

PROPOSAL

# Fresno Council of Governments

Executive Recruitment Services for  
Executive Director

Due Date: February 1, 2024

4:00 PM PST

SUBMITTED BY:

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Your Path to Performance

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# 1. Letter of Interest

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February 1, 2024

Toni Graham, Accounting Manager  
 Fresno Council of Governments  
 2035 Tulare Street, Suite 201  
 Fresno, CA 93721

**Subject: Executive Recruitment for Executive Director**

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the Fresno Council of Governments (Fresno COG) with the recruitment of a new Executive Director. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

Ms. Pamela Derby will be your dedicated project manager and point of contact for the recruitment process of Fresno COG’s next Executive Director. Her contact information follows:

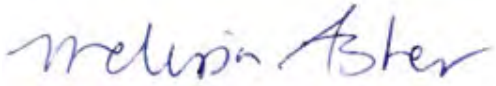
POINTS OF CONTACT	
<b>Project Manager</b>	Pamela Derby, Manager, Executive Recruitment; (916) 471-3126; pderby@cpshr.us; 2450 Del Paso Rd., Ste 220, Sacramento, CA 95834
<b>Proposal Content and Authorized to Sign Contract</b>	Melissa Asher, Sr. Practice Leader; (916) 471-3358; masher@cpshr.us 2450 Del Paso Rd., Ste 220, Sacramento, CA 95834

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the Fresno COG to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

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

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact me at (916) 471-3358 or via email at [masher@cpshr.us](mailto:masher@cpshr.us).**

Sincerely,



Melissa Asher  
Senior Practice Leader, Products and Services

## 2. Experience and Qualifications

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



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

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

With more than 100 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Texas, Colorado and Southern California.

## Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 20 years** of placing top and mid-level executives in public agencies throughout the United States.

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

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

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

Agency	Titles	Year Completed
Southern California Public Power Authority (SCPPA)	Executive Officer	Current
Orange County Power Authority (OCPA)	Chief Executive Officer	Current
Orange County Power Authority (OCPA)	Chief Operating Officer	Current
San Diego Association of Governments (SANDAG)	Chief Executive Officer	Current
San Diego Association of Governments (SANDAG)	Chief Administrative Officer	Current
Mayor’s Fund for Las Vegas LIFE	Chief Executive Officer	2023
Special District Risk Management Authority	Chief Executive Officer	2023
North of the River Recreation and Park District	General Manager	2023
Municipalities, Colleges, Schools Insurance Group (MCSIG), CA	Executive Director	2023
Metropolitan Transportation Commission	Executive Director	2023
County of Ventura, CA	Chief Executive Officer	2022
Cow Palace Arena and Event Center, CA	Chief Executive Officer	2022
City of Las Vegas	Economic and Urban Development Manager	2022
Southeast Metro Stormwater Authority	Executive Director	2022
All Mission Indian Housing Authority	Executive Director	2022
City of Scottsdale, AZ	Executive Director of Planning, Economic Development and Tourism	2022
City of Bakersfield, CA	Assistant Economic Development Director	2022
Washington State Human Rights	Executive Director	2022
Napa-Vallejo Waste Management Authority	Executive Director	2022
First 5 California	Executive Director	2022
California Tahoe Conservancy	Executive Director	2022
Southern CA Regional Transit Training Consortium	Executive Director	2022

*Proposal to Fresno Council of Governments  
Executive Recruitment for Executive Director*

Agency	Titles	Year Completed
California Prison Industry Authority (CalPIA)	General Manager	2022
County of Douglas, CO	Public Health Executive Director	2022
Mile High Flood District, CO	Executive Director	2022
Texas Recreation and Park Society, TX	Executive Director	2022
Indian Wells Valley Water District, CA	General Manager	2022
Mid-Peninsula Water District, CA	General Manager	2022
Southern California Fair and Events Center (46 <sup>th</sup> District Agricultural Association)	Chief Executive Officer	2022
City of Ontario, CA	Economic Development Director	2021
Santa Clara County Housing Authority, CA	Deputy Executive Director	2021
Santa Clara County Housing Authority, CA	Executive Director	2021
California Society of Municipal Finance Officers	Executive Director	2021
Transbay Joint Powers Authority, CA	Executive Director	2021
County of Boulder Public Health, CO	Executive Director	2021
Stanislaus Regional Transit Authority, CA	Chief Executive Officer	2021
Columbia Housing Authority, MO	Chief Executive Officer	2021
Montana Public Health Institute, MT	Chief Executive Officer	2021
Alameda-Contra Costa Transit District, CA	Executive Director, Human Resources	2021
San Joaquin Council of Governments, CA	Executive Director	2021
East Bay Regional Park District, CA	General Manager	2021
Berkeley Unified School District, CA	Executive Director – Classified Personnel	2021
Metropolitan Transportation Commission, CA	General Counsel; Executive Director	2020; 2019
San Joaquin Council of Governments, Ca	Executive Director	2020
City of Ontario, CA	Assistant General Manager	2020
Alameda County Office of Education, CA	Executive Director, Human Resources	2020
First 5 Contra Costa, CA	Executive Director	2020
California Human Development	Chief Executive Officer	2020
Navajo Housing Authority, AZ	Chief Executive Officer	2020
Alameda County Transportation Commission, CA	Executive Director	2019
California Student Aid Commission	Executive Director	2019
San Mateo County Harbor District, CA	General Manager	2019



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<b>Agency</b>	<b>Titles</b>	<b>Year Completed</b>
Transportation Authority of Marin, CA	Executive Director	2019
Metropolitan Transportation Commission, CA	Executive Director	2019
Sonoma County Library, CA	Executive Director	2019
Schools Excess Liability Fund, CA	Chief Executive Officer	2019
Desert Healthcare District, CA	Chief Executive Officer	2019
Crossroads Diversified Services, CA	Chief Executive Officer	2019
Yolo County Public Agency Risk Mgmt. Insurance Authority (YCPARMIA), CA	Chief Executive Officer/Risk Manager	2019
San Diego Assoc. of Governments (SANDAG), CA	Executive Director	2018
San Joaquin Area Flood Control Agency, CA	Executive Director	2018
Port of Long Beach, CA	Deputy Executive Director	2018
Santa Cruz County Regional Transportation Commission, CA	Executive Director	2018
Garfield County Libraries, CO	Executive Director	2018
Eastern Sierra Transit Authority, CA	Executive Director	2018
County of Alameda, Office of Education, CA	Executive Director	2017
CA Coastal Commission, CA	Executive Director	2017
Merced County Association of Governments, CA	Executive Director	2017

### 3. Understanding of the Project

The Fresno Council of Governments Policy Board is seeking a professional, experienced, and highly qualified firm who can provide nationwide executive-level recruitment services to fill Fresno COG’s next Executive Director position. Our proposed executive search process is designed to provide Fresno COG with the full range of services required to ensure the ultimate selection of a new Executive Director uniquely suited to Fresno COG's needs. CPS HR realizes the importance of this leadership position and is prepared to assist Fresno COG with this endeavor from the initial kick-off meeting to the successful placement of a permanent Executive Director. As detailed in the pages that follow, we are recommending a high touch service delivered in a three-phase work plan as summarized below. Our consultant will meet with Fresno COG staff, Fresno COG Executive Search Ad Hoc Committee and the Fresno COG Policy Board to ascertain Fresno COG’s needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with Fresno COG.

Task	Description
<b>Phase I - Develop Candidate Profile and Recruitment Strategy</b>	
1	Finalize Schedule
2	Hold Key Stakeholder Meetings
3	Develop Candidate Profile
4	Develop Recruitment Brochure
<b>Phase II – Aggressive, Proactive, and Robust Recruitment</b>	
1	Place Ads
2	Identify and Contact Potential Candidates
3	Review Application Materials
4	Conduct Screening Interviews
5	Submit Client Report
6	Client Meeting to Select Semifinalists
7	Notify Candidates
<b>Phase III – Selection</b>	
1	Prepare Assessment
2	Schedule Candidates; Coordinate Travel
3	Prepare Evaluation manuals
4	Facilitate Finalist Selection Process
5	Conduct Reference and Background Checks
6	Assist in Negotiation (if requested)

## 4. References

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

CLIENT/POSITIONS	CONTACT(S)
<b>Metropolitan Transportation Commission (MTC)</b> Bay Area Metro Center 375 Beale Street, Suite 800 San Francisco, CA 94105-2066  Executive Director (2023) Associate Counsel (2022) Chief Financial Officer (2022) Senior Counsel (2021) General Counsel (2020) Executive Director (2019)	Nalungo Conley, Chief of Staff/Director of Administrative and Human Services Department (415) 778-6741 nconley@bayareametro.gov
<b>Santa Cruz County Regional Transportation Commission (SCCRTC)</b> 1101 Pacific Avenue, Suite 250 Santa Cruz, CA 95060  Executive Director (Current) Fiscal Officer (2019) Executive Director (2018)	Steve Mattas, General Counsel (510) 282-7033 stevenm@meyersnave.com
<b>San Diego Association of Governments (SANDAG)</b> 401 B Street, Suite 800 San Diego, CA 92101  Chief Executive Officer (Current) Contracts and Procurement Services Manager, Capital Projects (Current) Director of Accounting and Finance (Current) Manager of Business Services and Administration (Current) Independent Performance Auditor (2023) Executive Director (2018)	Melissa Coffelt, Human Resources Director (619) 699-1955 Melissa.coffelt@sandag.org

## 5. Project Management

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CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. **Ms. Pamela Derby** will be your dedicated project manager and primary contact. **Ms. Derby** will leverage the knowledge and experience of our entire recruitment team in order to provide you with the best possible recruitment experience. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the Fresno COG.

Role/Project Assignment	Name	Phone	Email
Manager, Executive Recruitment	Pamela Derby	(916) 471-3126	pderby@cps hr.us

### Project Manager

#### **Pamela H. Derby, Manager, Executive Recruitment**

Since joining CPS HR Consulting in 2003, Pam Derby has conducted a wide range of recruitments for county, city, special district and association executives including city attorney, executive director, general manager, city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, city administrator, registrar of voters, library director, and director of information technology in addition to specialized support positions. Ms. Derby has recently completed the Executive Director recruitment for the Metropolitan Transportation Commission and the Independent Performance Auditor recruitment for the San Diego Association of Governments. **She is currently involved in the recruitment of the next Chief Executive Officer for the Orange County Power Authority and the Chief Executive Officer recruitment for the San Diego Association of Governments.**

Prior to joining CPS HR, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local government. She is sensitive to balance the wants of the community with the needs of the client so as to tailor a recruitment process that reaches out to the most appropriate candidates and ensures a diverse group of individuals from which to make a selection. She has successfully employed these techniques in jurisdictions ranging from under 10,000 to 10 million. Moreover, she employs a firmly-held personal philosophy that candidates must be treated with the same respect and careful consideration as her client.

**Employment History**

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

**Education**

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

## 6. Methodology

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### Key Stakeholder Involvement

The Fresno COG Staff and the Ad Hoc Committee on behalf of the Fresno Council of Governments must be intimately involved in the search for a new Executive Director. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Fresno COG Staff and the Ad Hoc Committee, other key stakeholders may also be invited to provide input for the development of the candidate profile.

### Fresno COG's Needs

A critical first step in a successful executive search is for the Fresno COG Staff and the Ad Hoc Committee to define the professional and personal qualities required of the Executive Director. CPS HR has developed a very effective process that will permit the Fresno COG Staff and the Ad Hoc Committee to clarify the preferred future direction for the Fresno COG; the specific challenges the Fresno COG is likely to face in achieving this future direction; the working style and organizational climate the Fresno COG Staff and the Ad Hoc Committee wishes to establish with the Executive Director; and ultimately, the professional and personal qualities required of the Executive Director.

### Commitment to Communication

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

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

CPS HR's communication continues once you have selected the new Executive Director. We will contact the Fresno COG Staff and the Ad Hoc Committee and the newly appointed Executive Director within six months of appointment to ensure an effective transition has occurred.

### Aggressive, Proactive, and Robust Recruitment

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

business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

## Diversity Outreach Process

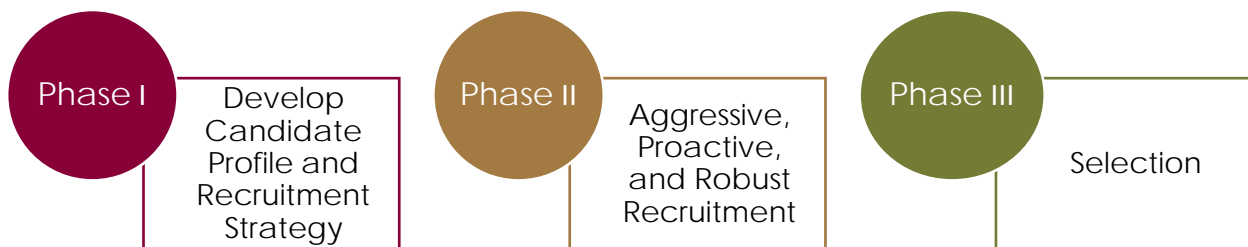
CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

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

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

## Scope of Work

Our proposed executive search process is designed to provide the Fresno COG with the full range of services required to ensure the ultimate selection of a new Executive Director uniquely suited to the Fresno COG's needs.



**Phase I:** Our consultant will meet with the Fresno COG Staff and the Ad Hoc Committee to ascertain the Fresno COG's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the Fresno COG.

**Phase II:** The recruitment process is tailored to fit the Fresno COG's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

**Phase III:** The selection process is customized for the Fresno COG. CPS HR will work with the Fresno COG Staff and the Ad Hoc Committee to determine the process best suited to the Fresno Council of Governments.

## Phase I - Develop Candidate Profile and Recruitment Strategy

**Task 1 - Review and Finalize Executive Search Process and Schedule**

**Task 2 - Key Stakeholder Meetings**

**Task 3 - Candidate Profile and Recruitment Strategy Development**

**Task 4 – Develop Recruitment Brochure**

The first step in this engagement is a thorough review of the Fresno COG’s needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new Executive Director. Activities will include:

- Identifying key priorities for the new Executive Director and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Fresno COG Staff and the Ad Hoc Committee wishes to establish with the Executive Director.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new Executive Director in light of the discussions above.
- Discussing recruitment and selection strategies for the Fresno COG Staff and the Ad Hoc Committee’s consideration to best produce the intended results.

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

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the Fresno COG for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at [www.cpshr.us/recruitment-solutions/executive-search](http://www.cpshr.us/recruitment-solutions/executive-search).

## Phase II – Aggressive, Proactive, and Robust Recruitment

**Task 1 – Place Advertisements**

**Task 2 - Identify and Contact Potential Candidates**

**Task 3 – Resume Review and Screening Interviews**

**Task 4 – Fresno COG Policy Board Selects Finalists**



The recruitment process is tailored to fit the Fresno COG's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

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

Advertising Sources	
<ul style="list-style-type: none"><li>● Fresno COG's website</li><li>● CPS HR website</li><li>● Western Cities</li><li>● CalGovHR</li><li>● Careers in Government</li><li>● LinkedIn</li></ul>	<ul style="list-style-type: none"><li>● National League of Cities</li><li>● National Association of Counties</li><li>● Governmentjobs.com</li><li>● California City News</li><li>● ICMA</li><li>● Public CEO</li></ul>

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

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

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

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

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

We will:

- Convey a strong sense of the purpose and strategy of the Fresno COG. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.

- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the Fresno COG or continuing to ensure the public confidence in the integrity of the Fresno COG.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the Fresno COG is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Fresno COG Staff and the Ad Hoc Committee . Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Fresno COG Staff and the Ad Hoc Committee to review this report and to assist them in selecting a group of finalists for further evaluation.

### Phase III – Selection

**Task 1 - Design Selection Process**

**Task 2 - Administer Selection Process**

**Task 3 – Final Preparation for Appointment**

**Task 4 – Contract Negotiation (if requested)**

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

We will coordinate all aspects of the selection process for the Fresno COG. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment

exercises; facilitating the interviews; assisting the Fresno COG with deliberation of the results; and contacting both successful and unsuccessful candidates.

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

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

## Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new Executive Director can be completed in 12 to 14 weeks. The precise schedule will depend on the placement of advertising on appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

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

## 7. Project Costs

### Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with Phases I, II, and III associated with a Full Recruitment process. *A professional marketing brochure and paid advertisements are included in the fixed fee.*

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

Professional Fixed Fee	
Professional Services for Full Recruitment	\$30,000

*\*Professional fees for a full recruitment would be billed and paid monthly.*

### Itemized Fee Structure

The following tasks will be performed by the assigned project manager. Our executive recruitment team members will serve as additional resources as needed. The following table is a break-down of our \$30,000 flat fee based on a recruiters' time at \$175 per hour including the cost of all deliverables – recruitment brochure, advertising, consultant travel, printing/shipping, background checks, and miscellaneous expenses.

Task/Consultant Role	Total
<b>Phase I. Develop Candidate Profile and Recruitment Strategy</b>	
Task 1 – Review and Finalize Executive Search Process and Schedule	\$1,400
Tasks 2 & 3 – Development of Candidate Profile and Recruitment Strategy including comprehensive stakeholder engagement	\$4,200
Tasks 4 & 5 – Development and Creation of Recruitment Brochure and Place Advertisements	\$6,000
<b>Phase II. Recruitment</b>	
Task 1 – Identify and Contact Potential Candidates	\$4,200
Task 2 – Resume Review and Screening Interviews	\$4,200
Task 3 – Finalists Selected – Preparation and Provision of Final Report	\$2,000
<b>Phase III. Selection</b>	
Task 1 – Design Selection Process	\$1,000
Task 2 – Administer Selection Process – Preparation and Provision of Evaluation Materials	\$3,500

Task/Consultant Role	Total
Task 3 – Final Preparation for Appointment: Arrange Follow-up Interviews, Final Assessment Process, In-Depth Reference and Background Check	\$3,500
<b>Professional Fees Total</b>	<b>\$30,000</b>

## One-Year Service Guarantee

If the employment of the candidate selected and appointed by the Fresno COG as a result of a **full executive recruitment (Phases I, II, and III)** comes to an end before the completion of the first year of service, CPS HR will provide the Fresno COG with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The Fresno COG would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial 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 Fresno Council of Governments in this important endeavor.***

# Appendix A: Sample Brochure





### ■ ABOUT SANDAG

We believe the San Diego region thrives when we work together. At SANDAG, we use data and public input to plan, build, provide resources, and preserve our region. By working collaboratively with local governments, community partners, neighboring regions, and state and federal agencies, we are able to deliver long-lasting solutions to the region's challenges.

We are governed by a Board of Directors made up of elected representatives from each of our local city councils and County Board of Supervisors. They determine where we focus our efforts and how we spend our \$1 billion budget across all our projects, programs, initiatives, services, and operations throughout the region. Our Board also includes advisory members from local transit districts, the military, neighboring tribal governments, Mexico, and partner agencies.

As the Metropolitan Planning Organization and Regional Transportation Planning Agency for the San Diego region, we maintain a long-term Regional Plan for infrastructure improvements. We also serve the region through several other designations including the Council of Governments, San Diego County Regional Transportation Commission and TransNet sales tax authority, forum for regional housing needs, ARJIS administrator and criminal justice clearinghouse, and census agency.

### Our Commitment to Equity

We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change, and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups impacted by actions and inactions at all levels of our government and society. We have an obligation to eliminate disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. The SANDAG equity action plan will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us. We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.

### ■ UNIQUE EXPERIENCE

The SANDAG Board of Directors seeks a Chief Executive Officer with a strong background in leadership as well as transportation and regional planning, capital development, and operations, who possesses the ability to facilitate consensus and decision-making in a significant and complex organization.

#### Mission

*We are the regional agency that connects people, places, and innovative ideas by implementing solutions with our unique and diverse communities.*

### ■ THE SAN DIEGO REGION

The San Diego region is home to more than 3.3 million people within 18 cities, the County of San Diego, and 17 federally recognized Tribal Governments. Located along the U.S.-Mexico border, the San Diego region benefits from a rich economic, social, historical, and cultural exchange through the daily flow of people and goods across the international border. It is truly a remarkable place for all, with unique coastlines, canyons, mesas, grasslands, forests, agricultural lands, and deserts. The San Diego region hosts strategically located sea and land ports of entry, the U.S. Navy's prestigious Pacific Fleet, renowned higher education institutions, and a diverse economy rooted in technology, research, national defense, and tourism.





### Key Initiatives

Many of the San Diego region's transportation challenges are deeply connected to larger societal issues that impact everyone's quality of life. These include economic and social inequities, climate change, public health, and safety. To address the many challenges that face our region, SANDAG is leading several initiatives focused on mobility options, increased safety, and access to opportunities. Our key initiatives focus not only on transportation, but also access to internet, affordable housing efforts, and expanding equity and sustainability opportunities. By partnering with our community members—from businesses to elected officials—we can ensure that all our efforts are grounded in what's important to our communities, including:

- » Digital Equity
- » Transit Equity and Youth Opportunity Pass
- » Housing Acceleration Program
- » Regional Bike Network
- » Safety and Vision Zero
- » People, Processes and Technology
- » Data Research and Analytics

## THE POSITION - CHIEF EXECUTIVE OFFICER

Under policy direction from the Board of Directors, the Chief Executive Officer will plan, direct, manage, administer, and review the activities and operations of SANDAG; coordinate services and activities among SANDAG departments; the Board of Directors, Policy Advisory Committees, member agencies, and outside organizations; provide highly responsible and complex executive support to the Board of Directors and Policy Advisory Committees; serve as Executive Director of the San Diego County Regional Transportation Commission; and provide leadership to approximately 400 employees.

## THE IDEAL CANDIDATE

The Chief Executive Officer (CEO) will be an effective leader with the ability to coordinate SANDAG's planning, project implementation, and operations activities. The ideal candidate should be collaborative, visionary, fiscally wise, and politically astute but apolitical. The Board values a big picture perspective and forward-thinking attitude. The CEO should be proactive and a forthcoming, honest, and skilled communicator with the ability to foresee and respond to issues/concerns of the public and the Board of Directors. They should have knowledge of federal, state, and local politics and practical experience affecting policy change.

The Board seeks an individual capable of positioning SANDAG as a regional leader and managing internal and external change. They should take a balanced approach to meeting the region's needs. The ability to analyze situations, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals is sought in the new CEO.

Knowledge of the following principles and practices is expected: regional governance administration, organization, functions, and services; current social, political, and economic trends and operating problems of regional governance; techniques of long range, sustainable regional planning in land use and transportation; organization and management as applied to the analysis and evaluation of programs, policies and operation needs; governmental resource management including budget preparation and administration and funding practices of federal grant agencies; organization, administration and personnel management; supervision, training and performance evaluation; pertinent federal, state and local laws, codes and regulations.

### Other characteristics noted by stakeholders include:

- » Values unity among board members and possesses the political acumen to build bridges and consensus around the complex and, often politically sensitive, diverse transportation issues experienced by all segments of the region's population.
- » Exhibits a commitment to diversity, equity and inclusion and can demonstrate efforts around DEI in previous roles.
- » Embraces the clear delineation between the role of the CEO and the role of the Board of Directors.
- » An individual with credibility, integrity, and the ability to build trust.
- » A visionary with knowledge of regional planning and sustainable multimodal transportation systems who will support climate planning efforts throughout the region.
- » A strong mentor and leader for employees, with the ability to hire and retain exceptional talent, and who encourages professional development, transparent communication, and team-building.
- » An open, honest communicator and relationship builder with a strong local, state, and federal network who embraces collaboration and its importance to SANDAG's success.
- » Familiarity with transboundary planning and the ability to foster strong relationships with Mexico to undertake the challenges and opportunities associated with the busiest border crossing in the world.
- » An exceptional leader with an unflappable presence and the ability to provide clear, thoughtful analysis and decisions in a demanding, fast-paced, and often contentious environment.
- » A track record of leading change and ensuring organizations achieve their highest levels of performance and success.

## EDUCATION AND EXPERIENCE

Any equivalent combination of experience and education that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be: 15 years of increasingly responsible supervisory and management experience in public or private sector. City or county management experience is desirable. A Bachelor's degree from an accredited college or university with major course work in planning, transportation, engineering, public or business administration, or a related field. A Master's degree is desirable.



## ■ COMPENSATION AND BENEFITS

The approved salary range for the Chief Executive Officer is **\$298,572 to \$462,787** per year; final salary determination will be based on qualifications and experience. Salary is complemented by an attractive benefit package that includes:

- » **California Public Employees' Retirement System** (CalPERS 2% @ 60 years for classic members or 2% @ 62 years for new members as defined under PEPPRA); SANDAG does not participate in Social Security;
- » **457 Deferred Compensation Plan**;
- » **Health, Dental, and Vision insurance**, including coverage for dependents; Executive Health and Wellness program;
- » **Life, AD&D, and Short- and Long-term disability insurance**;
- » **Management Benefit** – equal to 2.5% of salary annually to be used toward one or more of the following: health insurance premiums, additional time off, or flexible spending accounts;
- » **Leave Benefits** – a combination of 12 paid holidays; 2 floating holidays, and up to 28 days of Paid Time Off per year; and
- » **Transportation Benefits** – vehicle allowance, paid parking, and regional transit pass;

## ■ APPLICATION AND SELECTION PROCESS

To be considered for this exceptional career opportunity, submit your résumé, cover letter, a list of six work-related references (former/current two supervisors, two direct reports and two colleagues, who will not be contacted without prior notification) by **Friday, February 23, 2024**. Résumé should reflect years and months of employment, beginning/ending dates as well as size of staff and budgets you have managed.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2306>

For more information, please contact:

CPS HR  CONSULTING

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**SANDAG**