

**HR DYNAMICS & PERFORMANCE MANAGEMENT, INC.  
PROPOSAL FOR PROFESSIONAL  
HUMAN RESOURCES CONSULTING SERVICES**



**EXECUTIVE SEARCH FOR CITY MANAGER**

**DECEMBER 17<sup>TH</sup>, 2024**

HR Dynamics & Performance Management, Inc. (HRDPM) is pleased to submit a proposal in response to the City of Rialto's need for Executive Search services to facilitate the selection process for City Manager.

**1. The Company/Services/Staffing**

HR Dynamics has been in business since 2002, and has provided various Human Resources, organizational development services, and executive recruitment services to numerous public, private and non-profit clients. As a small firm, the consultants are able to provide high quality services with very competitive pricing.

HR Dynamics & Performance Management consultants are seasoned and accomplished public sector professionals with over 60 years combined experience in Human Resources and Municipal Management. The consultants have performed Executive Search services for numerous municipalities and water districts. In addition, the consultants have collectively conducted *hundreds* of selection processes in their professional public sector careers while serving as City Manager, and Human Resources Director for various municipalities.

The firm consists of only two (2) Principal Consultants both of which would fully participate in the Executive Search. The consultants are engaged regularly and have a robust list of current and past clients; however, as an ethical practice, the consultants accept a limited number of projects at any given time for work that they can fully commit to, ensuring that each client receives the highest level of service and quality results. Work is not delegated, and the consultants perform all activities personally. The consultants remain accessible and highly responsive to both the client and to all candidates. HRDPM is available and prepared to accept and commit to this assignment.

With a unique hands-on and customized approach to client services, HR Dynamics & Performance Management has prepared a proposal in order to address the organization's current need for executive search services.

## **2. The Approach/Strategy (Scope)**

### **General Overview of Tasks/Services**

- Conduct one-on-one interviews with the Mayor and City Council to develop the appropriate specifications and “candidate profile” including minimum qualifications and highly desired qualities in the top candidate;
- Solicit input from organizational leadership and other stakeholders regarding candidate qualifications, characteristics, and attributes in order to develop a comprehensive/professional brochure;
- Perform direct targeted outreach and marketing of the opportunity including making personal contact with top-level candidates, advertising, and use of social media;
- Develop recruitment materials and advertisements for review/approval by the hiring authority;
- Screen candidates for minimum qualifications and highly desirable qualifications; narrow down to the most highly qualified candidates;
- Conduct preliminary interviews with highly qualified candidates narrowing the pool further to the top/leading candidates;
- Coordinate and facilitate the interview panel process with top/leading candidates;
- Conduct professional reference checks and internet searches on finalist(s);
- Facilitate background check on the finalist(s); and
- Assist in negotiations between the finalist and the organization’s hiring authority.

### **Information Gathering and Analysis**

Consultants will meet with the Mayor and City Council, and other appropriate individuals, as determined by the Mayor and City Council, either individually or collectively to develop the candidate profile. The process will include obtaining views of the position and expectations regarding desirable training, experience and personal characteristics and attributes of top candidates, as well as goals, expectations and challenges that the positions will face. Consultants will also gather/review relevant updated information about the organization and the position.

After summarizing the findings, the consultants will develop and submit a draft recruitment brochure with the desired qualifications and characteristics for approval. The recruitment brochure will include information about the organization and the criteria established by the stakeholders.

### **Candidate Targeted Recruitment/Outreach**

Once the Mayor and City Council, or designee, has approved the recruitment brochure, the consultants will proactively seek out highly qualified individuals with superior qualifications and invite and encourage their interest.

The consultants will prepare advertisements and coordinate with the organization's designee in the placement of these announcements in recommended sources including published and on-line job boards and professional journals. Further, social media will be utilized to garner interest and to provide wide-spread coverage of the employment opportunity.

The organization may opt to utilize their internal applicant tracking system (e.g., NeoGov) in which candidates apply (with access to recruiter for screening and evaluation of candidates) and/or candidates may apply directly via the consultant's website and job portal.

