



RFSQ Solicitation No. 2017 – 056

Recruitment Services

**Engineering and Technical
Professional Positions**

THE SEARCH PARTNERSHIP, LLC

310 Stag Pond Rd.

Andover, NJ 07821

**908-541-0390 PHONE
lindapaul@searchpartnership.net**

LINDA M. PAUL, PRESIDENT

June 8, 2017

www.searchpartnership.net



June 8, 2017

Gainesville Regional Utilities
James Frampton
Purchasing Division
301 S.E. 4th Avenue, 3rd
Floor, Gainesville Florida
32601.

Dear Mr. Frampton:

The Search Partnership LLC is delighted to respond to your request for qualification proposal for

Solicitation No. 2017 – 056

Recruitment Services

**Engineering and Technical Professional Positions
Utilities**

We look forward to assisting Gainesville Regional Utilities conduct local or national searches for their engineering and technical leadership positions. Please accept this letter of interest and formal proposal response.

The purpose of our proposal is to outline how we would work in partnership with you to successfully recruit the highest caliber of candidates for a myriad of roles within the utility.

Sincerely,

The Search Partnership

By: Linda M. Paul, President

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STATEMENT OF QUALIFICATIONS

HISTORY AND EXPERTISE REVELANT TO ENGAGEMENT

The Search Partnership is a nationally recognized executive search firm specializing in energy and utilities. Linda Paul and her team have completed more than 130 searches for municipal and investor owned utilities, or other energy related entities. In addition to over 20 years as an executive recruiter for a NY firm and her own firm in your industry, Linda had seven prior years' experience in Human Resources at Chemical Bank, now JP Morgan Chase.

The Search Partnership's knowledge of the utility and energy industry is second to none, as is our network within the municipal and investor owned utilities. With over 35 years combined experience working with the most senior leadership teams and their boards, we believe we are extremely well placed within the industry to work with you. The Search Partnership does have elite networking capability and we do that through a databank of resumes and contacts of more than 20,000 people.

Linda founded The Search Partnership in 2002, after seven years with Gilbert Tweed Associates as head of the Energy & Utility practice. She determined there was a need for a specialized energy and utility search firm. With a strong regional and national presence and client base, the Search Partnership has significant experience in Transmission and Distribution Operations, Generation, Engineering, Finance, and General Management, as well as searches in Energy Trading, Risk Management, Information Technology, and Marketing disciplines.

Among the many reasons for starting The Search Partnership, one stands paramount. Many clients wanted to work with a single firm not only on their most senior executive searches but also on the more difficult mid-management level or technical positions. Because of minimum search fees billed at her former firm, Linda had had to turn down clients on what they considered some of their most critical positions. The Search Partnership works on the assignments most critical to clients without regard to level of position.

Some of The Search Partnership's most significant clients have included Seattle City Light, Washington Gas Light, Con Edison and all its unregulated subsidiaries, LIPA, Cinergy (now Duke), Exelon, NSTAR (now Eversource), Reliant (now CenterPoint), CH Energy, Imperial Irrigation District, Burbank Water and Power, City of Boulder, City of Seattle, Platte River Power Authority and the NY ISO.

To further enhance knowledge and expertise, we keep abreast of current events in the electric and energy world. We subscribe to industry newsletters such as Energy Central Daily, Electric Power Daily and European Electricity Daily, as well as magazines like McGraw Hill Electrical World.

We attend seminars/workshops and conferences such as the Electric Power Conference, IEEE Transmission and Distribution conference, EEI Annual Conference and Global Power Markets. Linda attends the Power Gen conferences and others to network with the leaders of the industry. **Speaking engagements have included panels addressing "Challenges of the Changing US Workforce" at the April 2014 Electric Power Conference in New Orleans as well as "Women in Energy and Telecommunications" at conferences.**

