



Statement of Qualifications for Recruitment Services for Professional Engineer and Technical Positions at a Municipal Multi-Service Utility

Gainesville Regional Utilities

Solicitation No. 2017-071

Due Date: 2:00 p.m., June 8, 2017

**Attention Purchasing
RFSQ No. 2017-071 for Recruitment Services**

Submitted by:
Helbling & Associates, Inc.
8000 Brooktree Road, Suite 100
Wexford, PA 15090

Wes Miller, Managing Director, Southeast Region
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June 6, 2017



June 7, 2017

James Frampton, Senior Buyer
Purchasing Division, Gainesville Regional Utilities
P.O. Box 147117, Station #A-130
Gainesville, FL 32614-7117

RE: RFSQ No. 2017-071 for Recruitment Services

Dear Mr. Frampton,

Helbling & Associates is pleased to submit the following proposal to Gainesville Regional Utilities in an effort to be considered as a vendor to provide recruitment services to assist in the selection and placement of professional engineer and technical level employees.

For approximately 25 years, Helbling has been providing recruitment services exclusively for facilities, construction, engineering, and real estate development related roles, representing public agencies, higher education and healthcare entities, contractors, engineering firms, and real estate development companies. We pride ourselves on working in partnership with our clients, and we view each opportunity to work with an organization as a step toward developing a long-term, mutually beneficial relationship. Helbling's consultants take our clients' distinctive needs and goals very seriously, and our intent is to identify, attract, and secure individuals who will best match in terms of capability and experience, as well as in terms of the organization's culture and principles.

As you will see within the enclosed proposal, Helbling has worked with many prominent and diverse organizations throughout the country, conducting local, regional, and national searches to secure professionals for a variety of positions, including individuals overseeing utilities and engineering for large university and college campuses, professionals responsible for developing and managing power and energy strategies with a particular focus on district energy related projects for a construction management firm, and a division leader responsible for the business and success of multi-plant operations with a private district energy provider. With such a focused discipline in executive search, we have come to thoroughly know the industry, the key players, and the associated challenges and opportunities related to such searches. This background and our consultative style allow us to provide an outside perspective throughout the search process, making recommendations based on our experience, the specific goals of Gainesville Regional Utilities, and available talent.

Helbling & Associates is committed to providing superior, personalized service, and we welcome the opportunity to further discuss our firm's interest, qualifications, and ability to assist Gainesville Regional Utilities. Should you have any questions regarding the content of this proposal or should you require additional information, please feel free to contact me at (724) 935-7500 ext. 120.

Sincerely,

A handwritten signature in black ink, appearing to read 'W. Miller', is positioned above the typed name.

Wesley R. Miller
Managing Director



Firm Overview

Established in 1992 by Thomas J. Helbling, Helbling & Associates (“Helbling”) is a retained executive search consulting firm that specializes exclusively in the areas of engineering, construction, facilities management, and real estate development. Among our clients are many of the country’s top general, specialty, and heavy civil contractors, real estate development companies, and engineering firms, as well as prestigious higher education, healthcare, cultural, public agency, and corporate entities.

By focusing our efforts in these niche areas, we have developed a solid understanding of these industries and a widespread and continually expanding network of contacts throughout the United States. Our specialization in engineering and construction executive search makes us uniquely qualified to add significant value and expertise on behalf of Gainesville Regional Utilities. Among the strengths, distinctions, and assets that will allow Helbling to be successful are:

- Our team approach brings together the knowledge and successes of our professionals’ combined 190+ years of recruiting experience. We offer the sophistication and resources of a large, national search firm while, as a specialized boutique operation, we bring a strong client focus, personalized consulting, and the attention to detail that builds long-term partnerships.
- We have completed more than 2,200 search assignments to secure professionals who meet the specific needs and qualifications of our clients.
- Through our consultative style, we provide an outside perspective of our clients’ organizations, competitive intelligence, and information on standards and practices specific to their environments.
- Our organization has an unparalleled determination to perform successfully on each search assignment we undertake, and the majority of our clients have retained us for multiple searches. This underscores our consultants’ abilities to place candidates who have both the technical backgrounds and personal characteristics that allow them to thrive within our clients’ organizations.
- Our proprietary system of more than 250,000 contacts is compiled and maintained through ongoing research conducted by our consultants and researchers. By focusing on engineering, construction, facilities management, and real estate development, our consultants continue to develop strong networks of contacts with individuals in those arenas, giving them an immediate resource to call upon when conducting a search. Because of our expertise and the reputation we have for representing prestigious organizations and opportunities, these contacts trust our firm, they know our consultants, and they are willing to openly share ideas and referrals of candidates. This is a critical component of executive search, and it supplements the original research we conduct for every assignment we undertake.
- In selecting the Helbling consultants to conduct each assignment, we consider prior experience and select those who have an understanding of the industry, the position to be filled, and the geographic region. Because of this, our search consultants have an advantage from their first contact with a potential candidate – the Helbling name is respected, and the individual consultant’s name is known. The resulting instant credibility and trust allow the consultants to have very candid conversations with potential candidates to learn their true motivations, interests, and qualifications.



Relevant Search Experience

Although Helbling & Associates has not conducted searches for public utilities organizations, we have successfully filled positions that would have similar responsibilities and requirements for a variety of other clients, including universities and colleges, healthcare institutions, construction management and general contracting companies, and a private district energy provider. Because of our firm's experience providing recruitment services to secure professionals for roles related to utilities, energy, and engineering, our consultants are adept at identifying candidates with necessary qualifications, discussing candidates' technical capabilities, and determining candidates' personal characteristics and motivations, all of which are vital to assessing an individual's potential for success.

- **University of Florida, Gainesville, FL**

We worked closely with the University to secure the **Director, Utilities & Energy Services**. The Utilities & Energy (U&E) department provides the University of Florida campus with central utilities and oversees energy management and building automation initiatives. The U&E department provides multiple utility services including chilled water, steam, electricity, water, reclaimed/irrigation water, and wastewater treatment. The candidate selected for the position holds a B. S. in Mechanical Engineering, has extensive experience with and knowledge of building automation systems, is an operational expert in power production and energy district systems, and is a Certified Building Commissioning Professional, a Certified Energy Manager, a LEED Accredited Professional, and a Professional Engineer.

Helbling also successfully completed searches to secure the **Assistant Vice President, Physical Plant Division** and the **Assistant Director, Energy Services** for the University of Florida.

- **University of Florida Health, Gainesville, FL**

Working in partnership with UF Health (formerly Shands), Helbling secured the **Director, Facilities Operations** who has management and oversight responsibility for the operation, preventive, and corrective maintenance services for buildings and associated equipment; for the building operations (automation / monitoring); for preventive and corrective maintenance of clinical equipment; and for the management of utility services (electricity, domestic water, RO/DI water, chilled water, steam, and medical gases). The candidate was required to have a B. S. degree in an engineering related field (mechanical, electrical, etc.), at least 15 years of facility engineering experience with a minimum of 8 years of supervisory experience, and knowledge of JCAHO, NFPA, ACHA, etc. standards. Helbling also secured the **Director, Safety, Security & Transportation** for UF Health.

- **Duke University, Durham, NC**

Helbling & Associates successfully completed several searches for positions within Duke's Facilities Management Department, including the **Director of Utility & Engineering Services**. The Utility & Engineering Services division manages the complex utility infrastructure, manages the purchase and operation of energy resources, and provides specialized engineering and technical support to construction projects, service contracts, and the University. Comprised of Professional Engineers, Analysts, Energy Managers, Licensed Electricians, Steamfitters, Mechanics, Operators, and Utility locators, they provide services including: electricity distribution, steam production and distribution, chilled water production and distribution, domestic water supply and distribution, irrigation water supply and distribution, sanitary sewer services, storm drainage, water and environmental quality management, energy and water conservation programs, and roads, sidewalks and paths. Other Utility & Engineering Services positions filled by Helbling include **Energy Engineer** and **Steam Plant Manager**.



- **Emory University, Atlanta, GA**

Helbling partnered with Emory University to recruit a **Senior Director, Energy Strategy & Utility Operations** to provide vision, leadership, and direction in the creation of an energy strategy to achieve the University's energy and carbon reduction goals and ensure high quality, reliable, and affordable utilities for the campus through the oversight of the utility company. This position is responsible for a utility budget in excess of \$40M annually and oversees a staff of approximately 80 employees who are responsible for the utility infrastructure and delivery of utility related services to the campus, which includes the departments of Engineering, HVAC, Controls, Steam Plant, Preventive Maintenance, and High Voltage Electricity. Candidates were required to have a Bachelor's degree in mechanical engineering and a minimum of 7 years of relevant utility experience, with at least 3 years in a managerial or executive capacity.
- **Massachusetts Institute of Technology, Cambridge, MA**

MIT retained Helbling to conduct searches for multiple roles, including **Director of Utilities** and **Program Manager, Utilities**. MIT's Utilities Division is responsible for the efficient operation and management of all campus electricity, heating, and cooling resources, including underground distribution centers and electrical substations. They are also responsible for the Central Utilities Plant, which uses a sustainable cogeneration process to produce the majority of the electricity, steam, and chilled water used on campus. The Division is also responsible for planning for future energy needs.
- **Dartmouth College, Hanover, NH**

Helbling secured the **Director of Engineering & Utilities** for Dartmouth. This individual has primary accountability for the Engineering Office, the College's Power Plant, and the energy program. Among other responsibilities, the Director provides support to the Power Plant Manager, provides long-range planning for the College's utility distribution system and energy consumption, serves as the primary point of contact for Utility commodity purchases, acts as a liaison with the Town of Hanover Public Works Department, oversees the Energy Team, strategically evaluates fuel/energy sources for the College to operate in a sustainable environment, and ensures compliance with applicable federal, OSHA, state, and municipal regulations as they relate to facility operations under the Director's responsibility.
- **Stanford University, Stanford, CA**

Helbling provided recruitment services to Stanford University in their search for an **Associate Director, Energy Services Operations**. The Director is responsible for supplying electricity, heating, and cooling energy to the university safely, reliably, and economically through procurement of electricity and gas from external sources; transporting those energy commodities to the campus; and providing operation and maintenance of the campus central energy facility and all related energy production facilities (such as photovoltaic power generation; natural gas powered generation; ground source heat exchange; plug in electric vehicle systems; and electricity storage systems) to manage and transform those energy commodities into the final form of energy services required by the campus including electricity, steam, hot water, and chilled water.
- **University of Kentucky, Lexington, KY**

The University of Kentucky retained Helbling to secure a **Utilities and Energy Management Director** for their 18 million SF, 918-acre campus. This newly created position provides leadership on planning and implementing strategic initiatives related to utilities and energy management, including Central Utilities (substations and steam/chiller plants), Heating/Cooling Plant Maintenance and Operations; High Voltage Engineering, Design, and Project Management; Energy Conservation; Systems Controls; Infrastructure, and Environmental Stewardship. Additionally, the Director is responsible for assessing current utility operations and developing and managing energy savings programs.



- **University of Michigan, Ann Arbor, MI**

Helbling assisted the University of Michigan in the recruitment of an **Associate Director for Utilities & Plant Engineering** who is responsible for providing the University with utility services for all buildings. Services include on-site production and distribution, and vendor management for electricity, natural gas, fuel oil, water, sanitary and storm sewerage, steam, hot water and compressed air. Additionally, the Associate Director is responsible for plant engineering support for utility generation and distribution systems, buildings' mechanical, electrical and plumbing systems, energy management, reliability centered maintenance programs, associated design standards, design development, commissioning and project management. Other responsibilities include long-term energy master planning, capital planning and budget management, and adherence to all health and safety rules and regulations.

- **Bond Bros., Inc., Everett, MA**

Bond Bros., Inc. (BOND) is a privately held construction company operating in nine states. The firm is organized with six market sectors, including Education, Healthcare, District Energy and Power Generation, Infrastructure, Gas Transmission and Distribution, and Electrical Transmission and Distribution. Helbling recently secured a **Business Unit Leader, Power & Energy Services**, responsible for leading, managing, and developing BOND's power and energy strategy with a particular focus on district energy related projects. They were seeking a candidate with at least 15 years of design/construction experience with a focus on district energy and related projects, expertise in project control systems, a Bachelor's degree in engineering, Professional Engineering License, and strong computer skills including Prolog, CAD, and Revit.

