

PROPOSAL

Kensington Police Protection & Community Services District

Executive Recruitment Services for
General Manager

Due Date: August 6, 2020

3:00 P.M. PST

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

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Your Path to Performance

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August 6, 2020

Bill Lindsay, Interim General Manager
Kensington Police Protection & Community Services District
217 Arlington Avenue
Kensington, CA 94707-1401

Submitted via email to akite@cdcwa.org and hard copies shipped via FedEx per RFP instructions

Subject: Executive Recruitment for General Manager

Dear Mr. Lindsay:

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

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

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

CPS HR can confirm that all elements of the RFP have been reviewed and understood, and we intent to perform the services as outlined in the scope of services. CPS HR will enter into an agreement under the terms and conditions prescribed the RFP.

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

Melissa Asher is authorized to review and execute all client agreements, subcontracts, project notices and proposals. This proposal is valid for a period of one hundred-eighty (180) days. 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 Melissa Asher at masher@cpshr.us or (916) 471-3358.**

Sincerely,



Melissa Asher, Senior Practice Leader, Products and Services

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Table of Contents

Background and Qualifications	1
References	11
Current Engagements	11
Methodology and Approach	12
Phase I - Develop Candidate Profile and Recruitment Strategy	13
Phase II – Aggressive, Proactive, and Robust Recruitment.....	14
Phase III – Selection	16
Proposed Schedule	18
Cost Information	19
Value Added Services.....	20
Contract Assignment of Sub-Contract	21
Previous Contracts with the KPPCSD	22
Guarantee	23
Appendix A: Sample Brochure	24

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Background and Qualifications

CPS HR Consulting has been assisting organizations with their talent management needs for over 35 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America. Our core competency is its knowledge of and expertise in the public sector.



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 occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

With more than 93 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. 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 Austin, TX; Littleton, CO; and Orange County, CA.

Recruitment Experts

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 18 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 General Manager; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **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.
- **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.
- **Satisfied Clients.** *Our executive search 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.

*Proposal to Kensington Police Protection & Community Services District
Executive Recruitment for General Manager*

- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 91% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a brief listing of successful recruitments completed in the last two years that consisted of Phases I, II and III as listed in the process noted below.

Agency	Title	Year Completed
County of Marin, CA	Chief Probation Officer	2020
City of Berkeley, CA	Public Works Director	2020
Montgomery County, MD	Manager III Retirement Benefits Manager	2020
County of Marin Health and Human Services, CA	Chief Financial Officer	2020
Contra Costa County, CA	Deputy Clerk Recorder	2020
Union Sanitary District, CA	CFO/Business Services Workgroup Manager	2020
Cooperative Agricultural Support Services Authority, CA	Executive Officer	2020
First 5 Contra Costa, CA	Deputy Director	2020
County of Nevada, CA	Director of Social Services	2020
County of Nevada, CA	County Librarian	2020
City of Millbrae, CA	Finance Director	2020
North Central Regional Transit District, NM	Strategic Initiatives & Planning Manager	2020
City of McAllen, TX	Deputy Director of Public Works	2020
City of Anaheim, CA	Deputy Planning Director	2020
City of Fullerton, CA	Accounting Supervisor	2020
County of Nevada, CA	Assistant Auditor-Controller	2020
City of Amarillo, TX	Assistant Solid Waste Superintendent	2020
City of Long Beach, CA	Director of Parks, Recreation & Marine	2020
Galveston Island Park Board of Trustees, TX	Chief Financial Officer	2020
City of Tucson, AZ	Housing and Community Development Director	2020
County of Santa Clara, CA	Chief Procurement Officer	2020
City of Bozeman, MT	City Manager	2020

*Proposal to Kensington Police Protection & Community Services District
Executive Recruitment for General Manager*

