

FULL CYCLE RECRUITING CONSULTING SERVICES AGREEMENT

This Professional Services Agreement (the "Agreement") is made and entered into as of _____ (the "Effective Date") by and between the City of North Las Vegas, a Nevada municipal corporation (the "City") and Cooperative Personnel Services dba CPS HR Consulting, a California joint powers authority ("Provider").

WITNESSETH:

WHEREAS, the City requires full-cycle recruiting of confidential and/or appointed positions as more particularly described in Exhibit A (the "Services"); and

WHEREAS, Provider represents that it has the experience, knowledge, labor, and skill to provide the Services in accordance with generally accepted industry standards, and is willing and able to provide the Services.

NOW THEREFORE, in consideration of the above recitals, mutual covenants, and terms and conditions contained herein, the parties hereby covenant and agree to the following:

SECTION ONE SCOPE OF SERVICES

Provider shall perform the Services in accordance with Exhibit A and the terms, conditions and covenants set forth in this Agreement. Any modification to the Services must be specified in a written amendment to this Agreement that sets forth the nature, scope, and payment for the Services as modified by the amendment.

SECTION TWO TERM

This Agreement shall commence on the Effective Date and will continue to be in effect until December 31, 2021 (the "Term"), unless earlier terminated in accordance with the terms herein. All Services shall be completed by the end of the Term.

SECTION THREE COMPENSATION

Provider will provide the Services for three Middle Management classifications in the amount of Fifty Seven Thousand and 00/100 (\$57,000), which includes all fees for time and labor, overhead materials, equipment, insurance, licenses, and any other costs. Periodic progress billings will be due and payable within 30 days of presentation of invoice, provided that each invoice is complete, correct, and undisputed by the City.

SECTION FOUR TERMINATION OR SUSPENSION OF SERVICES

4.1. This Agreement may be terminated, in whole or in part, with or without cause, by the City upon thirty (30) days written notice to the Provider. In the event of termination, Provider shall be paid compensation for Services properly performed pursuant to the terms of the Agreement up to and including the termination date. The City shall not be liable for anticipated profits based upon Services not yet performed.

4.2. This Agreement may be terminated by the Provider in the event the City defaults in the due observance and performance of any material term or condition contained herein, and such default is not cured within thirty (30) days after the Provider delivers written notice of such default to the City.

4.3. The City may suspend performance by Provider under this Agreement for such period of time as the City, in its sole discretion, may prescribe by providing written notice to the Provider at least ten (10) days prior to the date on which the City will suspend performance. The Provider shall not perform further work under this Agreement after the effective date of the suspension until receipt of written notice from the City to resume performance, and the time period for Provider's performance of the Services shall be extended by the amount of time such performance was suspended.

SECTION FIVE PROVIDER REPRESENTATIONS AND WARRANTIES

5.1. The Provider hereby represents and warrants for the benefit of the City, the following:

5.1.1. Provider is a duly formed validly existing entity and is in good standing pursuant to the laws of the State of Nevada. The Provider is financially solvent, able to pay its debts when due, and possesses sufficient working capital to provide the Services pursuant to this Agreement.

5.1.2. The person executing this Agreement on Provider's behalf has the right, power, and authority to enter into this Agreement and such execution is binding on the Provider.

5.1.3. All Services performed, including deliverables supplied, shall conform to the specifications, drawings, and other descriptions set forth in this Agreement, and shall be performed in a manner consistent with the level of care and skill ordinarily exercised by members of Provider's profession and in accordance with generally accepted industry standards prevailing at the time the Services are performed, and do not infringe the intellectual property of a third party. The foregoing representations and warranties are not intended as a limitation, but are in addition to all other terms set forth in this Agreement and such other warranties as are implied by law, custom, and usage of the trade.

SECTION SIX INDEMNIFICATION

Provider shall defend, indemnify, and hold harmless the City, and its officers, agents, and employees from any liabilities, claims, damages, losses, expenses, proceedings, actions, judgments, reasonable attorneys' fees, and court costs which the City suffers or its officers, agents or employees suffer, as a result of, or arising out of, the negligent or intentional acts or omissions of Provider, its subcontractors, agents, and employees, in performance of this Agreement until such time as the applicable statutes of limitation expire. This section survives default, expiration, or termination of this Agreement or excuse of performance.

SECTION SEVEN INDEPENDENT CONTRACTOR

Provider, its employees, subcontractors, and agents are independent contractors and not employees of the City. No approval by City shall be construed as making the City responsible for the manner in which Provider performs the Services or for any negligence, errors, or omissions of Provider, its employees, subcontractors, or agents. All City approvals are intended only to provide the City the right to satisfy itself with the quality of the Services performed by Provider. The City acknowledges and agrees that Provider retains the right to contract with other persons in the course and operation of Provider's business and this Agreement does not restrict Provider's ability to so contract.

SECTION EIGHT CONFIDENTIALITY AND AUTHORIZATIONS FOR ACCESS TO CONFIDENTIAL INFORMATION

8.1. Provider shall treat all information relating to the Services and all information supplied to Provider by the City as confidential and proprietary information of the City and shall not permit its release by Provider's employees, agents, or subcontractors to other parties or make any public announcement or release thereof without the City's prior written consent, except as permitted by law.

