

PROPOSAL

# City of Gainesville

## Executive Search Services

Due Date: April 10, 2019

3:00 P.M. EST

SUBMITTED BY:

MELISSA ASHER

*Sr. Practice Leader, Products and Services*

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Your Path to Performance

April 10, 2019

Gayle Dykeman, Procurement Specialist 3  
City of Gainesville  
200 East University Avenue, Room 339  
Gainesville, FL 32601

**Subject: Executive Search Services**

Dear Ms. Dykeman:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Gainesville (City) with as-needed executive recruitment services. 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. CPS HR is perfectly placed to assist you in these endeavors. We will work with the City to tailor our process to highlight your exciting opportunities and attract the best possible candidates.

It is our commitment to work in partnership with your organization to achieve successful results.

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@cps hr.us](mailto:masher@cps hr.us) or (916) 471-3358.**

Sincerely,



Melissa Asher  
Senior Practice Leader, Products and Services

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# Introduction:

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## About CPS HR Consulting

***CPS HR Consulting (CPS HR) has been assisting organizations with their talent management needs for 34 years.*** We have unique expertise in delivering HR management and consulting services, employment testing, recruiting, 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.

With more than 120 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 Atlanta, GA; Austin, TX; Littleton, CO; and Orange County, CA.

## Organization Identification Table

ORGANIZATION IDENTIFICATION INFORMATION	
Legal Name and DBA	Cooperative Personnel Services dba CPS HR Consulting
Main Office	<p><b>Physical:</b> 2450 Del Paso Road, Suite 220, Sacramento, CA 95834</p> <p><b>Mailing:</b> 2450 Del Paso Road, Suite 160, Sacramento, CA 95834</p> <p><i>*Primary location from which services will be provided.</i></p>
Regional Offices	<p>100 Congress Avenue, Suite 2000, Austin, TX 78701</p> <p>3620 Piedmont Rd NE, Ste B 5188, Atlanta, GA 30305</p> <p>4 West Dry Creek Circle, Suite 100, Littleton, CO 80120</p> <p>1968 S. Coast Hwy # 961, Laguna Beach, CA 92651</p>
Phone	Main: (800) 822-4277; FAX (916) 263-3613
Years in Business	Established 1985
Type of Organization	Joint Powers Authority (Public Agency)
State/County Registration #s	As a California JPA with federal income tax exemption under IRS Code Section 115, CPS HR is exempt from most Local and State taxes.
Federal Tax ID#/TIN/EIN	68-0067209
Dunn and Bradstreet	12-851-2480
Website	<a href="http://www.cpshr.us">www.cpshr.us</a>
POINTS OF CONTACT	
<b>Proposal Contact</b>	Melissa Asher, Senior Leader (916) 471-3358 masher@cpshr.us
<b>Authorized Contract Representative</b>	Jan Nishikawa, Contracts Manager (916) 471-3112 jnishikawa@cpshr.us

# Project Understanding and Approach:

## Key Stakeholder Involvement

The Hiring Managers on behalf of the City of Gainesville must be intimately involved in the search for new executives. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Hiring Manager, 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 Hiring Manager to define the professional and personal qualities required of the executive. CPS HR has developed a very effective process that will permit the Hiring Manager to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the Hiring Manager wishes to establish with the executive; and ultimately, the professional and personal qualities required of the executive.

## 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 executive. We will contact the Hiring Manager and the newly appointed executive 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.

## Scope of Work

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



**Phase I:** Our consultant will meet with the Hiring Manager to ascertain the City's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the City.

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

**Phase III:** The selection process is customized for the City. CPS HR will work with the Hiring Managers to determine the process best suited to the City of Gainesville.

**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 any engagement is a thorough review of the City'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 executive. Activities will include:

- Identifying key priorities for the new executive and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Hiring Manager wishes to establish with the executive.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new executive in light of the discussions above.

- Discussing recruitment and selection strategies for the Hiring Manager’s consideration to best produce the intended results.

CPS HR will provide a summary to the City 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 the City for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at [www.cpshr.us/search](http://www.cpshr.us/search).

<p><b>Phase II – Aggressive, Proactive, and Robust Recruitment</b></p> <ul style="list-style-type: none"><li>Task 1 – Place Advertisements</li><li>Task 2 - Identify and Contact Potential Candidates</li><li>Task 3 – Resume Review and Screening Interviews</li><li>Task 4 –Hiring Manager Selects Finalists</li></ul>
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The recruitment process is tailored to fit the City’s specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

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

- City’s Website
- LinkedIn
- Society for HR Management
- Careers in Government
- GovernmentJobs.com
- CPS HR website
- National Municipal League
- Public CEO.com
- ICMA
- Florida League of Cities
- Florida City and County Management Association

***Within the past three years, more than 40% of our executive level placements have been minority and/or female candidates.***

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

***CPS HR 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.

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

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

We will:

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

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

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Hiring Manager. 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 Hiring Manager 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 the City to review this process and discuss the City’s preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

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

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

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

### Timeline

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 Executive can be completed in 14 to 16 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			
Weeks	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

# Proposed Project Staff:

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. The specific project manager will be determined based on our ability to meet all your customer service needs in a timely and effective manner.

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. Key staff will not be changed without approval of the County.** Their resumes follow.