NATURE/TYPE OF PLACEMENTS

Our placements have included CEOs, Presidents as well as General Managers for utilities as well as startup organizations. We have been working with Seattle City Light for the last 8 years and have completed 12 searches for them, including manager and director level as well as most the executive team including the CEO placement in 2016. Other relevant technical searches for this RFP include a Chief Engineer-Gas, 3 Project Managers, a Director Substation Engineering ,2 Project Engineers, Manager /Principal Engineer Underground Networks, Chief Electrical Engineer. Additionally, Linda's most recent placements in 2016 for the City of Boulder, CO, included technical and non-technical roles such as an Asst. Dir. Applications Services, an Innovations and Analytics Officer, Chief of Urban Design and an HR Manager. For the Platte River Power Authority in 2016 we completed a Manager of Security, Emergency Management and Safety. Linda Paul worked with Con Edison the parent utility as well as helped start up and build all four of their unregulated subsidiaries from the top down. Over a ten-year period, we did more than 40 searches for them. CH Energy was another client where we worked at the parent company and started several subsidiaries. Worked with LIPA to help them bring on board some of their first Senior Executives as well engineering and technical staff over the years.

REPRESENTATIVE LIST OF OUR SEARCHES AND PLACEMENTS

6 President and CEOs -

- 5 Chief Financial Officers
- 5 Chief Information Officers
- 1 Chief Operating Officer

2-General Managers -

- 1 Treasurer
- 2 Asst. Treasurers
- 3 Controllers
- 3 Risk Controller
- 1 Officer Customer Service Energy Delivery
- 1 Officer Power Supply and Environmental Affairs
- 1 Officer Compliance
- 2 VP Customer Service
- 2 Vice President Operations
- 1 VP Customer Service Operations
- 2 VP Power Project Management
- 2Power Plant Mangers
- 1 Power Plant Maintenance and Outage Manager
- 1 Power Plant EPC Manager
- 1 Director Market Planning
- 1 Vice President Environmental Health & Safety
- 5 Vice President Engineering
- 1 Vice President Gas Operations
- 1 Vice President Gas Transportation
- 1 VP Project Management and Construction
- 1 Executive Director Transmission & Distribution Operations
- 1 Executive Dir. Infrastructure Development
- 2 Director Customer Service
- 2 Director System and Resource Planning
- 1 Director Strategic & Business Planning ISO
- 1 Director Renewable Project Development
- 1 Power Generation Control System Operator

**REPRESENTATIVE LIST OF CURRENT
AND PAST CLIENTS**

Burbank Water and Power
Platte River Power Authority
Consolidated Edison Company of New York, Inc.
Con Edison Energy
Con Edison Solutions
Vestas Americas
City of Boulder
NSTAR (now Eversource)
Washington Gas Light
New York ISO
Long Island Power Authority
Exelon
CH Energy Group
Central Hudson Enterprise Corp.
Energy Photovoltaic's, Inc. - Became EPV
Solar, Inc.
HNTB
ABB
Electric Power Research Institute
Seattle City Light
Imperial Irrigation District
Covanta Energy California
ISO

PROJECT TEAM RESUME/BIOGRAPHIES

Linda Paul
President- Project Manager
The Search Partnership
New Jersey

Contact Information
310 Stag Pond Rd.
Andover, NJ 07812
908-541-0390
lindapaul@searchpartnership.net

Linda M. Paul founded The Search Partnership in early 2002 after seven years as Managing Director at Gilbert Tweed Associates. In early 1995, Ms. Paul joined Gilbert Tweed as a Principal. Later she became head of GTA's Energy and Utility Practice. She is an expert in this field with strong relationships with many of the leading energy companies, telecommunications companies, public and municipal utilities. Additionally, she has successfully completed searches for the leadership positions in financial services, pharmaceutical and start-up organizations.

Her placements have included CEO and General Managers, Presidents, CFOs, CIOs, VP Operations, Director Transmission & Distribution Operations, Engineers, and marketing and sales executives. With more than 100 Energy and Utility searches to her credit, Ms. Paul, is a nationally recognized leader in Executive Search within the energy industry.

