



Executive
Search & Recruitment Services

ENGINEER
&
TECHNICAL POSITIONS

June 7, 2017



The Mercer Group, Inc.

Consultants To Management

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The Mercer Group, Inc.

Consultants To Management

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E-mail: wdhiggin@bellsouth.net

June 7, 2017

Gainesville Regional Utilities
Purchasing Division
301 S.E. 4th Avenue
Gainesville, FL 32601

The Mercer Group, Inc. understands Gainesville Regional Utilities (GRU) wishes to engage the services of an executive search firm to assist in the selection and placement of professional engineer and technical level employees.

The Mercer Group, Inc. is pleased to assist GRU to recruit exceptionally well-qualified candidates for the positions. If selected to conduct the search and recruitment for the positions, we will have no difficulty beginning the assignments immediately to ensure a smooth process. It is our understanding that the scope of work, minimum responsibilities and search and recruitment services shall include, but not be limited to:

1. Develop a strategy for carrying out the recruitment, including outreach to encourage applicants from diverse backgrounds to apply.
2. Prepare a Diversity Recruitment Plan for each search to be agreed upon by GRU prior to beginning recruitment for each position.
3. Develop a recruitment brochure/profile and solicitations that describe the various professional level positions, the City organization and the community.
4. Conduct a broad and thorough nationwide recruitment including, but not limited to, professional publications, advertisements, Internet, targeted recruitment and professional contacts to ensure a pool of qualified individuals.
5. Acknowledge receipt of candidates' application materials.
6. Review resumes and conduct initial screening of all candidates' applications utilizing the criteria developed with GRU.
7. Review resumes for background and qualifications and conduct preliminary telephone or Skype interviews to clarify each applicant's experience. Prepare a written summary to GRU detailing background achievements and strengths of each candidate, including the resume of up to 20 candidates with the most promising qualifications. Candidate information to be provided within 60 days of initiating a search.

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www.mercergroupincflorida.com

8. GRU will review the written summary and resumes and select up to ten (10) candidates on which the Contractor shall verify education and employment history.
9. The team will select approximately 5 candidates to interview.
10. Assist with salary, contract and employment negotiations with the selected candidate.
11. Provide notification to all candidates not selected as finalists for the position.
12. Provide a one year guarantee on all retained searches.
13. Retain all documents in accordance with Florida Statute 119 (Public Records Law).

The objectives that we will meet in order to find the best qualified candidates for GRU positions are as follows:

- To conduct on-site needs assessment for the position.
- To develop a comprehensive position profile.
- To conduct a nationwide search which will include placement of ads in professional journals, online at appropriate websites that specialize in and attract high quality professional and technical attention, to encourage applicants to apply.
- To encourage top level people to apply who would otherwise be reluctant to respond to an advertisement.
- To save a considerable amount of GRU's time in establishing a position profile and reviewing applicants.
- To comply with appropriate personnel regulations and state laws (i.e., EEO, Affirmative Action and ADA).
- To independently and objectively assess the qualifications and suitability of candidates for the position.
- To respond to all candidate inquiries and produce all correspondence during the search.
- To mail an information packet supplied by GRU to all qualified applicants.
- To screen and develop a short listed pool of up to 20 semifinalists' candidates with the most promising qualifications.
- Conduct an extensive and complete background search of the candidates selected by GRU for further consideration.
- To coordinate a "meet and greet" function for the finalist candidates as required.
- To preserve the confidentiality of inquiries to the degree possible under Florida law.
- To assist GRU in reaching a final decision.
- To assist in negotiating a compensation package with the successful candidate on behalf GRU.
- To keep GRU closely involved in key decisions and informed of our progress.

Gainesville Regional Utilities
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June 7, 2017

The purpose for engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist GRU in selecting highly qualified individuals who meet the profile and needs of GRU and who might not otherwise apply.

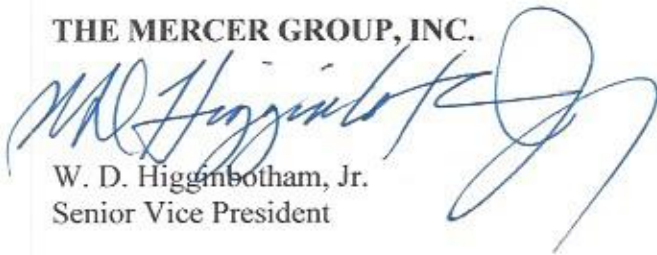
The Mercer Group, Inc. is well-qualified to assist GRU with these searches as needed. Most recently we have successfully completed and/or currently engaged in searches for the Cities of Cape Coral, Marco Island, Largo, Gainesville, Deltona, Port Orange, St. Petersburg, Temple Terrace, St. Pete Beach, Deerfield Beach, Hallandale Beach, Plant City, Pompano Beach, St. Cloud as well as Polk County, Brevard County, Hillsborough County and Citrus County. These are just some of our **Florida** recruitments; there are many more in the Southeast and nation-wide.

The Mercer Group, Inc. has been in operation for twenty-seven years with offices in thirteen (13) states, including **Volusia County Florida**. The Mercer Group, Inc. has the resources available to conduct these searches and avoid untimely delays in the process. If we are selected, I will personally lead this recruitment from our Daytona Beach Shores office; with 30 years of local government experience, including four (4) City Manager positions in Florida, I am uniquely qualified to lead this search for GRU.

Thank you for the opportunity to assist GRU with these important assignments. Please contact me directly at 727-214-8673 or wdhiggin@bellsouth.net if you have any questions.

Sincerely yours,

THE MERCER GROUP, INC.

A handwritten signature in blue ink, appearing to read "W. D. Higginbotham, Jr.", is written over the typed name and title. The signature is stylized and includes a large, looping flourish at the end.

W. D. Higginbotham, Jr.
Senior Vice President

THE MERCER GROUP, INC.

FIRM INFORMATION, QUALIFICATIONS & RECENT EXPERIENCE

I. Qualifications of The Mercer Group, Inc.

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant. The firm has conducted business under the name The Mercer Group, Inc. since February, 1990 and is registered with the Florida Department of State.

Mr. Mercer started his own firm in 1981 and, in 1984, merged it with another consulting firm, Wolfe & Associates, Inc. On June 1, 1986, Mr. Mercer acquired the Human Resource and Organizational Consulting Practice of Wolfe & Associates, Inc. This acquisition formed the basis for Mercer, Slavin & Nevins, Inc. He sold his interest in Mercer, Slavin & Nevins, Inc. early in 1990 and founded The Mercer Group, Inc.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work.

While these important engagements for Gainesville Regional Utilities will be personally led by W. D. Higginbotham, Jr., he will be assisted and supported by James L. Mercer. Mr. Higginbotham has over 30 years of local government and public sector management experience and Mr. Mercer has conducted or assisted in the conduct of more than 2,000 successful executive searches in recent years. The spectrum of our search experience with public utilities, engineering and technical positions are below. Mr. Higginbotham's resume is included below, as is Mr. Mercer's.

Mr. Mercer is the Chief Executive Officer of our firm. There is no parent, subsidiary or affiliation of other firms. The closed service office and our corporate headquarters are as follows:

The Mercer Group, Inc.
5579 B Chamblee Dunwoody Road, Suite 511
Atlanta, Georgia 30338
(770) 551-0403; FAX: (770) 399-9749
Federal Tax ID No.: 58-1877068

Primary contact information is as follows:

The Mercer Group, Inc.
W. D. Higginbotham, Jr.
Senior Vice President
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II. Qualifications of Recruiters & Experience with Utilities and Municipal Requirements

1. W. D. Higginbotham, Jr., Senior Vice President - Florida Office; Project Manager

Mr. Higginbotham's distinguished public sector career of over 30 years has included serving as chief executive officer and chief financial officer of cities in Florida and California. He served as City Manager of Gainesville, Florida, Melbourne Beach, Florida, Surfside, Florida, and Madeira Beach, Florida ranging in population from 3,100 to 123,100 and Assistant City Manager and CFO in Bakersfield, California with a population of 352,400. Mr. Higginbotham also served eight years as the Director of Economic Development for the eleven (11) county, 7,000 square mile area of the North Central Florida Regional Planning Council. After being recruited by the International City/County Management Association (ICMA) on behalf of the Department of Defense, his service to Florida cities was briefly interrupted in late 2007 and early 2008 when he served in Baghdad, Iraq as a member of the United States Provincial Reconstruction Team. He is an active member of ICMA and the Florida City and County Management Association (FCCMA) and has been recognized by both organizations for over 25 years in the local government management profession.

Mr. Higginbotham's particular areas of expertise are executive search, organizational development and economic development. In addition to graduating from Tulane University where he earned his Certificate in Accounting, he has completed and instructed training programs at the Emergency Management Institute (FEMA) in Emmitsburg, Maryland in Disaster Preparedness and Disaster Resistant Jobs Training, TRAIN-THE-TRAINER.

Mr. Higginbotham is currently conducting and/or has successfully conducted and completed the following search and recruitments during the *past three years*:

- Brevard County, Florida – County Manager, Current
- Cape Coral, Florida – City Auditor (Charter Officer), 2017
- Citrus County, Florida – County Administrator, 2015
- Collier County, Florida – Transit Manager, 2017
- **Deerfield Beach, Florida – Director of Environmental Services, 2016**
- Deltona, Florida – City Manager, 2015
- Dutchess County, NY – Commissioner of Behavioral & Community Health, 2015
- Gainesville, Florida – Equal Opportunity Director (Charter Officer), 2015
- **Hallandale Beach, Florida – Assistant Director of Public Works – Utilities, 2015**
- Hillsborough County, Florida – Executive Director-Planning Commission, 2014
- Hillsborough County, Florida – Executive Director-Metro. Planning Org., 2014
- Hollywood, Florida – Director of Financial Services, Current
- Largo, Florida – City Manager, 2015
- Marco Island, Florida – City Manager, Current
- Onondaga County, NY – Commissioner of Health, 2014
- Pennsylvania Municipal Retirement System, PA – Secretary/Executive Director, 2014
- Pinellas Suncoast Transit Authority, Florida – Director of Procurement, 2014
- Plant City, Florida – Police Chief, 2014
- Plant City, Florida – City Manager, 2014
- Polk County, Florida – Fire Rescue Services Director (Fire Chief), 2016
- Pompano Beach, Florida – City Attorney, 2015
- Port Orange, Florida – City Manager, 2015
- St. Cloud, Florida – City Manager, 2015

- St. Pete Beach, Florida – Community Development Director, 2015
- St. Pete Beach, Florida – Fire Chief, 2015
- St. Petersburg, Florida – Police Chief, 2014
- Tampa Bay Area Regional Transit Authority, Florida – Executive Director, 2014
- Temple Terrace, Florida – City Manager, 2016
- Virgin Islands Housing Authority, St. Thomas, VI– Director of Asset Management, 2016

2. James L. Mercer, President - Atlanta and Santa Fe Offices; Project Support

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has more than 25 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 250 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina. He has also been President of James Mercer & Associates, Inc., and has served as Director of Government Consulting Services for Coopers & Lybrand in the Southeast and Southwest, and Director of the Industrial Extension Division for Georgia Tech.

3. Karolyn Prince-Mercer, Senior Vice President - Santa Fe Office; Project Support

Ms. Prince-Mercer received her Bachelor of Arts degree in History with minors in Art, Political Science and Education from the University of Nevada. She received her Doctor of Jurisprudence degree from Woodrow Wilson College of Law. She is licensed to practice law in New Mexico and in Georgia. She has practiced law for over 20 years beginning in Georgia.

Ms. Prince-Mercer also specializes in public sector executive search. She has been in management consulting for over eighteen years. She has experience working in executive search and has conducted several City Manager searches. She has worked on several City Managers/administrators searches with Mr. Mercer over the past years. She also has experience with compensation and classification, and with organization and management studies. Ms. Prince-Mercer is also active in recruitment for other fields in the public sector.

4. Time Commitments

The members of our firm have the quality time to devote to these searches so as to meet Gainesville Regional Utilities' needs.

5. Other Utilities and Municipal experience

The Following Lists of Searches are limited to PUBLIC UTILITIES and PUBLIC WORKS/ENGINEERING to avoid the lists being voluminous.

Public Utilities

Alexander Renew Enterprises, Virginia – Wastewater Production Manager - 2016
Alexandria Sanitation Authority, Alexandria, Virginia - Chief Operations Officer - 2010
Alexandria Sanitation Authority, Alexandria, Virginia - Public Communications Liaison - 2010
Arlington, Texas - Assistant Director for Water Treatment - 2009
*Anaheim, California - Water Engineering Manager - 1996
*Anaheim, California - Water Field Operations Manager - 1996
*Anaheim, California - Assistant General Manager B Public Utilities - 1995
Avondale, Arizona - Director of Utilities - 2002
Bexar Metropolitan Water District, San Antonio, Texas - General Manager - 2009
Brazos River Authority, Texas - General Manager - 1998
Brazos River Authority, Texas - Director of Human Resources - 2000
Brazos River Authority, Texas - Water Resources Division Manager - 2000
Bristol Tennessee Essential Services - Chief Operating Officer - 2010
Charlottesville, Virginia - Gas Superintendent - 1984
Charlotte County, Florida - Utilities Director - 2005
Charlotte County, Florida - Utilities Engineering Services Manager - 2005
Chesapeake, Virginia - Director of Public Utilities - 2013
Chesterfield County, Virginia - Director of Utilities/Public Works - 1983
Choctawatchee Electrical Cooperation (CHELCO) Defuniak Springs, Florida - Chief Operating Officer - 2007
Clearwater, Florida - Public Works Division Director/Utilities - 1998
Columbus, Georgia - President, Water Works - 2011
Columbus, Georgia - President, Water Works - 2008
Columbus, Georgia - President, Water Works - 1988
Danville, Virginia - 1999
- Senior Civil Engineer
- Gas Engineer
- Water Engineer
- Senior Electric Engineer
- Electric Engineer
Daytona Beach, Florida - Utility Engineering Manager – 2006
Deerfield Beach, Florida – Environmental Services Director - 2016
District of Columbia Water and Sewer Authority - Occupational Safety and Health Director - 1998
District of Columbia Water and Sewer Authority - Engineering Planning Manager - 1998
Edmond, Oklahoma - Director of Electric Utilities (Limited Scope) - 2010
Emerald Coast Utilities Authority - Director - 2005
Escambia County Utility Authority, Florida - Executive Director - 2002
Fayetteville, Arkansas - Utilities Director - 2014
Escambia County Utility Authority, Florida - Executive Director - 2002
Fayetteville, Arkansas - Utilities Director - 2014
Fayetteville, Arkansas - Water and Sewer Operations Manager - 2012
Fort Lauderdale, Florida - Utility Distribution & Collection System Manager – 2003

Gainesville Regional Utilities (Florida) - Water/Wastewater Engineer II - 1998
 Gallup, New Mexico - Deputy Director of Joint Utilities – 2011
 Georgia Power Company - Director of Economic and Community Development - 1982
 Green Bay Metropolitan Sewerage District - Executive Director - 2006
 Greensboro, North Carolina - Utilities Director - 1996
 *Greenville, North Carolina - Utilities Commission, General Manager – 2007
 Hallandale Beach, Florida – Utility Engineer - 2016
 Hampton Roads Sanitation District, Virginia - General Manager - 2006
 Henry County Public Service Authority, Virginia - Director of Regulatory Compliance and Technical Applications - 2000
 Hillsborough County, Florida - Director of Solid Waste Management - 2005
 Homestead, Florida - Utilities Director - 1989
 Homestead, Florida - Plant Manager - 1989
 Kansas City, Missouri - Deputy Director of Water Services – 2004
 Kerrville Public Utilities Board, Kerrville, Texas – Chief Engineer - 2016
 Largo, Florida - Environmental Services Director - 2006
 *Livermore, California - Water Resources Manager - 1999
 Los Alamos County, New Mexico - Utilities Manager, Board of Public Utilities - 2002
 Macon/Bibb County Water & Sewerage Authority, Georgia - Executive Director - 1987
 Macon Water Authority, Georgia - Executive Director - 2002
 Milwaukee, Wisconsin - Water Superintendent (Limited Scope Search) - 1997
 *Modesto, California - Operations and Maintenance Director- 1998
 Monroe, North Carolina - Water Resources Director - 1998
 *Monrovia, California - Interim Water Director – 1995
 Newport News, Virginia – Director of Waterworks - 2016
 North Port, Florida - Utilities Director - 2002
 Orlando Utilities Commission (OUC), Florida - General Manager - 2004
 *Pleasanton, California - Utilities Superintendent - 1999
 Phoenix, Arizona - Water Services Director - 2013
 Polk County, Florida - Utilities Technical Services Director – 2005
 Portsmouth, Virginia – Director of Public Utilities - 2016
 Sanitation District No 1 of Northern Kentucky - Executive Director - 2011
 Spartanburg, South Carolina - Commission of Public Works-General Manager - 1995
 Spartanburg, South Carolina - Commission of Public Works-General Manager - 1988
 Spartanburg, South Carolina - Commission of Public Works-General Manager - 1986
 Spartanburg, South Carolina Sewer District - Director - 1995
 Spartanburg, South Carolina Sewer District - Director - 1988
 Spartanburg, South Carolina Sewer District - Director - 1986
 Spartanburg, South Carolina – Comm. of Public Works/Sanitary Sewer Dist. - Personnel Dir. - 1995
 Spartanburg, South Carolina – Comm. of Public Works/Sanitary Sewer Dist. - Personnel Dir. - 1987
 San Antonio Water System, Texas - Director of Customer Service - 2015
 San Antonio Water System, Texas - President/CEO - 2008
 San Antonio Water System, Texas - Vice President for Communications, 2005
 San Diego, California - General Manager, San Diego Wastewater Management District - 1988
 Severn Trent, Florida - District Manager - 2005
 Southwest Oakland County Resource Recovery and Water Authority, Michigan – Gen. Manager - 2001
 Talladega, Alabama - General Manager, Talladega Water & Sewer Board - 2004
 Tucson, Arizona - Water Director – 2011
 Valdosta, Georgia - Utilities Director – 2007

Vero Beach, Florida - Utilities Director - 2004
*Ventura, California - Director of Water and Wastewater – 1997
Virginia Beach, Virginia - Deputy City Manager for Utilities - 1987
West Des Moines Water Works, Iowa - General Manager - 2013
West Palm Beach, Florida - Director of Public Utilities - 2008
West Palm Beach, Florida - Water Plant Manager - 2008
Wichita, Kansas - Director of Public Works and Utilities - 2011
Wichita, Kansas - Assistant Director of Public Works and Utilities – 2011
Widefield Water & Sanitation District, Colorado Springs, Colorado – Professional Engineer - 2017

Public Works/Engineering

Ann Arbor, Michigan – Service Area Executive – Planning, Building - 2015
Arvada, Colorado - Traffic Engineer - 2014
Atlanta, Georgia - Traffic Engineer (Technology Agent) - 1973
Aurora, Colorado - Public Works Director - 1989
Avondale, Arizona - Director of Utilities - 2002
Avondale, Arizona - Development Services Director - 2002
Bexar County, Texas - Executive Director Infrastructure Services - 1999
Bexar Metropolitan Water District, San Antonio, Texas - General Manager - 2009
Billings, Montana - Director of Public Works - 2001
Champaign, Illinois - Director of Public Works (Limited Scope Search) 2004
Chesapeake, Virginia – Director of Public Works – 2011
Chesapeake, Virginia - Project Director, Route 168 Road Project (Limited Scope Search) - 1999
Clayton, Missouri - Public Works Director - 2013
Clearwater, Florida - Public Works Division Director/Transportation and Drainage - 1998
Clearwater, Florida - Public Works Division Director/Utilities - 1998
*Contra Costa County Central Sanitary District - Director of Administration - 2001
Danville, Virginia - 1999
 - Senior Civil Engineer
 - Gas Engineer
 - Water Engineer
 - Senior Electric Engineer
 - Electric Engineer (2)
Daytona Beach, Florida - Public Works Director - 2006
DeKalb County, Georgia - Public Works Director - 1996
*Delta Diablo Sanitation District - Administrative Services Manager - 2001
Eloy, Arizona - City Engineer - 2000
Fayetteville, North Carolina - Engineering Manager (Limited Scope Search) - 2000
Fort Lauderdale, Florida - Public Works Director - 2004
Fort Lauderdale, Florida - Construction Manager - 2004
Fort Lauderdale, Florida - Resource Recovery Board, Broward Solid Waste Disposal District, Executive Director - 2000
Garland, Texas - Solid Waste Collections Manager - 2010
Garland, Texas - Disposal Operations Manager - 2010
Genesee County Road Commission, Flint, Michigan - Engineering Position - 2001
Genesee County Road Board, Michigan - Manager-Director - 1999
Genesee County Road Board, Michigan - Chief Engineer - 1999
Glastonbury, Connecticut - Director of Building Services – 2000

*Glendale, California - Customer Service Administrator - 1996
 Grapevine, Texas - Public Works Director – 1986
 Green Bay Metropolitan Sewerage District - Executive Director - 2006
 Greensboro, North Carolina - Director of Transportation - 2000
 Hampton Roads Sanitation District, Virginia - General Manager - 2006
 Hanover Park (Village), Illinois - Public Works Director - 2001
 Henry County Public Service Authority, Virginia - Director of Regulatory Compliance and Technical Applications - 2000
 Highland Park, Michigan - Interim Public Works Director - 2002-2003
 Hernando County, Florida - Engineering Division Manager, Environmental Services - 2013
 Indian Rocks Beach, Florida - Public Services Director (Limited Scope Search) - 1996
 *Irvine, California - Public Works Director - 1997
 Jacksonville, Florida - Director of Public Works – 1999
 Johnson City, Tennessee – Chief Building Official - 2015
 Kansas City, Missouri - Deputy Director of Public Works - 2006
 Kansas City, Missouri - City Engineer - 2006
 Kansas City, Missouri - Manager of Facilities - 2006
 *La Quinta, California - Public Works Director - 2002
 *Lake Arrowhead Community Services District - F.D. - Finance Director/District Engineer - 2000
 Lea County, New Mexico - Public Works Director - 2010
 Little Rock, Arkansas - Public Works Director (Technology Agent) - 1973
 *Livermore, California - City Engineer - 1999
 Loudoun County, Virginia - Director of Transportation - 2008
 Los Angeles, California - General Manager, General Services Department - 2000
 Marietta, Georgia - Public Works Director - 2006
 Martin County, Florida - County Engineer/Public Services Director - 1998
 Meridian Township, Michigan - Public Works Director - 1998
 Monroe, North Carolina - Water Resources Director - 1998
 Mooresville, North Carolina - Manager of Engineering - 2008
 *Morgan Hill, California - Public Works Director - 1995
 *Napa Sanitation District - General Manager - 1998
 *Newark, California - Public Works Director - 1995
 New Orleans, Louisiana - Director of Capital Projects - 2008
 Norfolk, Virginia - Senior Civil Engineer - 1989
 Norfolk, Virginia - Waste Management Superintendent - 1999
 Orlando, Florida - Public Works Director - 2004
 Osceola County, Florida - Building Department Director - 2005
 *Oxnard, California - Public Works Director - 1995
 *Pleasanton, California - City Engineer - 2001
 *Pleasanton, California - Public Works Director - 2002
 *Pleasanton, California - Chief Building Official - 2001
 *Pleasanton, California - Deputy Director of Public Works B Operations - 1999
 Polk County, Florida - Traffic Engineering Division Director - 2002
 Polk County, Florida - Land Development Engineer - 2006
 Polk County, Florida - County Engineer - 2006
 Port Huron, Michigan - Public Works Director - 1998
 Port of Los Angeles, California - Director of Construction and Maintenance (2) - 2008
 Prairie Village, Kansas - Public Works Director - 2013
 Punta Gorda, Florida - Project Manager (Limited Scope Search Process) – 2004