Role/Project Assignment	Name	Phone	Email
Supervising Executive Recruiter	Pamela Derby	916-471-3126	pderby@cps hr.us
Senior Executive Recruiter	Frank Rojas	916-471-3111	frojas@cps hr.us
Executive Recruiter	Josh Jones	916-471-3301	jjones@cps hr.us
Executive Recruiter	Andrew Nelson	916-471-3329	anelson@cps hr.us
Executive Recruiter	Teresa Webster	916-471-3462	twebster@cps hr.us
Executive Recruiter	Kylie Wilson	916-471-3325	kwilson@cps hr.us
Executive Recruiter	Jill Engelmann	916-471-3378	jengelmann@cps hr.us

## Team Resumes

### Pamela H. Derby, Supervising Executive Recruiter

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, city administrator, registrar of voters, library director, and director of information technology in addition to specialized support positions.

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 client

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.

Prior to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations. 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

## **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.

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

### **Josh Jones, Executive Recruiter**

Josh Jones brings nearly ten years of public sector experience to his role as Executive Recruiter at CPS HR Consulting. He holds a Master's degree in Public Administration from the University of Kansas and has worked with both cities and counties in such high-level roles as City Manager and Deputy CAO. With this direct professional experience, Mr. Jones brings a practitioner's touch to recruitments and understands the unique needs of clients whether they are elected officials or management staff. Combining this knowledge with a sincere interest in the client's success, he ensures an exceptional level of service and satisfaction.

Utilizing his extensive professional network and data-driven recruiting techniques, Mr. Jones successfully sources high-quality candidates for both urban and rural clients in a wide variety of public sector fields including city and county management, housing, transit, social services, emergency communications, public safety, utilities, finance, municipal law, and more. He fosters genuine relationships and enjoys enriching the professional lives of clients and candidates alike through his recruitment services.

### **Employment History**

- Executive Recruiter, CPS HR Consulting

- City Manager, Parowan City, Utah
- Deputy County Administrative Officer, County of Lake, Lakeport, California
- Assistant City Manager, City of Xenia, Ohio
- Assistant to the Village Manager, Village of Oak Lawn, Illinois

### **Professional Experience**

- Manages daily operations and strategic planning for full-service municipality with responsibility for areas in Human Resources including safety and risk management, training programs, compensation studies, and performance evaluations.
- Recruited for several difficult to fill niche positions and realized employer savings and employee gains through effective benefits administration.
- Developed the City's first HRIS database that was crucial to the budget development process and ongoing employee management.
- Assisted in the general administration of and budget analysis for half of the County's 24 departments, in addition to management of programs and personnel in the Administrative Office.
- Acted as the County's Purchasing Agent, assisting departments in application of County Code and served as Procurement Manager in a presidentially declared wildfire disaster.
- Optimized County operations through compensation and classification recommendations and assisted in recruitment and selection panels.
- In conjunction with the City Manager, provided strategic and operational oversight and supervision for nearly 200 employees. Served as Acting City Manager.
- Managed the citywide budget and five-year capital improvement plan processes, identifying operational efficiencies and strategic opportunities with department heads.
- Served on the city's management team for labor negotiations, accomplishing conflict resolution, and assisted in carrying out an employment exam.
- Represented the Village to outside agencies and businesses, including hiring consultants and building partnerships.
- Managed the recruitment process for the Village's new Police Chief.

### **Education**

- Master of Public Administration, University of Kansas, Lawrence, Kansas
- Bachelor of Integrated Studies with Honors, Weber State University, Ogden, Utah



## **Andrew Nelson, Executive Recruiter**

Andrew Nelson brings an extensive background in government service to his role as Executive Recruiter at CPS HR Consulting through city administration, transportation planning, and court management as well as professional recruiter training from the U.S. military.

Mr. Nelson has significant experience with recruitments of professional and management positions for the public sector. Prior to joining CPS HR Consulting, Mr. Nelson served as City Administrator for the City of Kemmerer, WY and as director of the Casper Area Metropolitan Planning Organization. This hands-on experience gives Mr. Nelson perspective to the mindset and needs of senior public officials recruiting open positions.

Beyond recruitment, his duties included comprehensive administration of their human resources policies. This consisted of assessing job performance, approving job descriptions and their associated revisions, revising employee policies, leading collective bargaining negotiations for the city, assessing and investigating risk management claims, and continuing training for all employees.

Additionally, Mr. Nelson currently serves the United States Coast Guard as an Auxiliary Recruiter. His role is to provide a local presence in Las Vegas for the regional office in Phoenix. He received formal training in recruitment, including sales, marketing, and interviewing skills at the Coast Guard Training Center Cape May (New Jersey) and has received an Auxiliary Sustained Service award and a Coast Guard Meritorious Team Commendation as a direct result of his recruiting efforts.

### **Employment History**

- Executive Recruiter, CPS HR Consulting
- Military Recruiter, United States Coast Guard Auxiliary
- Chief Administrative Officer, Kemmerer, Wyoming
- Transportation Program Manager, Casper Area Metropolitan Planning Organization, Casper, Wyoming

### **Professional Experience**

- Performed remote recruiting activities for Recruiting Office – Denver in Wyoming.
- Recipient of a Coast Guard Meritorious Team Commendation and Auxiliary Sustained Service Award (2)
- Developed performance qualification standards (PQS) for Auxiliary recruiters for implementation throughout the nation.
- Developed policies and procedures for organization-wide and program-specific implementation that led to a 7% decrease in operational expenditures and eliminated a structural budget deficit.

