

PROPOSAL

City of Sunnyvale

Executive Recruitment for Assistant City Manager

May 1, 2015

SUBMITTED BY:

VICKI QUINTERO BRASHEAR

Director of Products and Services

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Your Path to Performance

May 1, 2015

Teri Silva
Director of Human Resources
City of Sunnyvale
505 W. Olive Avenue, Suite 200
Sunnyvale, CA 94088-3707

Subject: Assistant City Manager Executive Recruitment

Submitted via email to: tsilva@sunnyvale.ca.gov

Dear Ms. Silva:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Sunnyvale (City) with the recruitment of a new Assistant City Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement. We have provided an outline of our services, in addition to the costs, for a full executive recruitment and a partial executive recruitment.

We possess a number of important strengths to assist the City in accomplishing the goals for this recruitment which are outlined in this proposal, including:

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

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

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact Frank Rojas at frojas@cpshr.us or (916) 471-3111**. Frank is located at our Sacramento, CA office at 241 Lathrop Way, 95815.

Sincerely,



Vicki Quintero Brashear
Director of Products and Services

Table of Contents

Introduction	1
About CPS HR Consulting	1
Qualifications	2
References	4
Recruitment Work Plan	6
Our Understanding of the Scope of Work.....	6
Methodology	6
Key Stakeholder Involvement	6
City's Needs	6
Aggressive, Proactive, and Robust Recruitment	6
Selection	7
Three-Phase Project Approach for Success.....	7
Project Tasks.....	8
Project Timeline	14
Fee Structure	15
Professional Services.....	15
Reimbursable Expenses.....	15
Two Year Guarantee	16
Professional Staff Background	17
Appendix A – Sample Brochure	24

Introduction

About CPS HR Consulting

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



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

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

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

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

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

Qualifications

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

■ **Unmatched Recruitment Experience for Government Agencies**

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

■ **Seasoned Executive Recruiters**

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

■ **Detailed Needs Assessments**

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

■ **Vast Pool of Public Agency Contacts**

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

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

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

■ **Diversity Sensitivity**

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

■ **Cost Effective**

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

■ **Satisfied Clients**

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

■ **Strong Base of Repeat Clients**

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

References

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

CLIENT	POSITION	CONTACT
Paradise Valley, Town of	Town Manager (2014)	Michael Collins Mayor (480) 348-3690 mcollins@paradisevalleyaz.gov
Chandler, City of	Assistant City Manager (Partial) (2013) City Manager (2011)	Debra Stapleton Human Resources Director (480) 782-2350 Debra.stapleton@chandleraz.gov
32nd Agricultural District Association/Orange County Fair	Chief Executive Officer (2014)	Doug Lofstrom ex Interim CEO (714) 222-5941 or Mayor Bao Nguyen Board Member (714) 741-5104
City of Compton	Director of Community Development (2014)	Mario Beas Interim HR Director (949) 293-6626 or Johnny Ford Interim City Manager (310) 605-5500
Sacramento Metropolitan Air Quality Management District	Division Manager Administrative Services (2014)	Larry Greene Executive Director (916) 874-4803 lgreene@airquality.org

*Proposal to the City of Sunnyvale
Executive Recruitment for Assistant City Manager*

CLIENT	POSITION	CONTACT
Maricopa, City of	City Manager (2014)	Christian Price Mayor (520) 316-6828 Christian.Price@maricopa-az.gov or Gregory Rose City Manager (520) 316-6811 Gregory.rose@maricopa-az.gov
Marana, Town of	Deputy Town Manager (2014)	Gilbert Davidson Town Manager (520) 382-1900 gdauidson@marana.com or Fanni Acosta Senior Human Resources Analyst (520) 382-1934 facosta@marana.com
Sacramento, City of	Fire Chief (2014) City Attorney (2012) City Manager (2011)	Geri Hamby Human Resources Director (916) 808-7173 ghamby@cityofsacramento.org or John Shirey City Manager (916) 808-7213 jshirey@cityofsacramento.org

Recruitment Work Plan

Our Understanding of the Scope of Work

The City of Sunnyvale (City) is seeking a professional search firm to conduct an executive recruitment for a new Assistant City Manager. CPS HR Consulting (CPS HR) realizes the importance of this leadership position and is prepared to assist the City with this endeavor from the initial kick-off meeting to the successful placement of a new incumbent. We envision the successful candidate working collaboratively with the City Council, City Manager, and City stakeholders leading the City in practice to maintain and enhance its continued high level of commitment to its citizens within the community.

Should the City opt for a partial recruitment, the end of Phase II will result in a summarized report of the recruitment process and a list of recommended candidates for further consideration by the City. Cost implications for both a full and a partial recruitment are included in the Fee Structure section of this proposal.

Methodology

Key Stakeholder Involvement

The City Manager must be intimately involved in the search for a new Assistant City Manager. For this reason, our approach assumes her direct participation in key phases of the search process. Additionally, at the discretion of the City Manager, other key stakeholders may also be invited to participate in meetings 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 Manager to define the professional and personal qualities required of the Assistant City Manager. To be certain this occurs, we have developed a very effective process that will permit the City 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 City Manager wishes to establish with the Assistant City Manager; and ultimately, the professional and personal qualities that will be required of the Assistant City Manager.

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

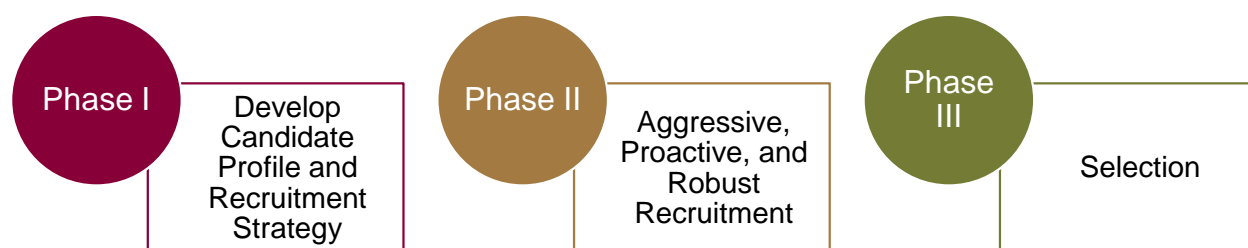
vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

Selection

The selection of the best available candidate requires the use of tools specifically designed to evaluate each candidate against the personal and professional qualities identified by the City Manager. For this reason, we tailor our selection techniques to the City's specific requirements. In addition, we also assume responsibility for administering the selection process for the City.

Three-Phase Project Approach for Success

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



Phase I: As desired by the City, our consultant will meet with the City Manager and other City stakeholders 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 personal 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 Manager to determine the process best suited to the City of Sunnyvale.

Project Tasks

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

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

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

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

Task 2 - Additional Key Stakeholder Meetings

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



Task 3 - Candidate Profile and Recruitment Strategy Development

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

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

Task 4 – Develop Recruitment Brochure

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

Task 5 – Place Advertisements

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

Examples may include:

Advertising Sources	
• Jobs Available	• International City/County Mgmt. Assoc.
• Western City – League of CA Cities	• Public CEO
• LinkedIn	• Municipal Management Assoc.
• International Hispanic Network	• Nat’l Forum, Black Public Admin.

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

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

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

Phase II – Aggressive Recruitment

Task 1 - Identify and Contact Potential Candidates

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

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

of such professionals; however, we do not rely solely upon our current database. We also conduct specific research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates. These individuals, as well as other potential candidates, are typically contacted very soon after they have received a recruitment brochure in order to maximize the impact of the multiple contacts.

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

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



- Communicating to candidates, through advertising materials and verbal conversations, a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Providing guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area. We have found that potential candidates sometimes make the decision not to apply based on rumored information, rather than facts and research. It is our job to ensure the candidates we are in communication with have accurate and helpful information.
- Actively seeking individuals who are highly visible in the field – widely published, frequent presenters and/or thought leaders – who are seemingly ready for the challenge. These highly qualified candidates may be attracted by the prospect of collaboration with other City departments, providing exceptional leadership to the City of Sunnyvale, or continuing to ensure the public confidence in the integrity of the City.

Task 2 – Resume Review and Screening Interviews

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

- A thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials.
- Interviews with the candidates who appear to best meet the City's needs. CPS HR will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will also gather data on any other unique aspects specific to this recruitment based upon the candidate profile.
- Internet research on each candidate interviewed.

Task 3 – City Manager Selects Finalists

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

Phase III – Selection

(Phase III would not be included in a partial recruitment)

Task 1 - Design Selection Process

Based on the results of the meeting conducted in Phase I, CPS HR will design a draft selection process. CPS HR will meet with the 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.

Task 2 - Administer Selection Process

CPS HR 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 the successful and unsuccessful candidates.



Task 3 – Final Preparation for Appointment

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

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the City wish to arrange follow-up interviews or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360 evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made contingent upon that reference being successfully completed so as not to jeopardize the candidates' current employment situation.) The candidates are requested to provide a minimum of six reference sources. CPS HR is able to ascertain significant, detailed information from reference sources due to our assurance and commitment to each individual that their comments will remain confidential, which leads to a willingness to have an open and candid discussion, resulting in the best appointment for the City. A written (anonymous) summary of the reference checks is provided to the City.
- **Conduct Background Checks:** We will arrange for a background records check of a candidate's driving record, criminal and civil court, credit history, education verification, newspaper article publishing's, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the City for further review.

Task 4 – Contract Negotiation

Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Commitment to Communication

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

In addition, during each phase in the process, we are corresponding with candidates and advising them of their status. We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to

the management of the recruitment process; as a result, we have many long-term relationships with clients that have resulted in the opportunity to assist them with multiple recruitments.

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

Project Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities for a full recruitment up to and including the selection of a new Assistant City Manager can be completed in 14 to 16 weeks. Should the City opt for a partial recruitment, the process would be completed in 10 to 12 weeks. In both instances, 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 to the City <i>(End of Phase II)</i>										➤						
City Interviews													➤			
Reference/Background Checks														➤		
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Fee Structure

Professional Services

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

Should the City desire a partial recruitment, CPS HR services will be associated with **Phases I and II**, as outlined, and would include up to two field visits. This cost is outlined in the partial recruitment table.

Discounts of \$500.00 to \$1,000.00 will be provided for additional full or partial recruitments dependent upon the volume of projects conducted for the City within the next six months.

Reimbursable Expenses

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

Professional Fee & Reimbursable Expenses* Full Recruitment	
Professional Flat Fee	\$17,000
Reimbursable Expenses – Full Recruitment, Not to Exceed <u>Approximate</u> recruitment costs include: <ul style="list-style-type: none">■ Brochure Design and Printing (\$1,100)■ Advertising (\$3,000)■ Background check for one candidate (\$400)■ Other potential expenses, i.e. supplies, travel, shipping (\$1,000)	\$5,500 - \$6,500
Full Recruitment: Not-to-Exceed Total	\$23,500

Partial Recruitment Fees are listed on the following page.

Professional Fee & Reimbursable Expenses* Partial Recruitment	
Professional Flat Fee – Partial Recruitment	\$12,500
Reimbursable Expenses – Partial Recruitment, Not to Exceed <u>Approximate</u> recruitment costs include: <ul style="list-style-type: none">■ Brochure Design and Printing (\$1,100)■ Advertising (\$3,000)■ Other potential expenses, i.e. supplies, travel, shipping (\$650)	\$4,500 - \$5,500
Partial Recruitment: Not-to-Exceed Total	\$18,000

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

Two Year Guarantee

If the employment of the candidate selected and appointed by the City, as a result of a full executive recruitment (*Phases I, II, and III*), is terminated for any reason before the completion of the first two years of service, CPS HR will provide the City with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for reimbursable expenses. Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted.

Professional Staff Background

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

PROJECT MANAGER CONTACT INFORMATION	
Name	Frank Rojas
Title	Project Manager/Senior Executive Recruiter
Address	241 Lathrop Way Sacramento, CA 95815
Phone	(916) 471-3111
Email	frojas@cpsshr.us

Frank Rojas

Profile

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

Mr. Rojas began his career in Contract Labor and over the next 20+ years launched seven start-up offices in several states and locations providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment managing and building talent acquisition support during significant

growth periods. Having been a speaker at several networking and career coaching venues, Frank believes in utilizing traditional recruiting methodology with social media. He was named in the top 1% viewed profiles on LinkedIn.

Employment History

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

Professional Experience

- Managed and led recruiting efforts including client interface to define and write position descriptions, profiles, and goals. Responsible for creating marketing plans, screening and selection strategies, conducting interviews and participating in final hire and post-hire activities including reference and background checks.
- Assisted in salary evaluation and competitive comparisons. This includes candidate negotiations, travel and relocation (if appropriate), benefits, and confirmation and acceptance of any requirements prior to the submittal process and acceptance of offer.
- Managed in-house staff to ensure adherence of company policies and legal compliance. Developed and maintained positive, team-building methodologies that increased productivity, created a positive, productive staff, and maintained cooperativeness and trust.
- Recruited and identified senior-level management for several federal locations including General Managers, Assistant General Managers, HR Directors, Site Controllers, Quality Managers, T-4 Water and Environmental Director and Departmental Leadership at Fort Bliss, El Paso; Fort Polk, Louisiana; Joint Base McGuire-Dix-Lakehurst; New Jersey; Los Angeles Air Force Base; Cape Canaveral, Florida; and the Lawrence Livermore National Laboratory.
- Set up staff procedures and office functions; negotiated service agreements, ensured EEO, safety/OSHA quality, and all local, state, and federal compliance policies. Migrated and implemented several Applicant Tracking Systems including participation as Systems Administrator.
- Initiated effort to define the mission and business plans of expanding organizations. Developed road maps to build client base, relevant labor pools, and resources to sustain growth for the entire enterprise. Started corporate recruiting department and initiated recruiting strategies, hiring processes, retention, and integrated cost-effective marketing tools.
- Hired and motivated in-house talent and created cross-functional business/sales and recruiting process allowing for growth, skills development, and achievement to meet customer needs and provide for an effective team-oriented environment.

Education

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

Stuart Satow

Profile

Mr. Satow has extensive experience in conducting high-level recruitments for council/board appointed positions, including City Manager recruitments for the California cities of American Canyon, Brentwood, Elk Grove, Modesto, Sacramento, and Napa, and the Arizona cities of Chandler, Gilbert, Maricopa, Paradise Valley, and Surprise. Mr. Satow has also led executive searches for the counties of Coconino and Pinal, and recently completed the recruitment for a new City Manager for the City of Maricopa and new Town Manager for the Town of Paradise Valley. Mr. Satow has conducted numerous recruitments for department head level positions in city/county government and special districts in the areas of Planning/Community Development, Finance, Human Resources, Information Technology, Legal, Parks and Recreation, Communications, and Public Works/Engineering. Mr. Satow has very recent experience working with the City of Maricopa, having assisted the City in the recruitments of Finance Director, Human Resources Director, Chief Information Officer, Assistant to the City Manager, and Development Services Director along with the 2014 City Manager recruitment. Mr. Satow recently completed the search for the new Fire Chief for the City of Surprise, Development Services Director for the City of Apache Junction, and City Engineer for the City of Bell.

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

Employment History

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

Professional Experience

- Conducting public sector recruitments for executive level positions (includes upper- and mid-management, department directors, and council/board appointed positions).
- Managing entire recruitment process: develop and submit responses to proposals, meet with clients to understand their recruitment needs and develop a project plan, develop marketing brochures for recruitments, place advertisements, and research and identify potential candidates. Proactively contact potential candidates; market the position to them. Conduct screening interviews. Facilitate the entire interview process. Perform

thorough reference checks and oversee extensive background checks on candidates.
Negotiate employment agreements.

- Coordinating activities of the Sports Department for local television news station
- Reporting on local sports events/teams of interest including high school, college and professional sports (and others)
- Liaison to local and regional sports contacts (including local and bay area professional teams, universities/colleges, high school athletic directors/coaches, and other key sports contacts)
- Experienced writer and interviewer with excellent people skills and a positive track record in staff and project management.

Education

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

Pamela H. Derby

Profile

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

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. Previous to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations where she was responsible for the management of several large consumer groups.

Employment History

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

Professional Experience

- Project manager for local government, special district, and non-profit executive recruitments. Responsible for all facets of process including proposal interviews, all client meetings, creating marketing and advertising materials, conducting candidate screening interviews and developing finalist candidate interview processes.
- Assisted executive recruiting team in the recruitment of local government and public agency executives.
- Managed staff responsible for addressing escalated customer complaints. Negotiated and mediated pre-litigation settlements with attorneys, state regulators, and other state agencies, involving home improvement loans. Served as department fraud coordinator.

- Provided administrative support to SVP, including drafting correspondence, report writing, and special projects as assigned. Supervised department receptionist, responsible for interfacing with vendors and facilities management.
- Provided administrative and research support for private professional lobbying firm. Researched legislative bills, corresponded with professional association members regarding legislative proposals.

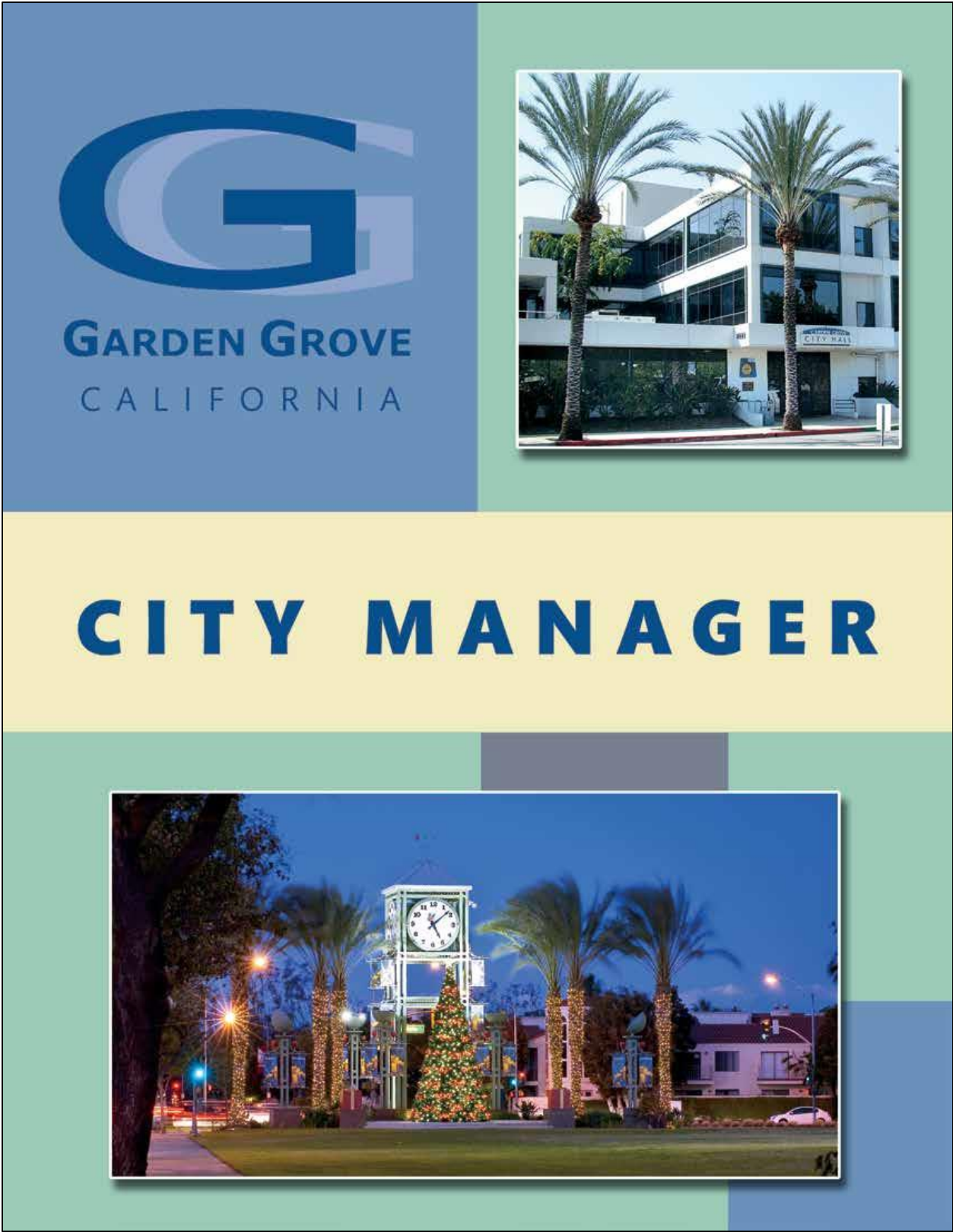
Education

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



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 Sunnyvale in this important endeavor.

Appendix A – Sample Brochure





THE COMMUNITY

Garden Grove is a vibrantly progressive, friendly, and spirited city located in one of Southern California's most beautiful and renowned areas. Garden Grove is the fifth largest city in Orange County, with a strong multi-cultural presence, deep hometown spirit, and one of the most recognized school districts in the nation.

Conveniently located less than one mile from the Disneyland Resort and nine miles from Southern California's most scenic beaches, Garden Grove's central location to some of the region's most popular attractions, its family-friendly atmosphere, and sunny weather year-round, make it the best place to be for over 179,000 residents, and more than 42 million visitors to the area each year.

Garden Grove is home to a variety of community events, including its namesake Strawberry Festival, the largest community-based Memorial Day event in the western United States. Also located in Garden Grove is the former, internationally-recognized Crystal Cathedral, recently acquired by the Roman Catholic Diocese of Orange and re-named the Christ Cathedral.

The center of the area's 42 million visitors a year is encompassed by the Grove District – Anaheim Resort. Bordered to the north by the famous Disney parks and attractions, the Grove District offers several first-rate hotels and popular dining places with retail shopping within close proximity. In 2016, the Grove District will welcome the Great Wolf Southern California—the brand's largest water park resort to date, and a first-of-its-kind in Southern California. The City is in an exciting time and continues to focus on the development of major hotels and large mixed-use projects.

Garden Grove neighborhoods are known for their large lots, affordable single-family homes, and strong sense of community pride. A variety of housing options are available, including elegant estate homes, roomy single-family dwellings, and affordable, convenient apartments and condominiums.

Garden Grove is also rich in educational opportunities. GGUSD has the highest Academic Performance Index Score among the State's 25 largest urban school districts. The Garden Grove Higher Education Center, located in the downtown civic center, is home to Coastline Community College, and a satellite campus of California State University, Fullerton.

