



REQUEST FOR PROPOSAL

from the

EL DORADO HILLS COMMUNITY SERVICES DISTRICT

to

**RETAIN AN EXECUTIVE SEARCH FIRM FOR THE
RECRUITMENT OF A NEW GENERAL MANAGER**

**ISSUED: JANUARY 27, 2012
RESPONSES DUE: FEBRUARY 17, 2012**

RFP Contact:

**Tracey Lynn Lowry
Human Resources Manager
El Dorado Hills Community Services District
1021 Harvard Way
El Dorado Hills, CA 95762
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I. THE DISTRICT

The Community

The El Dorado Hills Community Services District is celebrating its 50th year anniversary in 2012; a Golden Year that will be marked by a year-long series of special events to commemorate our 50 years of excellence in community service.

El Dorado Hills is nestled along Highway 50 in the lower Sierra Nevada foothills in western El Dorado County, only 25 miles from the State Capital in Sacramento, California. Featuring rolling hills and open space, El Dorado Hills has experienced phenomenal growth in recent years and is a very desirable place to call home.

To the west, El Dorado Hills and the CSD run along the El Dorado County line. To the east, the CSD borders the Cameron Park community and the Cameron Park Community Services District.

North of Highway 50, Sacramento County and the City of Folsom in Sacramento County are our CSD neighbors. South of Highway 50, the CSD abuts Rolling Hills CSD to the west and Marble Valley CSD, Cameron Park Estates CSD, and Cameron Park CSD to the east along a portion of their boundaries.

The area south of the District boundary toward the community of Latrobe includes the El Dorado Hills Business Park and rural residential and equestrian properties. The CSD is bordered by Folsom Lake and the Auburn-Folsom State Recreation Area to the north.

Purpose of Request

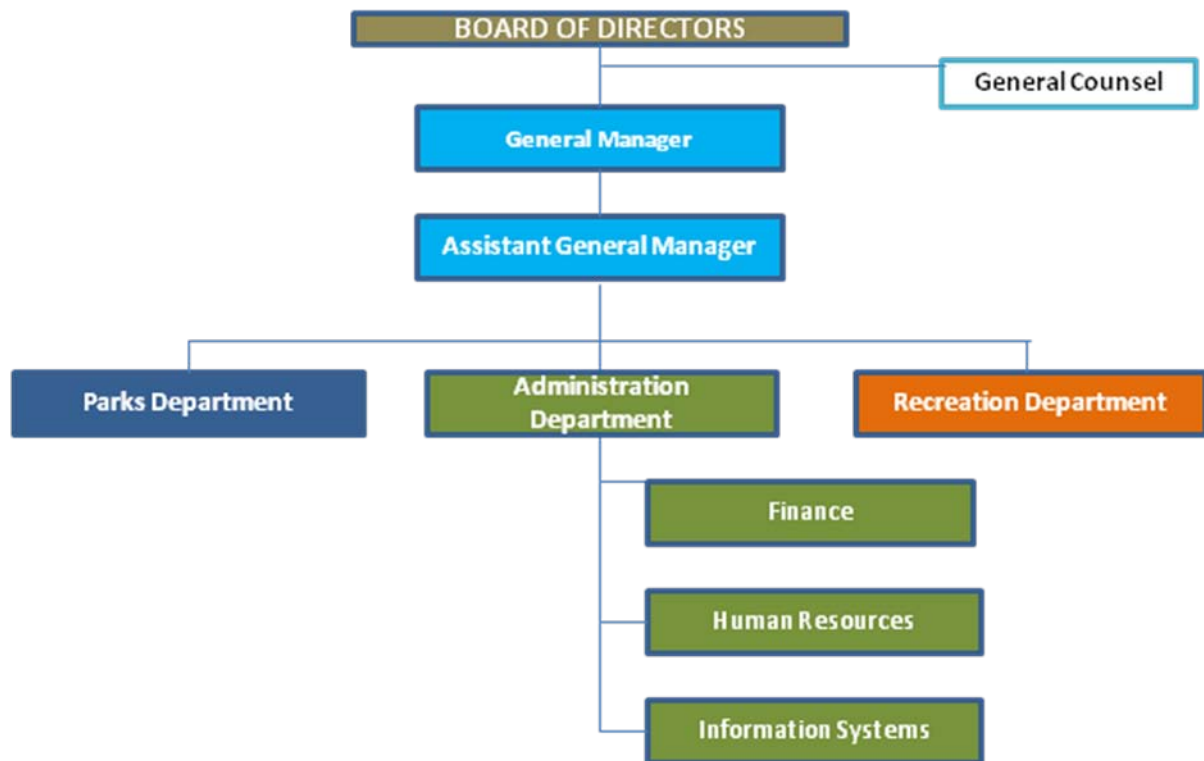
Our current Interim General Manager, Richard J. Ramirez, plans to leave the El Dorado Hills Community Services District this spring. Mr. Ramirez was hired to fill the void which was created when the former General Manager separated the District. Therefore, the El Dorado Hills Community Services District is requesting proposals from qualified executive recruitment consultants to conduct a search leading to the selection of a new General Manager.

As a general guideline, the District is interested in completing the recruitment/selection process so that a new General Manager is selected and ready to start no later than October 1, 2012. It is anticipated that the top recruitment firms will be invited to a selection interview by the District Board of Directors on Wednesday, March 7, 2012 in El Dorado Hills.

The Special District operates as a form of local government that delivers specific public services within defined boundaries. The District operates with a governing board of five elected Directors. The General Manager is appointed by the Board of Directors and serves as the chief executive of the District at the pleasure of the Board of Directors. El Dorado Hills Community Services District has a staff of approximately 150 during peak season, approximately 70 part-time/seasonal staff year-round and approximately 30 full time, benefitted, staff year-round. Including operating and capital budgets, the 2012 fiscal budget is \$9,766,668.

District departments include Parks, Recreation and Administration. District functions include Parks and Recreation, Design Review, CC&Rs, monitoring Cable Television, Solid Waste and Recycling franchise agreements, Planning, Information Technology, Finance and Human Resources.

The District's department organizational chart is as follows:



II. PROJECT SCOPE

The consultant will be responsible for providing the following services to the District:

- **Review and Finalize Search Process and Schedule**

Finalize the schedule and process with the District Board of Directors in consultation with the Human Resources Manager, the Interim General Manager, and key District staff. This will include the marketing strategy and advised advertising and outreach costs.

- **Meet and Receive Input; Prepare Candidate Profile**

The Human Resources Manager and Interim General Manager will help facilitate meetings with the selected recruiter and one-on-one meetings with Board Members and key District staff to determine the organization's needs and the personal and professional characteristics desired of the new General Manager.

This process will also require that the recruiter, along with the Human Resources Manager and Interim General Manager, handle at least one community envisioning workshop to obtain community input into the candidate profile.

- **Prepare Recruitment Brochure and Place Advertisements**

Following the development of the candidate profile, a professional recruitment brochure will be developed and presented for review to the Human Resources Manager in consultation with the Board of Directors for their input prior to printing. In addition, advertisements will be prepared and placed for publication in appropriate newsletters and websites such as Western Cities Magazine, California Park and Recreation Society and California Special District Association.

- **Identify and Contact Potential Candidates**

- Contact professional organizations such as ICMA, CPRS, CSDA, ICMA Range Riders, NRPA, CSAC, and the District-County Management Foundation to request assistance in identifying outstanding potential candidates.
- Provide each potential candidate with a copy of the recruitment brochure transmitted by personal letter.
- Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage the candidate to submit a resume.

- **Conduct Initial Screening and Interviews**

All resumes will be submitted to the consultant for initial screening to include a thorough review of each candidate's application, resume, and other supporting materials. At the conclusion of the initial screening, the consultant will prepare a written report for the Human Resources Manager, Interim General Manager and Board of Directors, which summarizes the results of the screening process and recommends the top candidates to be interviewed by the District. This report will include a brief profile on each candidate's background and the candidate's resume. Candidates not recommended will be listed with a short reason for rejecting that applicant.

- **Design and Administer Selection Process/Interviews**

Develop an in-depth panel interview process vis-a-vis the adopted interview schedule with the District recruitment Board of Directors. This process will include contacting both the successful and unsuccessful candidates, preparing appropriate materials, coordinating and facilitating the in-person interviews with a panel and assisting with deliberation of the results of the interviews.

- **Arrange Follow-up Interviews**

Following the completion of the selection process, the consultant will inform the unsuccessful candidates. Assuming there is a preferred candidate, s/he will be invited back for a "Community Tour" to be handled by the District. Finally, the consultant will coordinate an in-person conversation with the Board of Directors and the preferred candidate, tentatively scheduled for Friday, July 6 or Friday, June 15, 2012.

- **Reference/Background Checks and Negotiations**

Consultant conducts reference and background checks on preferred candidate and begins negotiations on compensation, employment agreement language with the Human Resources Manager and Interim General Manager review and the El Dorado Hills Community Services District Attorney input, terms and conditions, and start date. Prior to this point, consultant will work with the Board of Directors, through the Human Resources Manager and Interim General Manager, on establishing general compensation guidelines for the General Manager position.

III. PROJECT DETAILS

The Community Services District of El Dorado Hills seeks to acquire the professional services of a qualified consulting firm, herein referred to as consultant. At a minimum, the consultant shall accomplish all of the tasks outlined in the project scope. The consultant shall work directly with El Dorado Hill Community Services District's Human Resources Manager and Interim General Manager as well as the Board of Directors to complete this project. The selected consultant will meet with representatives identified by the District to refine the project scope, to define and prioritize key issues, and determine the documentation needs for the project. The consultant will subsequently provide timelines

and schedules, outlines of methodology, listings and finalization of all expected work products, draft documents and an implementation strategy.

V. RFP RESPONSE FORMAT

The RFP respondent shall submit one (1) unbound and five (5) bound copies of their proposal with all of the information requested. To simplify the proposal evaluation process, the District is seeking proposals in the following format:

- 1) Cover/Cover Letter
 - A) Firm/entity name
 - B) Brief description of the firm/entity
 - C) Sub-consultants or joint venture identified (if applicable to your proposal)

- 2) Proposal
 - A) Information about the consultant firm(s) including: organizational structure(s), location of principal office(s), years in business, number of employees and other pertinent information

 - B) Key personnel and roles
 - i. Name of the principal or project manager in the firm/entity who will have direct and continued responsibility for the services provided to the District. This person will be the District staff's first point-of-contact on all matters dealing with the services offered, and will handle day-to-day activities through to completion.
 - ii. Outline of responsibilities/roles of firm/entity personnel with respect to providing the services requested (Note: if the proposal includes more than one firm/entity, please identify the responsibilities and roles of each firm.)
 - iii. Experience/resumes of project/assignment personnel
 - iv. Concurrent project assignments of assigned project manager

 - C) Qualifications of the Firm/Entity(s)
 - i. Description of similar projects/assignments completed in the last 12 months
 - ii. Project/assignment references

 - D) Response to the Scope of Services requested and other key issues raised in RFP.
 - i. Description of process, key milestones, elements included in the study, deliverables and "intersection points" with the District during the course of the study

E) Time frame for the recruitment (Note: As a guideline, all staff included in the scope of this RFP should be ready to begin service with the District by Friday, March 30, 2012).

- i. Gantt diagram by month showing completion of key milestones (phases, tasks, and working documentation) assuming a beginning date of the week of Friday, March 30, 2012 for the Scope of Services.

F) Cost

- i. Include hourly billable rates of all personnel assigned to the project
- ii. Include a project contingency broken out
- iii. Include any other billable costs (and corresponding unit costs) associated with the proposal (e.g., direct charges such as copying costs, etc.) if applicable (i.e., not included in the overall cost proposal to the District).
- iv. Include a billing schedule tied to the scope of work. This schedule should show dollar amounts or percentages of the total contract cost. The billing schedule should be included in the Gantt diagram referred to in Section E (i.) above.
- v. Provide a total not-to-exceed cost for the recruitment for the position.
- vi. Include any information concerning a “guarantee” of the search results for a period of one year. **Should a candidate placed by the firm leave the District’s employment for any reason, the firm should agree to perform a replacement search free of additional normal professional services fees.**

G) Additional Items

- i. Please provide six questions that your firm feels the District should ask candidates in the interview. Be prepared to discuss these questions in the consultant selection interview and why they are important.
- ii. Describe some key items for the Board of Directors to consider when you as the consultant are assisting them in establishing compensation guidelines for the General Manager position. Be prepared to explain the specific compensation elements that you think are important and why they are important.
- iii. List the number and types of recruitments you are currently undertaking and who on your staff serves as the project coordinator.
- iv. List the number of Public Executive recruitments you have conducted in the last two years in California for Public Agencies.

VI. GENERAL TERMS AND CONDITIONS

Consultant Questions During Proposal Process: Proposing firms may request more information by submitting clarifying questions to the District. Please direct your questions to: Tracey Lynn Lowry, Human Resources Manager, tllowry@edhcsd.org or 916-643-4381. It is recommended that the firm provide inquiries in writing.

Limitation: The Request for Proposals (RFP) does not commit the El Dorado Hills Community Services District to award a contract, to pay any cost incurred in the preparation of the firm's RFP response or to procure or contract for services or supplies. The District reserves the right to accept or reject any or all RFP responses received as a result of this request, to negotiate with any/all qualified sources or to cancel all or part of this RFP.

Award: The firm/entity chosen to conduct the General Manager search may be required to participate in negotiations and to submit such revisions of its proposals as may result from negotiations. The District reserves the right to award a contract/select a service provider without discussion based upon the initial proposals.

Signature: The consultant's RFP response shall provide the following information: name, title, address, email and telephone number of individuals with authority to bind the service provider and also who may be contacted during the period of proposal evaluation. The consultant's RFP response shall be signed by an official authorized to bind the consultant.

VII. PROPOSAL SUBMISSION

One (1) unbounded original and five (5) bound, sealed copies of the proposal must be received no later than **5:00 PM PDT**, Friday, February 17, 2012 at the El Dorado Hills Community Services District or mailed to:

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- Late proposals will not be accepted.