- Directed the preparation of the annual budget, working with department directors to design justifiable expenditures based on strategic goals established by the City Council.
- Determined appropriate staffing levels for all departments and met frequently with Department Directors to control expenditures and design procurement packages.
- Analyzed data, reports, and expenditures to forecast future revenue and policy implications to programs.
- Planned and executed meetings of the governing body, staff, contractors, and union negotiations.
- Directed the operations of the transportation planning office, which included budgeting, planning, procurement, contract administration, data analysis, and program management for U.S. Department of Transportation programs in the Casper metro area.
- In FY14, streamlined the billing reimbursement process, increasing available cash flow by 10%.
- Redesigned the MPO's procurement process, resulting in the standardization of pre-award timelines, formal advertising, and federal acquisition regulations. Changes in procurement policies saved the MPO \$125,000 in direct expenses in the first six months alone.
- In FY16, led contract and budget negotiations between the transit operator and the City of Casper to reach consensus on cutting services to cover a \$94,000 operating budget deficit. At the same time, received approximately \$775,000 in additional grant funding to complete a capital investment which replaced 30% of the vehicle fleet.
- Led the MPO Policy Committee (governing body of elected officials) through a strategic planning process to most effectively leverage federal grants to meet local transportation needs. Provided legislative and technical expertise to the MPO Policy Committee on transportation planning issues.

#### **Education**

- Master of Public Administration, Brigham Young University, Provo, Utah
- B.A. Political Science, Brigham Young University, Provo, Utah

## **Teresa Webster, Executive Recruiter**

Ms. Webster has over 17 years of professional consulting and marketing experience in public sector human resources, including experience in the areas of project management, marketing communications, administration, and employee recruitment. She has worked as a CPS HR consultant for more than ten years, where she has managed or completed a wide variety of projects for CPS HR subject matter experts and senior executive staff.

### **Employment History**

- Executive Recruiter, CPS HR Consulting
- Senior Marketing Coordinator, CPS HR Consulting

### **Professional Experience**

- Conducts executive and mid management level recruitments for public sector clients. Serves as project manager and client liaison ensuring all phases of the recruitment are progressing in a manner satisfactory to the client.
- Assisted the CPS HR Executive Search team as an Associate Recruiter. Wrote advertising copy, recruitment brochure text, did email outreach, built target candidate lists based on candidate requirements, researched other sources for outreach and candidate pools, did screening interviews, helped facilitate candidate interviews, and conducted candidate reference checks.
- Served as liaison for internal business units collaborating on long-term marketing plans and strategies. Worked closely with unit managers, coordinators, vendors and staff support the organization's mission and direction.
- Managed CPS HR's Webinar Series. Worked with business units to develop monthly webinar calendar highlighting expertise of CPS HR consultants and diverse services. Moderated monthly sessions.
- Chaired Qualification Appraisal Panels (QAPs) for the Merit System Services contract. Lead structured interviews for social services candidates. Worked with panel members from client counties to ensure an unbiased rating process according to merit principles. Reviewed rating scales, discussed failing scores, and various types of rating errors with panel members. Served on rating panel.
- Wrote copy for CPS HR collateral including print ads, html blasts, direct mail, and case studies. Planned and executed e-mail and direct mail campaigns. Wrote articles for trade journals.
- Contributed on an as-needed basis as a member of CPS HR's external website team developing content, collaborating with work units on content page deadlines. Performs website maintenance and page development, familiar with html code and SEO techniques

- Established and/or maintained relationships with regional and local agencies and associations, such as CSDA, ACWA, and MMANC, to promote CPS HR and its consultants. Served as committee member on MMANC branding and conference initiatives
- Researched new marketing technologies and methods to recommend strategies and tactics. Evaluated potential use as tool for positioning.
- Served as Community Investment Fund Coordinator for the Professional and Community Investment Fund (PCI). Researched opportunities for CPS HR as a business to help non-profits through sponsorship of charitable activities, ensured that CPS HR employees were invited to participate in these functions, and acted as the non-profit liaison.

### **Certifications and Memberships**

- Certificate in Public Relations and Marketing from UC Davis Extension
- 2009 Sacramento Public Relations Association Volunteer of the Year
- Former member of the Corporate Volunteer Council of Greater Sacramento

### **Education**

- B.A., English, California State University, Pomona

### **Kylie Wilson, Executive Recruiter**

Kylie Wilson has over twenty-five years of professional and management experience in the public sector throughout the great state of Texas. Ms. Wilson has worked directly with local government organizations and associations, predominately human resources personnel and city management, with employee development, job board vacancies for recruitment, leadership conferences, live training and workshops, online learning management system (LMS) opportunities, and other client needs primarily for entities in Texas, Colorado, New Mexico, Washington, Oregon and California.