SECTION NINE INSURANCE

9.1 Provider shall procure and maintain at all times during the performance of the Services, at its own expense, the following insurances:

9.1.1 Workers' Compensation Insurance as required by the applicable legal requirements, covering all persons employed in connection with the matters contemplated hereunder and with respect to whom death or injury claims could be asserted against the City or Provider.

9.1.2 Commercial General Liability (CGL): Insurance Services Office Form CG 00 01 covering CGL on an "occurrence" basis, including products and completed

operations, property damage, bodily injury and personal & advertising injury with limits no less than \$1,000,000.00 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 05 09 or 25 04 05 09) or the general aggregate limit shall be twice the required occurrence limit.

9.1.3 Automobile Liability: ISO Form Number CA 00 01 covering any auto (Code 1), or if Provider has no owned autos, covering hired, (Code 8) and non-owned autos (Code 9), with limit no less than \$1,000,000.00 per accident for bodily injury and property damage.

Requested Liability limits can be provided on a single policy or combination of primary and umbrella, so long as the single occurrence limit is met.

9.1.4. Professional liability (Errors and Omissions): Insurance appropriate to the Provider's profession, with limit no less than \$1,000,000.00 per occurrence or claim, \$1,000,000.00 aggregate.

9.1.5 The insurance policies are to contain, or be endorsed to contain, the following provisions:

9.1.5.1 Additional Insured Status: The City, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Provider including materials, parts or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Provider's insurance (at least as broad as ISO Form CG 20 10 11 85 or both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 forms if later revisions used).

9.1.5.2 Primary Coverage: For any claims related to this contract, the Provider's insurance coverage shall be primary insurance coverage at least as broad as ISO CG 20 01 04 13 as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees, or volunteers shall be excess of the Provider's insurance and shall not contribute with it.

9.1.5.3 Notice of Cancellation: Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the City.

9.1.5.4 Waiver of Subrogation: Provider hereby grants to the City a waiver of any right to subrogation which any insurer of said Provider may acquire against the City by virtue of the payment of any loss under such insurance. Provider agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

9.1.5.5 The Workers' Compensation policy shall be endorsed with a waiver of subrogation in favor of the City for all work performed by the Provider, its employees, agents, and subcontractors.

9.1.5.6 Self-Insured Retentions: Self-insured retentions must be declared to and approved by the City. The City may require the Provider to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention.

9.1.5.7 Acceptability of Insurers: Insurance is to be placed with insurers authorized to conduct business in the state with a current A.M. Best's rating of no less than A:VII, unless otherwise acceptable to the City.

9.1.5.8. Claims Made Policies: If any of the required policies provide claims-made coverage:

9.1.5.8.1 The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work.

9.1.5.8.2. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.

9.1.5.8.3. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Provider must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.

9.1.56 Verification of Coverage: Provider shall furnish the City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Provider's obligation to provide them. The City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

9.1.7 Special Risks or Circumstances: The City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

SECTION TEN NOTICES

10.1. Any notice requiring or permitted to be given under this Agreement shall be deemed to have been given when received by the party to whom it is directed by personal service, hand delivery or United States mail at the following addresses:

To City:	City of North Las Vegas Attention: Marie Leake 2250 Las Vegas Blvd., North, Suite 710 North Las Vegas, NV 89030 Phone: 702-633- 2440
To Provider:	Cooperative Personnel Services dba CPS HR Consulting Attention: Dimple Patel 2450 Del Paso Road, Suite 220 Sacramento, CA 95834 Phone: 916-441-3426

10.2. Either party may, at any time and from time to time, change its address by written notice to the other.

SECTION ELEVEN SAFETY

11.1. Obligation to Comply with Applicable Safety Rules and Standards. Contractor shall ensure that it is familiar with all applicable safety and health standards promulgated by state and federal governmental authorities including, but not limited to, all applicable requirements of the Occupational Safety and Health Act of 1970, including all applicable standards published in 29 C.F.R. parts 1910, and 1926 and applicable occupational safety and health standards promulgated under the state of Nevada. Contractor further recognizes that, while Contractor is performing any work on behalf the City, under the terms of this Agreement, Contractor agrees that it has the sole and exclusive responsibility to assure that its employees and the employees of its subcontractors comply at all times with all applicable safety and health standards as above-described and all applicable City safety and health rules.

11.2. Safety Equipment. Contractor will supply all of its employees and subcontractors with the appropriate Safety equipment required for performing functions at the City facilities.

SECTION TWELVE ENTIRE AGREEMENT

This Agreement, together with any attachment, contains the entire Agreement between Provider and City relating to rights granted and obligations assumed by the parties hereto. Any prior agreements, promises, negotiations or representations, either oral or written, relating to the

subject matter of this Agreement not expressly set forth in this Agreement are of no force or effect.

SECTION THIRTEEN MISCELLANEOUS

13.1. Governing Law and Venue. The laws of the State of Nevada and the North Las Vegas Municipal Code govern the validity, construction, performance and effect of this Agreement, without regard to conflicts of law. All actions shall be initiated in the courts of Clark County, Nevada or the federal district court with jurisdiction over Clark County, Nevada.

13.2. Assignment. Any attempt to assign this Agreement by Provider without the prior written consent of the City shall be void.

13.3. Amendment. This Agreement may be amended or modified only by a writing executed by the City and Provider.

13.4. Controlling Document. To the extent any of the terms or provisions in Exhibit A conflict with this Agreement, the terms and provisions of this Agreement shall govern and control. Any additional, different or conflicting terms or provisions contained in Exhibit A or any other written or oral communication from Provider shall not be binding in any way on the City whether or not such terms would materially alter this Agreement, and the City hereby objects thereto.