Agency	Title	Year Completed
City of Amarillo, TX	Drainage Utility Superintendent	2020
City of Sugar Land, TX	Intelligent Transportation Systems Manager	2020
City of Dallas, TX	Chief Information Officer	2020
City of Bakersfield, CA	Economic Development Director	2020
Alameda County Office of Education, CA	Executive Director, Human Resources	2020
City of Shafter, CA	City Manager	2020
Florin Resources Conservation District, CA	Program Manager	2020
City of Dallas, TX	Parks & Recreation Director	2020
City of Tampa, FL	Neighborhood Empowerment Administrator	2020
County of San Joaquin, CA	Director of Human Resources	2020
City of Avondale, AZ	Director of Economic Development	2020
City of Hollister, CA	City Manager	2020
Santa Clara Valley Habitat Agency, CA	Land and Resource Management Specialist	2020
City of Tampa, FL	Sustainability and Resilience Director	2020
Mountain View Sanitary District, CA	Environmental Services Manager	2020
Community Transit, CA	Director of Planning and Development	2020
City of Las Vegas, NV	Youth Development and Social Innovation Director	2020
City of Austin, TX	Assistant Director, Customer & Employee Services	2020
City of Oxnard, CA	Purchasing Manager	2020
County of Montgomery, MD	Chief, Behavioral Health and Crisis Services (Outreach only)	2020
County of Montgomery, MD	Chief, Aging and Disability Services (Outreach only)	2020
County of Sierra, CA	Chief Deputy Auditor	2020
City of Berkeley, CA	Director of Health, Housing and Community Services	2020
City of Aurora, CO	Public Safety Center Director	2020

*Proposal to Kensington Police Protection & Community Services District
Executive Recruitment for General Manager*

Agency	Title	Year Completed
LA County METRO, CA	Deputy Executive Officer, System Security & Law Enforcement	2020
City of Bell, CA	Community Development Director	2020
County of Clark, NV	Assistant Director of Social Services	2020
City of Fontana, CA	City Manager (Outreach only)	2019
Fargo, ND	Executive Director	2019
Port of Long Beach, CA	Director of Government Affairs	2019
San Mateo County Harbor District, CA	General Manager	2019
Turlock Irrigation District, CA	General Manager	2019
City of Bakersfield, CA	Assistant Solid Water Director	2019
City of Clayton, CA	City Manager	2019
County of Orange, CA	Chief Deputy Director, Social Services Agency	2019
City of Avondale, AZ	Development and Engineering Services Director	2019
San Bernardino County Housing Authority, CA	Assistant Director of Housing Services	2019
City of Oxnard, CA	Communications and Marketing Manager	2019
City of Wheat Ridge, CO	Director of Public Works PARTIAL	2019
LA County METRO, CA	Chief Planning Officer	2019
LA County METRO, CA	Chief Communications Officer	2019
Desert Healthcare District, CA	Chief Executive Officer	2019
Santa Barbara County, CA	Assistant Director, General Services	2019
Washington Department of Fish and Wildlife, WA	HR Director	2019
LA County METRO, CA	Chief Ethics Officer	2019
Imperial County, CA	Director of Social Services	2019
Carmichael Recreation and Park District, CA	District Administrator	2019
Sacramento County Employees' Retirement System, CA	General Counsel	2019
City of Glendale, AZ	Housing Services Administrator	2019
City of Glendale, AZ	Assistant City Manager	2019

*Proposal to Kensington Police Protection & Community Services District
Executive Recruitment for General Manager*

Agency	Title	Year Completed
County of Nevada, CA	Health and Human Services Agency Director OUTREACH only	2019
City of Virginia Beach, VA	Human Services Director OUTREACH only	2019
City of Hayward, CA	Deputy Director of Human Resources	2019
City of Las Vegas, NV	Parks Director	2019
City of Tulsa, OK	Housing Policy Director	2019
County of Alameda, CA	Procurement Administrator	2019
County of San Bernardino, CA	Assistant Director of Human Resources	2019
City of Novato, CA	Community Development Director	2019
City of University City, MO	Planning and Development Director	2019
City of East Palo Alto, CA	City Manager	2019
City of Carson, CA	City Manager	2019
City of Bell Gardens, CA	City Manager	2019
City of Manitou Springs, CO	City Manager	2019
City of Union City, CA	City Manager	2019
City of Columbia, MO	City Manager	2019
City of San Jose, CA	Deputy Director for the Environmental Services Department-Capital Improvement	2019
County of San Joaquin, CA	Director of Human Services	2019
City of Tucson, AZ	Housing and Community Development Director	2019
Transportation Authority of Marin, CA	Executive Director	2019
Orange County Fire Authority, CA	Fleet Manager	2019
County of Skagit, WA	County Administrator	2019
Elko County, NV	Comptroller	2019
County of Santa Barbara, CA	Director of Planning and Development	2019
Santa Cruz County Regional Transportation Commission, CA	Fiscal Officer	2019
LA County METRO, CA	Executive Officer/Deputy Chief, System Security & Law Enforcement	2019
LA County METRO, CA	Deputy Exec Officer - Emergency Security Operations Center	2019

