

COPY

PROPOSAL

City of Gunnison

City Manager Recruitment Services

February 04, 2016

SUBMITTED BY:

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Director of Products and Services

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Your Path to Performance

February 04, 2016

Gail Davidson, City Clerk
City of Gunnison
201 W. Virginia Ave.
Gunnison, CO 81230

Subject: City Manager Recruitment Services

Dear Ms. Davidson:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Gunnison (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.

Our Understanding of the Scope of Work - The City of Gunnison (City) is seeking a professional search firm to conduct an executive recruitment for a new 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 leading the City in practice to achieve its goal of providing professional leadership in the management of the City and execution of City Council policies.

We possess a number of important strengths to assist the City in accomplishing the goals for this recruitment, 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.
- **An 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.

- **City Manager Recruitments.** In the past year, we have placed city managers in Anaheim, Garden Grove and East Palo Alto. Our candidate pool is representative of the diverse nature of the area in which we are recruiting; we look at high potential candidates across multiple disciplines – Finance, HR, Public Administration, Community Development, Public Works, as well as Assistant and City Managers, leveraging our contacts over our successful wide and varied placement history.

Our outreach and screening is done with an eye toward qualifications and cultural competence using multiple touchpoints including traditional advertising and networking as well as business and social media.

Our proposal is firm and valid for 120 days from the submission deadline date.

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 Stuart Satow at ssatow@cpshr.us or (916) 471-3134.**

Sincerely,



Vicki Quintero Brashear
Director of Products and Services

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About CPS HR Consulting

| ORGANIZATION IDENTIFICATION INFORMATION | |
|---|---|
| Legal Name | Cooperative Personnel Services |
| Doing Business As | CPS HR Consulting |
| Address | Home Office Address: 241 Lathrop Way Sacramento, CA 95815 Colorado Office Address: 7438 Hawks Nest Trail Littleton, CO 80125 |
| Telephone Number | Main: 800-822-4277; Main: 916-263-3614 |
| Website | www.cpshr.us |
| Type of Organization | Joint Powers Authority (Public Agency) |
| State/County Registration #s | As a California JPA with federal income tax exemption under IRS Code Section 115, CPS HR is exempt from most Local and State taxes. |
| Federal Employer ID # | FEIN: 68-0067209 |

Joint Powers Authority

Cooperative Personnel Services, doing business as CPS HR Consulting, is a national firm and is a governmental Joint Powers Authority (JPA) of the State of California. A JPA is a public agency created pursuant to the Joint Exercise of Powers Act (Government Code 6500 et seq). This Act allows two or more government agencies to establish a new public entity authorized to exercise those powers jointly held. A JPA is an instrumentality of a state or a political subdivision of a state and is not a registered corporation of any state. Cooperative Personnel Services was established under a "Joint Powers Agreement" by the State Personnel Board of the State of California, the counties of Sacramento and Sonoma, the Hayward Unified School District, the City of Anaheim, and the East Bay Municipal Utility District, and its purpose is to provide the opportunity for the joint powers "to discuss, study and solve common or similar problems with respect to modern human resource and related management processes."

Brief History of Our Business

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 90+ 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 services more than 1,600 government and public/non-profit clients throughout the United States and Canada.

We are committed to meeting the highest professional standards of quality, and each of our team members will spend an appreciable portion of his or her effort in the review, constructive challenge, and direction of assigned responsibilities. It is our goal to provide the best customer service possible to all of our clients.

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

Consulting Services

CPS HR believes in an integrated, systems-based approach to talent management and provides consulting in all of the key areas listed below.



| CPS HR CONSULTING SERVICES | |
|--|--|
| ORGANIZATIONAL STRATEGY | TESTING, RECRUITMENT & SELECTION |
| <ul style="list-style-type: none"> • Workforce & Succession Planning | <ul style="list-style-type: none"> • Job Analysis |
| <ul style="list-style-type: none"> • Organizational Assessment, Redesign and Re-Engineering | <ul style="list-style-type: none"> • Develop/Deliver Assessment Center Services |
| <ul style="list-style-type: none"> • Performance Management | <ul style="list-style-type: none"> • Executive Search |
| <ul style="list-style-type: none"> • Employee Engagement | <ul style="list-style-type: none"> • Test Development* |
| <ul style="list-style-type: none"> • Change Management | <ul style="list-style-type: none"> • Test Administration* |
| <ul style="list-style-type: none"> • Complaint Investigations & HR Outsourcing | *(for employment and licensing certification) |
| CLASSIFICATION AND COMPENSATION | TRAINING AND DEVELOPMENT |
| <ul style="list-style-type: none"> • Classification | <ul style="list-style-type: none"> • Training |
| <ul style="list-style-type: none"> • Compensation | <ul style="list-style-type: none"> • Coaching |
| | <ul style="list-style-type: none"> • Accelerated Leader 360° Assessment™ |
| | <ul style="list-style-type: none"> • Leadership Development |

Firms Experience

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.

- **Colorado recruitments.** Other CPS HR executive recruitments in Colorado include:

| Agency | Title |
|-----------------|--|
| City of Boulder | Deputy Director of Human Resources (Current Recruitment) |
| City of Boulder | Deputy City Manager (Current Recruitment) |
| City of Boulder | Director of Public Works for Transportation |
| City of Boulder | Deputy Director for Housing |
| City of Boulder | Deputy Fire Chief - Support Services |
| City of Boulder | City Clerk |
| City of Boulder | Open Space and Mountain Parks Director |
| Denver Water | Director of Planning (Current Recruitment) |
| City of Aurora | Neighborhood Services Director (Current Recruitment) |

- **City of Anaheim – City Manager Recruitment**

The City of Anaheim had been working with an interim City Manager for over a year and was in dire need of stable leadership at the top position. CPS HR Consulting was asked to conduct an executive search to help City leadership make a successful appointment. Our consultant provided the full scope of services, from kickoff to a successful appointment. CPS has a history of providing recruitment and selection services, as well as other HR consulting services, to the City of Anaheim. CPS HR worked most recently with the City on its Police Chief, Engineer Manager – Development Services, and Engineering Manager – Design Services in 2015. Other past recruitments include Assistant City Manager, City Attorney, and Housing Services Manager.

■ **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 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.

■ **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.

■ **Proven Placement Success**

Please refer to **Appendix A** for a partial listing of successful placements within the past three years.

Executive Recruitment 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. For this engagement, Mr. Stuart Satow has been selected to serve as the project manager. Ms. Gloria Timmons will serve as the on-site recruiter and lead the Colorado recruitment efforts. Each of our proposed project team members has the necessary capacity to work on this project. They will be available to attend any and all meetings as required and will complete the project within the proposed timeframe.

| Role/Project Assignment | Name | Phone | Email |
|--|----------------|--------------|-------------------|
| Project Manager/Senior Executive Recruiter | Stuart Satow | 916-471-3134 | ssatow@cpshr.us |
| On-Site, Local Executive Recruiter | Gloria Timmons | 720-301-2533 | gtimmons@cpshr.us |

Stuart Satow

Profile

Since joining CPS HR Consulting in 2002, Stuart Satow has conducted over 175 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, as well as executive recruitments for mid-management and department head level positions in community development/planning, finance, human resources, information technology, legal, parks and recreation, public safety, and public works/utilities. Mr. Satow has assisted the City of Boulder, Colorado in over a half-dozen executive recruitments over the past year and a half, and is currently assisting the City in recruitment efforts for a new Deputy City Manager.

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

- B.A., Communication Studies (with honors), California State University, Sacramento

Gloria M. Timmons, M.B.A.

Profile

Ms. Timmons is a thoughtful and highly dependable professional with over 20 years of experience in human resource administration and management. Her experience has encompassed a variety of human resources functions including organizational assessment and strategy, recruiting and selection, layoff administration and retention rights, personal services contract administration, compensation, training, employee relations, background check policy administration, employee engagement, and position management.

Employment History

- Director of Employment Services, University of Colorado, Boulder
- Manager of Recruitment and Selection, University of Colorado, Boulder
- Communications and Outreach Coordinator, University of Colorado, Boulder
- Human Resources Specialist, University of Colorado, Boulder

Professional Experience

University of Colorado Boulder

Director of Employment Services

- Directed human resource operations, initiatives, and strategic plan objectives including recruitment and selection, position management/classification, compensation, human resource policy development and interpretation, retention rights (layoff) administration, and background check policy development and administration.
- Provided leadership and guidance to a staff of 20 with an annual operating budget of approximately \$1.2M. Accomplishments included leading a team in the assessment of organizational units to identify efficiencies, re-purpose existing resources, and restructuring organizations to enhance performance.
- Lead the review, modification, and implementation of a comprehensive campus background check policy. Strategically managed the transfer of the campus background check administration process from Public Safety to Human Resources. Successfully created new positions, hired staff, developed processes, and collaborated with the third party vendor to enhance and ensure continuity of services during the transition.

Manager of Recruitment and Selection 2002-2006

- Managed selection-related services and program objectives including recruitment, exam development and administration, and referral of qualified applicants. Supervised 6.0 FTE including four professional human resource specialists.

- Served as the campus authority in the administration of classified staff layoff and retention rights provisions. Contributed to the development of the Campus Separation Incentive Program.
- Actively participated in and coordinated team representation in employee relations' issues including the reasonable employer accommodation process, selection-related performance issues, and responses to employee complaints in consultation with the Office of Labor Relations.

Communications and Outreach Coordinator

- Developed, wrote, and implemented strategic communications and outreach plans in response to emerging human resource initiatives. Provided interpretation and guidance regarding University personnel policies and procedures, state personnel rules, and overall human resource policy development and revision. Conducted research on a variety of human resource topics, prepared ad hoc reports as needed, and developed follow-up action plans as appropriate.

Human Resources Specialist

- Provided advising and consulting services to applicants, employees, supervisors, and hiring authorities regarding personnel matters.
- Provided expertise in job analysis methods, exam development, and recruitment strategies. Initiated creative solutions and provided expertise in the interpretation and application of State personnel rules while meeting the business needs of customers. Served on sexual harassment committees to investigate complaints.

Professional Certifications/Leadership

- SPHR certification through the Society for Human Resource Management
- Chair of the Staffing and Operations Committee, University of Colorado Boulder Flagship 2030 Strategic Plan
- Provided leadership in the development and delivery of organizational assessment services designed to examine, evaluate, and redesign business functions and structures to enhance organizational efficiencies.
- Served on implementation teams for a variety of technology platforms and systems including PeopleSoft, PeopleAdmin, HireRight, and SkillSurvey.

Education

- Master of Business Administration, University of Colorado, Denver
- B.S., Business Economics, State University College Oneonta

Work Plan

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's Mayor/City Council:

- 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 - 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 City Manager. 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's Mayor/City Council 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's Mayor/City Council will identify key priorities for the new City Manager.
- CPS HR will assist him in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- The City's Mayor/City Council will describe the type of working relationship they wish to establish with the City Manager.
- CPS HR will assist the City in generating lists of specific competencies, experiences, and personal attributes needed by the new 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 B** 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 | |
|-----------------------------|------------------|
| • ICMA | • Jobs Available |
| • Colorado Municipal League | • Govtjobs.com |
| • Public CEO | • LinkedIn |

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 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 Gunnison County 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 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, Proactive, and Robust 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 Gunnison, 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's Mayor/City Council 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 four to six highly qualified candidates, and will include resumes and a profile on each interviewee's background. CPS HR will meet with the City's Mayor/City Council 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 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 references 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, 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.

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 City Manager. We will contact both the City's Mayor/City Council and the newly appointed City Manager within six months of appointment to ensure an effective transition has occurred.

References

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

| CLIENT/POSITIONS(S) | CONTACT(S) |
|--|---|
| Boulder, City of (CO) Human Resources Department 3065 Center Green Drive Boulder, CO 80301 City Clerk (2015) Open Space and Mountain Parks Director (2015) | Aimee Kane, HR Customer Service Manager (303) 441-4235 kanea@bouldercolorado.gov Joyce Lira, Human Resources Director (303) 441-3070 liraj@bouldercolorado.gov Jane Brautigam, City Manager (303) 441-3090 brautigamj@bouldercolorado.gov |
| Boulder, City of (CO) Deputy Director of Housing (2015-16) | David Driskell, Executive Director of Planning, Housing and Sustainability (303) 441-3425 driskelld@bouldercolorado.gov |
| Boulder City of (CO) Deputy Fire Chief (2015) | Michael Calderazzo, Fire Chief (303) 441-3350 calderazzom@bouldercolorado.gov |
| Aurora, City of (CO) 15151 E. Alameda Parkway, 3rd Floor Aurora, CO 80012 (In Progress) Director of Neighborhood Services (2015/2016) | Lakeisha Roberts, HR Analyst (303) 739-7426 lroberts@auroragov.org |
| Anaheim, City of (CA) 201 S. Anaheim Blvd., Suite 501 Anaheim, CA 92805 City Manager (2015) | Paul Emery, City Manager (714) 765-5162 pemery@anaheim.net |

| CLIENT/POSITIONS(S) | CONTACT(S) |
|---|---|
| Garden Grove, City of (CA) 11222 Acacia Parkway Garden Grove, CA 92842 | Bao Nguyen, Mayor (714) 741-5104 baon@ci.garden-grove.ca.us |
| City Manager (2015) | Laura Stover, HR Director (714) 741-5010 lauras@ci.garden-grove.ca.us |
| East Palo Alto, City of (CA) 2415 University Ave, City Hall 2 nd Floor East Palo Alto, CA 94303 | Lisa Gauthier, Mayor (650) 385-3100 lgauthier@cityofepa.org |
| City Manager (2015) | |
| Sacramento, City of (CA) 915 I Street Sacramento, CA 95814 | John Shirey, City Manager (916) 808-7213 jshirey@cityofsacramento.org |
| Fire Chief (2014) | |
| City Attorney (2012) | |
| City Manager (2011) | |
| Paradise Valley, City of (AZ) 6401 E. Lincoln Drive Paradise Valley, AZ 85253 | Michael Collins, Mayor (480) 348-3534 mcollins@paradisevalleyaz.gov |
| Town Manager (2014) | |

Detailed Time-Frame

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 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 | ▶ | | | | | | | | | | | | | | | |
| Draft Brochure | | ▶ | | | | | | | | | | | | | | |
| Brochure Approved/Printed Place Ads | | | ▶ | | | | | | | | | | | | | |
| Aggressive Recruiting | | | | | | | ▶ | | | | | | | | | |
| Final Filing Date | | | | | | | ▶ | | | | | | | | | |
| Preliminary Screening | | | | | | | | | | ▶ | | | | | | |
| Present Leading Candidates to the City | | | | | | | | | | | ▶ | | | | | |
| City Interviews | | | | | | | | | | | | | ▶ | | | |
| Reference/Background Checks | | | | | | | | | | | | | | ▶ | | |
| Appointment | | | | | | | | | | | | | | | | ▶ |
| Weeks | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 |

Professional Fees, Expenses, & Guarantee

Professional Services

Our professional fixed 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 with finalist selection, and facilitate candidate interviews. Should CPS HR provide any additional services that are not outlined in the Scope of Work, the hourly bill rate would be \$125 per hour.

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 Fixed Fee & Reimbursable Expenses* | |
|--|-----------------|
| Professional Services (Fixed Flat Fee) | \$17,000 |
| Reimbursable Expenses | |
| Approximate recruitment costs include: | |
| <ul style="list-style-type: none"> ■ Brochure Design and Printing (\$1,200) ■ Advertising (\$2,750) ■ Consultant travel based on three trips(\$2,750) ■ Background check for one candidate (\$450) ■ Other recruitment expenses such as supplies and shipping (\$200) | \$7,000-\$7,500 |
| Not-to-Exceed Total | \$24,500 |

**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*), comes to an end before the completion of the first two years of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for reimbursable expenses. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the two-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.



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 Gunnison in this important endeavor.

Appendix A: Partial Recruitment Listing

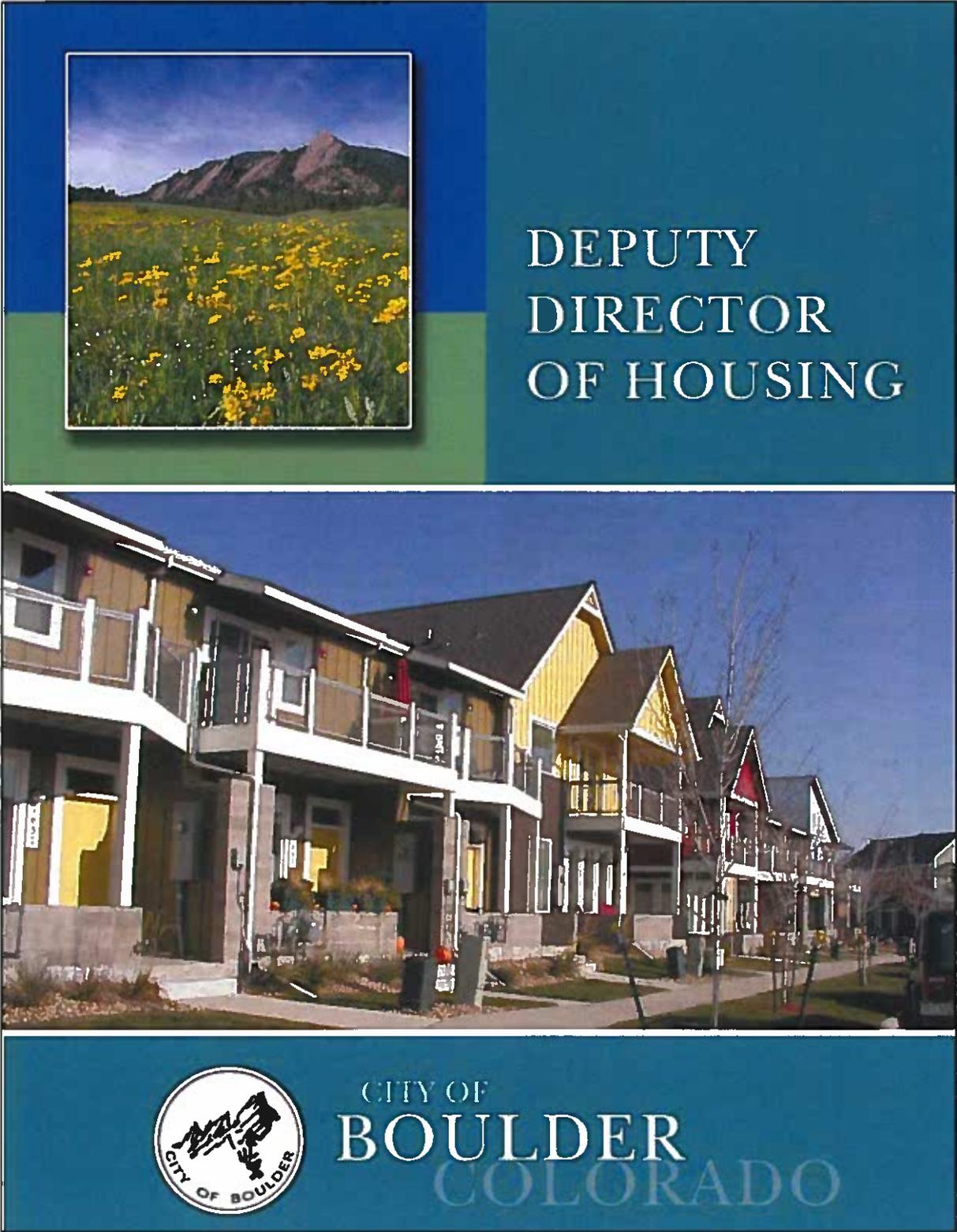
| Agency | Title | Year Completed |
|--|--|----------------|
| Anaheim, City of | Engineering Manager - Design Services | 2015 |
| Anaheim, City of | City Manager | 2015 |
| East Palo Alto, City of | City Manager | 2015 |
| Fairfield, City of | Transportation Manager | 2015 |
| Garden Grove, City of | City Manager | 2015 |
| Housing Authority of Stanislaus County | Executive Director | 2015 |
| Marinwood Community Services District | District Manager | 2015 |
| Monterey Regional Water Pollution Control Agency | Chief Financial Officer | 2015 |
| Puget Sound Clean Air Agency | Human Resources Manager | 2015 |
| Fairfield, City of | Director of Community Resources | 2015 |
| 32nd Agricultural District Association/Orange County Fair | Chief Executive Officer | 2014 |
| Alameda County Bar Association | Chief Executive Officer | 2014 |
| Alameda County Employees' Retirement Association | Chief Counsel | 2014 |
| Apache Junction, City of | Director of Development Services | 2014 |
| Bar Association of San Francisco | Executive Director | 2014 |
| Brentwood, City of | Director of Parks and Recreation | 2014 |
| California Department of Consumer Affairs-California Medical Board | Executive Director of the California Medical Board | 2014 |
| Chandler, City of | City Engineer | 2014 |
| Citrus Heights Water District | Assistant General Manager | 2014 |
| Compton, City of | Director of Community Development | 2014 |
| Concord, City of | Director of Information Technology | 2014 |
| Davis, City of | Finance Administrator | 2014 |
| East Bay Regional Park District | Chief of Interpretive and Recreation Services | 2014 |
| East Bay Regional Park District | District Counsel | 2014 |
| East Bay Regional Park District | Human Resources Manager | 2014 |