An experienced business professional, Ms. Paul had spent her early years of her career in the banking industry in Human Resources staffing functions for Chemical Bank now JP Morgan Chase. Ms. Paul left the Bank as an Assistant Vice President after seven years in their employ. As a Human Resources Generalist, her responsibilities included advising senior management on staffing levels, recruitment strategies, and employee relations as well as creating innovative compensation policies to facilitate the recruitment process. Additionally, her bilingual abilities in Spanish enabled the bank to support Hispanic communities in their community development efforts.

Active in industry as well as the community, Ms. Paul had been on the Board of Directors for the American Red Cross Millburn-Short Hills Chapter for over six years. She was Vice Chair and headed the Human Resources committee and was Co-Chair of the Fund Development Committee. Ms. Paul has been involved with the Society of Human Resources Management, as well as having served on the boards of the NJ Commission of the Blind and the Paterson Community Credit Union. Her speaking engagements have included addressing the New York State Women in Communications and Energy 10th Anniversary Conference. Ms. Paul is also a member of the New Jersey Technology Council.

Ms. Paul holds a BA in Spanish and a minor in Political Science from the University of Nebraska. She continued her advanced business studies at Montclair University. In her spare time, you will find Ms. Paul skiing or traveling with her family.

Brian Tighe
Director
The Search Partnership
New York

Contact Information
 63 Sutton Pl
 Coxsackie, NY 12051
[518.731.9069](tel:518.731.9069)

Brian Tighe, SPHR, is a senior professional recruiter with a focus in the utility and power industry. He has been an HR professional and recruiter for 20 years. Prior to working with The Search Partnership, he led recruiting efforts at the New York Independent System Operator (NYISO) from 2006-2011. Prior to his work at the NYISO, he was an HR Manager at AIG and Vorhaus Public Relations, and a search consultant at a technology search firm in New York City. Brian has a BA in Industrial & Labor Relations from the State University of New York (Potsdam) and lives in upstate NY with his wife and two rambunctious boys.

Brian has notable search expertise in the following areas:

Power plant operations and management	Renewable Power Generation Engineering
Electric & Gas utility management	Electric utility design and construction
Transmission and Distribution planning	Power plant EPC services
Power generation project development	Energy market analysis and consulting
Regulatory affairs	NERC/FERC Compliance
Utility Cyber security	Energy efficiency
Smart Grid	Demand Side Management

Brian's searches include Power Plant Managers, Renewable Power Plant Battery Storage Engineers, Renewable Power Plant Electrical Design Engineers, Power Plant EPC Manager, Power Plant Commissioning Engineer, Power Plant Operations Manager, Power Generation Control System Operator, Power Plant Maintenance/Outage Manager with clients like Con Edison, Arizona Public Service, Black & Veatch, Tri-State Generation and Transmission and ISO New England

Margaret LaMonica
Senior Research Associate
The Search Partnership
New York

Contact Information:
215 East 68th St. 20zz.
New York, NY 10021
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Margaret LaMonica is currently a senior research associate working in conjunction with The Search Partnership. Formerly at Gilbert Tweed Associates, she was a member of the human resources and fashion retail practice groups. She has been working with The Search Partnership for 5 ½ years and is very knowledgeable and comfortable working within the energy and utility space.

Margaret is a seasoned executive search professional with over eight years' experience recruiting high performance executives. Examples of successful placements include Vice President Human Resources, Senior Director Compensation, Vice President Global Human Resources, Director of Substation Engineering, Director of Project Management and Director of Marketing, VP Logistics and CFOs.

Prior to entering executive search, Margaret worked in fashion in Paris, the UK and Italy with some of the most elite fashion houses. Margaret also has extensive experience with multinational clients in the luxury products goods industry. She is a graduate of the University of Kentucky Journalism School and holds a B.A. in Communication, concentrating in marketing.

PROJECT MANAGER AND CONTACT

Linda M. Paul, President, will serve as Project Manager and primary point of contact throughout both the RFP process and search. Linda Paul has completed more than 105 searches for municipal and investor owned utilities, or other energy related entities. Linda handles, research, phone screening, interviewing and references herself. In addition to over 18 years as an executive recruiter for a NY firm and her own firm in the energy and utility industry, Linda had seven prior years' experience in Human Resources at Chemical Bank, now JP Morgan Chase.

