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

KENSINGTON FIRE PROTECTION DISTRICT
217 Arlington Avenue
Kensington, CA 94707

DATE: August 12, 2025 Agenda Item 03

TO: Board of Directors

RE: General Manager Position Description (draft) including priorities and recent agency accomplishments

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

Recommended Action
Staff recommends that the Boards review the General Manager Position Description, priorities and recent agency accomplishments to provide feedback and authorization to proceed with the recruitment.

Background
The General Manager position recruitment is a major component of the transition for KPPCSD and KFPD to the reorganized Kensington Community Services District. The current general managers have drafted a position description, major priorities, and list of recent agency accomplishments to facilitate recruitment. This will provide potential candidates with an understanding of the position requirements, major areas of focus for the coming months, and items that have been completed or are in progress prior to their arrival.

With any position description it is important to provide the expectations on a broad level such that it would not require changing as duties are modified by operational needs, unless they are significant. This is the reason that especially at the executive level, position descriptions are not written with task level detail.

Fiscal Impact
There is no fiscal impact from this item; the General Manager position is covered in the budget.

Attachments:
General Manager Position Description (*draft*)
General Manager Priorities and Recent Agency Accomplishments

Request for Proposals – General Manager Recruitment July 11, 2025

Background

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

District Profile

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

RFP Schedule

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

Scope of Services

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

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

Proposal preparation and submittal

Each proposal should include the following information:

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

Contractual terms and conditions

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

Selection process and contact information

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

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

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Position Description

August 12, 2025

Position Title	**General Manager**
Status	FLSA Exempt, full-time, benefits per contract
Salary	Negotiable depending upon experience
Location:	Work will be performed at the Public Safety Building, Police Station, Kensington Community Center (meetings) and other meeting locations as determined.

District:
The District provides services in police and fire protection, waste management, parks, and recreational services under the governance of an (eleven or nine-*pending Board decision*) member Board of Directors.

Definition:
Under policy direction, plans, organizes, and provides administrative direction and oversight for all District functions and activities; provides policy guidance and program evaluation to the Board of Directors and staff; encourages and facilitates provision of services to the community; fosters cooperative working relationships with intergovernmental and regulatory agencies and various public and private groups; and performs related work as required.

Distinguishing Characteristics:
The General Manager serves as the chief executive officer of the District, accountable to the Board of Directors and is responsible for implementation and oversight of District policies and procedures, financial reporting, and the efficient and economical performance of District activities and operations. The General Manager is an "at-will" classification and serves at the pleasure of the Board of Directors.

Supervision Received and Exercised:
Receives policy direction from the Board of Directors. Exercises general direction or supervision to District staff and consultants. The Chief of Police is a direct (employee) report while the Fire Chief reports to the Board of Directors through the El Cerrito Fire Services Contract.

Essential Function – *(illustrative examples, but not limited to the following):*
The duties listed below are examples of the work typically performed by employees in this class. An employee may not be assigned all duties listed and may be assigned duties that are not listed below; there are no marginal duties.

- Plans, organizes, leads, and administers the operations and financial management of the District in accordance with applicable laws, ordinances, and regulations, and adopted policies and objectives of the Board of Directors.
- Directs and coordinates the development and implementation of goals, objectives, and programs for the Board of Directors and the District; develops administrative policies, procedures, and work standards to ensure that the goals and objectives are met and that programs provide mandated services in an effective, efficient, and economical manner.
- Oversees the preparation of the annual operating and capital improvement budgets for the District; authorizes expenditures, purchases, and budget transfers in accordance with established policies; provide information regarding the financial condition and needs to the Board of Directors.
- Advises the Board of Directors on issues, programs, and financial status; directs the development of specific proposals for action regarding current and future District needs.
- Represents the District and the Board of Directors in meetings with governmental agencies, community groups, and various business, professional, educational, regulatory, and legislative organizations, acts as the District liaison with the media.
- Provides for the investigation and resolution of complaints regarding the administration of and services provided by the District.
- Oversees the selection, training, professional development, and work evaluation of District staff; provides policy guidance and interpretation to staff.
- Directs the preparation of and prepares a variety of correspondence, reports, policies, procedures, grants, and other written materials.

- Ensures that the Board of Directors is kept informed of District functions, activities, and financial status, and of legal, social, and economic issues affecting District activities.
- Monitors changes in laws, regulations, and technology that may affect District operations; implements policy and procedural changes as required.
- Perform related duties as assigned.

Minimum Qualifications:
Any combination of education and experience likely to provide the required knowledge and abilities would be qualifying. A typical way would include:

Possession of a bachelor's degree from an accredited college or university with major coursework in public or business administration, public policy, finance, or a related field and five (5) years of increasingly responsible administrative or management experience in leading police or fire districts, special districts or other public agency settings, including three (3) years of management or supervisory experience.

Knowledge and Abilities:

- Plan, organize, coordinate and direct the work of staff to achieve efficient operations and meet District goals.
- Budget development, analysis and financial strategies.
- Short, medium, and long-range financial, strategic, operational, infrastructure and other planning applicable to a community services special district.
- Regulatory and legal requirements of a community services special district.
- Serve as a highly motivated self-starter with demonstrated ability to successfully lead a productive organization.
- Principles and practices of effective leadership, supervision and business management.
- The functions and relationships of federal, state and local agencies with police/fire protection, solid waste, parks and recreation operations.
- Organization and functions of an elected Board of Directors.
- The Brown Act and other laws and regulations governing the conduct of public meetings.
- Social, political, and environmental issues influencing the development and implementation of District projects and programs.
- District personnel rules, policies, provisions, and negotiations.
- Principles and procedures of sound business communications.
- Technology related to public agency management.

License or Certificate:

Possession of, or the ability to obtain and maintain, a California Driver's License with a satisfactory driving record. Individuals who do not meet this requirement due to a physical disability will be considered on a case-by-case basis.

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. While performing the duties of this job the employee is regularly required to stand, walk, sit, drive, use hands and fingers, handle or feel, reach with hands and arms, grasp, hold, and manipulate office equipment and speak and hear. The employee is occasionally required to carry up to 15 pounds alone. The employee may occasionally be required to bend, crawl, crouch, balance or climb short distances. Specific vision ability required by this job includes close vision, color vision, peripheral vision, depth perception and ability to adjust focus with or without ocular aids.

Application and Selection Process:

This position is appointed by the Board through a process to be defined at the time an opening occurs.

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2025 General Manager Priorities

August 12, 2025

The General Manager's goals will typically flow from the Board of Directors' Strategic Planning which has not yet been fully established due to the pending reorganization of the Kensington Community Services District. To assist candidates, the following priorities have been agreed to by the Board of Directors as those for the near-term.

- Create a staffing plan for the recruitment of positions based on evaluation of needs (*preliminary recommendations will be provided from the former general managers*)
- Develop a Fire Emergency Preparedness Master Plan which identifies major initiatives to strengthen emergency preparedness within the community
- Identify infrastructure and required support to strengthen service delivery to the community
- Complete a Park Master Plan
- Develop and maintain strategic intergovernmental relationships

Recent Agency Accomplishments

- KPPCSD and KFPD completed/adopted Annexes to Contra Costa County Local Hazard Mitigation Plan (approved by FEMA and OES - next due 2030)
- Completed a seismic renovation of the Public Safety Building which houses the fire department including decommission of the temporary fire station
- Successful first round of Hazardous Vegetation Removal grants were completed in support of fuels mitigation
- Adopted the 2025 Fire Hazard Severity Zone Map as recommended by the California State Fire Marshal (Ordinance 2025-01)
- Implemented the long-term financial forecast which was developed by Ridgeline Municipal Strategies LLC and allows the District to incorporate revisions/updates as needed
- Implementation of a new banking relationship with Five Star Bank including electronic bill and payment processes
- Successfully negotiated a MOU with the Kensington Police Officers Association through June 2028
- A long-term contract was approved with Bay View Refuse
- A determination was made that the Public Safety Building could not properly house the police department and that the land owned by the District just south of the County library on Arlington has been determined to be free of faults and could become the site for a police/administrative building for the CSD
- Negotiated a three to five-year agreement with the City of El Cerrito for the police modular to be on their property
- Entered into an agreement with the County to purchase three paths in Kensington
- Renegotiated an agreement between KPPCSD and KCC

- Activities in progress that are planned for completion prior to arrival of new General Manager: Board Policy manual, District Procedures, Employee Manual, consolidation of insurance and cash/investments