ms. Urrutia-Sanders is responsible for research, candidate recruitment and screening, as well as reference checks and background verifications. She focuses on client communication and works closely with clients to coordinate candidate outreach and ensure a successful search.

Ms. Urrutia-Sanders brings several years of industry experience as she worked for one of the nation's largest recruitment firms. Her insight into the recruitment process is a valuable asset to Bob Murray & Associates.

Ms. Urrutia-Sanders received her Bachelor of Arts degree in Communications from the University of Wyoming.

AMBER SMITH, SENIOR CONSULTANT

As Senior Consultant with Bob Murray & Associates, Ms. Smith acts as a liaison between clients and candidates from beginning to end of each recruitment process. She is responsible for the development and distribution of position recruitment and advertising materials, client research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team.

Ms. Smith brings over 5 years of client-oriented customer service, administrative, and management experience to Bob Murray & Associates. She is committed to working as a partner with clients and candidates in order to provide a quality service and experience.

Ms. Smith received her Bachelor of Arts degree in Business Administration from La Sierra University, Riverside, California.

ADAM CARP, OFFICE COORDINATOR

Mr. Adam Carp is the Office Coordinator at Bob Murray & Associates. He is the first point of contact at Bob Murray & Associates and has years of administrative experience. Mr. Carp actively contributes to Bob Murray and Associates' goal of providing exceptional customer service through close coordination and follow through with our clients and candidates alike.

Mr. Carp received his Bachelor of Arts degree in Spanish from the University of California, Los Angeles.

REFERENCES

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

CLIENT: Cities of Encinitas, Del Mar, and Solana Beach, CA
POSITION: Fire Chief
REFERENCE: Mr. Gus Vina, Encinitas City Manager, (760) 633-2600; or Ms. Courtney Barrett, Encinitas Human Resources Manager, (760) 633-2767

CLIENT: City of Folsom, CA
POSITION: Fire Chief and Police Chief
REFERENCE: Mr. Evert Palmer, City Manager, (916) 355-7220; or Mr. John Spittler, Human Resources Director, (916) 355-7208

CLIENT: City of Fremont, CA
POSITION: City Engineer (currently recruiting), City Manager, City Clerk, Community Deputy City Manager Community Development, Development Director, Fire Chief, Human Resources Director and Redevelopment Agency Director
REFERENCE: Mr. Fred Diaz, City Manager, (510) 284-4002

PROPOSAL

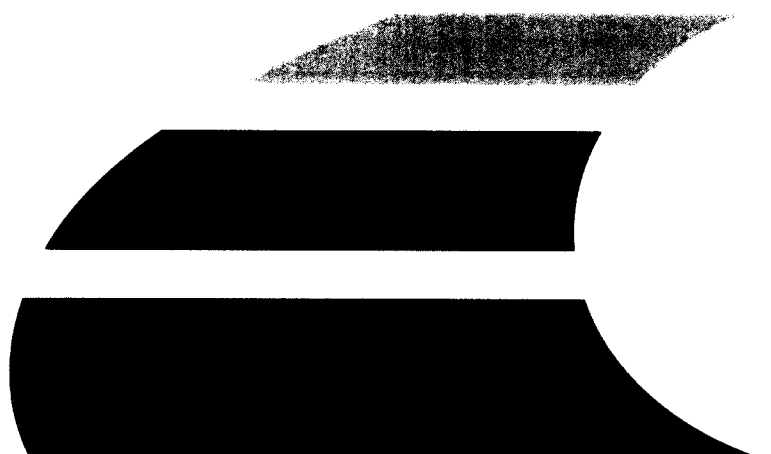
Cambria Community Services District

Fire Chief Recruitment and Selection Process

February 26, 2015

SUBMITTED BY:
VICKI QUINTERO BRASHEAR
Director of Products and Services

CPS HR Consulting
241 Lathrop Way
Sacramento, CA 95815
P: 916-471-3481
F: 916-561-7281
vicki@cpshr.us
Tax ID: 68-0067209
www.cpshr.us



Your Path to Performance

February 26, 2015

Monique Madrid
Administrative Services Officer/District Clerk
Cambria Community Services District
1316 Tamsen Street, Suite 201
Cambria, CA 93428

Subject: Fire Chief Recruitment and Selection Process

Dear Ms. Madrid,

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

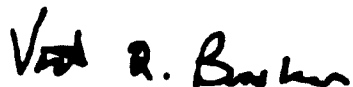
We possess a number of important strengths to assist the CCSD in accomplishing the goals for this recruitment, including:

- **Broad recruitment experience for public sector executive and managerial positions.** CPS HR has recruited executives and managers for a variety of positions with cities, counties, special districts, and nonprofit entities. We have extensive experience in the recruitment of all types of local government, executive, and professional staff, including council/board appointed executives, department directors, and key professional and management positions. We will apply this expertise to your recruitment.
- **A proven track record with more than 1,700 recruitments for 600+ clients.** We understand and appreciate the intricacies of managing the executive recruitment for an organization and bring that expertise and knowledge to the recruitment process. For this recruiting engagement, we will custom-tailor a program to fit your needs to provide a strong, competitive pool of candidates.
- **In-depth understanding** of all state and local government operations, programs, and services. This understanding has been gained through consulting engagements with local government agencies throughout the United States.

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 Pam Derby at pderby@cpsrh.us or (916) 471-3126.

Sincerely,



Vicki Quintero Brashear
Director of Products and Services

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A. Qualifications

Project Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. For this engagement, Ms. Pam Derby has been selected to serve as the project manager. Mr. Stuart Satow and Mr. Frank Rojas will be available as additional resources throughout the recruitment efforts.

PROJECT MANAGER CONTACT INFORMATION	
Name	Pam Derby
Title	Project Manager/Senior Executive Recruiter
Address	241 Lathrop Way Sacramento, CA 95815
Phone	(916) 471-3126
Fax	(916) 561-7205
Email	pderby@cpshr.us

Pamela H. Derby

Profile

Since joining CPS HR Consulting in 2003, Pam Derby has conducted a wide range of recruitments for county, city, special district and association executives including city attorney, executive director, general manager, city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, public works director, registrar of voters, library director, and director of information technology in addition to specialized support positions.