She recently served as the Assistant to the City Manager for the City of League City, Texas. In this role she provided analytical, administrative, and management support as a liaison between the City Manager and the department executive leadership team, community leaders, associations and citizens. Ms. Wilson also provided management and oversight to key programs, projects and processes by evaluating City operations and making recommendations to improve operational implementation of a strategic plan, to include short-term and long-term goals and objectives, for City operations, identifying opportunities for improving methods and procedures. Prior to that, she worked in a number of impactful management roles for municipal government entities in Texas to include the City of Baytown, the City of Missouri City, and the City of Georgetown. She has a passion for public service and a strong skill set for being mission driven and results oriented, while always maintaining an optimistic and engaging demeanor.

## **Employment History**

- Executive Recruiter, CPS HR Consulting
- Assistant to the City Manager, City of League City – City Administration
- Collaboration Manager, Strategic Government Resources (SGR)
- Assistant Director, City of Baytown – Parks & Recreation
- Supervisor, City of Missouri City – Parks & Recreation

## **Professional Experience**

- Provided analytical, administrative, and management support as a liaison between the City Manager and the department executive leadership team, community leaders, associations and citizens.
- Conducts complex review, analysis, and research of projects including those involving City-wide issues, programs, policies and procedures.
- Selects, adapts and applies appropriate research and gathers data and analyzes data and information from various sources on a variety of specialized topics.
- Provided management and oversight to key programs, projects and processes by evaluating City operations and making recommendations to improve operational effectiveness.
- Assists in the proposal development and implementation of a strategic plan, to include short-term and long-term goals and objectives, for City operations, identifying opportunities for improving methods and procedures.
- Worked in a number of impactful management roles for municipal government entities in Texas to include the City of Baytown, the City of Missouri City, and the City of Georgetown.
- Utilizes strong verbal and written communication with the executive team, Mayor/Council, community leaders, city employees and citizens.

## **Professional Affiliations**

- Greater Gulf Coast Parks & Recreation Director's Association (2003 to present)
- Baytown Chamber of Commerce (2001 to 2015)
- Texas Amateur Athletic Federation (1997 to present)
- National Recreation and Parks Association (1995 to present)
- Texas Recreation and Park Society (1995 to present)
- Engaging Local Government Leaders (2015 to present)
- Colorado Recreation & Park Association (2015 to present)
- Special Olympics of Texas (2001 to present) Education

## **Education**

- Master's in Business Administration (MBA), Bellevue University
- Bachelors of Science Sports Management, Texas A&M University
- Certified Executive Coach, Bellevue University
- Certified Leader & Manager, University of Houston
- Master of Public Administration, Brigham Young University, Provo, Utah
- B.A. Political Science, Brigham Young University, Provo, Utah

## **Jill Engelmann, Executive Recruiter**

Jill Engelmann has over thirty years of professional and management experience in public sector Human Resources. Ms. Engelmann has extensive leadership experience in all areas of Human Resources including recruitment and selection, classification and compensation, training, employee relations, benefits, workers' compensation, personnel policy development and job analysis obtained through her recent work as Assistant Director of Human Resources for the County of El Dorado, Principal/Project Consultant for CPS HR Consulting, Human Resources Manager for El Dorado Hills Fire Department and Northern California Power Agency and Senior Human Resources Consultant for the California Independent System Operator, to name a few.

## **Employment History**

- Executive Recruiter, CPS HR Consulting
- Assistant Director of Human Resources, County of El Dorado
- Principal/Project Consultant, CPS HR Consulting
- Human Resources Manager, El Dorado Hills Fire Department
- Senior Human Resources Consultant, California Independent System Operator
- Human Resources Manager, United Way California Capital Region
- Human Resources Manager, Northern California Power Agency

## **Professional Experience**

- Managed the Merit System Services unit of CPS HR Consulting. Ms. Engelman led and directed a team of six Human Resources Consultants, a Program Coordinator, and three Human Resources Technicians; responsible for providing recruitment, selection, classification, and general guidance on HR related issues and policy/rule interpretation services to the Social Services/Human Services Departments and Child Support Services Departments in twenty-five counties throughout California.

- Responsibilities included team leadership, training, interviewing and hiring employees, work assignment and review, completion of performance evaluations, project management, the establishment of unit goals and strategic direction, and serving as the liaison with the California Department of Human Resources, the California Welfare Director's Association, and the various counties served.
- She led projects to significantly change recruitment materials and strategies, revise the structure and rating of oral interview exams, and complete several system-wide job analyses and develop new written exams.
- Conducted and managed a broad variety of human resources projects and assignments for public sector and non-profit organizations.
- Managed teams of professional, technical, and support staff on numerous classification, total compensation, recruitment, selection, job analysis, personnel policy development, and performance management system projects.

### **Professional Associations**

- President Elect, President, and Past President of IPMA – HR, Sacramento Mother Lode Chapter (2014 to present).

### **Education**

- Masters (with honors), Industrial/Organizational Psychology, California State University, Sacramento
- Bachelors (with honors), Psychology, California State University, Stanislaus
- Senior Professional Certification, Society of Human Resources Management
- Senior Professional in Human Resources Certification, Human Resources Certification Institute

# Qualifications of Firm:

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## 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 17 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.
- **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. We have placed minority and female candidates for a variety of executive-level positions.

- **Partial list of recruitments.** Below is a brief listing of recent recruitments to show our experience with executive recruitments.