*Proposal to Kensington Police Protection & Community Services District
Executive Recruitment for General Manager*

Agency	Title	Year Completed
City of Aurora, CO	City Clerk	2019
South Coast Air Quality Management District, CA	Director of Communications PARTIAL	2019
Superior Court of CA, San Benito County	Fiscal Manager OUTREACH ONLY	2019
City of Novato, CA	Community Development Director	2019
City of San Jose, CA	Division Manager, Capital Improvement Team	2019
City of San Jose, CA	Deputy Director - Office of Retirement Services - OUTREACH ONLY	2019
City of Garden Grove, CA	Finance Director	2019
Puget Sound Clean Air, WA	HR Manager	2019
Sierra County, CA	Chief Information Officer	2019
County of Monterey, Social Services Administration, CA	Deputy Director of Social Services, Community Benefits	2019
Sonoma County Library District, CA	Executive Director	2019
City of Missouri City, TX	CFO	2019
City of Austin, TX	Assistant Director of HR	2019
Metropolitan Transportation Commission MTC	Executive Director	2019
East Contra Costa Irrigation District, CA	General Manager	2019
Yolo County Public Agency Risk Management Insurance Authority (YCPARMIA), CA	Chief Executive Officer/Risk Manager	2019
Schools Excess Liability Fund (SELF)	Chief Executive Officer	2019
California Student Aid Commission	Executive Director	2019
LA County METRO	Director, Transit Security	2019
City of East Palo Alto	City Manager	2019
Town of Paradise, CA	Town Manager	2019
Lake County, CA	Assistant County Administrative Officer	2019
City of Oxnard, CA	Cultural and Community Affairs Director	2019
Valley of the Moon Water District, CA	General Manager	2019
County of Boulder, CO	Building Services Division Manager-PARTIAL	2019

Agency	Title	Year Completed
County of Boulder, CO	Director of Transportation	2019

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 40% of our executive level placements being minority and/or female candidates within the past three years. Our City Manager search for the City of East Palo Alto is an excellent example of our diverse outreach process. The City’s demographics are 6% White, 16% Black, 4% Asian, 7% Pacific Islander, 64% Hispanic, and 3% Other. It was a high priority of the Mayor and City Council to pursue and demonstrate a diverse outreach process.

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

The result was an incredibly diverse finalist group and our successful placement was an experienced Hispanic candidate. The elected officials were quite pleased with the process and end result. In fact, one Councilmember mentioned that he had checked with neighboring communities behind the scenes regarding their recent recruitments and could confirm that our candidate pool was most impressive in comparison – likely in terms of quantity, quality, and diversity.

Another good example was our recruitment for the Human Resources Manager for the Puget Sound Clean Air Agency (PSCAA). Ten years ago, the City of Seattle instituted their Race and Social Justice Initiative. As a collaborating agency, PSCAA is committed to ensuring this policy is reflected in their hiring practices. While it is standard for CPS HR to research demographics and use that information in our outreach processes, we developed an outreach plan that went a bit beyond our normal efforts. For example, we placed advertisements in several non-traditional publications including the Northwest Asian Weekly, Seattle Chinese Post, Seattle Chinese Times, and La Raza NW. In addition, we reached out to tribal nations throughout the state. This aggressive approach resulted in an applicant pool of 75 candidates – 66% female (typical for an HR position); 8% Asian; 11% Latino; 16% African American and 65% Caucasian. Our finalist candidate pool included two African American males, one African American female, two Latino females, one Asian female, one Caucasian female and one white male. PSCAA was extremely pleased with the results of the process and appointed a highly qualified Latino female who has served the agency in an exceptional manner.

Our Executive Recruiting 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. Mr. Frank Rojas will serve as your dedicated project manager throughout this recruitment process. Mr. Rojas will leverage the knowledge and experience of our entire recruitment team in order to provide you with the best possible recruitment experience. We will not utilize subcontractors for these services. No staff member will be removed or replaced without the prior written concurrence of KPPCSD.

Role/Project Assignment	Name	Phone	Email
Senior Executive Recruiter	Frank Rojas	916-471-3111	frojas@cpshr.us

Project Manager Resume

Frank Rojas, Senior Executive Recruiter

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 recently completing recruitments for City of Shafter, City of Millbrae, City of Redlands, City of Berkeley, and LA Metro, recent successful efforts include positions of City Manager, Chief Financial Officer, Director of Planning & Development, Chief Executive Officer, Chief Ethics Officer, and Director-level hires for Engineering, Health Housing and Community Services, Human Resources, Community Development, Homeless Programs, Communications, and Division/Site General Managers.

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. Mr. Rojas has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.

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

References

Provided below is a partial list of clients we have recently worked with in providing similar 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/POSITIONS	CONTACT(S)
City of Berkeley 2180 Milvia Street Berkeley, CA 94704	Paul Buddenhagen, Deputy City Manager (510) 981-7014 PBuddenhagen@cityofberkeley.info
Director of Health, Housing and Community Services (2019) Public Works Director (2020)	
City of Millbrae 621 Magnolia Ave. Millbrae, Ca 94030	Tom Williams, City Manager (650) 259-2467 TWilliams@ci.millbrae.ca.us
Finance Director (2020)	
Contra Costa County 651 Pine Street 3 rd Floor Martinez, CA 94553	Dianne Dinsmore, Human Resources Director (925) 335-1766 Dianne.Dinsmore@hrd.cccounty.us
Deputy Clerk Recorder (2020) Chief Financial Officer (2020) Chief Probation Officer (2020)	

Current Engagements

Our recruiters are generally responsible for six to eight recruitments at any given time, depending on close and kick off times. Each recruitment is treated with equal importance, regardless of the size of the city or the type of recruitment. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. Our recruitment team has the capacity and expertise to take on the KPPCSD, General Manager recruitment.

Your project manager, **Frank Rojas**, will be available and accessible to you at all times. She will work with you to develop a detailed timeline, keep you informed throughout the recruitment, and be available for any and all questions or needs. This will extend to onsite visits, phone conversations, email and/or text messages as appropriate.

Methodology and Approach

Key Stakeholder Involvement

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

Authority's Needs

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

Commitment to Communication

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

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

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

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates. We use advertisements,

directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and proactively call qualified individuals and referral sources.

Our Process

Our proposed executive search process is designed to provide KPPCSD with the full range of services required to ensure the ultimate selection of a new General Manager uniquely suited to KPPCSD's needs.



Phase I: Our consultant will meet with the Board of Directors and/or Ad Hoc Committee to ascertain KPPCSD's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with KPPCSD.

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

Phase III: The selection process is customized for KPPCSD. CPS HR will work with the Board of Directors to determine the process best suited to the Kensington Police Protection & Community Services District.

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

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

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

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

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

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 KPPCSD for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/search.

Phase II – Aggressive, Proactive, and Robust Recruitment

- Task 1 – Place Advertisements**
- Task 2 - Identify and Contact Potential Candidates**
- Task 3 – Resume Review and Screening Interviews**
- Task 4 – Board of Directors Selects Finalists**

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

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

Advertising Sources	
<ul style="list-style-type: none"> ● Municipal Management Association Northern/Southern California ● Careers in Government ● LinkedIn ● National Hispanic Network ● National Forum of Black Public Administrators ● Women Leading in Government 	<ul style="list-style-type: none"> ● California Special Districts Association ● Public CEO ● ICMA ● Governmentjobs.com ● California City News ● California City Municipal Foundation ● League of California Cities ● Jobs Available

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of

the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. 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 three years, more than 40% of our executive level placements have been minority and/or female candidates.

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

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

We will:

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

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

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

Phase III – Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 – Final Preparation for Appointment

Task 4 – Contract Negotiation (if requested)

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

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

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

- **Arrange Follow-up Interviews/Final Assessment Process:** Should KPPCSD wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for KPPCSD. A written (anonymous) summary of the reference checks is provided to KPPCSD.