Ms. Derby has worked for numerous community service and special districts, including the Chino Valley AZ Fire District, Citrus Heights Water District, Discovery Bay CSD, McKinleyville CSD, Monterey Regional Water Pollution Control Agency, and the Templeton CSD.

Prior to joining CPS HR, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local

government. She is sensitive to balance the wants of the community with the needs of the City so as to tailor a recruitment process that reaches out to the most appropriate candidates and ensures a diverse group of individuals from which to make a selection. She has successfully employed these techniques in jurisdictions ranging from under 10,000 to 10 million. Moreover, she employs a firmly-held personal philosophy that candidates must be treated with the same respect and careful consideration as her client. Previous to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations where she was responsible for the management of several large consumer groups.

Employment History

- Senior Executive Recruiter, CPS HR Consulting
- Professional Management Consultant, CPS HR Consulting
- Administrative Technician, CPS HR Consulting
- Aide to the Board of Supervisors, Yuba County, CA
- Special Cases Manager, Consumer Relations, The Money Store, CA
- Supervisor, Trailing Documents, The Money Store, CA
- Executive Assistant, Randlett Associates, CA

Professional Experience

- Project manager for local government, special district and non-profit executive recruitments. Responsible for all facets of process including proposal interviews, all client meetings, creating marketing and advertising materials, conducting candidate screening interviews and developing finalist candidate interview processes.
- Assisted executive recruiting team in the recruitment of local government and public agency executives.
- Managed staff responsible for addressing escalated customer complaints. Negotiated and mediated pre-litigation settlements with attorneys, state regulators, and other state agencies, involving home improvement loans. Served as department fraud coordinator.
- Provided administrative support to SVP, including drafting correspondence, report writing and special projects as assigned. Supervised department receptionist, responsible for interfacing with vendors and facilities management.
- Provided administrative and research support for private professional lobbying firm. Researched legislative bills, corresponded with professional association members regarding legislative proposals.

Education

- California State University, Chico, major course emphasis – Physical Education/ English

Stuart Satow

Profile

Since joining CPS HR Consulting in 2002, Stuart Satow has conducted over 175 successful recruitments covering all areas of public sector executive search including city, county, state, special district, and regional governments. Mr. Satow has extensive experience in conducting high-level recruitments for council/board appointed positions, as well as executive recruitments for mid-management and department head level positions in community development/planning, finance, human resources, information technology, legal, parks and recreation, public safety, and public works/utilities.

Previously, as a sportscaster for ABC affiliate KXTV Channel 10, Mr. Satow interviewed hundreds of management-level executives, university officials, and professional and amateur athletes. He is a popular public speaker and emcee who has long been involved in community events in the Sacramento region. With a BA degree in Communication Studies from California State University, Sacramento and 27 years of experience in the communications industry, Mr. Satow is an experienced writer and interviewer who has excellent people skills and a positive track record in staff and project management.

Employment History

- Senior Executive Recruiter, CPS HR Consulting
- Sports Director, KXTV-10, Sacramento, CA
- Sports Reporter / Weekend Sports Anchor, KXTV-10, Sacramento, CA
- Sports Reporter / Weekend Sports Anchor, KNTV Channel 11, San Jose, CA
- Sports Reporter / News/Sports Photographer, KTXL, Channel 40, Sacramento, CA

Professional Experience

- Conducting public sector recruitments for executive level positions (includes upper- and mid-management, department directors, and council/board appointed positions).
- Managing entire recruitment process: develop and submit responses to proposals, meet with clients to understand their recruitment needs and develop a project plan, develop marketing brochures for recruitments, place advertisements, and research and identify potential candidates. Proactively contact potential candidates; market the position to them. Conduct screening interviews. Facilitate the entire interview process. Perform thorough reference checks and oversee extensive background checks on candidates. Negotiate employment agreements.
- Coordinating activities of the Sports Department for local television news station
- Reporting on local sports events/teams of interest including high school, college and professional sports (and others)

*Proposal to the Cambria Community Services District
Fire Chief Recruitment and Selection Process*

- Liaison to local and regional sports contacts (including local and bay area professional teams, universities/colleges, high school athletic directors/coaches, and other key sports contacts)
- Experienced writer and interviewer with excellent people skills and a positive track record in staff and project management.

Education

- Bachelor of Arts degree, Communication Studies (with honors), California State University, Sacramento

Frank Rojas

Profile

Frank Rojas is a Senior Executive Recruiter with CPS HR Consulting. Frank brings more than 30 years of recruiting experience from the highly competitive direct placement and contract labor industries as well as the corporate environment. Mr. Rojas has significant experience placing corporate leaders, executive, professional, and technical staff including individual contributors for government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation and private industry. In addition to just completing recruitments for City of San Jose, CA 32nd Agricultural District, Casitas MWD and the City of Compton, recent successful efforts include positions of Chief Executive Officer, Chief Information Officer, Vice President of Risk, Director of Community Development, Corporate and Government Controllers, General In-House Counsel, Fire Chief, and Director-level hires for Human Resources, Administrative Services, Engineering, Emergency Services, Fleet, Environmental, Regulatory Compliance, Training, and Division/Site General Managers. Mr. Rojas has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.

Mr. Rojas began his career in Contract Labor and over the next 20+ years launched seven start-up offices in several states and locations providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment managing and building talent acquisition support during significant growth periods. Having been a speaker at several networking and career coaching venues, Frank believes in utilizing traditional recruiting methodology with social media. He was named in the top 1% viewed profiles on LinkedIn.

Employment History

- Senior Executive Recruiter, CPS HR Consulting
- Employment Director and Senior Recruiter, PRIDE Industries
- Corporate Recruiter, EMF Broadcasting
- Branch Manager and Acting Vice President, Fastek Technical Services

Professional Experience

- Managed and led recruiting efforts including client interface to define and write position descriptions, profiles, and goals. Responsible for creating marketing plans, screening and selection strategies, conducting interviews and participating in final hire and post-hire activities including reference and background checks.
- Assisted in salary evaluation and competitive comparisons. This includes candidate negotiations, travel and relocation (if appropriate), benefits, and confirmation and acceptance of any requirements prior to the submittal process and acceptance of offer.
- Managed in-house staff to ensure adherence of company policies and legal compliance. Developed and maintained positive, team-building methodologies that increased

productivity, created a positive, productive staff, and maintained cooperativeness and trust.

