



PROPOSAL

City of Placerville

Recruitment Services

Development Services Director
(Planning and Building)

July 2024

July 1, 2024

City of Placerville
3101 Center Street
Placerville, CA 95667

Cleve Morris, City Manager
cmorris@cityofplacerville.org

RE: RECRUITMENT SERVICES

Dear Cleve,

Regional Government Services Authority (RGS) is pleased to submit a proposal to the City of Placerville (Agency) for recruitment services. In the proposal provided, executive recruitment services are estimated to cost about \$19,000 for staff time. This cost estimate is based on the maximum cost of our staff to complete a project. This cost can shift based on candidate count and the selection process required to best establish a list of qualified candidates. Many of our projects come in under budget.

RGS is a unique, fee-supported, joint powers authority specializing in public-sector administration and consulting services. RGS exclusively serves public agencies and employs experienced public-sector professionals to assist our partner agencies. Since 2002, RGS has served over 200 public agencies.

I am confident that you will find our proposal to be responsive to your agency's objectives and needs. The plan provides for ample time, tools, and support to meet or exceed the goals provided. RGS has a solid and respected reputation with the public agencies we serve for timely, cost-efficient delivery and effective implementation. As a public agency ourselves, we fully understand the needs and requirements of other public agencies.

If you have any questions regarding this information, please feel free to contact Kay Randolph-Pollard at krandolphpollard@rgs.ca.gov or 650-587-7314. We look forward to the opportunity to provide you with these services.

Sincerely,

Kay Randolph-Pollard
Senior Advisor – Recruitment Services Lead
REGIONAL GOVERNMENT SERVICES

ABOUT REGIONAL GOVERNMENT SERVICES

Organizational Profile

Our staff draws on over 125 years of public service with 80 years held specifically in the field of human resources, which includes recruitment. We have worked extensively with local government agencies of all sizes and services. We are skilled at providing services both in-person and remotely.

In addition to a core team of experienced HR generalists with outstanding analysis and problem-solving skills, we have assembled a staff of subject-matter experts to offer “best practices” advice and HR deliverables in areas of: recruitment, selection methods, and employee onboarding; job analysis, work classification and organizational structures; design and administration of pay and benefit models and systems; performance management, competency building and evaluative feedback; disability and medical leave management; policy and procedure development and implementation; employee dispute resolution; administration of discipline; and labor relations.

RGS also offers expert resources in the allied fields of occupational safety and health, risk management, and organizational development to supplement core HR services; as well as a supervisory skill-building training program designed to align with public sector employment practices.

A sampling of the HR services and projects provided by RGS HR Advisors includes:

- Recruitment and Selection: Conducted in excess of 150 recruitments for partner agencies last FY.
- HR Policy and Procedures Development: Comprehensive personnel policy and key administrative practices for six Bay area agencies.
- Classification and Compensation Studies: Completed four major organization-wide classification and compensation studies; plus, numerous work unit or job class and compensation studies as part of overall generalist HR services.
- Performance Management and Retention Programs: Developed comprehensive new programs for two organizations, plus associated training for employees and supervisors, and implementation coaching for supervisors.
- Labor and Employee Relations: Successfully negotiated three labor contracts last FY; provided successful facilitated dispute resolution and supervisory and communication skills coaching for at least a dozen employee dyads in five agencies; facilitated a public safety discipline through a year-plus arbitration process.
- Training: Delivered or are delivering seven supervisory skills academies, plus developed and delivered more than six custom training programs.
- Strategic Human Resources Planning: Completed four HR systems assessments and one HR audit, including associated workplans.

RGS is a virtual government agency and has developed a unique network of geographically distributed Advisors who can provide work onsite or through various remote access technologies to

deliver services to partner agencies, reducing overhead and expanding our ability to provide high-quality services.

For each Agency project a core team will be assigned to deliver project goals. An Advisor will serve as the Agency's primary service provider and point of contact. Together, this core team will provide continuity of services and ensure that identified deliverables are provided. In addition, at the discretion of the Lead Advisor, other RGS staff may assist remotely or onsite to ensure timely delivery or to add functional expertise to specific projects and activities. This service model will include:

- Team Advisors who engage in problem-solving and project planning meeting(s) with Agency staff at all levels and will develop action plans and timelines for the accomplishment of project goals.
- Regular communication regarding assigned projects, issues, and integration with overall Agency priorities will be provided by assigned Advisors and directed to the Agency's identified point of contact.

RGS is flexible and responsive in its ability and desire to assign qualified staff to provide a team and work with the Agency at the time service is initiated to make an effective and reasonable Advisor assignment to meet the fiscal and operational needs of the Agency and meet the project defined project goals. RGS presently has several well-qualified journey-level Advisors who are regionally available (within driving distance).

While not all members of the assigned team will be in geographical proximity to the Agency's offices, RGS will make every effort to ensure that travel costs are minimized through effective remote service delivery and the assignment of at least one journey-level team member within the Agency's geographical region. RGS reserves the right to offer and/or assign another available and equivalently qualified Advisor at any time.

Our Values

- **Expert Services:** RGS serves exclusively public sector agencies with its team of public sector experts.
- **Innovation:** RGS encourages and develops innovative and sustainable services to help each agency meet its challenges through new modes of service provision.
- **Customer Driven:** RGS customizes solutions to achieve the right level and right kind of service at the right time for each agency's unique organizational needs.
- **Perseverance:** Sometimes the best solutions are not immediately apparent. RGS listens, works with you, and sticks with it until your needs are met.
- **Open-Source Sharing:** RGS tracks emerging best practices and shares them; our clients and our Advisors learn from each other's hard-won experience.
- **Commitment:** Government agencies are the public's sole provider for many services. Public trust is earned and must be honored. Each agency should and will know how RGS sets its rates. RGS' pledge to you is that we will act with honesty, openness, and full transparency.

Recruitment and Selection Services

RGS uses a thorough search and screening approach based on the best practices of merit selection and an objective assessment of job-related qualifications and competencies. We use a unique process in sourcing candidates who are aligned with the values of the organization. Foremost, as we design a strategy for the project we engage with agency staff.

Here are a few of the tools we use to administer efficient, safe, virtual, and confidential recruiting processes: remote recruiting, applicant tracking platform, remote screening, and remote interviews including proctored oral boards.

We utilize a four-stage process to guide us in developing our deliverable: a pool of qualified candidates.

- I. Recruitment strategy and candidate profile development.
- II. Marketing using a proactive and robust search.
- III. Merit-based selection
- IV. Hiring support

Step I - Recruitment Strategy and Candidate Profile Development

We meet with the agency's management and staff to familiarize ourselves with your agency's needs and the position requirements to develop a recruitment strategy. We believe that the most important step in developing a strategy is to take the time to learn about your organization and the position. An outcome of this work is the "Ideal Candidate" profile including competencies and attributes that we generate in order to target search efforts.

Another important aspect of our process is that we practice "Candidate Care" throughout the recruitment project. What does candidate care mean to us?

- We make it easy for candidates to apply.
- We make it easy for candidates to participate in selection activities.
- We provide regular communication to candidates.

Step II - Marketing Using a Proactive and Robust Search

We use language to market each position and partner agency to provide candidates a view of the benefit for working for your agency in the position being recruited. Our marketing plans include personal outreach, targeted advertising, and social media promotions. A plan is developed for each project in consultation with your agency. We have a LinkedIn professional recruiter license and can also conduct a passive candidate search for qualified individuals who are not actively seeking employment. RGS is committed to reaching a diverse candidate pool. Our marketing includes a Diversity and Inclusion strategy based on your agency's Diversity and Inclusion Plan and goals. To support these efforts, we recommend publications and websites that are focused on reaching

underserved candidate populations. A proposed marketing plan is established for each project based on its unique needs.

Step III – Merit Based Selection

The RGS Recruitment Team uses merit principles to guide the recruitment and selection methods that are equitable, efficient, effective, and fair. The selection process is customized for each position – based on competencies and required knowledge, skills, and abilities.

Our exam planning includes a discussion of the best approach in assessing candidates to achieve the desired outcome. The selection process may include in-depth, behavioral-based interview with each candidate and may also include other selection assessments such as skills testing and/or a performance exam.

RGS receives and screens all application materials to determine each candidate's ability to meet minimum qualifications for the position. RGS also conducts remote screening based on behavioral-based process. Our Advisors personally speak to qualified candidates during a preliminary review. In this process, we gain a solid understanding of each candidate's technical competence, leadership competence, communication skills, interpersonal skills, and verify minimum qualifications.

We prepare a summarized report with information obtained through the candidate screening process including a list of qualified candidates for further consideration.

We handle all aspects of the selection process. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; scheduling and facilitating the interviews; deliberation of the results; and contacting both successful and unsuccessful candidates.

Step IV – Hiring Support (As requested)

- Conditional Job Offer
- In-Depth Reference Checks
- Salary Negotiation

Background Checks - To maintain agency best practices and consistency of process; RGS recommends that agencies utilize their internal background check process and resources. If an agency does not have a background check resource, RGS has vendors we can recommend who are reputable, easy to access, and meet all legal requirements.

Communication and Reporting

RGS provides regular progress reports to critical staff or delegates within the partner agency. Periodic remote and/or onsite meetings are scheduled to maintain regular input and communication for the ongoing project. RGS maintains and conducts all needed correspondence and record-keeping throughout the process. We maintain a final record to comply with current legal standards.

The deliverable we produce is a list of qualified candidates and associated candidate information. Based on agency requirements we can compile a final report that documents marketing efforts and a final written summary of work performed.

SERVICE COST/BILL RATES

Recruitments will only be conducted based on a specific request from the Agency’s primary contract contact in writing.

These recruitment services are estimated to cost about \$19,000 for staff time. This cost estimate is based on the maximum cost of our staff to complete a project. This cost can shift based on candidate count and the selection process required to best establish a list of qualified candidates.

Depending on the nature of the recruitment services provided, direct external cost for such items as recruitment advertising, test rental, and marketing resources, will be invoiced at cost with no markup. Mileage will be calculated and invoiced using the current IRS rate. The partner agency can determine the amount of funds for direct external cost in advance. These direct external costs are separate from staff time estimates provided above and billed outside of the Not To Exceed (NTE).

Recruitment Services Direct Cost Rates

| Title | Rate |
|---|--|
| NeoGov Applicant Tracking - Governmentjobs.com Careers Government.com for social media and diversity. | \$550 per posting |
| Candidate Remote eSkills Online Test | \$25 - per candidate per testing session based on volume |

RGS does not guarantee a candidate selection and hire made by our partner client agencies. In the event a recruitment does not produce a viable candidate, or there is a premature dismissal or resignation of the selected candidate, RGS’s approach is to charge for the work performed as agreed. It is rare when a deadline needs to be extended or a recruitment needs to be reopened. In the case these steps need to take place, when an agreement is reached to extend or re-recruit, we then make revisions as needed to the plan and proceed based on the revised or new plan. RGS will charge for the additional or new work.

If a candidate leaves and a new recruitment process is needed, our current hourly rates plus direct costs apply for these services if requested.

RGS provides services on an hourly basis, plus direct costs. Work is performed as agreed and subsequently billed each month based on hours actually worked.

Bill rates are as follows:

| Title | Hourly Rate |
|-------------------------------|-------------|
| Strategic Services Consultant | \$186 |
| Senior Advisor | \$157 |
| Advisor | \$135 |
| Technical Specialist | \$119 |
| Administrative Specialist | \$106 |

PROJECT TEAM APPROACH AND QUALIFICATIONS

RGS delivers HR services through a team of Advisors. Our core team is made up of eight lead recruitment advisors, four technical support, and three advisors that provide leadership support. For the project, a core team will consist of a journey-level lead HR Advisors who will carry out HR activities, resolve HR issues, and ensure timely delivery of HR functions through the use of the RGS team. The assigned Advisor will serve as the project’s primary service provider and point of contact. Together, this core team will provide continuity of services and ensure that identified deliverables are provided.

Our core team of Recruitment Advisors have extensive public sector recruitment and selection experience. We maintain our skills and knowledge of current trends in the ever-evolving environment required to produce effective recruitment and selection projects at all levels.

SAMPLE TIMELINE

This sample is based on all activities that may need to take place. The time frame could be shorter if certain activities are not needed, for example job description update and salary review.

| Tasks | Target Timeframe/Date | Responsible Party |
|---|--|-------------------|
| Initial Recruitment/Position Needs Meeting | Within 10 days of formal executed agreement. | RGS/Agency |
| Develop job description and review salary. (If needed) | Week 1 | RGS |
| Recruitment plan and materials drafted and finalized. | Week 2-3 | RGS/Agency |
| Open recruitment (3 to 4 weeks). | Week 4 | RGS |
| Advertising and marketing conducted. | Week 5-8 | RGS |
| Review of draft materials (screening interview questions). | While Accepting Applications | RGS/Agency |
| Recruitment closes (3–4-week timeframe). | Week 8 | RGS |
| Remote screening of qualified applicants. | Week 9 | RGS |
| Remote screening report delivered | Week 10 | RGS/Agency |
| Agency hiring interviews with RGS support. | Week 10-11 | RGS/Agency |
| Verbal conditional job offer and salary negotiation based on Agency parameters established. | As Requested | RGS/Agency |
| Conditional offer letter to candidate. | As Requested | RGS/Agency |
| Reference check conducted. | As Requested | RGS/Agency |
| Start date (depending on a 2 to 4-week notice needed to start) | 2 – 4 weeks after Job Offer | Agency |

References for Executive and Managerial Recruitments

Coachella Valley Public Cemetery District (2021)

- Joshua Bonner
District Manager (Placed candidate)
josh.bonner@cvpcd.org

City of Del Rey Oaks (2021)

- Alison Kerr
City Manager, (Mayor during project term)
shouldbeinthegarden@gmail.com
- John Guertin
City Manager (Placed candidate)
JGuertin@DelReyOaks.org

Town of Yountville (2022)

- Brad Raulston
Town Manager
Braulston@yville.com
- Irene Borba
Planning and Building Director (Placed candidate)
Iborba@yville.com

Salinas Valley Basin Groundwater Sustainability Agency (2023)

- Piret Harmon
General Manager (Placed candidate)
harmonp@svbgsa.org,

City of Belvedere (2023)

- Helga Cotter
Director of Administrative Services
hcotter@cityofbelvedere.org
- Rebecca Markwick
Director of Planning and Building (Placed Candidate)
rmarkwick@cityofbelvedere.org

Pajaro Regional Flood Management Agency (2023/24)

- Mark Strudley, Ph.D.
Executive Director
(Recruitment of Engineering Manager)
mark.strudley@prfma.org

Solano County Mosquito Abatement District (2023)

- Miguel Cardenas
District Manager
mcardenas@solanomosquito.com

Santa Ynez River Conservation District #1 (2024)

- Paeter E. Garcia, General Manager
(Recruitment of Administration and Finance Manager)
general@syrwd.org