The consultants will not discriminate against any applicant for employment on the basis of race, religion, creed, age, color, marital status, sex, sexual preference, gender and gender identification, disabilities, medical condition, veteran status, national origin or any other protected category.

### **Initial Screening**

The consultants will review, acknowledge, and evaluate all resumes received. Initial screening will be based upon qualifications criteria contained in the recruitment brochure, information contained in the cover letters and resumes submitted, and consultants' knowledge of the people and organizations in which they work. Candidates who do not meet minimum qualifications will be disqualified. Those that meet and exceed minimum qualifications will move to the next level of screening.

### **Interim Reporting**

Upon completion of the initial screening, the consultants will assemble and submit a report of the leading candidates in a matrix format. This report will include a summary of the applications/resumes, supplemental information, and the original applications/ resumes of those candidates it believes to be best qualified for the position. The purpose of the interim report is to allow the hiring authority an opportunity to review the candidates prior to the conclusion of the search, and it allows the consultants to receive feedback on the caliber of the candidates recruited.

In this way, the Mayor and City Council will have the opportunity to either agree with the recommended top candidates, or consider other individuals who applied for the position. The consultants will facilitate the discussion with the Mayor and City Council and other stakeholders, as determined by the Mayor and City Council, regarding all candidates and will be able to answer questions and provide clarification as needed.

### **Candidate Assessment/Screening**

The consultants will interview those candidates whose qualifications most closely match the highly desirable criteria established by the hiring authority and stakeholders. Preliminary screening interviews will be conducted in person, where feasible, or by use of computer technology (e.g., Zoom, Facetime) with the most promising candidates to gain a better understanding of their backgrounds. The consultants will examine their qualifications and achievements in view of the selection criteria. The consultants will conduct preliminary references on top candidates to be interviewed, and will finalize these for the top one or two candidates.

### **Interview Panel**

The consultants will facilitate the scheduling of candidates for the interview panel. The interview process shall take the form of a panel interview to include all members of the City Council.

The consultants will provide the hiring organization's designee with binder materials in electronic format including interview/selection guidelines, rating sheet, interview questions, and candidate applications, resumes and cover letters.

The consultants will conduct a "briefing session" with the Mayor and City Council immediately preceding the interview process to ensure that the process flows smoothly, and will conduct a "debriefing" with the Mayor and City Council immediately following the conclusion of all interviews. The consultant shall sit as an observer during the panel interview process.

### **Finalist(s) Reference and Background Checking**

The consultants will verify degrees and certifications, and conduct criminal background and motor vehicle record checks through an outside service. As part of the process in evaluating candidates, the consultants will personally make all reference checks with prior employers. In conducting these references, it is our practice to speak directly with individuals who are, or have been, in a position to evaluate the candidate's performance on the job. Reference checks will be conducted by phone and/or in person as required.

Further, the consultants will perform a comprehensive google search online for articles that may reflect on the candidate, either positively or otherwise. These references and the consultants' evaluations provide the Mayor and City Council with a candid, objective appraisal of the candidates.

### **Additional Consultant Assistance**

Services that are routinely provided include:

- Providing a high-degree of personal interaction and communication with candidates at each step of the process, including preparing candidates for the interview panel process.
- Acting as a liaison between the client and finalist in discussing offers and counter offers; advising on starting salary, benefits, relocation and employment packages.
- Notifying unsuccessful candidates at the various stages of the process, as candidates are eliminated from consideration.
- Debriefing with candidates who request feedback on the process, and where they can improve in the future.

### **3. Significant Recruitment Efforts \***

The following list represents examples of successful placements made by HRDPM as a result of the Executive Search services provided to these agencies:

- City of Alhambra – Development Services Director
- City of Banning – Police Chief

- City of Beaumont – Economic Development Manager
- City of Beaumont – Economic Development Director – In Progress
- City of Calimesa – City Manager
- City of Cudahy – City Manager
- City of Eastvale – Assistant City Manager
- City of Eastvale – City Manager (Contract Negotiations Only)
- City of Eastvale – Community Development Director
- City of Eastvale – Community Safety Director (Currently In Progress)
- City of Lynwood – Human Resources & Risk Management Director
- City of Rio Vista – Fire Chief
- City of Wildomar – Administrative Services Director
- City of Wildomar – Human Resources & Risk Manager
- San Bernardino/Municipal Water Department - Water Reclamation Maintenance Planner
- San Bernardino/Municipal Water Department - Water Reclamation Operations Manager/Operations Superintendent
- San Bernardino/Municipal Water Department - Water Reclamation Plant Supervisor
- San Bernardino/Municipal Water Department - Water Reclamation Process Control Supervisor
- San Bernardino/Municipal Water Department - Water Reclamation Lead Operator
- San Bernardino/Municipal Water Department - Water Reclamation Senior Operator
- San Bernardino/Municipal Water Department - Water Reclamation SCADA Analyst
- San Geronimo Pass Water Agency – Executive Assistant/Clerk of the Board

***\*The consultants have additionally facilitated hundreds of selection processes during their public sector careers with significant work at the highest managerial and administrative levels.***

#### **4. Distinguishing Characteristics and Key Values of the Firm**

Some of the key factors that set us apart from our competitors are listed below. We offer a number advantages over large firms:

- As a small firm, we take on *a limited number of projects at a time*, in which to focus on the needs of the client and complete projects *on schedule*.
- We are collaborative, flexible, and accommodating, and *will always put the relationship with the client first*.
- We *understand and embrace current recruiting trends as part of our efforts*, particularly those shaped by the Pandemic, and the ever increasing evolution to virtual and social recruiting and related technologies; the increasing focus on Diversity, Equity and Inclusion in the hiring process; the need for adaptability and versatility in assessing transferrable skills; the importance of employer branding; the need for increased transparency in the recruitment process and more feedback (candidate relationship management), and the need to focus on “selling the role.”

- We are *highly responsive and accessible* to clients, employees, and candidates including evenings and weekends; and provide a level of personal interaction that is meaningful and memorable.
- We do not use “canned” work products. Every assignment is unique and customized to meet the client’s needs.
- *We do the work ourselves.* We will not only serve as project lead, but will also conduct all aspects of the work personally including interviews, field visits, data collection, analysis, report writing, presentations, and recommendations.
- We have a combined unique background that includes extensive managerial experience in the public sector. *We understand your work*, and are therefore able to effectively evaluate the skills and qualifications of candidates and provide good job matches.
- We provide extensive and detailed data collection and analysis, specific to the outcomes that the client desires to achieve.
- We are *well connected and have extensive relationships* from which to draw upon in performing executive searches.
- *We meet project schedules* and established deadlines, within budget.
- We make a *strong personal commitment* to the organization to provide a thorough process that will achieve the intended outcomes.
- We utilize our own practical experiences and knowledge of the industry in making realistic and viable recommendations to solving staffing and operational issues.
- We have a high degree of repeat clients, due to client satisfaction with services and results.

## **5. Methods of Recruiting**

The HRDPM consultants will coordinate closely with the City of Rialto in all steps/phases of the process. HRDPM will utilize and recommend the following strategies in locating potential candidates:

- Broad Advertising (e.g., GovernmentJobs.com, Western Cities Magazine Online Jobs, Public CEO)
- Specific Advertising (Professional Associations/Memberships, Online Job Boards and List Serves)
- Social Media
- HRDPM Website
- City of Rialto Website
- Extensive Outreach to Viable Candidates

## **6. Resources & Contacts**

The HRDPM consultants are well connected with City Managers, Human Resource Directors, and Department Heads in Southern and Northern California through their extensive work experience in the Public Sector, and through subsequent consulting work.

The HRDPM consultants have experience in recruiting and hiring department heads, and Assistant City Managers during their public sector careers, and maintain an extensive network of contacts. Further, HRDPM Consultants maintain an extensive database of resumes of potentially qualified candidates from prior City Manager and department head recruitments conducted.

## **7. Resumes/Bios**

This proposal includes a comprehensive brochure for HR Dynamics & Performance Management, Inc. (HRDPM) including services, current/prior clients, and bios for each of the Principal Consultants, Rhonda Strout-Garcia, and Henry Garcia.