- **Conduct Background Checks:** We will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to KPPCSD for further review.
- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

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.

Proposed Schedule

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new General Manager can be completed in 13 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	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/ Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads			➤													
Aggressive Recruiting						➤										
Final Filing Date						➤										
Preliminary Screening								➤								
Present Leading Candidates									➤							
Interviews											➤					
Reference/ Background Checks													➤			
Appointment														➤		
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Cost Information

Professional Services

Our professional fixed fee covers all CPS HR services associated with **Phases I, II, and III** of the recruitment process, including the necessary field visits (up to three) to develop the candidate profile and recruitment strategy, assist KPPCSD with finalist selection, and facilitate candidate interviews.

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 KPPCSD to ensure that dollars being spent for expenses are in keeping with KPPCSD's expectations.*** Travel expenses for candidates who are invited forward in the interview process are not included under our reimbursable range. However, should KPPCSD desire, CPS HR's Travel Team is available to coordinate these arrangements. This may require additional reimbursable expenses. The listed reimbursable expenses range includes a background check on the selected finalist candidate.

Professional Fixed Fee & Reimbursable Expenses*	
Professional Services Full Recruitment (Fixed Flat Fee)	\$18,000
Reimbursable Expenses <u>Approximate</u> recruitment costs include: <ul style="list-style-type: none"> ■ Brochure Design ■ Printing/Shipping ■ Advertising ■ Background check for one candidate ■ Consultant travel/miscellaneous 	\$7,000
Not-to-Exceed Total	\$25,000

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

Optional: Recruitment Video

In addition to the standard recruitment brochure, CPS HR can develop a recruitment video to attract a wider range of applicants. More than 63% of organizations are now using visual media to attract the attention of job seekers, convey the culture of the organization, and effectively expand the talent pool. When comparing executive searches that include a video with searches that do not include a video, our data indicates that those with a video garner over 40% more applications. For this approximately three-minute video, CPS HR will arrive onsite to film footage of the workplace and community, as well as conduct onsite interviews with selected employees. This video is optional and costs **\$3,500**, raising the Not-to-Exceed Total to **\$28,500**.

Value Added Services

Stakeholder Engagement

The Board of Directors may desire input from residents, stakeholder groups, employees, etc. To accomplish this task, we have deployed several strategies to gather feedback including community meetings, online surveys, roundtable/visioning meetings, and teleconferences. An example of the breadth this process can take is our current recruitment for the Executive Director for the San Diego Association of Governments. Over a month period, we held five Community Engagement meetings in different geographical areas hosted by the Mayors in those regions; conducted four Employee Engagement meetings; created an online survey that received more than 250 responses; and, spoke/met with more than 40 additional stakeholders that included legislators and community and environmental groups. This information was compiled into a comprehensive report and presented to SANDAG's 19-member Board at their recent annual retreat. This information was used to create marketing materials and will inform our creation of appropriate applicant screening processes. The level of engagement would determine if any additional costs would be necessary.

Personality Inventory Assessment

In order to measure candidates' attitude, motivation, and personality, the Board of Directors may wish to consider the use of a personality inventory. CPS HR has a unique relationship with Hogan Assessment Systems to provide its products to the government sector. As an international authority in personality assessment, Hogan has over 30 years of experience helping agencies evaluate leadership potential. Hogan's Leadership Forecast Potential Report, for example, outlines an individual's day-to-day leadership style, including behavioral descriptions and leadership competencies in terms of seven dimensions of normal personality that address a different component of leadership performance. In addition to being informative about individuals' attitude, motivation, and personality, these personality measures are also highly reliable in terms of their prediction for successful job performance. These optional reports are priced from \$150 - \$450 per candidate based on the suite of assessments chosen.

Contract Assignment of Sub-Contract

CPS HR do not use subcontractors for these services.

Previous Contracts with the KPPCSD

CPS HR has no previous contracts with KPPCSD.