13.5. Time of the Essence. Time is of the essence in the performance of this Agreement and all of its terms, provisions, covenants and conditions.

13.6. Waiver. No consent or waiver, express or implied, by the Provider or the City of any breach or default by the other in performance of any obligation under the Agreement shall be deemed or construed to be a consent or waiver to or of any other breach or default by such party.

13.7. Waiver of Consequential Damages. The City shall not be liable to Provider, its agents, or any third party for any consequential, indirect, exemplary or incidental damages, including, without limitation, damages based on delay, loss of use, lost revenues or lost profits. This section survives default, expiration, or termination of this Agreement.

13.8. Severability. If any provision of this Agreement shall be held to be invalid or unenforceable, the remaining provisions of this Agreement shall remain valid and binding on the parties hereto.

13.9. No Fiduciary or Joint Venture. This Agreement is not intended to create, and shall not be deemed to create, any relationship between the parties hereto other than that of independent entities contracting with each other solely for the purpose of effecting the provisions of this Agreement. Neither of the parties hereto shall be construed to be the agent, employer, representative, fiduciary, or joint venturer of the other and neither party shall have the power to bind the other by virtue of this Agreement.

13.10. Effect of Termination. In the event this Agreement is terminated, all rights and obligations of the parties hereunder shall cease, other than indemnity obligations and matters that by their terms survive the termination.

13.11. Ownership of Documents. Provider shall treat all information related to this Agreement, all information supplied to Provider by the City, and all documents, reconciliations and reports produced pursuant to this Agreement as confidential and proprietary information of the City and shall not use, share, or release such information to any third-party without the City's prior written permission. This section shall survive the termination or expiration of this Agreement.

13.12. Fiscal Funding Out. The City reasonably believes that sufficient funds can be obtained to make all payments during the Term of this Agreement. Pursuant to NRS Chapter 354, if the City does not allocate funds to continue the function performed by Provider under this Agreement, the Agreement will be terminated when appropriate funds expire.

13.13. Public Record. Pursuant to NRS 293.010 and other applicable legal authority, each and every document provided to the City may be a "Public Record" open to inspection and copying by any person, except for those documents otherwise declared by law to be confidential. The City shall not be liable in any way to Provider for the disclosure of any public record including, but not limited to, documents provided to the City by Provider. In the event the City is required to defend an action with regard to a public records request for documents submitted by Provider, Provider agrees to indemnify, hold harmless, and defend the City from all damages, costs, and expenses, including court costs and reasonable attorneys' fees related to such public records request. This section shall survive the expiration or early termination of the Agreement.

13.14. Interpretation. The language of this Agreement has been agreed to by both parties to express their mutual intent. The headings contained in this Agreement are for reference purposes only and shall not affect in any way the meaning or interpretation of this Agreement. Preparation of this Agreement has been a joint effort by the City and Provider and the resulting document shall not, solely as a matter of judicial construction, be construed more severely against one of the parties than the other.

13.15. Electronic Signatures. The use of facsimile, email, or other electronic medium shall have the same force and effect as original signatures.

13.16. Counterparts. This Agreement may be executed in counterparts and all of such counterparts, taken together, shall be deemed part of one instrument.

13.17. Federal Funding. Supplier certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, in receipt of a notice of proposed debarment or voluntarily excluded from participation in this transaction by any federal department or agency. This certification is made pursuant to the regulations implementing Executive Order 12549, Debarment and Suspension, 28 C.F.R. pt. 67, § 67.510, as published as pt. VII of the May 26, 1988, Federal Register (pp. 19160-19211), and any relevant program

specific regulations. This provision shall be required of every subcontractor receiving any payment in whole or in part from federal funds.

13.18. Attorneys' Fees. In the event any action is commenced by either party against the other in connection with this Agreement, the prevailing party shall be entitled to its costs and expenses, including reasonable attorneys' fees, as determined by the court, including without limitation, fees for the services of the City Attorney's Office. This Section 13.18 shall survive the completion of this Agreement until the applicable statutes of limitation expire.

[The remainder of page is intentionally left blank. Signature page to follow.]

IN WITNESS WHEREOF, the City and Provider have executed this Agreement as of the Effective Date.

City of North Las Vegas,
a Nevada municipal corporation

Cooperative Personnel Services dba CPS
HR Consulting,
a California joint powers authority

By: _____
John J. Lee, Mayor

By: Sandy MacDonald-Hopp
Name: Sandy MacDonald-Hopp
Title: Chief Financial Officer

Attest:

By: _____
Jackie Rodgers, Acting City Clerk

Approved as to form:

By: _____
Micaela Rustia Moore, City Attorney

EXHIBIT A

Services

Please see the attached page(s).

PROPOSAL

City of North Las Vegas

Recruitment & Selection Services

September 21, 2021

SUBMITTED BY:

Christina Batorski Peacock
Manager, Recruitment Solutions

CPS HR Consulting
2450 Del Paso Road, Suite 220
Sacramento, CA 95834
P: 916-471-3426
cbpeacockr@cpshr
.us Tax ID: 68-
0067209
www.cpshr.us



Your Path to Performance

September 21, 2021

Sally Ihmels
Director of Human Resources
City of North Las Vegas
2250 Las Vegas Blvd North Suite #600
North Las Vegas, NV 89030

Submitted via email to: ihmelss@cityofnorthlasvegas.com

Dear Ms. Ihmels:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of North Las Vegas (City) with recruitment and selection services at various levels, to include, but not limited to recruitments for three (3) Talent Acquisition Partner positions and one (1) Benefits and Leave of Absence Administrator position. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with 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.

Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important these transitions can be and CPS HR is perfectly placed to assist the City in these endeavors. Once this project begins, we will work with the City to tailor our processes to highlight your exciting opportunities and attract the best possible candidates. It is our commitment to work in partnership with your organization to successful results.

Thank you for the opportunity to be considered for this assignment. Please feel free to contact me directly by phone at **(916) 471-3426** or by e-mail at CBPeacock@cpshr.us or our Senior Leader Melissa Asher, masher@cpshr.us or **(916) 471-3358**

Sincerely,



Christina Batorski Peacock
Manager, Recruitment Solutions

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About CPS HR Consulting

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



OUR VISION:

Enabling people to
realize the promise of
public service

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

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

With more than 90 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 Austin, TX; Littleton, CO; and Orange County, CA.

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 19 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 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 Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level, middle management, and administrative 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 and middle management 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.** 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.

Strategy/Operational Plan

Key Stakeholder Involvement

The Hiring Manager on behalf of the City must be intimately involved in the recruitment and selection process. Our approach assumes their direct participation in key phases. At the discretion of the Hiring Manager, other key stakeholders may also be invited to provide input for the development of the candidate profile.

City's Needs

A critical first step in a successful search is for the Hiring Manager to define the professional and personal qualities required of the Incumbent. CPS HR has developed a very effective process that will permit the Hiring Manager to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the Hiring Manager wishes to establish with the Incumbent; and ultimately, the professional and personal qualities required of the Incumbent.

Commitment to Communication

Throughout the recruitment and selection 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.

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 positions within your organization; 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 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 51% of our executive level placements being minority and/or female candidates within the past three years. Our City Manager search for the City of East Palo Alto is an excellent example of our diverse outreach process. The City's demographics are 6% White, 16% Black, 4% Asian, 7% Pacific Islander, 64% Hispanic, and 3% Other. It was a high priority of the Mayor and City Council to pursue and demonstrate a diverse outreach process.

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 sought 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 ensured that we captured 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 was an incredibly diverse finalist group, and our successful placement was an experienced Hispanic candidate.

Hiring during the COVID-19 Pandemic

Long before COVID-19 came into the common vernacular, CPS HR was engaged in a digital transformation to modernize and retool our services to provide remote support to our clients. Our standard platform is Microsoft Teams™, where we collaborate with our team members and even client staff to ensure a seamless flow of information. This investment has paid dividends during the remote working revolution over the last six months. We have not observed a decrease in the quality of the recruitment and selection process for our clients, and an overwhelming majority of clients have made hires using only our interview process conducted through Microsoft Teams™.

Several good examples of success are our recent recruitments for Bozeman, Montana and Reno, Nevada. CPS HR conducted the recruitments during COVID-19, and members of the oral panel and/or executive staff were able to interview each candidate and feel comfortable about reaching a consensus on a final selection using only the virtual environment without ever having met the candidate.

We are also able to adapt to other technologies and protocols that the client may have. Because our staff has been working remotely for several years, we are extremely flexible and can meet your needs according to your level of comfort and security.

Recruitment and Selection Services

Methodology and Scope of Work

Our proposed process is designed to provide the City of North Las Vegas with the full range of services required to ensure the ultimate selection of a new hire uniquely suited to the City's needs. We offer two levels of service:

- Partial Recruitment – Phase I and II
- Full Recruitment – All Phases I-III

The phases are described below.



PHASE I – Strategic Recruitment Plan

The first step in this engagement is a thorough review of the City's needs, culture, and goals; the recruitment and selection 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. Activities for this phase at each recruitment level will include:

Executive Search

- Foster client collaboration.
- Create a tailored plan for your agency and unique position.
- Review of job duties and compensation for marketability.
- Define ideal candidate profile with hiring authority and key stakeholders.
- Identify testing/assessment needs.
- Conduct stakeholder engagement (surveys, focus group, community meetings).
- Leadership assessment

Middle Management/Specialized

- Foster client collaboration.
- Create a tailored plan for your agency and unique position.
- Review of job duties and compensation for marketability.
- Define ideal candidate profile with hiring authority and key stakeholders.
- Identify testing/assessment needs.

General (Professional/Administrative)

- Foster client collaboration.
- Develop a recruitment plan.
- Review job specifications/classification.
- Define candidate profile with hiring authority and key stakeholders.
- Identify testing/assessment needs.

PHASE II – Marketing and Applicant Screening

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

CPS HR will prepare, submit for your approval, and publish advertisements in appropriate magazines, journals, newsletters, job bulletins, and websites to attract candidates on a nationwide, regional, local, or targeted basis based on the recruitment strategy. 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 would execute the following tasks for this phase at each recruitment level including:

Executive Search

- Create an attractive and informative electronic flip book type of brochure to market the position.
- Conduct targeted research to identify ideal passive candidates.
- Execute active and passive sourcing of candidates through e-mail, phone, and social media.
- Devise advertising & marketing strategy.
- Develop innovative media campaigns.
- Review applicant resumes and ensure minimum qualifications are met utilizing client's applicant tracking system or CPS HR's applicant tracking system.
- Facilitate comprehensive screening interviews.

Middle Management/Specialized

- Create a two-page to four-page colored brochure. **Sample brochure in Appendix A.**
- Identify advertising sources.
- Coordinate advertising placements.
- Create targeted marketing campaigns.
- Conduct active and passive sourcing of candidates through e-mail, phone, and social media.

- Review applicant resumes and ensure minimum qualifications are met utilizing the City's applicant tracking system or CPS HR's applicant tracking system, NEOGOV.
- Develop and administer secondary rated screening.
- Provide list of qualified candidates.

General (Professional/Administrative)

- Create standard job bulletin.
- Identify advertising sources.
- Create marketing campaign.
- Review applicant resumes and ensure minimum qualifications are met utilizing the City's applicant tracking system or CPS HR's applicant tracking system.
- Develop and/or administer applicable screening tool (i.e., secondary rated screening, written exam, etc.)
- Provide a list of eligible candidates.

PHASE III – Selection

CPS HR will design a selection process based on information gathered in Phase I. We will meet with the City to review this process and discuss the City's preferred approach in assessing the final candidates.

We can coordinate all aspects of the selection process for the City. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; and facilitating the interviews.

CPS HR will be available to complete the following components of this phase at each recruitment level:

Executive Search

- Develop and facilitate all required selection processes including development of interview questions and/or assessments.
- Coordinate all candidate communication and scheduling.
- Train interview panel and handle onsite facilitation of interview process.
- Execute extensive background and reference checks.
- Provide assistance with contract negotiation.
- Facilitate appointment of selected candidate.
- Prepare a written report that summarizes the results of the recruitment process.

Middle Management/Specialized

- Develop interview questions and/or other requested selection tools.
- Develop and facilitate training of interview panel for the City's interview process.
- Coordinate all candidate communication and scheduling.

- Facilitate hiring interview process.
- Conduct professional reference checks available upon request.
- Facilitate appointment of selected candidate upon request.
- Prepare a written report that summarizes the results of the recruitment process

General (Professional/Administrative)

- Develop interview questions and train interview panel for the City's interview process.
- If requested by the City, coordinate, and facilitate administration of interviews.

Timeline

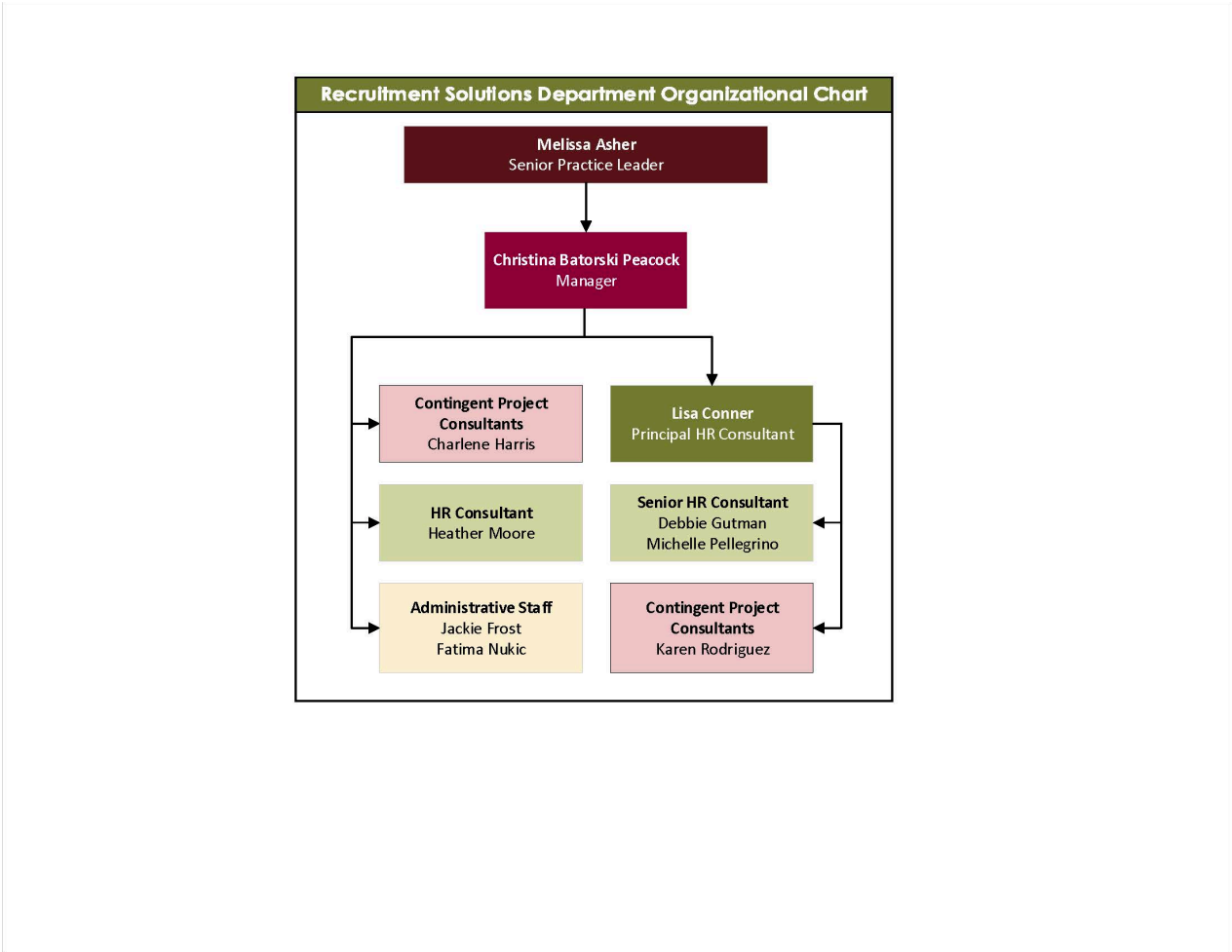
The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. Dependent on the recruitment level selected, recruitment and selection activities can be completed in two to four months. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial client kick off meeting. A proposed schedule of major milestones is presented below.

Task Name	Phase I		Phase II									Phase III		
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Executive Search														
Middle Management/ Specialized														
General														

Our Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. **Christina Batorski Peacock will serve as the Project Manager** and will be able to meet all your customer service needs in a timely and effective manner. Ms. Peacock will be supported by Debbie Gutman, Senior HR Consultant, and Jackie Frost, Administrative Technician. Additional experienced Consultants may be assigned to assist with the City’s recruitment and selection needs, as needed.

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. Project team member resumes will follow.**



Team Resumes

Christina Batorski Peacock, PHR

Profile

Mrs. Peacock has 20 years of professional and management experience in public sector Human Resources, including experience in the areas of employee recruitment and selection, compliance, labor relations, test administration, employee relations, and policy development. Specifically, Mrs. Peacock worked directly on recruitment efforts for entry-level Police Officer and entry-level Firefighter as well as sworn and uniform promotional recruitments with the City of Chicago for over 10 years.

Employment History

- Manager, Recruitment Solutions, CPS HR Consulting
- Deputy Commissioner of Human Resources, City of Chicago
- Assistant Commissioner of Human Resources, City of Chicago
- Adjunct Professor (Managing Organizational Change), Keller School of Graduate Management
- Recruiting Analyst Supervisor, City of Chicago
- Human Resources Analyst II, City of Chicago
- Human Resources Manager/Payroll Administrator, Bethesda Home & Retirement Center
- Staffing Specialist, Northwestern University
- Employment Coordinator, Northwestern University

Professional Experience

- Managed human resource personnel responsible for executing recruitment and selection processes for 30+ clients resulting in the review of 40,000+ applications and 1,200 hires, annually.
- Collaborated with the Chicago Police Department on entry-level Police Officer recruitment and selection efforts for over 10 years resulting in diverse applicant pools ranging from 18,000 to 27,000 candidates for a single recruitment.
- Performed a lead role in establishing fair and transparent recruitment and selection processes which alleviated the City of Chicago from Federal Monitor Oversight on all hiring practices.
- Taught graduate level classes in managing organizational change.
- Mediated and resolved labor relations issues in a union environment.

Education

- M.P.A. DePaul University, Chicago, IL – Public Administration
- B.A. Marquette University, Milwaukee, WI – Human Resources & Communication Studies

Professional Organizations and Affiliations

- Society of Human Resources Management (SHRM)
- International Public Management Association for Human Resources (IPMA-HR)

Deborah Gutman, SPHR, PHR-CA

Profile

Ms. Gutman has over 20 years of comprehensive experience in Human Resources, including both public and private sector. She has a knowledge and understanding of federal and state labor laws, full cycle recruiting, employee relations, compensation, training, budget administration, and policy development.

Employment History

- Senior Consultant, CPS Human Resource Services
- Human Resources Manager, Sierra Nevada Brewing Co.
- Human Resources Director, Feather Falls Casino
- Human Resources Manager, Rumiano Cheese Co.
- Human Resources Technician, Chico Unified School District
- Senior Staffing Coordinator, UnitedHealth Care

Professional Experience

- Lead several recruitment projects that involved hiring over 100 employees from entry-level to executive management for startup locations and businesses. This included development of hiring plans, advertising, conducting job fairs, candidate outreach, selection interviews, and new employee onboarding.
- Managed the Human Resources department of a growing business, fostering a teamwork environment, including direct supervision of human resources staff. Recommended new approaches, policies, and procedures to effect continual improvements in the efficiency of the department.
- Conducted formal investigations on serious employee relations claims or allegations of policy violations.
- Evaluate compensation and benefit packages, participate in salary surveys and analyze results.
- Developed and nurtured relationships with directors, managers, supervisors, and staff establishing trust, communication, and consistency between human resources and other departments.
- Responsible for preparation of annual operating budget and monitoring expenditures in accordance with the approved budget.

Education

- MA, Human Resource Management, National University
- BA, Business Administration with emphasis in Human Resources, California State University, Chico

Professional Organizations and Affiliations

- Senior Professional in Human Resources (SPHR) with HR Certification Institute (HRCI)
- Professional in Human Resources – California (PHRca) with HR Certification Institute (HRCI)
- Society for Human Resources Management (SHRM)

Jackie Frost

Profile

Ms. Frost has over 4 years of experience in public sector Human Resources, including experience in the areas of employee recruitment and selection and test administration.

Employment History

- Administrative Technician, CPS HR Consulting
- Senior Office Assistant, CPS HR Consulting

Professional Experience

- Create and manage recruitments in applicant tracking system.
- Screening bulletin applications to validate applicants have met minimum qualifications for position.
- Responding to candidate inquiries by phone and e-mail.

Education

- Bachelor of Science, Geography, Brigham Young University

Professional Fees

CPS HR offers two levels of service:

- Partial Recruitment – Phase I and II
- Full Recruitment – All Phases I-III

Our professional fixed fee covers all CPS HR services associated with the recruitment process selected (**Partial Recruitment or Full Recruitment**), including the necessary field visits.

Travel expenses for candidates who are invited forward in the interview process are not included. However, should the City desire CPS HR's Travel Team to assist with these arrangements, we are happy to do so. This might require an amount be added to our contract.

For the Talent Acquisition Partner recruitment, CPS HR will run one recruitment with the intent of producing multiple hires. The estimate for full recruitments for the Benefits and Leave of Absence Administrator and the Talent Acquisition Partner recruitments is \$38,000.

Staff Level	Flat Rate for Full Recruitment*	Flat Rate for Partial Recruitment*
Executive	\$25,000	\$20,000
Middle Management/Specialized (e.g., Benefits and Leave of Absence Administrator and Talent Acquisition Partner)	\$19,000	\$16,000
General (Professional/Administrative)	\$15,000	\$12,000

**Flat rate cost includes all professional fees and expenses associated with recruitment efforts. Travel expenses for candidates are not included in our pricing.*

Executive Search Recruitment One-Year Service Guarantee

If the employment of the candidate selected and appointed by the City as a result of a full executive recruitment (Phases I, II, and III) for (insert job title) comes to an end before the completion of the first year of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for reimbursable expenses. **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.

Middle Management Recruitment Six Month Service Guarantee

If the employment of the candidate selected and appointed by the City as a result of a full middle management recruitment (*Phases I, II, and III*) for (insert job title) comes to an end before the completion of the first six (6) months of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for reimbursable expenses. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the six (6) month 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 (*Phase I & II*) recruitment effort.




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

Appendix A: Sample Brochure

COUNTY OF MARIN

Assistant Director of Human Resources

Mission: to foster a dynamic and inclusive organization that provides meaningful careers in public service, resulting in excellent services for our community.



COUNTY OF MARIN



THE POSITION

The County of Marin seeks a bold and progressive leader to assist in the day-to-day management of the Human Resources Department and who will help devise innovative and transformative policies, programs, and systems to ensure the County continues to be a dynamic organization. The Assistant Director is an at-will position that will oversee the Recruitment, Classification & Compensation, and the Volunteers & Interns divisions.

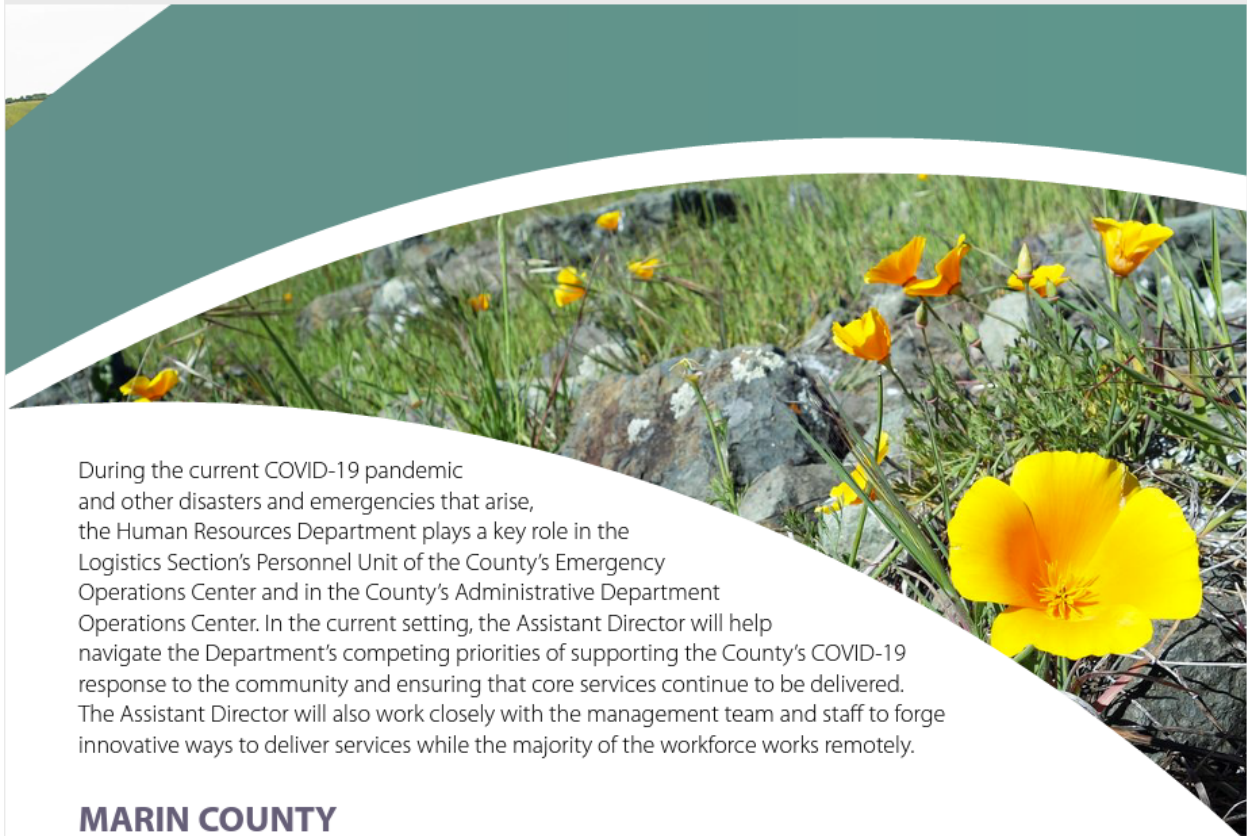
While the Assistant Director will not have direct oversight over labor and employee relations, the successful candidate will have working knowledge of labor relations, preferably in a public sector environment.