VIII. SELECTION CRITERIA

In reviewing proposals, the District's proposal reviewers will use the following criteria:

Experience and Qualification Depth/Breadth in providing services similar to those requested and having obtained favorable outcomes. (Measured in terms of number of Public Executives placed, length of service of Public Executives placed, and level of satisfaction with both the process and the Public Executives placed as determined by Board of Directors, City Council or governing body.)

Cost Total estimated fee and reimbursable expenses for the services. While cost will be a consideration in the award of the contract, the contract will not necessarily be awarded to the firm submitting the lowest cost proposal. The District's intent is to award the contract to the firm with the proposal that is deemed to offer the best overall value and fit to the needs of the District.

References Evaluation of past recruitments as stated by references in the proposal and relevance of past experience as reported in the proposal.

Dependability Ability to meet time and cost estimates as evidenced by documentation provided through references.

Responsiveness The overall quality of the proposal and its responsiveness to this Request for Proposal, as well as the ability of the firm to be responsive to the key components of the process, including personal involvement as needed with the various stakeholders at the El Dorado Hills Community Services District.

A review panel will rate the initial proposals and will select at least the 3 highest scoring consultants to attend interviews (see selection process and schedule below). All other consultants will be notified by mail according to the schedule provided below.

IX. SELECTION PROCESS AND TIME FRAME

Friday, January 27, 2012	Release date of RFP
Friday, February 17, 2012	Proposals due no later than 5:00 PM
Wednesday, February 29, 2012	Proposals reviewed by Board of Directors
Wednesday, March 7, 2012	Board of Directors Interviews Top Firms
Wednesday, March 14, 2012	Firm/entity selected and notified; Other Consultants notified.
Friday, March 16, 2012	Contract signed
Friday, March 23, 2012	Scope of services begin

ATTACHMENT 1

**EL DORADO HILLS COMMUNITY SERVICES DISTRICT
SELECTION PROCESS AND SCHEDULE FOR
GENERAL MANAGER**

(This is a draft outline; the selected recruiter will finalize the timeline with approval by the District)

<u>Step</u>	<u>Major Steps</u>	<u>Tentative Date</u>
<i>Step 1</i>	Release Request for Proposals (RFP) for executive recruitment services	Week 1/ Friday, January 27
<i>Step 2</i>	Proposals due to El Dorado Hills Community Services District	Week 4/ Friday, February 17
<i>Step 3</i>	Proposals reviewed by Board of Directors	Week 6/ Wednesday, February 29
<i>Step 4</i>	Board of Directors interviews top firms and makes the selection	Week 7/ Wednesday, March 7
<i>Step 5</i>	Contract finalized and signed	Week 8/ Friday, March 16
<i>Step 6</i>	Recruiter meets with District officials and department heads and conducts one envisioning workshop with the community to establish and finalize recruitment criteria and identify essential personal characteristics and professional skills and qualifications for the next General Manager.	Week 10/ Friday, March 30
<i>Step 7</i>	Recruiter prepares candidate profile and brochure. Advertising/marketing is developed and placed in a variety of sources such as Western Cities, CPRS, CSDA.	Week 12/ Friday, April 13
<i>Step 8</i>	Recruiter initiates focused search to identify outstanding potential candidates. Professional advertising is submitted and confirmed. Personal outreach to referral sources and potential candidates begins and continues until filing date and successful solicitation of highly qualified candidates who are interested in the position.	Week 16/14 Friday, May 11/ Friday, April 27
<i>Steps 9</i>	Candidate screening process begins that includes in depth evaluation of candidate credentials and preliminary interviews and initial reference checks for candidates who most closely match the District's recruitment criteria.	Week 18/16 Friday, May 25/ Friday, May 11
<i>Step 10</i>	Recruiter presents candidates and all candidate credentials to District Board of Directors in report form and recommends finalists for further consideration. Board of Directors selects finalists to be interviewed. Develop an in-depth panel interview process with candidates and Board of Directors.	Week 19/18 Friday, June 1/ Friday, May 25

<i>Step 11</i>	Interviews with Board of Directors occur; top candidate is selected and recruiter begins process of conducting reference and background checks.	Week 23/20 Friday, June 29/ Friday, June 8
<i>Step 12</i>	The preferred candidate is invited back for a second interview with the Board of Directors and for a "Community Tour" to be handled by the District.	Week 24/21 Friday, July 6/ Friday, June 15
<i>Step 13</i>	Recruiter completes final background investigation and assists District in negotiating and finalizing the employment offer, acceptance, and employment agreement.	Week 26/24 Friday, July 20/ Friday, July 6
<i>Step 14</i>	Announcement of new appointment at Board meeting.	Week 29/25 Thursday, August 9, 2012/ Thursday, July 12, 2012
<i>Step 15</i>	New General Manager starts.	Week 37/28 October 1/August 1