

Proposal

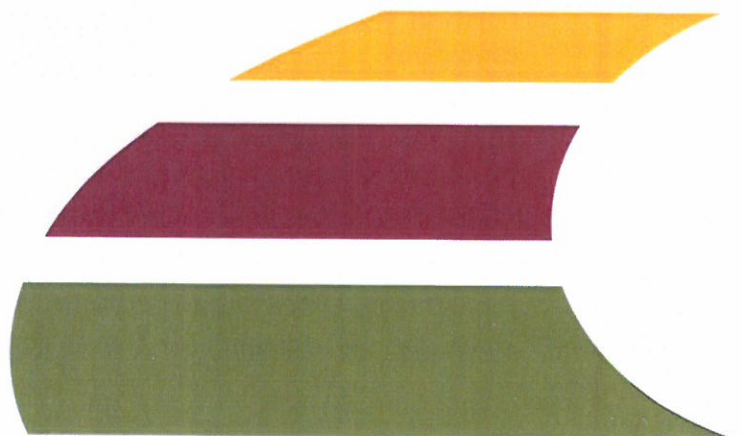
City of Maricopa

Executive Recruitment for Chief Information Officer

March 6, 2014

SUBMITTED BY:
LINDA KEGERREIS
Chief Workforce Officer

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Your Path to Performance

March 6, 2014

Gregory Rose
City Manager
City of Maricopa
39700 West Civic Center Plaza
Maricopa, AZ 85138

Sent via e-mail to: gregory.rose@maricopa-az.gov

Dear Mr. Rose,

Thank you for the opportunity to submit a proposal to assist the City of Maricopa (the "City") with the recruitment of a new Chief Information Officer. CPS HR Consulting (CPS HR) is extremely qualified to assist the City with this important recruitment as we have vast experience in assisting public agencies with executive search, screening, and placement.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented service, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. It is our commitment to work in partnership with your organization to a successful result. The development of the recruitment is a critical decision for the City, and we are prepared to make the process seamless, unbiased, and defensible.

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

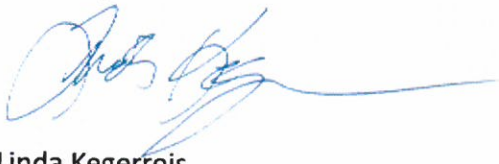
- **The successful completion of approximately 1,700 recruitments for more than 600 clients.** We have extensive experience in the recruitment of all types of local government, executive and professional staff, including council/board appointed executives, department directors, and key professional and management positions. Although our client list covers a broad range, please note that each recruitment we conduct is uniquely designed to fit the needs of the individual client and is calculated to provide a strong, competitive pool of candidates.
- **We have extensive experience recruiting for various top level executives** for a variety of cities, counties, special districts and nonprofit entities. We understand and appreciate the intricacies of managing the executive recruitment for an organization and bring that expertise and knowledge to the recruitment process.
- **Extensive knowledge of the area.** We have extensive experience conducting executive recruitments in the state of Arizona. The proposed executive recruiter, Mr. Satow, has conducted recruitments for the cities of Apache Junction, Chandler, Gilbert, Glendale,

Marana, Maricopa, Paradise Valley, Peoria, Phoenix, Scottsdale, Surprise, and Tucson. Additionally he has completed recruitments for the counties of Pinal and Coconino.

- **In-depth understanding** of all state and local government operations, programs, and services. This understanding has been gained as consultants to local governments throughout the United States.

Again, thank you for the opportunity to be considered for this assignment. We are prepared to make the process as smooth as possible for the City of Maricopa. Should you have questions or comments about the information presented in this proposal, please contact Stuart Satow at 916-471-3134 or ssatow@cpshr.us.

Sincerely,



Linda Kegerreis
Chief Workforce Officer

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Our Expertise

CPS HR Consulting has extensive experience in executive recruitment services. Our Joint Powers Authority Charter specifies that we provide human resources consulting services only to other public agencies or non-profit organizations. Our wealth of recruitment experience has been gained through more than 25 years of placing top and mid-level executives in public agencies throughout the United States.

Our approach to this process is effective for a number of reasons which include:

- **Our expert recruiting staff**

Our Executive Recruiters possess a high level of expertise in recruiting and placing qualified managers, directors, and executive professionals. We have a retention rate that averages more than five (5) years. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent, and part-time employees with a wide variety of public and private sector experience. This allows CPS HR to precisely match the needs of the client with CPS HR's expertise and provide a wide range of services.

- **High level of client satisfaction**

Our Client Satisfaction rating averages 4.6 on a scale of 5. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, our deliverables, and the overall consulting relationship. The answers to these questions are then compiled and analyzed to identify client satisfaction ratings which are used as a factor within the CPS HR performance management system. The ratings are weighted very highly in each employee's individual performance plan and annual performance rating to ensure CPS HR continues to deliver on the high level of client satisfaction our clients have a right to expect from us.

- **We are a public agency**

As a public agency ourselves, we understand the challenges and issues you face. We share a common perspective with our clients; we understand how to work with and within government. Our consultants are drawn from public and private sector organizations, and employ strategy, innovation, and flexibility to find candidates who can work well in such a critical position for the City. We work collaboratively with you to generate creative and practical solutions. This understanding of public sector culture and policy sets CPS HR uniquely apart from our competitors.

Project Approach

Our Understanding of the Work to Be Performed

The City of Maricopa is a young and growing city with a rich history. The City Manager is interested in selecting an executive search firm to assist with the recruitment of a new Chief Information Officer. It is important that this position be filled with an individual who embraces the vision “to be open, responsive, and accountable while serving the public with integrity”.

Key Stakeholder Involvement

The City Manager must be intimately involved in the search for a new Chief Information Officer. For this reason, our approach assumes his direct participation in key phases of the search process, including the development of the candidate profile and recruitment strategy, the selection of final candidates, interviews with the finalists, and ultimately, the selection of a new Chief Information Officer. Additionally, at the discretion of the City Manager, other key stakeholders may also be invited to participate in focus group sessions, or round-table 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 Chief Information Officer. 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 Chief Information Officer; and ultimately, the professional and personal qualities that will be required of these important positions.

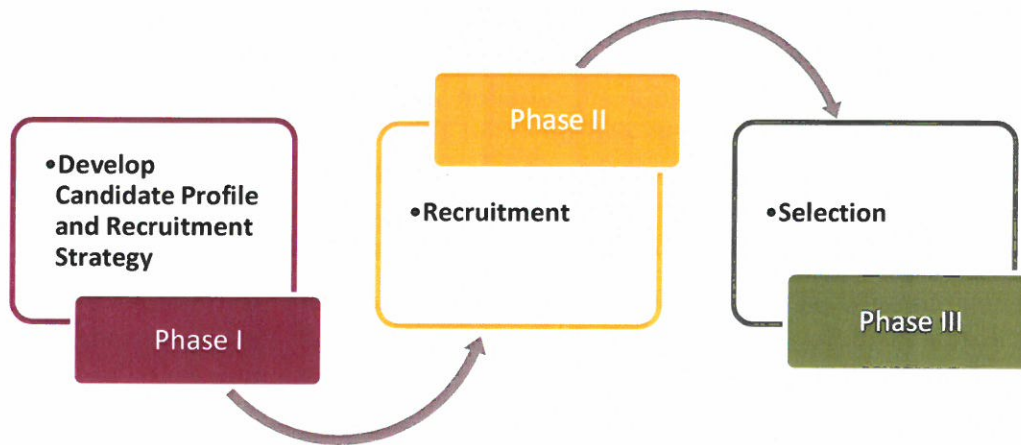
Assertive and Proactive Recruitment

The best candidates are often not actively seeking a new position. They may be very satisfied with their current situation, and may only consider a change if a more attractive career opportunity is presented to them. Yet, among potential applicants there are those who, though personally satisfied with their current situation, would rise to the professional challenge and apply for these positions. Evoking that sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR. This is why we take an aggressive approach in identifying and recruiting the best available 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.