THE POSITION

The City Manager is the Chief Executive Officer of the City, responsible for planning, directing, and managing all activities and operations of the City of Garden Grove, ensuring that all public services are delivered in an efficient and effective manner. The City

Mission Statement

The mission of the City of Garden Grove is to provide responsible leadership and quality services as we promote safety, cultural harmony, and life enrichment.

Manager is also responsible for coordinating City activities with other agencies and organizations; facilitating the development and implementation of City goals and objectives; implementing policy decisions made by the City Council; and providing highly complex administrative support to the City Council.

The Office of the City Manager oversees the operations of the City's nine departments, and is responsible for a wide range of activities, including managing and directing budget and operations, facilities and asset management, public safety, economic development initiatives, legislative analysis, intergovernmental relations, employee relations, and strategic planning.

CURRENT PRIORITIES AND OPPORTUNITIES:

- Promote a culture of learning and communication that ensures the community is well informed while providing a high level of transparency, ethics and confidence in local government
- Provide financial guidance relevant to operational expenditures and closing budget gaps
- Enhance opportunities for private development by working collaboratively with Council and other departments to review planning and zoning regulations, assessing commercial, industrial and housing opportunities as well as other selective investments
- Emphasize government transparency, trust and accountability
- Continue to enhance team building and interdepartmental collaboration
- Develop an understanding of the City's diversity and ways to meet the needs of each unique population, and find commonalities to unify and build a stronger sense of community
- Build a foundation of community involvement through access of information including policy direction, and providing a voice and open communication to and from the general public

THE IDEAL CANDIDATE

The ideal candidate will be an effective and collaborative leader; possessing confidence, excellent communication and interpersonal skills, and strong technical and business acumen; who understands the need for public service through transparent management and is eager to embrace the opportunities and challenges of a diverse and vibrantly





Vision Statement

The vision of Garden Grove is to be a safe, attractive, and economically vibrant city with an informed and involved public.

We are a diverse community that promotes our unique attributes and preserves our residential character.

progressive city. The successful candidate will have demonstrated a solid track record of leading and managing municipal service initiatives in the areas of public safety, business and economic development, and public works. The ideal candidate shall have expertise in financial and budget management, agency administration, and the ability to maintain collaborative relationships with City Council, staff and the community.

The new City Manager shall maintain and build solid relationships with regional and national business partners, surrounding cities, governmental agencies and the community through open and respectful dialogue. It is important to engage and embrace in the cultural diversity of the City. Fluency in Spanish and/or Vietnamese is highly desirable.

SPECIFIC SKILLS / EXPERIENCE

THE NEW CITY MANAGER SHOULD BE:

- A well-rounded executive with depth of experience to include a broad skill set in areas of administration and policy development
- An outstanding fiscal manager, able to develop and implement plans to expand the tax base, obtain grants and manage costs
- A professional who can lead the organization with a commitment to uphold the values of Garden Grove, including valuing positive employee working relations and respecting the richness of cultures and diversity
- A competent manager of both issues and staff; someone who can mentor and develop staff; retain and attract top talent

THE NEW CITY MANAGER SHOULD HAVE:

- A demonstrated track record in community relations, strategic planning, and supporting an elected governing City Council
- A proven understanding of budget/structural deficits and the willingness and the ability to bring teams together to find solutions to challenging issues
- Experience in development and execution of policy and procedures with strong ethics, transparency and accountability

City of Garden Grove Guiding Principles

We commit ourselves to the betterment of the individual, the organization, and the community, by fostering a spirit of trust, creativity, cooperation, integrity, empathy, respect, and quality service to all.

- Experience with identifying, engaging and collaborating with diverse stakeholders on economic development within the technology industry
- A proven record of success in developing and maintaining new streams of revenue
- Demonstrated leadership, critical thinking, innovation, and creativity in bringing ideas to fruition, including the application of existing and new policies
- Bachelor degree is required, Master degree desired

MANAGEMENT STYLE AND CHARACTERISTICS

THE SUCCESSFUL CANDIDATE WILL BE:

- A strong, seasoned leader with the highest integrity, character, and ethics
- Honest, with the ability to maintain and build trust and actively listen
- A friendly approachable leader who is visible and actively engaged in the community to ensure quality customer service, one that understands the needs of the community to ensure the concerns of the community are heard and respected
- Successful at building collaborative business and community-oriented working relationships
- An enthusiastic, inspiring and engaged communicator
- A forward thinker with the willingness to make difficult decisions based on what is right and enforce not only the letter of the law, but the spirit of the law
- A strong leader who shares the vision of the council and community, and can advocate, articulate and implement that vision. A manager who is able to blend innovation and creativity, someone who can think outside the box, can creatively move the city in a new direction or next step, while acknowledging the challenges of a city that is perceived as a bedroom community





- Diplomatic, being known as a people person with an engaging style that is comfortable interacting with a wide spectrum of individuals and one who welcomes dialogue and discussion
- A manager who recognizes and appreciates the value of a community's diversity
- A change agent, not someone who is interested in maintaining the status quo
- Technologically astute; who recognizes the value of harnessing and integrating the benefits of cutting edge technology for city government and for residents
- Passionate and experienced in working collaboratively with local schools and universities

COMPENSATION AND BENEFITS

The salary for the City Manager is negotiable, depending on qualifications and experience.

The City also offers a generous benefits package that includes:

Retirement:

CalPERS 2.5%@55 for classic members, 2.0%@62 for new members.

Cafeteria Plan Contribution:

The City provides each eligible employee a fringe benefit allocation to purchase benefits for themselves and their dependents.

Holidays:

11 paid holidays.

Life Insurance:

The City carries a plan for all employees that covers employee for one times annual base salary rounded up to the nearest \$1,000. Additional life insurance of up to five times annual salary (\$500,000 maximum) is available for a fee to the employee. Dependent coverage is also available.

Vision:

Employee may elect to participate at their expense in an eye care plan. Plan provides for vision services at reduced rates.

Vacation:

Employees earn 80 hours upon completion of one year of service.

Years two – nine, employees earn 120 hours.

After nine years, employees earn 144 hours.

After 14 years, employees earn 168 hours.

After 19 years, employees can earn 207 hours.

After 24 years, employees can earn 246 hours.

Employees may cash out vacation hours at any time during the year, as long as 80 hours remain in the vacation bank.

Sick Leave:

Employees accrue sick leave at the rate of eight hours with pay for each calendar month of service. After accumulating 240 hours, employees can sell back 50% of annual unused sick leave.

Administrative Leave:

Management employees receive 40 hours of administrative leave for use each calendar year beginning January 1st. New employees hired after July 1st shall be allowed to use up to 20 hours during that year.

Additional Benefits:

Auto Allowance \$835/mo., Flexible Reimbursement Plans (Health Care or Dependent Care), Deferred Compensation Plan, Tuition Reimbursement, Long Term Disability Insurance.

APPLICATION PROCESS AND RECRUITMENT SCHEDULE

The final filing date for this position is Monday, March 23, 2015. To be considered for this exceptional career opportunity, please submit your cover letter, resume, current salary and 10 work-related references (who will not be contacted in the early stages of the recruitment.) Resumes should reflect years and months of employment, and positions held. Forward your resume to Frank Rojas:



CPS HR Consulting

241 Lathrop Way • Sacramento, CA 95815

Tel: 916- 471-3111

Email: resumes@cpshr.us

Website: www.cpshr.us/search

Resumes will be screened on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. The City of Garden Grove will then select finalists to be interviewed. Candidates deemed most qualified will be invited to participate in a final interview process that includes comprehensive reference and background checks. For additional information about this opportunity please contact Frank Rojas.

