

## **City of El Paso Executive Search Services**

### **A. Purpose of Request**

The City of El Paso, Texas (CoEP) is requesting proposals from skilled independent executive search consultants to assist El Paso with conducting a search that will lead to the selection of a new City Manager. El Paso is interested in completing the search and selection process for the new City Manager by the end of November 2023.

CoEP operates under a council-manager form of government with a nine-member City Council, comprised of an elected Mayor, eight District Representatives, and an appointed City Manager.

CoEP was incorporated in 1873, converted to a Home-Rule Municipality in 1917 and spans over 255 square miles. Located at the confluence of two countries, the United States and Mexico; and three states, Texas, Chihuahua, and New Mexico, the City of El Paso serves just under 700,000 residents. The City of El Paso is the 22<sup>nd</sup> largest city in the United States, and the 6<sup>th</sup> largest city in Texas. As part of the largest binational metroplex in the Western Hemisphere, the City of El Paso serves as the epicenter to a global, cultural and economic population of 2.5 million people.

El Paso is a diverse community with over 81% of the total population identifying as Latino/Hispanic. El Paso has consistently been ranked as one of the safest large cities in the United States. The City of El Paso provides a wide array of municipal services to its residents and visitors, employing approximately 6,675 FTEs. CoEP's departments include the City Manager's Office, City Attorney, Administrative Services, El Paso Airport, Community Development, Economic Development, Environmental Services, Finance, Fire, Mass Transit, Parks, Police, Recreation and Cultural Services, Streets & Maintenance, Public Works, and Zoo to name a few. El Paso operates with an annual budget of approximately \$1.2 billion.

### **I. Qualifications**

In addition to meeting all other requirements of this RFP, all responding proposers shall furnish verifiable evidence that their firm and personnel meet the following minimum qualifications.

- A. Proposer has at least five (5) years of recruitment experience, preferably for federal, state, or local public sector agencies.
- B. A proven history of engagements of similar size and scope, with other government public sector clients.

### **II. Scope of Services**

- A. Same Consultant for Duration of Project. The proposal, based upon which the Council awards a contract, will identify the individual(s) responsible for all aspects

of the project and must not delegate non-clerical work to lower-level staff without the prior approval of the City Council and/or Council committee. The consultant for the project must disclose any personal or business relationships with any member of the City's previous (3 years) or current management team, to include Interim City Manager, Deputy City Managers, Managing Directors, or the Chief Human Resources Officer.

- B. Schedule "A". The consultant will search for qualified candidates and will assist in narrowing the pool of candidates. The consultant will propose how those tasks are conducted. Typically, the types of tasks could include the following, referred to herein as Schedule "A":

**1. Initial Meeting and Strategic Planning:**

- a) Visit City of El Paso campus for targeted conversations with Mayor and Council and appropriate stakeholders to develop a full understanding of the City of El Paso (CoEP), its vision, mission and goals.
- b) Meet with the Mayor, City Council and appropriate stakeholders to obtain information regarding expectations, challenges, requirements, and responsibilities of this position.
- c) Review the current job description for any needed revisions, in conjunction with the City Council and other key individuals and sources selected by CoEP.
- d) Meet with identified community stakeholders to further understand the needs of the community.

**2. Recruitment Brochure Development and Advertising:**

- a) Develop a comprehensive community profile and recruitment brochure(s) that include a profile of the ideal candidate.
- b) Profiles shall include the required academic training, professional experience, Leadership, management and personal characteristics related to the position.
- c) Spearhead an aggressive direct networking campaign to attract top talent, executing the advertising plan. This may include regional, in-state, and local elements as determined during the initial meetings with the City.

**3. Execution of Recruitment Strategy and Identification of Quality Candidates:**

- a) Advertising should include targeted mailings, selected advertising, networking, direct inquiries, and using the consultant's knowledge of candidates from other searches. This advertisement should be in both English and Spanish.
- b) Recruitment will be at a national level and cannot be exclusively the recruiting firm's clientele. Provide an online platform for application

management, candidate evaluation, and ranking.

- c) Provides professionally designed tools such as questionnaires to evaluate candidates further.

#### **4. Screening of Applicants and Recommendation of Semi-Finalists:**

- a) Screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation.
- b) Compare applications to the approved candidate profile developed.
- c) Develop customized questionnaires & due diligence questionnaires as applicable to provide to applicants who most closely meet the candidate profile.
- d) Provide online recorded interviews, as applicable, prior to finalist selection.
- e) Semi-finalists should be limited to 8 applicants and finalists to 4 applicants.
- f) The awarded firm must disclose any personal or business relationships with the final 8 candidates.

#### **5. Conducting Background Checks, Reference Checks, and Academic Verifications:**

- a) Conduct reference checks, background checks, and academic verifications on selected finalist(s) to include as assigned:
  - i. Consumer Credit
  - ii. Bankruptcy
  - iii. City/County criminal
  - iv. State Superior Court Criminal
  - v. City/County Civil Litigation
  - vi. State District Court Civil Litigation
  - vii. Judgement/Tax Lien
  - viii. Federal District Criminal
  - ix. Motor Vehicle
  - x. Federal District Civil Litigation
  - xi. Educational Verification

#### **6. Final Interview and Selection Process:**

- a) Provide documentation on each of the finalists with highlights of their professional experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks, and academic verifications. These meetings will take place in Executive Session.
- b) Provide guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).
- c) Be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluations of the candidates.

- d) Work with the City Council to select finalists through an appropriate interview process. Assist Council by suggesting the involvement of other key stakeholders in the process.
  - e) Working with CoEP staff, conduct a community engagement process regarding input on the qualities desired in a City Manager and an opportunity to meet and engage with final candidates under consideration by the Council. Community engagement will include up to three panels and a general public forum. :
  - f) Conduct media searches for candidates at the semi-finalist and/or finalist levels to facilitate thorough ranking and screening (news, social media, education, career, etc.).
  - g) Work with City staff to coordinate a formal *Meet & Greet* with El Paso citizens.
  - h) If directed by Council, assist with the development of an employment agreement and compensation package and related employment considerations and assist with the negotiation of an employment agreement.
- A. Guarantee. The consultant must continue to provide the services above until a City Manager is appointed or until the contract with the consultant is terminated by El Paso. In addition, should the new City Manager be terminated for cause or resign within eighteen (18) (12) months, the consultant must conduct a replacement search at no charge.
- B. Compliance with Laws. The consultant must comply with and perform the services under all applicable federal, state, and local laws, guidelines, Executive Orders, or applicable guidance.
- C. Warranty. The consultant must warrant that it has the requisite training, skills, and experience necessary to provide the requested services and that it is accredited and licensed by all applicable agencies and governmental entities.
- D. Insurance. During the term of service to El Paso, the consultant must have commercial general liability insurance with a minimum coverage of \$1,000,000 and \$2,000,000 aggregate, and professional liability insurance with a minimum coverage of \$1,000,000, and must name the City of El Paso as additional insured, and provide a certificate evidencing all such insurance before El Paso signs this contract.

EVALUATION CRITERIA – STEP 1	POINTS WEIGHTING
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(Breakdown of Components and Applicable Weights)	(Max. Possible Pts.)
<b>A. COST (15%)</b>	15
<b>B. UNDERSTANDING OF THE SCOPE OF WORK</b>	10
<b>C. PRIOR EXPERIENCE</b>	25
<b>D. REFERENCES</b>	10
<b>E. QUALIFICATIONS AND CAPABILITIES OF ASSIGNED KEY PERSONNEL</b>	15
<b>F. PROPOSED APPROACH</b>	25
<b>GRAND TOTAL OF COST AND TECHNICAL MERIT</b>	<b>100</b> (Grand Total Max. Pts.)

<b>SHORT-LIST EVALUATION CRITERIA – STEP 2</b> (Breakdown of Components and Applicable Weights)	<b>POINTS WEIGHTING</b> (Max. Possible Pts.)
<b>PRIOR EVALUATION SCORING</b>	90
<b>INTERVIEWS</b>	10
<b>GRAND TOTAL OF EVALUATION CRITERIA AND INTERVIEWS</b>	100