Item 5b.

February 23, 2017

To: **Flood Diversion Board of Authority**
Fr: **Michael Redlinger, Co-Executive Director & Assistant City Administrator, City of Fargo**
Re: **Professional Services Agreement for FMDA Executive Director**

Recommendation: The Co-Executive Directors request the Flood Diversion Board of Authority receive a presentation regarding the recruitment and screening process for the Executive Director position for the Authority. Following this presentation, the Board of Authority is asked to consider and approve a professional services agreement with CPS HR Consulting to assist the Authority with recruiting, screening, and selecting its first Executive Director.

Background: At the January 26, 2017 Board of Authority meeting, the Board considered and approved a position description for Executive Director. The Executive Director will serve as the Chief Administrative Officer of the FM Diversion Authority and provide program leadership and oversight to the member entities of the Joint Powers Agreement. Following approval of the position description, staff solicited proposals from six executive search firms located in Minnesota (2), California (2), Washington, and Delaware to determine the interest and availability of a firm to assist with candidate recruitment, screening, and placement. It is the intent of the Authority that an outside consultant will supplement, and not replace, logistical and administrative support services provided by the local member entities in the Executive Director recruitment process.

Particular emphasis in the executive search solicitation was placed on firms that have assisted governmental and non-governmental organizations in large, complex transportation or infrastructure projects, including public-private partnerships. A key objective of this outreach was to gauge the consultant's approach and expertise in placing a high-level technical manager (e.g. an executive civil engineer) in a complex environment, such as the FM Diversion Project setting. An internal staff team comprised of Co-Executive Directors Redlinger and Vanyo; Clay County Administrator Brian Berg, and General Counsel John Shockley reviewed the proposals submitted and arrived at a consensus recommendation for a firm to assist the Authority with its recruitment.

Firms Contacted:

Firm	State
Springsted, Inc.	Minnesota
The Prothman Company	Washington
Professional Recruiting Consultants, Inc.	Delaware
CPS HR Consulting	California
MRA	Minnesota
Bob Murray & Associates	California

Summary of Proposal Solicitations & Recommendation: Four (4) of the six firms contacted provided a formal proposal for consideration. Following a review of the proposals, it is recommended that the Board of Authority consider and approve a professional services agreement with CPS HR Consulting of Sacramento, CA for consultant services. A copy of the CPS HR Consulting proposal is attached for reference, and Co-Executive Director Redlinger will provide a presentation at the February 23, 2017 Board of Authority meeting with highlights of the proposal, cost, timeline, and previous firm experience. In addition, a proposed framework to assist with screening/interviewing the Executive Director candidates will be discussed and recommended at the meeting.

Organizational Model for Screening & Interviewing Candidates: Following approval of the professional services agreement for executive search services, it is recommended that the Board of Authority establish a small subcommittee to assist with screening Executive Director semi-finalist candidates. Together with the search consultant and Co-Executive Directors, the subcommittee will prepare a list of finalist candidates for Board consideration and approval, and the finalist candidates will be invited to Fargo for interviews. The role of the subcommittee and the participation of the Board of Authority in the interview process will be discussed in detail at the February 23, 2017 meeting.

Attachments: CPS HR Consulting Proposal
FMDA Executive Director Position Description – approved January 26, 2017

CPS HR CONSULTING

PROPOSAL

Fargo-Moorhead Diversion Authority

Executive Recruitment Services for Executive Director

Due Date: February 7, 2017

SUBMITTED BY:
MELISSA ASHER
Sr. Practice Leader, Products and Services

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Your Path to Performance

February 7, 2017

Michael J. Redlinger, Assistant City Administrator
Fargo-Moorhead Diversion Authority (City of Fargo)
200 Third Street North
Fargo, ND 58102

Submitted via email to: mredlinger@cityoffargo.com

Subject: Executive Recruitment Services for Executive Director

Dear Mr. Redlinger:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the Fargo-Moorhead Diversion Authority (FMDA) 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 possess a number of important strengths to assist the FMDA 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 counties, cities, 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 we 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.
- **Partial Recruiting List.** Below is a partial listing of similar executive recruitments within the past five years.

Agency	Title	Year Completed
Casitas Municipal Water District	Safety Officer	2016
Denver Water	Director of Planning	2016

Agency	Title	Year Completed
Sacramento Area Council of Governments	CEO	2016
Sacramento Area Flood Control Agency	Administrative Officer	2016
San Jose, City of	Division Manager, Pavement	2016
Tualatin Valley Water District	Chief Engineer	2016
Urban Drainage and Flood Control District	Executive Director	2016
Washington Department of Transportation	Alaska Way Viaduct and Seawall Replacement Program Administrator	2016
Abilene, City of	Water Utility Director	2015
San Francisco Estuary Institute	Executive Director	2014
San Francisco Municipal Transportation Agency	Deputy Director Program Delivery	2014
San Francisco Municipal Transportation Agency	Director of Sustainable Streets	2014
San Jose, City of	Division Manager of Pavement Services	2014
Modesto Irrigation District	Assistant General Manager, Finance	2013
Modesto Irrigation District	General Counsel	2013
San Jose, City of	Deputy Director of Transportation for Planning, Policy, and Program Delivery	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

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 masher@cpshr.us or (916) 471-3358.**

Sincerely,

Melissa Asher

Melissa Asher, Senior Practice Leader, Products and Services

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Methodology

Key Stakeholder Involvement

The Diversion Authority Board must be intimately involved in the search for a new Executive Director. For this reason, our approach assumes their direct participation in key phases of the search process. Additionally, at the discretion of the Diversion Authority Board, other key stakeholders may also be invited to participate in focus group sessions or round-table meetings to provide input for the development of the candidate profile.

FMDA's Needs

A critical first step in a successful executive search is for the Diversion Authority Board to define the professional and personal qualities required of the Executive Director. To be certain this occurs, we have developed a very effective process that will permit the Diversion Authority Board to clarify the preferred future direction for the Fargo-Moorhead Diversion Authority (FMDA); the specific challenges the FMDA is likely to face in achieving this future direction; the working style and organizational climate the Diversion Authority Board wishes to establish with the Executive Director; and ultimately, the professional and personal qualities that will be required of the Executive Director.

Aggressive, Proactive, and Robust Recruitment

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

Selection

The selection of the best available candidate requires the use of tools specifically designed to evaluate each candidate against the personal and professional qualities identified by the Diversion Authority Board. For this reason, we tailor our selection techniques to the FMDA's

specific requirements. In addition, we also assume responsibility for administering the selection process for the FMDA.

Three-Phase Project Approach for Success

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

Phase I: As desired by the FMDA, our consultant will meet with the Diversion Authority Board and other FMDA representatives to ascertain the FMDA's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the FMDA.

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

Phase III: The selection process is customized for the FMDA. CPS HR will work with the Diversion Authority Board to determine the process best suited to the Fargo-Moorhead Diversion Authority.

Project Tasks

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

The first step in this engagement is a thorough review of the following with the Diversion Authority Board:

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

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

Task 2 - Key Stakeholder Meetings

As desired by the FMDA, 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 Executive Director. The specific nature of the involvement process would be developed in consultation with the FMDA. The results of the above activities will be summarized by CPS HR and provided to the FMDA 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 Diversion Authority Board 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 Diversion Authority Board will identify key priorities for the new Executive Director.
- CPS HR will assist them in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- The Diversion Authority Board will describe the type of working relationship they wish to establish with the Executive Director.
- CPS HR will assist the FMDA in generating lists of specific competencies, experiences, and personal attributes needed by the new Executive Director in light of the analyses conducted above.

- CPS HR will present several recruitment and selection strategies for the FMDA's consideration. The FMDA 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 FMDA for review prior to printing. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/search.

Task 5 – Place Advertisements

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

Advertising Sources	
• FMDA's website	• CPS HR website
• American Society of Civil Engineers	• American Public Works Association
• Construction, Building & Engineering News	• Society of Women Engineers
• LinkedIn	• Institute of Transportation Engineers
	• American Association of State Highway and Transportation Officials

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 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 Cass 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 FMDA. 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 FMDA departments, providing exceptional leadership to the Fargo-Moorhead Diversion Authority, or continuing to ensure the public confidence in the integrity of the FMDA.

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 FMDA 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 FMDA'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 – Diversion Authority Board 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 FMDA. 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 Diversion Authority Board to review this report and to assist the FMDA 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 FMDA to review this process and discuss the FMDA'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 FMDA. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the FMDA 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 FMDA 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 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 FMDA. A written (anonymous) summary of the reference checks is provided to the FMDA.
- ***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 publishings, 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 FMDA 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 Executive Director. We will contact both the Diversion Authority Board and the newly appointed Executive Director within six months of appointment to ensure an effective transition has occurred.

Project Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new Executive Director 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			
Weeks	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**
Initial Meeting/Candidate Profile	➤															
Draft Brochure			➤													
Brochure Approved/Printed Place Ads				➤												
Aggressive Recruiting							➤									
Final Filing Date							➤									
Preliminary Screening									➤							
Present Leading Candidates to FMDA										➤						
FMDA Interviews													➤			
Reference/Background Checks														➤		
Appointment																➤
Weeks	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**

Executive Recruitment Team

Our executive recruitment team of Ms. Pam Derby, Mr. Frank Rojas, Mr. Stuart Satow, and Ms. Teresa Webster possesses extensive public sector recruiting experience and will serve as resources throughout this recruitment effort. Ms. Derby will serve as your dedicated project manager throughout this recruitment process. We do not utilize subcontractors and no staff members will be removed or replaced without the prior written concurrence of the FMDA. Their full resumes follow.

Role/Project Assignment	Name	Phone	Email
Senior Executive Recruiter/Project Manager	Pam Derby	916-471-3126	pderby@cpshr.us
Senior Executive Recruiter	Frank Rojas	916-471-3111	frojas@cpshr.us
Senior Executive Recruiter	Stuart Satow	916-471-3134	ssatow@cpshr.us
Executive Recruiter	Teresa Webster	916-471-3462	twebster@cpshr.us

Resumes

Pamela H. Derby

Profile

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

Ms. Derby recently placed the Program Administrator for the Alaskan Way Viaduct Replacement Program for the Washington Department of Transportation. This is a $3.1 billion that includes a two-mile-long tunnel beneath downtown Seattle; a mile-long stretch of new highway that connects to the south entrance of the tunnel; a new overpass at the south end of downtown that allows traffic to bypass train blockages near Seattle's busiest port terminal; demolition of the viaduct's downtown waterfront section; and, a new Alaskan Way surface street along the waterfront that connects SR 99 to downtown. The program includes projects led by the Washington State Department of Transportation, King County, the City of Seattle and the Port of Seattle. The Federal Highway Administration is also a partner in this effort. This recruitment required extensive personal outreach with engineers and project managers around the world. Candidates were sought who had managed significant P3 or public projects and also possessed

the demeanor necessary to work with a myriad of stakeholders including the Governor's Office, Legislature, project partners and the public.

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

Employment History

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

Professional Experience

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

- Provided administrative and research support for private professional lobbying firm. Researched legislative bills, corresponded with professional association members regarding legislative proposals.

Education

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

Frank Rojas

Profile

Frank Rojas is a Senior Executive Recruiter with CPS HR Consulting. Frank brings more than 30 years of recruiting experience from the highly competitive direct placement and contract labor industries as well as the corporate environment. Mr. Rojas has significant experience placing corporate leaders, executive, professional, and technical staff including individual contributors for government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation and private industry.

In addition to just completing recruitments for City of Moreno Valley, City of Anaheim, City of Upland, and OCTA, recent successful efforts include positions of City Manager, Director of Human Resources & Organizational Development, Vice President of Human Resources, Chief Executive Officer, Chief Information Officer, Vice President of Risk, Corporate and Government Controllers, General In-House Counsel, and Director-level hires for Finance, Administrative Services, Engineering, Emergency Services, Fleet, Environmental, Regulatory Compliance, Training, and Division/Site General Managers. Mr. Rojas has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.

Mr. Rojas began his career in Contract Labor and over the next 20+ years launched seven start-up offices in several states and locations providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment managing and building talent acquisition support during significant growth periods. Having been a speaker at several networking and career coaching venues, Frank believes in utilizing traditional recruiting methodology with social media. He was named in the top 1% viewed profiles on LinkedIn.

Mr. Rojas resides in Riverside, CA.

Employment History

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

Professional Experience

- Managed and led recruiting efforts including client interface to define and write position descriptions, profiles, and goals. Responsible for creating marketing plans, screening and selection strategies, conducting interviews and participating in final hire and post-hire activities including reference and background checks.

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

Education

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

Stuart Satow

Profile

Since joining CPS HR Consulting in 2002, Stuart Satow has conducted over 250 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.

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

Teresa Webster

Profile

Ms. Webster has 15 years of professional consulting and marketing experience in public sector human resources, including experience in the areas of project management, marketing communications, administration, and employee recruitment. She has worked as a CPS HR consultant for more than ten years, where she has managed or completed a wide variety of projects for CPS HR Consulting (CPS HR) subject matter experts and senior executive staff.

Employment History

- Executive Recruiter, CPS HR Consulting
- Senior Marketing Coordinator, CPS HR Consulting
- Northwest Hydraulic Consultants, Inc. , West Sacramento, California

Professional Experience

- Conducts recruitments for various positions for public sector clients.
- Assisted the CPS HR Executive Search team as an Associate Recruiter. Wrote advertising copy, recruitment brochure text, did email outreach, built target candidate lists based on candidate requirements, researched other sources for outreach and candidate pools, conducted screening interviews, helped facilitate candidate interviews, and performed candidate reference checks.
- Served as liaison for internal business units collaborating on long-term marketing plans and strategies. Worked closely with unit managers, coordinators, vendors and staff support the organization's mission and direction.
- Managed CPS HR's Webinar Series. Worked with business units to develop monthly webinar calendar highlighting expertise of CPS HR consultants and diverse services. Moderates monthly sessions.
- Chaired Qualification Appraisal Panels (QAPs) for the Merit System Services contract. Lead structured interviews for social services candidates. Worked with panel members from client counties to ensure an unbiased rating process according to merit principles. Reviewed rating scales, discussed failing scores, and various types of rating errors with panel members. Served on rating panel.
- Conducted client visits to public agencies in California and Oregon to ensure that client needs are met. Relayed any service issues or grievances to appropriate service manager. Informs and educates clients on CPS HR products and services. Researched online data to pursue potential new areas of growth.

- Wrote copy for CPS HR collateral including print ads, html blasts, direct mail, and case studies. Plans and executes e-mail and direct mail campaigns. Wrote articles for trade journals.
- Contributes on an as-needed basis as a member of CPS HR's external website team developing content, collaborating with work units on content page deadlines. Performs website maintenance and page development, familiar with html code and SEO techniques
- Coordinates CPS HR booth/personnel logistics at various conferences and tradeshows. Develops and maintains budget. Plans and implements pre-tradeshow promotions. Interface with current and potential clients at tradeshows throughout the year
- Establishes and/or maintains relationships with regional and local agencies and associations, such as CSDA, ACWA, and MMANC, to promote CPS HR and its consultants. Served as committee member on MMANC branding and conference initiatives
- Managed Board offsite (two times a year) and Senior Manager Offsite (quarterly or as needed) meetings. Organized special events. Researched and wrote new policy on security badges

Certifications and Memberships

- Certificate in Public Relations and Marketing from UC Davis Extension
- 2009 Sacramento Public Relations Association Volunteer of the Year
- Former member of the Corporate Volunteer Council of Greater Sacramento

Education

- BA, English, California State University, Pomona

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	CONTACT(S)
Washington Department of Transportation 719 Sleater Kinney Road SouthEast Olympia, WA 98504 Alaska Way Viaduct and Seawall Replacement Program Administrator (2016)	Kris Rietmann, Deputy Communications Director (360) 705-7423 rietmak@wsdot.wa.gov
San Francisco Municipal Transportation Agency Human Resources Department 630 I St. Sacramento, CA 95814 Deputy Director of Program Delivery (2015) Chief Technology Officer (2015)	Travis Fox, Chief Information Officer (415) 701-2311 travis.fox@sfmta.com
San Jose, City of **Department of Transportation** 200 E Santa Clara St. San Jose, CA 95113 Innovation Manager (2017)	Sandra Castellano, Administrative Services Officer (408) 975-3274 Sandra.castellano@sanjoseca.gov Jim Ortbal, Director of Transportation (408) 535-3845 jortbal@sanjoseca.gov

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 FMDA with finalist selection, and facilitate candidate interviews.

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 FMDA to ensure that the dollars being spent for expenses are in keeping with the FMDA'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 Full Recruitment (Fixed Flat Fee)	$18,500
Reimbursable Expenses Approximate recruitment costs include: ■ Brochure Design and Printing ($1,100) ■ Advertising ($3,000) ■ Background check for one candidate ($450) ■ Other recruitment expenses such as supplies, travel, and shipping ($3,500)	$7,500-$8,000
Not-to-Exceed Total	**$26,500**

**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 FMDA, 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 FMDA with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The FMDA 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.

Qualifications

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

- **Unmatched Recruitment Experience for Government Agencies**

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

- **Seasoned Executive Recruiters**

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

- **Detailed Needs Assessments**

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

- **Vast Pool of Public Agency Contacts**

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

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

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

- **Diversity Sensitivity**

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

- **Cost Effective**

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

- **Satisfied Clients**

  Our 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 B** for a partial listing of successful placements within the past five years.

About CPS HR Consulting

CPS HR Consulting has been assisting organizations with their talent management needs for over 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.

OUR VISION:

Enabling people to realize the promise of public service

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

CPS HR 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 107+ full-time employees and more than 1,200 subject matter experts and contract employees who have a wide variety of government, public, and private sector human resources experience. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, CA. We have a regional office in Austin, TX.

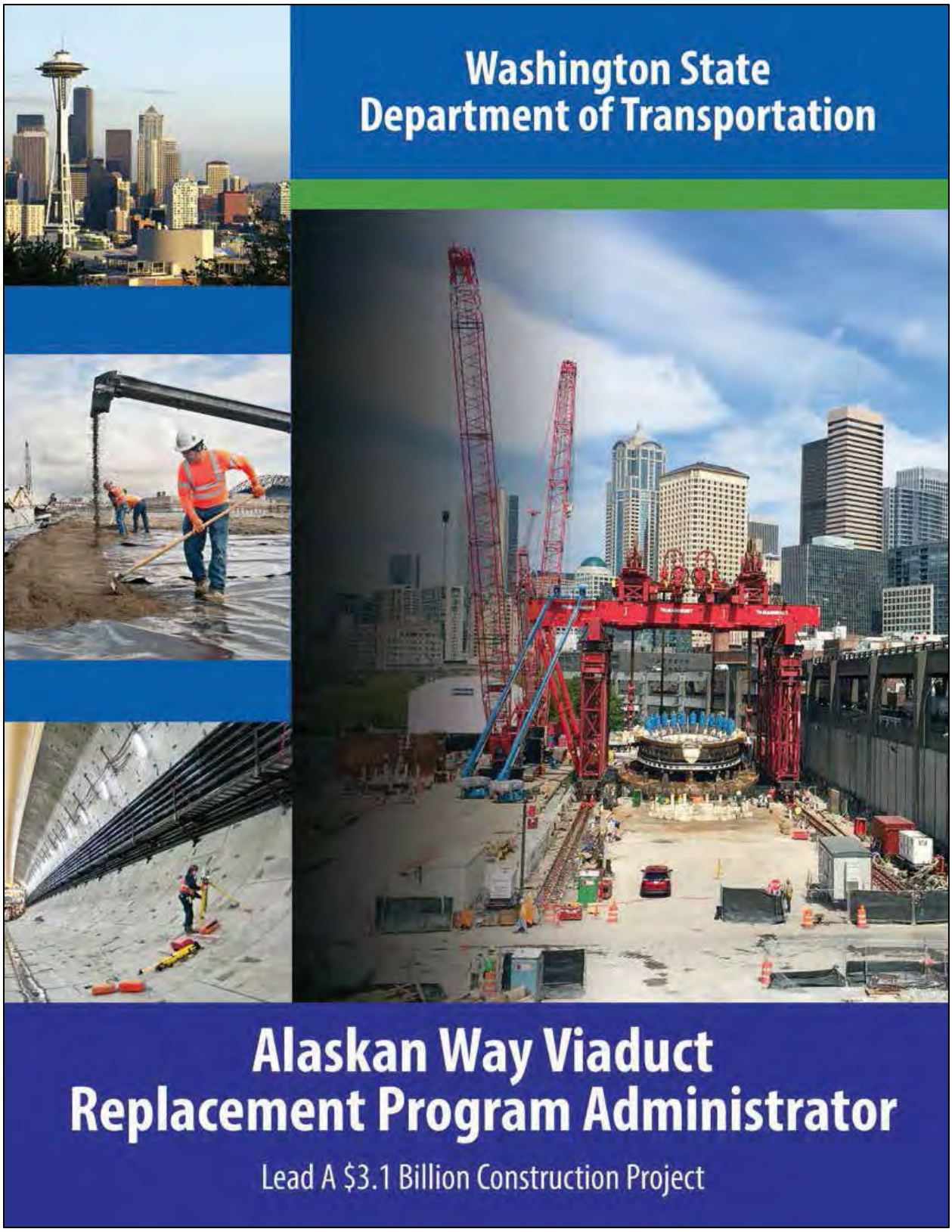
CPS HR Consulting offers a comprehensive range of products and services. Our systematic approach to human resource management ensures that the solutions, strategies, and methodologies we implement improve your organization. For more information on our services, please visit our website at www.cpshr.us.

CPS HR CONSULTING SERVICES	
ORGANIZATIONAL STRATEGY	**TESTING, RECRUITMENT & SELECTION**
• Workforce & Succession Planning	• Job Analysis
• Organizational Assessment, Redesign and Re-Engineering	• Develop/Deliver Assessment Center Services
• Performance Management	• Executive Search
• Employee Engagement	• Test Development*
• Change Management	• Test Administration*
• Complaint Investigations & HR Outsourcing	*(for employment and licensing certification)
CLASSIFICATION AND COMPENSATION	**TRAINING AND DEVELOPMENT**
• Classification	• Training
• Compensation	• Coaching
	• Accelerated Leader 360° Assessment™
	• Leadership Development

CPS HR CONSULTING

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 Fargo-Moorhead Diversion Authority in this important endeavor.

Appendix A: Sample Brochure



EXCITING OPPORTUNITY

The Washington State Department of Transportation (WSDOT) is seeking an innovative, dynamic leader committed to bringing the ***Alaskan Way Viaduct Replacement Program (AWV)*** to completion. Building a new State Route 99 through Seattle, elements of this project include a new overpass, new highway and surface street, and a two-mile long tunnel beneath downtown Seattle. The Administrator position is critical to the successful delivery of the AWV Program Improvements. This is a unique opportunity to bring to fruition a project that will influence transportation in the Pacific Northwest for years to come. This position will primarily work out of WSDOT's downtown Seattle office.

THE PROGRAM

The Alaskan Way Viaduct program's key activities include planning, environmental, design and construction with a mix of design-build and design-bid-build program contracts. The largest contract currently under construction is the $1.6 billion bored tunnel design-build project. The AWV program includes projects led by the WSDOT, King County, the City of Seattle and the Port of Seattle with the Federal Highway Administration as a partner in the effort. The program includes a mix of approximately six design-bid-build and design-build projects. There is an additional $400 million of projects to develop, design and either oversee construction by WSDOT or by Agreement with the City of Seattle within the corridor within the next two to five years. The complexity of day-to-day delivery in this urban area results in a challenging environment requiring continuous improvement, transparency and accountability. There are several related projects being completed by partner agencies including street, transit and waterfront improvements.

THE AREA

Seattle has morphed from its early roots as a lumber town into one of the most vibrant big cities in the United States. While the city sits at sea level, it is surrounded by spectacular marine and mountain vistas. Seattle enjoys a top-notch education system, charming neighborhoods, a hip urban center, and a robust arts and culture scene. Food lovers find much to appreciate in the area. Influences from many countries coupled with the "grow-your-own food" movement make for interesting combinations that can satisfy any appetite. Several local breweries coupled with ciders and wine from the nearby Yakima region complete the package. The Seattle region is a commercial center and a major hub for trans-Pacific and European trade. Some of the world's most successful and innovative companies are located here, including Microsoft, Starbucks, Amazon, Costco, Intel, Paccar, Weyerhaeuser, Nordstrom, Boeing and many more.

There are numerous ways to enjoy the outdoors in Seattle. Touring the numerous waterways, bicycling the new recreational trail in the South Lake Union neighborhood or simply strolling through Pioneer Square, there are many views to the City. A short drive opens even more outdoor possibilities. Mount Rainier offers world-renowned snowfall and climbing while the Olympic Peninsula includes parks, rainforests, lakes, mountains, lavender farms and the Dungeness National Wildlife Refuge. There are several professional sports teams playing in the region including the Seattle Seahawks football team, Mariners baseball, Seattle Storm women's basketball and the Sounders soccer team. College teams include the University of Washington Huskies, Seattle Pacific University Falcons and the Seattle University Redhawks. Washington is viewed as a progressive and innovative state where people are outgoing and friendly.

THE POSITION

The Alaskan Way Viaduct Replacement Program Administrator is responsible for delivery of the $3.1 billion AWV program. This position reports to the Assistant Secretary of Engineering and

Regional Operations (Chief Engineer). Working under the executive leadership team of the Secretary of Transportation, this position is responsible for working with the Governor's office, legislators and legislative staff, other elected officials and key stakeholders as well as the Transportation Commission to resolve policy and funding issues, develop transportation system plans, develop financial strategies and agreements, develop environmental streamlining initiatives, implement design-build and innovative construction methodologies for delivery of the program. These responsibilities are performed in conjunction with other WSDOT divisions, the Federal Highway Administration and regional government staff. This position directly manages a blended team of state and consultant staff totaling approximately 180 employees.

This position will perform the following work:

- Provide leadership for the Alaskan Way Viaduct Replacement Program, projects and positions. Represent WSDOT via personal contact, telephone and in correspondence with federal, state and local officials, tribes, advisory groups, community groups, business organizations, business owners, property owners, citizens and representatives with Washington state.
- Provide direction to program management team members in ensuring the program's goals are met. These include the Deputy Program Administrator, Director of Operations, Communications Manager, Directors of Engineering and the Design-Build Tunnel Leadership Team.
- Serve as primary communication point of contact for all agency activities associated with the program. Represent the agency to the media, citizens, local jurisdictions, legislators, tribal agencies, business and property owners and stakeholders. Responsible for facilitating the resolution of transportation issues for the program.
- Determine and provide direction for WSDOT transportation planning and budgeting efforts necessary to deliver the program. Determine and guide the direction taken by WSDOT to solve problems necessary to meet project scope, budget and delivery timelines.
- Ensure appropriate levels of resources are available for all disciplines to effectively and efficiently deliver their program elements. Approve and recommend workforce actions such as new hires, promotions, transfers, corrective and disciplinary actions and the establishment of positions in accordance with state personnel rules.
- Work with local agencies, tribes and other governments to create partnerships that meet both the needs of WSDOT and those of other parties.
- Resolve conflicts that may arise internally or between the department and other agencies or community groups.
- Resolve complaints from other agencies, the public, private sector or legislative interests.
- Make recommendations about multi-million dollar delivery of unique contracts, agreements, settlement decisions, contract or agreement resolutions strategies, and communication strategies.

Position Qualifications

- It is required that the incumbent have a professional engineer (PE) license.
- Bachelor of Science degree in civil engineering or closely related field.
- Executive-level leadership and management skills and experience including the management of other managers and an understanding of the state personnel system.
- Knowledge and hands-on experience with transportation and civil engineering practices and standards.
- Complete understanding of public sector finance, budget and programming procedures.
- Substantive experience with the legislative process.
- Advanced written and verbal communication skills including the ability to communicate complex information to diverse technical and non-technical groups and to the media.

- Ability to translate strategic plans into detailed goals and objectives.
- Proven engineering problem-solving skills.

This Candidate Demonstrates...

- Positive leadership
- Excellent communication
- Integrity and accountability
- Community relations skills
- A capacity to build and maintain constructive relationships
- The ability to build trust and consensus
- Skill in strategic and mission driven planning
- An attention to detail while still maintaining the big picture perspective
- A commitment to public service
- An ability to decrease risk
- Skill in interacting at all levels, from the abstract to the concrete and operational
- A drive to see results

COMPENSATION

The salary for this position is **up to $173,352** and is complemented by an attractive benefits package.

APPLICATION AND SELECTION PROCEDURE

This position is open until filled with first review of resumes **Friday, December 18, 2015**. To be considered for this excellent career opportunity, please immediately submit your resume (including months **and** years of employment) with cover letter, current salary and six work-related references (including a range of direct reports, peers, and supervisors) via electronic submission to resumes@cpshr.us. For further information contact:

CPS HR CONSULTING

Pam Derby
CPS Executive Search
Tel: 916 263-1401
Fax: 916 561-7205
Email: resumes@cpshr.us
Website: www.cpshr.us/search

Selection Process

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. A select group of candidates will be selected to interview with the Agency. An appointment to the position will follow the completion of thorough reference and background checks.

Appendix B: Partial Recruitment Listing

Agency	Title	Year Completed
Alameda, City of	Chief Engineer	2016
Alpine, County of	Assistant County Administrative Officer, Budget and Finance	2016
Aurora, City of	Director of Neighborhood Services	2016
Aurora, City of	HR Manager	2016
Austin, City of	Compensation Manager	2016
Austin, City of	Human Resources Assistant Director	2016
Avalon, City of	City Manager	2016
Bend, City of	Assistant Finance Director – Partial	2016
Boulder, City of	Deputy City Manager	2016
Boulder, City of	Deputy Director for Housing	2016
Boulder, City of	Deputy Director of Human Resources	2016
Boulder, City of	Director of Transportation	2016
Boulder, City of	Risk Manager	2016
CA Department of Toxic Substance Control	Director, Office of Emergency Management	2016
CA Office of Emergency Services	Assistant Director, Public Safety Communications	2016
California Department of Insurance	Deputy Commissioner - Financial Surveillance Branch	2016
California Student Aid Commission	Executive Director	2016
Casitas Municipal Water District	Safety Officer	2016
Clark County Public Transportation (C-TRAN)	Director of Information Technology	2016

Agency	Title	Year Completed
Conejo recreation and Park District	Recreation and Community Services Administrator	2016
Cordova Recreation and Park District	District Administrator	2016
Cosumnes Community Services District	EMS Division Performance and Development Coordinator	2016
Cosumnes Community Services District	HR Manager	2016
Denver Water	Director of Planning	2016
Dixon, City of	Community Development Director	2016
Dixon, City of	HR Director	2016
East Bay Regional Park District	Chief of Park Operations	2016
East Bay Regional Park District	Deputy General Manager	2016
Fairfield, City of	Assistant Director of Public Works/City Engineer	2016
Fairfield, City of	Dispatch Manager	2016
Florin Resources Conservation District/Elk Grove Water District	Program Manager	2016
Garland, City of	Senior Managing Director of Development Services	2016
Hayward Area Recreation and Park District	General Manager	2016
Hayward, City of	HR Manager	2016
Henderson, City of	Director of Finance	2016
Henderson, City of	Labor Relations Manager	2016
Hidden Valley Lake Community Services District	General Manager	2016
Kern Community College District	Chief Information Officer	2016

Agency	Title	Year Completed
Klamath Falls, City of	Wastewater Division Manager	2016
Las Vegas, City of	Director of Information Technologies	2016
Long Beach, City of	Director of Parks	2016
Marin Municipal Water District	Communications and Outreach Manager	2016
Missouri City, City of	Fire Chief	2016
Mojave Desert Air Quality Management District	Executive Director/APCO	2016
Monterey, County of	Deputy Director	2016
Monterey, County of	Deputy Director of Adult Services	2016
Monterey, County of	Deputy Director of Social Services, Family and Children's Services	2016
Moreno Valley, City of	Parks and Community Services Director	2016
Municipal Pooling Authority	Chief Administrative Officer	2016
Nevada Irrigation District	HR Manager	2016
Orange County Fire Authority	HR Director	2016
Orange, County of	Chief Deputy Probation Officer	2016
Pleasant Hill Recreation and Park District	General Manager	2016
Provo, City of	Director of Parks and Recreation	2016
Puget Sound Clean Air Agency	Engineer II	2016
Reno, City of	Community Development Director	2016
Sacramento Area Council of Governments	CEO	2016
Sacramento Area Flood Control Agency	Administrative Officer	2016

Agency	Title	Year Completed
Sacramento Housing and Redevelopment Agency	Program Manager	2016
Sacramento Transportation Authority	Executive Director	2016
Sacramento Transportation Authority (STA)	Executive Director	2016
Sacramento, City of	Management Analyst	2016
San Bernardino, County of	Health Information Manager	2016
San Jose, City of	Deputy Director of Finance-Treasury	2016
San Jose, City of	Division Manager, HR Health and Safety	2016
San Jose, City of	Division Manager, Medical Marijuana	2016
San Jose, City of	Division Manager, Parks, Recreation and Neighborhood Services	2016
San Jose, City of	Division Manager, Pavement	2016
San Jose, City of	Vision Zero Project Manager	2016
Santa Barbara, County of	Assistant Director of General Services	2016
Santa Barbara, County of	Deputy Director of Planning and Development	2016
Santa Barbara, County of	Director, Office of Emergency Management	2016
Santa Clara Valley Habitat Agency	Habitat Conservation Plan Specialist/Principal Program Manager	2016
Santa Clara, County of	Deputy County Executive	2016
Santa Clara, County of	Deputy Director of Parks	2016
South San Luis Obispo County Sanitation District	District Administrator	2016
Stockton, City of	Assistant Director of HR	2016
Tacoma, City of	Assistant Director of HR	2016

Agency	Title	Year Completed
Tacoma, City of	HR Manager-Utilities	2016
Tahoe Regional Planning Agency	Director of Human Resources & Organizational Development	2016
Travis, County of	Executive Manager	2016
Tualatin Valley Water District	Chief Engineer	2016
Tucson, City of	Business Services Administrator	2016
Tucson, City of	Director of Tucson Water	2016
Upland, City of	Deputy Operations Manager	2016
Upland, City of	Utility Operations Manager	2016
Urban Drainage and Flood Control District	Executive Director	2016
Washington Department of Transportation	Alaska Way Viaduct and Seawall Replacement Program Administrator	2016
Abilene, City of	Director of Planning and Development Services	2015
Abilene, City of	Water Utility Director	2015
Anaheim, City of	City Manager	2015
Anaheim, City of	Engineering Manager - Design Services	2015
Anaheim, City of	Senior Buyer	2015
Austin, City of	Corporate IT Security Officer	2015
Casitas Municipal Water District	Safety Officer	2015
East Bay Municipal Utility District (EBMUD)	Finance Director	2015
Fairfield, City of	Director of Community Resources	2015
Fairfield, City of	Transportation Manager	2015
Garden Grove, City of	City Manager	2015

Agency	Title	Year Completed
Housing Authority of Stanislaus County	Executive Director	2015
Kings River Conservation District	General Manager	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
Sacramento, City of	Human Resources Director	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	Assistant District Counsel	2014
East Bay Regional Park District	Chief Financial Officer/Controller	2014

Agency	Title	Year Completed
East Bay Regional Park District	Chief of Interpretive and Recreation Services	2014
East Bay Regional Park District	Chief of Park Operations	2014
East Bay Regional Park District	District Counsel	2014
East Bay Regional Park District	Human Resources Manager	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

Agency	Title	Year Completed
San Francisco Estuary Institute	Executive Director	2014
San Francisco Municipal Transportation Agency	Deputy Director of Rail Maintenance	2014
San Francisco Municipal Transportation Agency	Deputy Director Program Delivery	2014
San Francisco Municipal Transportation Agency	Director of Sustainable Streets	2014
San Francisco Municipal Transportation Agency	Director of Taxis	2014
San Francisco Municipal Transportation Agency	Senior Operations Manager, Cable Car	2014
San Jose, City of	Assistant Finance Director	2014
San Jose, City of	Assistant Library Director	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	Division Manager of Pavement Services	2014
San Jose, City of	Division Manager, Sanitary Sewer Maintenance/Division Manager of Sewer and Storm Services	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

Agency	Title	Year Completed
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
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	Operations Division Manager-Regional Wastewater Facility	2013

Agency	Title	Year Completed
San Jose, City of (Partial)	IT Manager, Department of Transportation	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

JOB DESCRIPTION

JOB TITLE: **Executive Director**

APPROVED BY: **Diversion Authority Board on January __, 2017**

GENERAL DESCRIPTION

The Executive Director is the chief executive officer of the Metro Flood Diversion Authority (MFDA), reporting directly and responsible to the Diversion Authority (DA) Board for the efficient and effective day-to-day administration and leadership of the FM Metro Area Flood Control Diversion Project (Project).