- **Veolia North America**

Helbling partnered with Veolia North America, an environmental solutions provider that is also a leading operator and developer of energy efficient solutions, a waste service company, and a leading provider of comprehensive water and wastewater services to municipal and industrial customers. We assisted Veolia in securing a **Vice President & General Manager** for Los Angeles, and this individual had overall responsibility for the business and success of multi-plant operations. The candidate was required to have a Bachelor's degree in Mechanical or Electrical Engineering, experience in the energy and utilities industry with specific experience with district energy or utility power infrastructure, as well as P&L responsibility with thorough knowledge of accounting and financial management, proven experience in growing regional business through renewal of existing customer contracts and the establishment of new business, and in-depth knowledge of the economics and technologies associated with the provision of district energy services.

Additionally, we conducted searches to recruit individuals for business development and sales positions with Veolia, as well as their subsidiary company, SourceOne, an energy consulting firm providing energy management, engineering, and owner's representative services for commercial, industrial, and municipal energy groups.



Qualifications of Recruiters

The Helbling consultants who will be directly assigned to GRU are Wes Miller, Managing Director, Southeast Region and Rick Nawoczynski, Senior Managing Consultant, Southeast Region. Wes and Rick have worked together on numerous searches to identify professionals for various positions, including utilities, energy, and engineering related roles. Additionally, having recently completed multiple searches for the University of Florida and University of Florida Health, Wes and Rick are familiar with the Gainesville, FL area and what it has to offer potential candidates.

Wesley R. Miller, Managing Director, Southeast Region (Project Lead & Client Manager)

Wes joined Helbling in 2005 and holds a Bachelor's degree in Communications from Florida State University. As a Managing Director, Wes' primary responsibility is to continue to grow, develop, and maintain our client base in the Southeastern United States, and to manage search assignments from inception through completion. Wes specializes in conducting facilities management, capital program, and energy and utility assignments for colleges, universities, healthcare systems, and corporate entities. He also represents prominent developers, construction firms, and architectural / engineering groups.

Wes's recent searches include:

- *University of Florida*: Director, Utilities & Energy
- *University of Florida*: Assistant Director, Energy Services
- *University of Florida*: Assistant Vice President, Physical Plant
- *University of Florida Health (Shands)*: Director, Facilities Operations
- *University of Florida Health (Shands)*: Director, Safety, Security & Transportation
- *Vanderbilt University*: Associate Vice Chancellor, Chief Facilities Officer
- *Nova Southeastern University*: Executive Director, Facilities Management
- *Nova Southeastern University*: Director, Finance – Facilities Management
- *University of Maryland, College Park*: Associate Vice Chancellor, Chief Facilities Officer
- *University of Miami*: Director, Medical Space Planning
- *Texas Christian University*: Assistant Vice Chancellor, Facilities
- *University of Virginia Health System*: Administrator, Facilities Planning & Capital Development
- *Emory University*: Senior Director, Energy Strategy & Utility Operations
- *University of Kentucky*: Director of Utilities & Energy Management
- *Lehigh University*: Associate Vice President, Facilities Services & Campus Planning
- *Veolia Energy North America*: Vice President & General Manager, Los Angeles

Wes will serve as the Project Lead for any searches conducted on behalf of GRU, and he will be involved in all stages of the search process, including developing and implementing the strategy, recruiting and interviewing candidates, performing reference checks, and assisting in the negotiation and presentation of an offer to the selected candidate. Additionally, Wes will be the primary contact for GRU throughout the searches, and he will have final authority over decisions made by Helbling in the search of candidates.



Richard T. Nawoczynski, Senior Managing Consultant, Southeast Region

Rick, who holds a Bachelor's degree from Pennsylvania State University, joined Helbling in April of 1999, and in his more than 18 years with the company, he has developed an expertise in working with many of our higher education and healthcare clients to complete facilities management, capital program, and energy and utility assignments.