Guarantee

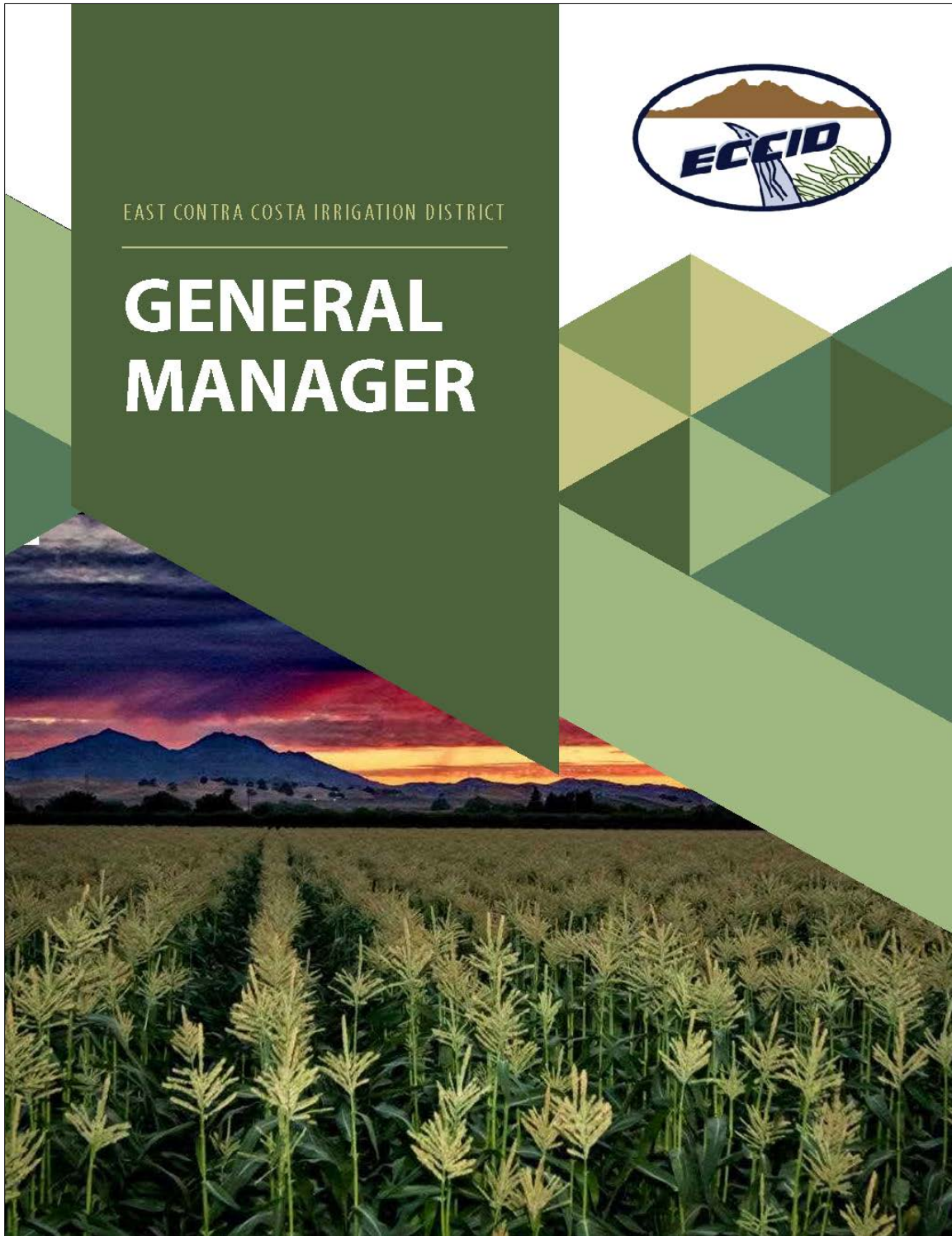
One-Year Service Guarantee

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



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

Appendix A: Sample Brochure



Proposal to Kensington Police Protection & Community Services District Executive Recruitment for General Manager



Why you want to join the East Contra Costa Irrigation District:

- Beautiful northern California Delta location with family-friendly communities and a diversity of housing options
- Opportunity to facilitate significant capital/infrastructure projects
- Well-managed organizations with a history of sound financial decisions
- Dedicated staff committed to the District's success
- Knowledgeable, long-serving Board of Directors

2 — EAST CONTRA COSTA IRRIGATION DISTRICT — GENERAL MANAGER

ABOUT THE DISTRICT

The East Contra Costa Irrigation District (ECCID) is an independent special district established in 1926 under the Irrigation District Law. The District is governed by a five-member Board of Directors elected by Division to four-year terms and is supported by 19 full-time employees.

