

**To the Mayor and Members of the City Council****September 19, 2023**

Page 1 of 1

SUBJECT: PROPERTY MANAGEMENT DIRECTOR RECRUITMENT PROCESS

The purpose of this report is to provide an update on the City's hiring process to recruit for the vacant Property Management Director position. Human Resources (HR) is committed to hiring talented and diverse individuals and desires a workforce that reflects the community we serve. The City's recruitment efforts seek to be inclusive so that all individuals have equal employment opportunities. The City's goal is to conduct an extensive and nationwide search for the organization's next strategic individual to lead the Property Management Department.

Recruitment Process

The HR department sought proposals from multiple executive recruitment firms to conduct the search for the Property Management Director. HR extended the opportunity to twelve (12) executive recruitment firms and received four (4) proposals. The City selected Strategic Government Resources (SGR) to conduct the recruitment.

During August 2023, the City and SGR discussed the overall recruitment strategy, ideal candidate qualities, key departmental projects and initiatives, and advertisement sources, including the job boards to advertise the position that would attract a diverse applicant pool of qualified candidates, and agreed upon a proposed timeline for the recruitment process, as noted below.

Tentative Timeline

- August 28 Job posting opened
- September 29 Job posting closes
- October SGR and FW Team meet to review applicants and select semifinalists
SGR screens semifinalists
- Oct/Nov SGR and FW Team meet to select finalists
- Nov/Dec FW Team interviews finalists and hosts meet and greet

The SGR screening process includes a thorough review of the candidate's demonstrated work experience, including questionnaires, social media review, and a background check for the top candidate(s).

Attached is the SGR brochure for the Property Management Director recruitment.

Dianna Giordano, Human Resources Director, is available to answer any questions.