| Agency | Title | Year Completed |
|---|---|----------------|
| East Bay Regional Park District | Assistant District Counsel | 2014 |
| East Bay Regional Park District | Chief of Park Operations | 2014 |
| East Bay Regional Park District | Chief Financial Officer/Controller | 2014 |
| Fairfield, City of | Assistant Public Works Director/City Engineer | 2014 |
| Five Cities Fire Authority | Fire Chief | 2014 |
| Florin Resource Conservation District (Elk Grove Water) | Finance Manager | 2014 |
| Goodyear, City of | Engineering Director | 2014 |
| Greater Vallejo Recreation District | Maintenance and Development Manager | 2014 |
| Las Vegas, City of | Director of Parks and Recreation | 2014 |
| Marana, Town of | Deputy Town Manager | 2014 |
| Maricopa, City of | Chief Information Officer | 2014 |
| Maricopa, City of | City Manager | 2014 |
| Maricopa, City of | Director of Human Resources | 2014 |
| Maricopa, City of (Partial) | Assistant to the City Manager | 2014 |
| Merced County Employees' Retirement Association (Partial) | Plan Administrator | 2014 |
| Monterey Regional Water Pollution Control Agency | Director of Operations and Maintenance/Deputy General Manager | 2014 |
| Paradise Valley, Town of | Town Manager | 2014 |
| Sacramento Metropolitan Air Quality Management District (Partial) | Division Manager Administrative Services | 2014 |
| Sacramento, City of | Fire Chief | 2014 |
| San Francisco Estuary Institute | Executive Director | 2014 |
| San Francisco Municipal Transportation Agency | Deputy Director Program Delivery | 2014 |
| San Francisco Municipal Transportation Agency | Deputy Director of Rail Maintenance | 2014 |
| San Francisco Municipal Transportation Agency | Director of Sustainable Streets | 2014 |
| San Francisco Municipal Transportation Agency | Senior Operations Manager, Cable Car | 2014 |

| Agency | Title | Year Completed |
|--|---|----------------|
| San Francisco Municipal Transportation Agency | Director of Taxis | 2014 |
| San Jose, City of | Division Manager, Sanitary Sewer Maintenance/Division Manager of Sewer and Storm Services | 2014 |
| San Jose, City of | Division Manager of Pavement Services | 2014 |
| San Jose, City of | Deputy Director of Emergency Services (Fire) | 2014 |
| San Jose, City of | Deputy Director of Treasury | 2014 |
| San Jose, City of | Assistant Finance Director | 2014 |
| San Jose, City of | Assistant Library Director | 2014 |
| Santa Clara Valley Habitat Agency | Executive Officer | 2014 |
| Superior Court of California, County of Orange (Partial) | Chief Technology Officer | 2014 |
| Surprise, City of | Community Development Director | 2014 |
| Surprise, City of | Fire Chief | 2014 |
| Tacoma Employees' Retirement System | Retirement Director | 2014 |
| Welfare Client Data Systems Consortium | Executive Director | 2014 |
| Anaheim, City of | Chief of Police | 2013 |
| California Department of Developmental Services | Executive Director of Sonoma Development Center | 2013 |
| California Earthquake Authority | Chief Information Officer | 2013 |
| Carmichael Recreation and Park District | District Administrator | 2013 |
| Chandler, City of (Partial) | Assistant City Manager | 2013 |
| Coconino, County of | County Manager | 2013 |
| East Bay Regional Park District | Chief of Stewardship | 2013 |
| Gilbert, Town of | Fire Chief (Partial) | 2013 |
| Gilbert, Town of | Public Works Director | 2013 |
| King, County of | Section Manager in Public Health | 2013 |
| Las Vegas, City of | Fire Chief | 2013 |
| Maricopa, City of | Development Services Director | 2013 |

| Agency | Title | Year Completed |
|---|---|----------------|
| Modesto Irrigation District | Assistant General Manager, Finance | 2013 |
| Modesto Irrigation District | General Counsel | 2013 |
| Monterey Peninsula Regional Park District | General Manager | 2013 |
| Morgan Hill, CA, City of | Community Development Director | 2013 |
| Morgan Hill, CA, City of | Community Services Director | 2013 |
| Nevada Irrigation District | General Manager | 2013 |
| Oakland, Port of | Chief Technology Officer | 2013 |
| San Jose, City of | Deputy Director of Transportation for Planning, Policy, and Program Delivery | 2013 |
| San Jose, City of (Partial) | IT Manager, Department of Transportation | 2013 |
| San Jose, City of | Operations Division Manager-Regional Wastewater Facility | 2013 |
| Santa Clara Valley Water District | Deputy Operating Officer of the Water Utility Operations and Maintenance Division | 2013 |
| Southern Nevada Health District | Chief Health Officer | 2013 |
| Southern Nevada Health District | Director of Administration | 2013 |
| Surprise, City of | Chief Financial Officer | 2013 |
| Vallejo, City of | Chief Assistant City Attorney | 2013 |

Appendix B: Sample Brochure



The brochure features a dark blue background with a green horizontal band. On the left, a photograph shows a field of yellow wildflowers in the foreground with a rocky mountain peak in the distance under a blue sky. To the right of this image, the text "DEPUTY DIRECTOR OF HOUSING" is written in white, serif, all-caps font. Below the top section is a wide photograph of a modern, multi-story residential building with large windows and balconies. At the bottom left is the City of Boulder logo, a circular seal with a mountain and river scene and the text "CITY OF BOULDER". To the right of the logo, the text "CITY OF BOULDER" is written in large, white, serif, all-caps font, with "COLORADO" in a smaller, lighter blue, serif, all-caps font below it.



THE CITY OF BOULDER

Located at the base of the foothills of the Rocky Mountains – where the Rocky Mountains meet the Great Plains – Boulder is world-renowned for its natural beauty, commitment to sustainability and progressive policies. Nestled 35 miles northwest of Denver at an elevation of 5,430 feet, Boulder is home to 103,000 residents, the University of Colorado, 14 federal research labs, and a vibrant entrepreneurial community focused in areas such as digital mapping, media, clean energy, active living, and natural and organic foods.

Boulder has a long history of citizen action and vision-driven planning, which has shaped the city's physical form and character, from the purchase and protection of the mountain backdrop in the late 1900s, to the creation of the country's first open space preservation tax, which has created a 45,000 acre greenbelt around the 16,500 acre city. Today the city is well known for its leading edge policies and practices in areas such as multi-modal transportation, historic preservation, energy efficiency and zero waste. It is also seen as a leader in affordable housing initiatives, using inclusionary zoning, linkage fees and strong partnerships to leverage resources toward achieving the adopted goal of having 10 percent of all housing in the city be permanently affordable to low and moderate income households. In 2015, the city passed the 8 percent mark.

Boulder has achieved national recognition for its high quality of life and economic vibrancy, finding itself on the top of many "best of..." lists. With a moderate climate and 300+ sunny days a year, it is truly an amazing place to live, work and play. However, success has come at a cost: escalating property values, home prices and rents are eroding the community's diversity and making it increasingly difficult for many members of the workforce to find a home within the city. Latest estimates indicate approximately 100,000 jobs in Boulder, with approximately two-thirds of employees commuting in from adjacent communities and the region. Perhaps more importantly, loss of middle and lower income households has raised profound concerns about the long-term impacts these trends may have on the community's eclectic character and sustainability. Developing and implementing a "next generation" housing strategy that can preserve and enhance social diversity while ensuring environmental quality and economic vitality is critical to the community's long-term sustainability.

CITY GOVERNMENT

Boulder is a Home Rule Municipality that is self-governed under the Constitution of the State of Colorado. The city operates under the Council-Manager form of government, with a nine-member City Council (elected at-large) setting policies and the council-appointed City Manager administering city operations.

The city's website provides extensive information regarding the organization, key community issues, and current work plan priorities: www.bouldercolorado.gov

A targeted reorganization in recent months created the new Department of Planning, Housing and Sustainability, combining the formerly stand-alone Housing Division with what was previously known as the Department of Community Planning and Sustainability. The department is overseen by an Executive Director, who also serves on the citywide executive team, and two Deputy Directors: the Deputy Director for Planning, and the currently open position of Deputy Director for Housing.

The department's teams work together to advance their shared vision: We collaborate with our colleagues and community to create a truly great and sustainable city worthy of its setting.

Boulder Vision and Values

Vision: Service excellence for an inspired future

Values:

Customer Service – We are dedicated to exceeding the expectations of our community and our co-workers by demonstrating consistent and professional service with a solution-oriented approach.

Respect – We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity.

Integrity – We are stewards of the public's trust and are committed to service that is transparent and consistent with city regulations and policies. We are honorable, follow through on our commitments and accept responsibility.

Collaboration – We are committed to organizational success and celebrate our shared dedication to public service. We believe community collaboration and the sum of our individual contributions leads to great results.

Innovation – We promote a forward-thinking environment that supports creativity, calculated risks and continuous improvement. We embrace change and learn from others in order to deliver leading edge service.

DIVISION OF HOUSING

Boulder has a history of progressive, leading-edge policy work aimed at promoting affordable housing opportunities within the city, in a manner consistent with the community's values of environmental, social and economic sustainability. The city's Housing Division leads this important work, as one of the primary functions within the Department of Planning, Housing and Sustainability, working closely with Comprehensive Planning, Development Review, the City Attorney's Office and others. The Division is organized in three work groups: Planning and Policy, Community Investment, and Affordable Homeownership. Altogether, the Housing Division includes a staff of 13 full-time employees and a 2015 operating budget of approximately \$5.2 million.

Planning and Policy monitors market conditions, evaluates outcomes, implements existing policies (e.g., application of



inclusionary zoning requirements in new development) and works with other staff, elected officials, and the community to develop appropriate policy and program responses to emerging housing issues and challenges.

Community Investment administers various funding sources (city Affordable Housing Fund, Community Housing Assistance Program, federal HOME Program, federal Community Development Block Grant) and works with partners to invest in projects and programs that advance city policy goals and priorities; ensures compliance with city and funding source regulations; and oversees the asset management program.

Affordable Homeownership screens and certifies buyers to ensure that they meet income, asset, mortgage and other requirements, and works with approved owners to ensure that they are complying with occupancy, refinancing, and resale agreements in exchange for owning a permanently affordable home. Down payment grants and loans are also administered through this program.

Housing Programs Overview

City-funded affordable housing in Boulder includes a mix of shelters, group homes, congregate care, rental and homeownership opportunities. These housing options are created and managed by a diversity of valued partners, including both nonprofits and private developers, and achieved through both the acquisition of existing units and new construction. Together, they serve a variety of income levels and populations, from those struggling with homelessness, to special populations, seniors, and workers in the community.

In 2000, following substantial study and community discussion, Boulder's City Council adopted a goal of securing 10 percent of the city's housing stock as permanently affordable. Since then, the city has implemented a number of leading-edge strategies to reach that goal, including:

- Affordable housing requirements for new residential development
- A fee on non-residential development to support affordable housing
- Funding for non-profit and for-profit housing developers who preserve and develop affordable housing
- Working with partners in the community, both non-profit and for-profit, to address the housing goal and address other housing needs in the community
- Deed restrictions on affordable homes to insure continued affordability to future community residents
- Certain fee waivers and subsidies, and regulatory land use incentives

More recently, City Council prioritized the "Housing Boulder" initiative to develop a new generation of housing strategies that can continue working toward the 10 percent goal while also developing tools to address growing concern about the eroding affordability for middle income households in the city. This work effort continues, and will be a key area of focus in the coming years. The action plan priorities for 2016 which were defined through community conversations and council direction over the past year are outlined on the project website: www.HousingBoulder.net

THE POSITION

Reporting to the Executive Director of Planning, Housing and Sustainability, the Deputy Director for Housing will serve an important and visible role within the city organization and community, providing leadership on issues of critical concern and high interest.



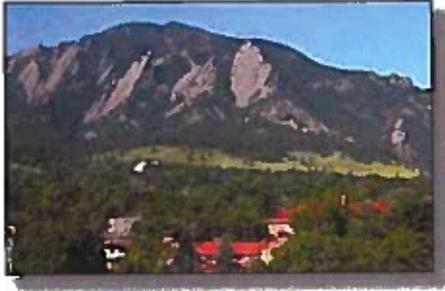
To be successful, the Deputy Director must be skilled as a facilitator, bridge builder, listener, mediator, content expert and skilled communicator, able to engage in inspiring high-level vision conversations while simultaneously navigating the essential details needed to make that vision a reality. He or she must be comfortable working within a city culture of collaboration and cooperation, as well as in a community environment with varying viewpoints and agendas, and be capable of forging consensus on constructive strategies that can make a difference in creating and preserving affordable housing opportunities. The Deputy Director will bring deep knowledge of what it takes to build housing; a creative, solutions-oriented and inclusive approach to policy development; a credible and trusted voice for city-led efforts and partnerships; and a desire to achieve high quality outcomes that are grounded in community values.