The MFDA is a political subdivision of the State of North Dakota, and it is a joint-powers entity.[1] The MFDA consists of the following Member Entities: the City of Fargo (ND), the City of Moorhead (MN), Cass County (ND), Clay County (MN), and Cass County Joint Water Resource District (ND). The DA Board is the governing body of the MFDA; its members are appointed from the Member Entities' governing bodies, and the DA Board also includes one (1) member from the West Fargo City Commission.

JOB DUTIES

The Executive Director performs and is responsible for a wide range of duties and tasks as described in the MFDA Joint Powers Agreement. Those and others include, but are not limited to, the following:

1. Responsible for the overall management of all affairs and functions under the jurisdiction of the Diversion Authority Board.

2. Ensure compliance and enforcement of the MFDA Joint Powers Agreement and resolutions of the DA Board.

3. Hire qualified staff to assist the Executive Director in the performance of duties as approved by the DA Board.

4. Responsible for the supervision of all MFDA administration and related functions as directed by the DA Board, including:
   a. Personnel systems
   b. Budget systems
   c. Purchasing systems
   d. Management Information systems
   e. Communications systems
   f. Planning

[1] The MFDA was created by the Joint Powers Agreement, which sets forth the duties and responsibilities of the Executive Director. See Article XIV of the Joint Powers Agreement, available at *fmdiversion.com*.

5. Responsible for all MFDA purchases including procurement of services as directed by the DA Board and pursuant to purchasing regulations established by the DA Board. Administer various agreements and contracts entered into by the DA Board.

6. Attend DA Board meetings, recommend to the DA Board for adoption measures necessary for the efficient administration of the MFDA's affairs, and keep the DA Board fully informed of the Project.

7. Identify expertise and innovative solutions necessary to administer project tasks, lead a diverse team of consultants, contractors, entity staff, and implement the project.

8. In cooperation with the MFDA Finance Committee, prepare and submit to the DA Board a proposed annual budget and long-range capital expenditure program for such period as the DA Board may direct, each of which shall include detailed estimates of revenue and expenditures, and enforce the provisions of the budget when adopted by the DA Board.

9. Examine the books and papers of officers and departments of the MFDA as directed by the DA Board and report the findings to the DA Board, keep the DA Board fully advised as to the financial condition and needs of the MFDA, and make such other reports from time to time as required by the Da Board or the Executive Director deems advisable.

10. Develop and implement administrative procedures for the MFDA as directed by the DA Board.

11. Represent the MFDA in public and stakeholder meetings and events; serve as the MFDA's ambassador.

12. Responsible for organizing and directing all aspects of government relations; advocate for the project with local, state, and federal staff and elected officials; serve as the MFDA's legislative liaison with local, state, and federal officials.

13. Serve as public information officer for the MFDA.

14. Perform such other management and administrative duties as directed from time to time by the DA Board.

15. Manage and direct the Program Management Consultant.

QUALIFICATIONS AND EXPERIENCE

1. Skills and experience in the development and implementation of public infrastructure projects (preferably over $500M in total costs) in a management or administrative position.

2. Experience with alternative forms of project delivery, including Design, Build, Finance, Operate, and Maintain (DBFOM) and P3 delivery models.

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3. Experience with public speaking, presentations, and media relations.

4. Experience with multi-jurisdictional stakeholder briefings and involvement.

5. Demonstrated ability to maintain focus on critical project issues and make effective decisions to move the project forward.

6. Experience implementing projects under the policy direction of a Board of Directors or elected officials using a mixed team of consultants and entity staff.

7. Experience with governance development.

8. 15+ years of experience required at equal or prerequisite level for the responsibilities and duties of the position.

9. Experience in giving public presentations to local, state, and federal elected and appointed officials.

10. Experience in advising large public boards, commissions, or city councils.

11. Minimum BS/BA or equivalent degree required.

12. PMP Certificate/PE preferred, but not required.

GENERAL SKILLS AND ABILITIES

1. Ability to communicate effectively.

2. Effective interpersonal skills.

3. Data analysis, project design, and project management skills.

4. Labor negotiation and contract administration skills.

5. Ability to provide leadership and motivate others.

6. Ability to prepare and present reports and informational material effectively.

SKILLS AND PERSONAL ATTRIBUTES – SPECIFIC TO MFDA

1. Knowledge of local JPA member agencies, staff, and business practices.

2. Understanding of the Project; its history, status, and long-term importance to the community.

3. Ability to collaborate, build credibility, and establish trust with the Project team, entity staff, the DA Board, and the USACE; foster an effective and collaborative team.

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4. Ability to operate as the leader of a team of consultants, entity staff, and local stakeholders.

5. Capable of launching the JPA, and building processes and procedures to implement the Project consistent with the MFDA JPA.

6. Capable and experienced in crisis management, with the ability to proactively manage critical situations.

7. Willingness and ability to commit full-time to the Project for a minimum of 3 to 5 years.

8. Knowledge of USACE policies and procedures within the context of a locally-led and implemented P3.

9. Ability to delegate and leverage team members for effective and efficient Project delivery.

10. Excellent oral, written, and presentation communication skills.

11. Ability to effectively communicate at all levels: senior elected local, state, and federal officials, staff, public, and members of groups affected by the project.

PHYSICAL REQUIREMENTS

- Sedentary to light work.

WORKING RELATIONSHIPS

- Ongoing working relationships with the Member Entities of the MFDA, the Diversion Authority Board and Committee Members, Member Entities' staff, MFDA consultants, USACE, and local, state, and federal officials.

POSITION REPORTS TO

- Diversion Authority Board

BUDGET

- Total MFDA Annual Budget for 2017: _____.

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