ECCID's boundaries encompass approximately 40 square miles and include the City of Brentwood, the unincorporated community of Knightsen, portions of the Cities of Oakley and Antioch. Most of the serviceable acreage is located in the unincorporated area of Contra Costa County, outside of the Brentwood city limits.

ECCID has a 1912 appropriate right to divert water from Indian Slough on Old River and a supplemental agreement with the Department of Water Resources (DWR) ensuring a certain quality and quantity of water. ECCID supplies irrigation water for agriculture, landscaping and recreational use (three local golf courses) as well as raw water for treatment and delivery to urban areas in southeast Antioch, parts of Oakley, and the City of Brentwood. ECCID has entered into agreements with the Contra Costa Water District and the City of Brentwood to sell surplus irrigation water for domestic use. This surplus water is treated at the Randall Bold Treatment Plant.

ECCID's infrastructure includes nine groundwater wells, over 35 lift pumps within seven pump stations, several tile drain systems and a conveyance system of approximately 60 miles of pipeline and 15 miles of open, concrete lined canals. Water is conveyed from Indian Slough west of Discovery Bay through seven pump stations for delivery to over 5000 acres of prime agricultural land, landscaping and golf courses. Nearly 80% of ECCID's customers have converted from furrow and flood irrigation to drip irrigation. ECCID's Operations Division includes six full-time Distribution System Operators who manage the delivery of water throughout the district. The irrigation season typically begins on March 1st and ends on October 31st; however, ECCID's mission is to provide water service to its customers, as needed. Dry weather and customer demand dictate the beginning and ending of the irrigation season.

ECCID's Maintenance Division includes nine full-time employees who conduct regular maintenance activities such as pipeline repairs, minor pipeline replacement, canal cleaning, and herbicide treatment to control aquatic weeds. ECCID receives federal power through the Western Area Power Administration (WAPA) and maintains its own power distribution line that serves the pump stations, wells and outlying lift and drainage pumps.

The proposed budget for 2018, and the long-range budget for the next six years, includes an annual allocation of approximately \$16 million dollars for Capital Projects, including the rehabilitation of ECCID's six 100-year old Main Canal Pump Stations and upgrades for the Supervisory Control and Data Acquisition (SCADA) System. Additionally, ECCID is developing a district-wide meter replacement program and implementing a Geographic Information System for mapping right of way, streets and infrastructure, as well as tracking maintenance activities throughout the district.

ECCID is a Groundwater Sustainability Agency (GSA) and is working with other local agencies (GSA's) to develop and implement a Groundwater Sustainability Plan.

EAST CONTRA COSTA IRRIGATION DISTRICT — GENERAL MANAGER — 3

THE POSITION

Under the direction of a five-member Board of Directors, the General Manager serves as agent of the Board of Directors in planning, directing, managing, and overseeing the services, activities, and operation of the District including Administration, Engineering, Finance, Operations, Human Resources, Customer Service and Community Relations; serves as chief executive officer of the District ensuring that services and operations are delivered in an efficient and effective manner; implements policy decisions made by the Board of Directors; facilitates the development and implementation of District goals and objectives; and provides thorough administrative support to the Board of Directors.

Typical duties of the General Manager include, but are not limited to:

- Assume full management responsibility for all District operations, services, and activities including Administration, Engineering, Finance, Operations, Human Resources, Customer Service and Community Relations.
- Facilitate the development, implementation, and administration of District goals and objectives.
- Develop, prepare and administer the District's budget; prepare long-term plans of capital improvements and repair and replacement of District facilities, including financial plans; approve the forecast of funds needed for staffing, equipment, materials, and supplies; approve expenditures and implement budgetary adjustments as appropriate and necessary.
- Monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures and allocate resources accordingly.
- Enhance organizational development to most effectively meet changing District needs.
- Ensure that the Board of Directors is informed of activities of the District and the extent to which objectives are being met; maintain positive and effective communication with Board members.
- Encourage cooperative efforts of staff; develop subordinates through delegation of authority, monitoring performance and providing feedback and counseling to key personnel.
- Select, or review the selection of consultants; approve capital expenditures within established authorization limits.
- Represent the District in meetings and discussions with employees, customers, the public, government officials, regulators, attorneys, and contractors in order to promote the District's goals and objectives and resolve issues.
- Communicate and interface with general managers in other districts; negotiate agreements with other districts at the local, regional or state level.

4 — EAST CONTRA COSTA IRRIGATION DISTRICT — GENERAL MANAGER



THE COMMUNITY

ECCID is located in the City of Brentwood, one of the Bay Area's most dynamic communities. Located 55 miles west of San Francisco in Eastern Contra Costa County, Brentwood has grown from a small agricultural community of 7,500 just over two decades ago to its current population of approximately 62,000 residents. The City's growth has been carefully planned with tree-lined residential neighborhoods, new schools, award-winning parks, an extensive network of walking trails, retail shops, and a quaint Downtown.

Brentwood is also a place for both families and retirees to enjoy the views of majestic Mt. Diablo, the bounty of fresh fruits and produce from the rich agricultural areas adjacent to the City, and the recreational opportunities of the Delta.

EAST CONTRA COSTA IRRIGATION DISTRICT — GENERAL MANAGER — 5

THE IDEAL CANDIDATE

The ideal candidate will be an experienced manager and administrator with a background in dealing with agricultural irrigation, water, or similar utility operations in an agency of comparable size and scope. The ability to work collaboratively with the Board of Directors and other local and regional stakeholders, coupled with a professional demeanor and a proven track record of sound fiscal, technical and personnel management is expected. Strong communication skills, both verbal and written, and the ability to interact effectively with people from all walks of life, including community representatives, elected officials, Board members, management team members, and staff are paramount. The successful candidate will be a working manager who both empowers employees while holding them accountable. A background in construction management or the facilitation of capital projects will serve the next General Manager well as the District moves forward with significant infrastructure upgrades.

Additional desirable characteristics identified during discussions with board and staff include:

- Wide range of experience; hands-on skills and the ability to delegate
- Understands the complexities and political realities of water customers in the Delta
- Familiar with Groundwater Sustainability Plans
- Encourages staff development, supports team-building and cross-training

EDUCATION AND EXPERIENCE

A Bachelor's degree and a minimum five (5) years of supervisory experience in a related field that includes three (3) years in the public sector/local government is expected. PE, desirable.

Or, any combination of education and experience which would likely provide the necessary knowledge and abilities.





COMPENSATION AND BENEFITS

Compensation range is **\$150,000 - \$185,000** dependent on qualifications and experience. The benefit package provided to the successful candidate is as follows:

- » **CalPERS Retirement** – 2.7% at age 55 for Classic members; new CalPERS enrollees receive 2% at age 62 in accordance with the California Public Employee's Pension Reform Act
- » **Health, Dental, Vision** – The District provides several options of medical coverage including 100% fully paid dental and vision plans
- » **Disability and Life Insurance** – The District covers 100% of the premiums for short and long term disability insurance in addition to a life insurance policy for the employee
- » **Holidays** – 11 Holidays and 2 Floating Holidays
- » **Vacation Leave** – 10 - 25 days annually depending on years of service
- » **Sick Leave** – 12 days annually
- » **Automobile Allowance:** Vehicle provided for District use

APPLICATION PROCESS

To be considered for this exceptional career opportunity, submit your résumé, cover letter, a list of six work-related references (two supervisors, two direct reports and two colleagues) by **Monday, January 21, 2019**. Résumé should reflect years and months of employment, beginning/ending dates as well as size of staff and budgets you have managed, and a description of your construction management experience.

Please go to our website to submit your application: <https://secure.cpshr.us/escandidate/JobDetail?ID=413>

For further information contact:
Pam Derby
CPS HR Consulting
(916) 263-1401
E-mail: pderby@cpshr.us
Website: www.cpshr.us

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

8 — EAST CONTRA COSTA IRRIGATION DISTRICT – GENERAL MANAGER