Detailed Outline



The executive search process presented below and on the following pages is designed to provide the City with the full range of services required to ensure the ultimate selection of a Chief Information Officer who is uniquely suited to the City's needs. Our process starts with Phase I, outlined below, where our consultant will meet with the City Manager and other City stakeholders as desired by the City, to ascertain the City's needs and ideal candidate attributes, to target our search efforts and maximize candidate fit with the City. From there, Phase II outlines the recruiting process, which is tailored to fit the City's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our database. Finally, in Phase III, the selection process is also customized for the City. CPS HR will work with the City Manager to determine the process best suited to the City of Maricopa.

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

A critical first step in this engagement is a thorough review of the search process and schedule with the City Manager. 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 Chief Information Officer. 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 - Development of Candidate Profiles and Recruitment Strategies

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 include the following activities:

- The City Manager will identify key priorities for the new Chief Information Officer.
- 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 he wishes to establish with the Chief Information Officer.
- CPS HR will assist the City in generating lists of specific competencies, experiences, and personal attributes needed by the new Chief Information Officer 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 and Place Advertisements

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 (examples of current brochures are available for viewing on our website at www.cpshr.us/Search, and we have provided a copy of a sample brochure in Appendix A). In addition, advertisements will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, and websites to attract candidates on a nationwide, regional, local, or targeted basis, depending on the preference of the City.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. We are proud of our successful record of assisting our clients with placing over 170 minority and female candidates in executive positions over the past five years. CPS HR will specifically research other jurisdictions whose demographics mirror those of the Maricopa area 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 perspective and referrals of possible candidates.

The recruitment brochure will also be available on our website, so that interested potential candidates can access the brochure (a link to the brochure is listed in the advertising). Additionally, we prepare an e-mail distribution list that is sent to prospective candidates and referral sources. The e-mail will have a direct link to the brochure embodied in the e-mail message. We also send letters and brochures directly to prospective candidates and referral sources soliciting interest in the position.

Phase II - Recruitment

Task 1 - Identify and Contact Potential Candidates

This very crucial task will include a variety of activities designed to attract the best available candidates. In addition to the placement of advertisements in appropriate professional journals, 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 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 transmitted with a personal letter.
- 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 their interest and to answer their questions.

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 the client.

Communication with these professionals, both via personal phone call and e-mail, 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 verbally, 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 a move 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.
- 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 Maricopa, or continuing to ensure the public confidence in the integrity of the City.

Task 2 – Resume Review and Screening Interviews

All resumes and supplemental questionnaire responses 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, supplemental questionnaire responses, and other supporting materials.
- Personal interviews with the candidates who appear to best meet the City's needs. This group typically includes approximately 10-15 candidates. CPS HR will spend extensive time ascertaining each candidate's long term career goals and reason(s) 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.
- CPS HR will conduct internet research on each candidate interviewed, to include newspaper articles and blog checks.

CPS HR will conduct as many interviews in person that is reasonable within the timeframe and pricing matrix established with the City.

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 typically recommends five to eight candidates for further consideration by the City. This report will include the candidate 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

Task 1 - Design Selection Process

Based on the results of the meeting conducted in Phase I, CPS HR will design a selection process to be utilized by the City in assessing the most qualified final candidates. This process will typically include an in-depth interview with each candidate, but may also include other selection tools such as an oral presentation, preparation of written materials and problem-solving exercises. CPS HR will meet with the City to review this process and discuss the City's preferred approach in assessing the final candidates.

Task 2 - Administer Selection Process

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

Task 3 – Arrange Follow-up Interviews, Final Assessment Process, In-Depth Reference and Background Checks)

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

- **Reference Checks:** the in-depth reference checks are a comprehensive 360 evaluation process whereby we speak with current and previous supervisors, peers and subordinates. 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 ten reference sources. CPS HR is able to ascertain significant, detailed information from reference sources due to our assurance and commitment to them that their comments remain confidential which leads to a willingness to have an open and candid discussion with CPS HR. A written summary of the reference checks is provided to the City.
- **Background Checks:** we will arrange for a background records check of an applicant's driving record, criminal and civil court, and credit history, education verification, newspaper article research, and other sensitive items.

Value-Added Customer Service

Throughout the outreach and screening process, we are committed to keeping the City 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 either sending personal letters or initiating phone calls to candidates advising them of their status. We place a high 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.

Additionally, our follow-up extends once you have selected the Chief Information Officer. We will contact the City Manager and the newly appointed Chief Information Officer within six months of appointment to ascertain if an effective transition has occurred.

Project Timeline

CPS HR is prepared to begin work upon receipt of a fully-executed contractual agreement. We can complete all search activities up to and including the selection of a new Chief Information Officer in 14 to 16 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/Candidate Profile - Deliverable	➤															
Draft Brochure - Deliverable		➤														
Brochure Approved/Printed Place Ads - Deliverable			➤													
Aggressive Recruiting			➤													
Final Filing Date							➤									
Preliminary Screening									➤							
Present Leading Candidates to City - Deliverable										➤						
City Interviews												➤				
Reference/Background Checks - Deliverable													➤			
Appointment – Deliverable															➤	
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Executive Recruiter

CPS HR Consulting has uniquely qualified executive recruiters to assist the City. Our staff members possess extensive recruiting experience and a direct, in-depth understanding of local government. Each of our recruiters routinely serves as an engagement or project manager and personally handles every aspect of the executive search process. For this engagement, Mr. Stuart Satow will be assigned as the recruiter.

Stuart Satow

Profile

Since joining CPS HR Consulting in 2002, Stuart Satow has conducted over 200 successful recruitments covering all areas of public sector executive search including city, county, state, special district, and regional governments. 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 direct experience assisting the City of Maricopa in executive recruitments, having conducted searches for Finance Director, Development Services Director, and most recently City Manager. 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, Parks and Recreation, Communications, Legal, Public Safety, and Public Works/Engineering. Mr. Satow is currently assisting the City of Concord (CA) with a Director of Information Technology recruitment, and the East Bay Regional Park District in its search for a Human Resources Manager. Mr. Satow is our most experienced recruiter in the State of Arizona, past and current clients have included the cities of Apache Junction, Chandler, Gilbert, Glendale, Marana, Maricopa, Mesa, Paradise Valley, Phoenix, Scottsdale, Surprise, and Tucson, and Coconino and Pinal Counties.

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 with excellent people skills and a positive track record in staff and project management.

Employment History

- 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

References

CPS HR Consulting has excellent references and we encourage you to contact them. We have listed below some of our recent similar recruitments.

CLIENT	POSITION	CONTACT
Dallas, TX, City of	Assistant Director of Communications and Information Services (2012)	Richard Abernethy Human Resources 214 457-4501 Richard.abernethy@dallascityhall.com
California Earthquake Authority	Chief Information Officer (2013)	Bob Stewart Chief Operating Officer 916 325-3833 stewartb@calquake.com
Chandler, AZ, City of	City Manager (2011)	Jay Tibshraeny Mayor 480 782-2200 jay.tibshraeny@chandleraz.gov or Debra Stapleton Human Resources Director 480 782-2350 Debra.stapleton@chandleraz.gov
Chandler, AZ, City of	Assistant City Manager (2013)	Rich Dlugas City Manager 480 782-2210 Rich.dlugas@chandleraz.gov or Debra Stapleton Human Resources Director 480 782-2350 Debra.stapleton@chandleraz.gov

*Proposal to the City of Maricopa
Executive Recruitment for Chief Information Officer*

CLIENT	POSITION	CONTACT
Coconino County, AZ	County Manager (2013)	Allison Eckert Human Resources Director 928 679-7102 aeckert@coconino.az.gov or Liz Archuleta Board Chair 928 679-7152 larchuleta@coconino.az.gov
Maricopa, AZ, City of	City Manager (2014)	Christian Price Mayor (520) 316-6828 Christian.Price@maricopa-az.gov
Sacramento, City of	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

Cost

Fees for Professional Services

The base professional fee for this executive recruitment service as outlined is **\$16,500**. Our professional fee 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 in finalist selection, and facilitate candidate interviews with the City.

Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, advertising, marketing, long distance telephone, 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 (s).

Estimated Range:..... \$6,000 - \$7,250*
Professional fees and reimbursable expenses would be billed and paid monthly.

Approximate recruitment costs include:

- Advertising (\$2,500)
- Brochure design/printing (\$1,400)
- Mailings (\$200)
- Consultant travel (based on three trips - approx. \$2,000)*
- Background check - one candidate (\$450)
- Other recruitment expenses (supplies, shipping, long distance phone calls - \$200)

*The reimbursable range for expenses is for one recruitment. Should the City wish to conduct the Chief Information Officer and the Human Resources Director simultaneously, cost efficiencies may be realized in the reimbursable range should consultant travel be consolidated to cover both recruitments per trip.

CPS HR Consulting Two-Year Guarantee

If the candidate selected and appointed by the City, as a result of a full executive recruitment, terminates employment 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. The same applies if the initial recruitment efforts do not result in a successful appointment.

Why Choose CPS HR Consulting

We believe the advantages of using our expertise include:

- Our commitment to, and expertise with, public agencies
- Our aggressive outreach to qualified individuals who may not be seeking new employment
- Our ability to customize our process to fit your needs
- Our extensive experience in recruiting executive level professionals for public agencies across the United States
- Our growing list of returning clients who seek our services for multiple engagements
- Our proven ability to recruit and place minority and female candidates
- The clients and candidates who repeatedly compliment us on our timely and frequent communication and feedback
- Our ability to facilitate discussions and garner consensus with groups, including councils and boards

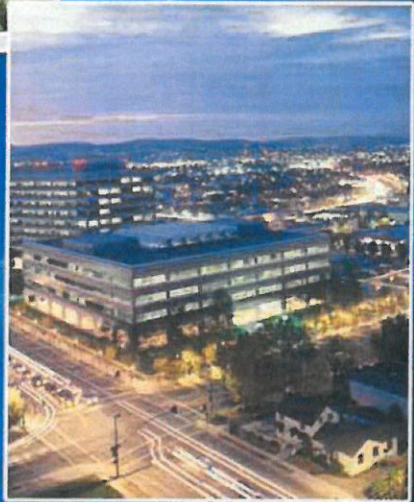
Why select CPS HR for this Important Effort

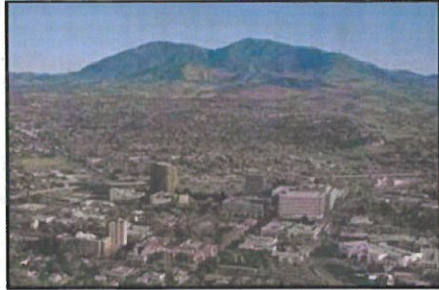
- We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics required
- CPS HR has a database of candidates for many jobs and an extensive network of external resources to leverage for executive-level positions
- We utilize our vast pool of public and nonprofit resources and contacts to deliver a strong pool of competitive candidates to the City who will be well prepared to assist the City in the accomplishment of its specific mission and goals
- CPS HR recognizes that the very best candidates for some types of positions are not typically looking for a job and, therefore, our recruitment team takes a very aggressive approach to identifying and recruiting such candidates
- We encourage applicant diversity and incorporate a variety of activities to attract the best available candidates
- 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

Thank you for reviewing our proposal. CPS HR Consulting would be pleased to partner with the City of Maricopa in this important endeavor. We are committed to providing quality, expert solutions to help you achieve your goals.

Appendix A – Sample Brochure

Director of Information Technology





THE COMMUNITY

Concord, California is located 29 miles east of San Francisco, adjacent to beautiful Mt. Diablo. With 122,000 residents, it is the largest city in Contra Costa County and covers 31.13 square miles. Concord offers a range of housing options and prices, from apartments to executive residences. Neighborhoods are important to the City's family-oriented lifestyle, which balances Concord's gracious early California heritage with well-planned development. Quiet neighborhoods, numerous parks and large preserves of open space add to the quality of life for all residents.

Concord's central location east of the San Francisco Bay offers easy access to many of Northern California's most scenic and desirable areas including the coastal redwood forests of Marin County, the wineries of Napa and Sonoma Valley, the rugged coastlines of Monterey and Sonoma County, and the astonishing beauty of the Sierra Nevada mountain range. Bay Area Rapid Transit (BART) high-speed trains, local bus services, and ferries provide important links to San Francisco, Oakland, the peninsula, the East Bay, and the Silicon Valley. Amtrak and international airports provide convenient transportation options beyond the local area. A dynamic, high-rise business core, regional shopping centers, and a vibrant, entertainment-driven downtown have created a growing and sustainable economy. Downtown Concord offers many opportunities for dining, shopping and entertainment, as well as a thriving environment for business. A significant number of major corporations and technology-based companies have chosen to locate in Concord, citing a well-educated workforce, convenient location, and employee amenities as driving factors.

Concord is one of America's top 20 "Kid Friendly" suburban cities, with nationally-recognized youth swimming, gymnastics, baseball, boxing, wrestling, softball and soccer programs and a Recreation After-School Program (RAP) for middle school students. Families enjoy a wealth of recreational options, from golfing and hiking to youth and adult sports leagues. Named "Tree City USA" for 32 years, the City of Concord has long been known for its extensive park system that offers something for everyone, from toddlers to active seniors. The City has 31 parks consisting of 367 acres of developed parkland, and Concord and the surrounding Mt. Diablo foothills boast 685 acres of open space for residents and visitors to enjoy. Trails for hiking, biking, and equestrian uses wind through Concord and connect to existing regional trail networks, including those in Mt. Diablo State Park.

In 2005, the U.S. Navy announced the closure of the inland portion of the former Concord Naval Weapons Station, consisting of over 5,000 acres of mostly undeveloped land. In 2010, Concord's City Council approved a plan for the future civilian re-use of this site for a variety of land uses, including transit-oriented development, residential neighborhoods, commercial development, parks, and open spaces. The City developed an area plan for the Base and amended the Concord 2030 General plan to incorporate the community's vision for the property. The City is presently negotiating with the US Navy for transfer of the property which is expected to commence in 2015.

CITY GOVERNMENT

Concord is a General Law city and operates under a Council/Manager form of government. The five-member City Council appoints the City Manager and City Attorney; the City Treasurer is directly elected. Through long-range planning including development and use of a ten-year financial plan, the City has the ability to project and plan for its financial needs and to respond quickly to new challenges. Concord is a full-service city providing police, community development, public works, and parks and recreation services along with internal management support services. Fire services are contracted with the Contra Costa Fire District.

The City's total operating and capital budget for FY 2013-14 is \$127 million. Of that amount, General Fund operating costs account for 60%, or \$75 million of the total. For the current fiscal year, the authorized full-time permanent staff totals approximately 393. Concord provides an extensive array of services including police, community development, public works, and parks and recreation along with all of the traditional internal management support functions. In addition to traditional services, the City owns and contracts for operation and maintenance of the Diablo Creek Golf Course. The City also owns the nationally-recognized Concord Pavilion, a 12,500 seat outdoor amphitheater, which is under contract to Live Nation for management and operations.

Visit the City of Concord website at
www.cityofconcord.org

THE INFORMATION TECHNOLOGY DEPARTMENT

The Director of Information Technology is a department head level position reporting to the Assistant City Manager, while actively communicating with and receiving direction from the City Manager. This position provides leadership to a staff of 12 employees and a number of contracted information technology professionals with specialized expertise to deliver the City's information technology programs and services and to implement strategies that assist the City Departments to use technology effectively to attain their goals. Direct reports to the Director include the Customer Services Manager, Project Management Office Manager, GIS Manager, Operations Manager, and Administrative Analyst. The Department's operating budget is \$5.8 million for fiscal year 2013-14.

Department Mission

To protect the city's investment in technology by developing, organizing, directing and administering a wide variety of technology tools, services and programs, including networks, microcomputers, systems & programming, client-servers, and geographic information systems telecommunications.





The Information Technology Department is organized into four major divisions as follows:

Customer Support – Provides the technical support “Help Desk” services, web server support, and computer purchase/support for all systems supporting City departments. Customer Support also provides computer training to City staff and ensures that the public is provided with information and services.

Program Management Office – Provides system planning analysis, design and development of computer systems and reports, and supports both internally developed and purchased products for the City of Concord; provides the City with tools necessary to provide public services such as permits and business licenses.

Geographic Information Systems (GIS) Services – Administers the geographic data, development of tools to view the geographic data, and presentation of data in a geographic format. These services greatly assist in the City’s land use planning, permitting, zoning, and community policing functions.

Operations – Provides network and computing infrastructure necessary to electronically transmit information quickly and reliably; provides connectivity and support to all City departments. Ensures that the public can contact the City by telephone, computer (web or e-mail), or fax 24 hours a day, 7 days a week.

An organizational assessment of the Information Technology Department was recently completed by a consulting firm. This assessment identified the following high priority areas for consideration:

- Develop an IT strategic plan to help insure that IT activities are directly linked to the goals of the City.
- Establish an IT steering committee to focus on technology needs of the user departments.
- Revise and update formal service level agreements between operating departments and the IT Department.
- Work with human resources to develop a continuing education program for IT staff and key end-users.
- Consider the use of project management software in addition to MS Project and MS Sharepoint to track and report the status of both individual and ongoing projects.
- Consider assigning a dedicated full-time staff resource to provide additional support to the Lawson Enterprise Resource Planning (ERP) solution currently supported by an ERP consultant.
- Improve data security by 1) exploring offsite back-up site options and increased system redundancy, 2) consider developing a Business Recovery Plan, 3) extend disaster recovery training to the IT Department and key City staff.
- Explore ways in which the City’s website can enhance communication and feedback from citizens, optimize service delivery through additional e-government services and by increasing interactive functions.

- If the City continues its contractual relationship with the City of Clayton, consider basing costs for dispatch and other police support services on the relative proportion of calls for service between the City of Concord and the City of Clayton.

To view the executive summary of the Organizational Assessment of the Information Technology Department:
www.cityofconcord.org/pdf/dept/it/ldr.pdf

For a copy of the complete Assessment,
contact CPS HR Consultant Stuart Satow.

IDEAL CANDIDATE

The ideal candidate is a seasoned, experienced, highly competent information technology professional who has a sound track record of outstanding accomplishments. Successful candidates are results-oriented leaders who have demonstrated experience in developing an IT strategic plan working collaboratively with key stakeholders to develop, and evaluate the Plan’s ability to achieve the organization’s goals. The ideal IT Director will have demonstrated success in developing and managing a business-like approach to providing services including complex systems such as human resources/payroll, budgeting and financial reporting, permit processing, public safety, document management, open data and social media tools. Candidates with a strong track record of customer service, including achieving benchmarks and performance standards through annual written service level agreements with departments will be favorably considered. The new Director will possess the ability to build strong working relationships with the City’s Executive Team and outside agencies in addressing emergency preparation and management. The ideal IT Director will have experience negotiating contracts for providing IT services to other agencies and negotiating acquisition of new systems and applications. Strong candidates are experienced managers able to oversee an IT organization comprised of permanent employees and service contractors and identify the appropriate balance of workload. The ideal candidate possesses strong fiscal management skills with the demonstrated ability to incorporate leading-edge technology solutions in an environment of budget constraints. The successful IT Director will be an exceptional communicator and active listener in order to best address the technology needs of the organization. The ideal candidate will have established contacts with peers in the information technology field and professional organizations to stay abreast of the rapid changes that occur in the information technology industry and have significant knowledge and experience with security systems in order to ward off ever-increasing cyber threats.

Experience and Education

A minimum of six years of professional experience in information technology, four of which are in a leadership capacity planning, organizing and directing information technology services for a mid-size or large organization that includes security and/or public safety services is required, as is a Bachelor’s degree in Computer Science, Information





Systems Management, Business Administration, Public Administration or a related field. At least six years of direct personnel management experience hiring, mentoring, evaluating and disciplining employees is expected. An advanced degree and experience in a public sector, unionized environment are highly desirable.

Management Style and Personal Characteristics

A successful candidate will be:

- A strong leader and role model with a positive presence, demonstrates initiative, is action-oriented, exercises good judgment, treats others with respect, and is open and approachable.
- An active problem solver who anticipates problems, responds in a timely manner, develops alternative solutions, and is able to bring resolution to problems quickly, involving others as needed.
- A relationship builder who cultivates productive relationships with the Executive Team, elected officials, employees, organized labor, external agencies, and the public.
- An outstanding manager of people who provides guidance and professional support to staff, offers regular feedback to employees, and serves as a mentor in providing training and growth opportunities.
- Service-oriented with a track record of providing outstanding service to internal and external customers.
- A team player who is collaborative and supportive in serving as a member of the City's executive management team working as one organization toward a common goal.
- A person of the highest ethical standards who is willing to make difficult decisions based on what is right; enforces not just the letter of the law, but the spirit of the law.
- An excellent communicator able to translate highly complex systems and applications into understandable terms for a non-technical audience.

COMPENSATION AND BENEFITS

The City provides a total compensation package that includes a very competitive salary range up to **\$179,616** annually. This is an exempt, executive management position that comes with an employment agreement. The City also offers an attractive benefits package including:

- **Vacation/Holidays**

Vacation with pay accrues at the rate of 15 working days during the first year and increases to 27 working days after 20 years of service (cash out only on termination). Executive new hires may combine previous years of experience from other public agencies to qualify for an increased accrual rate. Twelve paid holidays per year.

- **Sick Leave**

Accrued at 12 days per year with no limit on accumulation.

- **Administrative Leave**

Executive and management employees may be granted up to 10 days of administrative leave per year (no cash out).

- **Health Benefits**

Plans available through PERS. City currently pays 85.8% of Kaiser premium for employees and their eligible dependents. Employees contribute 50% of health benefit premium adjustments in the Kaiser rate. If you have coverage from another source, a cash benefit may be paid in lieu of coverage.

- **Dental Plan**

Employees and eligible dependents are covered by a dental plan that includes orthodontics. City pays premiums for employees and their eligible dependents with a lifetime orthodontic limit of \$2,000. A vision plan is available.

- **Other Insurance**

City-paid Life Insurance benefit with coverage at twice the employee's annual salary up to \$400,000; City-paid Long and Short-Term Disability insurance coverage at two-thirds of monthly salary up to \$5,000.

- **Pre-Tax Savings Benefits**

Section 125 Flexible Benefits Plan available.

- **Retirement Program**

CalPERS 2% @ 55 formula based on final years' compensation for current public employee retirement system members who have reciprocity with CalPERS (2% @ 62 formula for new members); employee contribution for current members is 7% or 6.25%, respectively based on the retirement tier. The City participates in Social Security and Medicare.

- **Employee Assistance Program**

Provided to employees and eligible dependents.

APPLICATION AND SELECTION PROCESS

The final filing date for the Director of Information Technology is **Friday, January 31, 2014**. To be considered for this exciting and rewarding career opportunity, please submit your résumé, list of four work-related references, and current salary. Résumés should reflect years and months of positions held, as well as size of staff and budgets you have managed. Forward your materials to Stuart Satow at:

CPS HR CONSULTING

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Website: www.cpshr.us/search

Résumés will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will participate in a preliminary screening interview with the consultant in early February. City officials will select a small number of finalists to be interviewed in early March. An offer of appointment is expected shortly thereafter, following extensive reference and background checks that will be coordinated with the successful candidate. For additional information about this position, please contact Stuart Satow.