Agency	Title	Year Completed
Elko County	Comptroller	2019
County of Santa Barbara	Director of Planning and Development	2019
Santa Cruz County Regional Transportation Commission	Fiscal Officer	2019
LA County METRO	Executive Officer/Deputy Chief, System Security & Law Enforcement	2019
LA County METRO	Deputy Exec Officer - Emergency Security Operations Center	2019
City of Aurora	City Clerk	
South Coast Air Quality Management District	Director of Communications PARTIAL	2019
Superior Court of CA, San Benito County	Fiscal Manager OUTREACH ONLY	2019
City of Novato	Community Development Director	2019
City of San Jose	Division Manager, Capital Improvement Team	2019
City of San Jose	Deputy Director - Office of Retirement Services - OUTREACH ONLY	2019
City of Garden Grove	Finance Director	2019
Puget Sound Clean Air	HR Manager	2019
Sierra County	Chief Information Officer	2019
County of Monterey, Social Services Administration	Deputy Director of Social Services, Community Benefits	2019
Sonoma County Library District	Executive Director	2019
City of Missouri City, TX	CFO	2019
City of Austin, TX	Assistant Director of HR	2019

Agency	Title	Year Completed
Metropolitan Transportation Commission MTC	Executive Director	2019
East Contra Costa Irrigation District	General Manager	2019
Yolo County Public Agency Risk Management Insurance Authority (YCPARMIA)	CEO/Risk Manager	2019
Schools Excess Liability Fund (SELF)	CEO	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	Town Manager	2019
Lake County	Assistant County Administrative Officer	2019
City of Oxnard	Cultural and Community Affairs Director	2019
Valley of the Moon Water District	General Manager	2019
County of Boulder	Building Services Division Manager-PARTIAL	2019
County of Boulder	Director of Transportation	2019
City of Bell	Community Development Director	2018
California Joint Powers Risk Management Authority	Assistant General Manager	2018
California Joint Powers Risk Management Authority	Claims Administrator	2018
Cal PIA	Chief Financial Officer	2018
County of Churchill	County Manager	2018
County of Coconino	Engineering Division Manager	2018
City of Brentwood	Assistant City Attorney	2018
Desert Water Agency	Human Resources Manager	2018
City of Fairfield	Director of Finance	2018
City of Fairfield	Economic Development Manager	2018

Agency	Title	Year Completed
City of Glendale	City Manager	2018
City of Goodyear	City Manager	2018
County of Imperial	County Executive Officer	2018
County of Inyo	Assistant Director of Health and Human Services	2018
County of Lake	Human Resources Director	2018
City of Las Vegas	Fire Communications Supervisor	2018
City of Long Beach	Purchasing Agent	2018
Town of Los Gatos	Police Chief	2018
City of Modesto	City Manager	2018
County of Monterey	Deputy Director	2018
Navajo Housing Authority	Chief Executive Officer	2018
City of Oxnard	Public Works Director	2018
Port of Long Beach	Deputy Executive Director	2018
City of Redlands	Director of Municipal Utilities and Engineering	2018
City of Redlands	Director, Human Resources/Risk Management	2018
City of Richmond	City Manager	2018
City of Sacramento	Diversity and Equity Manager	2018
City of Sacramento	Assistant City Manager	2018
City of Sacramento	ACM Director of Economic Development	2018
County of San Bernardino	Director of Land Use Services	2018
City of San Buenaventura (Housing Authority)	Deputy Director of Real Estate Development	2018
San Diego Association of Governments (SANDAG)	Executive Director	2018
San Joaquin Area Flood Control Agency	Executive Director	2018

Agency	Title	Year Completed
City of San Jose	Division Manager for ESD Maintenance Division	2018
City of San Jose	Community Energy Division Manager	2018
City of Santa Ana	City Manager	2018
County of Santa Barbara	Chief Procurement Officer	2018
County of Santa Barbara	Energy and Mineral Planning Manager	2018
South Metro Fire Rescue District	Chief Human Resources Officer	2018
Southern Nevada Health District	Financial Services Manager	2018
City of Tucson	Business Services Administrator	2018
City of Tucson	Director of Transportation	2018
City of Woodland Park	City Manager	2018

# References

## ATTACHMENT B - BUSINESS REFERENCES

(Submit this form with your proposal.)

PROPOSER: CPS HR Consulting

PROJECT: Executive Search Services

BID#: HRDX-190032-GD

PROPOSAL DUE DATE: April 10, 2019; 3:00pm local time

Provide the following business reference information for three clients that a same or similar project has been provided within the past five years.

#1 Assignment dates (i.e. 6/2018 to 9/2018): 8/28/18 – 11/20/18

Project Client Name: City of Redlands  
Project Description: Utilities Operations Manager (Master Contract)  
City, State Zip: Redlands, CA 92373  
Client Contact Name: Tommi Ng, Assistant Director of Human Resources  
Phone Number: (909) 798-7679 Fax Number: \_\_\_\_\_  
Email Address: tng@cityofredlands.org

#2 Assignment dates (i.e. 6/2018 to 9/2018): 12/16/18 – 5/29/2019

Project Client Name: City of San Jose  
Project Description: Division Manager, Capital Improvement Team (Master Contract)  
City, State Zip: San Jose, CA 95113-1905  
Client Contact Name: My Truong  
Phone Number: (408) 975-1459 Fax Number: \_\_\_\_\_  
Email Address: Myphuong.truong@sanjose.gov

#3 Assignment dates (i.e. 6/2018 to 9/2018): 5/14/18 – 9/07/18

Project Client Name: County of Lake  
Project Description: Human Resources Director  
City, State Zip: Lakeport, CA 95453  
Client Contact Name: Carol J. Huchingson, Administrative Officer  
Phone Number: (707) 263-2580 Fax Number: \_\_\_\_\_  
Email Address: Carol.Huchingson@lakecountycalifornia.gov

## One-Year Service Guarantee

If the employment of the candidate selected and appointed by the City as a result of a full executive recruitment (Phases I, II, and III) comes to an end before the completion of the first year of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City 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.