As a leader within the Department of Planning, Housing and Sustainability, the Deputy Director will work closely with the Executive Director and the Deputy Director for Planning, other leaders and managers within the department and city organization, and external partners to advance affordable housing priorities, ensure coordinated and comprehensive approaches to meeting community housing needs, and deftly balance the dual roles of advocate for housing while being a team player that understands and values related and sometimes competing community priorities and outcomes.

As a manager of the department's Housing Division, the Deputy Director will serve as a mentor committed to the success of the housing team and its members; build strong working relationships with other departments, divisions and work groups; provide leadership and operational management that is open, transparent and focused on a problem-solving orientation; and ensure accountability and adherence to city policies, practices and ordinances.

THE IDEAL CANDIDATE

The ideal candidate is a highly accomplished professional who possesses an understanding of housing development, real estate markets, and public policy processes at the local level. Successful candidates will have a proven track record of leadership, effectively engaging a wide range of individuals and groups with varying perspectives. Candidates with the demonstrated ability to coordinate and manage complex projects involving competing interests and multiple objectives will be favorably considered. The ideal candidate possesses excellent management skills and embraces employee development. Outstanding communication skills are essential including strong listening, verbal, written, presentation and public speaking abilities. Significant experience with community housing efforts involving economic, social, and environmental sustainability policy development and implementation is highly desired. The ideal candidate has the proven ability to think creatively and employ the tools available to develop and support affordable housing options for the community, leveraging city resources for the benefit of the citizens of Boulder.



Specific qualifications are as follows:

Experience and Education

A Bachelor's degree in finance, business, public administration, construction management, urban planning, or a closely related field, and a minimum of five years of progressively responsible professional level experience in a related field are required; an advanced degree is desired.

Competencies and Personal Characteristics

- Forward looking professional who can bring new ideas and maintain Boulder's status as a leading edge community in affordable housing
- A creative thinker who can engage multiple stakeholders with varying viewpoints
- Will proactively engage the community and develop an understanding of what makes Boulder unique
- Detail oriented with exceptional organizational management skills
- Brings a "roll up your sleeves" approach to the position with the ability to delegate as appropriate
- Capable of multi-tasking and prioritizing
- Possesses a strategic orientation
- Strong interpersonal skills in engaging numerous stakeholders, both internal and external
- Has a strong understanding of housing policy
- Knowledge of affordable housing finance tools
- Outstanding business acumen with an understanding of the economics of affordable housing
- Conflict management abilities; accepts conflict as opportunities to find common ground
- Values the benefits of public-private partnerships
- A person of confidence and professional presence who can quickly garner trust and credibility
- Possesses an outstanding customer service ethic
- Brings a blend of strong leadership abilities with a sense of humility; confident but not arrogant
- Capable of assessing the talents of his/her staff and optimizing the abilities of a passionate team of public servants
- Collaborative; a bridge-builder
- Maintains a sense of humor in an often demanding environment
- Displays a high degree of political sophistication, but remains apolitical

COMPENSATION & BENEFITS

The salary range for the Deputy Director of Housing is **\$95,900 to \$146,200**. Actual salary will depend on the qualifications of the successful candidate. In addition, the City offers a benefit package that includes:

Retirement: The City offers a Defined Benefit Plan (Colorado Public Employees' Retirement Association); optional PERA 401(k) and ICMA 457 Plans available.

Life and Accidental Death & Dismemberment Insurance: 1.5 times annual salary.

Medical Insurance: Three medical plan options are available for employee and dependents

Dental and Vision Insurance: Available for employee and dependents.

Annual Leave: Annual leave starting at 11 days/year; increasing with years of service.

Sick Leave: 14 days per year.

Holidays: 10 full-day holidays, 2 half-day holidays, up to 3 floating holidays (depending on hire date).

Other Benefits: Long Term Disability; Flexible Spending Plan choices including health care and dependent care spending accounts; Employee Wellness Program; Child Care Resource and Referral Program; Employee Assistance Program (EAP); Merit Program (employees eligible for annual merit review based on performance); Bus "Eco" Pass Program; Wellbeing work balance opportunities, including City provided recreation passes.

Reasonable moving expenses will be considered for the successful candidate.

APPLICATION PROCESS & RECRUITMENT SCHEDULE

To be considered for this exceptional career opportunity, submit your résumé, cover letter, a list of six work-related references (who will not be contacted without prior notice) and current salary by **Monday, November 30, 2015**. Résumé should reflect years and months of employment, beginning/ending dates as well as size of staff and budgets you have managed. Please submit your materials to: resumes@coshr.us

Preliminary screening interviews are expected to be conducted in early December. Those individuals determined to be the most ideally suited for the opportunity will be invited to interview with the City in early January. Appointment is expected shortly thereafter following the completion of thorough reference and background checks to be coordinated with the candidate(s). For additional information about this position please contact Stuart Satow.

CPS HR CONSULTING

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