Among Rick's recent successfully completed searches are:

- *University of Florida*: Director, Utilities & Energy
- *University of Florida*: Assistant Director, Energy Services
- *University of Florida*: Assistant Vice President, Physical Plant
- *University of Florida Health (Shands)*: Director, Facilities Operations
- *Nova Southeastern University*: Director, Finance – Facilities Management
- *Emory University*: Senior Director, Energy Strategy & Utility Operations
- *University of Michigan*: Associate Director, Utilities & Plant Engineering
- *Stanford University*: Associate Director, Energy Services Operations
- *University of Kentucky*: Director of Utilities & Energy Management
- *University of Kentucky*: Director, Campus Physical Plant
- *Emory University*: Senior Director, Energy Strategy & Utility Operations
- *Utah State University*: Director of Utility Systems
- *University of South Dakota*: Assistant Vice President of Facilities Management
- *University of North Dakota*: Associate Vice President, Facilities Management

Rick will work closely with Wes throughout all stages of the search process. He will be responsible for conducting research, discussing the opportunity with and recruiting prospective candidates, evaluating and vetting candidates, conducting references, and performing other activities related to the successful completion of a search.



Client References

Helbling successfully filled positions for professional engineers and/or technical employees with each of the clients below. In most cases, Wes Miller and Rick Nawoczynski successfully completed these searches, with Wes providing oversight of all search activities and Rick performing all candidate recruitment and assessment.

- **University of Florida Health, Gainesville, FL**

Contact: Bradley S. Pollitt, AIA, Vice President, Facilities
Phone: (352) 265-0111
E-mail: pollib@shands.ufl.edu

Helbling was retained in 2013 to conduct a search to secure the **Director, Facilities Operations** for UF Health. Due to the retirement of an individual who had served in this capacity for 30 years, UF Health was seeking a highly experienced Director to continue to focus on quality, growth, and sophistication in order to better serve the community. Facilities Operations provides building operations, preventive maintenance, and corrective maintenance services for all facilities within the Shands UF Campus, as well as for numerous outside facilities located throughout the greater Gainesville area (2.6 million+ total SF), and the division also manages utilities services. The Director is responsible for a \$22M+ budget, multiple direct reports, and a total staff of approximately 120. Helbling also successfully conducted a search in 2014 to secure the **Director, Safety, Security & Transportation** for UF Health.

“UF Health Shands Hospital has used Helbling & Associates on several difficult hires. Their ability to match specific employer requirements and potential candidates means we have better results in less time. Further, Helbling’s engagement through the orientation process helps all parties to adapt to new work locations. I would recommend Helbling & Associates and I will use them again.”
– Brad Pollitt, Vice President, Facilities, UF Health

“Helbling & Associates has helped us fill two key leadership positions at UF Health Shands. I’ve worked with many search firms over the years and I can attest to the thorough work done by the Helbling team. They did a great job of fact finding to understand the details of the positions we were seeking to fill, and to understand our organizational culture. Candidates were submitted very timely and with strong credentials. Most impressive is Helbling’s knowledge of the labor market in their specialty field and their ability to source and present a variety of candidates.”
– Gayla Beach, Director of Employment & Recruitment, UF Health Shands

- **University of Florida, Gainesville, FL**

Contact: Curtis Reynolds, Vice President, Business Affairs
Phone: (352) 392-1366
E-mail: curtrey@ufl.edu

Helbling was first retained by the University of Florida (“UF”) in 2013 to conduct a search to secure a **Director of Utilities & Energy** for their 2,000-acre, 12 million SF campus. UF is a public land grant and research university with more than 50,000 students. This individual is responsible for oversight of all centrally managed campus utility systems and management of energy utilization for Campus and Health Center facilities, including maintenance, repair, infrastructure planning, integrated system control, and related administrative functions.

In August of 2015, UF again retained Helbling to assist in the recruitment of an **Assistant Director, Energy Services**. Reporting to the Director of Utilities and Energy, the Assistant Director, Energy Services is responsible for and leads the campus-wide initiatives for Energy Management and Building Control Systems. In 2016, Helbling completed an **Assistant Vice President, Physical Plant Division** search for UF.



- **Auburn University, Auburn, AL**

Contact: Ronald Booth, Executive Director of Facility Operations
Phone: (334) 734-4930 (Anne Woodruff, assistant)
E-mail: rab0027@auburn.edu

In 2016, Helbling was retained to help Auburn secure an individual to replace their retiring **Director of Maintenance** who had been with the University for over thirty years. The selected candidate possesses the leadership, experience, and technical skills to help further develop the Maintenance Department within a large, nationally acclaimed university. In order to meet the needs of the University, Helbling & Associates found an individual with capabilities to assess the University's current Maintenance Department structure and to help in transitioning after the former director's long tenure, which was crucial in successfully completing the search.

Helbling's goal at the outset of the search was to not only interview candidates from other major colleges and universities but also individuals from healthcare and corporations, and those from the military who had experience in large campus settings. Having the opportunity to interview a qualified group with diverse backgrounds provided the hiring manager with unique options for comparison, which helped Auburn to realize the traits and experiences that would best fit the position.

"Auburn needed to fill a key leadership position in our Facilities Management department and therefore partnered with Helbling & Associates to bring us candidates that we typically wouldn't see through our traditional search methods. Since this was our first time at utilizing a search firm, we were a little unsure what to expect but we had a great experience and enjoyed working with the Helbling team. They provided us with candidates who had solid credentials and also guided us through each step of the recruitment. Their thorough review of each candidate saved us time and effort and allowed us to focus on the most qualified candidates."

– Ron Booth, Executive Director, Facility Operations



Understanding of Objectives and Scope of Requested Services

We are confident of our capabilities to perform recruitment services to assist in the selection and placement of professional engineer and technical level employees because of our unique specialization in conducting these types of searches for various clients. The Scope of Services outlined in the RFSQ are in alignment with those we provide consistently as part of our standard search process, which is shared below.

Because each assignment is unique, we tailor the general steps of our process to meet the specific needs and requirements of our clients for each search engagement. Throughout, we facilitate all activities with the ultimate goal of providing GRU with a selection of the most suitable candidates. It is our responsibility to perform our due diligence, considering, approaching and attracting a variety of individuals; educating GRU on available candidates and what each would offer; and ultimately enabling the organization to make an informed decision that will result in the hiring of an individual who will make a positive impact.

Throughout the search process, we maintain direct and honest dialogue with GRU, and we ask that its representatives reciprocate, as it will help the assignment to progress, will allow for redirection if necessary due to changing conditions, and will provide a basis for Helbling and GRU to openly discuss how to navigate through any issues that are encountered.

Typical Services Provided by Helbling

PHASE 1: Client Orientation & Search Definition

- **Client Orientation** – Ideally, Helbling’s search process begins with a personal meeting to learn more about GRU, including the organizational culture, long- and short-term objectives, and known and potential issues surrounding the search assignment. This thorough understanding provides a solid foundation, allowing us to discuss and develop a strategy that addresses the organization’s needs. Additionally, it is beneficial for our team to visit GRU’s offices, which enables us to vividly describe the company and its opportunity to potential candidates.
- **Definition of Search Parameters and Strategy Development** – Working collaboratively with GRU representatives, we develop and clarify the existing position description, and we define key competencies and ideal criteria, which will serve as the measures by which Helbling and GRU will evaluate potential candidates. Specific items to discuss include:
 - day-to-day duties for the position
 - expectations of the position
 - challenges that the individual may face
 - opportunities associated with the role
 - ideal qualifications for the selected candidate
 - organizational structure / reporting relationships relevant to the role
 - how the position interacts with other departments and employees of GRU
 - intangible characteristics desired in candidates (i.e., leadership style, motivations, etc.)
 - feasible compensation parameters (base salary, any bonus potential, and benefits offered)

Keeping GRU’s goals and parameters in focus, we confer with the client representatives to create a customized and comprehensive strategy to conduct a nationwide search to identify and attract qualified candidates, discussing resources, geographic range, how the opportunity will be presented in the marketplace, and potential strategies to encourage applicants from diverse backgrounds. As part of this phase, we prepare and share a Search Plan with GRU that includes a preliminary list of organizations to



target that would likely have potential candidates, as well as a Diversity Recruitment Plan. We also create a position profile to educate candidates on GRU, the various positions, and the Gainesville, FL region, and we identify potential options for advertising the role(s) with industry-specific websites, publications, and associations, and with those that focus on diversity.

During this phase, we will also discuss the desired and agreed upon timeline for activities and significant search milestones, and we will outline a schedule for providing feedback and maintaining regular communication with GRU. Below, we provide an estimated search schedule. If GRU has a target date for the hiring of a specific role, we can discuss the viability of meeting that target date and how to adjust the timeline to support specific goals.

	WEEK #														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Helbling’s orientation meeting															
Research to find potential candidates															
Recruiting/initial candidate assessments															
Candidate resumes submitted															
Additional resumes submitted															
HAI interviews candidates (<i>optional</i>)															
GRU conducts first interviews															
GRU conducts second interviews															
Helbling begins references on finalists															
Offer presented to selected candidate															
Candidate accepts offer															
Candidate resigns from current role															
Candidate joins GRU															

PHASE 2: Candidate Recruiting – Strategic Research and Evaluation

Candidate Identification – Helbling conducts targeted research within the outlined organizations, gathering new intelligence, using our industry relationships, and referencing information within our proprietary database of more than 250,000 individuals related to the areas of engineering, construction, facilities management, and real estate development.

The result of our thorough information-gathering is an initial list of diverse professionals to be directly recruited or contacted for referrals. At this stage, the key is to prequalify those leaders within the respective organizations who have the characteristics that are essential to a role, while meeting the requirements identified when reviewing and finalizing the position description during Phase One. Our strength lies in our ability to identify and attract candidates who are not looking for new opportunities, but given the right set of circumstances, would consider making a change.

Candidate Recruitment & Evaluation – Because many of the best candidates are not actively seeking new employment, it is critical that Helbling’s consultants gain the trust and respect of candidates at this stage of the process. As a result of the Client Orientation phase of our search process, our consultants will be prepared to effectively and dynamically discuss with each candidate the unique opportunity being presented, as well as the ambitions and goals of GRU. Our credibility and knowledge of the industry enhance our ability



to attract these candidates by discussing the opportunities that the company provides in comparison to those available with their current employers. Seeking out passive candidates who are not actively looking for new opportunities and encouraging them to consider doing so is a significant part of our search process, as we have found these candidates often bring the highest level of skill to our clients' organizations.

Our consultants will be responsible for vetting the potential candidates through an intensive evaluation process that is aligned with the criteria established in Phase One. Through telephone or videoconference interviews, they will learn about each individual's abilities, education, experience, and personal motivations, strengths, weaknesses, and management style. While technical skills are important, the right cultural fit is crucial and significantly impacts the placed individual's long-term success. Our consultants will isolate the specific experiences and characteristics of each candidate to bring the most qualified and promising individuals to the forefront.

PHASE 3: Candidate Interviews & Selection

If feasible, our consultants may request permission to conduct a first round of face-to-face interviews to further assess the candidates prior to presenting them to GRU. As the candidates are evaluated, we present all qualified prospects, sharing resumes and consultant comments that provide insight into the intangibles of each candidate. We present detailed information on each candidate's experience, education, motivations, compensation, strengths and weaknesses, "hot button" issues, and potential areas of concern. We can verify education and employment history of the candidates selected by GRU through the use of a third party firm.

Once GRU has identified the candidates to be interviewed; Helbling coordinates all meetings; assists, if needed, in making necessary travel arrangements; and helps to prepare the client representatives for all interviews, including assisting in the development of questions, if requested. While not a standard part of our search process, if desired, our consultants can be present for and participate in the candidate interviews conducted by GRU. Following the interviews, we provide feedback to all parties (client members and candidates), and we work with the search representatives to produce a short list of candidates who will be further assessed.

As the short list of candidates is vetted to determine the finalist candidates, our consultants conduct extensive reference checks as the second round of interviews take place. We speak with a number of individuals to garner information from various angles to present the most comprehensive references possible for each finalist. Once acquired, written summaries of the references are presented to GRU. If requested, Helbling also assists in coordinating additional candidate background screenings, again through a third party organization.

PHASE 4: Successful Completion – Negotiations & Candidate Integration

When GRU is prepared to extend an offer to the selected finalist, Helbling consults with the organization to assemble and present an appropriate compensation package, and participates to the extent requested by GRU with salary, contract, and employment negotiations.

To assure mutual satisfaction, Helbling maintains frequent communication with GRU and the successful candidate following the completion of the search. We are committed to ensuring that the integration of the newly hired professional progresses smoothly, that both parties' expectations are met, and that goals continue to be achieved.

Additionally, we believe it is a courtesy to inform those who are not selected for the role, and we provide an official notification to each person.



Unique Abilities & Experience

Due to our specialization in conducting searches related to engineering, construction, facilities management, and real estate development, Helbling's consultants have developed unique abilities to source targeted candidates (e.g., those who are licensed professional engineers or have other requisite credentials), to use our wide network of contact across a variety of disciplines to identify referrals of qualified candidates, and to assess and vet the technical capabilities of these individuals.

Additionally, as a result of our focus on recruiting individuals for positions related to facilities management, physical plant, engineering and utilities, construction, capital projects, architecture, and real estate with prominent entities throughout the United States, we have a thorough understanding of the nuances that are often particular to these roles, including the following:

- The professional engineer and technical level employees within these organizations provide key support functions to enhance the public service goals of these organizations.
- In many cases, it is important and necessary for candidates to have the ability to communicate with a variety of individuals who have technical and non-technical backgrounds. The individuals who are typically most successful in these roles have the ability to provide a high level of "customer service" to the end-users of the organization. They are comfortable and effective in communicating with members at all levels within and surrounding the organization, including various departmental directors, executive leadership, board members, and the community.
- It is often important for the individuals in these capacities to ascertain the objectives of the end-users and to balance those needs and wants with the realistic options that will align with cost and schedule parameters.

Differentiators & Project Management

- We believe in personalized service and recognize that the most effective approach is one that we tailor to our clients. We take the time to understand our client – its organizational culture, the personalities of the representatives and hiring managers, the specific objectives of the roles to be filled – and we work closely with our client representatives to develop a process and plan that will suit the needs of the group.
- We believe in relaying all information we obtain on candidates to our clients – both positives and negatives. We know that no one is without flaws, and when conducting references, we address any perceived issues so that we can gather information to share with the client, allowing them to determine whether or not to continue to pursue the candidate for the role. Our primary interest is in finding the best available candidates for our client, and we will not compromise a client's success by overlooking possible concerns with a potential candidate.
- We provide support to the client in areas related to the search, interviewing, and hiring process, as requested and required. For example, we have assisted clients with developing interview questions and rating sheets; we have developed, deployed, and collected the results of open forum surveys so that attendee feedback could be obtained confidentially; and we have participated in interviewing candidates with the client's search representatives, which allowed for immediate discussion of each candidate and enabled our search consultant to then address areas of concern with the candidates in a timely manner.



Additionally, to best ensure an efficient search, we employ several project management techniques:

- We designate a Project Lead who serves as the primary contact for all client communication. This Project Lead works closely with the Helbling project team, and these individuals keep one another apprised of all communication with the company.
- We prepare a search calendar, which includes target “milestone dates”, at the outset of each recruiting assignment and share it with the company. We use these dates as benchmarks and make adjustments if necessary throughout the process. This creates a schedule for everyone to adhere to so that expectations are defined and the process moves forward smoothly.
- We create and share a search plan, which outlines the specifics of the approach to take in identifying potential target organizations and candidates for each search. This gives the company’s search representatives an opportunity to provide feedback and suggestions before the search plan is implemented.
- Our website’s client portal can be customized to the needs of the company. This secure site can be used to readily share information, including the search calendar, the search plan, candidate resumes, candidate interview schedules, etc. The use of the client portal can be especially beneficial when multiple searches are being conducted simultaneously or when there are multiple client representatives involved in the search. The portal allows all documents related to each search to be organized and accessed from a central location.
- We maintain frequent communication between our project team and the company to manage expectations on both sides. We encourage scheduling a weekly phone call between both organizations to discuss the progress of the assignment, answer any questions that have developed, and allow for an organized method of sharing information. Our consultants are also available by cell phone or e-mail at any point during the search, and, if desired, can meet with company representatives at various points of the search to more thoroughly review the candidates.



At the time of this response, Helbling & Associates has submitted the required Application by Foreign Corporation for Authorization to Transact Business in Florida, and we would expect the Certificate of Authority to be available within a few business days (by the week of June 12, 2017).