- Recruited and identified senior-level management for several federal locations including General Managers, Assistant General Managers, HR Directors, Site Controllers, Quality Managers, T-4 Water and Environmental Director and Departmental Leadership at Fort Bliss, El Paso; Fort Polk, Louisiana; Joint Base McGuire-Dix-Lakehurst; New Jersey; Los Angeles Air Force Base; Cape Canaveral, Florida; and the Lawrence Livermore National Laboratory.
- Set up staff procedures and office functions; negotiated service agreements, ensured EEO, safety/OSHA quality, and all local, state, and federal compliance policies. Migrated and implemented several Applicant Tracking Systems including participation as Systems Administrator.
- Initiated effort to define the mission and business plans of expanding organizations. Developed road maps to build client base, relevant labor pools, and resources to sustain growth for the entire enterprise. Started corporate recruiting department and initiated recruiting strategies, hiring processes, retention, and integrated cost-effective marketing tools.
- Hired and motivated in-house talent and created cross-functional business/sales and recruiting process allowing for growth, skills development, and achievement to meet customer needs and provide for an effective team-oriented environment.

Education

- B.A. Political Science, University of California at Berkeley, Berkeley, CA

Project Listing

Within the past three years, our three proposed recruiters have successfully completed seven **Fire Chief** recruitments and received an average client satisfaction rating of 4.7 on a scale of 5.0

Agency	Position	Year Completed
Chino Valley Fire District	Fire Chief	2012
Five Cities Fire Authority	Fire Chief	2014
Gilbert, Town of (Partial)	Fire Chief	2013
Las Vegas, City of	Fire Chief	2013
Las Vegas, City of	Assistant Fire Chief	2012
Sacramento, City of	Fire Chief	2014
Surprise, City of	Fire Chief	2014

CPS HR has also successfully completed the following **public safety** recruitments in the past five years:

Agency	Position	Year Completed
Anaheim, City of	Chief of Police	2013
Aptos/La Selva Fire District	Fire Chief	2010
El Dorado Hills Fire Department (District)	Fire Chief	2011
Golder Ranch Fire District	Fire Chief	2010
Los Angeles, Port of	Assistant Port Police Chief	2013
Reno, City of	Fire Chief	2010
San Jose, City of	Deputy Director of Emergency Services (Fire)	2014
Templeton Community Services District	Fire Chief	2010

B. Work Plan

Phase 1 - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

The first step in this engagement is a thorough review of the following with the General Manager:

- CCSD's needs, culture, and goals
- Executive search process
- Schedule

This will ensure that the CCSD's needs are met in the most complete manner possible.

Task 2 - Additional Key Stakeholder Meetings

As desired by the CCSD, CPS HR is prepared to meet with any additional key stakeholders to obtain input in developing the ideal candidate profile and to assist CPS HR in understanding key issues and challenges that will face a new Fire Chief. The specific nature of the involvement process would be developed in consultation with the CCSD. The results of the above activities will be summarized by CPS HR and provided to the CCSD as an additional source of information for developing the candidate profile and selection criteria.



Task 3 - Candidate Profile and Recruitment Strategy Development

This task will be accomplished during a workshop session involving the General Manager and CPS HR. It will result in the identification of the personal and professional attributes required for the position and will include the following activities:

- The General Manager will identify key priorities for the new Fire Chief.
- CPS HR will assist the General Manager in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- The General Manager will describe the type of working relationship he wishes to establish with the Fire Chief.
- CPS HR will assist the CCSD in generating lists of specific competencies, experiences, and personal attributes needed by the new Fire Chief in light of the analyses conducted above.
- CPS HR will present several recruitment and selection strategies for the CCSD's consideration. The CCSD will choose the recruitment and selection process most likely to produce the intended results.

Task 4 – Develop Recruitment Brochure

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the CCSD for review prior to printing. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/search.

Phase 2 – Outreach and Advertising Campaign

Task 1 – Place Advertisements

Advertisements (which will include a direct link to your brochure) will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, social media, and websites to attract candidates on a statewide basis, depending on the preference of the CCSD. CPS HR will present examples to the CCSD for review and approval. Examples may include:

Websites	Magazines/Print
<ul style="list-style-type: none">• International Association of Fire Chiefs• Western Fire Chiefs Association• CSDA	<ul style="list-style-type: none">• California Fire Chiefs Association• Jobs Available• Western Cities

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

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. CPS HR will specifically research other jurisdictions in which the demographics mirror those of the San Luis Obispo County area and target outreach to those individuals. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past five years, we have successfully placed more than 170 minority and female candidates in executive level positions.

Task 2 - Identify and Contact Potential Candidates

This very crucial task will include a variety of activities. CPS HR will:

- Contact respected and experienced fire industry leaders to outstanding potential candidates on a referral basis. CPS HR maintains a comprehensive, up to date database of such

identify

professionals; however, we do not rely solely upon our current database. We also conduct specific 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. These individuals, as well as other potential candidates, are typically contacted very soon after they have received a recruitment brochure in order to maximize the impact of the multiple contacts.

- Select top quality candidates for consideration from past recruitments.
- Provide each potential candidate with a copy of the recruitment brochure.
- Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume. Oftentimes this component necessitates multiple conversations with the same person to pique their interest and to answer their questions sufficiently.

