

ORIGINAL

APRIL 10, 2019

RFQ #HRDX-190032-GD



SUBMITTED BY:

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# TECHNICAL VOLUME

# EXECUTIVE SEARCH SERVICES

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CITY OF GAINESVILLE, FLORIDA



**TABLE OF CONTENTS**

1. INTRODUCTION ..... 1

2. PROJECT UNDERSTANDING AND APPROACH..... 2

    PROJECT UNDERSTANDING ..... 2

    PROJECT APPROACH..... 2

    SAMPLE PROJECT TIMELINE..... 5

3. PROPOSED PROJECT STAFF ..... 6

    PROJECT TEAM ..... 6

4. QUALIFICATIONS OF FIRM ..... 14

5. REFERENCES..... 20

6. REQUIRED FORMS ..... 21

# 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"> <li>▪ Compensation/classification studies</li> <li>▪ Costing services</li> <li>▪ Disparity and diversity studies</li> <li>▪ <b>Executive search services</b></li> <li>▪ Goal setting and goal setting methodology</li> <li>▪ Human resource studies</li> <li>▪ PK-12 education consulting</li> <li>▪ Management/organizational efficiency studies</li> <li>▪ Performance reviews and audits</li> <li>▪ Program review &amp; implementation</li> <li>▪ Strategic planning</li> <li>▪ Workforce development studies</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Cities, counties, and other local government entities</b></li> <li>▪ Colleges (two- and four-year), universities, and Boards of Regents</li> <li>▪ Governors' offices, blue ribbon committees, and legislatures</li> <li>▪ Health and human services organizations</li> <li>▪ International entities, including government ministries and non-governmental organizations</li> <li>▪ State and federal agencies</li> <li>▪ School boards, school districts, state education departments</li> </ul>

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

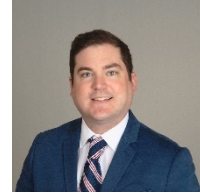
These individuals will work in close contact with MGT's Project Executive, Project Director, and key City officials, as appropriate, to customize and execute each work task and fulfill the City's stated expectations. Under the supervision of the Project Director, they will review, document, evaluate,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

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Anderson County School District Five, SC   District-wide Compensation and Staffing Study</li> <li>Bastrop County, TX   Classification and Compensation Study</li> <li>Bedford County, VA   Pay and Classification Study</li> <li>Brevard County School Board, FL   Districtwide Compensation Study</li> <li>Centre Area Transportation Authority, PA   Classification and Compensation Study</li> <li>Chester Metropolitan District, SC   Total Compensation Study</li> <li>City of Apopka, FL   Classification and Compensation Study</li> <li>City of Kingsport, TN   Classification and Compensation Study</li> <li>City of Portsmouth, VA   General Employees’ Pay Study, Phase I &amp; II</li> <li>Clark College, WA   Classification and Compensation Study</li> <li>Corning Community College, NY   Compensation Study and Organizational Review</li> </ul> | <ul style="list-style-type: none"> <li>Hawaii Health Systems Corporation   Compensation and Classification Study</li> <li>Iowa Valley Community College District   Non-Faculty Classification and Compensation Study</li> <li>Kerr County, TX   Compensation and Classification Study</li> <li>Lancaster County, SC   Classification and Compensation Study</li> <li>Navajo Nation   Compensation Study</li> <li>North Carolina Education Lottery   Compensation and Classification Study</li> <li>Oconee County, SC   Compensation and Classification Study</li> <li>Santa Fe College, FL   Classification and Compensation Study</li> <li>South Carolina Education Lottery   Classification and Compensation Plan</li> <li>State College of Florida – Manatee-Sarasota   Compensation Study for Faculty and Staff</li> <li>Texas A&amp;M University – Texarkana   Classification and Compensation Study</li> </ul> |
|---|--|

### 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

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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](mailto: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](mailto: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](mailto: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

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**#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

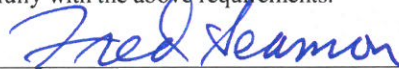
MGT of America Consulting, LLC

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.
  - 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.

**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.

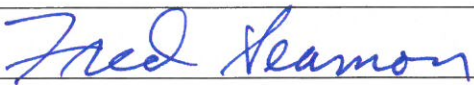
5. Question: How many executive searches do you anticipate to occur over the course of the three year initial contract?  
Answer: This number is undetermined. Firms will be engaged as vacancies occur. We do anticipate; however, having three (3) openings this calendar year.
6. Question: How many executive 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: MGT of America Consulting, LLC - Dr. Fred Seamon

BY: 

DATE: April 5, 2019