Contact info: 908-541-0390 or lindapaul@searchpartnership.net

PROJECT TEAM

Linda Paul will serve as Project Manager and be the primary worker and point of contact throughout both the RFP process and while any searches/projects are being conducted by The Search Partnership. In support of our clients, and specifically GRU, if needed, Linda will work closely with Director Brian Tighe and Senior Associate Margaret Lamonica. Total years of executive search experience by the team are over 30 years.

Project Implementation Strategy

The Search Partnership will work closely with the GRU Human Resources and the search committee to finalize the detailed position descriptions based upon our understanding of stated goals and objectives for individual assignments. Through intensive conversation with the GRU Leadership and employees, we will identify the issues, goals for the positions and for the organization, and the specific talents and personal characteristics needed to succeed within GRU and meet the objectives.

The Search Partnership will follow a three-pronged approach to quickly identifying qualified candidates for all searches.

First -Our 20,000-person databank and files are filled with resumes from former searches which include General Managers, CEO, CFOs, Controllers, Treasurer, Asst. Treasurers as well as specialists in Generation, Distribution Operations, Engineering, Finance, and General Management, as well as Energy Trading, Risk Management, Information Technology, and Marketing disciplines. We have Project Development and Project Management and Asset Management files and networks as well. For the Boulder search, we were looking for candidates with a combination of skills of Project Development, Resource Planning and Program Development along with strong financial capabilities and negotiating skills. We had a long and strong candidate pool for that search with Heather Bailey being the winner as the successful candidate and placement.

Second- We will target the following in terms of research

Utilities - Public Power - MEAG-NYPA, large and small and Investor Owned- Smaller Utilities Unregulated subsidiaries of the larger utilities

Any northern utility especially those in Michigan, Wisconsin and Minnesota. They are tired of snow and cold. Don't laugh. This is part of the strategy. Over the years, we have always asked what part of the country would people be willing to relocate. In our databank, we have hundreds if not over a thousand of people, who have indicated they want to move to the southeast. We track this info along with skills and capabilities.

If it is a technical or financial search we might target:

Consulting/A+E Firms/Accounting Firms that specialize in both Energy and Financial - Analysts, Managers and Director Level at firms like Accenture, PWC, KPMG, CFO Advisory Services Practice. Ernst & Young, Deloitte, Fluor, PEI, ARUP, Babcock and Wilcox, Bechtel, Navigant and ICF International

Joint Agencies and Transmission Organizations

ISOs - ISO New England, PJM, Midwest ISO, ERCOT, SPP, ITC Holdings, WAPA, American Municipal Power

Other Power Generation Organizations like:

Dynegy, NRG, Calpine, AES, Iberdrola US, Gamesa US all have great Generation and Project Development Groups as do many of the utility subsidiaries.

Third we will post and network the position in various organizations such as: Society of Women Engineers, Women's Council on Energy and the Environment, National Council of Minorities in Energy, American Association of Blacks in Energy, Concerned Black Executives and the Association of Black MBA's.

During the project, we will accomplish the following:

- Develop finalized Position Profiles and launch an intensive research program to identify and target specific individuals likely to meet specifications.
- Contact and interview prospects to gauge their qualifications and interest in the position. We will then introduce only those candidates to GRU Search Committee whom we believe can best perform the jobs as specified.
- Our personal, face-to-face interviews probe for levels of achievement, for personal strengths and weaknesses and for a wide range of attributes including integrity, leadership, financial acumen, dynamism, strategic and tactical abilities, cultural fit as well as having presentation and team playing skills.
- Present resumes on all potential candidates. For the short-listed candidates, we will provide narrative summaries or commentaries of our interview evaluation which will highlight strengths as well as perceived weaknesses. It will outline our rationale as to why The Search Partnership deems the individual a qualified candidate.
- Conduct progress meetings to report, analyze and strategize the steps necessary to complete the engagement in the most expeditious manner.
- Provide as diverse a pool of qualified candidates as possible.
- Complete detailed reference and background checks of the finalist candidates.
- Assist with compensation and negotiations and participate in presenting the offer to the final candidates.

Strategic Diversity Recruitment Plan for GRU.

The Search Partnership as a woman owned small business, has historically made a point of recruiting women and minorities. We will always bring a diverse slate of candidates to the client.

As a matter of course, we will during any search for GRU, network with known diversity candidates and post opportunities with:

Society of Women Engineers, Women's Council on Energy and the Environment, National Council of Minorities in Energy, American Association of Blacks in Energy, Concerned Black Executives and the Association of Black MBA's.

In the last five years, our diversity placements included for the City of Boulder, Heather Bailey, as GM Executive Director Energy Strategy and Utility Development and Julia Richman, Innovation and Analytics Officer. Farrah Paul as Director of Marketing and Communications for Seattle City Light. (side note on the CEO search for SCL, of the 8 semifinalists, 4 were women and of the 3 finalists one was a woman. Barbara Attenburg, as Director Gas Operations for Con Ed Orange and Rockland, Catherine McDonough at ISO New England as the Principal Economist and Will Smith as Director of NERC Compliance at consulting firm AESI (Will is African-American). Prior to that Tracy Reid Vice President Marketing and Business Development for Washington Gas Energy Systems and Mike Manos (Hispanic) Project Manager Washington Gas Energy Systems.

TIMELINE

In executive search work, it is extremely difficult to estimate with any precision the length of time needed to successfully complete an engagement of this nature. However, based on our experience, we estimate the assignments will take approximately three months to complete. **Candidates will be identified and brought to your attention within 3 -4 weeks of beginning the search.**

Week 1:

Conduct meetings with Gainesville personnel (in person or phone) who may cast light on the search process and candidate requirements to finalize position descriptions and discuss the desirable training, experience and personal characteristics of candidates.

Assist in developing compensation terms and conditions for the position.

Develop and submit to the Search Committee written summary description, including our impressions and understanding of the cultural, social and political atmosphere. This document forms the basis for the search and should be viewed as a working document. It will include specific duties, reporting relationships; required educational experience levels and define compensation and benefits. It will also define desired attributes and expertise to be used as recruiting and hiring criteria. The job description provided by Gainesville is the basis of that document.

Weeks 1-5:

Launch an intensive research program to identify specific qualified individuals. We rely on our own recruiting efforts, our experience and our contacts. We will work through our relationships. We expect to draw talent from both the public and private sectors, as appropriate. We will also work with appropriate ethnic networking organizations to enrich the candidate pool. Among these are: Women's Council on Energy and the Environment, National Council of Minorities in Energy, American Association of Blacks in Energy, Concerned Black Executives and the Association of Black MBA's.

Weeks 3-7:

Present list and resumes of potential candidates for each position.

Meet with the appropriate officials personally to describe our findings.

Meet those individuals face to face whose qualifications most closely match. We will examine their qualifications and achievements in relation to the position specifications.

Submit expanded resumes, plus one-page commentaries and evaluations of the candidates will be presented to you. We will assist with the travel arrangements for interviews of candidates.

Weeks 7-12:

Finalist candidates to be interviewed by the Search Committee.

Ongoing: Check references and prepare written summaries for your inspection.

Conclusion: Make offers and finalize the terms and conditions of employment with the successful candidate.

REFERENCES

Ms. Karin Hollohan
Chief Administrative Officer
Platte River Power Authority
970-229-5217

Lincoln Bleveans
Assistant General Manager

Burbank Water and Power
City of Burbank
818-238-3557

Mary Ann Weideman -Deputy City Manager
City of Boulder
303-441-3275

Heather Bailey GM Exec. Director Energy Strategy and Utility
Development City of Boulder
303-441-1923
Placement

Ms. Louise Morman Former SVP Marketing and Economic Development
New York Power Authority
(914) 610-6738 cell
(Placement) Currently Executive Director
Lockheed Martin Leadership Institute
School of Engineering & Applied Science
Miami University
513-529-0759 office

DaVonna Johnson
Officer Human Resources
Seattle City Light
206-684-3125

We have worked on 12 searches over an 8-year period.

Amy St. Louis
Sr. Business Partner Human Resources
Seattle City Light
206-684-0408

OUR COMMITMENT TO GAINESVILLE REGIONAL UTILITIES

The Search Partnership does not have any actual conflicts of interests in conducting search work for GRU, nor do we anticipate any.

Executive search work is a very personal and serious matter. We take pride in our responsibilities as an extension of GRU in the marketplace. We are confident about our ability to represent your culture, your style and your needs fairly, accurately, and professionally.

We understand the criticality of the assignment and share your sense of urgency in identifying outstanding individuals to fill the senior strategic leadership positions.

We hope this successfully answers any questions you might have regarding The Search Partnership's ability to meet GRU's search needs and meets your requirements. Please call me if you have any questions regarding our proposal.

Sincerely,

The Search Partnership

By: Linda M. Paul, President

COST PROPOSAL & FEE STRUCTURE

Our normal fees are based on 30% of the first year's annual earnings, which includes base salary, plus estimated incentives, bonuses, commissions, and the like

However, for Gainesville, as we are proposing for a multi-year multi search contract, we will offer a discounted sliding scale Fee Option 1. The sliding scale fee for the first search at 28 percent, or \$43K whichever is lower, the 2nd and third searches at 26 percent or \$40K whichever is lower and then 4th, 5th and 6th searches will be at 24 percent or \$37K whichever is lower. The time-frame for this fee option is set for 36 months and a minimum of four searches and a maximum of eight searches. The minimum search fee is \$30k for Option 1.

Option 2. is a flat fee of \$37K no matter the salary level for an individual search.

The fee will be divided into three installments. The first payment of approximately 1/3 of the anticipated overall fee based on first year base compensation shall be due upon commencement of an engagement. The second installment will be due upon Gainesville interviewing in person two qualified candidates and the final 1/3 fee installment at time of placement of candidate.

Additionally, we charge a flat \$100 per search for communication expenses (phone, fax, postage and mailings) and will be reimbursed for reasonable and ordinary consultant or candidate travel expenses. We will cap expenses at \$5K for each search project.

Itemized Expenses

National Student Clearinghouse (educational verifications \$10.00 per)

Fax

Phones

Internet

Postage

Other background checks as needed

Cost of Interviews with candidates (typically are meals in airports, lounges or restaurants)

If, for any reason, you should cancel the engagement after commencement, only those fees billed to-date will be due and payable.

Should Gainesville initiate a change in the candidate specifications that significantly disrupts or prolongs the engagement, an additional retainer shall be negotiated.

We will, of course, not undertake any significant expenditure of funds without your approval. Should the expenses exceed our expectation, we will confer with you as to how to protect the efficacy of the search without exceeding our contract limits. We also will confer with you to determine what corporate rates you enjoy that may reduce the cost of The Search Partnership or candidate travel.

The hourly rate at which GRU would be billed for any services that GRU might request outside the scope of items listed in the RFP is \$100 per hour for Linda Paul and \$75 per hour for either Brian Tighe or Margaret LaMonica Tierney.

We do not see any additional fees needed to cover anything listed in our proposal.

Guarantee: Should the successful candidate leave the organization for any reason within one year, The Search Partnership will conduct a new search at a fee of \$1,500 for research fee and reimbursement for reasonable and ordinary consultant travel expenses.

Lastly, our search engagements occasionally identify individuals whom our clients consider to be ideal candidates for a position other than that specified in the assignment. If such an individual is brought to your attention as part of this engagement and you choose to hire that person, The Search Partnership will be entitled to a fee of \$25,000. This fee shall be due and payable as of the employment date of such an individual.

All bills are due and payable within 30 days of presentation. Payment of fees and expenses is not contingent upon the placement of a candidate.

34-91-7244240