David Cooke
City Manager

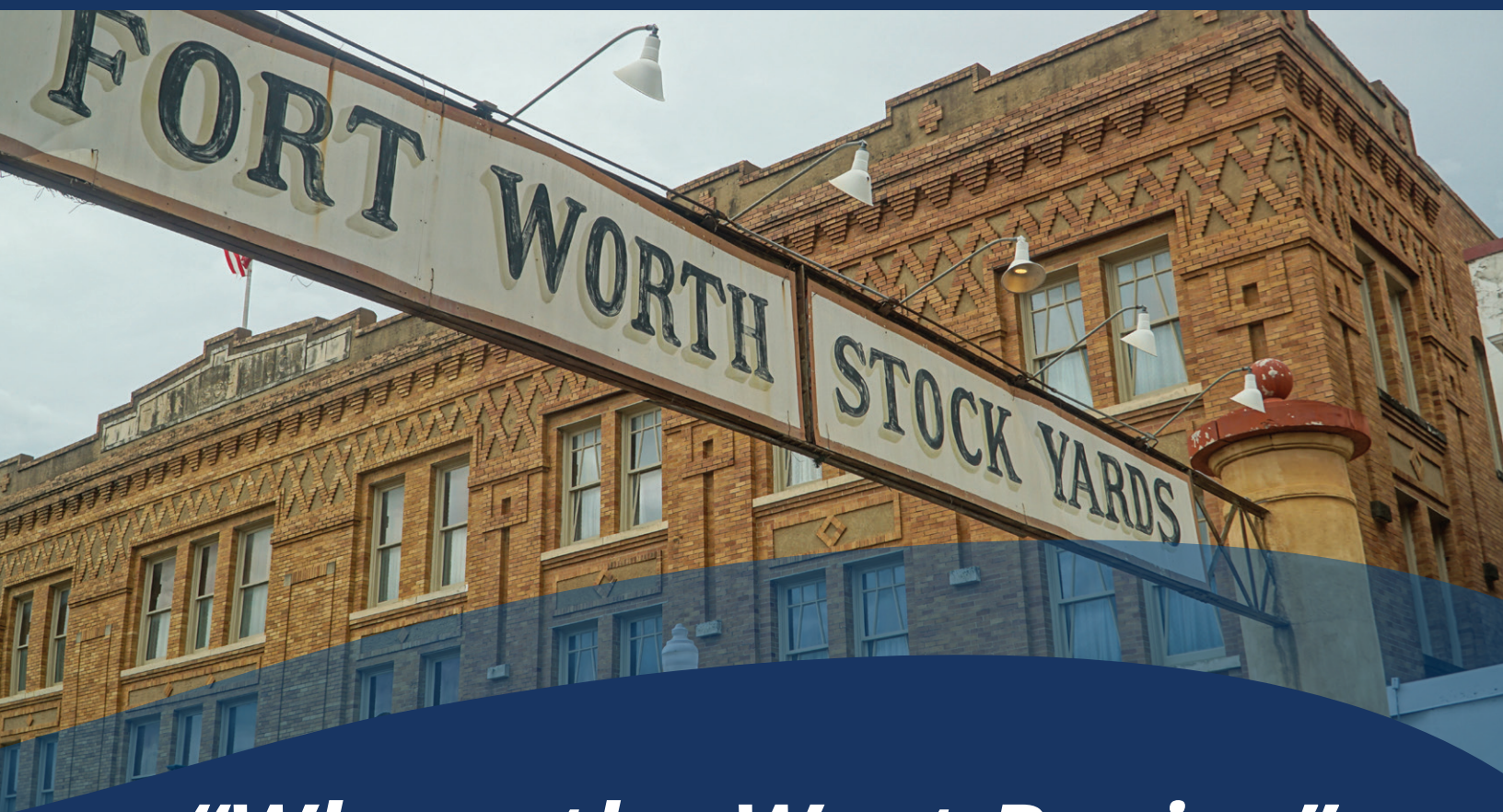


PROPERTY MANAGEMENT DIRECTOR

CITY OF FORT WORTH, TEXAS

EXECUTIVE
RECRUITMENT
PROVIDED BY





“Where the West Begins”

Mission

Working together to build a strong community

Vision

Fort Worth will be the most livable and best-managed city in the country

Values

- Exceptional Customer Experience
- Accountability
- Ethical Behavior
- Diversity
- Mutual Respect
- Continuous Improvement



THE COMMUNITY

A city of Cowboys and Culture, Fort Worth is known for its Texas hospitality. The City of Fort Worth is the 13th largest and one of the fastest-growing cities in the U.S. With great neighborhoods, scenic terrain, and a rich history of arts and culture, paired with world-class opportunities for business and education, it's not only fun to visit Fort Worth, but it's also even more rewarding to call it home. Fort Worth truly offers all the benefits and amenities of a bustling metropolitan city while keeping the small-town charm that keeps it unpretentious and charismatic in all the right ways. Designated as one of America's "Most Livable Communities" by the Partners for Livable Communities, the city truly offers a melting pot of culture, commerce, community, and, yes, cowboys.

Once an essential stop on the legendary cattle drives from Texas to Kansas and home to cattle barons and oil wildcatters, today, this city of more than 900,000 seamlessly blends its cattle and oil heritage with a vast array of businesses, industries, and entertainment. Known for a commitment to preserving its history, this modern city proudly celebrates the famous Stockyards National Historic District, home to twice-a-day cattle drives, Billy Bob's Texas — the world's largest honky-tonk — and Mule Alley, formerly the horse and mule barns utilized during World War I and now home to restaurants, shops, western heritage brands, and creative workspaces.

The city's downtown includes Sundance Square, a 35-block business and entertainment district featuring architecture from the Victorian, Art Deco, and modern eras. The city's cultural district boasts world-renowned museums, galleries, and public gardens. Major events include the MAIN ST Fort Worth Arts Festival, Mayfest – Fort Worth, and the iconic Fort Worth Stock Show & Rodeo. In fact, Money Magazine once proclaimed that "Fort Worth offers big city arts and entertainment without the attitude or high prices of comparable metros."

The city's proximity to Dallas/Fort Worth International Airport, located midway between the two cities, has enticed some of the best-known names in commerce and industry to locate their headquarters in Fort Worth, including American Airlines, BNSF Railway, Lockheed Martin Tactical Aircraft Systems, and Bell Flight. Transportation, healthcare, and manufacturing are driving factors behind employment in the city and, as Fort Worth has emerged as a popular tourist destination, the hospitality and travel sector has become a significant economic generator.



THE COMMUNITY, continued

Other significant employers include JPS Health Network, Cook Children's Health Care System, Naval Air Station Fort Worth Joint Reserve Base, Texas Health Resources, and Alcon, as well as city and county governments and the Fort Worth Independent School District. In addition, the City of Fort Worth has several significant projects underway, including a future city hall and the continued development of Panther Island, a mixed-use development north of downtown.

It's no surprise that the city's list of accolades is long. It includes a place on U.S. News & World Report's "25 Best Places for Young Professionals," Travel & Leisure's "50 Best Places to Travel," and RetireBetter-Now.com's "21 Best Places to Retire." Fort Worth has also been ranked among the "Best Cities to Raise a Family" by SmartAsset.com, and the city's zoo was named the "#2 Zoo in America" by USA Today behind the renowned San Diego Zoo.

The median annual family income in Fort Worth is \$65,351. Average home values are in the \$360,000 range.

Access to health care and education are important quality-of-life factors, and Fort Worth offers an abundance of both. The city lays claim to one of the finest medical communities in Texas, including Cook Children's Health Care System, Baylor Scott & White All Saints Medical Center, Texas Health Harris Methodist Hospital, UT Southwestern Monty and Tex Moncrief Medical Center, Medical City Fort Worth, JPS Health Network, and the TCU School of Medicine.

As to education, Fort Worth's Texas Christian University (TCU), one of the state's most prestigious universities, offers more than 100 undergraduate majors in arts and sciences, business, fine arts, communications, education, engineering, and nursing. Texas A&M School of Law, Texas Wesleyan University, and the UNT Health Science Center draw students from around the country and beyond, while Tarrant County College District serves the community across multiple campuses.



GOVERNANCE AND ORGANIZATION

The City of Fort Worth operates under a council-manager form of government. The City Council comprises the mayor, elected at-large, and ten City Council members who represent single-member districts, all serving two-year terms. The City Council adopts municipal ordinances and resolutions, makes proclamations, sets the tax rate, and approves the budget. Positions appointed by the Council include the City Manager, City Secretary, City Attorney, City Auditor, municipal court judges, and City board and commission members.

The Fort Worth City Council's strategic vision priorities to enhance quality of life include:

- Economic Development & Community Investment
- Community Safety
- Infrastructure, Responsible Growth, and Fiscal Responsibility

City Manager David Cooke, who was appointed to the position in 2014, oversees the day-to-day operations of the organization and is responsible for leading the City's 7,877 authorized positions in implementing the policies set forth by the Mayor and City Council, as well as managing an annual operating budget of approximately \$2.3 billion in Fiscal Year 2023. Fort Worth's ad valorem tax rate is \$0.7125 per \$100 of valuation.

Before becoming Fort Worth City Manager, Cooke served more than 13 years as the County Manager, plus four years as Deputy County Manager in Wake County, NC, and a dozen years with the City of Charlotte, NC. His experience also includes working for a private-sector engineering and consulting firm, teaching economics at a community college, and serving as a presidential management intern in the Department of Defense. He is a graduate of the University of North Carolina at Chapel Hill and holds a master's degree in public administration.

ABOUT THE DEPARTMENT

The Property Management Department remains steadfast in direct support of the City of Fort Worth in its continued vision to be “the most livable and best-managed city in the country” by creating great places for people to live, work, and play. Their values include exceptional customer experience, mutual respect, embracing diversity, continuous improvement, ethical behavior, and accountability.

This Department centralizes functions related to management of assigned City assets, such as fleet maintenance and fuel management, facilities maintenance and planning, and land and property acquisitions and sales.

The Property Management Department consists of four divisions:

- The **Facilities Management Division** is responsible for planning, development, utilization, and maintenance of the majority of city facilities. This includes but is not limited to architectural and construction management services citywide.
- The **Fleet Services Division** is charged with maintaining the city's fleet and is budgeted and accounted for in the Equipment Services Fund.
- The **General Services Division** has five sections, including Financial & Administrative Services, Utility Administration, IT Services, Contract Compliance Management, & Fleet Fuel Management.
- The **Real Estate Division** has five sections including Real Property, Tax Foreclosed Property, Lease Administration, Mineral Management, and Lake Worth Lease Management.

The current main goals for the Property Management Department are the following:

- Complete the final design and renovation plan for the Future City Hall building and construction of the Future City Hall Council Chambers and parking garage.
- Complete the expansion of the Fort Worth Convention Center.
- Complete the schematic design and land acquisition for the Bond Program projects.
- Continue to expedite capital parcels and land acquisitions for capital projects delivery.
- Develop a Facilities Maintenance Master Plan.
- Implement a new fleet and fuel management system.
- Maintain city-wide fleet availability at 94% or greater for efficient delivery of city services.
- Implement the Real Estate Database System.

The mission of the Property Management Department is to support the efficient and effective delivery of municipal services through the resourceful stewardship of the city's physical assets. Property Management's vision is to be the centralized source for all city physical assets including fleet, facilities, and real property. The Department will have a comprehensive inventory of city assets and a plan for maintenance and replacement of these assets.

The Department has 214 employees and a total annual budget of \$70,149,022.



ABOUT THE POSITION

The Property Management Director will plan, direct, and manage the activities and operations of the four divisions of the Property Management Department, including Facilities Management, Fleet Services, General Services, and Real Estate. The Director will coordinate assigned activities with other departments and outside agencies and provide complex strategic and administrative support to the Assistant City Manager.

This position directs the activities of the Department, which includes planning, coordinating, administering, and evaluating programs, projects, processes, procedures, systems, standards and/or service offerings and ensuring compliance with federal, state, and local laws, regulations, codes and/or standards. The Director will oversee staff who are responsible for planning, development utilization, and maintenance of a majority of City facilities, including but not limited to architectural and construction management services citywide. They will also manage staff responsible for the maintenance of the City's fleet, utility administration and fuel services, and real estate services such as real property, tax foreclosed property, lease administration, and mineral management.

The Director will provide leadership in the development and implementation of goals, objectives, policies, and priorities for assigned programs; recommend and administer policies and procedures; and identify opportunities for improvement, including writing of new rules and regulations and/or proposals for new programs. They will also represent the Department to other departments, elected officials, developers, outside agencies, and the general public, as well as participate on a variety of boards, commissions, and committees.

Other duties of the Director include:

- Lead efforts in evaluating proactive strategic initiatives and opportunities that will advance the staff's ability to coordinate with impacted internal and external stakeholders.
- Lead the development and administration of the Department's annual budget; approve expenditures and forecasts; and implement budgetary adjustments.
- Establish appropriate service and staffing levels; monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures; and allocate resources accordingly.
- Interpret, justify, and defend planning and development programs, policies, and activities.
- Negotiate and resolve sensitive and controversial issues.

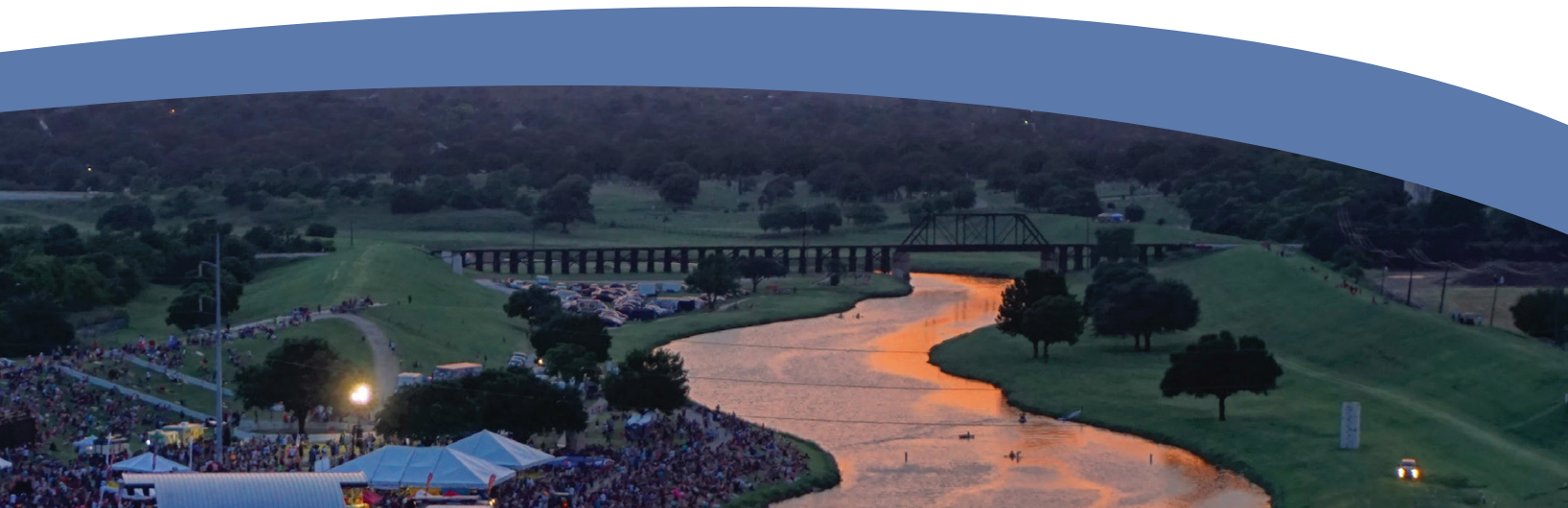
IDEAL CANDIDATE

The City of Fort Worth seeks an experienced, energetic, and resourceful leader, with a demonstrated record of leadership and operational experience, to serve as its next Property Management Director. The ideal candidate will possess a strong customer-centric approach and excellent communication skills, with the ability to negotiate, balance, and sustain strong stakeholder relationships. They will have in-depth knowledge of strategic asset management in the areas of facilities, fleet, and/or real property. The successful candidate will be adept in managing organizational change and will be able to collaborate and build strong partnerships with internal client departments, contractors, and other governmental agencies.

The ideal candidate will be detail-oriented with a good business sense. They will be an innovative problem solver, who is passionate about improving the quality of life for residents of Fort Worth. Exceptional interpersonal skills are essential. The successful individual will have the ability to boost and maintain positive employee morale and to motivate and inspire employees to maximize their potential and provide the highest level of customer service to citizens and client departments.

The ideal candidate will possess a professional history that demonstrates the following necessary leadership competencies and attributes:

- Having strong, innovative leadership and management skills.
- Being a change agent for improving operations and asset management by implementing an entrepreneurial spirit.
- Possessing a management philosophy that is strongly customer-service oriented, both internally and externally.
- Being able to creatively negotiate and implement streamlined processes and project management through partnership with stakeholder groups.
- Possessing an organizational and political awareness of sensitive projects, programs, and services that can involve competing interests and priorities.
- Having considerable knowledge of and experience with principles and practices of building construction, project management, process improvement, and building maintenance.
- Having a proven track record for business process re-engineering – achieving efficiencies and innovation while improving the delivery and quality of service.



EXPERIENCE AND EDUCATION

The position requires a bachelor's degree from an accredited college or university with major course work in architecture, engineering, or a closely related field, plus eight years of responsible experience in fixed asset management of buildings and facilities, fleet vehicles and equipment, and/or real property acquisition, disposition, and leasing. Four years of administrative and supervisory responsibility is required.

COMPENSATION AND BENEFITS

The City of Fort Worth offers a competitive salary range for this position, commensurate with experience and qualifications. In addition, the City provides a benefits plan that includes medical, dental, vision, life, and long-term disability insurance, a pension plan (Fort Worth Employees' Retirement Fund), and a 457 deferred compensation plan. Partnering with Southwestern Health Resources, the City provides access to three employee health centers exclusive to Fort Worth employees, retirees, and their enrolled dependents.

APPLICATION PROCESS

[Please apply online](#)

For more information on this position contact:

Lissa Barker, Senior Vice President

LissaBarker@GovernmentResource.com

817-266-0647



The City of Fort Worth is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists will be subject to a comprehensive background check.

RESOURCES

[City of Fort Worth](#)

[Visit Fort Worth](#)

[Property Management Department](#)

[Downtown Fort Worth, Inc.](#)

[Fort Worth Comprehensive Plan](#)

[Fort Worth ISD](#)

[Fort Worth Economic Development](#)

[Fort Worth Chamber of Commerce](#)