## Insurance and Contract Requirements

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The CPS HR Contracts Manager and our insurance broker have reviewed the sample agreement. We can meet and accept all Insurance and Contract Requirements as specified by the City.



*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 City of Gainesville in this important endeavor.*

# Required Forms

## SECTION V – ATTACHMENTS & FORMS

### ATTACHMENT A - PROPOSAL RESPONSE FORM – SIGNATURE PAGE

(Submit this form with your proposal.)

TO: City of Gainesville, Florida  
200 East University Avenue  
Gainesville, Florida 32601

PROJECT: Executive Search Services

RFQ#: HRDX-190032-GD

RFQ DUE DATE: April 10, 2019, 3:00pm

Proposer Company’s Legal Name: Cooperative Personnel Services

Proposer Company’s Alias/DBA: CPS HR Consulting

Proposer Company’s Address: 2450 Del Paso Road, Suite 220  
Sacramento, CA 95834

PROPOSER’S REPRESENTATIVE (to be contacted for additional information on this proposal)

Name: Melissa Asher Telephone Number (916) 471-3358

Date: 04/10/2019 Fax Number (916) 263-3613

Email address: masher@cpshr.us

#### ADDENDA

The Proposer hereby acknowledges receipt of Addenda No.’s 1, \_\_\_\_\_, \_\_\_\_\_, to these Specifications.

#### TAXES

The Proposer agrees that any applicable Federal, State and Local sales and use taxes, which are to be paid by City of Gainesville, are included in the stated bid prices. Since often the City of Gainesville is exempt from taxes for equipment, materials and services, it is the responsibility of the Contractor to determine whether sales taxes are applicable. The Contractor is liable for any applicable taxes which are not included in the stated bid prices.

#### LOCAL PREFERENCE (check one)

Local Preference requested:  YES  NO

A copy of your Business tax receipt and Zoning Compliance Permit should be submitted with your bid if a local preference is requested.

#### QUALIFIED LOCAL SMALL AND/OR DISABLED VETERAN BUSINESS STATUS (check one)

Is your business qualified as a Local Small Business in accordance with the City of Gainesville Small Business Procurement Program? (Refer to Definitions)  YES  NO

Is your business qualified as a Local Service-Disabled Veteran Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Procurement Program? (Refer to Definitions)  YES  NO

**LIVING WAGE COMPLIANCE**

See Living Wage Decision Tree (Exhibit C hereto)

**Check One:**

- Living Wage Ordinance does not apply  
(check all that apply)
- Not a covered service
  - Contract does not exceed \$100,000
  - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
  - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

**SIGNATURE ACKNOWLEDGES THAT: (check one)**

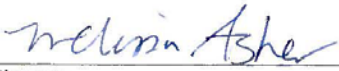
- Proposal is in full compliance with the Specifications.
- Proposal is in full compliance with specifications except as specifically stated and attached hereto.

Signature also acknowledges that Proposer has read the current City of Gainesville Debarment/Suspension/Termination Procedures and agrees that the provisions thereof shall apply to this RFQ.

ATTEST:

(CORPORATE SEAL)

PROPOSER:

  
\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

Print Name: Melissa Asher

Print Name: \_\_\_\_\_

Title: Senior Practice Leader, Products & Services

Title: \_\_\_\_\_



**ATTACHMENT D - DRUG FREE WORKPLACE FORM**  
**HRDX-190032-GD**

(Submit this form with your proposal.)

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

CPS HR Consulting does:  
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty of nolo contendere to, any violation of Chapter 893, Florida Statutes, or of any controlled substance law of the United State or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

*Melvin Ashe*  
Bidder's Signature

04/10/2019  
Date

**LIVING WAGE COMPLIANCE**

See Living Wage Decision Tree (Attachment E hereto)

**HRDX-190032-GD**

*(Submit this form with your proposal.)*

Check One:

- Living Wage Ordinance does not apply  
(check all that apply)
- Not a covered service
  - Contract does not exceed \$100,000
  - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
  - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.


**CITY OF GAINESVILLE**  
**CERTIFICATION OF COMPLIANCE WITH LIVING WAGE**  
**HRDX-190032-GD**  
(Submit this form with your proposal.)

**The undersigned** hereby agrees to comply with the terms of the Living Wage Ordinance and to pay all covered employees, as defined by City of Gainesville Ordinance 020663 as amended at 030168 (Living Wage Ordinance), during the time they are directly involved in providing covered services under the contract with the City of Gainesville for Executive Search Services a living wage of \$12.3798 per hour to covered employees who receive Health Benefits from the undersigned employer and \$13.6298 per hour to covered employees not offered health care benefits by the undersigned employer.

