

PROPOSAL

City of Boulder City

Executive Recruitment Services for City Manager

June 27, 2024

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

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Your Path to Performance

June 27, 2024

Michael Mays
Acting City Manager/Community Development Director
City of Boulder City
401 California Ave.
Boulder City, NV 89005

Submitted via email to: MMays@bcnv.org

Subject: Executive Recruitment for City Manager

Dear Mr. Mays:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Boulder City (City) with the recruitment of a new 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 understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to tailor our process to highlight this 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 assignment. Should you have questions or comments about the information presented in this proposal, **please contact me (916) 471-3358 or via email at masher@cpshr.us.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

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About CPS HR Consulting

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

OUR VISION:

Enabling people to
realize the promise of
public service

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

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

With more than 100 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 Texas, Colorado, and Southern California.

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.

- **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.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR are female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system?

CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a listing of recent CPS HR recruitments to convey our experience with similar executive searches.

Agency	Title	Year Completed
City of Farmersville, CA	City Manager	Current
County Welfare Directors Association of California, CA	Executive Director	Current
San Joaquin Area Flood Control Agency, CA	Executive Director	Current
Fresno Council of Governments, CA	Executive Director	Current
City of Missouri City, TX	Assistant City Manager	Current
City of Simi Valley, CA	Assistant City Manager (Outreach)	Current
City of Simi Valley, CA	Deputy City Manager (Outreach)	Current
County of San Diego, CA	Chief Administrative Officer	2024
San Diego Association of Governments, CA	Chief Executive Officer	2024
City of Arcata, CA	City Manager	2024
California Student Aid Commission, CA	Executive Director	2024
City of Simi Valley, CA	City Manager	2024
Contra Costa County Employees' Retirement Association, CA	Chief Executive Officer	2024
Orange County Power Authority, CA	Chief Executive Officer	2024
Southern California Public Power Authority	Executive Director	2024
County of Luis Obispo, CA	County Administrative Officer	2024
City of Gillette, WY	City Manager	2023

*Proposal to City of Boulder City
Executive Recruitment for City Manager*

Agency	Title	Year Completed
City of Phoenix, AZ	Assistant City Manager	2023
City of Phoenix, AZ	Deputy City Manager	2023
City of Baytown, TX	City Manager	2023
City of Littleton, CO	Deputy City Manager	2023
City of Littleton, CO	City Manager	2022
City of Oklahoma City, OK	Assistant City Manager	2022
City of Bellaire, TX	City Manager	2022
County of Trinity, CA	County Administrative Officer	2022
City of Nogales, AZ	City Manager	2022
County of Imperial, CA	County Executive Officer	2022
City of Turlock, CA	City Manager	2022
City of Dallas, TX	Assistant City Manager	2022
City of Tucson, AZ	Assistant City Manager/Chief Financial Officer	2022
City of Piney Point Village, TX	City Administrator	2022
City of Nogales, AZ	City Manager	2022
City of Surprise, AZ	City Manager	2021
City of Aztec, NM	City Manager	2021
County of Yolo, CA	County Administrative Officer	2021
City of Aurora, CO	Deputy City Manager	2021
City of Dickinson, TX	City Manager	2021
City of Dayton, TX	City Manager	2021
County of Los Alamos, NM	County Manager	2021
City of Hercules, CA	City Manager	2021
City of Clayton, CA	City Manager	2021
City of Marysville, CA	City Manager	2021
County of Flathead, MT	County Administrator	2021
County of Yolo, CA	Assistant County Administrative Officer	2020
City of Greeley, CO	Deputy City Manager	2020
City of Reno, NV	City Manager	2020
City of Bozeman, MT	City Manager	2020

*Proposal to City of Boulder City
Executive Recruitment for City Manager*

Agency	Title	Year Completed
City of Richmond, CA	City Manager	2019
City of Columbia, MO	City Manager	2019
City of Union City, CA	City Manager	2019
Town of Paradise Valley, AZ	Town Manager	2019
City of Carson, CA	City 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
City of Sacramento, CA	Assistant City Manager	2018
County of San Luis Obispo, CA	City Manager	2018
City of Goodyear, AZ	City Manager	2018
County of Imperial, CA	County Executive Officer	2018

Our Approach

Key Stakeholder Involvement

The City Council on behalf of the City of Boulder City must be intimately involved in the search for a new City Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the City Council, other key stakeholders may also be invited 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 Council to define the professional and personal qualities required of the City Manager. CPS HR has developed a very effective process that will permit the City Council 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 Manager; and ultimately, the professional and personal qualities required of the City Manager.

Commitment to Communication

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

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

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

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates. We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than **57%** of our executive level placements being people of color and/or female candidates within the past three years.

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

The result is incredibly diverse candidate pools. Our clients have been quite pleased with our process and end results.

Methodology and Scope of Work

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new City Manager is uniquely suited to the City's needs. CPS HR can perform **Outreach Only** or **Partial Recruitment** services if a **Full Recruitment** is not currently needed by the City.



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

Below is a breakdown of the services included in each recruitment option.

Task	Description	Outreach	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 this 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 Manager. Activities will include:

- Identifying key priorities for the new City Manager and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the City Council wishes to establish with the City Manager.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new City Manager in light of the discussions above.
- Discussing recruitment and selection strategies for the City Council's consideration to best produce the intended results.

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

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/recruitment-solutions/executive-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 - 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 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">• City's website• CPS HR website• Nevada Association of Counties• County Fiscal Officers Association of Nevada• Nevada City/County Management Association• Boulder City Review• California State Association of Counties• Western City Magazine	<ul style="list-style-type: none">• National League of Cities (local chapters in NV, AZ, CA, UT, WA, OR, CO)• National Association of Counties• Governmentjobs.com• International City/County Management Association• Public CEO• Women Leading Government• Local Government Hispanic Network• Careers in Government• LinkedIn• National Forum for Black Administrators

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

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

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

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

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

We will:

- Convey a strong sense of the purpose and strategy of 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 personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the City Council. 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 Council to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III – Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 - Final Preparation for Appointment

Task 4 - Contract Negotiation (if requested)

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

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

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

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

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

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new City Manager can be completed in 14 to 16 weeks. The precise schedule will depend on the placement of advertising on appropriate professional and affiliate websites, 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										➤						
Semi-finalist Interviews													➤			
Reference/ Background Checks														➤		
Final Interviews															➤	
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Our Executive Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. Our executive recruitment team will work collectively to fulfill the City's needs in a timely and effective manner. We are committed to providing each of our clients with the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the City.

Role/Project Assignment	Name	Phone	Email
Senior Executive Recruiter	Abby Ackers	(916) 471-3422	aackers@cpsshr.us
Executive Recruiter	Teddi Anderson	(916) 263-1401	tanderson@cpsshr.us

Team Biographies

Abby Ackers, Senior Executive Recruiter

As a senior executive recruiter and talent acquisition consultant with over 15 years of professional management experience, Abby has a passion and a track record for connecting talented public service professionals with exciting and rewarding leadership opportunities. The majority of her executive search experience is dedicated to the public sector, placing steadfast government leaders in municipalities, counties, metro districts, and supporting agencies across the United States. In doing so, she firmly believes that recruiting and retaining top talent for public service positions positively contributes to the long-term success of the organization and the community it serves.

With a background in sales and marketing, hospitality, and executive search, she's well-equipped with solid skills in project management, strategic planning, negotiation, communication, relationship building, and problem-solving. Most recently, in addition to being the Managing Member of her own talent acquisition consulting business, she was the Vice President of Executive Search at her previous organization, responsible for overseeing the recruiting team and completion of recruitment projects, ranging from City Managers and C-Suite positions to Department Directors, Assistant Directors, and Managers.

She specializes in full-cycle recruitments and works with her clients through the recruiting process to develop creative, client-specific strategies, processes, and best practices for talent acquisition and retention, including ways to reduce instinctual biases and overcome recruiting challenges in an ever-changing employee-employer market.

She appreciates working with diverse and dynamic teams and candidates who share the same vision and values of serving the public interest and improving organizational performance.

Teddi Anderson, Executive Recruiter

Teddi Anderson is an accomplished human resources professional with the ability to manage a large number of staff and complex projects and programs. She has the ability to transition quickly between strategy and tactical efforts where customer service is always the priority. Ms. Anderson has a unique background, starting her career in public sector as a Police Officer in Oregon and now has more than 30 years in local government.

She has managed all functional areas of HR, including 20 years in recruitment and compensation and labor relations. She has been the lead negotiator on a number of police and fire union contracts across the country. She has experience with executive searches during her role as HR Manager and with a previous Executive Search firm. She most recently served as the City of Littleton Colorado's Budget Manager.

References

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

CLIENT/POSITIONS	CONTACT(S)
County of San Luis Obispo, CA 1055 Monterey St San Luis Obispo, CA 93408 County Administrative Officer, 2024	Tami Douglas-Schatz Director, Human Resources County of Riverside (Former Director, Human Resources, County of San Luis Obispo) TDouglasSchatz@RivCo.org (805) 814-8916 Jamie Russell Director, Human Resources County of San Luis Obispo 805-781-5959 jlrussell@co.slo.ca.us
City of Fort Worth, TX 200 Texas St. Fort Worth, TX 76102 Multiple Recruitments	Dianna Giordano Director, Human Resources & Civil Services (817) 392-7783 dianna.giordano@fortworthtexas.gov
Utah Transit Authority 669 W 200 S Salt Lake City, UT 84101 Multiple Recruitments	Greg Gerber Director, Talent Acquisition (801) 287-2331 ggerber@rideuta.com

Professional Fees and Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with a **Full recruitment** (*Phases I, II, and III*) process. We have also provided below the fees associated with a **Partial recruitment** (*Phases I and II*) and **Outreach-only services**.

Travel expenses for candidates who are invited forward in the interview process are not included.

Professional Fixed Fees*	
Professional Services for Outreach Only	\$10,000
Professional Services for Partial Recruitment	\$20,000
Professional Services for Full Recruitment	\$30,000

**Professional fees for a Partial and Full recruitment would be billed and paid monthly. Professional fees for an Outreach/Advertising project will be billed and paid in full after the completion of the project.*

One-Year Service Guarantee

If the employment of the candidate selected and appointed by the City as a result of a **full executive recruitment** (*Phases I, II, and III*) comes to an end before the completion of the first year of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or reassigned 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 an outreach-only recruitment effort.



We thank you for your consideration of our proposal. We are committed to providing high-quality and expert solutions and look forward to partnering with the City of Boulder City on this important endeavor.



County Administrative Officer

Discover an unparalleled leadership opportunity as the County Administrative Officer for San Luis Obispo County, an enchanting locale nestled along the picturesque Central Coast of California. Renowned for its captivating landscapes and exceptional quality of life, this region offers a unique blend of natural beauty and vibrant community living.



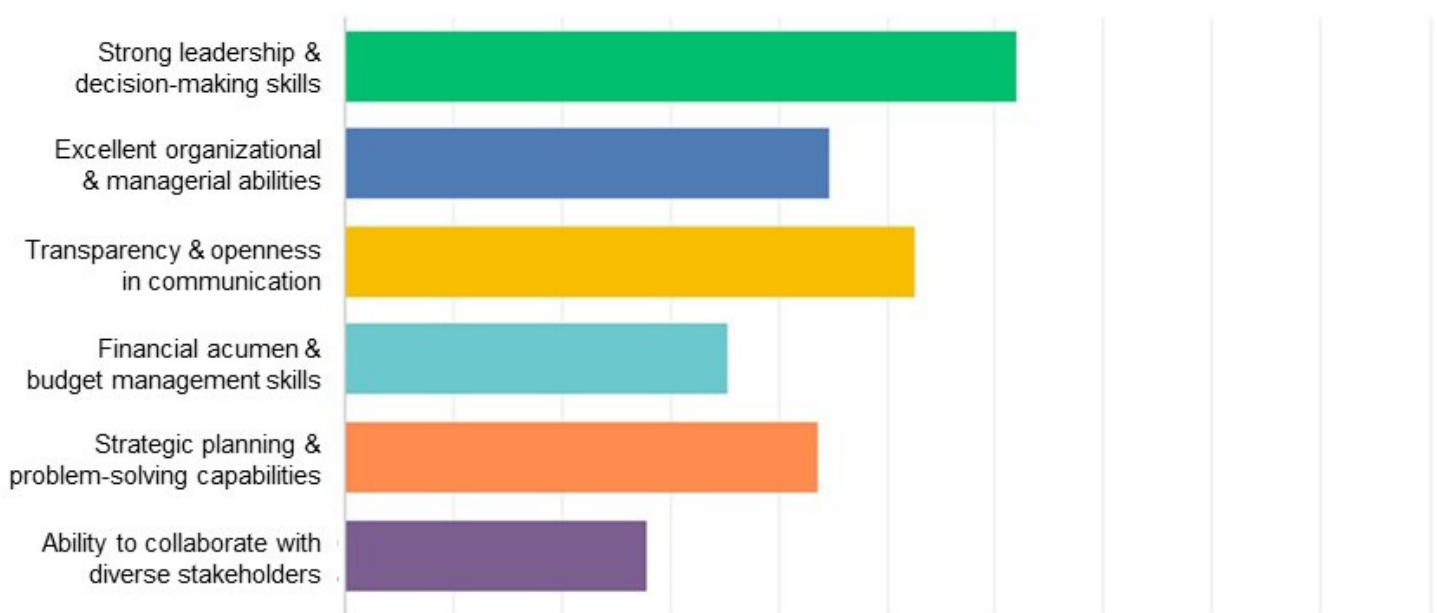
COUNTY
of SAN LUIS
OBISPO



Strategic Leadership in a Unique Setting

As the County Administrative Officer, you will serve as the leader of the County Administrative Office, appointed by the Board of Supervisors. Your role will be pivotal in driving strategic planning, fostering innovation, and ensuring effective collaboration among county departments. Engaging with external organizations and community stakeholders, such as homeless and housing agencies, economic development partners, Cal Poly, and city managers, will be critical to establishing meaningful partnerships.

County leaders and stakeholders were surveyed and noted the following qualities as the most crucial for the effective leadership of the County Administrative Officer:



Key Initiatives and Visionary Leadership

Your strategic focus will encompass redefining priorities, developing a comprehensive county-wide strategic plan, and addressing critical concerns in housing and homelessness. Spearheading new policy development and implementation to improve departmental synergy and refine organizational effectiveness will be instrumental in elevating the county to becoming a first-in-class leader in infrastructure, housing, mental health, and related fields.

Duties and Responsibilities

Your responsibilities will include strategic planning, policy collaboration, goal alignment with department heads, operational improvement, and financial stewardship. Moving the initiatives of the Board of Supervisors forward, you will play a crucial role in shaping the future of San Luis Obispo County.



Ideal Candidate Profile

We seek an exemplary leader with a commitment to personal and professional integrity, possessing seasoned administrative and executive abilities. Your exceptional communication skills, political acumen, and emotional intelligence will be key in navigating a politically divided Board and inspiring a culture of respect and transparency within the organization. A track record of successful strategic planning and execution, coupled with a keen understanding of community engagement, is essential.

Desired Traits and Characteristics

We value attributes such as the ability to articulate a compelling vision, consistent loyalty to the county, effective communication at all organizational levels, and the capability to manage and motivate diverse teams. Humbleness, authenticity, and forward-looking organizational strategies are traits we cherish.

Qualifications

A bachelor's degree in public administration, business, or a related field is required, with an advanced degree preferred. A minimum of ten years of administrative and executive experience in the public sector, along with a minimum of five years in a management or leadership capacity within a County or City Government, is essential. Demonstrated experience in directing strategic planning, budgeting, personnel management, and administrative functions in a large-scale, public-sector environment is crucial.



■ Compensation and Benefits

The salary range for this position is **\$241,841.60-308,651.20**, commensurate with skills and qualifications. The County of San Luis Obispo also offers a competitive benefits and wellness package, reflecting our commitment to employee well-being.



■ Application Process and Recruitment Schedule

If you are a passionate, dedicated individual committed to upholding the highest standards of integrity, leadership, and innovation, we invite you to apply. Submit your resume, cover letter, and a list of work-related references through the provided link. Candidates with the most relevant backgrounds will undergo a thorough screening process.

To review the position and apply, visit: <https://www.cpshr.us/recruitment/2299>

For additional information about this position, please contact:



Abby Ackers
CPS HR Consulting
Email: aackers@cpshr.us
Website: www.cpshr.us

The County of San Luis Obispo is an equal-opportunity employer committed to creating a diverse and inclusive workplace. We welcome applications from candidates of all backgrounds and experiences.