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. The approach utilized by CPS HR employs the following techniques:



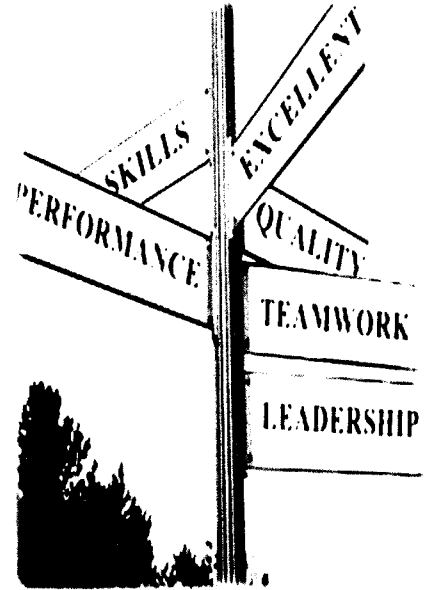
- Communicating to candidates, through advertising materials and verbal conversations, a strong sense of the purpose and strategy of the CCSD. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Providing guidance and resources 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. We have found that potential candidates sometimes make the decision not to apply based on rumored information, rather than facts and research. It is our job to ensure the candidates we are in communication with have accurate and helpful information.
- Actively seeking individuals who are highly visible in the field – widely published, frequent presenters and/or thought leaders – who are seemingly ready for the challenge. These highly qualified candidates may be attracted by the prospect of collaboration with other CCSD departments, providing exceptional leadership to the Cambria Community Services District, or continuing to ensure the public confidence in the integrity of the CCSD.

Phase 3 – Candidate Screening

Task 1 – Resume Review and Screening Interviews

All resumes will be submitted directly to CPS HR for initial screening. This screening process is specifically designed to assess the personal and professional attributes the CCSD is seeking and will include:

- A thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials.
- Interviews with the candidates who appear to best meet the CCSD's needs. 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 also gather data on any other unique aspects specific to this recruitment based upon the candidate profile. As mentioned in the RFP, CPS HR is willing to personally meet with short-listed candidates prior to the presentation of the Client Report. However, we have not included this cost in our proposal and the District's willingness to pay for travel reimbursement for candidates and the consultant would need to be discussed during the initial client meeting.
- Internet research on each candidate interviewed.



Task 2 – General Manager Selects Finalists

At the conclusion of the previous tasks, CPS HR will prepare a written report that summarizes the results of the recruitment processes and recommends candidates for further consideration by the CCSD. 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 General Manager to review this report and to assist the CCSD in selecting a group of finalists for further evaluation.

Phase 4 – Candidate Selection, Background, Offer

Task 1 - Design Selection Process

Based on the results of the meeting conducted in Phase I, CPS HR will design a draft selection process. CPS HR will meet with the CCSD to review this process and discuss the CCSD'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.

Task 2 - Administer Selection Process

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



Task 3 – Final Preparation for Appointment

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 CCSD wish to arrange follow-up interviews 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 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.) The candidates are requested to provide a minimum of six reference sources. CPS HR is able to ascertain significant, detailed information from reference sources due to our assurance and commitment to each individual that their comments will remain confidential, which leads to a willingness to have an open and candid discussion, resulting in the best appointment for the CCSD. A written (anonymous) summary of the reference checks is provided to the CCSD.
- **Conduct Background Checks:** We will arrange for a background records check of a candidate's driving record, criminal and civil court, credit history, education verification, newspaper article publishing's, 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 CCSD for further review.

Phases 5 and 6: Appointment and Start Date

Task 1 – Contract Negotiation

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.

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.).

In addition, during each phase in the process, we are corresponding with candidates and advising them of their status. 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 resulted in the opportunity to assist them with multiple recruitments.

CPS HR's communication extends once you have selected the new Fire Chief. We will contact both the General Manager and the newly appointed Fire Chief within six months of appointment to ensure an effective transition has occurred.

C. Costs

Professional Services

Our professional fixed fee covers all CPS HR services associated with **Phases 1 - 6** of the recruitment and selection process, including the necessary field visits (up to three) to develop the candidate profile and recruitment strategy, assist the CCSD with finalist selection, and facilitate candidate interviews. It is the expectation that Ms. Derby will spend approximately 90% of her time on this recruitment, while Mr. Rojas and Mr. Satow will share the remaining 10%. The hourly rate for our executive recruiters is \$125.

Task/Consultant Role	# of Hours	Total
Phase 1. Develop Candidate Profile and Recruitment Strategy		
Task 1 – Review and Finalize Executive Search Process and Schedule	2	\$250
Task 2 – Additional Key Stakeholder Meetings	6	\$750
Task 3 –Candidate Profile and Recruitment Strategy Development	4	\$500
Task 4 – Develop Recruitment Brochure	6	\$750
Phase 2. Outreach and Advertising Campaign		
Task 1 – Place Advertisements	30	\$3,750
Task 2 – Identify and Contact Potential Candidates		
Phase 3. Candidate Screening		
Task 2 – Resume Review and Screening Interviews	30	\$3,750
Task 3 – General Manager Selects Finalists	20	\$2,500
Phase 4. Candidate Selection, Background, and Offer		
Task 1 – Design Selection Process	6	\$750
Task 2 – Administer Selection Process	12	\$1,500
Task 3 – Final Preparation for Appointment	20	\$2,500
Phases 5 and 6. Appointment and Start Date		
Task 1 – Contract Negotiation		
Professional Fees Total		\$17,000

Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, advertising, marketing, printing/copying, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses and ***we will work proactively with the CCSD to ensure that the dollars being spent for expenses are in keeping with the CCSD's expectations.*** Travel expenses for candidates who are invited forward in the interview process are not included under our reimbursable range. The listed reimbursable expenses range includes a background check on the selected finalist candidate. As previously mentioned, the provided reimbursable expense range does not include travel expenses for the consultant to personally meet with the short list of candidates.

Professional Fixed Fee & Reimbursable Expenses*	
Professional Services (Fixed Flat Fee)	\$17,000
Reimbursable Expenses, Not to Exceed	
Approximate recruitment costs include: <ul style="list-style-type: none"> ■ Brochure Design and Printing (\$1,500) ■ Advertising (\$2,500) ■ Consultant travel based on three trips with one overnight (\$750) ■ Background check for one candidate (\$400) ■ Other recruitment expenses such as supplies and shipping (\$200) 	\$5,500-\$6,500
Not-to-Exceed Total	\$23,500

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

Two Year Guarantee

If the employment of the candidate selected and appointed by the CCSD, as a result of a full executive recruitment (Phases 1 - 6), comes to an end for any reason before the completion of the first two years of service, CPS HR will provide the CCSD with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost. The CCSD would be responsible only for reimbursable expenses. 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.