Name of Service Contractor/Subcontractor: <u>N/A</u>
Address: _____
Phone Number: _____
Name of Local Contact Person _____
Address: _____
Phone Number: _____
\$ _____ (Amount of Contract)

Signature: Melissa Asher Date: 04/10/2019  
Printed Name: Melissa Asher  
Title: Senior Practice Leader, Products and Services

# Appendix A: Sample Brochure



The image shows a brochure for the City of Columbia, Missouri. The top left features the city's logo, which consists of a blue square with a white geometric pattern, followed by the text "city of Columbia Missouri". The background of the brochure is a night-time photograph of a city street scene with illuminated buildings and streetlights. A large yellow diagonal graphic element is on the left side.

# City Manager

*Our Mission: To serve the public through democratic, transparent and efficient government.*

## Become Part of a Community

Often described as vibrant, diverse, innovative and progressive, the City of Columbia is centrally located in the heart of Missouri. Columbia is the county seat of Boone County and is 120 miles from both St. Louis and Kansas City. The state capital of Jefferson City is just 30 miles to the south. Founded in 1821, Columbia is now Missouri's fourth largest and fastest growing city, with a population of approximately 122,000, plus an influx of non-resident students.

Originally an agricultural town, today the city is known for its vitality and high quality of life. The city enjoys an active economy powered by education, healthcare and financial services. As the hub of Missouri higher education, Columbia is home to the second-oldest women's college in the country - Stephens College (1833), the state's flagship higher education institution - the University of Missouri (1839), as well as Columbia College (1851). Several large companies have headquarters in Columbia including Shelter Insurance, Veterans United Home Loans (No. 23 in Fortune Magazine's 100 Best Companies to Work For) and NEA Oil. There is also a strong presence of entrepreneurs and small businesses that thrive in the community. Columbia is a regional healthcare powerhouse driving medical innovation through the University of Missouri Health Care system, Boone Hospital Center, and Harry S. Truman Memorial Veterans Hospital. Columbia's strong economic base, community-oriented environment, and college town atmosphere continues to attract new residents and new investment.

Columbia's downtown, called "The District," offers an exciting mix of unique restaurants, specialty stores, art galleries and coffee shops. The District has over 70 restaurants and bars to choose from and boasts over 45 live performances every week in an eclectic mix of venues, from the Historic Missouri Theatre, the Blue Note and casual venues, aromatic coffee houses to state-of-the-art clubs as well as its beautiful historical architecture, sidewalk cafes and street musicians.



Outdoor activities are plentiful and important to the residents of Columbia. The award-winning Columbia Parks and Recreation Department maintains over 42 parks and recreation facilities on more than 2,400 acres, along with numerous county, state and federal parklands located close by. All three higher education institutions have athletics programs, including the University of Missouri, which is part of the Division I Southeastern Conference (SEC). Columbia is also home to the internationally-recognized Truman Falls documentary film festival, the Roots'n Blues music festival and Unbound book festival which attract artists and visitors from across the country.

Columbia Public Schools is the seventh largest district in the state. It includes 21 elementary schools, six middle schools, four high schools and the Columbia Area Career Center, as well as an early childhood program with an enrollment of 18,552 students. 80 to 90 percent of Columbia students extend their education beyond high school. Columbia Public Schools is nationally recognized as a District of Distinction by District Administration magazine. There are also several highly-regarded private schools: Christian Fellowship School, Columbia Independent School, Heritage Academy, Christian Chapel Academy and Father Augustine Tolton Regional Catholic High School.

## Vision

Columbia is the best place for everyone to live, work, learn and play.

To learn more go to: [www.como.gov](http://www.como.gov)

## City Government

The City of Columbia's current government was established by a home rule charter adopted by voters on March 29, 1949, which established a Council-Manager form of government. The City Council is made up of seven members, including six members elected by each of Columbia's six single-member wards, plus an at-large Mayor, who is elected by all city voters. They are elected to staggered three-year terms.

Columbia is a full-service city that, in addition to typical municipal services, also provides all utility services including electric, water, solid waste, sewer and stormwater. Plus, the City provides public health and human services, public transportation and manages a growing municipal airport. The fiscal year 2019 budget is approximately \$431.9 million for all service lines and includes 1,507 permanent full-time employees.

To view the proposed budget [click here](#) or visit [CoMo.gov](http://CoMo.gov) and search "2019 budget"



### Core Values

- » **Service:** We exist to provide the best possible service to all.
- » **Communication:** We listen and respond with clear, compassionate and timely communication.
- » **Continuous Improvement:** We value excellence through planning, learning and innovative practices.
- » **Integrity:** Our employees are ethical, fair, honest and responsible.
- » **Teamwork:** We achieve results by valuing diversity and partnerships within our own organization and the community.
- » **Stewardship:** We are responsible with the resources the community entrusts to us.

## City Manager

Appointed by and serving at the pleasure of the City Council, the City Manager acts as the chief executive officer for the City of Columbia's government. She provides strategic guidance and leadership for all City functions and services. The City Manager will:

- » Plan, manage, and assign initiatives, tasks, and activities of major City departments, providing supervision and executive guidance to department heads as needed.
- » Oversee the development of strategic goals and policies for the expansion and improvement of City services.
- » Coordinate the evaluation of City programs and provide feedback.
- » Direct the preparation and execution of the City budget and make budgetary recommendations to the City Council.
- » Prepare annual reports on the progress and development of City programs and projects.
- » Coordinate City functions and communications with other local and state government agencies.
- » Communicate with the general public and other governmental organizations in a robust print and broadcast media market.

