

PROPOSAL

North Central Texas Council of Governments

Executive Search Consulting and Related Services

RFP # 2024-019

DUE: Thursday, February 29, 2024

2:00 p.m. Central

SUBMITTED BY:

MELISSA ASHER

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CPS HR Consulting

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Your Path to Performance

Table of Contents

Cover Sheet	1
Tab A - Capacity to Deliver	3
Statement of Understanding	3
Our Approach to the Project	3
Our Background and Qualifications.....	4
About CPS HR Consulting	4
Experience and Capability	6
Our Strong Understanding of Texas Local Government	6
Service Category #1: Executive Search & Recruitment Services	7
Our Team of Experts.....	8
Service Category #1: Executive Search & Recruitment Services.....	8
Key Personnel	8
Additional Resources	13
Availability and Capability of Staff	14
Distinguishing Characteristics	14
Tab B - Demonstrated Past Success	15
Service Category #1: Executive Search & Recruitment Services.....	15
Similar Clients.....	15
Recent Recruitments for Texas Agencies	15
Relevant Services Contracts	16
Tab C - Quality Control.....	17
Project Progress Monitoring and Deadline Adherence.....	17
Tab D - Technical Proposal	18
Tab D - A. Proposal Narrative	18
Exceptions	18

Our Understanding of the Scope of Work.....	18
Service Category #1: Executive Search & Recruitment Services	18
Project Management Approach.....	19
Tab E - Proposal Pricing	26
Professional Services	26
Our Placement Guarantees.....	26
Tab F - References.....	28
Tab G - Required Attachments	29
Exhibit 1: Description of Desired Service Categories for Proposed Pricing	29
Exhibit 2: Sample Market Basket Form	30
Exhibit 3: Service Area Designation Forms.....	32
Attachment I: Instructions for Proposals Compliance and Submittal	35
Attachment II: Certification of Offeror	36
Attachment III: Certification Regarding Debarment, Suspension and Other Responsibility Matters	37
Attachment IV: Restrictions on Lobbying.....	38
Attachment V: Drug Free Workplace Certification	40
Attachment VI: Certification Regarding Disclosure of Conflict of Interest	41
Attachment VII: Certification of Fair Business Practices	42
Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification.....	43
Attachment IX: Historically Underutilized Businesses, Minority or Women- Owned Or Disadvantaged Business Enterprises	44
Attachment X: Federal and State of Texas Required Procurement Provisions	45
Attachment XI: Conflict of Interest Questionnaire	49

Cover Sheet

TXShare

Your Public Sector Solutions Center

REQUEST FOR PROPOSALS
For
Executive Search Consulting and Related Services
RFP # 2024-019

Sealed proposals will be accepted until 2:00 PM CT, **February 29, 2024**, and then publicly opened and read aloud thereafter.

Cooperative Personnel Services dba CPS HR Consulting

Legal Name of Proposing Firm

Melissa Asher

Sr. Practice Leader, Products & Services

Contact Person for This Proposal

Title

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masher@cpsshr.us

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Melissa Asher

Sr. Practice Leader, Products & Services

Point of Contact for Contract Negotiations

Title

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masher@cpsshr.us

Point of Contact Telephone Number

Point of Contact Person E-Mail Address

Acknowledgment of Addenda (initial): #1 MA #2 _____ #3 _____ #4 _____ #5 _____

NOTE: Any confidential/proprietary information must be clearly labeled as "confidential/proprietary". All proposals are subject to the Texas Public Information Act.

(Cover Sheet)

February 29, 2024

North Central Texas Council of Governments
616 Six Flags Dr
Arlington, TX 76011

Subject: RFP # 2024-019 Executive Search Consulting and Related Services

Submitted electronically through www.publicpurchase.com

CPS HR Consulting (CPS HR) is pleased to submit this proposal to North Central Texas Council of Governments (NCTCOG) to provide comprehensive Executive Search and Recruiting consulting services to the member agencies (Agency) of its TXShare Cooperative Purchasing Program ("TXShare"). We are excited to deliver this as your potential partner in achieving organizational excellence. With our broad range of HR services, we combine our unmatched government sector knowledge with a shared perspective to drive impactful results. We are proposing for the following category:

Service Category #1: Executive Search & Recruitment Services

We are committed to delivering services that are nothing short of exceptional, and we are eager to discuss how we can tailor our solutions to best serve you. ***In business since 1985***, we pride ourselves in establishing and nurturing long-term relationships with the agencies we serve as we live out our mission of bringing excellence in Human Resources to the public sector.

CONTACT INFORMATION	
Proposal/RFP Process Contact and Contract Authorized Representative	Melissa Asher, Sr. Practices Leader, Products and Services 2450 Del Paso Rd., Suite 220, Sacramento, CA 95834 (916) 471-3358; masher@cpsshr.us

Thank you for this opportunity; we very much look forward to working with the North Central Texas Council of Governments and its member agencies. Should you have any questions, please do not hesitate to contact ***me at the contact information above.***

This proposal and the contents herein are valid for a total of 120 days from the submittal deadline of February 29, 2024. I am duly authorized to bind CPS HR to the terms of the proposal and into contract.

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

Tab A - Capacity to Deliver

Statement of Understanding

CPS HR is excited to partner with the agencies which comprise the North Texas Council of Governments (NCTCOG). We appreciate NCTCOG's dedication to fostering collaboration and regional development across the dynamic 16-county metroplex of Dallas-Fort Worth. With a robust network of 236 members, ranging from counties and cities to school districts and special districts, NCTCOG is a driving force for communal advancement and shared success.

The TXShare Master Agreement is a pathway to unlocking tailored, strategic solutions for each participating agency. We understand that the core of this project is to ensure that agencies can hire and retain the talent they need to fulfill the mission and goals of their respective organizations. Our approach includes understanding the unique qualifications and attributes needed for any given role and finding qualified candidates to meet those needs.

We are prepared to offer additional services that echo the essence of NCTCOG's vision: fostering regional growth and championing equitable practices. CPS HR's solutions will align with the overarching ambitions of each client agency, paving the way for an equitable and collaborative future.

Our Approach to the Project

CPS HR uses a comprehensive approach for planning, organizing, directing, and controlling consulting engagements. **At CPS HR Consulting, our philosophy for delivering outstanding customer service is deeply rooted in our commitment to client satisfaction and success.** We understand that every client is unique, and we tailor our approach to meet their specific needs and objectives.

Our core principles for exceptional customer service include:

- **Client-Centric Approach:** We prioritize the client's goals and vision, ensuring that our solutions align with their objectives. By actively listening and engaging with our clients, we develop a comprehensive understanding of their challenges, allowing us to provide tailored and effective solutions.
- **Open Communication:** We believe in transparent and open communication throughout the project lifecycle. Our dedicated project managers maintain regular contact with clients, providing updates, addressing concerns, and seeking feedback to ensure alignment and satisfaction.
- **Responsive and Accessible:** Our team is readily available to address client inquiries and concerns promptly. Whether through scheduled meetings, e-mail, or phone calls, we maintain accessibility to support our clients whenever needed.
- **Expertise and Innovation:** Our consultants bring a wealth of knowledge and experience to each project. We stay current with industry best practices and innovative approaches to deliver solutions that drive success.
- **Timely Delivery:** We understand the importance of meeting deadlines and project milestones. Our team works diligently to ensure projects are completed on time, and we proactively address any potential delays.

- **Continuous Improvement:** We continually assess our performance and seek ways to enhance our services. Client feedback is invaluable in this process, and we use it to refine our strategies and improve our offerings.
- **Our approach to customer service is a culture within our organization.** We are dedicated to going above and beyond to exceed client expectations, fostering long-term partnerships built on trust, collaboration, and mutual success.

Our Background and Qualifications

About CPS HR Consulting

CPS HR is a client-centric human resources and management consulting firm specializing in addressing the unique challenges and complexities encountered by government and non-profit organizations. With a history dating back to 1985, **we have consistently served as a trusted advisor to our clients**, understanding their specific needs as self-supporting public agencies.

CPS HR boasts an extensive track record, collaborating with over 1,500 public agencies across the United States. Our primary focus encompasses state and local governments, public safety entities, special districts and nonprofit organizations. With an in-depth understanding of the mission and operations of Council of Governments, we bring valuable insights to our engagements.

Among our notable clients are organizations such as the City of Fort Worth, City of Dallas, Travis County, the City of Oklahoma City, Montgomery County MD, the City of Phoenix, Galveston County, San Diego Association of Governments, and Stanislaus Council of Governments. Our rich experience and established partnerships underscore our commitment to delivering exceptional HR solutions to a diverse array of clients.

ORGANIZATION IDENTIFICATION INFORMATION	
Legal Name and DBA	Cooperative Personnel Services dba CPS HR Consulting
Main Office	2450 Del Paso Road, Suite 220, Sacramento, CA 95834; WEB: www.cpsshr.us <i>*Primary location from which services will be conducted with assistance from our Project Team Members who reside in Texas.</i>
Regional Offices	20211 Guadalupe Street, Suite 260, Austin, TX 78705 9233 Park Meadows Dr #139, Lone Tree, CO 80124 1968 S. Coast Hwy # 961, Laguna Beach, CA 92651
Type of Business/ Clients Served	Joint Powers Authority (Public Agency) Clients/Markets: Federal, State, Local, Special Districts, Education, Non-Profits
Years in Business	Established 1985
Size of Organization	111 FTEs

Our mission is to advance excellence in human resources within the public sector, and our vision is to empower individuals to fulfill the ideals of public service. CPS HR's core competency lies in our in-depth knowledge and expertise in the public sector landscape. Being a public agency ourselves, we possess a deep understanding of the intricacies and issues faced by our client base.