D. Schedule

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement; the expectation is that work will commence by April 1, 2015. All search activities up to and including the selection of a new Fire Chief can be completed in 12 to 14 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	April				May				June				July			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/Printed Place Ads			➤													
Aggressive Recruiting							➤									
Final Filing Date							➤									
Preliminary Screening									➤							
Present Leading Candidates to the CCSD											➤					
CCSD Interviews												➤				
Reference/Background Checks													➤			
Appointment/Start Date														➤		

E. References

Provided below is a partial list of clients we have recently worked with in providing executive recruitment services. We are confident that these public sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT	POSITION	CONTACT
Chino Valley Fire District 1133 W Road 3 N Chino Valley, AZ 86323	Fire Chief (2013)	Scott Freitag Fire Chief (928) 636-2442 sfreitag@chinoazfire.com
Five Cities Fire Authority 140 Traffic Way Arroyo Grande, CA 93420	Fire Chief (2014)	Mike Hubert (805) 431-5490 mhubert@fivecitiesfire.org michaelehubert@charter.net
Las Vegas, City of City Hall 495 S. Main Street Las Vegas, NV 89101	Fire Chief (2013)	Dan Tarwater Human Resources Director (702) 229-6315 dtarwater@lasvegasnevada.gov
Sacramento, City of City Hall 915 I Street Sacramento, CA 95814	Fire Chief (2014) City Attorney (2012) City Manager (2011)	Geri Hamby Human Resources Director (916) 808-7173 ghamby@cityofsacramento.org or John Shirey City Manager (916) 808-7213 jshirey@cityofsacramento.org

About CPS HR's Executive Search Unit

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through more than 13 years of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies**

CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.

- **Seasoned Executive Recruiters**

Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.

- **Detailed Needs Assessments**

We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.

- **Vast Pool of Public Agency Contacts**

CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.

- **Success Recruiting Non-Job Seeking Talent**

We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.

- **Diversity Sensitivity**

CPS HR encourages applicant diversity and incorporates a variety of activities to attract the best available candidates. We have successfully recruited and placed minority and female candidates for a variety of executive-level positions.

■ **Cost Effective**

The combination of CPS HR's seasoned recruitment management and highly qualified staff enable us to reliably deliver successful results on time and on budget.

■ **Satisfied Clients**

Our client satisfaction rating averages 4.6 on a scale of 5. While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

■ **Strong Base of Repeat Clients**

We make sure we understand our client's challenges and customize our process to fit their needs. As a result, we have a long and growing list of returning clients who seek our services for multiple engagements.

About CPS HR Consulting

CPS HR Consulting has been assisting organizations with their talent management needs for 30 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America.

CPS HR's core competency is its knowledge of and expertise in the public sector. As a public agency, we understand the challenges and issues facing our client base. As a self-supporting public entity, we also understand the need for innovative yet practical results. CPS HR can provide expertise that is unique because we share with our clients a common perspective. There is no competitor in the industry that can make this claim.

CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR is a public agency governed by regulations and public sector concerns. We understand what it is to work with and within government. Unlike other public sector organizations, CPS HR is self-supporting. We employ the strategy, innovation, and flexibility found in the private sector to the client's advantage. CPS HR's unique position in the public arena attracts professionals from both public and private sectors who are driven to help the client reach its organization's vision and mission. We work collaboratively with the client to generate solutions that are creative yet practical, to meet the organization "where it is" while also moving it to the next level.

CPS HR currently has a staff of 80+ full-time employees and more than 1,200 subject matter experts and contract employees who have a wide variety of government, public, and private sector human resources experience. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Rockville, Maryland and Austin, Texas.

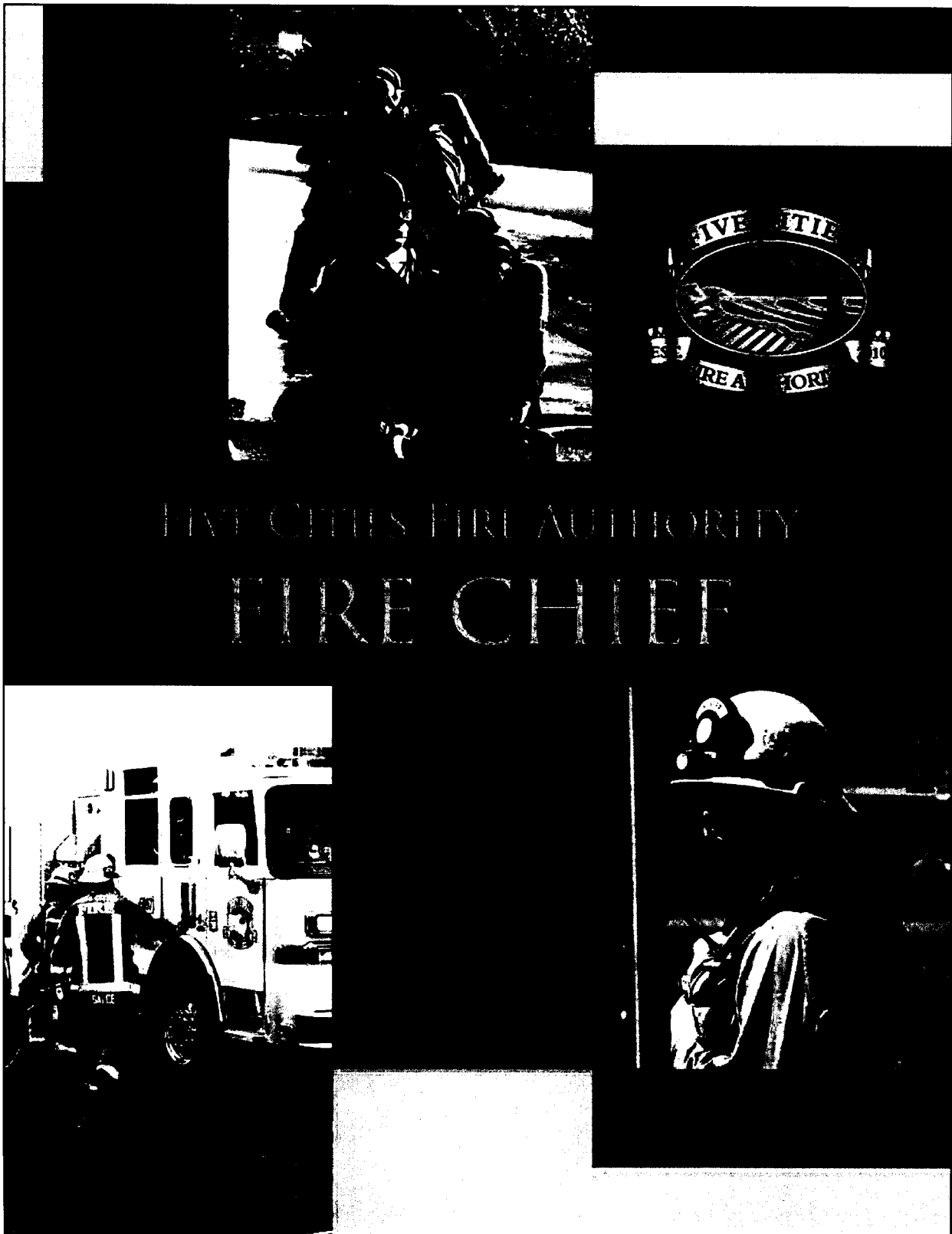
OUR VISION:

Enabling people to realize
the promise of public service



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





Preference will be given to candidates with possession of the following: a high school diploma or GED, and/or a college degree from the National Fire Academy Executive Officer program.

COMPENSATION AND BENEFITS

- **Salary** \$115,000 - \$157,500 annually (dependent on experience)
- **Public Employees' Retirement System.**
- **Social Security** The Authority participates in the Social Security Program.
- **Medical/Dental/Vision Insurance** Medical, dental and vision insurance is available for employees and dependents. There are co-payments for services.
- **Life Insurance** Authority provides term life insurance and AD&D policy.
- **Short and Long Term Disability:** Authority participates in short and long term disability plans.
- **Annual Leave** To be used as leave for vacation, illness, and other personal reasons. Twenty (20) days leave is accrued annually, increasing with years of service. Minimum accrual is 10 days per year. Annual leave may be used at the discretion of the manager at any time during the year.
- **Holidays:** Authority will provide 13 paid holidays annually.
- **Deferred Compensation Program** Employees may participate in the Authority's 401(k) plan.
- **Authority Vehicle** The Authority provides a vehicle for the Fire Chief.
- **Employee Assistance Program:** Authority provides an employee and dependent assistance program.

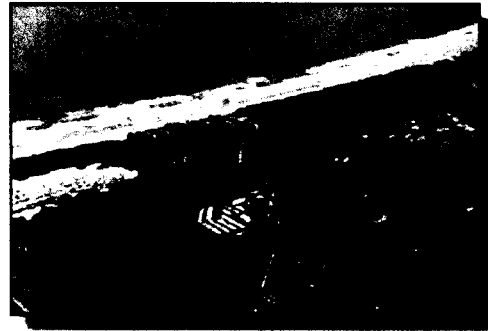
APPLICATION AND SELECTION PROCEDURE

The final filing date is **August 25, 2014**. To be considered for this exceptional career opportunity, candidates must submit a resume, cover letter, and a list of previous work-related references (which will **not** be contacted until the final stage of the recruitment process). Resumes should reflect years **and** months of employment, including full-time, part-time, seasonal, and contract work. Resumes should be mailed to: Edward J. Conner, Fire Chief, Cambria Community Services District, P.O. Box 100, Cambria, CA 93825.

CPS HR CONSULTING

CPS HR Consulting
1444 Northway Way
P.O. Box 100, Cambria, CA 93825
Tel: 805.925.8000
Fax: 805.925.8000
E-mail: info@cpshr.com
Web: www.cpshr.com

Resumes will be reviewed based on the criteria outlined in this job. Qualified candidates with the most relevant qualifications will be invited to submit resumes in person to the Authority. Fire Chiefs, Fire Authority will then select candidates to be interviewed in person. Candidates are required to complete the full recruitment process, including a written test and a practical test. For more information about this recruitment process, visit the Authority's website at www.cpshr.com.



CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **4.C.**

FROM: Jerry Gruber, General Manager

Meeting Date: February 12, 2016

Subject: Discussion and Consideration to Appoint a Delegate to Vote on Behalf of the CCSD for the LAFCO Special District Representative at the Annual California Special District Association Meeting and to Choose a Candidate to Support

RECOMMENDATIONS:

It is recommended that the Board of Directors discuss and consider appointing a delegate to vote for the Special District Representative on the Local Area Formation Commission ("LAFCO") on behalf of the Cambria Community Services District ("CCSD") at the Annual Meeting of the San Luis Obispo Chapter of the California Special District Association on February 19, 2016. It is further recommended that the Board of Directors choose the candidate that the CCSD will support.

FISCAL IMPACT:

None.

DISCUSSION:

As set forth in the attached memorandum from David Church, Executive Director of LAFCO, the CCSD is being asked to select a voting delegate to attend the Annual California Special District Association, San Luis Obispo Chapter meeting on February 19, 2016 and elect the Special District representative on LAFCO. To date, fourteen Special Districts have designated a voting delegate and sixteen are necessary to achieve a quorum. Please note that the election procedure is included in the attached memo.

The candidates to be considered are: Ed Eby (Nipomo Community Services District); Robert Enns (Cayucos Sanitary District); Alan Fields (San Simeon Community Service District); David Kirk (Port San Luis Harbor District); and Mary Lucey (Oceano Community Services District). Statements of qualification/resumes for each candidate can be found attached.

Attachment: LAFCO Memorandum Regarding Special District Election of a LAFCO Representative

BOARD ACTION: Date _____ Approved: _____ Denied: _____

UNANIMOUS: ___ ROBINETTE ___ THOMPSON ___BAHRINGER___ RICE___ SANDERS___

Independent Special District Selection Committee

San Luis Obispo Chapter of the California Special District Association

TO: Independent Special District Selection Committee Members

FROM: David Church, LAFCO Executive Officer

SUBJECT: Special District Election of the LAFCO Representative

The Independent Special District Selection Committee selects Special District Members for the Local Agency Formation Commission (LAFCO). Thank you for your help in nominating candidates and designating voting delegates. The goal is to achieve a quorum at the Annual Special District meeting scheduled for February 19, 2016 at the Avila Beach Community Center and select the Special District representative on LAFCO. The social hour begins at 5:30, dinner at 6:30, with the election taking place at around 8:00. A candidates' forum will be conducted as well.

For balloting to be completed at the meeting, a quorum of 16 delegates from the Special Districts must be in attendance. Voting delegates must be appointed by the District's Board of Directors. To date we have 14 Special Districts that have designated a voting delegate. The election procedure is attached

The nomination period opened on December 11, 2015 with an email notice, and closed on January 29, 2016. The term for this Regular Member position would begin in May 2016 and end in December 2020. The following nominees were submitted during that time:

List of Candidates

- Ed Eby, Nipomo Community Services District
- Robert Enns, Cayucos Sanitary District
- Alan Fields, San Simeon Community Services District
- David Kirk, Port San Luis Harbor District
- Mary Lucey, Oceano Community Services District

The candidates have submitted a statement of qualifications/resumes which are attached for your consideration.

Independent Special District Selection Committee

Election Procedure 2016

- 1- **Determining a Quorum.** All Districts shall be notified of the special district election for the LAFCO member and are eligible to participate. The quorum is based on the total number of Districts that have participated in the last nine elections (30) over a five-year period. A quorum would be considered 16 District Representatives in attendance at the meeting. If a District that has not participated in the nine prior elections does participate, it would be counted as part of the quorum and its vote would be valid. The quorum policy would apply to the email election process as well.
- 2- **Designate Voting Delegates.** Special Districts have designated their voting delegates for the Selection Committee meeting.
- 3- **Nomination Procedure.** A notice of nomination was emailed to the Special Districts requesting that nominations be submitted within 45 days. The Candidates' Statements of Qualifications have been submitted. Nominations may also be received from the floor at the meeting.
- 4- **Alternate Position.** If the Alternate LAFCO Commissioner is elected to the Regular position, nominations from the floor for filling the term of the vacated Alternate position may be considered and a vote conducted at the meeting.

Election Procedure.

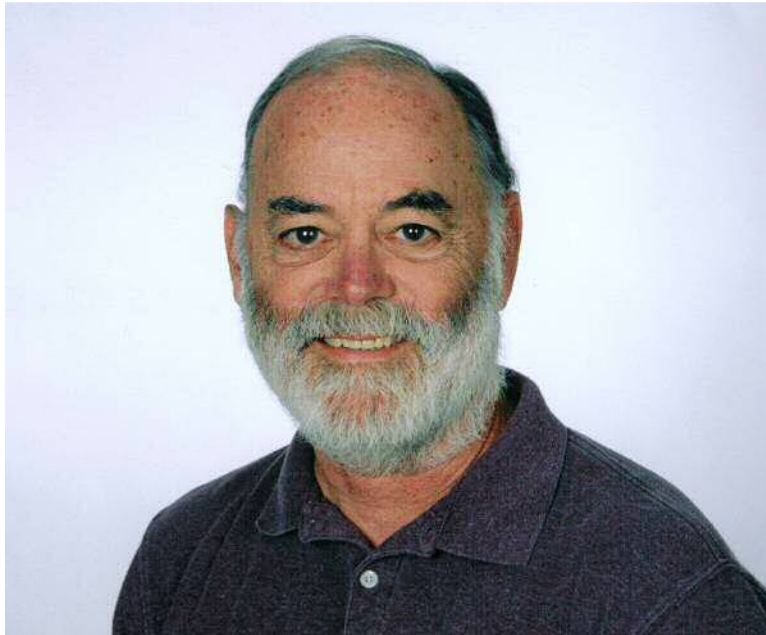
- a. A candidate's information package is attached. It includes a list of the nominees and their Statements of Qualifications. The package was emailed as soon as the nomination period ended.
- b. Special District Roll Call would be conducted to determine if the Selection Committee has a quorum. Ballots would be distributed at the meeting.
- c. Each candidate shall be given up to five minutes at the Selection Committee Meeting to present his/her qualifications.
- d. If a quorum of 16 District Representatives is achieved, the District Representatives in attendance complete and submit ballots and the election is conducted.
- e. The ballots would be counted by three reviewers appointed by the Selection Committee.
- f. Results would be announced at the Selection Committee Meeting.
- g. If a quorum is not achieved at the meeting, the voting period would be extended for 45 days. Districts that were not present would be emailed a ballot and instructions. Districts in attendance at the meeting may submit ballots at that time if they choose.

Candidates Resumes/Statements

- Ed Eby, Nipomo Community Services District
- Robert Enns, Cayucos Sanitary District
- Alan Fields, San Simeon Community Services District
- David Kirk, Port San Luis Harbor District
- Mary Lucey, Oceano Community Services District

Ed Eby

Nominee for LAFCO Special District Member



San Luis Obispo County Activities

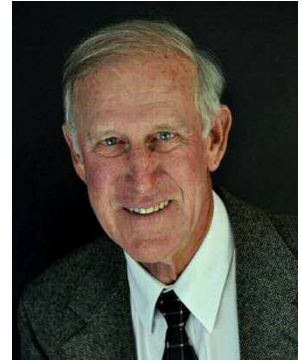
- Former LAFCO Vice Chair, Commissioner and Alternate Commissioner representing Special Districts - Ed held elected positions on LAFCO from 2006 to 2012, attending all LAFCO meetings during his terms.
- Director, Nipomo Community Services District 2004 -2012 and 2014-present
- Chairman NCSO Waterline Intertie Project Committee
- Chairman, 2006-2007 South County Advisory Council
- Past Elected Representative, Nipomo Community Advisory Council
- Past NCSO Delegate, Nipomo Community Advisory Council
- Member and Alternate Member of, Water Resources Advisory Committee 2005-2012
- Former Member, Technical Review Committee, South County Air Quality Mitigation Program
- Advisory Board Member, Dana Adobe Nipomo Amigos
- Member, The Land Conservancy of San Luis Obispo County

Background

Prior to his 1999 retirement from Hughes Space and Communications Co., Ed spent 35 years as a design engineer and program manager in Southern California's aerospace industry. Ed is a UCLA graduate with Bachelor of Science and Master of Science in Engineering degrees, and post-graduate studies in technical and management programs. He has lived in Nipomo for the 14 years. In his spare time, he enjoys hiking and growing fruits, vegetables, and native plants.