## **8. Proposed Time Schedule**

### **CITY MANAGER RECRUITMENT**

<b>Timeline</b>	<b>Activity</b>
Week #1 12/16/24 – 12/20/24	Contract goes to Council for Approval; finalize Purchase Order/Contract with HRDPM.
Weeks #2 - 3 12/23/24 – 1/3/25	Conduct Interviews with Mayor and City Council.
Week #3 12/30/24 – 1/3/25	Develop desired candidate profile, and create recruitment brochure; coordinate placement of advertisements in recommended sources and trade journals to attract qualified candidates; advertise using social media.
Weeks #4 – 6 1/6/25 – 1/24/25	Active recruitment period (3 weeks) in which targeted outreach is conducted and candidates submit application materials; conduct screening of applicants as they are received.
Week #7 Council Meeting – 1/28/25	Preliminary report on summary of candidates prepared and presented to Mayor and City Council; candidates notified of status as to whether proceeding to next step; leading candidates scheduled for consultant interviews.
Weeks # 7-8 1/29/25 – 2/6/25	Consultant conducts interviews with leading candidates to identify and narrow to most highly qualified candidates.
Week #9 Council Meeting – 2/11/25	Consultant meets with Mayor and City Council to present list of most highly qualified candidates.

<b>Timeline</b>	<b>Activity</b>
Week #9 2/12/25 – 2/14/25	Consultant schedules interview panel with most highly qualified candidates, notifying candidates selected to proceed and providing details of next step. Consultant conducts preliminary background/google search on top candidates.
Week #10 2/17/25 – 2/20/25	Panel interview for top candidates with Mayor and City Council. Debrief and finalist selected. Proposed dates of Tuesday 2/18/25 or 2/19/25. (Note – Monday 2/17/25 is a holiday).
Weeks #11 - TBD 2/24/25 – TBD	Commence criminal, civil, and media background check on finalist (with outside private investigator firm to be selected by the City Council with a defined scope); conduct reference checks with prior employers; facilitate job offer and terms, salary negotiation, and other items related to employment.
TBD	Mayor and City Council approval of employment contract, and commencement of employment.

\* Note: the timeline is subject to adjustment, as determined by discussion with the Mayor and City Council.

#### **9. Fees for Services**

HR Dynamics & Performance Management proposes a total flat fee of \$21,500 for services described herein including all travel and material costs. Consultants' budget does not include advertising/printing fees, background check fees, or reimbursement for candidates who travel to be interviewed by the organization.

The consultants shall submit an invoice for services upon the completion of the finalist selection interview which shall include reimbursement for fees associated with background checks, not to exceed \$300.

Advertising fees shall be billed directly by the vendors to the City of Rialto, whenever feasible. When direct payment is required at the time of order, the consultant shall incur the expense, and submit receipts for reimbursement. Advertising fees are typically \$2,000 per recruitment. All advertising sources and fees will be submitted for approval prior to placement. Should the organization desire hard-copy brochures, printing fees shall also be submitted for reimbursement, typically \$400 for approximately 30 brochures.

The organization may discontinue this assignment at any time by written notification. In the unlikely event that this occurs, the organization will be billed for fees based upon the time elapsed from the commencement of the assignment to the date of cancellation. If a cancellation occurs within the first 30 days of the assignment, following either verbal or written authorization to proceed, one-third of the professional fee will be due. If a cancellation occurs thereafter, the fee beyond the first one-third will be prorated based upon the number of calendar days which have elapsed. If a cancellation occurs after 90 days, all professional fees will be due in full. If the organization delays the selection process beyond 100 days, all professional fees will be due in full.

## 10. Signature

**HR DYNAMICS & PERFORMANCE MANAGEMENT, INC.** intends to adhere to all of the provisions described in this proposal. This proposal is valid for at least ninety (90) days.

Respectfully Submitted By:

**HR DYNAMICS & PERFORMANCE MANGEMENT, INC.**  
State of California

*/Henry T. Garcia/* (Electronic Signature)

Henry T. Garcia/Principal Consultant  
Chief Executive Officer

December 17<sup>th</sup>, 2024



DYNAMICS & PERFORMANCE MANAGEMENT, INC.

***HR DYNAMICS & PERFORMANCE MANAGEMENT, INC.***

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