

ORIGINAL

APRIL 10, 2019

RFQ #HRDX-190032-GD



SUBMITTED BY:

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TECHNICAL VOLUME

EXECUTIVE SEARCH SERVICES

CITY OF GAINESVILLE, FLORIDA



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I. INTRODUCTION

MGT of America Consulting, LLC (MGT) is pleased to provide this response to the City of Gainesville’s (the City’s) request for qualifications (RFQ) for Executive Search Services.

MGT is on the City of Gainesville’s Master Services Agreement (MSA) and successfully completed an Executive Search for the Human Resources Director in December of 2018. As one of the nation’s premier public sector consulting firms, MGT is uniquely qualified to perform these services for the City. Headquartered in Tampa, Florida, with another Florida office in Tallahassee, we have been in business for 45 years providing local government and other public sector clients with a wide range of consulting services. Our Human Capital practice is one of our longest standing and most active groups. In addition to executive recruiting, the Human Capital practice provides clients with expert guidance in such areas as classification and compensation studies, organizational reviews, human resources studies, and organizational change management.

ABOUT MGT	SERVICES	CLIENT BASE
<p>MGT was established in 1974 in Florida by a group of former public sector employees to provide management consulting to help government clients operate more efficiently, effectively, and with more accountability to the communities they serve.</p> <p>Today our firm employs more than 100 professionals in offices across the country. Many of our staff have worked in government agencies as executives and managers, which gives them an insider's knowledge of government structure and process.</p>	<ul style="list-style-type: none"> ▪ Compensation/classification studies ▪ Costing services ▪ Disparity and diversity studies ▪ Executive search services ▪ Goal setting and goal setting methodology ▪ Human resource studies ▪ PK-12 education consulting ▪ Management/organizational efficiency studies ▪ Performance reviews and audits ▪ Program review & implementation ▪ Strategic planning ▪ Workforce development studies 	<ul style="list-style-type: none"> ▪ Cities, counties, and other local government entities ▪ Colleges (two- and four-year), universities, and Boards of Regents ▪ Governors' offices, blue ribbon committees, and legislatures ▪ Health and human services organizations ▪ International entities, including government ministries and non-governmental organizations ▪ State and federal agencies ▪ School boards, school districts, state education departments

The depth and breadth of our public sector consulting experience enables us to bring insights to the executive recruiting process that other consulting firms simply cannot match. Many of our consultants held leadership roles in state and local government prior to joining MGT. We have first-hand experience with the daily challenges faced by leaders in municipalities like Gainesville. We can help you put together a recruiting strategy that will identify, attract, and hire candidates aligned with your mission and values, including your desire to be a “new American city,” with the talent and qualifications you need to ensure the City’s continued success and prosperity.

On the following pages we present our proposed approach to providing executive search services for the City along with information on our background, staff, qualifications, and experience. We trust that as you review our proposal you will agree that MGT is the ideal firm to provide these services and that we offer the City the best overall value. Should you have any questions regarding our proposal we would be delighted to meet with you or provide written responses.

2. PROJECT UNDERSTANDING AND APPROACH

PROJECT UNDERSTANDING

The City seeks to enter into agreements with multiple providers of executive recruitment services to provide as-needed support in filling vacant executive-level positions. The selected firm(s) will provide the City with services across the entire recruiting process from the initial advertising and search to assistance with final negotiations.

As described in the RFQ, MGT proposes to provide the City with services that include, but are not limited to, the following high-level tasks:

- ◆ As vacancies occur or are anticipated, MGT will develop timelines and strategies for recruitment, perform an executive search and advertise nationally to attract and identify high-quality applicants.
- ◆ MGT will develop a recruitment brochure and solicitation for each engagement.
- ◆ MGT's strategy will include measures to ensure the diversity of the candidate pool.
- ◆ MGT will coordinate the gathering of application materials, acknowledge receipt of applications, review resumes, and conduct the initial screening.
- ◆ MGT will provide the City with a listing of all minimally-qualified candidates.
- ◆ MGT will provide the City with a listing of up to 15 well-qualified candidates accompanied by detailed information packets for each candidate.
- ◆ MGT will assist in identifying the finalists and will conduct background and reference checks on the top three candidates (or a mutually agreed upon number of candidates).
- ◆ MGT will schedule interviews and other on-site activities and assist in making travel and lodging arrangements.
- ◆ MGT will assist in negotiating the job offer with the selected candidate.
- ◆ MGT will provide additional support to the process to include ensuring compliance with City practices and procedures, responding to candidate inquiries, notification to candidates not selected, and advising candidates of potential disclosure under public records acts.

PROJECT APPROACH

MGT follows a rigorous executive recruiting process rooted solidly in accepted best practices and augmented by our many years of experience attracting and identifying highly-qualified candidates for government leadership positions.

Today's government leadership recruiting environment is more challenging than ever. Set against the backdrop of an extremely competitive market for top talent, the public sector needs to attract leaders ready and able to navigate the complexities of modern governance with its evolving citizen expectations, ongoing austerity pressures, and rapidly emerging technologies. MGT's Human Capital

2. PROJECT UNDERSTANDING AND APPROACH



team can help you cut through the noise to find candidates with the skills and experience necessary to get the job done. Equally important, we can help you find and sign candidates with the perfect temperament to smoothly and seamlessly transition into the Gainesville environment, join your existing leadership teams, and effectively meet the needs of your constituents.

Detailed below is a sample work plan. The plan outlines the high-level steps we will take to ensure we execute successful recruiting campaigns. Each recruiting engagement will be customized as appropriate to the position being filled and your specifications.

TASK 1.0: CONDUCT INITIAL MEETING(S) AND FINALIZE PROJECT WORK PLAN

WORK ACTIVITIES

1.1 MGT will meet with the City's project liaison to:

- ◆ Review and refine the proposed search work plan and timeline
- ◆ Review and refine the executive job description
- ◆ Clarify the position compensation range and benefit details
- ◆ Explore any additional desired qualities that will find the City a candidate that not only can do the job, but will fit the City's culture and direction, including its desire to be a "new American city"
- ◆ Review and refine the interview and selection process, and identify final decision makers

TASK 2.0: DEVELOP SEARCH PLAN

2.1 MGT will draft a search plan that reaches far and wide to find the best candidate. Search elements may include these and other methods:

- ◆ Job search website postings including, but not limited to, Indeed, LinkedIn Recruiter, ZipRecruiter, and GlassDoor
- ◆ Posting the position to relevant local, regional, and national government and industry associations
- ◆ Social media outreach
- ◆ Targeted e-mail campaign to appropriate City contacts and MGT contacts in the industry
- ◆ Community outreach
- ◆ Brochures or flyers for distribution

2.2 MGT will provide the draft Search Plan to the City for review and revision prior to implementation

TASK 3.0: PERFORM SEARCH

3.1 MGT will implement search activities as agreed to by the City

3.2 MGT will employ our high-touch candidate communications process to acknowledge the receipt of each application, reply to all candidates who are not selected for interviews, and provide clear communications of logistics and results to all interviewees



In today's tight job market, top-tier candidates need high-touch, high-integrity communication. MGT's comprehensive applicant communication procedures will make sure every applicant gets a great impression of the City of Gainesville.

TASK 4.0: CONDUCT INITIAL CANDIDATE SCREENING

- 4.1 MGT will conduct an initial review of all candidates to identify those that could best fulfill the role.
- 4.2 MGT will evaluate candidates based on:
 - ◆ Analysis of past performance
 - ◆ Skill assessments as requested by the City
 - ◆ In depth background review
 - ◆ Alignment with City's organizational goals and culture
 - ◆ Alignment with City's compensation structure
- 4.3 MGT will forward the resumes, cover letters, and preliminary interview results of top tier candidates to appropriate City staff
- 4.4 The City will choose which candidates to interview

TASK 5.0: MANAGE INTERVIEW PROCESS

- 5.1 MGT will schedule interviews with the candidates chosen by the City
- 5.2 MGT will provide sample questions, ranking forms, and best practices for interviewing to appropriate City staff
- 5.3 MGT will manage communication with candidates including:
 - ◆ Interview logistics – time, place, and format
 - ◆ Interview follow-up

TASK 6.0: CONDUCT POST-INTERVIEW FOLLOW-UP

- 6.1 MGT will meet with interviewers to determine:
 - ◆ Overall results of interviews
 - ◆ Need for second interviews
- 6.2 MGT will conduct reference checks and background checks of top candidates as determined by the City
- 6.3 MGT will set up second interviews if needed, and provide suggested questions and ranking forms



TASK 7.0: PERFORM JOB OFFER AND NEGOTIATION

- 7.1 MGT will present the job offer to the City’s selected candidate and conduct the salary and benefit negotiations with the City’s parameters
- 7.2 If the candidate accepts, he / she will be referred to the City’s Human Resources department for onboarding
- 7.3 If the candidate rejects the offer, MGT will report back to the City to determine next steps, which may include:
 - ◆ Offering the position to the “runner up”
 - ◆ Changing the offer terms to reach acceptance
 - ◆ Reviewing the other top-tier candidates for consideration
- 7.4 MGT will communicate search results to City staff, elected officials, and the general public as desired

TASK 8.0: ONGOING SUPPORT

- 8.1 MGT offers 12-month on-call support to every client

SAMPLE PROJECT TIMELINE

Below is a typical project timeline depicting the flow and average duration of the recruiting campaign. Depending on many factors, a particular engagement may be completed more quickly or may take longer to complete.

WORK TASKS	MONTH 1				MONTH 2				MONTH 3			
	1	2	3	4	1	2	3	4	1	2	3	4
1.0 Conduct Initial Meeting(s) and Finalize Project Work Plan	✓											
2.0 Develop Search Plan												
3.0 Perform Search												
4.0 Conduct Initial Candidate Screening												
5.0 Manage Interview Process												
6.0 Conduct Post-Interview Follow-up												
7.0 Perform Job Offer and Negotiation												
8.0 Provide Ongoing Support												➔

✓ Possible dates for on-site visit

3. PROPOSED PROJECT STAFF

PROJECT TEAM

MGT’s proposed project team brings a unique mix of experience in executive recruiting and human capital consulting for the public sector. Not only are the vast majority of our clients in the public sector, most of our staff worked in the public sector prior to coming to MGT. This unique blend of expertise will ensure a successful executive search for the City.

MGT is able to offer the City the resources of a large, well-established consultancy. Our multidiscipline staff includes more than 100 professionals with expertise and experience across a broad range of public sector leadership and administration subject areas. Our core team presented below will always have access to the expertise needed to ensure each recruiting engagement is optimized for the unique demands of the open position. Our large staff and disciplined processes also ensure that we will always have the capacity to provide Gainesville with executive recruiting services in a timely fashion and that we will be able to dedicate the attention and resources necessary to do the job right.

The staff members presented below are the personnel we intend to assign to the Gainesville Executive Search Services project. Should the need arise in the future, we have the capacity to quickly identify an appropriate alternate team member to meet our obligations without delay or compromise.



3. PROPOSED PROJECT STAFF



City of Gainesville Project Officer

MGT suggests the City appoint a single point of contact to serve as the Project Officer. The Project Officer will have primary responsibility and final authority over all activities, and he/she will provide project guidance and direction to the MGT team. The Project Officer will approve the contract, work plan, and final report. All project correspondence, progress reports, and final reports will be delivered to the Project Officer.

MGT Project Executive ■ Brandon Ledford, Vice President, Human Capital

The Project Executive will be the primary person responsible for ensuring the resources to conduct the recruitment are available from start to finish and that the team fulfills all contractual requirements and meets all project deadlines. The Project Executive, also as Practice Lead, is responsible for ensuring client success.

MGT Project Director ■ Jennifer Vickrey, Director, Human Capital

The MGT Project Director is the main point of quality control, has final authority for the project and deliverables, and helps resolve conflicts over any project issues. She will address any questions or concerns throughout the project and will be available to attend necessary meetings with City staff. In addition, the Project Director will be responsible for the day-to-day management of all project activities, which includes refining procedures, assigning, and monitoring all activities, and maintaining frequent contact with the City Project Officer throughout the lifecycle of the recruitment. With the MGT Senior Consultant (referenced below), Ms. Vickrey will be a member of a two-person on-site team for key meetings and presentations.

MGT Senior Recruiting Advisor ■ Martine Schmitt, Talent Engagement Manager

Martine has 11 years of recruiting experience, with extensive expertise in the areas of full life-cycle recruiting, behavioral interviewing, public sector and non-profit recruitment, relationship/team building and interdepartmental communication. Prior to joining MGT, Martine worked as a Client-Facing Recruiter for Booz Allen Hamilton, was the Recruiting Team Leader for the American Red Cross National Headquarters and served in recruiting positions in various staffing firms. She holds a Bachelor's degree from the University of Mississippi and is an AIRS Advanced Certified Internet Recruiter and an AIRS Certified Diversity Recruiter.

MGT Project Team Manager ■ Sheena Horton, Senior Consultant

MGT Consultant Team ■ Kelsey Miller, Analyst

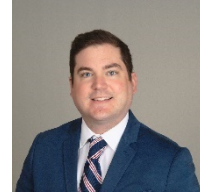
These individuals will work in close contact with MGT's Project Executive, Project Director, and key City officials, as appropriate, to customize and execute each work task and fulfill the City's stated expectations. Under the supervision of the Project Director, they will review, document, evaluate, and generate recommendations in accordance with each component of the work plan.

Team resumes are provided on the following pages.



BRANDON W. LEDFORD, MPP, PMP

Vice President, Human Capital Solutions Group
MGT CONSULTING GROUP



Mr. Ledford is responsible for driving the growth and execution of MGT’s human capital and resource consulting services, which include classification and compensation/salary studies, policy and procedure development, organizational reviews, and best practice research. For over ten years, he has assisted global clients in all industries with human capital, public policy, management consulting, revenue performance management, strategy, business transformation, data analytics, and strategic communications. Prior to joining the MGT leadership team, he was the Vice President overseeing the Human Resources and Policy and Compliance departments of a global technology company and has been a consultant for both Booz Allen Hamilton and Deloitte. Mr. Ledford also has interned for the U.S. Supreme Court and White House Office of Science and Technology Policy. He holds a Master of Public Policy from George Mason University’s School of Public Policy, a Bachelor of Arts from the Pennsylvania State University, is a certified Project Management Professional (PMP), and is earning an Innovation and Entrepreneurship Certificate from Stanford.

AREAS OF EXPERTISE

Human Capital
Business Transformation
Data Analytics

Public Policy
Strategic Communications
Strategy

EDUCATION/CERTIFICATIONS

M.P.P., Health Policy, Science and Technology Policy,
George Mason University, 2011
B.A., Comparative Literature, Latin, The Pennsylvania
State University, 2006
Innovation and Entrepreneurship Certificate, Stanford
University, 2020
Project Management Professional (July 2013 –
Present)
Lean Six Sigma Yellow Belt (August 2012 – Present)

HONORS

The Horatio Alger Scholarship, four consecutive years
Martha V. and Walter A. Pennino Endowed
Scholarship
American Cancer Society Champion College
Scholarship
Carolyn’s Compassionate Children Scholarship
The Harry W. Klinger University Scholarship, four
consecutive years
The Brandon Ledford Scholarship

SAMPLE OF RELEVANT EXPERIENCE

Brevard County School Board, FL | Districtwide
Compensation Study
Centre Area Transportation Authority, PA |
Classification and Compensation Study
CF Solutions | Classification and Compensation Study
East Central College, MO | Compensation and
Classification Study
Florida Atlantic University | Organizational
Assessment
Florida Development Disabilities Council |
Classification and Compensation Study
Hawaii Health Systems Corporation | Classification
and Compensation Study | Executive Performance
Review System Design

Lancaster County, SC | Classification and
Compensation Study
Navajo Nation | Compensation Study
North Carolina Education Lottery | Compensation and
Classification Study
Santa Fe College, FL | Classification and
Compensation Study
Tampa Bay Partnership, FL | Organizational Review
University of Arkansas Medical School |
Compensation and Classification Study
York County, SC | Ongoing Classification and
Compensation Services



JENNIFER VICKREY, SPHR, PMP

Director of Human Capital
MGT CONSULTING GROUP



Ms. Vickrey is an experienced management consultant, bringing over 20 years of change and human capital management experience including: recruiting, performance management, compensation, executive alignment, stakeholder engagement, training, communications, and project management. Jennifer has led or supported the numerous large-scale projects ranging from employee engagement initiatives to organizational redesign to IT systems implementations. Jennifer has worked in both the public and private sectors as well as higher education, and possesses specialized credentials in human resource management.

Ms. Vickrey holds a B.A. in International Relations and a M.A. in International Education from American University. She is also certified by the Human Capital Institute as a Senior Professional in Human Resources (SPHR) and the Project Management Institute as a Project Management Professional (PMP).

AREAS OF EXPERTISE

- ◆ Strategic Human Capital Planning
- ◆ Talent Acquisition, Management, Engagement & Recognition
- ◆ Compensation Management
- ◆ Organizational Transformation
- ◆ Project Management
- ◆ Facilitation and Public Speaking

EDUCATION

M.A., Education: International Education and Training, American University, 1997

B.A., International Relations: Peace and Conflict Resolution, American University, 1994

PROFESSIONAL AFFILIATIONS

Senior Professional in Human Resources (SPHR), HR Certification Institute, 2008

Project Management Professional (PMP), Project Management Institute, 2008

Qualified Facilitator, Myers-Briggs Type Indicator (MBTI); DISC

RELEVANT PROJECT EXPERIENCE

Brevard County School Board, FL | Compensation and Classification Study

Bright Beginnings, DC | HR Assessment, HR Policy

City of Apopka, FL | Compensation and Classification Study

Department of Homeland Security | Strategic Planning, Performance Management, HR Policy

Department of Homeland Security | Org Assessment, Best Practices Study, Leadership Training

Hawaii Health Systems Corporation, HI | Classification and Compensation Study | Executive Performance Review System Design

Lancaster County, SC | Compensation and Classification Study

Maricopa County, AZ | Human Services Department Efficiency Review

Missouri Department of Labor | Organizational Change Management

NASA | Competency Design, Training Delivery

Santa Fe Community College, FL | Compensation and Classification Study

University of Arkansas Medical School | Compensation and Classification Study

US Chamber of Commerce | Compensation, Performance Management, Policy, Recruiting, Training



MARTINE LOUISE SCHMITT

Talent Engagement Manager

MGT CONSULTING GROUP | mschmitt@mgtconsulting.com

Ms. Schmitt is a senior Human Resources professional with 11 years of relevant experience within a wide range of professional environments, including higher education, non-profits, and corporate management consulting. She specializes in partnering with hiring managers to deliver high quality professional candidates, utilizing strategic sourcing methodologies, business intelligence, networking, branding initiatives and technology. She excels at building effective relationships through internal and external networks, professional associations and employee organizations to maximize company exposure and build candidate pipeline.



EDUCATION

Bachelor of Arts, With Honors, International Studies –
University of Mississippi

Sally McDonnell Barksdale Honors College

Croft Institute for International Studies

PROFESSIONAL CERTIFICATIONS AND AFFILIATIONS

AIRS Advanced Certified Internet Recruiter (ACIR)

AIRS Certified Diversity Recruiter (CDR)

Society for Human Resources Management (SHRM)

PROFESSIONAL PROFICIENCIES

Full Life-Cycle Recruiting

Behavioral Interviewing

Human Resources Metrics

Federal and Non-Profit Recruitment

Relationship/Team Building

EXPERIENCE

MGT CONSULTING GROUP, Talent Engagement Manager, April 2018–Present

- Identify potential candidates through direct and passive sourcing, including online listings, social media, recruiting events, personal networking, outbound marketing, and participation in relevant professional associations
- Manage human resource analytics to provide strategic staffing data and planning information to management.
- Work with hiring managers to increase awareness and engagement in recruiting process.
- Collaborate with the professional services team for external Human Capital consulting projects.

MASONITE, Contract Consultant/Recruiter, February 2018 – April 2018

BOOZ ALLEN HAMILTON Client-Facing Recruiter, March 2008-May 2010

AMERICAN RED CROSS NATIONAL HEADQUARTERS, Recruiting Team Lead, February 2000-March 2008

GAINOR STAFFING SERVICES, Senior Account Executive, February 2004 – January 2006

COMMUNITY INVOLVEMENT

Member – Society for Human Resources Management (SHRM), Alexandria, VA 2018 – present

Member – HR Tampa (SHRM local chapter), Tampa, FL 2018 - present



SHEENA HORTON, PMP

Senior Consultant

MGT CONSULTING GROUP



Ms. Horton provides project management and support for MGT’s human capital projects and has significant experience conducting classification and compensation studies, job description development, program/performance evaluations, needs assessments, quality assurance and efficiency reviews, market research, organizational reviews, program/service realignments, policy development, best practices research, strategic planning, and business process analyses. In addition to her work on human capital projects, Ms. Horton also has assisted other MGT practices with student housing studies, facilities assessments, student literacy and safety programs evaluations, and community engagement projects. She holds a Master of Science degree from Florida State University’s School of Criminology and Criminal Justice, two Bachelor of Arts degrees from the University of North Carolina at Greensboro in Sociology and English, and is a certified Project Management Professional (PMP). Ms. Horton currently serves on the Southeast Evaluation Association’s Board as President and Outreach Chair, and is regularly involved with the American Evaluation Association’s Topical Interest Groups and AEA365 blog.

EDUCATION

- M.S., Criminology and Criminal Justice, Florida State University, 2008
- B.A., Sociology with a concentration in Criminology, English, University of North Carolina-Greensboro, 2004

PROFESSIONAL AFFILIATIONS

- American Evaluation Association, 2011–Present
- Carolinas Chapter of the Society for Human Resources Management (SHRM)
- Eastern Evaluation Research Society, 2014–Present
- Southeast Evaluation Association, 2001–Present

SAMPLE OF RELEVANT PROJECT EXPERIENCE

- Anderson County School District Five, SC | District-wide Compensation and Staffing Study
- Bastrop County, TX | Classification and Compensation Study
- Bedford County, VA | Pay and Classification Study
- Brevard County School Board, FL | Districtwide Compensation Study
- Centre Area Transportation Authority, PA | Classification and Compensation Study
- Chester Metropolitan District, SC | Total Compensation Study
- City of Apopka, FL | Classification and Compensation Study
- City of Kingsport, TN | Classification and Compensation Study
- City of Portsmouth, VA | General Employees’ Pay Study, Phase I & II
- Clark College, WA | Classification and Compensation Study
- Corning Community College, NY | Compensation Study and Organizational Review
- Hawaii Health Systems Corporation | Compensation and Classification Study
- Iowa Valley Community College District | Non-Faculty Classification and Compensation Study
- Kerr County, TX | Compensation and Classification Study
- Lancaster County, SC | Classification and Compensation Study
- Navajo Nation | Compensation Study
- North Carolina Education Lottery | Compensation and Classification Study
- Oconee County, SC | Compensation and Classification Study
- Santa Fe College, FL | Classification and Compensation Study
- South Carolina Education Lottery | Classification and Compensation Plan
- State College of Florida – Manatee-Sarasota | Compensation Study for Faculty and Staff
- Texas A&M University – Texarkana | Classification and Compensation Study

3. PROPOSED PROJECT STAFF



SHEENA HORTON, PMP

Senior Consultant

MGT CONSULTING GROUP

Fairfield County School District, SC | Classification and Compensation Study

Florida Development Disabilities Council | Classification and Compensation Study

Florida Lottery | Classification and Compensation Study

Florida Transportation Commission | Management Salary Compensation Study

University of Arkansas Medical School | Compensation and Classification Study

University of Hawaii System | Executive Compensation Study

York County, SC | Compensation/Classification Study and Update



KELSEY E. MILLER

Analyst
MGT CONSULTING GROUP



Ms. Miller brings strong data analysis, administrative and research skills to a wide range of projects, with a focus in Human Capital and Education projects. Her education and experience in International Relations has benefited strategic corporate initiatives to reach international clients. Prior to MGT, she worked in a number of international and local non-profits and political organizations.

EDUCATION

M.A. with honors, International Relations, Central European University, Budapest, Hungary
B.A., Political Science and International Studies, Certificate in European Studies, University of Wisconsin-Madison

SKILLS

Job description development, position classification, FLSA determinations, and salary benchmarking
Data visualization
Focus groups
Written and verbal communication

RELEVANT PROJECT EXPERIENCE

Human Capital Studies

Brevard County Public Schools (FL) | Compensation Study
City of Apopka (FL) | Classification and Compensation Study
Hawaii Health Systems Corporation | Compensation and Classification Study
Navajo Nation | Compensation Study
Santa Fe College (FL) | Classification and Compensation Study
York County Government (SC) | Position Evaluation, FLSA, and Job Description

Other

Florida Department of Education | Review of Florida Safe School Assessment Tool
Florida Office of Program Policy and Government Accountability | Performance Audits: Broward/Collier/Okaloosa/St. Lucie Counties and Alachua/Washington County School Districts
Guilford County Schools (NC) | School Assignment Optimization and Facility Condition Assessment
Indiana Department of Administration | Emergency Manager for Gary Community School Corporation
Maricopa County (AZ) | Rate Methodologies and Recommendations
Montgomery County | Educational Cluster Facility and Growth Management Plan and Enrollment Forecast
STEM Revolution | Business Process Management

Higher Education Market/Housing Studies

American Campus Communities for UCB | Market Study
Central Community College (NE) | Market Study
Daytona State College (FL) | Student Housing Market Study
Delaware State University | Due Diligence
Henderson State University (AR) | Student Housing Studies
Longwood University Real Estate Foundation (VA) | Market Due Diligence
Louisiana State University Health Sciences Center – New Orleans | Student Housing Studies
Montgomery College (MD) | Student Housing Study
Portland Public Schools (OR) | Facilities Master Planning
Texas A&M University | Off-Campus Market Analysis
University of California Berkeley | Student and Faculty-Staff Housing Study
University of California Riverside | Due Diligence
University System of Georgia | South Georgia Needs Assessment

Strategic Planning

Edina Public Schools (MN) | Strategic Planning
Michigan State University | Residential and Hospitality Services Strategic Planning

4. QUALIFICATIONS OF FIRM

MGT has earned a national reputation as a leader in public sector human capital consulting and has deep experience across Florida. We appreciate the need to focus on partnering with each client to appropriately merge industry best practice with unique City requirements. Here we provide project descriptions for recent Human Capital MGT engagements. These projects were delivered by much of the same team assigned to the City's effort. MGT was the primary contractor on all the following projects. Many of our clients have contracted with MGT for multiple projects or updates, including within the Florida public sector. We feel repeat business is the greatest testament to our commitment to customer service and client satisfaction.

CITY OF GAINESVILLE

EXECUTIVE RECRUITING – HR DIRECTOR

Audrey Gainey, Talent Acquisition Manager
222 East University Avenue | Gainesville, Florida 32601
(352) 393-8707 | gaineyam@cityofgainesville.org

MGT provided executive recruiting services to the City to hire a Human Resources Director. The project included development of a search plan, search activities to find the ideal candidate, initial candidate screening, management of the interview process, post-interview follow-up, presentation of the job offer and salary negotiation.

VALDOSTA STATE UNIVERSITY

EXECUTIVE SEARCH AND SCREEN

Dr. Kristina Cragg, Assistant to the President for Strategic Research and Analysis
1500 North Patterson Street | Valdosta, Georgia 31698
(229) 245-6517 | kmcragg@valdosta.edu

MGT assisted Valdosta State University in the search and screen process for a variety of executive management positions.

AMERICAN SCHOOL FOR THE DEAF

SEARCH FOR EXECUTIVE DIRECTOR

Barbara Puffer, Co-Chair, Search Committee
139 N. Main Street | West Hartford CT, 6107
(203) 457-0231 | barbara@pufferpr.com

MGT assisted the American School for the Deaf in hiring a new Executive Director. We helped define the candidate qualifications, placed advertisements, recruited and screened candidates, conducted interviews, and assisted the Board in selecting the final candidate.

4. QUALIFICATIONS OF FIRM



ARIZONA STATE SCHOOLS FOR THE DEAF AND BLIND

EMPLOYMENT SEARCH SERVICES

Doris Woltman
PO Box 88510 | Tucson, AZ 88510
(520) 770-3718

MGT assisted in the search for a new Superintendent of the Arizona State Schools for the Deaf and Blind. We recruited candidates, screened applicants, and assisted in the final selection process.

SANTA FE COLLEGE

JOB CLASSIFICATION AND COMPENSATION STUDY

Lela Frye, Human Resources Director
3000 NW 83rd Street | Gainesville, Florida 32606
(352) 395-5420 | Lela.frye@sfccollege.edu

MGT conducted a comprehensive job classification and compensation study of the College's administrative, professional, technical, skilled trades, environmental services, and other support and clerical positions. The College's goal was to pay the highest amount possible within budgetary constraints guided by appropriate market comparisons and keeping up-to-date with all current and pending federal and state laws and regulations.

MGT's services included providing recommended policies and procedures to ensure the results will be maintained and updated appropriately; defining career paths within job families, the promotional structure within the career path and what education, experience, and milestones are necessary for each step in the career path; and providing a cost analysis based on each recommendation.

FLORIDA ATLANTIC UNIVERSITY

ORGANIZATIONAL ASSESSMENT OF THE OFFICE OF HUMAN RESOURCES

Stacy Volnick, Vice President, Administrative Affairs and Chief Administrative Officer
777 Glades Road | Boca Raton, Florida 33431
(561) 297-6455 | svolnick@fau.edu

MGT conducted an organizational review of FAU's Office of Human Resources that identified and implemented practical recommendations for strategies to streamline and improve the efficiency and effectiveness of operations and exemplary programs that can be replicated containing costs, improving management strategies, and establishing and implementing management and financial controls.

FLORIDA DEVELOPMENTAL DISABILITIES COUNCIL

CLASSIFICATION AND COMPENSATION STUDY

Valerie Breen, Executive Director
124 Marriott Drive, #203 | Tallahassee, Florida 32301
(850) 488-4180 | fddc@fddc.org

MGT utilized its time-tested methodology and detailed work plan to conduct a thorough review of the Council's classification and compensation plan. The study evaluated the Council's 16 employees. The new plan maintained internal equity, provide updated job descriptions, and allowed ease of ongoing administration and maintenance by internal HR staff.

4. QUALIFICATIONS OF FIRM



GULF COAST STATE COLLEGE

COMPENSATION AND CLASSIFICATION STUDY

Jay Sullins, Management and Operations
5230 West US Highway 98 | Panama City, Florida 32401
(850) 872-3843 | accpay@gulfcoast.edu

MGT assisted the College in the review and update of its compensation program. To achieve the mission and vision of the College, GCSC employs approximately 373 full-time employees. For this project, MGT evaluated approximately 80 position titles comprising administrative staff, executive staff, support staff, and career services positions are the focus of this proposed engagement. The study included reviewing existing classification and compensation policies and structures; gathering and evaluating current employee job data; recommending job description revisions; conducting market salary survey; developing recommendations and implementation strategies; and preparing and presenting the final report.

FLORIDA OFFICE OF THE ATTORNEY GENERAL

ATTORNEY COMPENSATION STUDY

Deborah Strickland, Human Resources Administrator
The Capitol PL-01 | Tallahassee, Florida 32399
(850) 414-3406 | Deborah.Strickland@myfloridalegal.com

MGT conducted an Attorney Compensation study to determine the extent of salary disparity existing between attorneys who work for the Office and attorneys who work for other public entities including other state agencies in Florida and neighboring states.

FLORIDA LOTTERY

COMPENSATION STUDY

Nyla Davis, HR Director at Florida Lottery (former)
250 Marriott Drive | Tallahassee, Florida 32301
(850) 201-8510 | davisn@tcc.fl.edu

MGT provided a comprehensive review of the current duties and responsibilities and minimum qualifications required to perform each position and the internal consistency of those positions. The study included a review of current positions for relevant minimum qualifications, knowledge, skills, abilities, and job duties. The review of 119 positions included Accounting, Finance, Legal, Sales, Information Technology, Procurement, Communications, Product Development, Marketing, Brand Management, Graphics, Human Resources, Support Services, Security, Claims Processing, and Retailer Contracting.

FLORIDA DEPARTMENT OF JUVENILE JUSTICE

STAFFING STUDY

Tammy Young, Client Partner for Management Consulting
1203 Governors Square Boulevard, Suite 500 | Tallahassee, Florida 32301
(850) 671-1000

MGT assisted the Florida Department of Juvenile Justice in conducting a model rate study analysis. The goal of the engagement was to develop a standardized approach to establishing rates and to provide

4. QUALIFICATIONS OF FIRM



model rates for the Department's core services where there is a history of the Department contracting for services.

STATE COLLEGE OF FLORIDA - MANATEE-SARASOTA

COMPENSATION STUDY FOR FACULTY AND STAFF

Julie Jakeway, Vice President
5840 26th Street West | Bradenton, Florida 34207
(941) 752-5326 | jakway@scf.edu

MGT assisted the State College of Florida, Manatee/Sarasota in conducting a total compensation study for its 457 full-time faculty and staff employees. Key study components included position benchmarking, conducting a compensation survey of both public and private employers, and researching best practices for pay for performance/merit pay options.

FLORIDA TRANSPORTATION COMMISSION MANAGEMENT SALARY COMPENSATION STUDY

Mark E. Reichert, Deputy Executive Director
605 Suwannee Street | Tallahassee, Florida 32399
(850) 414-4103 | mark.reichert@dot.state.fl.us

MGT conducted a detailed compensation study on behalf of the Florida Transportation Commission. The purpose of the study was to determine competitive salary and benefit rates for Department of Transportation professionals in comparison to a variety of public and private sector counterparts. MGT also completed an assessment of the Professional Engineering Training Program.

MGT AROUND THE COUNTRY

Presented below is a list of clients, by state, for which MGT has completed classification, compensation, and other human capital projects.

Florida

Alachua County Board of Commissioners
Alachua County Property Appraiser
Brevard County Sheriff's Office
Charlotte County Public Schools
Citizen's Property Insurance Corporation
Citrus County
Citrus County Clerk of the Court
Citrus County Mosquito Control District
Citrus County Property Appraiser
Citrus County Tax Collector
City of Apopka
City of Belle Glade

City of Boynton Beach
City of Casselberry
City of Fort Walton Beach
City of Gainesville
City of Gulf Port
City of Key West
City of Lake Mary
City of Lake Worth
City of Lakeland
City of Leesburg
City of Miami
City of North Port
City of Tallahassee
City of Tamarac
City of Tampa
City of Titusville

Columbia County Property Appraiser
Daytona Beach Community College
Disability Rights Florida
Florida Association of Court Clerks, Inc
Florida Atlantic University
Florida Bar Association
Florida Chiropractic Association
Florida Department of Children and Families
Florida Department of Juvenile Justice
Florida Department of Management Services
Florida Department of Transportation
Florida Developmental Disabilities Council
Florida Education Association-United
Florida Gulf Coast University

4. QUALIFICATIONS OF FIRM



Florida Gulf Health Systems Agency
Florida House of Representatives
Florida Job Corps
Florida Keys Community College
Florida League of Cities
Florida Lottery
Florida Office of the Attorney General
Florida Ounce of Prevention Fund
Florida School for the Deaf and Blind
Florida State Board of Administration
Florida State College at Jacksonville
Florida State University
Florida Tax Collectors Association
Florida Transportation Commission
Florida Virtual School
Gulf Coast State College
Hillsborough Community College
Hillsborough County
Hillsborough County Tax Collector
Jackson County Tax Collector
Joint Underwriting Association
Leon County Property Appraiser
Leon County Tax Collector
Marion County Emergency Medical Services Alliance
Nassau County Property Appraiser
New College of Florida
Okaloosa County Schools
Palm Harbor Special Fire Control and Rescue District
Pensacola Area Housing Commission
Santa Fe College
School Board of Brevard County
Solid Waste Authority of Palm Beach County
Southwest Florida Water Management District
St. Johns County Property Appraiser
State College of Florida - Manatee-Sarasota
Tampa Sports Authority
Town of Davie
University of Central Florida
Workforce Plus, Tallahassee

Alabama

Huntsville City Schools
Mobile Public Schools
University of Montevallo
University of North Alabama

Arizona

Maricopa County
Maricopa County Sheriff's Office
Navajo Nation

Arkansas

University of Arkansas for Medical Sciences

California

Bi-Valley Medical Clinic
California Department of Education
California Department of General Services
California Postsecondary Education Commission
California Student Aid Commission
Kings Community Action Organization
Sacramento City Unified School District
Sacramento County Management Association
Stanislaus County Office of Education
University of the Pacific

Colorado

Poudre School District R-1

Connecticut

University of Connecticut

Delaware

Delaware Solid Waste Authority

Georgia

Board of Regents of the University System of Georgia
City of Albany/Dougherty County Board of Commissioners
City of Macon
City of Richmond Hill
Dalton State College
Darton College
Fayette County
Georgia College and State University
Georgia Health Sciences University (formerly Medical College of Georgia)
Georgia Southern University
Gwinnett County Public School System
Henry County School District
Kennesaw State University
Southern Polytechnic State University
United States Treasury Customs Service
Valdosta State University

Hawaii

Hawaii Health Systems Corporation
University of Hawaii System

Idaho

Nez Perce Tribe

Illinois

Illinois Board of Higher Education
Kankakee County
Lake County
Rockford Board of Education

Iowa

Iowa Valley Community College District
Kirkwood Community College
Northeast Iowa Community College

Louisiana

City of Baton Rouge
Parish of East Baton Rouge Recreation and Park Commission
Port of Iberia

Maine

University of Maine

Maryland

Baltimore City Community College
Baltimore County Public Schools
Community College of Baltimore County
Montgomery College

Michigan

Central Michigan University
Gogebic County
St. Clair County

Minnesota

Minnesota State University System

Missouri

City of Columbia
East Central College
Southeast Missouri State University
St. Louis Community College

New Jersey

The Richard Stockton College of New Jersey

New York

Corning Community College
SUNY - Clinton Community College

North Carolina

Chapel Hill-Carrboro Schools

4. QUALIFICATIONS OF FIRM



Chatham County
City of Canton
City of Waynesville
Davidson County Personnel
Department
Haywood County
Mayland Community College
North Carolina Association of County
Commissioners
North Carolina Community College
System
North Carolina Education Lottery
Town of Maiden
Town of West Jefferson
University of North Carolina
Wake County Personnel Department

Oklahoma

Cherokee Nation Enterprises
City of Oklahoma City
Oklahoma County

Oregon

Oregon Institute of Technology
Oregon University System

Pennsylvania

Centre Area Transportation Authority
Lancaster County

Rhode Island

Roger Williams University

South Carolina

Anderson County School District 5
Anderson Regional Joint Water
System
Bonita Springs Fire Control and Rescue
District

Chester Metropolitan District
City of Anderson
City of Cayce
City of Easley
City of Florence
City of Gaffney
City of Georgetown
City of Lancaster
City of Newberry
City of Simpsonville
County of Lancaster
Dillon County
Dorchester County
Dorchester County Library
Greenville County Recreation District
Greenwood Metropolitan Sewer
Hampton County
Jasper County
Midlands Technical College
Municipal Association of South
Carolina
Oconee County
Oconee County Public Schools
Pickens County
Richland County
River Banks Zoo
South Carolina Department of Public
Safety
South Carolina Education Lottery
Town of Hampton
Western Carolina Regional Sewer
Authority
York County
York County Library
York Electric Cooperative, Inc.

Tennessee

City of Kingsport
Memphis City Schools

Texas

Austin Independent School District
Bastrop County
Burnet County
City of Brownsville
City of Corpus Christi
City of La Porte
City of Longview
City of San Antonio
Dallas Independent School District
Kerr County
Texas A&M University - Kingsville
Texas A&M University - Texarkana
Texas Southmost College
Texas State Technical College
Travis County
University of North Texas System

Virginia

Albemarle County
City of Chesapeake
City of Newport News
City of Richmond
Fairfax County Public Schools
Region 10 Community Services Board
Tidewater Community College
Virginia Commonwealth University

Washington

Clark College
Washington State Board for
Community and Technical Colleges

ATTACHMENT B - BUSINESS REFERENCES

(Submit this form with your proposal.)

PROPOSER: MGT of American Consulting, LLC

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.

#1 Assignment dates (i.e. 6/2018 to 9/2018): 8/2018 - 11/2018

Project Client Name: City of Gainesville
Project Description: Executive Recruiting - HR Services
City, State Zip: Gainesville, Florida, 32601
Client Contact Name: Audrey Gainey, Talent Acquisition Manager
Phone Number: (352) 393-8707 Fax Number: _____
Email Address: gaineyam@cityofgainesville.org

#2 Assignment dates (i.e. 6/2018 to 9/2018): 11/2017 - 4/2018

Project Client Name: Florida Atlantic University
Project Description: Organizational Assessment of the Office of Human Resources
City, State Zip: Boca Raton, Florida 33431
Client Contact Name: Stacy Volnick, Vice President, Administrative Affairs and Chief Administrative Officer
Phone Number: (561) 297-6455 Fax Number: _____
Email Address: svolnick@fau.edu

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

Project Client Name: Florida Lottery
Project Description: Compensation Study
City, State Zip: Tallahassee, Florida 32301
Client Contact Name: Nyla Davis, HR Director at Florida Lottery (former)
Phone Number: (850) 201-8501 Fax Number: _____
Email Address: davisn@tcc.fl.edu

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: MGT of America Consulting, LLC

Proposer Company's Alias/DBA: _____

Proposer Company's Address: 4320 West Kennedy Boulevard

Tampa, FL 33609

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

Name: Brandon Ledford

Telephone Number (814) 327-4717

Date: April 5, 2019

Fax Number (850) 385-4501

Email address BLedford@mgtconsulting.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:

S. Blakey
Signature

Print Name: Shannon Blakey

Title: Marketing Coordinator

(CORPORATE SEAL)

PROPOSER:

Fred Seamon
Signature

Print Name: Dr. Fred Seamon

Title: Executive Vice President

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

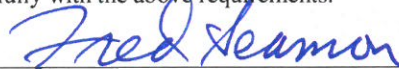
MGT of America Consulting, LLC

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 5, 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.
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