To learn more go to: marincountyhr.org | [FY21 County Budget Document](#)

THE DEPARTMENT

The Human Resources Department consists of just under 40 full time employees and works closely with several embedded HR professionals in the key departments of Public Works and Health and Human Services.

The Department plays an integral part in implementing key initiatives of the County's 5 Year Business Plan. Critical focus areas of this plan relate to countywide organizational development initiatives and a commitment to recruit and retain a diverse workforce. As the County faces challenges associated with retirement, the cost of housing, congestion leading to longer commutes, and a sluggish economy during the COVID-19 pandemic, it seeks a proactive and innovative leader who will be a strategic partner in addressing recruitment and retention obstacles and employee development.



During the current COVID-19 pandemic and other disasters and emergencies that arise, the Human Resources Department plays a key role in the Logistics Section's Personnel Unit of the County's Emergency Operations Center and in the County's Administrative Department Operations Center. In the current setting, the Assistant Director will help navigate the Department's competing priorities of supporting the County's COVID-19 response to the community and ensuring that core services continue to be delivered. The Assistant Director will also work closely with the management team and staff to forge innovative ways to deliver services while the majority of the workforce works remotely.

MARIN COUNTY

Marin County, located in the hills northwest of San Francisco across the Golden Gate Bridge, is a beautiful, temperate refuge from the more urbanized areas of the Bay Area. With a total population of about 260,000, Marin County residents enjoy a high quality of life in one of the most spectacular metropolitan areas of the world. Marin County has a diversified economic base, including a mix of insurance, medical, pharmaceutical, technology, financial, and retail employers. George Lucas' Skywalker Ranch is also located in Marin County as well as a few subsidiaries of Lucasfilm.

Outdoor activities are plentiful with access to the bay, the ocean, hiking or biking trails, vineyards in Napa and Sonoma, wildlife viewing, agritourism, and the Muir Woods National Monument. The Marin County Civic Center is a complete campus designed by Frank Lloyd Wright, "the greatest American Architect of All Time."

Marin County includes the incorporated cities of San Rafael, Novato, Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Ross, San Anselmo, Sausalito, and Tiburon.

County Government

Marin County is a General Law County. The County is governed by five members of the Board of Supervisors, each of whom represents one of the five voting districts of the County. The County employs over 2,200 employees in 22 agencies. The Board's priorities for the future include (1) investing in County infrastructure, (2) preserving affordable housing and housing first, (3) addressing climate change, (4) improving disaster preparedness, and (5) prioritizing racial equity. The total budget for all funds is \$620 million.

This diverse organization strives to uphold a set of core values: respect, trust, integrity, diversity, equality, excellence, accountability, innovation, and collaboration. These values help to maintain and enhance public trust and help achieve high quality service outcomes. The County is committed to be a well-managed organization that relies on the talents of its workforce to succeed.

IDEAL CANDIDATE

The next Assistant Director will be a proven leader in HR and a skilled administrator who (1) introduces creative strategies and approaches to the Department and the County; (2) possesses a management style to successfully facilitate change initiatives; and (3) develops and maintains productive working relationships with a wide range of county stakeholders.

The Assistant Director will balance the long-term vision of elected leaders, the County Administrator and Director of Human Resources with the technical realities and requirements of the Department to develop lasting solutions to some of the most pressing issues facing the organization, including housing options, long commutes for employees, expanding workforce diversity, and retirement succession planning.

This person will be an approachable, open communicator who is committed to mentoring and developing the professional capacity of both the Human Resources Department and all County employees. To that end, the Assistant Director needs to have a solutions-oriented mindset and collaborative demeanor to work with other departments, the County Administrator's Office, and the Board of Supervisors.

EDUCATION AND EXPERIENCE

Equivalent to graduation from a four-year college or university with major coursework in business or public administration, industrial relations, public policy, sociology, human resources management, or a closely related field and five years of professional human resources experience, three of which must have included managing a centralized human resources function in a public or governmental agency. The five years of experience must also have included working in a unionized environment.

COMPENSATION AND BENEFITS

The salary range for the Assistant Director of Human Resources is **\$160,576 - \$177,008**.

The County of Marin offers a full benefits package, including Medical, Dental, Vision, Pension/Retirement, deferred compensation, and flexible spending accounts.

APPLICATION AND SELECTION PROCEDURE

To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues) by the first resume review date of **Friday, September 4, 2020**. Resume 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://executivesearch.cpshr.us/JobDetail?ID=1664>

For further information contact:

Andrew Nelson

CPS HR Consulting

anelson@cpshr.us

Website: www.cpshr.us



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 consultants. Candidates deemed most qualified will be referred to the County. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks.