

PROPOSAL

City of Montgomery

Executive Recruitment Services for City Administrator

SUBMITTED BY:
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Your Path to Performance

June 6, 2022

Alan P. Petrov
Managing Partner
Johnson Petrov, LLP
2929 Allen Parkway, Suite 3150
Houston, Texas 77019

Subject: Executive Recruitment Services for City Administrator

Dear Mr. Petrov:

Thank you for providing CPS HR Consulting (CPS HR) with the opportunity to submit a proposal to work with you on your search for a City Administrator. We are an independent/self-supporting government agency with a highly experienced and successful recruitment team. Our experience in assisting public agencies with executive search, screening, and placement sets us apart from other recruitment firms.

Our local recruiter, Ms. Kylie Wilson, is located in Seabrook, Texas and will facilitate and manage this recruitment process for you. She has successfully completed a number of executive recruitments both in Texas and nationwide and recently conducted similar searches for this position in the region. She has vast experience doing in-depth outreach and research to find high caliber (active and passive) candidates for every search.

Understanding that each position is unique, dependent on budget and timeline, as well as the specialization for some roles, we have included three different recruitment options for your review – Outreach/Advertising, Partial Recruitment and Full Recruitment. This allows CPS HR to tailor our process to specifically meet your needs. We have also included as a separate attachment a tentative recruitment timeline and workplan for this position. We understand how important these transitions can be and are perfectly placed to assist you in these endeavors. Once a project begins, we will work with the city to highlight each exciting opportunity and attract the best possible candidates. It is our commitment to work in partnership with your organization to achieve a successful result.

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

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

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About CPS HR Consulting

CPS HR Consulting (CPS HR) has been assisting organizations with their talent management needs for 35 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America.

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

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

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

With more than 93 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in **Austin, TX**; Littleton, CO; and Orange County, CA.

Qualifications

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 20 years* of placing top and mid-level executives in public agencies throughout the United States.

- **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. ***We also have a local recruiter based in Seabrook, Texas.***
- **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.
- **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.
- **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.
- **Diversity Sensitivity.** CPS HR encourages applicant diversity and incorporates a variety of activities to attract the best available candidates. We have successfully recruited and placed minority and female candidates for a variety of executive-level positions.
- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 91% of our placements are still in their position after two years.

- **Broad Experience with Similar Recruitments.** The following is a listing of executive recruitments conducted for a similar position within the past five years, followed by a list of recent Texas executive recruitments.

Agency	Title	Year Completed
City of Bellaire (TX)	City Manager	Current
City of Santa Fe (TX)	City Manager	Current
City of Cleveland (TX)	City Manager	Current
County of Los Alamos (NM)	County Manager	Current
City of Turlock (CA)	City Manager	Current
County of Imperial (CA)	County Executive Officer	Current
City of Evanston (IL)	City Manager	Current
City of Hercules (CA)	City Manager	Current
City of Nogales (AZ)	City Manager	Current
City of Tucson (AZ)	Assistant City Manager / CFO	2022
City of Dayton (TX)	City Manager	2021
City of Piney Point (TX)	City Administrator	2021
City of Aztec (NM)	City Manager	2021
City of Aurora (CO)	Deputy City Manager	2021
Santa Paula Housing Authority (CA)	Executive Director	2021
City of Dickinson (TX)	City Manager	2021
City of San Leandro (CA)	City Manager	2021
City of Glendale (CA)	City Manager	2021
Columbia Housing Authority (MO)	Chief Executive Officer	2021
Kensington Police Protection & Community Services District (CA)	General Manager	2021
Montana Public Health Institute (MT)	Chief Executive Officer	2021
California Human Development (CA)	Chief Executive	2021
East Bay Regional Park District	General Manager	2021
City of Clayton (CA)	City Manager	2021
City of Marysville (CA)	City Manager	2021
County of Yolo (CA)	Assistant County Administrative Officer	2021
County of Flathead (MT)	County Manager	2021

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City of Salinas (CA)	City Manager	2021
City of Greeley (CO)	Deputy City Manager	2021
Hayward Area Recreation & Park District (CA)	General Manager	2020
City of Reno (NV)	City Manager	2020
Navajo Housing Authority (AZ)	Chief Executive Officer	2020
City of Bozeman (MT)	City Manager	2020
City of Shafter (CA)	City Manager	2020
Alderwood Water & Wastewater District (WA)	General Manager	2020
Carmichael Water District (CA)	General Manager	2020
City of Ontario (CA)	Assistant General Manager	2020
City of Richmond (CA)	City Manager	2019
City of Columbia (MO)	City Manager	2019
Turlock Irrigation District (CA)	General Manager	2019
City of Union City (CA)	City Manager	2019
Desert Healthcare District (CA)	Chief Executive Officer	2019
San Mateo County Harbor District (CA)	General Manager	2019
East Contra Costa Irrigation District (CA)	General Manager	2019
City of Carson (CA)	City Manager	2019
County of Skagit (WA)	County Manager	2019
City of Bell Gardens (CA)	City Manager	2019
Town of Paradise Valley (AZ)	Town Manager	2019
Valley of the Moon Water District (CA)	General Manager	2019
City of East Palo Alto (CA)	City Manager	2019
City of Woodland Park (CO)	City Manager	2018
City of Modesto (CA)	City Manager	2018
Churchill County (NV)	County Manager	2018
Special District Risk Management Authority (CA)	Chief Executive Officer	2018
City of Sacramento (CA)	Assistant City Manager	2018
County of San Luis Obispo (CA)	City Manager	2018
City of Glendale (CA)	City Manager	2018
City of Goodyear (AZ)	City Manager	2018
County of Imperial (CA)	County Executive Officer	2018
Town of Oro Valley (AZ)	Town Manager	2017

Town of Los Gatos (CA)	Assistant Town Manager	2017
City of San Marino (CA)	City Manager	2017

A strong understanding of Texas local government.

CPS HR Consulting has conducted several executive recruitments for the cities of Dallas, Austin, Garland, Amarillo, Dickinson, League City, Galveston Island, Piney Point, Missouri City, Arlington, Sugar Land, Victoria, McAllen, and the Counties of Dallas, Harris and Galveston. Additionally, we have master recruitment agreements with the Houston Housing Authority, Employee Retirement Services of Texas, and the Texas Water Development Board.

CPS HR has had the pleasure of working with other Texas agencies on recent projects including: a classification and compensation study for the City of Waxahachie, a total compensation study for Austin Energy and an analysis of the hiring practices for the City of Dallas. We also conducted entry-level and/or promotional public safety testing for the cities of Abilene, Ft. Worth, Irving, Arlington, Grand Prairie, and Denison.

CPS HR performed on-site training for the cities of Waco, Alamo Heights, Irving, Pearland and the Capital Metropolitan Transportation Authority. We also provided several regional supervisory and risk management trainings in the DFW area.

In the areas of Organizational Development, CPS HR Consulting conducted organizational assessments for the City of Austin, HR Audits for the City of Prosper, a policy and procedure review for the City of Del Rio and the Brownsville Public Utility Board. Succession Planning consulting services were performed for the City of Dallas Water Utilities and the Brownsville Public Utility Board. And lastly, we provided Employee Engagement services for the Dallas Area Rapid Transit, the City of San Antonio and the Texas Municipal Retirement System.

TEXAS RECRUITMENTS WITHIN LAST 6 YEARS		
Agency	Title	Year Completed
City of Santa Fe	City Manager	Current
City of Fort Worth	Assistant Director of Human Resources	Current
City of Dallas	Assistant Director of Development Services	Current
City of Bellaire	City Manager	Current
Travis County	Survey Records Manager	Current
Travis County	Engineer – Development Services	Current
City of Fort Worth	City Auditor	Current
City of Grand Prairie	Epic – General Manager	2022
City of Santa Fe	City Engineer	2022
City of Dallas	Water Conservation Manager	2022

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Travis County	Senior Engineer – CIP & Public Works	2022
Travis County	Floodplain Project Manager	2022
City of Dickinson	City Secretary	2022
Galveston County	Chief Financial Officer	2022
City of Dallas	Director of Dallas Water Utilities	2022
City of Dickinson	Director of Animal Services	2022
The Woodlands, Texas	Director of Human Resources	2022
Texas Recreation and Park Society (TRAPS)	Executive Director	2022
Employee Retirement System of Texas	Master Contract	Master
Houston Housing Authority	Master Contract	Master
Texas Water Development Board	Master Contract	Master
City of Dayton	City Manager	2021
City of Piney Point Village	City Administrator	2021
Travis County	Public Works Director	2021
City of League City	Fire Chief	2021
City of League City	Finance Director	2021
City of Dickinson	City Manager	2021
City of League City	Director of Human Resources & Civil Service	2021
City of Dallas	Director of Solid Waste	2021
City of Brownsville	Assistant Director - Animal Regulation Care Center	2021
City of League City	Assistant Director of Project Management	2021
City of Missouri City	Director of Development Services	2021
City of Missouri City	Fire Chief	2021
Travis County	Administrative Services Division Director	2020
City of League City	City Auditor	2020
City of Amarillo	Drainage Utility Superintendent	2020
City of Amarillo	Assistant Solid Waste Superintendent-Disposal	2020
Galveston Island Park Board of Trustees	Chief Financial Officer	2020
City of Sugar Land	Intelligent Transportation Systems Manager	2020

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City of Dallas	Chief Information Officer	2020
City of McAllen	Deputy Public Works Director	2020
City of Dallas	Park & Recreation Director	2020
City of Austin	Assistant Director – Customer & Employee Experience	2020
City of McAllen	Finance Director	2019
City of Missouri City	Fire Emergency Manager	2019
City of Austin	Assistant Human Resources Director	2018
City of Missouri City	Chief Financial Officer	2018
City of Dallas	Director of Animal Services	2017
Austin Energy	Employee Development Director	2017
City of Victoria	Director of Development Services	2017
Dallas County	HR Director	2016
City of Garland	Senior Managing Director of Development Services	2016
Travis County	Executive Manager	2016

Approach and Methodology

Key Stakeholder Involvement

The Mayor and Council shall be fully involved in the search for a new City Administrator. Our approach assumes your direct participation in key phases of the search process. At the discretion of the City, other key stakeholders may also be engaged to provide input for the development of the candidate profile.

City's Needs

A critical first step in a successful executive search is for the city to define the professional and personal qualities required of the City Administrator. CPS HR has developed a very effective process that will permit the City 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 City Council wishes to establish with the City Administrator; and ultimately, the professional and personal qualities required of the City Administrator.

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 City Administrator. We will contact the Mayor and the newly appointed City Administrator 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 of Montgomery with the full range of services required to ensure the ultimate selection of a new City Administrator uniquely suited to the City’s needs. CPS HR can perform an **Outreach Only/Advertising, Partial Recruitment**, or **Full Recruitment** based on the needs of the city.



Phase I: Our consultant will meet with the City 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 City to determine the process best suited to the City of Montgomery.

Below is a breakdown of the services included in each recruitment option followed by the full description of each phase.

Task	Description	Outreach/Ads	Partial	Full
Phase I – Develop Candidate Profile and Recruitment Strategy				
1	Finalize Schedule		X	X
2	Hold Key Stakeholder Meetings	X	X	X
3	Develop Candidate Profile	X	X	X
4	Develop Recruitment Brochure	X	X	X
Phase II – Aggressive, Proactive, and Robust Recruitment				
1	Place Ads	X	X	X
2	Identify and Contact Potential Candidates	X	X	X
3	Review Application Materials		X	X

4	Conduct Screening Interviews		X	X
5	Submit Client Report		X	X
6	Client Meeting to Select Semifinalists		X	X
7	Notify Candidates		X	X
Phase III – Selection				
1	Prepare Assessment			X
2	Schedule Candidates; Coordinate Travel			X
3	Prepare Evaluation manuals			X
4	Facilitate Finalist Selection Process			X
5	Conduct Reference and Background Checks			X
6	Assist in Negotiation (if requested)			X

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 City Administrator. Activities will include:

- Identifying key priorities for the new City Administrator and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the City wishes to establish with the City Administrator.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new City Administrator in light of the discussions above.
- Discussing recruitment and selection strategies for the City’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 this engagement activity, 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.cps hr.us/search.

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 – Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 – Resume Review and Screening Interviews

Task 4 – Mayor and City Council Selects Finalists

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 prides itself on the active outreach and research performed by the recruiter during the search process to ensure a strong candidate pool for your position.***

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

Advertising Sources	
<ul style="list-style-type: none">● CPS HR Website● ICMA● Local Government Hispanic League● LinkedIn● National Association of County Managers● American Society for Public Administration● Next City● Texas Municipal League● Public CEO● Executive Women in Texas Government● Strategic Government Resources● Strategic Partnerships Inc.● Texas Economic Development Council● USA Diversity Jobs	<ul style="list-style-type: none">● Houston Chapter of the American Planning Association City’s Website● National Forum for Black Public Administrators● Engaging Local Government Leaders● Women Leading in Government● Governmentjobs.com● International Network of Asian Public Managers● Public Service Careers● Workforce50● Urban Management Assistants of North Texas

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

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

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

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

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 extensive research to target candidates with relevant experience specific to your 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 **personally talking to candidates selected for a preliminary screening interview** to ascertain 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. Typically, the report will include **feedback on the top candidates selected for a preliminary screening interview**, a profile on each interviewee's background, along with their resume and supporting documents. CPS HR will meet with the City to review this report and shall provide a grouping of the **top six to eight highly qualified candidates** for further consideration by the City, as well as 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 City. A written (anonymous) summary of the reference checks is provided to the City.
- **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 full recruitment activities up to and including the selection of a new City Administrator can be completed in 12 to 14 weeks. Partial recruitments can be completed in 10-12 weeks and Outreach Only projects in 4-6 weeks. The precise schedule will depend on the placement of advertising on the appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is below.

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

Executive Recruitment Team

CPS HR assembles a strong project team for each client possessing extensive recruiting experience and a direct, in-depth understanding of local government. Your executive recruiter will be Ms. Kylie Wilson. She will be assisted (as needed) by Ms. Fatima Nukic and Ms. Rachael Danke. They will work collectively to fulfill the City's needs in a timely and effective manner. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the City.

Role/Project Assignment	Name	Phone	Email
Local Executive Recruiter	Kylie Wilson	(916) 471-3325	kwilson@cpshr.us
Associate Executive Recruiter	Fatima Nukic	(916) 471-3308	fnukic@cpshr.us
Associate Executive Recruiter	Rachael Danke	(916) 263-1401	rdanke@cpshr.us

Team Biographies

Kylie Wilson, Senior Executive Recruiter (*resides in Texas*)

Kylie Wilson has over twenty-five years of professional and management experience in the public sector. Ms. Wilson has worked directly with local government organizations and associations, predominately human resources personnel, city management, parks and recreation, project management, employee development, executive recruitment, strategic planning, live training and workshops and other client needs.

Ms. Wilson has conducted numerous executive recruitments for all types of organizations for City Managers/Administrators, General Managers/CEO, Chief Information Officers, Chief Financial Officers, City Auditors, City Clerks, Project Managers, Engineers, Directors for various departments, Housing Policy Directors, along with numerous other manager level positions.

She has worked in several impactful management roles for municipal government entities in Texas to include the City of Baytown, the City of Missouri City, the City of Georgetown, and the City of League City. She also previously worked for Strategic Government Resources (SGR) overseeing member relations, leadership conferences, job board vacancies, and online learning management system (LMS) opportunities.

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. 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, and identifying opportunities for improving methods and procedures.

Fatima Nukic, Associate Executive Recruiter

Fatima Nukic has over ten years of professional experience in the public sector. She has assistant on a wide range of recruitments for county, city, special district, and association executives including executive director, city attorney, police chief, human resources director, finance director, health and human services director, risk manager, environmental resources director, to name a few. Ms. Nukic is an action-oriented and results-driven leader who thrives on finding new ways to promote recruitments and finding ideal candidates. She brings an extensive background in promoting, sourcing, and social media marketing to her role as an Associate Executive Recruiter at CPS HR Consulting.

Rachael Danke, Associate Executive Recruiter

Rachael Danke has spent her entire career in the non-profit and public sectors. With over five years of experience in Human Resources, Rachael has assisted multiple agencies throughout the nation with their talent attraction and retention needs. Rachael has experience recruiting for roles such as Chief of Police, Director of Public Works, Director of Human Resources, Executive Director, and other executive roles for Counties, Cities, and Special Districts. She is currently finishing her Master's Degree in Human Resources at Pepperdine University and is excited to continue to attract new talent to the public sector using innovative techniques such as Virtual Career Fairs and talent engagement.

References

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

CLIENT/POSITIONS	CONTACT(S)
City of Dickinson 4403 Highway 3 Dickinson, TX 77539 City Secretary (2022) Director of Animal Services (2022) City Manager (2021)	Kerilyn Bascle, HR Director 281-337-6235 kbascle@ci.dickinson.tx.us
City of League City 300 W Walker St League City, Texas 77573 Director of Finance (2021) Fire Chief (2021) Director of Human Resources & Civil Service (2021) Assistant Director of Project Management (2021) City Auditor (2020)	John Baumgartner, City Manager (281) 554-1414 john.baumgartner@leaguecitytx.gov
City of Dayton 117 Cook Street Dayton, TX 77535 City Manager (2021)	Tammy Alexander, Human Resources Director (936) 641-0100 talexander@daytontx.org
City of Dallas Human Resources Department 1500 Marilla Street, Room 6AN Dallas, TX 75201 Assistant Director - Development Services (Current) Water Conservation Manager (2022) Director of Dallas Water Utilities (2021) Director of Sanitation Services (2021) Chief Information Officer (2020) Dallas Park & Recreation Director (2020)	Drew A. Smith, HR Business Partner (214) 264-3563 drew.smith@dallascityhall.com

Professional Fees and Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Outreach/Advertising, Partial Recruitment and Full Recruitment** of the recruitment process selected. The fee does not include candidate travel for a full recruitment.

Professional Fixed Fee	
Professional Services for Outreach/Advertising (<i>includes brochure and advertising</i>)	\$7,500
Professional Services for Partial Recruitment	\$19,000
Professional Services for Full Recruitment	\$25,000
Outreach Only Not-to Exceed Total	\$7,500
Partial Recruitment Not-to-Exceed Total	\$19,000
Full Recruitment Not-to-Exceed Total	\$25,000

**Professional fees would be billed and paid monthly for partial and full recruitments. Outreach only projects are billed after recruitment final filing date.*

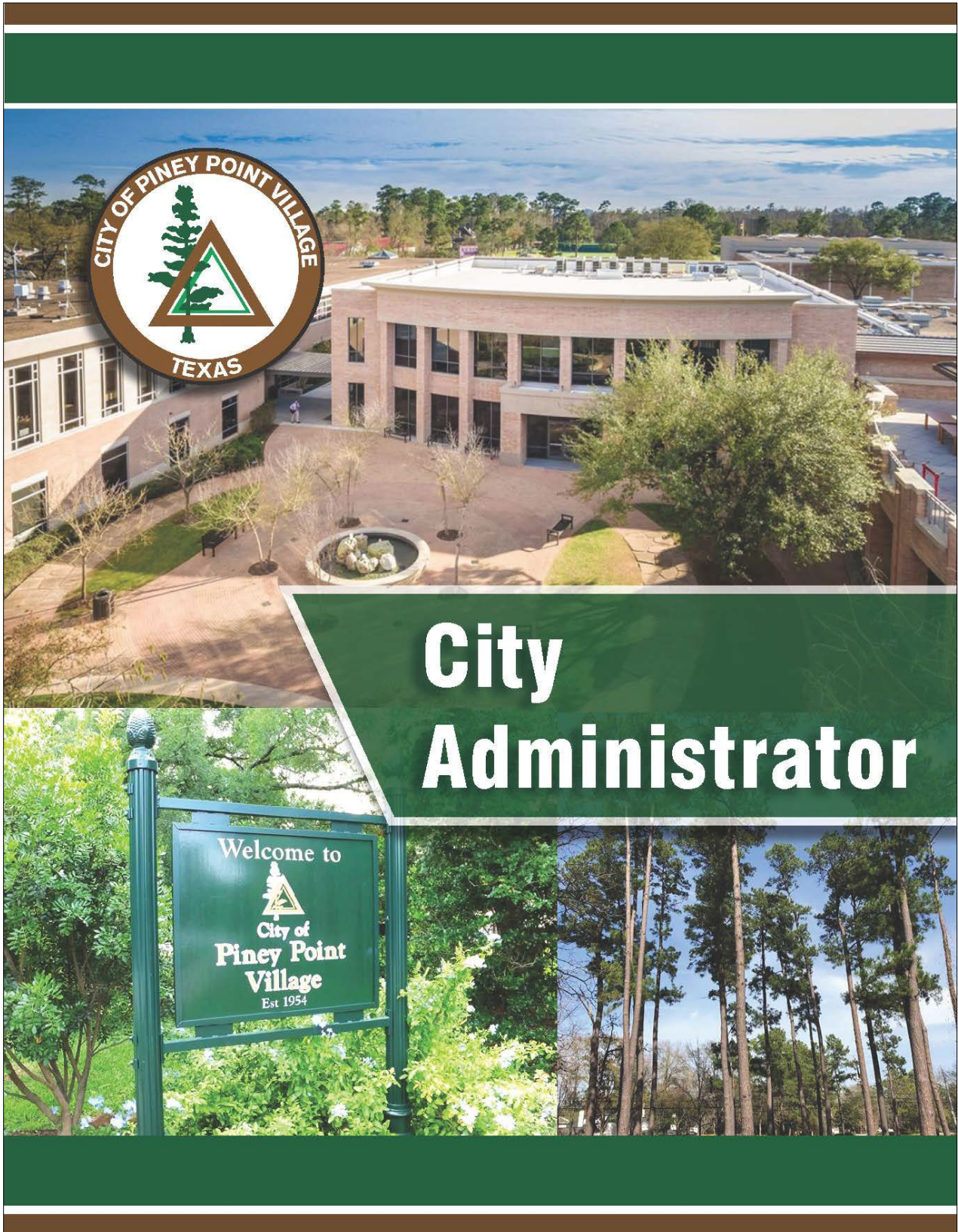
One-Year Placement Guarantee

If the employment of the candidate selected and appointed by the organization 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 organization with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The organization would be responsible only for expenses to re-advertise and market the position. **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 or outreach only recruitment efforts.**



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 Montgomery in this important endeavor.

Appendix A: Sample Brochures





(Pictured left to right: Jonathan Eades (Head of School, The Kinkaid School); Mayor Mark Kobelan (City of Piney Point Village); Raeyn Rogers '14 (Kinkaid Alumna and 2021 Olympic Bronze Medalist - Team USA - 800m Track); Megan Watson (Assistant Coach for Track, The Kinkaid School and 2021 Olympic Coach for Team USA); David Holm (Director of Athletics and Physical Education, The Kinkaid School))

● THE CITY

Piney Point Village, Texas is a quiet, upscale residential community located approximately 10 miles west of downtown Houston. Nestled in the trees off Interstate 10, the city is an idyllic oasis for those who work in the Houston Metro Area but want to raise their family away from the hustle and bustle of big city life while still remaining close enough to enjoy all the benefits. Piney Point Village has a population of approx. 3,300 and covers 2.1 square miles.

Piney Point Village, one of the wealthiest locations in Texas by per capita income, is home to many corporate executives and professional athletes and one of three cities that are part of a larger community known as Memorial Villages, to include Bunker Hill Village and Hunters Creek. The Villages are almost entirely residential and operate autonomously of Houston.

Piney Point Village being in close proximity to Houston puts exciting professional sports, such as Texans football, Astros baseball, and Rockets basketball within easy reach of Piney Point Village residents. Houston is also home to nationally recognized museums, an award-winning zoo and downtown aquarium, professional theater, ballet and opera, the Johnson Space Center, and world-renowned dining opportunities. The nearby Galleria is Houston's most popular retail and tourist destination, spanning 2.4 million square feet of space, housing 350 fine stores and 50 restaurants, a full-size ice rink, two high-rise hotels, and three office towers. For those who enjoy the outdoors, the sandy beaches and warm waters of the Gulf of Mexico are also close by, with Galveston Island only an hour away.

Piney Point Village is a long-time Tree City USA, and the Memorial Villages area offers many family-oriented parks with distinctive upscale amenities, including Memorial Park featuring a three-mile gravel jogging loop, Nottingham Park, with tennis courts, a water park, and disc golf courses, and Terry Hershey Park, running along Buffalo Bayou with cement paths ideal for running and biking. Residents come together throughout the year to celebrate various community events including the popular July 4th Parade, which includes participation by all six villages.

Harris County is home to 80 hospitals, providing Piney Point Village residents ready access to the most comprehensive healthcare available in the country. Nearby Memorial Hermann Texas Medical Center, with 12 hospitals and 5,500 physicians, is the largest non-profit health system in southeast Texas. Also nearby is the M.D. Anderson Cancer Center, home to the world's premier cancer specialists.

Public education is offered by the highly sought-after Spring Branch Independent School District (SBISD), recognized as one of the top public-school districts in the nation. Home to nearly 32,000 students, SBISD consistently ranks among the highest in Texas when it comes to college readiness indicators. Memorial Drive Elementary is located in Piney Point Village, and Spring Branch Middle School and Memorial High School are located in neighboring Hedwig Village. Private education options are also available, including The Kinkaid School and Saint Francis Episcopal Day School located in Piney Point Village, and St. Cecilia School, located in Hedwig Village. The Memorial Villages community is also served by the Spring Branch Memorial Branch of the Harris County Public Library.

A diverse state of higher education opportunities is available in the Houston area. State universities nearby include the University of Houston, Texas Southern University, and South Texas College of Law. Exemplary private universities include Houston Baptist University, Rice University, and the University of St. Thomas. Community colleges include Houston Community College, Lone Star College, and San Jacinto College.

● THE ORGANIZATION

Piney Point Village is a General Law Type A city, but essentially functions as a City Manager/Council form of government. The City Council consists of the Mayor and five City Alderman, all elected at large and serving staggering two-year terms, which are volunteer positions.

The City has seven employees and a \$7.5 million annual budget. The ad valorem tax rate is \$0.255 per \$100 of valuation. Municipal services provided by the City include municipal court, building, planning/development services, sanitation/recycling, and an urban forestry program. Property tax is the City's largest revenue source.

The safety of residents is of utmost importance for Piney Point Village. The shared professional Memorial Villages Police Department and Village Fire Department ensure that children play freely, and residents enjoy walks through the tree-lined streets without worry.

For more information visit:

<http://www.cityofpineypoint.com/page/homepage>

● THE POSITION

Under the direction and appointment of Mayor and City Council, the City Administrator serves as the chief administrative and executive officer for the City, ensuring that City Council directives, goals and policies are implemented and executed by the organization. This position is responsible for planning, directing, managing, and reviewing all functions and operations of the City. The City Administrator provides highly responsible and complex policy advice, recommendations and administrative support to the Mayor and City Council on the financial condition, progress of programs/services, present and future needs of the City, and any matters requiring Council consideration or implementation of policy as deemed necessary.

The Mayor and City Council are seeking a dynamic and innovative "community steward" to serve as their next City Administrator. This highly engaging and inclusive public servant shall strive to ensure that Piney Point Village remains one of the truly elite and uniquely livable communities within the Houston Metro area.

● IDEAL CANDIDATE

The new City Administrator shall be a collaborative, respectful, transparent, and engaging leader, with a strong commitment to the Piney Point community. The ideal candidate must possess exceptional analytical and communication skills to make financially and ethically sound decisions ensuring the City's funding, stability and sustainability for existing and long-term services, facilities and infrastructure needs. This highly collaborative leader shall have strong interpersonal skills to bring credibility to the role and have the ability to quickly establish mutual respect and trust with engaged Mayor and Council, staff, community partners and residents.

The City Council desires a City Administrator with demonstrated finance, accounting and budget skills who is fiscally responsible and recognizes the importance of being entrusted with the use of public funds. Experience overseeing public works and engineering projects is also desirable. The City Council expects the City Administrator to update and maintain the City's website on a regular basis.



● EDUCATION AND EXPERIENCE

A bachelor's degree in Public Administration, Business Administration, or a related field from an accredited college or university is required. A master's degree is preferred. The selected candidate must have 10 or more years of relevant experience in municipal government operations, including three years of executive management and administration experience at the director/department head level or above. Prior experience as a city manager, deputy city manager or assistant city manager with communities of similar quality of life is ideal, but not required.



● COMPENSATION AND BENEFITS

The City offers a competitive salary commensurate with qualifications and experience. Piney Point Village also offers an excellent array of benefits to include auto and cell phone allowance, as well as professional development expenses. The City participates in the Texas Municipal Retirement System (TMRS) at a 5% employee deposit rate with a 2:1 municipal matching ratio. A full range of leave and insurance benefits are also provided.

● APPLICATION PROCESS AND RECRUITMENT SCHEDULE

This recruitment will be open until **Monday, October 4, 2021**. To be considered for this exceptional career opportunity, please submit your resume, cover letter, and six work-related references (who will not be contacted without prior notice). To review more information on the position, and to submit your materials visit: <https://www.cps hr.us/recruitment/1834>.

The City of Piney Point Village is an Equal Opportunity Employer and values diversity in its workforce. Candidates deemed to have the most relevant qualifications will be invited to interview with the City, and a comprehensive background check will be performed on the final selection.

For additional information about this position please contact:

KYLIE WILSON

Senior Executive Recruiter

(916) 471-3325 ■ kwilson@cps hr.us

www.cps hr.us

CPS HR CONSULTING





DAYTON TEXAS

CITY MANAGER



■ THE CITY

Dayton, Texas is a rapidly growing community. With a median age of 34 we have many young families eager for economic growth. A steady growth rate and a proud community spirit means the City of Dayton is not only a great place to raise a family but is looking for highly trained outstanding professionals to take on the task of helping the city grow.

Dayton is a great place to live, work, and play. Located 30 miles east of Houston, Dayton offers the slower pace of a small community, with every amenity offered nearby in the country's 4th largest city, offering a quality of life not easily found in suburbia.

All roads (and railways) lead to Dayton: Four highways converge in Dayton: U.S. Hwy 90, part of the historic Old Spanish Trail Highway system, State Hwy 146, State Hwy 321, and F.M. 1960. Access between the city and the greater Houston area will be even easier beginning in 2022, with the completion of the Grand Parkway (SH-99), a 180-mile third loop around Houston which will pass through the west portion of Dayton. Union Pacific recently expanded their rail car capacity by adding 280 acres of storage space. Two major rail-served business parks are under construction, adding over 1,300 acres of land for industrial growth. From our roots as a processing and shipping point for the area's rice farmers, to our connectivity as a transportation hub for products of all types, Dayton is firmly positioned as a logistics and transportation center, which means jobs and economic stability.

Well-paying jobs and economic stability lead to growing neighborhoods and retail centers which Dayton is already experiencing. River Ranch, a 7,000-acre master-planned development will bring both homes and retail to the area. Phase I is currently underway and will consist of 1,300 homes, and 135 acres of commercial real estate. Other master-planned communities and neighborhoods are being planned.

Dayton is poised to become only the second city in Texas to offer gigabit internet access as a city utility. In 2019, City Council approved moving forward with a city owned fiber network (DayNet) to provide Dayton residents and businesses with fast and reliable internet service. The city expects to roll out this new service in October 2021.

■ GOVERNANCE

Dayton operates as a council-manager form of government with home rule status. The Dayton City Council is comprised of five Council Members, and a Mayoral position elected at-large by place. Council Members and the Mayor are each elected to a term of two years, with elections staggered so that no more than three members are up for election in a particular year.

The City Council appoints two positions: City Manager and the Municipal Judge. The Council contracts with an external firm to provide legal services as the City Attorney.

The City Manager is the chief executive for the city and leads a highly dedicated professional city staff, including a Deputy City Manager who oversees Public Safety and an Assistant City Manager who oversees Development Services respectively.

With over 100 FTE positions, the City of Dayton is composed of the following departments: City Secretary, Human Resources, Development and Planning (includes Building Inspections, Code Services, Planning, Parks, Community Services, and Library), Finance (Includes Budget, Purchasing, and Utility Billing), Information Technology, Municipal Court, Police (includes Animal Control), and Public Works (including Streets, Drainage, and Maintenance).

The city is served by an all-volunteer fire department, with an ISO 2 rating, and contracts Emergency Medical Services. In addition, the city has established a Type B economic development entity, the Dayton Community Development Corporation. The City Manager will be responsible for planning and executing community development and economic development projects in partnership with the DCDC, which is comprised of a city-council appointed board. The City Manager will report to the Mayor and City Council and will have a contractual agreement with the DCDC board related to any current and future economic development activities and projects. The DCDC board is a legislative body that is subject to Council approval.

With an annual operating budget of \$20.3 million, Dayton's conservative approach to its finances has earned an S&P AA- (stable) bond rating and has created a fiscally sound organization. The General Fund is resourced primarily through property taxes and sales taxes.

The City of Dayton has won several awards including the Certified Scenic City, Community of the Year, the Golden Trowel Award, and numerous finance awards.

Additional information about the City of Dayton, including the city's budget, organizational chart and staffing levels are available on the city's website, www.cityofdaytontx.com



■ POSITION OVERVIEW

The City Manager is the Chief Administrative officer for the city and provides administrative oversight to all functions of the City of Dayton. The city owns a very distinct position on who we are as an organization. We provide our residents with the highest quality of life possible. We are committed to making Dayton a wholesome, business-friendly, and dynamic community for our residents. We succeed in the mission by taking pride in our SHINE Principles.

In addition to being ethical, qualified, experienced, and possessing the knowledge, skills, and abilities necessary to perform the essential duties and responsibilities of the role, the City Manager in Dayton must be an effective advocate of the SHINE Principles:

Service - Public service is a badge of honor

Humility - It is a privilege to serve the City of Dayton

Integrity - Transparent, open communication and honesty build trust

Nobility - We are held to a higher standard

Excellence - We get the job done right the first time

Key Areas of Responsibility:

- Appoints, hires, removes directors of departments and appoints, hires, removes directly or through subordinates, other city employees all within the provisions of the City Charter
- Establishes and enforces the city's policies, procedures, ordinances, and regulations
- Confers with public officials and citizen groups to enlist cooperation and explain the city policy, procedures, and actions
- Oversees the construction and maintenance of the city's infrastructure, such as roadways, water and sewer
- Plans and executes community development and economic development projects in the City of Dayton. Prepares the budget annually and submits it to the City Council for adoption and is responsible for its administration after adoption
- Monitors execution of budget during the year and advises the Council of the financial status of the city and its future needs to include preparing an annual report on the finance, administration, services, employee paygrades and merit, and capital improvement activities of the city
- Executes deeds, deeds of trust, easements, releases, contracts, utility franchises and other instruments binding the city to financial agreements and obligations that are consistent with the City Charter, Ordinances and directives; works with new and existing partners to create, negotiate and implement development incentives.
- Communicates, develops, and activates a comprehensive economic development program which utilizes community feedback to establish goals and measure performance. Develops and implements strategies and goals for promotion of Dayton to outside business interests, coordinate economic development recruitment efforts utilizing various Economic Development tools.





■ CHARACTERISTICS OF THE IDEAL CANDIDATE

The new City Manager will need to have the political aptitude and emotional intelligence to effectively lead a high-performing team, have a heart for the community, a passion for public service, and a business-mindset dedicated to the continuous improvement of city services across all sectors of the population.

The successful candidate will be a bridge builder that embraces collaborative partnerships, has exceptional communication skills and a leadership presence, both within the organization and in the community. This dynamic leader must also be a values-based professional that is deeply committed to transparency and will make decisions that are in the best interest of the Dayton employees and the community as a whole.

The ideal candidate for the next City Manager shall have the following core competencies:

- **Politically Astute / Community Collaborator** – Successfully engages with the Mayor and Council, senior management, external stakeholders, and civic leaders; maintains positive, productive community partnerships and collaborations; maintains relationships with other local state, regional and state elected officials and agencies; conducts meetings with prospects, and attends economic development forums.
- **Leadership** – Empowers a diverse and inclusive workforce; creates an environment where ideas are fostered and nurtured; exhibits engaging and approachable behavior; listens attentively to understand the needs, intentions, and values of others.
- **Financial Development / Acumen** – Ensures innovative revenue development strategies; ensures continual adherence to generally accepted accounting principles, and related budget and financial matters; understands and can manage operations within budget constraints; experience with all forms of government finance mechanisms; experience with Hotel Occupancy Tax regulations.
- **Forward-Thinking** – Has patience and perseverance to foster a vision and direction for the city; seeks “best practices” and trends for continued growth and relevance; develops short and long-range plans, strategies, priorities, goals, and objectives.
- **Problem-Solving and Strategic Thinking** – Demonstrates the ability to analyze, interpret and effectively identify and solve problems; makes informed decisions, and successfully addresses complex organizational challenges; provides/implements creative solutions and provides direction by clearly and effectively setting courses of action.
- **Talent Development** – Provides guidance, opportunities and motivation to develop and strengthen knowledge, skills, and competencies to improve employee’s capabilities; exemplifies an authentic and strong character with integrity; sets high expectations; inspires and motivates others; coaches and mentors a high performing team of employees.
- **Adaptable and Manages Change** – Able to adapt to ongoing challenges and capable of shifting direction when necessary; effectively communicates within the organization.
- **Communication Skills** - Exceptional listener; outstanding communicator with exceptional interpersonal, analytical, written, and verbal communication and presentation skills; handles sensitive situations with tact and diplomacy.
- **Results Oriented** – Improves and sustains superior project and program delivery; maintains and builds high-performing teams that hold themselves and staff accountable for their performance; delegates appropriately; optimizes resources; pursues achievable goals and works strategically to achieve them.

■ MINIMUM QUALIFICATIONS

A bachelor's degree in Public Administration or related field is required. Master's degree is preferred. A Minimum 5 years' experience in Public Administration, and at least 3 years of which were in supervision. A combination of education and experience that indicates a level of skill and knowledge necessary to fulfill the duties of this position may be considered in lieu of the education and experience requirements listed above. The selected candidate must live in the City of Dayton or move to the city within 6 months of employment. Economic Development certification (CECd) is desirable.

■ COMPENSATION & BENEFITS

The salary range is **\$180,000 - \$230,000** and is dependent on relevant knowledge and experience of the candidate selected. The City of Dayton offers an excellent benefits package including participation in the Texas Municipal Retirement System. Other benefits include:

- Health, Dental, Vision, Long-Term Disability, and Life Insurance
- Retirement plan through TMRS and ICMA
- Employee Assistance Program
- Paid holidays (12.5 plus your birthday)
- Paid vacation and sick time
- Longevity bonus
- Continuing education and certification opportunities

Candidates deemed to have the most relevant backgrounds will be invited to participate in a preliminary screening interview with the consultant. Those individuals determined to be best suited will be invited to participate further in a formal assessment process. An appointment is anticipated upon the completion of comprehensive reference and background checks.

For additional information about this position please contact:

KYLIE WILSON

Senior Executive Recruiter

(916) 471-3325 ■ kwilson@cpsshr.us

www.cpsshr.us

CPS HR  **CONSULTING**

■ APPLICATION PROCESS & RECRUITMENT SCHEDULE

To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references (who will not be contacted without prior notice) by **Monday, October 18, 2021**.

Please submit your materials to:

<https://www.cpsshr.us/recruitment/1826> .

