

El Dorado LAFCO
RFP Response for
Recruitment Services for
an Executive Officer

Municipal Resource Group, LLC



Prepared by

Municipal Resource Group, LLC

December 2021



December 14, 2021

El Dorado Local Agency Formation Commission ("LAFCO")
Attn: Kelly Witt, Administrative Assistant
550 Main Street, Suite E
Placerville, CA 95667

Subject: Request for Qualifications for Recruitment Services for an Executive Officer

Dear Ms. Witt, and the Commission Team:

Thank you for the opportunity to respond to the Executive Officer Recruitment Request for Proposals ("RFP") for the El Dorado LAFCO ("Agency"). Municipal Resource Group, LLC ("MRG") is pleased to submit the required information to facilitate the recruitment of a new Executive Officer. The table of contents on the next page will direct the reviewers to each requisite section.

Our MRG team, led by Consultant Nancy Kaiser has provided similar Recruitment assistance to client agencies including Cameron Park Community Services District, the cities of Benicia, Elk Grove, Fairfield, Huntington Park, Los Altos, Manteca, Putah Creek, Redwood City, Rocklin, Vallejo, Walnut Creek, Yuba, as well as California FFA Foundation, Colusa Reclamation District, Community Resource Project, Humboldt County, Lincoln Avenue Water District, Oakland Housing Authority, Rancho Murieta CSD, San Ramon Fire Protection District, Solano County, UC Davis, Visit Yolo, and Yuba Water Agency.

By selecting MRG as your partner, you engage a team that provides immediate impact to your project and achieves outcomes that can be implemented in a timely manner. With more than 50 affiliated experts in every operational and organizational area we can contribute to the success of your project, including research and analysis, and onboarding support. MRG is a true full-service firm focused on your project success.

Please let me know if you would like to discuss MRG's approach to this engagement.

Respectfully submitted,

A handwritten signature in blue ink that reads "Mary Egan". The signature is fluid and cursive, written in a professional style.

Mary Egan
Managing Partner
MRG, LLC
egan@solutions-mrg.com
916-261-7547



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1. INTRODUCTION

We understand from the RFP that El Dorado LAFCO is a seven-member commission with a shared board of local City Councils and County Boards. The Agency is seeking proposals for qualified consultants to conduct the recruitment of a new Executive Officer (“EO”) for the Agency.

MRG proposes to provide El Dorado LAFCO with Executive Officer Recruitment Services performed by our team of highly qualified Human Resources consultants. MRG team members have led successful recruitment efforts and fully understand the real-world challenges agencies face. Our team is an independent, centralized resource for all Human Resources needs and will direct and control the manner and means of performing the proposed services.

We are flexible. If our project’s core team does not include the technical experience of a department, we will augment the team as needed. We can easily zero in on particular service or function needs.

2. EXPERIENCE AND QUALIFICATIONS OF MRG

MRG is a professional, qualified fit for El Dorado LAFCO. MRG has over ten years’ experience providing executive recruiting and human resources services and understands that each organization is unique. Also, MRG has a deep understanding of El Dorado County, which is attributed to successful projects for several agencies within the county. MRG completed a successful search for the new General Manager with Cameron Park Community Services District.

Many of our public-sector clients rely on us to review their historical processes and make practical recommendations to streamline practices and enrich services. MRG strives to understand its clients’ expectations, organization, and practices. Our consultant team for this project also has extensive recruitment experience in positions prior to working with MRG.

A. Description of experiences & qualifications of proposed staff

MRG has a team of highly skilled and broadly experienced professionals who work to address challenges for public and private sector clients. MRG is proud to offer El Dorado LAFCO a team of highly regarded professionals for this project. Our consultants have extensive experience in all aspects of Human Resources. Our team is experienced in working with elected officials, agency executives, managers, and staff.

Biographies for our experienced project team members are included as **Attachment A**. Mary Egan is the Managing Partner who oversees our practice and provides high level leadership for all our projects, as she would for this engagement with El Dorado LAFCO. Our affiliated consultants who would primarily support the Agency’s needs include:

Nancy Kaiser (Project Lead, Human Resources/Parks & Recreation Consultant). Nancy has over 30 years of experience working with community development, planning, recreation and parks, and public works and understands the unique attributes needed for individuals



working in these environments. She has provided consulting advice to local recreation agencies and nonprofit organizations. Recent projects include General Manager and staff level recruitments, assistance to communities in developing strategic plans, master plans and needs assessments in the areas of park development, park and resource management, and recreational services and programs. Nancy has also assisted cities with organizational assessments to ensure that staff remains successful in providing high quality services critical to livable cities.

Cathy Thompson (Human Resource Consultant). Cathy is a Human Resources Executive with over 18 years of experience in every area of Human Resources, including recruitment, classification/compensation, payroll, employee benefits, employee/labor relations, policy review, staff development, discipline and risk management. She has worked on challenging staffing issues including recruitments, labor negotiations and employee relations. Ms. Thompson holds a BA in Liberal Studies and a Master of Public Administration from California State University, Long Beach. She also holds a Certificate in Human Resources Management from CSU Dominguez Hills.

Kim Catacutan (Human Resources Consultant). Kim specializes in recruitment, testing, selection, classification, compensation, and other human resources support and projects. She has more than 25 years of experience in public-sector, private-sector, and nonprofit organizations. As a human resource professional for the City of Sacramento and UC Davis, she prided herself on bringing a positive, collaborative attitude to her projects and improving the relationship between HR and other departments. At the City of Sacramento, she worked closely with directors, managers, and staff in the departments of utilities, information technology, and finance. For five years, Kim worked as a human resources consultant for CPS HR Consulting, where she completed a variety of projects for cities, counties, states, utilities, and special districts, primarily in the areas of recruitment, testing, selection, classification, compensation, and training. Her most impactful assignment involved working with the City of San Jose Human Resources Department managing recruitments and classification studies. She was also part of a team that provided sexual harassment prevention training to the State of California employees.

In addition, Kim was a product manager at Social Intelligence Corp, the first and arguably most respected social media background screening company in the United States. She and her team produced 500+ hiring reports per week, and she independently completed their most complex due diligence reports. Kim earned a Master of Arts degree in Industrial and Organizational Psychology from California State University, Sacramento, which included a master's thesis researching the relationship between test-score banding and job performance. She has a Bachelor of Science degree in Applied Developmental Psychology from California Polytechnic State University, San Luis Obispo, where she graduated summa cum laude.



The entire team of MRG affiliated consultants can be found at www.Solutions-MRG.com. We have a wide range of professional subject matter experts in addition to Human Resources and Investigation experts, should the need arise.

B. Description of MRG

WHY MRG? – Our proven track record on comparable projects:

Our partners and consultants have over three hundred years of combined experience working as executives and consultants, providing essential services and support to local, regional, and state government agencies. MRG prides itself in providing consulting services based on our hands-on experience in managing local, regional, and state governments as well as our experience in delivering products that meet and exceed our clients’ expectations. A listing of our full services and samples of our reports can be found on our website at: www.Solutions-MRG.com

MRG is a full-service consulting firm assisting public and private agencies. We have over 60 consultants engaged in technical, leadership and organizational support for public and private agencies throughout California.

Name of Organization:	Municipal Resource Group, LLC (“MRG”)
Managing Partner	Mary Egan
Telephone Number:	(916) 261-7547
E-Mail:	egan@solutions-mrg.com
Mailing Address:	PO Box 561, Wilton CA 95693
Website:	www.Solutions-MRG.com
Year Established:	2009
Type of Organization:	Limited Liability Company (Partnership)

C. Organizations MRG provided recruitment assistance

Our public-sector clients value our understanding of the challenges unique to government agencies. MRG consultants are experienced professionals with subject matter expertise to support client agencies and provide transformational analysis, forward-thinking recommendations, and focused implementation plans that are effective, practical and sustainable. As you will hear from our references, we deliver modern, thoughtful, and strategic recommendations that reflect our clients’ values and priorities.

Our MRG team has provided similar recruitment assistance to client agencies within the last five years include the following:

- California Future Farmers of America Foundation – Development Director
- Cameron Park Community Services District – General Manager
- City of Elk Grove – Various Public Works



City of Fairfield – Various Parks and Recreation
 City of Los Altos – Interim City Manager, City Attorney (contract firm)
 Putah Creek Council – Executive Director
 City of Redwood City - Various Department level positions
 City of Yuba City – Police Chief and City Manager
 Lincoln Avenue Water District – General Manager
 Oakland Housing Authority – Multiple EO positions, including COO
 UC Davis Health System – over a dozen specialized positions

In addition, MRG has also assisted many agencies in outreach services to support the agency recruitment goals.

D. Client references

Below, please find the contact information for three recent client references:

Cameron Park Community Services District

Eric Aiston, Chair, Board of Directors

DirectorAiston@cameronpark.org

(530) 387-1563

2502 Country Club Drive

Cameron Park, CA 95682

Oakland Housing Authority

Patricia Wells, Executive Director

pwells@oakha.org

(512) 874-1517

1619 Harrison Street

Oakland, CA 94612

City of Fairfield

Angela Broaddus, Human Resources Manager

abroaddus@fairfield.ca.gov

(707) 428-7396

1000 Webster Street, 4th Floor

Fairfield, CA 94533

Recommendation from a recent recruitment:

The search for a new job was causing me lots of stress and anxiety. I held my past position as Executive Director of a nonprofit for almost nine years. The thought of moving on to a new organization was daunting and nerve-racking. I got my resume together and began looking at job listings that seemed like a good fit. After I applied for the role of Executive Director at Putah Creek Council, I was immediately contacted by [MRG] asking to



schedule a phone call. I thought this was odd, as all of the other jobs I applied to had just sent back a stock email. After my first talk with [MRG], I knew she was different than any other recruiter. She knew the right questions to ask, made me feel like she was on my side, and genuinely wanted to find the right fit for the organization. She was concise, honest, and easy to work with.

After the first interview, [MRG] let me know that there would be a second interview and I was delighted. She also gave me the heads up about what kind of questions the organization might ask and what kind of candidate they were looking for. [MRG] was able to understand the needs of the organization on a level above even the board members. After the second interview, I was asked to create a high-level presentation creating a 90-day plan that I would show to all the board members and stakeholders. This is normally something that I would have liked to have weeks to prepare, but [MRG] believed in me and gave me all the information I needed to do a great job. The next day after the presentation I received an offer letter and decided to accept. None of this would have been possible without [MRG]. She is very dedicated and helped me through every step of the process.

3. APPROACH/METHODS

MRG is pleased to submit this preliminary methodology we would use to support the District with HR needs. As with all our work, we rely on staff's knowledge and collaboration. If MRG is selected as the Executive recruitment consultant, the project scope can be modified to meet any changes and updated needs of El Dorado LAFCO.

The goal of the MRG recruiting process is to assist employers achieve organizational success by hiring the right people. During our recruiting relationship, we will deliver our best advice and an expert point of view to achieve the best fit for our clients and a high-level of communication for your candidates. Our recruitment strategy is based on integrity, respect, collaboration, commitment, and communication while embracing the principles of diversity, equity, and inclusion.

- Integrity: We embrace and uphold the highest standards of personal and professional ethics, honesty, and trust.
- Respect: We treat everyone with uncompromising respect, civility, and fairness.
- Collaboration: We work as a team with our clients and candidates to promote the best outcome for all stakeholders.
- Commitment: We are committed to assisting our clients in identifying their recruitment goals while providing a consistent methodology to obtain those goals.
- Communication: We believe that providing periodic updates to both client and candidate during the recruitment process reduces the loss of qualified candidates and allows for timely adjustments requested by the client.



El Dorado LAFCO is requesting assistance in recruitment services. The following tasks are recommended for a successful recruitment with an eight- to twelve-week estimated timeline:

- **Client Interview/Ideal Candidate Profile**

One of the most important tasks in a successful recruitment is to interview the client to determine the details of the hiring goal. During this process, we may facilitate the discussion of more specific criteria for the position, ask how the candidate will fit into the organization and have a keen awareness of respecting and valuing the Agency's principles of diversity, equity and inclusion. It is important for the recruiter to be able to convey this information to the candidate honestly in the preliminary interview.

Moreover, during these discussions, the ideal candidate profile will be developed to ensure that the specific competencies needed to be successful on the job are fully evaluated and captured for the selection criteria.

- **Advertisement/Tracking**

The advertisement outreach is the first impression made upon the candidate pool and needs to precisely articulate the goals/values of an organization and should portray a positive and welcoming image. The fundamental purpose of an advertisement is to generate reader interest and response. The core of a recruitment ad provides background information, specific job details, and aspects of the organization that cause a potential candidate to want to know more. Successful recruitment advertising includes concise and clear details of the vacancy and the desired applicant profile along with information on how to easily apply. Collection of the outreach details and responses provide necessary data to effectively manage all aspects of the recruitment process and allows seamless communication with the client.

- **Outreach**

Often the difference between a satisfactory recruitment and an exceptional recruitment is the level of outreach conducted. Making personal contact with candidates who may not be seeking a position but excited once they hear about the opportunity is the "secret sauce" of a successful recruitment.

We will work with the Agency to identify their ideal candidate and industry professionals who meet the criteria. We will contact those professionals and follow the chain to recommended candidates.

- **Application Review and Ranking**

As candidate's application packages are received, they are reviewed and ranked by the recruiter according to preliminary qualifications to determine best matches. The candidate is notified that their package has been received and given information regarding "next steps" in the process.



MRG will then provide the Agency with the eligible list of candidates to the hiring manager to complete next steps in the recruitment process.

- **Preliminary Interview with Candidates** (Recruiter)

Based on the established criteria and organization goals, the recruiter will conduct a preliminary interview with the highest ranked candidates. Supplemental questions and/or writing exercises may be requested for candidates recommended for interviews. After the preliminary interviews are completed, a summary is provided to the client along with a copy of the candidate resume package.

- **Interview with Candidates/Ranking** (Interview Panel)

Zoom interviews are scheduled with the top 5-10 recommended candidates, dependent on the client's preference. This panel interview is typically focused on determining a good "fit" as the qualifications have been vetted in the preliminary interview with the recruiter. Consistent questions are developed and asked by the interview panel during each candidate interview with facilitation by the recruiter. A simple ranking sheet is recommended which will illustrate any need for a second interview for the top candidates.

- **Interview Panel Discussion-Selection**

The recruiter will then facilitate discussion regarding the qualification and organizational fit of the top candidates with the interview panel based on the direction of the client. MRG understands, at the point a candidate is identified, that the Human Resources Department may take over handling offers of employment and onboarding. However, MRG is poised to support this process as needed.

- **Candidate Background/Offer** (Client or Recruiter)

Based on the Client desire, the recruiter may assist in the completion of the background check and delivery of the job offer.

- **Handoff to Organizational Human Resources**

After the successful candidate is selected, the recruiter will provide the client a complete recruitment package for the recruited position.

- **Follow-up with Client/Candidate**

The recruiter will follow up with both the successful candidate and the client within 30 to 60 days after placement, and if appropriate, may check in again after a few months.

**All resumes received by El Dorado LAFCO Commission staff or Commissioners should be forwarded to apply@solutions-mrg.com.



4. DIVERSITY, EQUITY, AND INCLUSION

MRG prides itself in engaging in extensive outreach efforts that attract and recruit diverse candidates for all our executive recruitments. We are mindful, intentional and thoughtful in our practice to ensure that we are meeting the needs of our clients while at the same time being socially aware and continuously advocate for diversity, equity and inclusion in selecting candidates.

5. COST PROPOSAL

MRG uses a variety of processes to ensure effective project communications and project management. If preferred by the client, MRG will conduct regular project meetings, via conference/video call, and/or distribute a regular project report. We work cooperatively with the leadership and other stakeholders to incorporate the values, vision, and mission of the greater organization.

The estimated amount for the recruitment as provided above will be up to \$19,975 including expenses. MRG will invoice for up to 85 hours of professional consulting hours incurred during the recruitment process at \$225 per hour. Expenses include, but are not limited to, advertising, document production, mileage (at current IRS rates), printing, postage, parking, tolls, and travel. MRG will invoice monthly for actual services performed and reimbursable expenses incurred.

Proposed Timeline & Fees

Tasks	Major Selection Steps	Completion	Hours	Estimated Cost
Step 1	Develop and finalize selection criteria and review the essential personal characteristics and core competencies of an Ideal Candidate.	Week 1	6 hrs	\$1,350
Step 2	Prepare strategy including: advertising media; recruitment outreach; and professionally designed recruitment ads and brochure.	Week 1	14 hrs	\$3,150
Step 3	Initiate search to identify potential candidates. Professional advertising submitted and outreach to various referral sources and potential candidates begins and continues until filing deadline. Candidates can submit resumes via email.	Weeks 2-4	18 hrs	\$4,050



Step 4	Conduct candidate screening process to include evaluation of candidate qualifications.	Weeks 2-4	18 hrs	\$4,050
Step 5	Communicate with candidates, coordinate panel interviews, assist with the interview process and background review	Week 5	24 hrs	\$5,400
Step 6	Conclude and debrief recruitment process with client. Notify all candidates of the selection decision.	After employment offer is accepted.	5 hrs	\$1,125
Estimated Expenses (additional advertising expenses will be preapproved)				\$850
Total Estimated Project Fees				\$19,975

Additional work not contemplated in this proposal will be billed at \$225 per hour and will begin only after agreed upon between the Agency and MRG.

MRG prefers invoices to be paid electronically. Please contact Chele Matsumoto for ACH information and to provide your agency form. Chele can be reached at cmatsumoto@solutions-mrg.com.

If paying by check, please remit to the address below:
 Municipal Resource Group, LLC
 PO Box 561
 Wilton, CA 95693

At all times during this project engagement, MRG will be an independent contractor. Both agencies confirm the specialized services are distinct from tasks customarily performed by the City. The services of Consultant specifically do not include hiring, firing, or supervising of any Agency personnel. Also, Consultant shall not have contracting or signing authority or act in the position of a Director or represent a management position at commission or Board meetings.

Attachment A

Nancy Kaiser – Recreation & Parks Services

MUNICIPAL RESOURCE GROUP, LLC

Telephone: (925) 437-2924

nkaiser@solutions-mrg.com

Nancy Kaiser has over 30 years of experience providing parks and recreation services to communities in Northern California.

For nearly ten years, Nancy has provided consulting advice to local recreation agencies and nonprofit organizations. Recent projects include assistance to communities in developing strategic plans, master plans and needs assessments in the areas of park development, park and resource management, and recreational services and programs. Nancy has also assisted cities with organizational assessments to ensure that staff remains successful in providing high quality services critical to livable cities.

Nancy's unique background also includes projects and programs that enhance youth and teen relationships to nature and the outdoors, which strengthens community stewardship into the future.



In addition to planning and assessment projects, Nancy has been successful in researching, analyzing, and securing grant funds from government funding programs and private sector funders. She can assist local agencies and communities in exploring alternative funding opportunities, partnerships, and unique collaborations in order to sustain services or introduce new programs.

Prior to her consulting work, Nancy served as the Parks and Recreation Director for the Cities of Antioch and Oakley. She created a Parks and Recreation Department soon after Oakley's incorporation. In this capacity, she facilitated and encouraged community involvement, developed a comprehensive parks, recreation and trails master plan, managed park development projects and created a Resource Management Plan to implement quality park and recreation programs. Several of Nancy's signature programs and services are still provided after 10 years, and they contribute towards a sense of place and community.

Nancy has also served as the Parks and Recreation Director for the Cities of Flagstaff, Arizona and Folsom, California, and the Cameron Park Community Services District in El Dorado County, California. Nancy was also employed by the East Bay Regional Park District for over six years managing areas of interpretive services and education. Her experience and background are well-rounded; she has also worked in county government and state government, as well as served as executive director for regional nonprofit organizations.

Cathy R. Thompson – Human Resource Services

MUNICIPAL RESOURCE GROUP, LLC

Telephone: (562) 826-3044

cthompson@solutions-mrg.com

Cathy R. Thompson is a Human Resources Executive with over 26 years of experience in the public sector. Key appointments include serving as Director of Human Resources and Risk Manager for the City of Norwalk and the Interim Director of Human Resources/Risk Management for the City of Westminster. She has also held key positions with the cities of Cypress, Redondo Beach, and Long Beach and the County of Los Angeles.



While working in local government, Ms. Thompson has worked on challenging staffing issues including recruitments, labor negotiations and employee relations. She has been responsible for risk management, training and benefits administration. She has served on City Budget Teams involved in the difficult task of right-sizing staff and balancing budgets. She has directed multiple class and compensation studies during her tenure.

Bringing her unique style of management to the table, Ms. Thompson is able to go into environments and quickly assess issues and provide useful solutions. She is a working manager with over 18 years of experience in every area of Human Resources, including recruitment, classification/compensation, payroll, employee benefits, employee/labor relations, policy review, staff development, discipline and risk management. She also served over six years in public housing, having worked in Section 8 as a Housing Inspector and Assistant Property Supervisor.

Ms. Thompson holds a BA in Liberal Studies and a Master of Public Administration both from California State University, Long Beach. She also holds a Certificate in Human Resources Management from CSU Dominguez Hills.

When not working on Public Sector assignments, Ms. Thompson is known as a National Recording Artist, Castella.

Kim Catacutan – Human Resource Services

MUNICIPAL RESOURCE GROUP, LLC

Telephone: (916) 799-9084

kcatacutan@solutions-mrg.com

Kim Catacutan is a human resources consultant who specializes in recruitment, testing, selection, classification, compensation, and other human resources support and projects.

Kim has more than 25 years of experience in public-sector, private-sector, and nonprofit organizations. As a human resource professional for the City of Sacramento and UC Davis, she prided herself on bringing a positive, collaborative attitude to her projects and improving the relationship between HR and other departments. At the City of Sacramento, she worked closely with directors, managers, and staff in the departments of utilities, information technology, and finance. She also presented recommendations to the Civil Service Board and management.



For five years, Kim worked as a human resources consultant for CPS HR Consulting, where she completed a variety of projects for cities, counties, states, utilities, and special districts, primarily in the areas of recruitment, testing, selection, classification, compensation, and training. Her most impactful assignment involved working with the City of San Jose Human Resources Department for one year, managing recruitments and classification studies. She was also part of a team that provided sexual harassment prevention training to the State of California employees.

In addition, Kim was a product manager at Social Intelligence Corp, the first and arguably most respected social media background screening company in the United States. She and her team produced 500+ hiring reports per week, and she independently completed their most complex due diligence reports. As well as being a manager, mentor, and valuable member of the production team, she was also tasked with investigating and monitoring extremist groups that pose a potential threat to workplace safety, creating resources and best practices for flagging online behavior, and researching social media news and new social media platforms.

Kim also has extensive experience working as an operations manager and board member for nonprofit organizations, where she wrote policies and procedures, improved processes, increased revenue, and coordinated hundreds of volunteers and staff.

In addition to her experience in human resources, Kim earned a Master of Arts degree in Industrial and Organizational Psychology from California State University, Sacramento, which included a master's thesis researching the relationship between test-score banding and job performance. She has a Bachelor of Science degree in Applied Developmental Psychology from California Polytechnic State University, San Luis Obispo, where she graduated summa cum laude. Furthermore, she holds an FCRA certification from the Professional Background Screening Association.