Organizational Structure

Joint Powers Authority

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

Areas of Expertise and Core Markets

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

CPS HR CONSULTING CORE SERVICES



**Comprehensive HR solutions
for advanced organizational
performance.**



CLASSIFICATION & COMPENSATION

- Classification
- Compensation



DIVERSITY, EQUITY & INCLUSION (DEI)

- DEI Strategic Planning
- DEI Training



HR CONSULTING

- Audit & Compliance
- HR Outsourcing
- HR Membership
- Complaint Investigations



LICENSING & CERTIFICATION

- Accreditation
- Candidate Management
- Program Management
- Testing Services



ORGANIZATIONAL STRATEGY

- Organizational Assessment
- Change Management
- Employee Engagement
- Performance Management
- Succession Planning
- Workforce Planning



RECRUITMENT & SELECTION

- Executive Search
- Mid-Management and Specialized Recruitment
- General Recruitment
- Employer Branding



TESTING

- Assessment Center
- Job Analysis
- Test Rental
- Test Administration
- Selection Tools Development



TRAINING & DEVELOPMENT

- Executive Coaching
- Training Center
- Open Enrollment Training
- On-Site Training

CORE MARKETS



Federal



State



Local



Special Districts



Education



Non-Profit Organizations

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

Our Chief Executive Officer (CEO) reports to a Board of Directors representing diverse public sector agencies across the nation. The following executive staff report to our CEO: Chief Information Officer, Chief Financial Officer, Human Resources Director, Products and Services Managers, Marketing and Business Development Director, and Senior Practice Leaders.



CPS HR BOARD OF DIRECTORS

1. Linda Andal, HR Director, City of Anaheim (CA)
2. Vincent Zamora, HR Director, City of Las Vegas (NV)
3. Fernando Yañez, Exec Director of Classified HR, Hayward Unified School District (CA)
4. Peggy Rowe, Director of HR, Pinellas County (FL)
5. Keisha Young, Dep Director of HR, County of Mecklenburg (NC)
6. LaShon Ross, HR Director/Risk Management, City of Plano (TX)
7. Joseph Hsieh, Personnel Services Manager, County of Sacramento (CA)

Experience and Capability

Our Strong Understanding of Texas Local Government

For more than 15 years, we have had the pleasure of working with many agencies in Texas on several projects. Through our direct project experience, we have developed a thorough familiarity with regional issues such as housing costs, transportation, demographics, employment rates, and economic conditions, as well as with the unique culture and diversity of the State of Texas. Additionally, we have garnered insights on the region from our current and past Board agencies – the City of Plano and the City of Dallas. Projects have included the following.

- CPS HR has conducted several executive recruitments for the cities of Dallas, Austin, Garland, Amarillo, Missouri City, Arlington, Sugar Land, Victoria, McAllen, and the County of Dallas to name a few. Additionally, we have master recruitment agreements with the Houston Housing Authority, Employee Retirement Services of Texas, and the Texas Water Development Board.
- CPS HR has had the pleasure of working with other Texas agencies on recent projects including: a total compensation study for Austin Energy and an analysis of the hiring practices for the City of Dallas. We also conducted entry-level and/or promotional public safety testing for the cities of Abilene, Amarillo, Mission, Ft. Worth, Irving, Arlington, Grand Prairie, Denison, Richardson and El Paso County.

- CPS HR performed on-site training for the cities of Waco, Alamo Heights, Irving, Pearland and the Capital Metropolitan Transportation Authority. We have also provided several regional supervisory and risk management training in the DFW area.
- CPS HR partnered with the Texas Association of Regional Councils and the Heart of Texas Council of Governments to provide free training to its members.
- We have provided Employee Engagement services for the Dallas Area Rapid Transit, the City of Houston, the City of San Antonio and the Texas Municipal Retirement System.

Service Category #1: Executive Search & Recruitment Services

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

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* Few companies measure the impact of client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system. CPS HR does just this. CPS HR sends a client satisfaction survey at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

Our Team of Experts

We have a uniquely qualified team of professionals who are readily available to assist NCTCOG's member agencies with the requested services. Our CPS HR Project Team will focus on maintaining open communication with Agency designated staff to ensure that this project preserves its focus, each Agency's objectives are met, and all deliverables adhere to the confirmed timeline and budget.

All services will be conducted from our Main Headquarters located at Sacramento, CA with assistance from consultants from our Project Teams that reside locally in Texas.

Service Category #1: Executive Search & Recruitment Services

Key Personnel

Project Managers

CPS HR has assembled a strong project team, with each member selected for his/her specific expertise, experience working in the public sector and professionalism. ***Pamela Derby*** will be the Project Manager for ***Executive*** level recruitments and ***Christina Peacock*** will be the Project Manager for ***Middle Management/Specialized*** level recruitments. They will serve as the main point of contacts for the Agency coordinating all aspects of each project including the project staff, finalizing project plans and deliverables, organizing and securing resources, managing communications, monitoring project progress, resolving any problems, and ensuring timely and successful completion of the engagement.

The actual Project Manager/Recruiter will be assigned as recruitment requests come in.

Project Consultants

CPS HR has a uniquely qualified team of professionals to assist the Agency with recruitments.

For ***Executive Recruitment***, Ms. Derby will be joined by our team of professionals which comprise ***Kylie Wilson, Senior Executive Recruiter; Abby Ackers, Senior Executive Recruiter; Joanne Peterson, Executive Recruiter; David Niemeyer, Executive Recruiter; Al Bonnenfant, Executive Recruiter; Shawn Garcia, Executive Recruiter; Fatima Nukic, Associate Executive Recruiter; and Rachael Danke, Associate Executive Recruiter.***

For ***Middle Management/Specialized Recruitment***, Ms. Peacock will be joined by our team of professionals which comprise ***Lisa Conner, Principal HR Consultant; Debbie Gutman, Principal HR Consultant; Edward Sisson, Senior HR Consultant; Laura Lee, Senior HR Consultant; Heather Moore, Senior HR Consultant; and Kristin Holden, Senior HR Consultant.***

Our team of professionals have decades of combined experience in providing recruitment and selection services. We are committed to meeting the highest professional standards of quality. Each of the team members has broad and deep experience in public sector and are readily available to assist the Agency with this project.

Our recruiters typically carry a load of eight to ten recruitments that are managed to kick-off in a staggered fashion. This allows recruiters to devote the time necessary to attract highly qualified and diverse candidate pools while being fully responsive to our clients' needs. Work is assigned based on caseload and possible subject matter expertise.

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.**

Staff Biographies

Pamela H. Derby, Manager, Executive Recruitment

Since joining CPS HR Consulting in 2003, Ms. 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.

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.

Kylie Wilson, M.B.A, Principal HR Consultant (Based in Texas)

Ms. Wilson has over 25 years of professional and management experience in the public sector. Ms. Wilson has worked directly with local government organizations and associations, predominately human resources personnel, city management, parks and recreation, project management, employee development, executive recruitment, strategic planning, and other client needs.

Ms. Wilson has conducted numerous executive recruitments for all types of organizations for General Manager/City Management, Chief Information Officers, Chief Financial Officers, City Auditors, City Clerks, Directors for various departments, along with numerous other manager level positions.

She has worked in several impactful management roles for municipal government entities in Texas to include the City of Baytown, the City of Missouri City, the City of Georgetown, and the City of League City. She also previously worked for Strategic Government Resources (SGR) overseeing member relations, leadership conferences, job board vacancies, live training and workshops, and online learning management system (LMS) opportunities.

She has a passion for public service and a strong skill set for being mission driven and results oriented, while always maintaining an optimistic and engaging demeanor. Ms. Wilson also provided management and oversight to key programs, projects and processes by evaluating City operations and making recommendations to improve operational implementation of a strategic plan, to include short-term and long-term goals and objectives, for City operations, and identifying opportunities for improving methods and procedures.

Abby Ackers, Senior Executive Recruiter (Based in Texas)

As a senior executive recruiter and talent acquisition consultant with over 15 years of professional management experience, Ms. Ackers has a passion and a track record for connecting talented public service professionals with exciting and rewarding leadership opportunities. The majority of her executive search experience is dedicated to the public sector, placing steadfast government leaders in municipalities, counties, metro districts, and supporting agencies across the United States. In doing so, she firmly believes that recruiting and retaining top talent for public service positions positively contributes to the long-term success of the organization and the community it serves.

With a background in sales and marketing, hospitality, and executive search, she's well-equipped with solid skills in project management, strategic planning, negotiation, communication, relationship building, and problem-solving. Most recently, in addition to being the Managing Member of her own talent acquisition consulting business, she was the Vice President of Executive Search at her previous organization, responsible for overseeing the recruiting team and completion of recruitment projects, ranging from City Managers and C-Suite positions to Department Directors, Assistant Directors, and Managers. She specializes in full-cycle recruitments and works with her clients through the recruiting process to develop creative, client-specific strategies, processes, and best practices for talent acquisition and retention, including ways to reduce instinctual biases and overcome recruiting challenges in an ever-changing employee-employer market. She appreciates working with diverse and dynamic teams and candidates who share the same vision and values of serving the public interest and improving organizational performance.

Joanne Peterson, M.P.A., PHR, Executive Recruiter

Ms. Peterson is a proven visionary and leader in supporting and sustaining a healthy workplace culture. She has over 25 years of direct experience in the public sector. She has worked with local government organizations and associations, predominately in human resource management, County management, and metropolitan transportation authority among others.

Prior to joining CPS HR Consulting, she served as the Chief Human Capital & Development Officer for the Los Angeles County Metropolitan Transportation Authority. In this role, she served as department chief leading a staff of HR professionals that is comprised of eight operating units, including Talent Acquisition (recruitment, selection hiring, compensation & classification and employee on-boarding), Strategic Workforce Planning (short/long term workforce projects, succession planning, and veteran outreach), Employee Relations and Talent Development (employee readiness and employee advancement), Labor Relations, Pension and Benefits and General Services. She has built world-class workforce programs with a focus on change management, leadership development and strategic planning. The hallmark of her career has been to develop our future leaders while building strategic workforce plans.

David J. Niemeyer, M.P.A., Executive Recruiter

Mr. Niemeyer brings 38 years of local government management experience including managing 7 communities in the suburban Chicago area. He brings an extensive practitioner's experience in government services to the CPS HR Executive Recruitment team through his roles as Village Manager, City Manager, Village Administrator, and City Administrator/Assistant to the Mayor all in the state of Illinois. Human resources and senior executive recruitment are areas that he excels in and thoroughly enjoys.

Mr. Niemeyer led recruitments for over 15 department head vacancies as well as numerous other management positions. This included preparing recruitment profiles and brochures, screening candidates and creating a list of top candidates for the elected officials, developing interview questions, managing assessment centers, conducting background checks, and negotiating employment offers. His most recent large recruitment was for the police chief of Tinley Park which included a day long assessment center.

He has a reputation as an ethical, engaged, collaborative leader, who has excellent communication and listening skills. He has a calm, focused disposition and has worked with vocal and diverse elected boards and residents to develop a consensus on controversial issues. Additionally, he has worked in a variety of different communities in terms of wealth, demographic, political stability, culture and differing goals. A candidate that is successful in one community may not be successful in other, and so it is important that a recruiter understands the importance of candidate fit in an organization. Mr. Niemeyer's experience in diverse communities will help in screening candidates that are a good match for an organization.

Al Bonnenfant, M.A., SPHR, Executive Recruiter

Mr. Bonnenfant is a highly accomplished human resources professional with a diverse blend of management and human resources experience spanning over 30 years. His core expertise is in human resources, business development, industrial engineering and operations. Throughout his career, he has demonstrated success as a progressive partner in executing collaborative solutions, inspiring cultural change, and focusing on organizational effectiveness.

A hallmark of his style is being a coalition-builder and business partner focused on the interaction between sincere relationships and the achievement of organization, employee and client goals and objectives. He has worked in almost all areas of HR, but most notably, recruiting, onboarding, succession planning, leadership development, employee relations, safety and compliance, and workers' compensation. He has applied both private and public sector experience in his roles as a Business Manager, Human Resources Business Partner, and Human Resources Director.

Shawn Garcia, Executive Recruiter

Ms. Garcia has over 20 years of professional experience in the public sector including Human Resources, recruitment, leaves of absence, workers compensation, benefits oversight, policy development and implementation, and administrative operations. She is a strong leader with excellent communication, project management, and interpersonal skills.

During her 21 years at First 5 Contra Costa, she managed the human resources department for a staff of 30+ including employee relations, recruitment and staffing, position classification, compensation, staff training and development, benefit oversight, performance evaluations, employee leaves, employee safety, and executive level recruitment.

Fatima Nukic, Associate Executive Recruiter

Ms. Nukic has over ten years of professional experience in the public sector. She has assisted on a wide range of recruitments for county, city, special district, and association executives including executive director, city attorney, police chief, human resources director, finance director, health and human services director, risk manager, environmental resources director, to name a few. Ms. Nukic is an action-oriented and results-driven leader who thrives on finding new ways to promote recruitments and finding ideal candidates. She brings an extensive background in promoting, sourcing, and social media marketing to her role as an Associate Executive Recruiter at CPS HR Consulting.

Rachael Danke, M.S., Associate Executive Recruiter

Ms. Danke has spent her entire career in the non-profit and public sectors. With over seven years of experience in Human Resources, and a Master's Degree in Human Resources. She has assisted multiple agencies throughout the nation with their talent attraction and retention needs, along with benefits, policy analysis, and strategy. She has experience recruiting for roles such as Chief of Police, Director of Public Works, Director of Human Resources, Executive Director, and other executive roles at the local, state, and special districts level. Before CPS HR Consulting, she was an HRBP for multiple county departments supporting their recruitment and hiring needs. She continues to attract new talent to the public sector using innovative techniques such as Virtual Career Fairs and talent engagement to ensure the next generation of leaders for tomorrow.

Christina Batorski Peacock, M.P.A., PHR

Ms. 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, Ms. 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.

Debbie Gutman, M.A.

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.

Lisa Conner, M.A., SHRM-SCP

Ms. Conner has over 20 years of professional governmental human resources experience, performing recruitment and selection activities, classification studies, audits of County personnel systems against Federal and State merit principles, employee investigations, training, and employer/employee relations responsibilities.

Laura Lee, M.A., PHR

Ms. Lee is a human resources professional with over 10 years of experience in the public sector. She has a wide range of HR expertise in a variety of responsibilities, including, but not limited to full-cycle recruiting, test administration, classification and compensation, employee and labor relations, and performance management.

Edward Sisson, SHRM-SCP, SPHR, CEBS

Mr. Sisson who will serve as the Primary Consultant has more than 22 years of experience as an accomplished, strategic, and results-oriented Human Resources professional with a broad range of experience in Human Resources management including recruitment and selection, labor relations and complaint resolution, program development and implementation, employee engagement, training and development, wellness, benefit and payroll administration, classification and compensation analysis, performance management, and budgeting.

Heather L. Moore, PHR, IPMA-CP

Ms. Moore has over 18 years of experience in Human Resources in both the private sector and public sector arenas. Her experience includes full cycle recruiting, onboarding and off boarding, leave of absence administration, unemployment processing, data entry for personnel and payroll processes, and employee relations. Ms. Moore also has experience in benefits administration, payroll processing and Workers' Compensation. She has worked in an HR Generalist and various support roles and is adaptable to numerous situations; picking up tasks quickly. Ms. Moore's specialty areas include employee relations, FMLA/ADA administration, data entry, employee training, and new hire orientations.

Kristin Holden, M.B.A.

Ms. Holden has 19 years of professional experience in public and private sector human resources, including executive search and recruitment, classification and compensation, organizational reviews, record management, and training.

Additional Resources

In our commitment to delivering unparalleled services under this contract, CPS HR plans to deploy a blend of dedicated resources, ensuring the highest quality and efficiency in every aspect of our work. A key component of our resource strategy includes the engagement of specialized project consultants who work with us on a contractual basis.

Our project consultants are not just external contributors; they are integral parts of our extended team, selected for their specific expertise and proven track record in recruitment services. By incorporating these professionals into our project framework, we can bring a diverse range of insights, innovative approaches, specialized skills, and local resources that are crucial for the dynamic needs of any project.

Our project consultants are carefully chosen based on stringent criteria, including relevant experience, technical proficiency, and alignment with our values and commitment to excellence. This approach allows us to dynamically scale our resource allocation, ensuring that we can efficiently address the varying complexities and specific requirements of the contract.

Furthermore, our firm ensures that these consultants are seamlessly integrated into our project teams, fostering a cohesive and collaborative working environment. This guarantees that our clients benefit from a blend of our core team's deep knowledge and the fresh, specialized perspectives brought by our project consultants.

Availability and Capability of Staff

The designated project teams are available to discuss how to integrate project assignments into existing workload. Each project is treated with equal importance, regardless of the size or type of scope. 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. Our work assignments are provided to our consultants to ensure balance. We pledge our commitment to perform this work in an efficient and timely manner for any and all of the services we present in the Scope of Services section of this proposal. Additional project team members will be available to provide remote support based on their area of expertise relevant to the needs of the Agency.

Distinguishing Characteristics

Extensive Public Sector Expertise: We have a profound depth of experience working exclusively with public agencies and non-profit organizations. CPS HR is a joint powers authority, and as such, our charter mandates that **we provide services exclusively to public agencies and non-profits**. Over the years, we have conducted numerous classification and compensation studies for a wide array of public agencies.

Highly Qualified Staff: Our dedicated team members bring a wealth of knowledge, having worked in both public and private sectors in classification and compensation. They are known for their meticulous approach to tasks, active listening to our clients' needs, and hold advanced education and certifications.

Tailored Services: CPS HR is committed to delivering top-quality classification and compensation services tailored to the unique objectives of each client's study.

Open and Transparent Communication: Throughout the project, the CPS HR Project Team is dedicated to maintaining open channels of communication with our client's staff. This commitment ensures that the project remains on track, adheres to the established timeline, and remains within budget constraints.

Use of Best Practices

We differentiate ourselves by offering best-practice expertise that emphasizes an integrated, systems-oriented approach to human resources. Our consultants recognize that the various facets of human resources, including classification and compensation, function cohesively to nurture an optimal HR system. In providing HR services and consulting, our commitment to excellence is underscored by our unwavering dedication to implementing industry-leading best practices. We recognize that the landscape of human resources is dynamic and evolving. Therefore, our goal is to stay at the forefront of innovation, ensuring that our clients benefit from cutting-edge strategies and methodologies.

Our approach is founded on the integration of proven best practices, tailored to meet the unique needs of each client. By leveraging industry standards and staying abreast of emerging trends, we guarantee a comprehensive and forward-thinking HR solution. This commitment is reflected in every facet of our services. Furthermore, our team comprises seasoned HR professionals with a keen understanding of the ever-changing regulatory and compliance landscape. This ensures that our clients not only receive best-in-class services but also remain fully compliant with relevant laws. Our proactive and strategic approach empowers clients to navigate the complexities of human resources with confidence, positioning them for sustained success.

Tab B - Demonstrated Past Success

Service Category #1: Executive Search & Recruitment Services

Similar Clients

Our consulting firm has a rich history of providing expert services to Councils of Governments (COGs), underscoring our deep understanding of the unique challenges and opportunities these entities face. Our experience with COGs spans various regions and scales, allowing us to cultivate a nuanced approach that respects the diverse needs of these organizations. We have successfully guided COGs through intricate projects and leveraging our expertise in Executive Search and Recruitment. Our team is adept at navigating the multi-jurisdictional landscape in which COGs operate, ensuring that our solutions not only address immediate needs but also foster long-term regional cooperation and growth.

Following is a partial list of clients that are similar to NCTCOG's member agencies, for which we have conducted similar services.

Recent Recruitments for Texas Agencies

Agency	Title	Year Completed
Galveston County	HR Director	Current
City of Lockhart	Director of Finance	Current
City of Victoria	Director of Parks & Recreation	Current
City of Fort Worth	Talent Acquisition Manager	Current
Travis County	Park Land Resource Manager	Current
Galveston County	Facilities Director	2023
Travis County	Human Resources Management Director	2023
City of New Braunfels	Director of Parks & Recreation	2023
City of Fort Worth	Government Contracts Administrator	2023
City of Missouri City	Chief Financial Officer	2023
City of Missouri City	Director of Neighborhood Services	2023
North Texas Municipal Water District	General Counsel	2023
City of Iowa Colony	City Attorney	2023
City of Fort Worth	Assistant Director of HR	2023
Travis County	Engineer/Sr. Engineer - Traffic	2023
Travis County	Engineer – Development Services	2023
City of Baytown	City Manager	2023

Relevant Services Contracts

City of Fort Worth, TX. CPS HR conducted both full and partial recruitment processes that involved key stakeholder meetings, development of a marketing brochure, placement of paid advertising, in-depth outreach, research to find high caliber (active and passive) candidates, resume review, screening interviews of top tier candidates, facilitation of both virtual and in-person interviews for semi-finalists and finalists, salary negotiations, as well as reference and background checks. The recruitments conducted include *Talent Acquisition Manager (Current)*, *Environmental Services Manager (Current)*, *Government Contracts Administrator (2023)*, *City Auditor (2022)* and *Assistant Director of Human Resources (2022)*.

City of League City, TX. From 2020 to 2022, CPS HR conducted full recruitment processes that involved key stakeholder meetings, development of a marketing brochure, placement of paid advertising, in-depth outreach, research to find high caliber (active and passive) candidates, resume review, screening interviews of top tier candidates, facilitation of both virtual and in-person interviews for semi-finalists and finalists, salary negotiations, as well as reference and background checks. The recruitments conducted include *Director of Finance (2021)*, *Fire Chief (2021)*, *Director of Human Resources & Civil Service (2021)*, *Assistant Director of Project Management (2021)*, and *City Auditor (2020)*.

North Texas Municipal Water District, TX. CPS HR conducted a full recruitment process that involved key stakeholder meetings, development of a marketing brochure, placement of paid advertising, in-depth outreach, research to find high caliber (active and passive) candidates, resume review, screening interviews of top tier candidates, facilitation of both virtual and in-person interviews for semi-finalists and finalists, salary negotiations, as well as reference and background checks. The recruitment conducted was for a *General Counsel (2023)*.

County of Travis, TX. CPS HR conducted full, partial and outreach only recruitment processes that involved key stakeholder meetings, development of a marketing brochure, placement of paid advertising, in-depth outreach, research to find high caliber (active and passive) candidates, resume review, screening interviews of top tier candidates, facilitation of both virtual and in-person interviews for semi-finalists and finalists, salary negotiations, as well as reference and background checks. The recruitments conducted include *Park Land Resource Manager (Current)*, *Human Resources Management Director (2023)*, *Engineering Division Manager (2023)*, *Engineer/Sr. Engineer - Traffic (2022)*, *Engineer – Development Services (2022)*, *Finance Director (2022)*, *Risk Safety Specialist (2022)*, *Senior Engineer (2022)*, *Engineer – Development Services (2022)*, *Floodplain Manager (2022)*, *Survey Records Manager (2022)*, *Public Works Director (2021)*, and *Administrative Services Division Director, Sr. (2020)*.

The Woodlands Township, TX. CPS HR conducted full recruitment processes that involved key stakeholder meetings, development of a marketing brochure, placement of paid advertising, in-depth outreach, research to find high caliber (active and passive) candidates, resume review, screening interviews of top tier candidates, facilitation of both virtual and in-person interviews for semi-finalists and finalists, salary negotiations, as well as reference and background checks. The recruitments conducted include *Director of Communications (2023)* and *Director of Human Resources (2022)*.

Tab C - Quality Control

Project Progress Monitoring and Deadline Adherence

Ensuring Successful Results

CPS HR uses a comprehensive approach for planning, organizing, directing, and controlling consulting engagements. Our approach is designed to ensure a focused and efficiently executed project. We use sound project management procedures and ongoing communication to ensure project success.

We are committed to ensuring transparent communication and adherence to project timelines throughout the duration of our collaboration with the Agency. To achieve this, we employ a set of procedures designed to keep all stakeholders well-informed and the project on track.

- **Dedicated Project Manager:** Your project will be overseen by a dedicated CPS HR Project Manager who will serve as your primary point of contact. This seasoned professional will be responsible for orchestrating project activities, tracking progress, and ensuring that all milestones and deadlines are met.
- **Milestone Timeline:** After the project kick-off meeting, CPS HR will provide a detailed milestone timeline. This timeline outlines key project phases, specific deadlines, and deliverable dates, providing a clear roadmap for the project's progression.
- **Regular Meetings:** To facilitate ongoing communication and progress monitoring, CPS HR will schedule standing bi-weekly or monthly meetings with the Agency's designated representatives. These meetings serve as valuable touchpoints for discussing project status, addressing concerns, and making necessary adjustments to ensure the project stays on course.
- **Microsoft Teams™:** For even more immediate and frequent updates, CPS HR will leverage Microsoft Teams™ as a collaborative platform. This allows for real-time sharing of project-related information, documents, and updates, enhancing transparency and accessibility.
- **Ad Hoc Telephone Conferences:** In addition to structured meetings, we understand that sometimes unforeseen issues or urgent matters may arise. To address these situations promptly and efficiently, we conduct ad hoc telephone conferences. These discussions can be scheduled whenever the need arises, providing a direct line of communication between our team and the Agency's representatives. These opportunities ensure that timely decisions and solutions can be reached to maintain project momentum.
- **Early Risk Analysis:** In the event of any potential roadblocks that may affect project timelines, CPS HR is proactive in conducting risk analysis. This preemptive approach allows us to identify challenges swiftly and develop mitigation strategies to keep the project moving forward without significant delays.

By implementing these procedures, CPS HR plans to provide the Agency with a project management framework that ensures constant progress tracking, effective communication, and timely achievement of project milestones and deadlines.

Tab D - Technical Proposal

Tab D - A. Proposal Narrative

1. Review “Section 4: Specifications” of this RFP. Are there any requirements that you cannot provide, or offer an alternative to? Describe any exceptions to the requirements. If there are no exceptions, please explicitly state that no exceptions are taken to any part of Section 4.

Further, describe any exceptions to other sections of this RFP. Your offer must be in compliance with stated terms and conditions unless NCTCOG accepts written identified exceptions of your proposal.

Exceptions

Section 4: Specifications. None

Section 6: General Terms and Conditions. We request to add our following pre-existing intellectual property language:

Retention of Rights. *“Contractor shall retain all right, title and interest in and to all pre-existing training, testing or assessment products, inventions (patentable or otherwise), discoveries, improvements, or copyrightable works, whether or not incorporated into a derivative work produced under this Agreement, but grants NCTCOG an irrevocable, royalty-free, perpetual and non-exclusive license to use the work solely for internal purposes. In addition, to the extent that Contractor incorporates pre-existing works into a derivative work, Contractor will retain ownership of the pre-existing portion of the derivative work. Apart from the above, any other work product, including those portions of derivative works created exclusively for NCTCOG with funds provided under this Agreement, shall be considered works made for hire and shall be owned by NCTCOG.”*

With regards to insurance, please be advised that CPS HR does not own any automobiles, and our self-insured retention is \$50,000.

2. Information under this section should include, but not be limited to, your understanding of the RFP requirements and your firm’s approach:
 - a. Demonstrate a clear understanding of the project by providing a concise description of how you propose to provide the services identified in this RFP.

Our Understanding of the Scope of Work

Service Category #1: Executive Search & Recruitment Services

CPS HR can provide full-service recruitment as needed.

Our services include three levels:

- Outreach level to build a qualified candidate pool and handle advertising

- Outreach and screening to produce a short list of qualified candidates
- Full recruitment from outreach, through screening, and final selection processes to an offer to the chosen candidate.

We can provide this for middle management, hard-to-fill, or executive levels. As experts in public sector recruiting, we have been making successful placements for 20 years.

b. Provide a detailed description of proposed services.

Tab D – B. Proposed Scope of Services has been provided under separate cover per RFP instructions and Addendum #1, Questions and Answers.

c. Provide a detailed description of the firm’s approach to overall project management, allocation of resources, and integration of all activities potentially required by the Scope of Work.

Project Management Approach

CPS HR is convinced that the key ingredient to a successful consulting assignment is an effective combination of sound project management procedures, high-quality project team members, and good customer service. Effective project management is required to provide for the orchestration and timely flow of activities, an ongoing feedback and adjustment mechanism, and the judicious use of time. Our project management process includes three primary components.

- Providing ongoing monitoring and control of project activities. Unforeseen developments or changes in circumstances may warrant changes in emphasis, revisions to the approach in certain areas, or other modifications of planned work activities. Active project management provides greater assurance that such redirection will occur when warranted by circumstances.
- Ensuring the optimum management of the time available to complete the project. Effective time management is a skill required of experienced professionals. Sound project management can optimize the overall effectiveness of the project team's efforts and provide a greater assurance of meeting milestones and budgets.
- Providing for the continuous reinforcement of the project's objectives. A major role of project management is to ensure that the consulting team consistently adheres to the proper perspective in facilitating the project.

CPS HR is dedicated to the commitment of its full complement of resources for the success of all projects. The team members who will be working on this project will be readily accessible and are committed to meeting all deadlines and scheduled timeframes.

Provide Oversight and Quality Assurance

We are committed to meeting the highest professional standards of quality. Team members are selected for their relevant experience and professional maturity in dealing with project environments such as this. Each will spend an appreciable portion of his or her effort in the review, constructive challenge, and direction of assigned responsibilities.

Our quality assurance procedures include executive level and/or independent peer review of results and progress on a scheduled basis by senior professionals or technical advisors. These individuals provide a critical challenge to the direction and results of project efforts to ensure the project is comprehensive in its breadth and thorough in its depth.

Peer review of engagement reports and documentation is critical to our success. At least one knowledgeable person other than the consultant preparing the document/product must review, critique, and understand the document/deliverable before it is considered ready for delivery to the client. CPS HR's Project Manager is directly involved in preparing and submitting project deliverables. No documents or materials of any kind are delivered to the client without the Project Manager's review and approval.

We firmly believe the most important factors in ensuring the highest quality of client satisfaction are the commitment the consultant brings to the engagement and the experience of the firm and the individual consultants working on the engagement.

Respond in a Timely Manner

Beyond the communication capabilities and routine project management practices identified above, our project team also has the depth and breadth necessary to meet time requirements of projects. It is our policy to make the best possible use of working time both on- and off-site. Our work schedules are completely flexible. Furthermore, as part of our practice, client calls and e-mails will be addressed no later than 24 hours upon receipt, if not earlier.

Meet and Exceed the Client's Expectations

The vision and values of CPS HR as an organization and for all of its personnel is centered around two primary values.

- **Satisfy the Client.** We will exceed client expectations whenever possible. We commit to quality and will assure that feel they have received a valuable service or product for the fee paid.
- **Value Ethical Behavior.** We model and reinforce honest and ethical behavior in all business relationships, including interactions with the Board members, clients, CPS HR staff, vendors, and the general public.

Our goal, therefore, is to ensure that our project team will meet or exceed your expectations for all phases of the project, and we will work diligently with your staff to meet fully the objectives of the project. We intend to accomplish this through our combination of sound project management procedures, good customer service, and solid communication strategies.

Our Communication Model

CPS HR Consulting recognizes that the success of any project depends upon the ability of the consulting team to develop and maintain effective working relationships with the Client's Project Representative, management, employees, and other key stakeholders. Throughout the project, we envision collaborating with the Client's Project Representative to maintain open lines of project communications and to develop a shared understanding of project needs, goals, and objectives.

CPS HR Consulting considers that open and consistent communication with project stakeholders is a key element of project acceptance and success. For that reason, the work plans presented by CPS HR Consulting contains multiple communication points with the Client and its employees including:

- Initial project meetings
- Workshops and focus group sessions with key stakeholders
- Bi-weekly or weekly scheduled Project Meetings (Via e-mail or teleconference)
- Employee Orientation Sessions
- Ad-hoc teleconference meetings with the Client Project Representative, and other designated stakeholders, as requested
- On-site meetings to present project deliverables

Progress Reporting Procedures

When a project begins, one of our first activities is to ensure that we have an accurate estimate of the level of effort required of each professional. These estimates are used to monitor the progress of each consultant against the work plan and project schedule. On a weekly basis throughout the project, professional hours are collected, accumulated, and distributed against project tasks so we can compare actual with budgeted performance.

An additional element related to the area of project control is the role of the Project Manager in monitoring the field work. The Project Manager is continuously involved in the review of ongoing activities to ensure that cost, schedule, and quality objectives are met. The Project Manager maintains frequent communication with project team members to coordinate ongoing activities and exchange pertinent information.

Periodic progress reports are another element of our project management and control system. The objective of project management is to provide close control and management of the team's efforts. It is our practice to provide the client with verbal interim progress reports based upon our project tracking. Ongoing written reports covering all services rendered to date will be provided monthly, and a year-end written report summarizing services provided for the contract year will be provided annually.

d. Provide details describing lines of authority and responsibility, and how your firm will respond proactively to problems and changes to the Scope of Work.

At CPS HR, our approach to managing authority, responsibility, and responsiveness is structured yet flexible, ensuring both effective project management and adaptability to evolving project needs.

■ **Lines of Authority and Responsibility:**

Our proposed project teams are organized in a clear hierarchy, designed to optimize communication and decision-making. For each service, at the helm is the Project Manager, serving as the primary point of contact and responsible for overall project oversight. The Project Manager is supported by a team of specialists, each a leader in their respective field, ensuring expert input across all project facets. This team structure ensures clear lines of authority and responsibility, with each member fully aware of their roles and the expectations set forth.

■ **Responding Proactively to Problems:**

We emphasize proactive problem-solving. Our Project Manager conducts regular review meetings to monitor progress, identify potential issues, and implement preemptive measures. In the event of unforeseen problems, we have a robust escalation protocol. Issues are promptly escalated to the appropriate level of management within our firm, ensuring swift and effective resolution.

■ **Adapting to Changes in the Scope of Work:**

Our approach to changes in the Scope of Work (SOW) is rooted in agility and open communication. We understand that project requirements can evolve, and our team is prepared to adapt swiftly. Any changes in the SOW are thoroughly analyzed by our Project Manager in collaboration with the client and the project team. We assess the impact of these changes on the project timeline, budget, and quality, and propose adjustments accordingly. Our aim is to ensure that any modifications are seamlessly integrated into the project plan, with minimal disruption to the ongoing work.

In summary, our firm is committed to delivering a well-managed project, characterized by clear lines of authority, proactive problem-solving, and adaptability to changes.

e. A description of how your firm intends to interact with the Customer during the engagement.

CPS HR works with a wide variety of public sector clients to conduct recruitments for numerous executive level positions and titles. All engagement methods are generally based on the preference of the client. For a Director level role, we more often work with a member of the Executive Leadership team or the hiring manager for the vacant position. Other clients prefer to appoint a staff liaison, such as the Chief Human Resources Officer, to coordinate directly with us.

For roles that are hired and approved by an elected or appointed body, clients prefer to have us work directly and exclusively with them. For this type of recruitment, we have also utilized an executive search committee, which is comprised of a few of the elected/appointed officials (to not create a quorum) and a member of staff. It is imperative that this committee has the trust and confidence of the full governing body. CPS HR will also meet with each elected/appointed member individually, and other key stakeholders as requested, to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face the position being recruited.

Throughout the entire recruitment process, we are strongly committed to keeping you fully informed of our progress. We provide ongoing updates via email or during scheduled client meetings. However, we are happy to accommodate any format/frequency the client desires. The candidate experience is also important to us, and we are corresponding with them through the process, especially those selected for further consideration.

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.

f. A description of how your firm intends to source highly qualified candidates.

CPS HR brings a wealth of expertise and innovation to the recruitment process. We are very strategic and intentional in our approach to identify and recruit candidates, and we recognize that the very best candidates for this type of position may not be looking. We research industry-specific and public sector affiliated associations and are constantly striving to find the best way to reach these passive candidates.

CPS HR also source candidates in specific geographic areas in relation to the client, as well as using social media platforms and LinkedIn Recruiter, the most robust LinkedIn recruiting package, to assist in identifying the candidates who are the best fit for our clients' needs.

Our outreach strategy takes a broad-brush approach towards finding candidates from atypical sources to also include reaching out to regional and national leaders and industry influencers for unique referrals. We will contact these prospective candidate through various avenues such as direct messages, emails, phone calls.

g. A description of how your firm intends to screen internal and external candidates.

CPS HR will directly receive all resumes and conduct an in-depth evaluation to assess the personal and professional attributes the Agency is seeking, and if applicable, supplemental questionnaire responses and other supporting materials.

CPS HR will personally speak to a top tier of selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will also gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct preliminary internet research on each candidate interviewed.

CPS HR will prepare a written report that provides an overview of the process and each candidate selected for a screening interview. Candidates will be placed in groupings based on the overall assessment, and a top tier will be recommended for further consideration. We will, however, discuss all screened candidates during our candidate review meeting to guide the client in their selection of candidates to move forward.

h. A description of how your firm intends to check references and backgrounds.

To ensure that a thorough vetting of the final selection has been done, we conduct a comprehensive reference check and background on the finalist. Our in-depth 360-degree reference check involves an evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. Candidates are requested to provide six references (2 peers, 2 subordinates, and 2 supervisors). Please note that it is our policy to not contact references until a contingent job offer has been made and accepted, so as not to jeopardize the candidate's current employment situation.

CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion, which results in the best appointment for the Agency. A written (anonymous) summary of the reference checks is provided to the Agency.

We will also work with our private investigator for a background check on a candidate's driving, criminal, and civil court records, as well as credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the Agency for further review.

i. A description of how your firm intends to advertise this position.

CPS HR will develop a colorful brochure to market and promote the specific position, along with the client and community. Our recently revamped brochure is offered in an electronic flipbook format to showcase the attributes of the Agency. CPS HR also placed paid advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local, or targeted basis based on the recruitment strategy. This is not an additional cost passed onto the organization but included in the professional fees proposed in the recruitment pricing.

CPS HR targets advertising to specific industries and individuals relevant to your needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience. CPS HR also strives to attract the most highly qualified, diverse candidate pools possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being minority and/or female candidates within the past three years. We have accomplished this by advertising with diverse organizations that are professional and industry specific to the role and constantly assessing the best methods for reaching the broadest network of possible candidates.

CPS HR also maintains a comprehensive, up-to-date database of industry leaders and experienced professionals. We will prepare an email distribution list containing prospective candidates with the background and experience related to the specific position. These individuals will receive a link to the specific position and brochure, and we will continue to reach out and engage with prospective candidates throughout the process. We will also utilize our own professional networks as referral sources to promote the position and share amongst their colleagues.

3. Describe your invoicing process. Is payment by credit card accepted? Progress payments? Is a deposit required?

Payments and Billing Process

CPS HR Consulting is flexible with payment options via check to our Wells Fargo lockbox, EFT/ACH and/or credit card processing. Accepted credit cards include Visa, MasterCard, and American Express.

CPS HR's standard practice is to invoice monthly for T&M and deliverable-based projects and/or upon completion for fixed fee projects. Our Finance Team works in conjunction with the CPS HR project manager regarding deliverables and/or project completion to invoice according to contract terms. Depending on client preference, invoices are mailed, emailed or submitted electronically to the client's A/P site for processing. CPS HR is flexible with the billing process if a client has special requirements for fiscal year-end timing, approval processes, or payment terms. No deposit is required.

Standard Payment Terms – Net 30

4. Review the pricing categories identified in Exhibit 1 of this RFP. Are there any category items that you cannot offer, or are there additional optional pricing categories that you wish to offer for consideration?

We are proposing on **Service Category #1: Executive Search & Recruitment Services** only, and have provided our standard pricing for this service for which we have proposed.

5. Designate and provide names of specific contact person(s) for the following phases: (1) proposal evaluation process (2) contracting process (3) contract administration (primary point of contact for receiving orders from participating agencies).

Contacts Information	
(1) Proposal Evaluation Process and (2) Contracting Process	Melissa Asher, Sr. Practice Leader, Products & Services (916) 471-3358; masher@cpshr.us
(3) Contract Administration	Dimple Patel, Contracts Coordinator (916) 471-3363; dpatel@cpshr.us

Tab E - Proposal Pricing

Service Category #1: Executive Search & Recruitment Services

Professional Services

Our professional **fixed fee** covers all CPS HR services associated with the recruitment process selected (**Outreach Only, 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 in our current price proposal.

Staff Level	Service	Pricing Structure	Pricing
Executive Search	Full-cycle recruitment (All Phases)	Flat Fee	\$27,000
Executive Search	Partial-cycle recruitment (Phase I & II)	Flat Fee	\$20,000
Executive Search	Professional Services for Outreach/ Advertising Only	Flat Fee	\$10,000
Middle Management/Specialized	Full-cycle recruitment (All Phases)	Flat Fee	\$20,000
Middle Management/Specialized	Partial-cycle recruitment (Phase I & II)	Flat Fee	\$17,000
Middle Management/Specialized	Professional Services for Outreach/ Advertising Only	Flat Fee	\$10,000

**Professional fees would be billed and paid monthly.*

Our Placement Guarantees

Executive Search Recruitment One-Year Service Guarantee

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

Middle Management Recruitment Six Month Service Guarantee

If the employment of the candidate selected and appointed by the Agency as a result of a **full middle management recruitment (Phases I, II, and III)** comes to an end before the completion of the first six (6) months of service, CPS HR will provide the Agency with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The Agency 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.

Tab F - References

Service Category #1: Executive Search & Recruitment Services

City of Fort Worth, TX (2022 to Present)

Address: 1000 Throckmorton St, Fort Worth, TX 76102

Contact: Dianna M. Giordano, Director of Human Resources and Civil Service; (817) 392-7783;
Dianna.giordano@fortworthtexas.gov

City of League City, TX (2020 - 2022)

Address: 300 W Walker St, League City, Texas 77573

Contact: James Brumm, Director of Human Resources & Civil Service; (281) 554-1006;
james.brumm@leaguecitytx.gov

North Texas Municipal Water District, TX (2023)

Address: 501 E. Brown Street, Wylie, TX 75098

Contact: Ike Obi, IPMA-SCP, Assistant Deputy - Human Resources; (469) 626-4399; iobi@ntmwd.com

County of Travis, TX (2020 to Present)

Address: 700 Lavaca St., 7th Floor, Austin, Texas 78701

Contact: Susan Welbes, Administrative Services Division Director, Sr.; (512) 854-9417;
Susan.Welbes@traviscountytx.gov

The Woodlands Township, TX (2022 - 2023)

Address: 2801 Technology Forest Blvd., The Woodlands, TX 77381

Contact: Monique Sharp, President; (281) 210-3831; msharp@thewoodlandstowship-tx.gov

Tab G - Required Attachments

Exhibit 1: Description of Desired Service Categories for Proposed Pricing

EXHIBIT 1 DESCRIPTION OF DESIRED SERVICE CATEGORIES AND PROPOSED PRICING

You should furnish a proposal that contains pricing for the services they wish to offer, choosing from the list below. You are not required to provide all service categories.

Service Categories #1-6.

Please provide a descriptive list of the various types of consulting services necessary you wish to offer as described in Section 4 along with the either fixed hourly rates or fixed percentage discount off your rates. These are the services and rates that your firm would use to calculate a lump sum project cost with a client. There may be as many Rate Classifications as you deem necessary. You may attach additional pages as needed.

In addition, you may wish to provide optional or ancillary services, that may not be ordinarily used in every executive search consult but may be of interest to your potential Customer.

NOTE: We have provided pricing under Tab E – Proposal Pricing for the following Service Category:

Service Category #1: Executive Search & Recruitment Services

Exhibit 2: Sample Market Basket Form

EXHIBIT 2 SAMPLE MARKET BASKET FORM

This form will be used for **evaluation purposes only**. It is hypothetical in nature and in no way relates to a project that will be awarded under this RFP. Its purpose is an exercise to get a cost estimate from proposing firms for a project of similar nature.

Please use the information below to complete this section. The following specifications are derived from a hypothetical customer. You should use the information below, and the category pricing proposed to establish an approximate project cost for evaluation purposes.

Hypothetical Project cost \$27,000.00

Proposal for Hypothetical Executive Search for the City of Whoville, USA

Background

A. The awarded Contractor shall solicit candidates for the new City Manager for the City of Whoville. The Contractor shall screen candidates based on the qualities, experience, and expertise specified by the City of Whoville, USA. The successful executive recruiter may be asked by the City to make a recommendation regarding the candidate or candidates being considered for appointment. Whoville is required to comply with its state and federal employment laws and the recruitment process must be conducted in accordance with the same.

B. The successful executive recruiter shall provide the following services:

1. Development of Candidate Profile: Consult with the Whoville, in small groups and/or individually, to develop/determine the profile (background, education, training, experience, knowledge, skills, abilities, management style and other appropriate characteristics) desired of the individual to be selected as new City Manager.

2. Develop a recruitment brochure prior to starting the recruitment, providing information and photos about Whoville.

3. Recruitment Strategy: Develop a strategy for carrying out the recruitment, including outreach to highly qualified candidates who might not otherwise express an interest, whether currently employed or not. Recruitment strategy shall include networking with the ICMA and any other pertinent networks or organizations deemed appropriate by the recruiter to find candidates with the requisite skills and experience identified and desired by the Board.

4. Source Highly Qualified Candidates: Identify and directly source top candidates through personal contacts, networking and referrals, strategic online and print advertising and other aggressive means to attract a highly qualified and diverse candidate pool.

5. Preliminary Screening of Candidates: Evaluate resumes and supplementary materials submitted by applicants and provide a preliminary assessment of the candidate pool, including recommendations on the most highly qualified candidates to advance as semi-finalists. In conjunction with Whoville representatives, conduct interviews and other assessments (i.e. supplemental questionnaires, testing, phone interviews, video conference, face-to-face [as feasible], etc.) with the semi-finalist group to recommend the top candidates who will then be invited to participate as finalists. Prepare and provide detailed profile packets for each finalist to the City representatives. Communicate with all candidates as to their status in a timely and professional manner.

6. Candidate Reference Checks: Conduct preliminary reference checks on the finalists and in-depth reference and background checks on the Board's "short-list" of finalist candidates. Background checks of finalists shall include, but not be limited to verification of educational background, conducting criminal, financial, local newspaper, online profiles, and civil litigation checks. In the event politically sensitive or potentially embarrassing issues arise in a candidate's background, the recruiter shall conduct in-depth interviews with the appropriate parties to clarify the event so that the matter can be fully disclosed and described to the Whoville representatives.

7. Communication with the City: Provide written bi-weekly activity reports summarizing and detailing the progress of the recruitment effort. Recruiter shall respond immediately to all inquiries from Whoville related to the progress of this recruitment effort.

Exhibit 3: Service Area Designation Forms

EXHIBIT 3 SERVICE DESIGNATION AREAS

Texas Service Area Designation or Identification			
Proposing Firm Name:	CPS HR Consulting		
Notes:	Indicate in the appropriate box whether you are proposing to service the entire state of Texas		
	Will service the entire state of Texas	Will not service the entire state of Texas	
	Yes		
	If you are not proposing to service the entire state of Texas, designate on the form below the regions that you are proposing to provide goods and/or services to. By designating a region or regions, you are certifying that you are willing and able to provide the proposed goods and services.		
Item	Region	Metropolitan Statistical Areas	Designated Service Area
1.	North Central Texas	16 counties in the Dallas-Fort Worth Metropolitan area	
2.	High Plains	Amarillo Lubbock	
3.	Northwest	Abilene Wichita Falls	
4.	Upper East	Longview Texarkana, TX-AR Metro Area Tyler	
5.	Southeast	Beaumont-Port Arthur	
6.	Gulf Coast	Houston-The Woodlands- Sugar Land	
7.	Central Texas	College Station-Bryan Killeen-Temple Waco	
8.	Capital Texas	Austin-Round Rock	
9.	Alamo	San Antonio-New Braunfels Victoria	
10.	South Texas	Brownsville-Harlingen Corpus Christi Laredo McAllen-Edinburg-Mission	
11.	West Texas	Midland Odessa San Angelo	
12.	Upper Rio Grande	El Paso	

(Exhibit 3 continued on next page)

(Exhibit 3 continued)

Nationwide Service Area Designation or Identification Form			
Proposing Firm Name:	CPS HR Consulting		
Notes:	Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.		
	Will service all fifty (50) states	Will not service fifty (50) states	
	Yes		
	<p>If you are not proposing to service to all fifty (50) states, then designate on the form below the states that you will provide service to. By designating a state or states, you are certifying that you are willing and able to provide the proposed goods and services in those states.</p> <p>If you are only proposing to service a specific region, metropolitan statistical area (MSA), or city in a State, then indicate as such in the appropriate column box.</p>		
Item	State	Region/MSA/City (write "ALL" if proposing to service entire state)	Designated as a Service Area
1.	Alabama		
2.	Alaska		
3.	Arizona		
4.	Arkansas		
5.	California		
6.	Colorado		
7.	Connecticut		
8.	Delaware		
9.	Florida		
10.	Georgia		
11.	Hawaii		
12.	Idaho		
13.	Illinois		
14.	Indiana		
15.	Iowa		
16.	Kansas		
17.	Kentucky		
18.	Louisiana		
19.	Maine		

20.	Maryland		
21.	Massachusetts		
22.	Michigan		
23.	Minnesota		
24.	Mississippi		
25.	Missouri		
26.	Montana		
27.	Nebraska		
28.	Nevada		
29.	New Hampshire		
30.	New Jersey		
31.	New Mexico		
32.	New York		
33.	North Carolina		
34.	North Dakota		
35.	Ohio		
36.	Oregon		
37.	Oklahoma		
38.	Pennsylvania		
39.	Rhode Island		
40.	South Carolina		
41.	South Dakota		
42.	Tennessee		
43.	Texas		
44.	Utah		
45.	Vermont		
46.	Virginia		
47.	Washington		
48.	West Virginia		
49.	Wisconsin		
50.	Wyoming		

End of Exhibit 3

Attachment I: Instructions for Proposals Compliance and Submittal

ATTACHMENT I: INSTRUCTIONS FOR PROPOSALS COMPLIANCE AND SUBMITTAL

REQUIRED ATTACHMENT CHECKLIST

This checklist is provided as a courtesy to responding firms. Please utilize this checklist to ensure that all required attachments are included with your proposal. IF AN ATTACHMENT DOES NOT APPLY, PLEASE MARK AS “**NOT APPLICABLE**” AND SUBMIT WITH THE PROPOSAL. FAILURE TO SUBMIT **ALL REQUIRED DOCUMENTS** MAY NEGATIVELY IMPACT YOUR EVALUATION SCORE.

- ☒ Cover Sheet
- ☒ Exhibit 1: Description of Desired Service Categories for Proposed Pricing
- ☒ Exhibit 2: Sample Market Basket Form
- ☒ Exhibit 3: Service Area Designation Forms
- ☒ Attachment I: Instructions for Proposals Compliance and Submittal
- ☒ Attachment II: Certification of Offeror
- ☒ Attachment III: Certification Regarding Debarment
- ☒ Attachment IV: Restrictions on Lobbying
- ☒ Attachment V: Drug-Free Workplace Certification
- ☒ Attachment VI: Certification Regarding Disclosure of Conflict of Interest
- ☒ Attachment VII: Certification of Fair Business Practices
- ☒ Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification
- ☐ Attachment IX: Historically Underutilized Businesses, Minority Or Women-Owned Or Disadvantaged Business Enterprises (**NOT APPLICABLE**)
- ☒ Attachment X: Federal and State of Texas Required Procurement Provisions
- ☒ Attachment XI: Conflict of Interest Questionnaire

Compliance with the Solicitation

Submissions must be in strict compliance with this solicitation. Failure to comply with all provisions of the solicitation may result in disqualification. You recognize that all proposals must be submitted electronically through PublicPurchase.com by the RFP due date and time. All other forms of submissions will be deemed nonresponsive and will not be opened or considered.

Acknowledgment of Insurance Requirements

By signing its submission, you acknowledges that it has read and understands the insurance requirements for the submission. You also understands that the evidence of required insurance may be requested to be submitted within ten (10) working days following notification of its offer being accepted; otherwise, NCTCOG may rescind its acceptance of the your proposals. The insurance requirements are outlined in Section 6.4.

CPS HR Consulting

Name of Organization/Contractor



Signature of Authorized Representative

Melissa Asher, Sr. Practice Leader, Products & Services

Printed/Typed Name and Title of Authorized Representative

2/6/2024

Date

Attachment II: Certification of Offeror

ATTACHMENT II: CERTIFICATIONS OF OFFEROR

I hereby certify that the information contained in this proposal and any attachments is true and correct and may be viewed as an accurate representation of proposed services to be provided by this organization. I certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. I agree that failure to submit all requested information may result in rejection of this proposal as non-responsive. I acknowledge that I have read and understand the requirements and provisions of the solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract.

I also certify that I have read and understood all sections of this solicitation and will comply with all the terms and conditions as stated; and furthermore that I, Melissa Asher (typed or printed name) certify that I am the Sr. Practice Leader (title) of the corporation, partnership, or sole proprietorship, or other eligible entity named as you and you herein and that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said Offeror by authority of its governing body.

CPS HR Consulting

Name of Organization/Contractor

Melissa Asher

Signature of Authorized Representative

Melissa Asher, Sr. Practice Leader, Products & Services

Printed/Typed Name and Title of Authorized Representative

2/6/2024

Date

Attachment III: Certification Regarding Debarment, Suspension and Other Responsibility Matters

ATTACHMENT III: CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

This certification is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 93, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668, 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false Proposals, or receiving stolen property;
3. Are not presently indicated for or otherwise criminally or civilly charged by a government entity with commission of any of the offense enumerated in Paragraph (2) of this certification; and,
4. Have not within a three-year period preceding this contract had one or more public transactions terminated for cause or default.

Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.

CPS HR Consulting

Name of Organization/Contractor(s):

J7ERNATZKCB9

SAM.GOV Unique Identity ID:



Signature of Authorized Representative

Melissa Asher, Sr. Practice Leader, Products & Services

Printed/Typed Name and Title of Authorized Representative

2/6/2024

Date

Attachment IV: Restrictions on Lobbying

ATTACHMENT IV: RESTRICTIONS ON LOBBYING

Section 319 of Public Law 101-121 prohibits recipients of federal contracts, grants, and loans exceeding \$100,000 at any tier under a federal contract from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. Section 319 also requires each person who requests or receives a federal contract or grant in excess of \$100,000 to disclose lobbying.

No appropriated funds may be expended by the recipient of a federal contract, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any federal executive department or agency as well as any independent regulatory commission or government corporation, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered federal actions: the awarding of any federal contract, the making of any federal grant, the making of any federal loan the entering into of any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

As a recipient of a federal grant exceeding \$100,000, NCTCOG requires its subcontractors of that grant to file a certification, set forth in Appendix B.1, that neither the agency nor its employees have made, or will make, any payment prohibited by the preceding paragraph.

Subcontractors are also required to file with NCTCOG a disclosure form, set forth in Appendix B.2, if the subcontractor or its employees have made or have agreed to make any payment using nonappropriated funds (to include profits from any federal action), which would be prohibited if paid for with appropriated funds.

(Attachment continued on next page)

(Attachment IV: Cont.)

**LOBBYING CERTIFICATION
FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative contract; and
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying”, in accordance with the instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

CPS HR Consulting

Name of Organization/Contractor

Melissa Asher

Signature of Authorized Representative

Melissa Asher, Sr. Practice Leader, Products & Services

Printed/Typed Name and Title of Authorized Representative

2/6/2024

Date

Attachment V: Drug Free Workplace Certification

ATTACHMENT V: DRUG-FREE WORKPLACE CERTIFICATION

The CPS HR Consulting (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the CPS HR Consulting (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statute in the workplace;

Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee; and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statute or requires such employee to participate in a drug abuse assistance or rehabilitation program.

CPS HR Consulting

Name of Organization/Contractor

Melissa Asher

Signature of Authorized Representative

Melissa Asher, Sr. Practice Leader, Products & Services

Printed/Typed Name and Title of Authorized Representative

2/6/2024

Date

Attachment VI: Certification Regarding Disclosure of Conflict of Interest

ATTACHMENT VI: CERTIFICATION REGARDING DISCLOSURE OF CONFLICT OF INTEREST

The undersigned certifies that, to the best of his or her knowledge or belief, that:

“No employee of the contractor, no member of the contractor’s governing board or body, and no person who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of this contract shall participate in any decision relating to this contract which affects his/her personal pecuniary interest.

Executives and employees of contractor shall be particularly aware of the varying degrees of influence that can be exerted by personal friends and associates and, in administering the contract, shall exercise due diligence to avoid situations which give rise to an assertion that favorable treatment is being granted to friends and associates. When it is in the public interest for the contractor to conduct business with a friend or associate of an executive or employee of the contractor, an elected official in the area or a member of the North Central Texas Council of Governments, a permanent record of the transaction shall be retained.

Any executive or employee of the contractor, an elected official in the area or a member of the NCTCOG, shall not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by contractor or Department. Supplies, tools, materials, equipment or services purchased with contract funds shall be used solely for purposes allowed under this contract. No member of the NCTCOG shall cast a vote on the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide a direct or indirect financial benefit to the member or any business or organization which the member directly represents”.

No officer, employee or paid consultant of the contractor is a member of the NCTCOG.

No officer, manager or paid consultant of the contractor is married to a member of the NCTCOG.

No member of NCTCOG directly owns, controls or has interest in the contractor.

The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

Should the contractor fail to abide by the foregoing covenants and affirmations regarding conflict of interest, the contractor shall not be entitled to the recovery of any costs or expenses incurred in relation to the contract and shall immediately refund to the North Central Texas Council of Governments any fees or expenses that may have been paid under this contract and shall further be liable for any other costs incurred or damages sustained by the NCTCOG as it relates to this contract.

CPS HR Consulting

Name of Organization/Contractor



Signature of Authorized Representative:

Melissa Asher, Sr Practice Leader, Products & Services

Printed/Typed Name and Title of Authorized Representative

2/6/2024

Date

Attachment VII: Certification of Fair Business Practices

ATTACHMENT VII: CERTIFICATION OF FAIR BUSINESS PRACTICES

That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices in a judicial or state agency administrative during the preceding year.

CPS HR Consulting

Name of Organization/Contractor

Melissa Asher

Signature of Authorized Representative

Melissa Asher, Sr. Practice Leader, Products & Services

Printed/Typed Name and Title of Authorized Representative

2/6/2024

Date

Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification

ATTACHMENT VIII: CERTIFICATION OF GOOD STANDING TEXAS CORPORATE FRANCHISE TAX CERTIFICATION

Pursuant to Article 2.45, Texas Business Corporation Act, state agencies may not contract with for profit corporations that are delinquent in making state franchise tax payments. The following certification that the corporation entering into this offer is current in its franchise taxes must be signed by the individual authorized on Form 2031, Corporate Board of Directors Resolution, to sign the contract for the corporation.

The undersigned authorized representative of the corporation making the offer herein certified that the following indicated Proposal is true and correct and that the undersigned understands that making a false Proposal is a material breach of contract and is grounds for contract cancellation.

Indicate the certification that applies to your corporation:

_____ The Corporation is a for-profit corporation and certifies that it is not delinquent in its franchise tax payments to the State of Texas.

X
_____ The Corporation is a non-profit corporation or is otherwise not subject to payment of franchise taxes to the State of Texas.

Type of Business (if not corporation): ☐ Sole Proprietor
☐ Partnership
☒ Other (Joint Powers Authority)

Pursuant to Article 2.45, Texas Business Corporation Act, the North Central Texas Council of Governments reserves the right to request information regarding state franchise tax payments.

CPS HR Consulting

Name of Organization/Contractor



Signature of Authorized Representative

Melissa Asher, Sr. Practice Leader, Products & Services

Printed/Typed Name and Title of Authorized Representative

2/6/2024

Date

Attachment IX: Historically Underutilized Businesses, Minority or Women-Owned Or Disadvantaged Business Enterprises

NOT APPLICABLE

**ATTACHMENT IX:
HISTORICALLY UNDERUTILIZED BUSINESSES, MINORITY OR WOMEN-OWNED OR
DISADVANTAGED BUSINESS ENTERPRISES**

Historically Underutilized Businesses (HUBs), minority or women-owned or disadvantaged businesses enterprises (M/W/DBE) are encouraged to participate in the solicitation process. Representatives from HUB vendors should identify themselves and submit a copy of their certification. This applies only to the Offeror and not a subcontractor.

NCTCOG recognizes the certifications of both the State of Texas Program and the North Central Texas Regional Certification Agency. Companies seeking information concerning HUB certification are urged to contact:

State of Texas HUB Program
Texas Comptroller of Public Accounts
Lyndon B. Johnson State Office Building
111 East 17th Street
Austin, Texas 78774
(512) 463-6958
<http://www.window.state.tx.us/procurement/prog/hub/>

Local businesses seeking M/W/DBE certification should contact:

North Central Texas Regional Certification Agency
624 Six Flags Drive, Suite 100
Arlington, TX 76011
(817) 640-0606
<http://www.nctrca.org/certification.html>

Submitter must include a copy of its minority certification documentation as part of this solicitation.
If your company is already certified, attach a copy of your certification to this form and return with your proposal.

Indicate all that apply:

☐ Minority-Owned Business Enterprise
☐ Women-Owned Business Enterprise
☐ Disadvantaged Business Enterprise

ATTEST TO Attachments of Certification:

Authorized Signature

Typed Name

Date

Subscribed and sworn to before me this _____ day of _____ (month), 20__ in

_____ (city), _____ (agency), _____ (state).

SEAL

Notary Public in and for _____ (Agency),

State of _____ Commission expires: _____

Attachment X: Federal and State of Texas Required Procurement Provisions

ATTACHMENT X NCTCOG FEDERAL AND STATE OF TEXAS REQUIRED PROCUREMENT PROVISIONS

Note: The following provisions are mandated by Federal and/or State of Texas law. Failure to certify the following will result in disqualification of consideration for contract. Entities or agencies that are not able to comply with the following statements will be ineligible for consideration of contract award.

(Attachment continued on next page)

(Attachment X: Cont.)

**PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT
CERTIFICATION**

This Contract is subject to the Public Law 115-232, Section 889, and 2 Code of Federal Regulations (CFR) Part 200, including §200.216 and §200.471, for prohibition on certain telecommunications and video surveillance or equipment. Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g., phones, internet, video surveillance, cloud servers) include the following:

- A) Telecommunications equipment that is produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliates of such entities).
- B) Video surveillance and telecommunications equipment produced by Hytera Communications Corporations, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliates of such entities).
- C) Telecommunications or video surveillance services used by such entities or using such equipment.
- D) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, Director of the National Intelligence, or the Director of the Federal Bureau of Investigation reasonably believes to be an entity owned or controlled by the government of a covered foreign country. The entity identified below, through its authorized representative, hereby certifies that no funds under this Contract will be obligated or expended to procure or obtain telecommunication or video surveillance services or equipment or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as a critical technology as part of any system prohibited by 2 CFR §200.216 and §200.471, or applicable provisions in Public Law 115-232 Section 889.

☒ **The Contractor or Subrecipient hereby certifies that it does comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.**

CPS HR Consulting

Name of Organization/Contractor



Signature of Authorized Representative

Melissa Asher, Sr. Practice Leader, Products & Services

Printed/Typed Name and Title of Authorized Representative

2/6/2024

Date:

-OR-

☐ **The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.**

Name of Organization/Contractor

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

(Attachment continued on next page)

Page 39 of solicitation

(Attachment X: Cont.)

DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

This contract is subject to the Texas Local Government Code chapter 2274, Subtitle F, Title 10, prohibiting contracts with companies who discriminate against firearm and ammunition industries.

TLGC chapter 2274, Subtitle F, Title 10, identifies that “discrimination against a firearm entity or firearm trade association” includes the following:

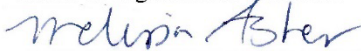
- A) means, with respect to the entity or association, to:
 - I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and
 - II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or
 - III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.
- B) An exception to this provision excludes the following:
 - I. contracts with a sole-source provider; or
 - II. the government entity does not receive bids from companies who can provide written verification.

The entity identified below, through its authorized representative, hereby certifies that they have no practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and that they will not discriminate during the term of the contract against a firearm entity or firearm trade association as prohibited by Chapter 2274, Subtitle F, Title 10 of the Texas Local Government Code.

☒ **The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 2274, Subtitle F, Title 10.**

CPS HR Consulting

Name of Organization/Contractor



Signature of Authorized Representative

Melissa Asher, Sr. Practice Leader, Products & Services

Printed/Typed Name and Title of Authorized Representative

2/6/2024

Date

-OR-

☐ **The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 2274, Subtitle F, Title 10.**

Name of Organization/Contractor

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

(Attachment continued on next page)

Page 40 of solicitation

(Attachment X: Cont.)

BOYCOTTING OF CERTAIN ENERGY COMPANIES

This contract is subject to the Texas Local Government Code chapter 809, Subtitle A, Title 8, prohibiting contracts with companies who boycott certain energy companies.

TLGC chapter Code chapter 809, Subtitle A, Title 8, identifies that “boycott energy company” means, without an ordinary business purpose, refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations with a company because the company:

- I. engages in the exploration, production, utilization, transportation, sale, or manufacturing of fossil fuel-based energy and does not commit or pledge to meet environmental standards beyond applicable federal and state law; and
- II. does business with a company described by paragraph (I).

The entity identified below, through its authorized representative, hereby certifies that they do not boycott energy companies, and that they will not boycott energy companies during the term of the contract as prohibited by Chapter 809, Subtitle A, Title 8 of the Texas Local Government Code.

☒ **The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 809, Subtitle A, Title 8.**

CPS HR Consulting

Name of Organization/Contractor

Melissa Asher

Signature of Authorized Representative

Melissa Asher, Sr. Practice Leader, Products & Services

Printed/Typed Name and Title of Authorized Representative

2/6/2024

Date

-OR-

☐ **The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 809, Subtitle A, Title 8.**

Name of Organization/Contractor

Signature of Authorized Representative

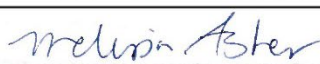
Printed/Typed Name and Title of Authorized Representative

Date

Attachment XI: Conflict of Interest Questionnaire

ATTACHMENT XI:

NOT APPLICABLE

CONFLICT OF INTEREST QUESTIONNAIRE For vendor doing business with local governmental entity		FORM CIQ
<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>		OFFICE USE ONLY Date Received
1	Name of vendor who has a business relationship with local governmental entity. CPS HR Consulting	
2	<input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)	
3	Name of local government officer about whom the information is being disclosed. N/A _____ Name of Officer	
4	<p>Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.</p> <p>A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
5	Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.	
6	<input type="checkbox"/> Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).	
7	<p> Signature of vendor doing business with the governmental entity</p> <p>2/6/2024 Date</p>	