During a series of discussions with the Mayor, City Council, community and business leaders, and open community forums, a portrait of the City's Ideal Candidate emerged – the descriptors included:



## Opportunities

- » While the next City Manager will inherit a knowledgeable, seasoned staff to assist in guiding their transition into this role, there will also be opportunities to attract and accentuate this dedicated team of staff members.
- » Many large businesses are locating in Columbia and creating more jobs. The University of Missouri Research Reactor Center is the largest research reactor in the United States and produces radioisotopes used in nuclear medicine. This led Northwest Isotopes LLC to bring their radioisotope production facility to Columbia, which will include new jobs. Additionally, large employers like Aurora Organic Dairy and American Outdoor Brands are actively hiring.
- » After years of tremendous growth in users and service, Columbia Regional Airport is about to embark on a new, voter-approved replacement of the Airport Terminal. This expansion is one of the City Council's highest priorities.
- » The City Council is currently in the final year of their 2016-2019 Strategic Plan and it represented the City's effort toward the common cause of making Columbia a place where all families cannot only live... but thrive. The next City Manager will figure greatly in the City's next planning effort.

## Ideal Candidate

The City of Columbia is seeking an experienced and visionary leader who values and engenders transparency, equity and inclusion, and open and honest communication. The successful candidate will lead the City's commitment to cultural, racial and social equity as well as economic and educational diversity. The ideal candidate will bring experience in a diverse mid-to-large size city that offers an array of municipal services and has embraced innovative strategies to continue to provide those services while dealing with the realities of municipal budget constraints. This fiscally savvy, business-minded individual will be dedicated to the improvement of City services across all sectors of the population. Additionally, the successful candidate will be a bridge builder who embraces collaborative partnerships, and will use these relationships to improve services and create efficiencies through the implementation of strategic objectives. The new City Manager will possess the emotional intelligence necessary to effectively lead and manage a diverse, high-performing staff, and the political aptitude to anticipate and plan for issues of concern. Exceptional communication skills and a leadership presence, both within the organization and in the community, supported by tangible accomplishments, are expected.

Additional characteristics/experience identified as providing value:

- » Experience with and embrace of Community Oriented Poling.
- » An approachable demeanor and engagement with an involved citizenry.
- » Significant experience in media relations, messaging and strategy as well as the ability to communicate transparently in an active print and broadcast media market.
- » Dedicated to the promise of realizing economic prosperity for the entire community and addressing social inequities.
- » Experience collaborating with a major college or university.
- » A background in fast-growing communities balancing development with smart-growth principals.
- » Believes the City Manager is a visible community member and values civic participation.
- » Possess practical business acumen combined with an awareness of the progressive nature of Columbia politics.

Columbia seeks an experienced and visionary leader who values and engenders transparency, equity and inclusion, and open, honest communication.

## Education and Experience

The ideal candidate will possess no less than 10 years of increasingly responsible experience performing complex budgetary, financial, policy and organizational analysis duties. Experience working directly with an elected council or board in a comparably sized organization is preferred. A Bachelor's degree in business, public administration or a related field is desirable with a Master's degree preferred.

## Compensation

Compensation and benefit package will be competitive and negotiable depending on the experience and qualifications of the chosen candidate.

## Accolades

- » Human Rights Campaign's Municipal Equality Index: In 2018, the City of Columbia earned an all-star rating and a perfect score of 100 points on the Human Rights Campaign's Municipal Equality Index. The Index scores the support the City and community provide to the LGBTQ community.
- » Health Rankings: Columbia/Boone County continues to rank as one of the healthiest counties in the state in the annual County Health Rankings study, which rates counties in terms of residents' overall health and illustrates just how much a person's health is determined outside their doctor's office, by both their behaviors and their environment. In 2018, Boone County ranked No. 9 in health outcomes and No. 3 in health factors.
- » Top 100 Best Places to Live: In 2018, Livability selected Columbia as No. 21 in their list of Top 100 Best Places to Live. Columbia was chosen due to quality of life features like a strong healthcare system, thriving downtown and expansive trail system.
- » Top 10 Cities for Career Opportunities: In 2017, SmartAsset listed Columbia as the 9th best U.S. city for career opportunities. Columbia is a good place to find work. The unemployment rate is only 2.9%, a top 25 rate among the 355 cities analyzed.
- » The 20 Best College Towns in America: Business Insider listed Columbia as 9th on their 2017 list of "The 20 Best College Towns in America."
- » Best Places for Working Women: Columbia landed the No. 3 spot on SmartAsset's 2017 list of Best Places for Working Women. It was the second year in a row that Columbia was listed in the top three.





## Application and Selection Procedure

This position is open until filled. To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues) by the first resume review date of **Friday, April 5, 2019**. Resume should reflect years **and** months of employment, beginning/ending dates as well as size of staff and budgets you have managed.

Please go to our website to submit your application: <https://secure.cpshr.us/escandidate/JobDetail?ID=437>



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Resume 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 consultants. Candidates deemed most qualified will be referred to the City. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks.