

August 13, 2008

Carlos Vargas  
Director of Human Resources  
City of Rockville  
111 Maryland Avenue  
Rockville, MD 20850-2364

**RE: Task Order #1-Contract #8331000252-AG-Category A (General Government)**

Dear Mr. Vargas:

CPS Human Resource Services (CPS) is pleased to submit two (2) copies in response to your RFP for Executive Search for a City Attorney.

Our methodology for the proposed project is presented in detail in the Recruitment Methodology section of the proposal. CPS, a joint powers authority with regional offices in Sacramento and Washington, D.C., has a 70+ year tradition of providing HR technical support and services exclusively to public agencies. Since CPS' inception as an arm of the California State Personnel Board in 1935, we have provided human resource services to more than 1900 public and non-profit agencies throughout the United States and Canada.

As a result of our extensive resources and experience in conducting executive searches, CPS is uniquely qualified to undertake this important effort. To accomplish the City's goals in this crucial area, our RFP response is based upon three key elements:

- **Tailored professional products** and personalized services to meet the City's specific needs and challenges;
- **Open communications** with the Mayor, Council of Rockville and other key stakeholders to ensure the project preserves its focus and adheres to timeline and budgetary constraints; and
- **Extensive professional expertise** acquired by numerous similar executive searches conducted for other public agencies.

We look forward to discussing this proposal with you. If you have questions or comments, please feel welcome to contact me at (202) 355-7308 or via e-mail at [gib@cps.ca.gov](mailto:gib@cps.ca.gov). I will represent CPS in any negotiations and am legally authorized to sign any contract that may result.

Sincerely,

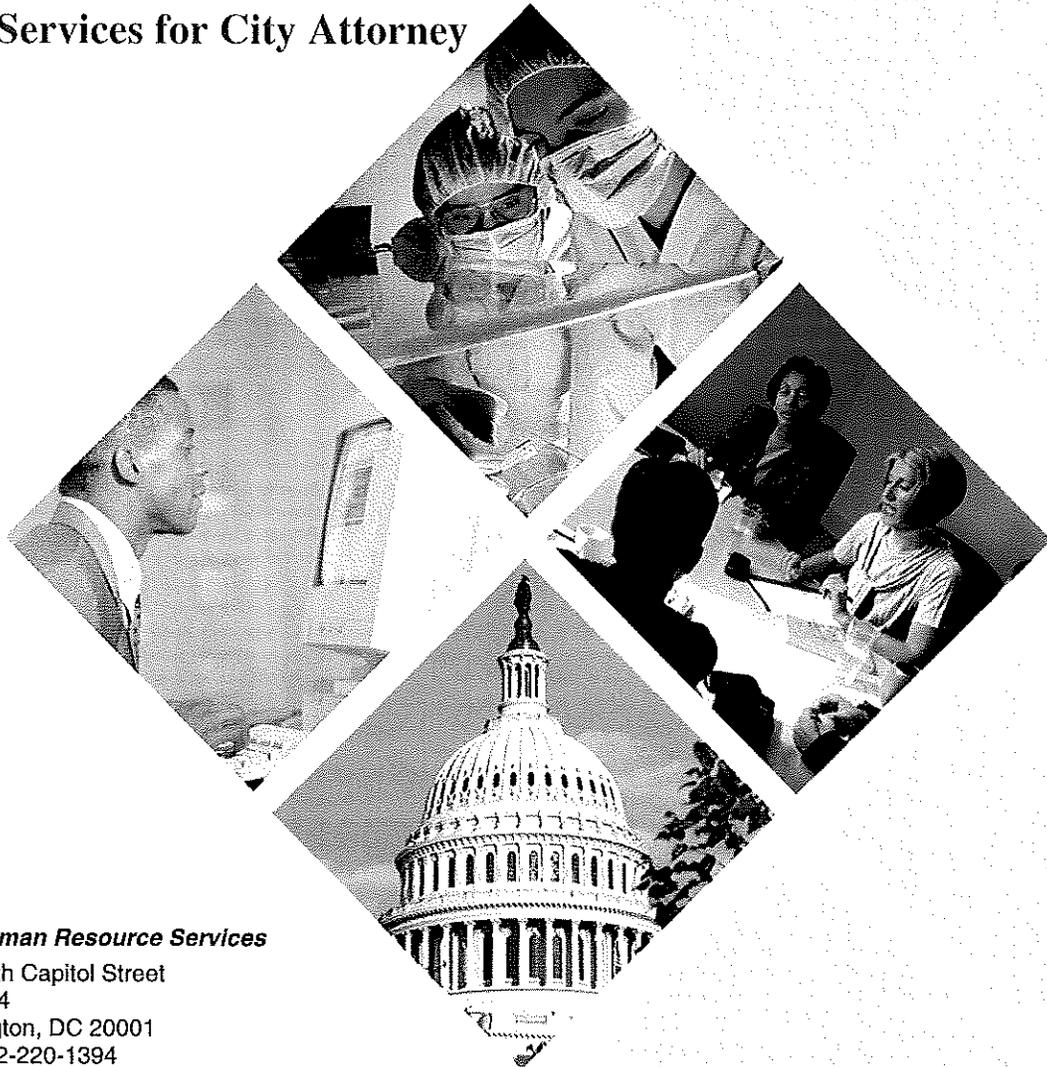


Gilbert L. (Gib) Johnson, Managing Director  
Consulting Services East



## Executive Recruitment Services for City Attorney

August 15, 2008



**CPS Human Resource Services**

444 North Capitol Street  
Suite 544  
Washington, DC 20001  
Fax: 202-220-1394  
Fed. Tax ID#: 68-0067209  
Montgomery County Contract #8331000252 -AG  
MOBIS Contract#: GS10F0437M  
Duns: 128512480  
NAICS Code: 541611

**Gilbert L. Johnson**, Managing Director  
Phone: 202-355-7308  
E-mail: Gib@cps.ca.gov

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## OVERVIEW OF CPS

For more than 70 years, CPS Human Resource Services (CPS) has assisted public agencies like the City of Rockville (the City) with their most critical human resource management needs. As a public agency ourselves, we understand the challenges and issues facing our client base and have unique expertise in delivering HR management and consulting services to government agencies throughout North America.

CPS' core competency is a knowledge of and expertise in the public sector. As a self-supporting public entity serving only public sector and nonprofit agencies, we understand the need for innovative yet practical results in government. CPS can provide agencies such as the City with expertise that is especially relevant because we share this common perspective with our clients. There is not a competitor in the industry that can make that claim. Below is an overview of CPS' core service areas:

### TALENT MANAGEMENT CONTINUUM

*Providing the complete range of human resource services for better recruitment, selection and development of employees.*



CPS has an extremely strong team of consultants, many of whom come from public agency careers at the federal, state, and/or local government levels. This enables our consultants to not only bring a sound understanding of the executive search process best practices, but also an in-depth appreciation of the special requirements of public agencies. As detailed in their professional summaries, the team members proposed for the City's executive search for a City Attorney have completed numerous searches with state, local, and private sector organizations.

CPS is headquartered in **Sacramento, California** with a regional office in **Washington, D.C. and Bethesda, MD.** CPS currently has a staff of approximately 250 full-time employees and over 1,400 subject matter experts and contract employees who have a wide variety of

government, public, and private sector human resources experience. The City's contract will be managed and executed from the **Washington, DC office**. The office address is the following:

444 North Capitol Street, NW  
Suite 544  
Washington, DC 20001

For purposes of contract negotiations, Gilbert L. (Gib) Johnson, Managing Director, will serve as point of contact. Mr. Johnson can be contacted at 202-355-7308 or at [gib@cps.ca.gov](mailto:gib@cps.ca.gov).

## TOTAL COST

As a joint-powers agency, our profit margins are limited. CPS is flexible and welcomes the opportunity to develop project estimates that suit the needs of the City. Therefore, our search cost estimate is negotiable. The proposed cost of a completed executive search is as follows:

### Fees for Professional Services

**Consulting Service for Executive Search:** **\$23,044.96**

This fee covers all services in Phases I-III of the recruitment process as described in the Proposal.

### Reimbursable Expenses \*

**Estimate:** **\$10,000.00**

\*Actual out-of-pocket reimbursable expenses for such items as long distance telephone, printing/copying, and postage/delivery charges. Actual costs will be billed to the City.

Fees for background checks, advertising in professional journals, news publications and Internet sites will be billed directly to the City. Since costs vary, the City will approve these expenses in advance.

**Total Cost for Executive Search:** **\$33,044.96**

Professional fees and reimbursable expenses would be billed and paid monthly and do not include travel and per diem expenses for candidates.

### Task Hours and Consultant Hourly Rates Per Phases

Consultant	Task	Hours	Hourly Rate
<b>Phase I - Develop Candidate Profile and Recruitment Strategy</b>			
Marjorie Young	<b>Task 1 - Review and Finalize Executive Search Process and Schedule</b>	4	\$224.24
Gus Stathes		6	\$109.12
Marjorie Young	<b>Task 2 - Develop a Candidate Profile and Recruitment Strategy</b>	4	\$224.24
Gus Stathes		8	\$109.12
Marjorie Young	<b>Task 3 - Prepare Recruitment Brochure and Place Advertisements</b>	12	\$224.24
Gus Stathes		8	\$109.12
<b>Total Costs for Phase I</b>			<b>\$6885.44</b>
<b>Phase II - Recruitment</b>			
Marjorie Young	<b>Task 1 - Identify and Contact</b>	8	\$224.24

<b>Consultant</b>	<b>Task</b>	<b>Hours</b>	<b>Hourly Rate</b>
Gus Stathes	<b>Potential Candidates</b>	8	\$109.12
Marjorie Young	<b>Task 2 - Conduct Initial Screening</b>	15	\$224.24
Gus Stathes		15	\$109.12
Marjorie Young	<b>Task 3 - Document the Results of the Search Process and Select Finalists</b>	8	\$224.24
Gus Stathes		8	\$109.12
<b>Total Costs for Phase II</b>			<b>\$10,334.16</b>
<b>Phase III - Selection</b>			
Marjorie Young	<b>Task 1 - Design Assessment Process</b>	4	\$224.24
Gus Stathes		6	\$109.12
Gus Stathes	<b>Task 2 - Administer Assessment Process</b>	16	\$109.12
Marjorie Young	<b>Task 3 - Arrange Follow-up Interviews and Conduct Reference Checks</b>	2	\$224.24
Gus Stathes		10	\$109.12
Marjorie Young	<b>Task 4 - Assist the Screening Committee in Negotiating Employment Offer</b>	1	\$224.24
Gus Stathes		7	\$109.12
<b>Total Costs for Phase III</b>			<b>\$5,825.36</b>
<b>Total Costs for Consulting Services</b>			<b>\$23,044.96</b>

# RECRUITMENT METHODOLOGY

## Project Understanding and Objectives

Rockville is the fifth largest city in Maryland and is the county seat of Montgomery County. It occupies 13.03 square miles within the metropolitan Washington, D.C. area and is located 12 miles northwest of the nation's capital. A major portion of the prestigious I-270 corridor is within the City's corporate limits. In 2006, Money Magazine ranked Rockville No. 26 in its 2006 list of "Best Places to Live in the United States."

The City of Rockville operates under the council-manager form of municipal government and derives its governing authority from a charter granted by the General Assembly of Maryland. The governing body is the Mayor and Council, which formulates policies for the administration of the City. The Mayor and Council are comprised of a mayor and four council members elected at large for a two-year term. The mayor is chosen on a separate ballot. The city manager is appointed by the Mayor and Council to serve as the City's chief executive officer. As mandated by state law, Montgomery County provides school, library, social services, and fire protection in Rockville. In addition to the Montgomery County Police, Rockville residents are served by the City's own Police Department. Rockville's community policing services are specially designed to meet the needs of the community. The Rockville Volunteer Fire Department, consisting of 100 paid professional and 187 volunteer fire fighters, provides fire protection to Rockville.

CPS understands that the City of Rockville is seeking executive search services for a City Attorney. The City Attorney performs complex executive and professional level work as legal advisor to the Mayor and Council, City staff and various boards and commissions of the City.

The executive search will include the following services:

- CPS will develop an overall recruitment strategy including specific sites and resources that will be used through out the duration of the recruitment period;
- CPS will generate a pool of interested applicants who meet all minimum qualifications for the position and are highly competitive with respect to the preferred criteria stated in the job announcement and classification specifications;
- CPS will forward resumes for applicants who meet the criteria listed to the Mayor and Council of Rockville;
- CPS will develop interview questions and criteria for candidate selection;
- CPS will coordinate interview selection and employment offer processes; and
- CPS will conduct a background investigation on the final candidate selected by the City (e.g. licensing, credential verification, criminal records search, etc.).

## The City's Responsibilities

To ensure that the search proceeds smoothly and on schedule as planned, we ask that the City provide the following support to CPS:

- Designate a internal project manager who will serve as CPS' primary contact;
- Coordinate on-site meetings;
- Promptly provide current City information, including job descriptions, organizational charts, salary schedule, etc...;
- Provide a conference room or office for the consultant team's use during on-site visits.

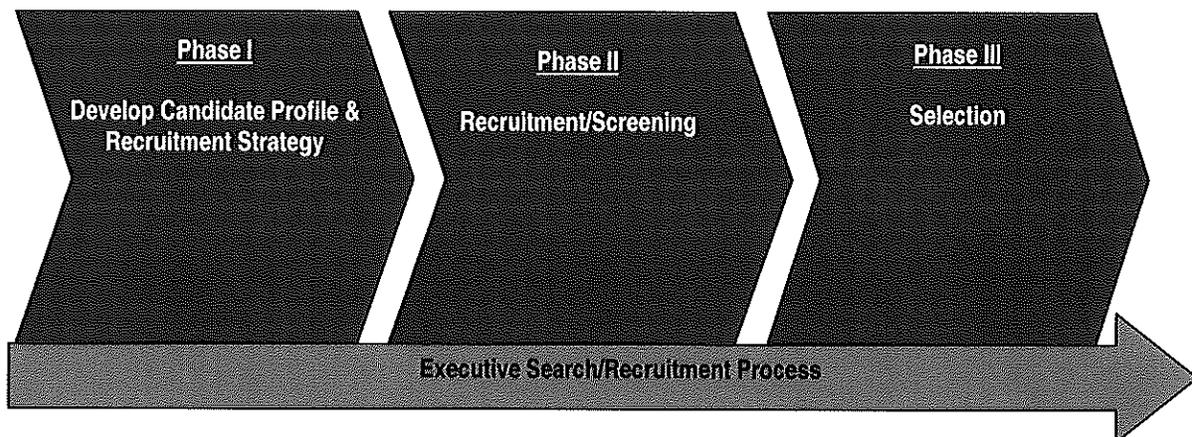
## Project Approach

CPS possesses a number of important strengths such as the following:

- The successful completion of approximately 1,500 recruitments for more than 600 clients;
- Each recruitment we conduct is uniquely designed to fit the needs of the individual client and is calculated to provide a strong, competitive pool of candidates;
- We have an outstanding track record in recruiting executive professionals for cities and agencies of all sizes; and
- In-depth understanding of all local government operations, programs, and services.

Our recruitment method has 3 phases, which are the following:

- Phase I - Develop Profile and Recruitment Strategy;
- Phase II – Recruitment/screening; and
- Phase III - Selection.



Our thorough approach to executive search includes the following features:

- Involvement of all key stakeholders,
- Meeting the Client's Needs,
- Aggressive Recruitment,
- Assisting the Client with the Selection,
- Progress Reporting,
- Ability to Respond in a Timely Manner,
- Team Working Relationships,
- Adherence to Maryland Laws, and
- One-Year Guarantee.

## Explanation of Recruitment Process

### Phase I - Develop Candidate Profile and Recruitment Strategy

#### Task 1 - Review and Finalize Executive Search Process and Schedule

CPS will meet with the Mayor, and Council of Rockville to develop a thorough review of the search process and schedule with the selection committee. At this meeting we shall agree upon

the working and reporting relationship desired by the selection committee. The CPS team is readily available to respond immediately to requests for consultative services.

### **Task 2 - Develop a Candidate Profile and Recruitment Strategy**

A critical first step in this process is to understand the City's needs for the position of City Attorney and to develop an understanding of the City. Development of the position specifications will be accomplished through meetings with the selection committee, designated point person(s) and, if desired, key stakeholders. Required critical personal and professional attributes of the new Attorney will be identified in these meetings, which will include the following activities:

- Identify priorities for the new Attorney;
- Identify the conditions and challenges likely to be encountered in achieving these priorities;
- Generate a list of desired competencies, experience, personal attributes and other requirements specific to the Attorney position;
- Inquire if certain firms/individuals are "off limits" due to conflicts or have already been interviewed/considered for the position; and
- Discuss the work environment and relationship the Mayor, Council of Rockville and City staff would want with the Attorney.

### **Task 3 - Prepare Recruitment Brochure and Place Advertisements**

Text for an attractive recruitment brochure will be prepared and presented to the selection committee for review prior to printing (please refer to our website: [www.cps.ca.gov/search](http://www.cps.ca.gov/search) and click on "current recruitments" to view brochures). In addition, advertisements will be prepared and placed for publication in appropriate professional and diverse magazines, journals, internal and external newsletters, job bulletins, newspapers, and Internet websites.

## **Phase II – Recruitment**

### **Task 1 - Identify and Contact Potential Candidates**

This task includes a variety of activities designed to attract the best available candidates. To ensure the search produces a pool of well-qualified and diverse candidates, CPS will recruit extensively. In addition to advertising through newspapers, appropriate organizations and websites, our consultant will:

- Advertise postings in such media as the Maryland Daily Record ([www.mddailyrecord.com](http://www.mddailyrecord.com)) and the Legal Times ([www.law.com](http://www.law.com)) (These are two good attorney employment websites to advertise on in the greater DC area);
- We will utilize resources such as Martindale Hubble to find attorneys in Montgomery County that have between 7 -20 years experience in either litigation or government or municipal law, as well as attorneys practicing in DC within the same years/practice areas and have the Maryland Bar;
- Contact leading public and private organizations, bar associations and similar professional organizations to identify potential candidates and to circulate brochures to their members (including conducting website research for Partners at large Montgomery County firms such as Shulman, Rogers, Linowes & Blocher);
- Provide each potential candidate with a copy of the recruitment brochure transmitted by personal letter or e-mail;

- Contact candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume;
- Adhere to all laws applicable to recruitment and employment; and
- Provide weekly written reports to the Mayor and Council of Rockville regarding candidates contacted for positions and progress of the search.

### **Task 2 - Conduct Initial Screening**

All resumes will be submitted directly to CPS for initial screening. This screening process is specifically designed to assess the personal and professional attributes agreed upon in Phase I and will include the following:

- Thoroughly reviewing and evaluating each candidate's resume and other supporting materials;
- Performing screening interviews with those candidates who appear to best meet the City's needs;
- Conducting face to face interviews with the finalists upon the City's approval of the short-list of potential candidates; and
- Conducting reference and criminal background checks as required by the City, prior to the candidates' interviews with the selection committee. Reference checks will include education and employment verifications, inclusive of a 360-degree approach by contacting superiors, peers, clients, subordinates and others.

### **Task 3 – Document the Results of the Search Process and Select Finalists**

At the conclusion of the previous tasks, our consultant will prepare a client report summarizing the results of the recruitment process, and will present candidates for further consideration by the Mayor and Council of Rockville. This report, which will be presented at least five (5) days in advance of the interviews, will include a brief profile on each candidate's background, inclusive of reference checks, employment and education verifications, the consultant's comments and candidates' resumes. The consultant will meet with the selection committee to review this report and to assist in selecting a group of finalists for further evaluation. Also, CPS will maintain a database of information regarding all prospects and candidates nominated for consideration and provide this information to the selection committee.

## **Phase III – Selection**

### **Task 1 - Design Assessment Process**

Based upon the results of the meeting conducted in Phase I, the consultant will design a process to assess the final candidates. This process will typically include a competency-based, in-depth interview with each candidate, but may also include other selection tools such as an oral presentation, preparation of written reports, and problem solving exercises.

### **Task 2 - Administer Assessment Process**

The consultant will coordinate all aspects of the assessment process. This includes contacting both the successful and unsuccessful candidates, preparing appropriate materials, facilitating the interviews, and assisting the selection committee with evaluating the interview results. CPS will arrange interviews of candidates selected as finalists and shall coordinate travel or accommodation details for each candidate, in accordance with the City of Rockville's statutes, policies and procedures.

### **Task 3 - Arrange Follow-up Interviews and Conduct Reference Checks**

Through a licensed private investigation firm, a detailed background investigation of the finalist(s) will be conducted. Typically, the investigation would include checks of court records, credit reports, driving record, academic degrees, licensing and credentials. On-site field investigation and media checks will be conducted at a minimal additional cost. Upon completion of the interviews, CPS will consult with the selection committee and provide any additional assessment information required. CPS will be available to schedule and coordinate follow-up interviews and complete additional reference checks and assessments, if necessary, and may, at the City's sole discretion participate in the salary, contract, and employment negotiations.

### **Task 4 - Assist the Screening Committee in Negotiating Employment Offer**

One of the most sensitive parts of the selection process is frequently the development of an employment agreement. If this is not done with care and precision, it can result in either losing the preferred candidate or beginning the employment relationship in an awkward manner. To preclude this from occurring, we are available to assist in developing an agreement that includes the compensation package and other terms and conditions of employment that are acceptable to both parties. Upon request, CPS will negotiate the salary and conditions of employment with the selected candidate for each position.

## **Relevant Search Assignments**

CPS has successfully completed over 1,500 recruitments for more than 600 clients, many of which involved extensive national searches. We have experience in the recruitment of all types of local government executive and professional staff, including council/board appointed executives, department directors, and key professional and management positions. These searches include, but are not limited to, the following disciplines: legal, planning, financial management, housing, transportation, health and human services, information technology, finance and budgeting, human resources, public safety, recreation and culture, municipal, economic development, etc... Although our client list covers a broad range, we uniquely design our executive searches to fit the needs of the individual client and to provide a strong, diverse, competitive pool of candidates.

We have an outstanding track record in recruiting executive officials for municipalities and agencies, including the cities of Elk Grove, CA (City Attorney); Fresno, CA (city of Attorney); Modesto, CA (City Attorney); and Sacramento, CA (City Attorney) in addition to many others. In addition, to our consultants to conducting executive searches for municipalities, our consultants have conducted searches within the private sector as well.

### List of Relevant City Attorney Recruitments for Municipalities

<b>ATTORNEYS</b>		
<b>PROJECT OWNER (Dates)</b>	<b>PROJECT DESCRIPTION - Executive Searches for</b>	<b>CONTACT</b>
State of California CA Dept. of Insurance (2007)	General Counsel	Shelley Thomas Deputy Commissioner 916 492-3072
Elk Grove, City of (2007)	City Attorney	Jim Cooper Mayor 916 600-1964 or Susan Cochran City Attorney 916 478-3626
Fresno, City of (2006)	City Attorney	Nicole Zieba Former Senior Human Resources Analyst 559-457-3501
Modesto, City of (2006)	City Attorney	Jim Ridenour Mayor 209 571-5597 or Kathy Espinosa Executive Assistant 209 571-5597
Monterey, County (2006)	Public Defender	Liz Brown Human Resources Manager 831 755-5297
Sacramento, City of (2005)	City Attorney	Heather Fargo Mayor 916 808-5300 or Geri Hamby Human Resources Manager 916 808-7173
San Jose, City of (1999)	City Attorney	Del Borgsdorf City Manager 408 277-5777
Santa Barbara, City of (2003)	City Attorney	Joan Kent Assistant City Administrator 805 564-5303
Sunnyvale, City of (2005)	City Attorney	Amy Chan City Manager 408 730-7480

<b>ATTORNEYS</b>		
<b>PROJECT OWNER (Dates)</b>	<b>PROJECT DESCRIPTION - Executive Searches for</b>	<b>CONTACT</b>
Surprise, AZ (2006)	City Attorney	Jim Rumpeltes City Manager 623 583-1080 or April Reynolds Human Resources Manager 623 875-4328
Vista, City of (2006)	City Attorney (2005)	Rita Geldert City Manager 760 639-6131

## TIMELINE

Based upon the estimated project start date (September 8, 2008) referenced in the RFP CPS estimates the project completion date to be approximately December 29, 2008. This estimate is based upon the timeline outlined below of approximately 16 weeks. *(Notes: Where situations beyond our control cause delays, adjustments may be necessary to preserve study quality. In such instances, the City would be immediately notified.)*

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/Candidate Profile	➤															
Place Ads and Draft Brochure			➤													
Brochure Approved/Printed				➤												
Aggressive Recruiting																
Final Filing Date								➤								
Preliminary Screening																
Report Results to the City												➤				
City Interviews														➤		
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

## PROPOSED STAFF

### Proposed Staff

CPS consultants provide an experienced and knowledgeable resource to the clients we serve. Many of our senior consultants, in fact, have worked for and with local and/or state agencies for more than 20 years.

The consultant team we propose is an experienced and senior level team that has extensive expertise in executive searches to public sector agencies of all sizes. They possess proven credentials and credibility necessary to provide exceptional quality service to the City.

**Marjorie Young** will serve as project manager and primary contact for the duration of the project. In addition, **Gus Stathes and Krout and Schneider, Inc. (investigative services)** will serve as resources. If warranted by the scope of the project or timeline, CPS reserves the right to substitute qualified consultants for identified members of the project team with prior notice to the project.

Consultant	Primary Area(s) of Responsibility
Marjorie Young	Serves as project manager, primary agency contact and lead for each recruitment task. Compiles final report.
Gus Stathes	Serves as recruiters for each task order.
Krout and Schneider, Inc (Investigator)	Sub-contractor servicing investigation processes
TBD (printer)	Printing of recruitment brochures

#### MARJORIE H. YOUNG, PROJECT MANAGER

Marjorie Young recently retired as Commissioner of the Georgia Merit System (GMS), the State Personnel Agency, after 33 years of service. As Commissioner of the Georgia Merit System, some of her major accomplishments include GMS recently being recognized by Governing Magazine as the best state HR agency in the country; recognition by Franklin Covey as a Model State Agency because of the implementation of the principled centered leadership; receipt of national accolades for the development and statewide implementation of a workforce planning process, inclusive of HR strategies, such as specialized and competency-based recruitment, succession planning, employee and leadership development, etc. For over 25 years of her career in state government, Marjorie held a number of human service leadership positions in state government in the areas of rehabilitation of the physically and mentally disabled and delinquent youth, child development, services for the elderly, public health, quality improvement and local planning for human services. Marjorie knows the Florida statutes as she has conducted several executive level searches for Miami-Dade County, including the Director for Miami-Dade Transit, and is currently conducting the search for the Broward County Administrative Officer. Ms. Young has a MPA, Public Administration from Georgia State University. A M.Ed., Counseling and Psychological Services, and a B.A., Psychology. Marjorie has the following certifications:

- Facilitator, FranklinCovey's Four Disciplines of Execution, 2004
- Trainer/Facilitator, Achieving Extraordinary Customer Services and Managing, 1997
- Trainer/Facilitator, Continuous Quality Improvement, GOAL/QPC, 1993

In addition to conducting executive searches within the public sector for attorney positions, Marjorie has conducted following searches for Miami-Dade County, FL:

- Director of Corrections and Rehabilitation (2006)
- 2 Real Estate Advisors (2006)
- Director of ADA Coordination (2007)
- Director of Human Services (2007)
- Director of Transit (2007)
- Director, Employee Relations Department (2007)

#### **GUS STATHES, EXECUTIVE RECRUITER**

Gus Stathes is a Senior Personnel Consultant with CPS. Mr. Stathes is an experienced executive recruiter located in Montgomery County. He is experienced in providing Full Life Cycle Recruiting for government and private sector organizations. Gus' experience includes recruitment for such organizations as Avecra, HPTi, Specific Integration, Hughes Network Services, BTG Inc., Litton/Amecom, SCI Consulting Inc., Verizon, Celera Genomics and Korn Ferry to name a few. In addition, he has conducted executive searches for such positions as Attorney, Senior/Middle Management, Vice President, Director, Research Associates, Marketing, Business Development, as well as MD/PhD's Scientist.

Gus has experience in conducting executive searches for attorney positions within the private sector.

#### **KROUT AND SCHNEIDER, INC., SUBCONTRACTOR**

CPS will hire on a sub-contract basis the licensed private investigation firms of Krout and Schneider, Inc. and Employee Relations for detailed background investigations of the finalist candidates. CPS has used this firm to conduct background investigations on an ongoing basis.