ROBERT ENNS

FOR LAFCO



Candidate for LAFCO Special District Member

Board President, Cayucos Sanitary District

Alternate Special District Member, LAFCO

With a family background in agriculture, Robert holds a Bachelor of Science degree in Industrial Technology (1968) from Cal Poly, San Luis Obispo. He and his wife Lynn have lived in Cayucos since 1988.

Robert has served on the Board of the Cayucos Sanitary District for 24 years and as the District's Board President for 21 years. Currently, his leadership, the District has built its reserves to over six times its annual budget. He is part of the project team for the Cayucos Sustainable Water Project developing wastewater and water treatment facilities for the community of Cayucos.

Through his service on the District Board and as President of Enns Construction, Inc. (General Engineering Contractor), Robert is well versed in land development issues and the importance of accountable stewardship of our County's resources.

Robert's past and present contributions to the community include:

- ❖ Currently serving as an active Board member of LAFCO
- ❖ Member of Cayucos Rotary International
- ❖ Volunteers in multiple community activities
- ❖ Former CSDA Chapter President

ALAN FIELDS
San Simeon Community Services District

To my esteemed colleagues;

I have lived in San Luis Obispo County for 40 years. Most of my time has been spent in service to this beautiful County. I have served this County in many ways; Transportation Specialist, served on the Cambria Forrest Committee, Tour Guide at Hearst Castle, Teamster's Union Locals 386 and 986 negotiation team and shop steward. Most of my service has been on the north coast and for the community of San Simeon. I became a Board Member in 2004, have been the Vice-Chair and have been on the Water Committee, and currently the Water Committee Chair.

With my experience in being of service in this community, I feel I have a comprehensive understanding of the needs of the North Coast Districts of this County. As the LAFCO representative, I would bring fresh understanding and communication as your representative.

Board of Director **2004 -Present**
San Simeon Services District

Bus Operator **2004 -Present**
Regional Transit Authority, San Luis Obispo, CA

Sons of the American Legion Member, Squadron Chaplin **1998 - Present**
Club 432

Bachelor of Arts, Political Science **1975**
California Polytechnic University, San Luis Obispo, CA

Master of Public Administration **1976**
San Diego State, San Diego CA

United States Army **1969 - 1971**
Communication Specialist

David Kirk, Port San Luis Harbor District

David Kirk, was born in 1949 in Exeter Ca. My grandparents lived in Morro Bay, in my youth I spent a great deal of time fishing with my grandfather. My father traveled a lot for a produce shipping company, as a result I spent much of my early youth with my grandparents.

I served in the Army, went to Vietnam, took part in the liberation of the cities of Hue, and Quang Tri. with 101'st Airborne. Attended three years college, took agri. business at cal poly, left school to pursue opportunity in the produce industry with my family. We were successful in becoming the largest frozen strawberry packer, and one of the largest fresh shippers of strawberries. During that time I was elected for two terms on the California Strawberry Commission. I left the business in the late 90's to retire to organic farming, Windmill Farms near Nipomo, and commercial fishing on a small scale.

I served as past pres. of the Port San Luis Commercial Fisherman's Association, and am currently serving as a commissioner of the Port San Luis Harbor District. I feel growth is essential to a strong economy, and healthy infrastructure, it must follow a well-conceived master plan, and most importantly it should not only be available to corporate giants but, but also to our new generation of creative entrepreneurs, within our community.

LAFCO

February 3, 2016

I respectfully submit my application to be the San Luis Obispo South County representative on the LAFCO Board. Thank you for considering me as a possible sitting member.

My history includes employment with the City of Los Angeles as a Policy Analyst for seven years. During that time, I was able to make several inroads with local city and county elected officials. In addition, I had several opportunities to mingle with State and Federal officials. During my tenure at the City, I was able to make several policy changes that enhanced and saved the lives of numerous LA residents. In addition, I became very knowledgeable about the way governments work on various levels and how to get things through those various cumbersome systems.

I relocated with my family to Oceano on the Central Coast over 15 years ago. Being community oriented, I attended our local Board Meetings for a couple of years and provided public comment as a resident. I encountered Barbara Mann at the Senior Center and became a close friend. Barbara mentored me to run for the Oceano District Board. I was elected twice and have served on the Board for almost 2 complete terms.

Currently, I am in my second term as the Board President for OCSD. I've always felt a strong obligation to contribute to my community for the best quality of life for all. Since my first day in office, I have mainly worked and participated in the water resource arena in the area. I am a sitting member of the Water Resource Advisory committee (WRAC) for the County Board of Supervisors. I have been the Oceano representative to the Zone 3 Advisory Body for Oceano. I have been a member to the zone1-1A in the past along with other committees.

I have a strong sense of community and feel compelled to make my community the best it can be. While our District is no stranger to struggles, we have managed to pull ourselves up and are currently operating with a balanced budget. I am most proud of Oceano's diversified water portfolio. Our Board has always kept a strong focus on the water systems in the area. As such, Oceano had prepared for the future with its' impending droughts. Oceano continues to meet the state imposed standards of 30/25% water reduction.

I continue to meet with our South County Supervisor on a regular basis and report on the status of our water systems. I have built several relationships with key players and stake holders within the 5 cities area as well as county wide. I believe I could serve the District and the County well, should you choose me to represent.

It would be an honor to work with other districts and participate with them to ensure the integrity and prosperity of all districts involved.

Sincerely,

Mary Lucey, OCSD Board President
2311 Beach Street
Oceano, Ca. 93445
805.474.4635 – 805.704.1812
Marylucey15@yahoo.com