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## City of Gainesville, FL

Executive Search Services  
RFQ No. HRDX-190032-GD

April 10, 2019

## SECTION V – ATTACHMENTS & FORMS

### ATTACHMENT A - PROPOSAL RESPONSE FORM – SIGNATURE PAGE

(Submit this form with your proposal.)

TO: City of Gainesville, Florida  
200 East University Avenue  
Gainesville, Florida 32601

PROJECT: Executive Search Services

RFQ#: HRDX-190032-GD

RFQ DUE DATE: April 10, 2019, 3:00pm

Proposer Company's Legal Name: Baker Tilly Virchow Krause, LLP

Proposer Company's Alias/DBA: \_\_\_\_\_

Proposer Company's Address: 14285 Midway Road, Suite 340  
Addison, Texas 75001

PROPOSER'S REPRESENTATIVE (to be contacted for additional information on this proposal)

Name: Art Davis, Director Telephone Number 816-868-7042

Date: April 8, 2019 Fax Number 816-333-6899

Email address art.davis@bakertilly.com

#### **ADDENDA**

The Proposer hereby acknowledges receipt of Addenda No.'s 1, \_\_\_\_\_, \_\_\_\_\_, to these Specifications.

#### **TAXES**

The Proposer agrees that any applicable Federal, State and Local sales and use taxes, which are to be paid by City of Gainesville, are included in the stated bid prices. Since often the City of Gainesville is exempt from taxes for equipment, materials and services, it is the responsibility of the Contractor to determine whether sales taxes are applicable. The Contractor is liable for any applicable taxes which are not included in the stated bid prices.

#### **LOCAL PREFERENCE (check one)**

Local Preference requested:  YES  NO

A copy of your Business tax receipt and Zoning Compliance Permit should be submitted with your bid if a local preference is requested.

#### **QUALIFIED LOCAL SMALL AND/OR DISABLED VETERAN BUSINESS STATUS (check one)**

Is your business qualified as a Local Small Business in accordance with the City of Gainesville Small Business Procurement Program? (Refer to Definitions)  YES  NO

Is your business qualified as a Local Service-Disabled Veteran Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Procurement Program? (Refer to Definitions)  YES  NO

**LIVING WAGE COMPLIANCE**

See Living Wage Decision Tree (Exhibit C hereto)

**Check One:**

- Living Wage Ordinance does not apply  
(check all that apply)
  - Not a covered service
  - Contract does not exceed \$100,000
  - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
  - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville’s living wage requirements, as applicable, without any adjustment to the bid price.

**SIGNATURE ACKNOWLEDGES THAT: (check one)**

- Proposal is in full compliance with the Specifications.
- Proposal is in full compliance with specifications except as specifically stated and attached hereto.

Signature also acknowledges that Proposer has read the current City of Gainesville Debarment/Suspension/Termination Procedures and agrees that the provisions thereof shall apply to this RFQ.

ATTEST:

  
 \_\_\_\_\_  
 Signature

Print Name: Bonnie C. Matson

Title: Principal

(CORPORATE SEAL)

PROPOSER:

  
 \_\_\_\_\_  
 Signature

Print Name: Chuck Rohre

Title: Firm Director

# Gainesville.

Citizen centered  
People empowered

## ADDENDUM NO. 1

Date: March 28, 2019

Bid Date: April 10, 2018  
at 3:00 P.M. (Local Time)

RFQ Name: Executive Search Services

Bid No.: HRDX-190032-GD

NOTE: The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), April 3, 2019. Questions may be submitted as follows:

**Email:** [dykemangb@cityofgainesville.org](mailto:dykemangb@cityofgainesville.org)

**Subject:** Questions – RFQ HRDX-190032-GD

2. Please find attached:

- a. Copy of the black out period (Cone of Silence) information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during non-mandatory pre-bid meeting.
- b. Copy of the pre-bid sign-in sheet for your information.

3. Gayle Dykeman, Procurement Division, discussed bid requirements.

- a. This was a call in non-mandatory pre-bid conference. Attendees were registered via phone by Gayle Dykeman.
- b. Bids are to be received by the Purchasing office no later than 3:00 p.m. on April 10, 2019. Any bids received after 3:00 p.m. on that date will not be accepted.
- c. Question must be submitted in writing, via email, to [dykemangb@cityofgainesville.org](mailto:dykemangb@cityofgainesville.org) and are due by 3:00pm April 3, 2019.
  - i. All communication must be through Gayle Dykeman only. Do not communicate with other City staff.
- d. Sign, date and return all Addenda
- e. Discussed that bid form must be signed
- f. Discussed minimum requirements, page 3 of the RFQ package
- g. Discussed Scope and Requested Services, page 2 of the RFQ package
- h. Proposal Response Requirements commence on page 19. All required forms are marked as such at the top of the form.

4. Audrey Gainey, Talent Acquisition Manager, discussed the scope of the project, reviewing the information indicated in the RFQ. The RFQ is for Executive Level Searches for high level opportunities in the City of Gainesville. It is expected that the searches will be nationwide and embrace diversity. The searches will be conducted for both General Government and Gainesville Regional Utilities, which may have some very specific utility-based employment needs. While for the most part, the searches are expected to be 'standard', the City is also looking for innovative tools and techniques for recruiting.

The following are answers/clarifications to questions received at the pre-bid conference.

5. Question: How many executive searches do you anticipate to occur over the course of the three year initial contract?  
Answer: This number is undetermined. Firms will be engaged as vacancies occur. We do anticipate; however, having three (3) openings this calendar year.
6. Question: How many executive searches currently occur each year?  
Answer: This number fluctuates based on turnover; however, in the last three years we have engage firms to assist with eight (8) Executive level searches.
7. Question: Would the City actively recruit while it has also engaged an Executive Search firm for the same position?  
Answer: The City will post the open position on its employment opportunities page, but refers all interested applicants to the Executive Search Firm.
8. Question: Is there one winner?  
Answer: We are looking to have at least three (3) firms with a variety of market expertise. Decisions will be made based on the diversity of expertise made available through the responding firms.
9. Question: When was the last time the City went out to bid in order to acquire Executive Search Firms?  
Answer: A very long time ago. Not in recent memory.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

#### CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: Baker Tilly Virchow Krause, LLP

BY: Chuck Rohre <sup>Sup</sup>

DATE: April 8, 2019

CITY OF \_\_\_\_\_ FINANCIAL SERVICES  
GAINESVILLE PROCEDURES MANUAL

**41-423      Prohibition of lobbying in procurement matters**

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

CITY OF GAINESVILLE  
GENERAL GOVERNMENT PURCHASING DIVISION  
NON-MANDATORY PRE-BID CONFERENCE

Executive Search Services

DATE: March 27, 2019 @ 11:30 AM LOCAL TIME

BID #HRDX-190032-GD

DUE DATE: April 10, 2019, AT 3:00PM LOCAL TIME

YOUR COMPANY'S LEGAL NAME, DBA NAME  
& ADDRESS

YOUR SIGNATURE, PRINTED NAME,  
PHONE NUMBER & EMAIL ADDRESS

1) Legal Name: Vinali Staffing  
DBA: Ruth Velez  
Gianni Petrucci

\_\_\_\_\_  
SIGNATURE  
\_\_\_\_\_  
PRINTED NAME  
PHONE # ( ) \_\_\_\_\_  
E-MAIL: \_\_\_\_\_

2) Legal Name: \_\_\_\_\_  
DBA: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
SIGNATURE  
\_\_\_\_\_  
PRINTED NAME  
PHONE # ( ) \_\_\_\_\_  
E-MAIL: \_\_\_\_\_

3) Legal Name: \_\_\_\_\_  
DBA: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
SIGNATURE  
\_\_\_\_\_  
PRINTED NAME  
PHONE # ( ) \_\_\_\_\_  
E-MAIL: \_\_\_\_\_

4) Legal Name: \_\_\_\_\_  
DBA: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
SIGNATURE  
\_\_\_\_\_  
PRINTED NAME  
PHONE # ( ) \_\_\_\_\_  
E-MAIL: \_\_\_\_\_

5) Legal Name: \_\_\_\_\_  
DBA: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
SIGNATURE  
\_\_\_\_\_  
PRINTED NAME  
PHONE # ( ) \_\_\_\_\_  
E-MAIL: \_\_\_\_\_

**ATTACHMENT D - DRUG FREE WORKPLACE FORM**

**HRDX-190032-GD**

**(Submit this form with your proposal.)**

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

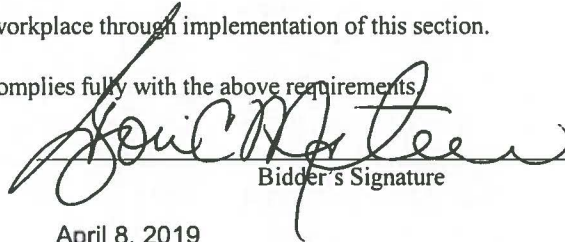
Baker Tilly Virchow Krause, LLP

does:

(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty of nolo contendere to, any violation of Chapter 893, Florida Statutes, or of any controlled substance law of the United State or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

  
Bidder's Signature

April 8, 2019

Date



## LIVING WAGE COMPLIANCE

See Living Wage Decision Tree (Attachment E hereto)

**HRDX-190032-GD**

(Submit this form with your proposal.)

Check One:

- Living Wage Ordinance does not apply  
(check all that apply)
- Not a covered service
  - Contract does not exceed \$100,000
  - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
  - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

**CITY OF GAINESVILLE**  
**CERTIFICATION OF COMPLIANCE WITH LIVING WAGE**

**HRDX-190032-GD**

(Submit this form with your proposal.)

**The undersigned** hereby agrees to comply with the terms of the Living Wage Ordinance and to pay all covered employees, as defined by City of Gainesville Ordinance 020663 as amended at 030168 (Living Wage Ordinance), during the time they are directly involved in providing covered services under the contract with the City of Gainesville for Executive Search Services a living wage of \$12.3798 per hour to covered employees who receive Health Benefits from the undersigned employer and \$13.6298 per hour to covered employees not offered health care benefits by the undersigned employer.

Name of Service Contractor/Subcontractor: Baker Tilly Virchow Krause, LLP

Address: 14285 Midway Road, Suite 340, Addison, Texas 75001

Phone Number: 972-481-1950

Name of Local Contact Person Art Davis

Address: 9229 Ward Parkway, Suite 104, Kansas City, Missouri 64114-3311

Phone Number: 816-868-7042

\$ 24,500  
(Amount of Contract)

Signature: 

Date: April 8, 2019

Printed Name: Bonnie C. Matson

Title: Principal



now joined with  
Springsted and Umbaugh

Baker Tilly Virchow Krause, LLP  
14285 Midway Road, Suite340  
Addison, TX 75001  
972.481.1950  
972.481.1951  
bakertilly.com

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April 10, 2019

Ms. Gayle Dykeman, Procurement Specialist 3  
Procurement Division  
City of Gainesville  
Room 339, City Hall  
200 East University Avenue  
Gainesville, FL 32601

Dear Ms. Dykeman:

Baker Tilly Virchow Krause, LLP (Baker Tilly) appreciates the opportunity to submit our qualifications for executive recruitment services for the City of Gainesville on an as-needed basis. Our extensive experience in providing executive recruitment services to cities, counties and other public-sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the City of Gainesville.

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- **Commitment to a Successful Recruitment is Guaranteed:** Baker Tilly will be meticulous and responsive to you - the client - and with prospective applicants using an approach of “*doing whatever it takes to get the job done right!*” Please notice our “Triple Guarantee” referenced in this Proposal;
- **Focused Strategy for Success:** Baker Tilly will conduct a comprehensive, national search to identify exceptional candidates with a proven record of strong leadership and management. Baker Tilly recommends advertising and recruiting nationally, but will also focus on connecting with city management professionals that are currently working in the Southeastern states believing that a regional focus can sometimes bring in candidates more knowledgeable about the nuances of working in Florida and this part of the Country;
- **Talented and Experienced Recruitment Consultants:** Baker Tilly’s recruitment team is outstanding! Baker Tilly has provided executive recruitment and human resources related services to local governments for over 30 years. Our team has had tremendous success working on recruitments throughout the country and we encourage you to contact our references. The professional experience of our consultants includes three former city managers/administrators, a former police chief and a former superintendent of schools. The result – a cohesive and highly experienced consultant team that possesses a thorough and detailed understanding of the leadership, experience, training and certifications required for this position, which ultimately benefits the City with a more targeted and qualified pool of candidates;
- **Video Interviews to Screen Semi-finalists:** Baker Tilly will use an online video interview process to assist the City in narrowing down semi-finalists to a smaller group of finalists as part of the all-inclusive fee. This will assist the City in screening candidates, and could possibly reduce costs by eliminating unnecessary travel expenses for on-site interviews;
- **Leadership Assessment of Finalists:** Baker Tilly will conduct a strengths assessment and management / leadership style testing, which some may refer to as “*personality and behavioral testing.*” This assessment is completed online by the finalists prior to interviews and determines if a candidate’s management style matches the profile created by the City in an effort to find the “ideal” candidate and determine whether each candidate is a good fit for Gainesville and the community;

- **Comprehensive Vetting of Finalists (Includes Social Media Search):** Baker Tilly's multiple layered vetting process of screening candidates provides a qualified pool of individuals to consider with not only the skills and experience desired, but most importantly, a leadership and management style that best fits the City and the community. The screening process includes detailed candidate questionnaires, video interviews, leadership and strengths assessment, and a comprehensive candidate background review (e.g., criminal, civil, credit and driving record, academic and employment verification, a Nexus search with a comprehensive report on each candidate's media and on-line presence, and a comprehensive reference report on all finalists prior to interviews occurring - **Note: Baker Tilly must conduct these background checks for the "Triple Guarantee" to remain in effect**);
- **Commitment to Pursue a Diverse Pool of Candidates:** Baker Tilly will take responsibility for ensuring diversity in our candidate pools. In these recruitments, we will use our established networks to make direct and personal contact with prospective minority and female candidates and encourage them to consider an opportunity with the City of Gainesville.
- **Online Application and Communication System:** Baker Tilly utilizes a proprietary online application system exclusively licensed to facilitate talent management for our clients. The system has been designed to customize applicant flow and tracking, allowing for ease of communication with applicants and an ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location, specific experience, expertise and qualifications.

Finding candidates with the desired levels of experience and specific knowledge of local government management trends can sometimes be challenging. Of equal importance, we want to ensure that selected candidate is a "great fit" for Gainesville and the community. Our professional background and many years of experience in recruiting local government managers will provide you invaluable insight into finding and selecting the best candidate.

This qualifications document will provide you the details about our approach, expertise, client references and pricing for as-needed executive recruitments. Our Team would consider it a professional privilege to provide these services to the City of Gainesville.

Very truly yours,



Chuck Rohre  
Firm Director  
P: 214.608.7477  
Email: [chuck.rohre@bakertilly.com](mailto:chuck.rohre@bakertilly.com)



Art Davis  
Director  
P: 816.868.7042  
Email: [art.davis@bakertilly.com](mailto:art.davis@bakertilly.com)

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This document contains confidential material that is proprietary to Baker Tilly Virchow Krause, LLP, and other related entities (collectively referred to herein as Baker Tilly). The materials, ideas, and concepts contained herein are to be used exclusively to evaluate the capabilities of Baker Tilly. The confidential information and ideas herein may not be disclosed to anyone outside parties and may not be used for purposes other than the evaluation of Baker Tilly’s capabilities.



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# 1. Introduction

## Firm introduction

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country — and internationally. As a member of Baker Tilly International, the world's 10th largest accountancy and business advisory network, we are able to extend our reach through trusted relationships with firms located across the country and throughout the world.

Baker Tilly was founded in 1931 with one central objective: to use our industry specialization to help our clients improve their businesses. For more than 85 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client.

Key facts about Baker Tilly:

- Headquartered in Chicago and employing more than 1,400 throughout the Midwest
- Provides a wide range of accounting, tax, assurance and consulting services by more than 3,500 total staff members, including approximately 330 partners
- Ranked among the 15 largest accounting firms in the U.S.
- Serving clients with industry-focused teams

In early 2019, Baker Tilly expanded its public sector practice, joining with Springsted Incorporated (Springsted) and H.J. Umbaugh and Associates, Certified Public Accountants, LLP (Umbaugh). This combination has created one of the largest municipal advisory firms in the nation.

As an independent advisory firm, Springsted provided high quality, independent financial and management advisory services to public and non-profit organizations for 60 years making it one of the largest and longest established independent public sector advisory firms in the U.S. Springsted's staff has been advising clients in executive recruitment for more than 30 years. The combination of Baker Tilly's and Springsted's executive professional consulting teams has created a strong, experienced staff with direct experience in managing and leading local city and county governments as well as school districts. Our combined team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.



Baker Tilly's public sector executive search services assist a wide variety of public and non-profit organizations across the country. Our executive search team has a team of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and school districts and the many different disciplines that comprise the City of Gainesville organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the City's expectations. In the past five years, our combined consultant team has conducted nearly 450 executive recruitments.

The Baker Tilly Recruitment Project Team will partner with the City and designated staff as your technical advisor to ensure that the recruitment process for your next key leadership position is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the Baker Tilly Recruitment Project Team to draw upon our 50-plus years of service to the public sector and to leverage Baker Tilly's experience and capacity to find the most qualified candidates.

### Why Baker Tilly is ideally suited to serve the City

There are many reasons Baker Tilly has distinguished itself from its peers in public sector executive recruitment.

- **We are experienced and passionate about what we do.** Baker Tilly executive recruitment consultants are highly experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for school districts, cities and counties. The Baker Tilly team has recruited and placed more than 1,500 executive-level positions within cities, counties, school districts and public and non-profit organizations.
- **We are focused on exceeding your expectations.** We believe in local government and want to assist you and the City in building a great team. We want the City of Gainesville to hire us again based on the success we achieve after the first time we work together.
- **We believe that “ethical business practices” are a catalyst for success.** These practices include operating with transparency, responsiveness and sensitivity to the culture of the City while pursuing an unrelenting commitment to high quality and professional services.
- **We believe in diversity.** Our core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council.
- **We conduct a timely and high-quality recruitment that is within budget.** For an all-inclusive, not-to-exceed professional fee that includes the cost of professional services by the Recruitment Project Team Leader, the project support staff, and all project related expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks, and travel expenses for up to three on-site visits, we work with you to establish a timeline, respond to the City's needs and to unexpected circumstances that may develop during the course of a recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates for the City of Gainesville.

- **We utilize the latest technologies that uniquely sets us apart.** Technology plays an important role in the Baker Tilly executive recruitment process. From our proprietary video interview system and our Management/Leadership Style Assessment Analysis to our proprietary on-line application system, we efficiently manage candidate information and provide the hiring entity with unique information about the candidate’s leadership / management style and ability to respond extemporaneously to video questions.
- **We offer a “Triple Guarantee” that commits our company to the City’s success.**
  - We remain focused to assist with your executive recruitments until you make an appointment!
  - We guarantee your executive recruitment for 24 months against termination or resignation for any reason – or we come back to fill each City position for no additional professional fee.
  - We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization.

## Benefits to City

Selecting Baker Tilly to conduct your executive recruitment provides the City of Gainesville with the following benefits:

- **Comprehensive and Structured Process:** Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.
- **Transparency:** Baker Tilly comes to the City without having any preconceived notions or expectations about the City and prospective candidates. The Baker Tilly team works closely with the City to make sure the process is transparent.
- **Candidate Recruitment:** Baker Tilly actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the City of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Baker Tilly.
- **Focused Use of City’s Time:** Baker Tilly’s comprehensive process incorporates the active participation of the City members at key steps in the process. Our process keeps elected officials fully advised and informed of all aspects of the process without requiring them to expend large amounts of time in the search process or to put aside other pressing issues facing the City.
- **Minimize Staff Disruption:** Baker Tilly’s search process also minimizes disruptions to City staff, some of whom may have additional duties in this time of transition. Because conducting a thorough search can be time-consuming, Baker Tilly’s involvement allows staff to stay focused on their primary and assigned functions.
- **Thorough Evaluation of Candidates:** The City of Gainesville seeks employees of sound professional and personal character. Baker Tilly’s process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

## Exceptions to terms and conditions

We hereby take exception to RFP Section III B, J & N; as well as the City’s sample Contract for Executive Search Services. If selected, we would require the ability to propose additional terms and negotiate mutually acceptable revisions to the City’s sample contract prior to executing a final agreement.



---

## 2. Project understanding and approach

*Each recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals.*

### Our understanding of the City's needs

The City of Gainesville is looking for a timely, well-managed and thorough search process to recruit and identify highly qualified candidates for each position.

Baker Tilly will work with the City to understand the desired qualities and professional capabilities that are most important to you in your selection of a new city management employees. This information helps us represent the Gainesville organization and each position to well-regarded candidates, emphasizing the opportunities for leadership and professional growth and presenting Gainesville as a vibrant and thriving community in which to live.

There is significant competition for experienced local government managers today. We work with you to develop recruitment strategies that include advertising and personalized, customer outreach. A successful recruitment often depends upon the ability to reach out to successful managers who are not necessarily seeking new employment to inform them of and encourage them to apply for the position. These efforts are critical to ensuring that the City receives a good candidate pool.

Baker Tilly manages and tracks applicant information and provides regular communications updating the applicants on the status of the project. Our communications are always professional and respectful.

We take pride in our ability to provide the City with complete information about the candidates, expanding beyond their resumes to understand their experience, the leadership and management style they will bring to your community and their motivation for seeking each position. We assist you in structuring the interview process; we are present throughout the interviews and available to facilitate your deliberations and negotiations with the top candidate.

### Proposed solution to meet the City's needs

**Art Davis** will serve as the Recruitment Project Team Leader. Our proven process includes five major tasks:

- 1. Recruitment brochure development and advertising**
  - Meetings with the City's leadership and key stakeholders to understand the City's needs as well as its strategic directions and expectations
- 2. Execution of recruitment strategy and identification of quality candidates**
  - Aggressive recruitment and direct contact with prospective candidates
  - Interactive searchable applicant database
  - Utilization of an applicant tracking system

### 3. Screening of applications, recommendation of semi-finalists and selection of finalists

- Candidate questionnaires provide in-depth information
- Due diligence questions and review of candidate's web and internet presence
- Management/leadership style and strengths assessment (personality and behavior analysis) to determine if there is a fit with the approved management / leadership profile established by the City in order to identify the ideal candidate
- Video interview responses provided by each semi-finalist candidate
- Semi-finalists booklet of the top candidates
- Selection of 3 – 5 finalists by the City

### 4. Conducting background checks (criminal, civil, credit, and driving record), reference checks and academic verifications

- Background records checks and academic verification
- References

### 5. Final interview process

- Interview design, coordination, attendance and support
- Employment offer - assistance and feedback

## 1. Recruitment brochure development and advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate for each position is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in each position. The recruitment brochure will also have a profile that captures the essence of the City of Gainesville as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the City and designated staff to discuss the required background, professional experience and management and leadership characteristics for each City position. We meet with the City to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for each City position. ***[See example of a recruitment brochure in Appendix I.]***

Information obtained from these meetings, coupled with our review of the job description and other City documents, is used to prepare a position and candidate profile. The completed profiles will be approved by the City before each recruitment begins. The position and candidate profiles will be central to our recruitment strategy and outreach to candidates.

The Recruitment Project Team will also work with the City of Gainesville to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, Baker Tilly has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the City's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to further promote the position.

Project Milestone	Deliverables	Timeline
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> <li>– Onsite interview with the City.</li> <li>– Baker Tilly will receive information regarding the City’s budgets, organizational charts, images, logos, etc.</li> <li>– Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline).</li> </ul>	2 Weeks
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> <li>– Brochure sent to the City for final approval.</li> <li>– Commence advertising and distribution of recruitment brochure.</li> </ul>	2 Weeks

## 2. Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task 1, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for each position. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for each City position. This will provide the Baker Tilly Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the City and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for each position and match the candidates to each attribute.

Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Timeline
Execution of recruitment strategy and candidate outreach.	<ul style="list-style-type: none"> <li>– Online data collection and profile development.</li> <li>– Development of interactive searchable applicant database each recruitment.</li> <li>– Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy.</li> <li>– Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics.</li> </ul>	4 – 5 Weeks

### 3. Screening of applicants and recommendation of semi-finalists

In Task III the Recruitment Project Team, under the direction of Art Davis, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the City.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate's ability to think "on their feet" as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the City and those designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of the City.

Throughout each process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Project Milestone	Deliverables	Timeline
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> <li>- Baker Tilly compares applications to the approved candidate profile developed in our searchable applicant database.</li> <li>- Baker Tilly develops customized candidate questionnaire &amp; due diligence questionnaire to provide to applicants who most closely meet the candidate profile.</li> <li>- Top 10-15 candidates identified as semi-finalists.</li> <li>- Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered.</li> <li>- Baker Tilly and the City review and rate video interviews.</li> <li>- Baker Tilly sends links to City to review the aggregate responses and ratings.</li> <li>- Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed.</li> <li>- Recruitment Project Team Leader meets with City to review recommended semi-finalists. City selects finalists for on-site interviews.</li> </ul>	2 Weeks

## 4. Conducting background checks, reference checks and academic verifications

When the City approves of a group of finalists for on-site interviews, Baker Tilly will begin the process of conducting reference checks, background checks, and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, Baker Tilly will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Educational Verification
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

***To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.***

Project Milestone	Deliverables	Timeline
Finalists complete supplemental work products.	- Finalists complete narrative of their most significant professional achievement and a critical problem analysis.	1 Week
Design final process with City for on-site interviews with finalists.	- Baker Tilly confirms interviews with candidates. - Travel logistics are scheduled for the candidates.	1 – 2 Days
Background checks, reference checks and academic verification.	- Baker Tilly completes background checks, reference checks and academic verifications for finalists.	2 Weeks

## 5. Final interview process

Upon completion of Task IV, we will work with the City to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their professional experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the City requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Timeline
Final Report prepared and delivered to City.	<ul style="list-style-type: none"> <li>Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions.</li> </ul>	1 Day
On-site interviews with finalists.	<ul style="list-style-type: none"> <li>Interviews are scheduled.</li> <li>Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates.</li> </ul>	1 – 2 Days
Offer made / accepted.	<ul style="list-style-type: none"> <li>If requested, Baker Tilly participates in candidate employment agreement negotiations.</li> <li>Baker Tilly notifies candidates of decision.</li> <li>Baker Tilly confirms final process close out items with the City of Gainesville.</li> </ul>	1 – 2 Days

### Our strategy for recruitment of diverse candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of Gainesville’s positions. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Baker Tilly is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

## Timeline

City of Gainesville, FL Executive Recruitment Preliminary Timeline		
The following Timeline represents a preliminary schedule for your executive recruitment based on a hypothetical commencement date of <b>Monday, May 20, 2019</b> . Actual target dates will be developed in consultation with and approved by the City.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> <li>– Baker Tilly completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline.</li> <li>– Baker Tilly sends draft recruitment brochure to the City.</li> <li>– The City returns draft recruitment brochure (with edits) to Baker Tilly.</li> <li>– Baker Tilly commences executive recruitment advertising and marketing.</li> <li>– Online data collection and profile development.</li> </ul>	<b>May 20 – July 15</b>
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> <li>– Baker Tilly commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online.</li> <li>– Baker Tilly completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Candidates' recorded interviews are also presented.</li> <li>– Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed.</li> <li>– <b>Baker Tilly meets with the City on <u>Tues., July 30<sup>th</sup></u> &amp; recommends semi-finalists;</b> the City selects finalists for on-site interviews.</li> </ul>	<b>July 15 – July 30</b>
Comprehensive background check, academic verifications, and reference checks completed for finalists.	<ul style="list-style-type: none"> <li>– Baker Tilly completes reference checks/background checks/ academic verification on finalists. <i>(Backgrounds require min. 10 working days)</i></li> <li>– Baker Tilly sends documentation for finalists to the City</li> </ul>	<b>July 31 – Aug. 15</b>
On-site Interviews with finalists.	<ul style="list-style-type: none"> <li>– City conducts on-site interviews</li> </ul>	<b>Week of Aug. 19</b>
Employment offer made / accepted.	<ul style="list-style-type: none"> <li>– City extends employment offer to selected candidate.</li> </ul>	<b>August 23</b>

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## 3. Proposed project staff

*The Baker Tilly project team is designed specifically for the City of Gainesville.*

This project team represents experienced professionals who will be working on this project. Our service team is selected to meet four very specific objectives for the City: 1) It represents the staff who will be directly responsible for your projects; 2) It provides a range of expertise to cover the range of service requirements; 3) It provides a national perspective of experience and institutional knowledge to achieve your future objectives; and 4) It represents the commitment to take personal and professional responsibility for the services and outcomes for the City of Gainesville.

### **Recruitment Project Team Leader**

#### **Mr. Art Davis, Senior Vice President**

Direct Phone: (816) 868-7042

Email: [art.davis@bakertilly.com](mailto:art.davis@bakertilly.com)

#### **Mr. Chuck Rohre, Executive Vice President**

Direct Phone: (214) 466-2436

Email: [chuck.rohre@bakertilly.com](mailto:chuck.rohre@bakertilly.com)

#### **Ms. Patricia Heminover, Senior Vice President**

Direct Phone: (651) 223-3058

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#### **Ms. Sharon Klumpp, Senior Vice President**

Direct Phone: (651) 223-3053

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#### **Mr. Steve Miner, Vice President**

Direct Phone: (804) 562-2383

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#### **Ms. Cecilia Hernández, Project Coordinator**

Direct Phone: (214) 736-1606

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#### **Ms. Jenelle McDonald, Project Coordinator**

Direct Phone: (214) 466-2445

Email: [jenelle.mcdonald@bakertilly.com](mailto:jenelle.mcdonald@bakertilly.com)



**Arthur (Art) Davis**

*Director*



Arthur (Art) Davis is a Director with Baker Tilly's executive recruitment practice. Prior to joining SJW, Art successfully launched and expanded his own company over the course of 10 years. Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

Prior to consulting, Art served as Associate Director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region. One of his responsibilities during his tenure at the Civic Council was to organize efforts to revitalize Downtown Kansas City, Missouri. Art coordinated a strategic and master planning process involving hundreds of stakeholders, which resulted in the establishment of development strategies, solicitation of start-up funding and implementation of action plans – all contributing toward the successful revitalization of Downtown Kansas City.

For nearly six years, Art served as City Administrator of Lee's Summit, Missouri, a city recognized as the "fastest growing" city in Missouri and the Greater Kansas City region at the time. Earlier positions of responsibility include working for the cities of Lenexa, Kansas and Dallas, Texas, where he served as Assistant to the Mayor of Dallas.

He has led and participated in a wide variety of community initiatives and served on not-for-profit boards throughout his career. Art was presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration.

***Areas of Expertise***

- Executive Recruitment
- Leadership/Management Development
- Strategic Goal Setting & Strategic Planning
- Organizational Assessment, Design & Development
- Organization & Community Facilitation

***Education***

Bachelor of Arts, Political Science and Public Administration  
William Jewell College – Liberty

Master of Public Administration  
University of Kansas – Lawrence

# Charles A. “Chuck” Rohre

Chuck Rohre, a Firm Director at Baker Tilly, has more than 35 years of experience in managing and consulting in both the private and public sectors.



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**Education**  
Bachelor of Science, Career Development  
Abilene Christian University – Dallas

Master’s Degree, Human Relations and Management  
Abilene Christian University – Dallas

Chuck is responsible for managing and conducting executive recruitment engagements for the firm to insure their integrity, timeliness and adherence to budget parameters. He also directs the professional and support staff of the executive recruitment practice to ensure best practices, quality control and customer service.

**Specific experience**

- Manager of the executive recruitment practice
- Extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states
- Has led over 400 recruitment engagements in 27 states for key executives such as City and Assistant City Managers, Police Chiefs, Fire Chiefs, Library Directors, Chief Information Officers, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Public Works Directors, as well as Executive Directors of not for profit and quasigovernmental organizations
- Conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning
- Written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees
- Prior to beginning his consulting career, served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus

**Continuing professional education**

- Certified Behavior Analyst by TTI, Inc.
- Advanced management training at the Institute for Law Enforcement Administration
- Federal Bureau of Investigation, LEEDS course
- Annual participation in the International City/County Management Association Conference
- Annual participation in state and municipal league conference

**Patricia (Patty) Heminover**  
*Director*



Patty Heminover is a Director with Baker Tilly's executive recruitment practice. She has 19 years of public education experience. Prior to joining Baker Tilly, she was a Client Representative for Springsted Incorporated for seven years. She has also served as superintendent of South St. Paul Schools in South St. Paul, Minnesota. Patty brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Patty has facilitated discussions with legislators at the state level regarding education funding, securing \$1 Million of new funding for South St. Paul Schools. Her understanding of human resources and finance and her experience working with governing boards comes from having served seven years as the South St. Paul Schools' Director of Human Resources and Finance, prior to serving as the district's superintendent. She also served for three years as the Co-Superintendent of Schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its Director of Human Resources and Business Services for six years.

**Education**

Bachelor of Science in Consumer Science, Business Administration  
Minnesota State University – Mankato

Master of Education, Administration  
Minnesota State University – Mankato

Mini MBA Program, Human Resources Management  
University of Saint Thomas – Saint Paul

**Professional Affiliations**

- Minnesota Association of School Administrators
- American Association of School Administrators
- Minnesota Association of School Business Officials
- River Heights Chamber of Commerce, Member
- State Negotiators Association Minnesota School Board Association
- Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

**Certifications**

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

**Sharon G. Klumpp**  
*Director*

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Sharon Klumpp is a Director with Baker Tilly's executive recruitment practice. Sharon has extensive experience specializing in organizational and departmental studies, human resource management, and executive search for public agencies. She also assists governing bodies and senior-level managers in the development, execution and evaluation of strategic plans.

Sharon has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area, and as Associate Executive Director for the League of Minnesota Cities. Her experience also includes serving as City Administrator in Oakdale, Minnesota and as Assistant City Manager in both St. Louis Park, Minnesota and Saginaw, Michigan. Her private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm.

Sharon also served as an adjunct instructor at Walden University, where she taught public administration and organizational change in the University's School of Management. She served two terms on the Ramsey County Charter Commission and was chair for two years.

***Education***

Bachelor of Arts, Political Science  
Miami University – Oxford

Master of Public Administration  
University of Kansas – Lawrence

***Professional affiliations***

- International City/County Management Association
- International Public Management Association for Human Resources

**Steve Miner, J.D./Ed. D.**  
*Director*



Steve is a Director with Baker Tilly's executive recruitment practice. Based in Richmond, he specializes in pay and classification and organizational analysis. With a lengthy background in public management and law, as well as human development, Mr. Miner helps create sustainable organizational performance improvements through proper integration of pay and performance structures and processes with appropriate accountability to – and policy management by – the locality's elected body.

Steve began his public service as a County Attorney in Virginia, afterwards transitioning to management of various Virginia localities, including service as Deputy CAO and HR Director for Prince George County, Virginia, as CAO for Lee, Culpeper and Accomack Counties, as well as Acting Manager for Orange County, Virginia. These are mostly mid-sized counties with operating budgets today ranging from approximately \$75 - 150 million each. In each county, he did extensive structuring and restructuring with both new and existing departments to better achieve organizational needs, goals and financial situations. He has designed and implemented performance management systems from the ground up, including overseeing the development of routine dialogue on goal setting and achievement, as well as resource allocation between manager and staff.

**Areas of Expertise**

- Executive Recruitment
- Behavioral Analysis
- Career Development
- Strategic Planning
- Organizational Assessment
- Executive Performance Review
- Organizational Performance
- Strategic Workforce Planning

**Education**

Bachelor of Arts, History  
The University of Virginia's College – Wise

Juris Doctorate  
Cumberland School of Law, Samford University – Birmingham

Doctor of Education in Human Resources  
The George Washington University  
Graduate School of Education and Human Development – Washington, D.C.

**Cecilia Hernández**  
*Recruiting Coordinator*

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Cecilia Hernández is a Coordinator with Baker Tilly's executive recruitment practice. She is responsible for supporting the consultants throughout each recruitment process and keeps in contact with the candidates for any questions or concerns they have. Cecilia communicates with and sends out candidate questionnaires to candidates once the field of applicants for a position has narrowed to a smaller group. She is responsible for creating reports used and sent to clients, submits candidates' information for background checks and verification of their education, as well as scheduling interviews for finalists.

Prior to employment with Baker Tilly, Cecilia worked for a local city government as the Records Management Clerk and provided administrative support for the City Secretary Department. Her responsibilities were extended to also provide support for the City Manager and prepare for City Council meetings. Cecilia also worked for a Dallas area university Humanities Department and worked closely with the Event Coordinator and Manager to ensure that programs and events scheduled ran smoothly. She was a contact for students and provided support.

**Education**

Bachelor of Science, Public Affairs  
University of Texas at Dallas – Richardson

Master of Public Affairs with a Local Government Concentration  
University of Texas at Dallas – Richardson

**Jenelle McDonald**  
*Recruiting Coordinator*

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Jenelle McDonald is a Recruiting Coordinator with Baker Tilly's executive recruitment practice. She is responsible for supporting the lead consultants throughout the entire scope of the recruiting process as well as providing administrative support.

In this role, Jenelle designs/develops recruitment brochures, coordinates communications with candidates, processes resumes and distributes candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistical issues. She assists consultants in scheduling semifinalist interviews, submitting profiles for background checks and education verification, as well as notifying the finalists of project status. Her responsibilities extend to editing presentations, advertisement placements and general office administration.

Jenelle is a very task oriented professional with over 13 years of experience in office administration – at least six of those years have been spent in executive level support and two have been spent in human resources administration. She also has over eight years of experience in sales and marketing including over seven years overseeing employees. The majority of this experience began in branch banking as a Financial Sales Supervisor where, in addition to managing day to day branch operations, she also took on the role of coordinating the branch's business development. She went on to merchant services as the Client Relations Executive where she also filled the role of Commissions Analyst with the human resource department. This dual-position entailed managing client escalations, analyzing and adjusting pricing structures, contract negotiation, monitoring non-compete agreements, and the paying and reversal of commissions. Prior to joining Baker Tilly, Ms. McDonald was involved in real estate investment as the Operations Manager. In this position, she managed the renovation and budgets of over 200 single family homes and provided administrative support once the properties were tenant occupied.

**Education**

Bachelor's degree, General Business  
Arlington Baptist College – Arlington

Associates of Applied Sciences, Financial Operations

Associates in Business Administration

## 4. Qualifications of firm

The following is a partial list of previous Executive Recruitments:

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2014	Alexandria City Public Schools	VA	Director of Budget-Finance	146,294
2014	Alexandria City Public Schools	VA	Director of Procurement	146,294
2014	Allen Economic Development Corp	TX	President	89,640
2014	Arlington County	VA	Director of Environmental Services	221,045
2014	Charlottesville	VA	Finance Director	43,956
2014	Coon Rapids	MN	Public Works Director	62,103
2014	Denton	TX	Director of Technology Services	123,099
2014	Dunedin	FL	Director of Public Works & Utilities	35,690
2014	Edina	MN	Golf Course Manager	49,376
2014	Eustis	FL	Deputy Finance Director	19,214
2014	Fairmont	MN	Economic Development Director	10,463
2014	Fairmont	MN	Water/Wastewater Superintendent	10,463
2014	Fergus Falls	MN	Public Works Director	13,215
2014	Hartford	CT	Director of Finance	124,775
2014	Irving	TX	Information Technology Director	238,289
2014	Jefferson County	AL	Deputy Co. Manager-Infrastructure	660,009
2014	La Crosse	WI	Finance Director	51,522
2014	Luzerne County	PA	Director of Information Technology	321,027
2014	Luzerne County	PA	Operational Services Division Head	321,027
2014	Mecklenburg County	NC	Chief Financial Officer	990,977
2014	Minnetonka	MN	City Assessor	51,638
2014	Northern VA Community College	VA	Director of Facilities	50,044
2014	Orange County	VA	Economic Development Director	34,246
2014	Pender County	NC	Director of Finance	54,195
2014	Saint Paul	MN	Economic Development Director	294,873
2014	Saint Paul	MN	Public Works Director	294,873
2014	Stafford County	VA	Public Works Director	136,788
2014	Sugar Land	TX	Director of Planning	83,860
2014	Three Rivers Park District	MN	Park Superintendent	294,873
2015	AC Transit District	CA	Chief Financial Officer	193,000
2015	AC Transit District	CA	Chief Information Services Officer	193,000
2015	AC Transit District	CA	Chief Planning, Eng, Construction Officer	193,000
2015	Aurora	CO	Director of Planning and Development	345,803
2015	Beaufort County	NC	Director of Finance/Chief Financial Officer	47,464
2015	Blacksburg	VA	Assistant Director of Transportation	43,609
2015	Boston	MA	Organizational Development Director	645,966
2015	Charlotte	NC	Planning Director	792,862



## Qualifications of firm

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2015	Chaska	MN	Finance Manager	24,444
2015	Chippewa County	WI	Finance Director	63,132
2015	Coconino County	AZ	Human Resources Director	136,539
2015	Dallas Area Rapid Transit Authority	TX	Vice President of Human Capital	1,258,000
2015	Delaware County	OH	Director of Economic Development	184,979
2015	Denton	TX	Development Review Administrator	123,099
2015	Denton	TX	Historic Preservation Officer	123,099
2015	Dunedin	FL	Finance Director	35,690
2015	Fayetteville	NC	Economic Development Director	204,408
2015	Fredericksburg	VA	Director of Parks & Recreation	28,132
2015	Fulton County	GA	Director Aging & Youth Services	984,293
2015	Fulton County	GA	Dir of Housing & Community Development	984,293
2015	Fulton County	GA	Director of Information Technology	984,293
2015	Fulton County	GA	Director of Library Systems	984,293
2015	Lakeville	MN	Finance Director	58,562
2015	Lakeville	MN	Parks and Recreation Director	58,562
2015	Lawrence	KS	Finance Director	90,811
2015	Louisville	KY	Director of Parks	253,128
2015	Macomb County	MI	Director of Finance	854,769
2015	Mecklenburg County	NC	Economic Development Director	990,977
2015	Minneapolis	MN	Director of Regulatory Services	400,070
2015	Minnnetonka	MN	City Engineer	51,638
2015	Minnnetonka	MN	Facilities Manager	51,638
2015	New Braunfels Utilities	TX	Electrical Operations Manager	63,279
2015	New Braunfels Utilities	TX	Water Operations Manager	63,279
2015	Northampton County	VA	Director of Development	12,125
2015	Northampton County	VA	Director of Finance	12,125
2015	Orange County	NC	CFO/Finance Director	140,352
2015	Pinellas County	FL	Director of Human Resources	929,048
2015	Racine	WI	Director of City Development	81,855
2015	Ramsey County	MN	Analyst IV	526,714
2015	Rosemount	MN	Public Works Director/City Engineer	22,666
2015	San Antonio	TX	Controller	1,409,000
2015	Shakopee	MN	Finance Director	39,167
2015	Shelby County	TN	Director, Division of Health Services	949,465
2015	WaterOne	KS	Human Resources Director	400,000
2015	Winchester	VA	Human Resources Director	27,216
2016	Arlington County	VA	Deputy Director Human Services	224,906
2016	Brevard County	FL	Director of Information Technology	550,823
2016	Carrboro	NC	Director of Finance	20,908
2016	Catawba County	NC	Chief Financial Officer	154,810
2016	Chesterfield County	VA	Capital Programs Division Chief	327,745
2016	Commonwealth of Virginia	VA	Chief of Transit	8,326,000

## Qualifications of firm

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2016	Commonwealth of Virginia	VA	Transit Planning Director	8,326,000
2016	Dallas	TX	Chief Building Official	1,258,000
2016	Dallas	TX	Chief Financial Officer	1,258,000
2016	Denton	TX	City Auditor	123,099
2016	Dona Ana County	NM	Finance Director	213,460
2016	Fairfax County	VA	Human Resources Director	1,131,000
2016	Frederick	MD	Human Resources Director	66,893
2016	Greenville	SC	Parks and Recreation Director	61,397
2016	Lancaster County	SC	Economic Development Director	80,458
2016	Leesburg	VA	Utilities & Engineer Director	47,673
2016	Manatee County	FL	Development Professional	342,106
2016	Mankato	MN	Director of Public Utilities	40,641
2016	Mesa	AZ	Chief Information Officer	457,587
2016	Minneapolis	MN	Chief Financial Officer	400,070
2016	Missouri City	TX	Municipal Court Director	70,185
2016	Montana Association of Counties	MT	Trust Operations Director	1,024,000
2016	Olathe	KS	Planning Director	131,885
2016	Rapid City	SD	Dir of Comm Planning & Develop Services	70,812
2016	Roswell	NM	Director of Museum and Art Center	48,611
2016	Shakopee	MN	Dir of Planning and Economic Development	39,167
2016	Stafford County	VA	Chief Information Technology Officer	136,788
2016	Stafford County	VA	Parks and Recreation Director	136,788
2016	Virginia Retirement System	VA	Customer Services Director	
2016	Waterloo	IA	Waste Water Management Services Manager	68,366
2016	W Travis Co Public Utility Agency	TX	General Manager	
2016	Wyoming Municipal Power Agency	WY	Manager of Accounting and Finance	16,500
2017	Albemarle County	VA	911 Executive Director	103,000
2017	Albemarle County	VA	Economic Development Director	105,703
2017	Albemarle County	VA	Finance Director (Partial)	103,000
2017	Allegan County	MI	Executive Director of Finance	112,531
2017	Brooklyn Center	MN	PW/Engineer	30,712
2017	Commonwealth of Virginia	VA	Chief Communications Officer	8,326,000
2017	Commonwealth of Virginia	VA	Chief Government Affairs Officer	8,326,000
2017	Commonwealth of Virginia	VA	Senior Project Mgr	
2017	Commonwealth of Virginia	VA	Transportation Workforce Develop Manager	8,326,000
2017	Culpeper	VA	Finance Director	17,145
2017	Dallas	TX	Dir of the Office of Homeless Solutions	1,258,000
2017	Denton	TX	Chief Building Official	123,099
2017	Denton	TX	Chief Procurement Officer/Compliance Dir	123,099
2017	Denton	TX	City Engineer	123,099
2017	Dona Ana County	NM	Information Technology Director	213,460
2017	Dumfries	VA	Public Works Director	5,168
2017	Gainesville	FL	Clerk of the Commission	135,591

## Qualifications of firm

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2017	Hampton Roads Regional Jail	VA	Superintendent	
2017	Lake County	IL	Chief Information Officer	703,910
2017	Lancaster County	SC	County Engineer	80,458
2017	Mecklenburg County	NC	Family Services Director	990,977
2017	Minneapolis	MN	Director of Labor Relations	400,070
2017	Norfolk	VA	Chief Marketing Officer	246,139
2017	Norfolk	VA	City Assessor	246,139
2017	Norfolk	VA	Human Resources Director	246,139
2017	Orange County	NC	Dir of Housing, Human Rights & Comm Dev	140,352
2017	Orange County	NC	Health Director	140,352
2017	Orange County	NC	Solid Waste Director	140,352
2017	Palm Beach County	FL	Engineer/Public Works Director	1,372,000
2017	Raleigh	NC	Budget Director	431,746
2017	Salina	KS	Director of Finance	47,867
2017	Sherburne County	MN	Fiscal Supervisor	90,158
2017	Sumter County	FL	County Planner	105,056
2017	Virginia Railway Express (VRE)	VA	Chief Financial Officer	
2017	Wallingford	CT	Director of Public Utilities	45,135
2018	Avondale	AZ	Director of Finance and Budget	82,881
2018	Brooklyn Center	MN	Information Technology Director	30,712
2018	Commonwealth of Virginia	VA	Chief Government Affairs Officer	8,326,000
2018	Commonwealth of Virginia	VA	Chief Enforce & Regulatory Services Officer	8,326,000
2018	Commonwealth of Virginia	VA	Human Resources Director	8,326,000
2018	Commonwealth of Virginia	VA	Human Resources Director	8,326,000
2018	Dumfries	VA	Community Development Director	5,168
2018	Dunn County	WI	Chief Financial Officer/County Auditor	44,122
2018	Gloucester County	VA	Human Resources Director	37,143
2018	Greene County	NC	Finance Director	21,134
2018	Johnson City	TN	Development Services Director	66,677
2018	Lake County	FL	HR and Risk Management Director	123,996
2018	Lake County	FL	Public Works Director	123,996
2018	Lakeville	MN	Director of Public Works	58,562
2018	Metropolitan Council	MN	Director of Internal Audit	4,000,000
2018	Metropolitan Council	MN	Director of Community Development	4,000,000
2018	Metropolitan Council	MN	Director of Equal Opportunity	4,000,000
2018	Mora	MN	City Admin/Public Utilities General Manage	3,453
2018	New Smyrna Beach	FL	CEO/General Manager	25,796
2018	NE Metro Int School Dist No. 0916	MN	Director of Finance	
2019	Olathe	KS	Internal City Auditor	131,885
2018	Palm Beach County	FL	Traffic Director	1,372,000
2018	Raleigh	NC	Human Resources Director	431,746
2018	Sherburne County	MN	Information Technology Director	90,158
2018	Stafford County	VA	Central Purchasing Division Administrator	465,978

## Qualifications of firm

<b>List of Relevant Executive Recruitments: 2014 to Present</b>				
<b>Year</b>	<b>Client</b>	<b>State</b>	<b>Recruitment</b>	<b>Population</b>
2018	Stafford County	VA	Economic Development Director	136,788
2018	Stafford County	VA	Public Works Director	136,788
2018	Woodbury	MN	Street Division Manager	65,656
2019	Dallas Area Rapid Transit Auth	TX	IT Executives	1,258,000
2019	Denton	TX	Municipal Court Judge	123,099
2019	Johnson City	TN	Assistant Director of Water/Wastewater	66,677
2019	Lake County	IL	Director of Facilities and Construction	703,910
2019	Minneapolis	MN	Total Compensation Manager	400,070
2019	Overland Park	KS	Chief Information Officer	191,278
2019	Salisbury	NC	Planning and Community Develop Director	33,604
2019	Stafford County	VA	Chief Financial Officer	136,788
Current	Cincinnati Metro Housing Auth	OH	Director of Revenue	
Current	Commonwealth of Virginia	VA	Deputy Commissioner of Human Services	8,326,000
Current	Commonwealth of Virginia	VA	Physician Manager I	8,326,000
Current	Commonwealth of Virginia	VA	Physician Manager I	8,326,000
Current	Dallas Area Rapid Transit Authority	TX	Enterprise Bus Intelligence Platform Leader	1,258,000
Current	Independence	MO	Human Resources Manager	117,306
Current	Independent School District No. 281	MN	Finance Director	
Current	LOGIS	MN	Application Develop and Support Manager	
Current	MD-Natl Cap. Park & Plan Comm	MD	Div Chief, Park Planning and Development	
Current	Middleburg Comm Charter Schools	VA	Principal	
Current	Roanoke	VA	Director of Economic Development	99,837
Current	Wright County	MN	Information Technology Director	131,311

The following is a partial list of previous Florida Executive Recruitments since 2014:

<b>List of Florida Executive Recruitments: 2014 to Present</b>				
<b>Year</b>	<b>Client</b>	<b>State</b>	<b>Recruitment</b>	<b>Population</b>
2014	Atlantic Beach	FL	City Manager	12,864
2014	Dunedin	FL	Director of Public Works & Utilities	35,690
2014	Eustis	FL	City Manager	19,214
2014	Eustis	FL	Deputy Finance Director	19,214
2015	Dunedin	FL	Finance Director	35,690
<b>2016</b>	<b>Pinellas County</b>	<b>FL</b>	<b>Director of Human Resources</b>	<b>929,048</b>
<b>2016</b>	<b>Brevard County</b>	<b>FL</b>	<b>Dir of Information Technology</b>	<b>550,823</b>
2016	Deerfield Beach	FL	Assistant City Manager	78,041
<b>2016</b>	<b>Manatee County</b>	<b>FL</b>	<b>Development Professional</b>	<b>342,106</b>
<b>2017</b>	<b>Manatee County</b>	<b>FL</b>	<b>County Administrator</b>	<b>342,106</b>
<b>2017</b>	<b>City of Oldsmar</b>	<b>FL</b>	<b>City Manager</b>	<b>13,913</b>
2017	Palm Beach County	FL	Engineer/Public Works Director	1,372,000
2017	Riviera Beach	FL	City Manager	33,263
<b>2017</b>	<b>Sumter County</b>	<b>FL</b>	<b>County Planner</b>	<b>105,056</b>
<b>2018</b>	<b>City of Gainesville</b>	<b>FL</b>	<b>Clerk of the Commission</b>	<b>135,591</b>

## Qualifications of firm

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<b>List of Florida Executive Recruitments: 2014 to Present</b>				
<b>Year</b>	<b>Client</b>	<b>State</b>	<b>Recruitment</b>	<b>Population</b>
2018	Lake Sumter Metro Planning Org	FL	Executive Director	123,996
2018	Lake Sumter Metro Planning Org	FL	Office of HH & Risk Mgmt. Director	123,996
<b>2018</b>	<b>Pinellas County</b>	<b>FL</b>	<b>County Administrator</b>	<b>980,000</b>

*Note: Florida Executive Recruitment projects highlighted in green have been conducted by Art Davis, Project Team Leader for this Proposal.*

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## 5. References

*Recruitment Project Team Leader Art Davis was designated as the project lead for each client reference on the following form.*

Feel free to contact any of the individuals listed to verify the quality of work we provide to each client as part of these recently completed executive recruitment projects.

## ATTACHMENT B - BUSINESS REFERENCES

(Submit this form with your proposal.)

**PROPOSER:** Baker Tilly Virchow Krause, LLP

**PROJECT:** Executive Search Services

**BID#:** HRDX-190032-GD **PROPOSAL DUE DATE:** April 10, 2019; 3:00pm local time

Provide the following business reference information for three clients that a same or similar project has been provided within the past five years.

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**#1** Assignment dates (i.e. 6/2018 to 9/2018): 2016 & 2018

Project Client Name: Pinellas County, FL (Population 980,000)  
Project Description: Selection of County Administrator (2018) and Human Resources Director (2016)  
City, State Zip: 400 South Ft. Harrison Avenue, 4th Floor, Clearwater, Florida 33756  
Client Contact Name: Ricardo Davis, Chair, Unified Personnel System Board  
Phone Number: 727-464-3485 Fax Number: \_\_\_\_\_  
Email Address: Rick.davis27@verizon.net

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**#2** Assignment dates (i.e. 6/2018 to 9/2018): 2016 & 2017

Project Client Name: Manatee County, FL  
Project Description: County Administrator (2017); Director of Redevelopment & Economic Opportunity (2016)  
City, State Zip: Rodney D. Barnes, HR Director  
Client Contact Name: 1112 Manatee Avenue West, Bradenton, Florida 34205  
Phone Number: 941-748-4501 ext. 3813 Fax Number: \_\_\_\_\_  
Email Address: Rodney.Barnes@mymanatee.org

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**#3** Assignment dates (i.e. 6/2018 to 9/2018): 2016 & 2018

Project Client Name: City of Grand Rapids, MI (Population 210,000)  
Project Description: Selection of City Manager (2018) and Fire Chief (2016)  
City, State Zip: 300 Monroe Avenue NW, Grand Rapids, Michigan 49503  
Client Contact Name: Mari Beth Jelks, Managing Director of Administrative Services  
Phone Number: 616-456-4058 Fax Number: \_\_\_\_\_  
Email Address: mjelks@grand-rapids.mi.us

# Appendix I: Sample Brochure





# PINELLAS COUNTY, FLORIDA *IS SEEKING A* COUNTY ADMINISTRATOR



## THE COMMUNITY

Pinellas County, home to some of the most beautiful beaches in the country, is a peninsula at the midpoint of the west coast of Florida, bordered by the Gulf of Mexico on the west and by Tampa Bay on the east. While it is the second smallest county in land area, it is the most densely populated county in the state with a permanent population of over 970,637. More than 287,000 residents currently live in unincorporated areas that exceed more than one-third of Pinellas' total land mass. Pinellas is well connected with regional access provided via Interstate 275, two international airports, and the largest port in Florida. There are 24 incorporated municipalities, including St. Petersburg, with a population of 249,000+, followed by the county seat, Clearwater with nearly 110,000 residents. Although the area is a world class tourist destination, Pinellas has the second largest base of manufacturing employment in Florida and a diverse business climate with significant existing and targeted industry clusters in aviation/aerospace; defense/national security; medical technologies; financial services; and information technology. Notable employers include: Home Shopping Network (HSN), Nielsen Media Research, Jabil Circuit, Raymond James Financial, Tech Data, Honeywell, Raytheon, Lockheed-Martin, ConMed Linvatec, TransAmerica and Bausch & Lomb.

Professional sports fans have Major League Baseball's Tampa Bay Rays, the National Football League's Tampa Bay Buccaneers, the National Hockey League's 2004 Stanley Cup Champion Tampa Bay Lightning, and the Tampa Bay Rowdies, an American professional soccer team of the United Soccer League, from which to choose. The area is also known as baseball's spring training capital and is home to the Philadelphia Phillies and Toronto Blue Jays, with nine teams training within an hour's drive. There are numerous cultural venues to attract residents and visitors to world class museums, symphony performances, Broadway shows, rock concerts, and ballet and art festivals. The Mahaffey Theater - The Duke Energy Center for the Arts features a visual and performing arts center in St. Petersburg, and the Salvador Dali Museum is home of the largest collection of Dali's works outside Europe.





## COUNTY ORGANIZATION

Pinellas County is a Charter County of the State of Florida providing a full range of government services. A variety of traditional municipal-type services are provided to the unincorporated areas of the County within the Municipal Services Taxing District. The Board of County Commissioners is the legislative body for Pinellas County. Three Commissioners are elected at large but live in specific districts; four commissioners are elected from single-member districts. The Constitutional Officers of the County are the Clerk of the Circuit Court, Property Appraiser, Sheriff, Supervisor of Elections and Tax Collector.

Pinellas County's Unified Personnel System (UPS) was established in 1975 by a special act of the Florida Legislature. The UPS is composed of 11 different members or "Appointing Authorities" and has over 3000 employees with more than 600 job classifications. The Sheriff's Department is no longer included among the Appointing Authorities. The UPS is operated by a Personnel Board consisting of seven members, each serving a two-year term. The Director of Human Resources is appointed by and serves at the discretion of the UPS Board.

In FY2018, Pinellas County operations - including the Sheriff, are supported by a combined funds budget of \$2.2 billion, providing a full range of traditional county and municipal-type services. Each Appointing Authority oversees the management and supervision of functions under their areas of responsibility. The Board of County Commissioners appoints a County Administrator who is responsible for management and supervision of all functions and personnel under the Board of County Commissioners.

## THE COMMUNITY (CONTINUED...)

Clearwater's Ruth Eckerd Hall: Richard Baumgardner Center for the Performing Arts offers a wide array of cultural activities. There are rich offerings at county and community parks including art shows, open air concerts and Clearwater's Jazz Holiday, known as one of the South's premier jazz festivals. A host of shows and activities for all ages are available at the local community theaters, professional theaters and museums. Pinellas County is also home to the Clearwater Marine Aquarium, the Valspar PGA Championship, and the Firestone Grand Prix of St. Petersburg.

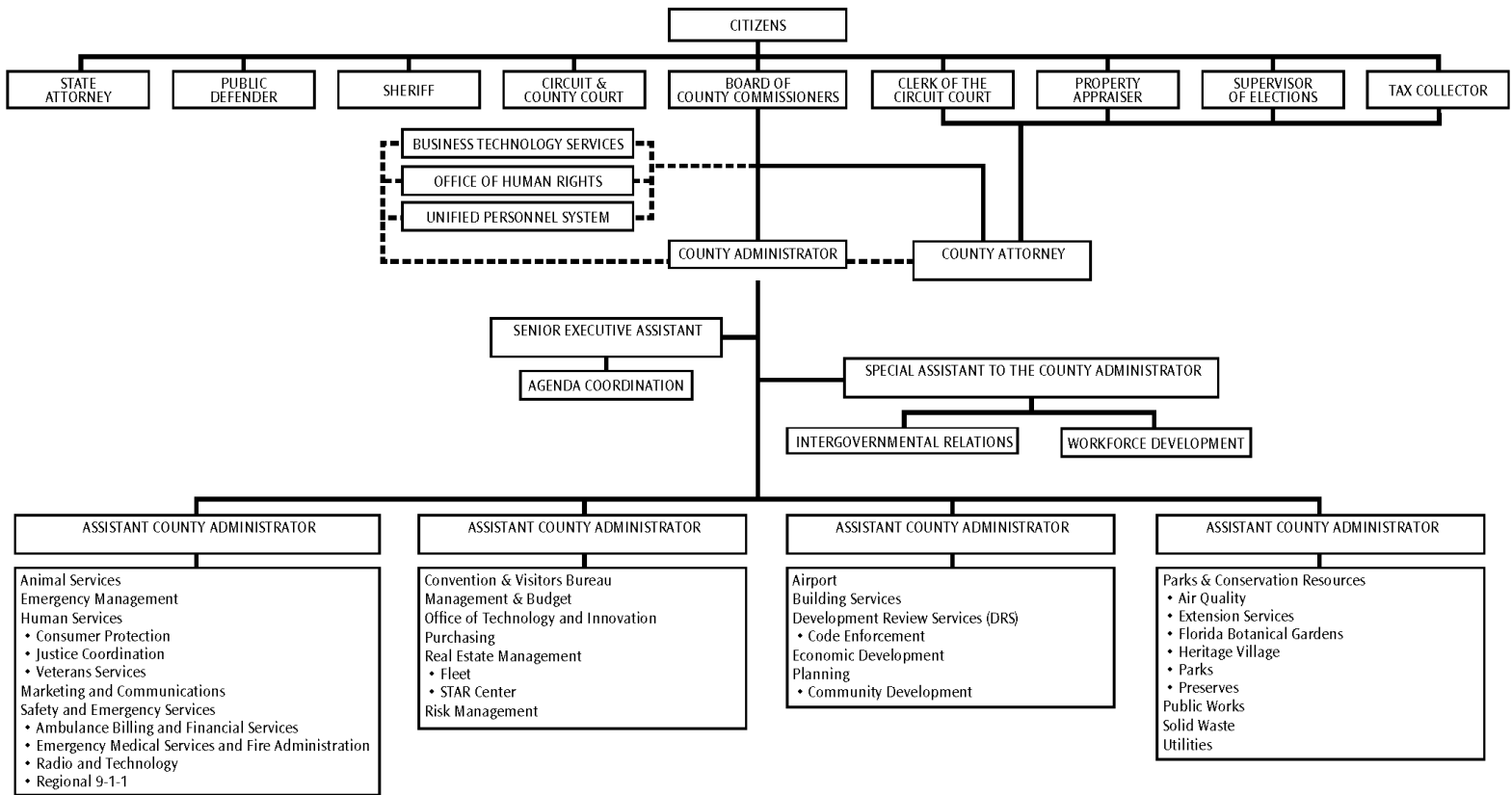
Each year over 5 million overnight visitors come to enjoy the County's 35 miles of pristine, powdery white beaches with an average of 244 sunny days annually. The County's Parks and Conservation Resources Department maintains over 24 parks consisting of 4,000 acres of beaches, lakes, and native habitat with playgrounds, learning centers for residents and visitors alike. The area has three major golf courses and about 40 additional courses for year-round golf lovers. Pinellas County, rich in cultural diversity, takes great pride in celebrating St. Petersburg's Annual MLK Dream Big Parade and Family Fun Day, the nation's longest-running parade honoring Dr. Martin Luther King, Jr. The County benefits from a unique and vibrant social fabric that embraces the values of diversity and inclusion evidenced by a growing Hispanic population in Clearwater, the highest percentage of Greek Americans for any city in the United States living in Tarpon Springs, and the popularity of the LGBT sponsored St. Pete Pride Parade held to celebrate the power and beauty of diversity, with more than 200,000 attending each June.

The County offers quality public schools, governed by an elected school board and appointed superintendent, with a broad variety of educational options including magnet programs, educational gifted programs, alternative schools, exceptional schools, and workforce development programs. In addition, there are a number of private and parochial schools in the area. Post-secondary education opportunities in the area include the University of South Florida, with campuses in Tampa and St. Petersburg, Eckerd College, and St. Petersburg College. Stetson University's College of Law is located in Gulfport, and Pinellas Technical College with campuses in St. Petersburg and Clearwater, provides students with information technology, robotics/computer-aided technology and other vocational training programs.





# Government Organizational Chart



## VISION

- To Be the Standard for Public Service in America.
- To achieve our vision we place the highest importance on:
  - Quality Service
  - Respectful Engagement
  - Responsible Resource Management

## MISSION

*Pinellas County Government is committed to progressive public policy, superior public service, courteous public contact, judicious exercise of authority, and responsible management of public resources to meet the needs and concerns of our citizens today and tomorrow.*

## PINELLAS COUNTY STRATEGIC PLAN GOALS

- Deliver First Class Services to the Public and Our Customers
- Ensure Public Health, Safety, and Welfare
- Practice Superior Environmental Stewardship
- Foster Continual Economic Growth and Vitality
- Create a Quality Workforce in a Positive, Supportive Organization

# COUNTY ADMINISTRATOR POSITION

The County Administrator is responsible for managing the administration and operation of all functional areas and administrative divisions under the Pinellas County Board of County Commissioners and is directly responsible for over 2000 County employees. The County Administrator is also responsible for preparation of the County's overall budget, as well as for monitoring and tracking expenditures throughout the fiscal year. The County Administrator is appointed by a majority vote of the Board of County Commissioners. The functional areas and services that fall under the responsibility of the County Administrator include a variety of internal services such as Purchasing, Office of Technology and Innovation, Budget, Fleet and Risk Management. Other County Departments include Emergency Management, Real Estate, Marketing and Communications, Human Services, Animal Services, Emergency Medical Services, Regional 9-1-1, Convention and Visitors Bureau, Airport, Building Services, Code Enforcement, Planning, Economic Development, Development Review Services, Parks & Conservation Resources, Public Works, Solid Waste, and Utilities.



# PRIORITIES AND CHALLENGES

The following list is representative of the challenges and priorities the new County Administrator will need to address within the first twelve to eighteen months on the job. This list was compiled after discussions with the Board of County Commissioners.

- Continue balancing the budget and achieving sustainability while maintaining the highest quality services
- Implement \$1.1 billion voter approved infrastructure improvements – Penny for Pinellas
- Support regional transportation projects
- Continue improving relations with Pinellas County's many public and private partners
- Facilitate continued assessment and implementation of affordable housing options
- Create work environment that encourages employee development, retention, and opportunities for advancement
- Renegotiate and implement electrical purchased power agreement with Duke Energy
- Facilitate regional conversations about water, transportation and other partnerships
- Continue seeking input from citizens using a multitude of methods such as town hall meetings, social media alerts and surveys, etc.



# CANDIDATE PROFILE



The following list reflects the leadership, management style and personal characteristics desired in the ideal candidate:

- A record of exceptional leadership based on experience and knowledge
- Unquestioned personal and professional ethics
- An ability to effectively communicate with the Board of County Commissioners, Constitutional Officers, citizens, civic and business leaders, employees, and other city and county leaders throughout the region
- Experience managing a growing community and in negotiating successfully on behalf of the Board of County Commissioners with other cities, developers, attorneys, business owners, vendors, and other government and nonprofit agencies
- Knowledge and experience working with economic development policies, public incentives and other tools
- Outstanding interpersonal skills and a willingness to listen to other points of view without being offended
- Ability to engage in frank and respectful discussions with members of the Board of County Commissioners and all stakeholders and employees
- Patience, good instincts, excellent judgement, and the ability to say “no” when necessary
- A collaborative management approach which respects community and organizational traditions, while at the same time, moves the organization forward in a positive direction
- Empower and inspire employees to seek continuous improvement
- Be receptive to and embrace new technologies in an effort to promote innovation throughout the organization
- Ability to remain neutral even in politically-charged situations
- Possess the capacity to build a strong and cohesive workforce, constantly seeking input to improve the organization
- Believes in and practices transparency
- Utilizes humor in an appropriate manner and conducts their work with humility
- Approaches every initiative and project in a collaborative manner and conducts their work exhibiting the highest levels of integrity ensuring the long-term success for the Pinellas County organization, community, and Tampa Bay region



## QUALIFICATIONS AND EXPERIENCE

The ideal candidate will possess a bachelor's degree in public or business administration, management, government, or a related field, and 7 years of progressively responsible experience in municipal or county government, or an equivalent combination of education, training, and/or experience. A masters' degree in public or business administration, or a related field is desired. Working for a similar sized municipal or county organization, or an organization of similar complexity, in an executive and management capacity is important and will be an advantage. A strong background in municipal budgeting, finance, and strategic planning is important.



## COMPENSATION

A competitive starting salary based on the successful candidate's qualifications and experience will be offered, with the range extending from **\$212,000 to \$275,000** (Florida does not have a state income tax). Pinellas County offers a comprehensive and outstanding array of employee benefits. The County participates in the Florida Retirement System (FRS). The County provides a competitive retirement contribution with the employees' contribution set at 3% of gross salary. The County also offers an optional deferred compensation (IRS Section 457) plan, and provides Life Insurance, Short-Term Disability, Long-Term Disability, Group Health (choice of PPO or an HSA plan with employer account contributions), Prescription Drug Plan, Employee Assistance Program, Vision Care Program, and a choice of Dental Care Plans, either PPO utilizing any dental provider or a dental HMO. Paid Time Off includes 9 to 11 paid holidays per year, two paid floating holidays, plus two paid personal days per calendar year. Annual leave is provided for vacation, short-term illness, medical and dental appointments and personal emergencies. Visit <http://www.pinellascounty.org/hr/whatweoffer/> for Pinellas County's comprehensive and competitive array of employee benefits.



## APPLICATION AND SELECTION PROCESS

Interested applicants should submit a cover letter and resume on-line at <https://springsted-waters.recruitmenthome.com/postings/1932>. This position is open until filled; **First review deadline is Friday, June 15, 2018**. Applications will be screened in relation to criteria provided in the recruitment brochure. The Board of County Commissioners will consider offering interviews to those candidates named as Finalists, with reference checks, background checks, and academic verifications conducted after receiving candidates' permission. For more information, please contact Art Davis at [adavis@springsted.com](mailto:adavis@springsted.com) or 816-868-7042.

**Pinellas County is an Equal Opportunity Employer (EOE) and values diversity at all levels of its workforce!**

Confidentiality: Under Florida's Public Records Act, information from your application is subject to public disclosure at any point in the recruitment process. For more information about Pinellas County, visit the website at [www.pinellascounty.org](http://www.pinellascounty.org).

 **Springsted Waters**  
Executive Recruitment

14285 Midway Road, Suite 340 Phone: 972-481-1950  
Addison, TX 75001 Fax: 972-481-1951  
Springsted  
380 Jackson Street, Suite 300 Phone: 651-223-3000  
Saint Paul, MN 55101 Fax: 651-223-3002

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