Rochester Hills, Michigan - Director of Public Services - 2001
Salem, Oregon - Senior Engineering Project Manager (2) - 2007
Salem, Oregon - Engineering Project Manager - 2007
Salem, Oregon - Engineering Program Manager - 2007
Saline County, Kansas - Director of Public Works - 1987
St. Petersburg, Florida - Deputy City Manager for Public Works - 1988
San Jose, California - Deputy Public Works Director for City Facilities - 2003
*San Mateo, California - Public Works Director - 2000
*Santa Clara, California - City Engineer - 2000
*Santa Clara, California - Public Works Director - 2000
Sarasota County, Florida - Chief Building Officer - 1988
Sioux City, Iowa - City Engineer - 2003
Sioux City, Iowa - Senior Civil Engineer (2) - 2003
Southeastern Public Service Authority, Virginia - Executive Director - 2008
Southeastern Public Service Authority, Virginia - Executive Director - 1998
Spartanburg, South Carolina - Commission of Public Works - General Manager - 1995
Spartanburg, South Carolina - Commission of Public Works - General Manager - 1988
Spartanburg, South Carolina - Commission of Public Works - General Manager - 1986
Spartanburg, South Carolina Sewer District - Director - 1995
Spartanburg, South Carolina Sewer District - Director - 1988
Spartanburg, South Carolina Sewer District - Director - 1986
Spartanburg, South Carolina Housing Authority - Director of Maintenance - 1994
Suffolk, Virginia - Transportation Engineer - 1994
Sumter County, Florida - Engineering Manager - 2006
Sun 'n Lake Sebring Improvement District, Florida - General Manager - 2002
*Tracy, California - Chief Building Official - 2001
*Tracy, California - Public Works Director - 1995
Valdosta, Georgia - Traffic Engineer - 2008
*Ventura Regional Sanitation District - General Manager - 1996
Virgin Islands Housing Authority, St. Thomas, U.S. Virgin Islands - Dir. of Asset Management - 2016
Wentzville, Missouri - Public Works Director - 2013
West Des Moines, Iowa - Engineering Manager - 2002
West Des Moines, Iowa - Principal Engineer - 2002
Wichita, Kansas - Director of Public Works and Utilities - 2011
Wichita, Kansas - Assistant Director of Public Works and Utilities - 2011

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III. References; Successful Utilities Recruitments in the last Five (5) Years

1. Waste Water Production Manager
Alexander Renew Enterprises
Alexander, Virginia
2. Director of Public Utilities
Chesapeake, Virginia
3. Environmental Services Director
Deerfield Beach, Florida
4. Utilities Director
Fayetteville, Arkansas
5. Utilities Director
Hallandale, Florida
6. Chief Engineer
Kerrville Public Utilities Board
Kerrville, Texas

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IV. Project Understanding, Approach and Work Plan

A. Project Understanding & Approach

The Mercer Group, Inc. understands Gainesville Regional Utilities (GRU) wishes to engage the services of an executive search firm to assist in the selection and placement of professional engineer and technical level employees.

The Mercer Group, Inc. is pleased to assist GRU to recruit exceptionally well-qualified candidates for the positions. It is our understanding that the scope of work, minimum responsibilities and search and recruitment services shall include, but not be limited to:

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2. Prepare a Diversity Recruitment Plan for each search to be agreed upon by GRU prior to beginning recruitment for each position.
3. Develop a recruitment brochure/profile and solicitations that describe the various professional level positions, the City organization and the community.
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- To preserve the confidentiality of inquiries to the degree possible under Florida law.
- To assist GRU in reaching a final decision.
- To assist in negotiating a compensation package with the successful candidate on behalf GRU.
- To keep GRU closely involved in key decisions and informed of our progress.

B. Work Plan

We recommend a seven (7)-step search process as follows:

1. **Position Analysis** - We will define work relationships, job qualifications and requirements for the position - the "Position Profile".
2. **Recruitment Process** - We will recruit State-wide, regionally, and nationally for the position and network to locate qualified candidates.
3. **Resume Review** - We will identify qualified candidates.
4. **Candidate Screening** - We will thoroughly screen prospective candidates.
5. **Background Investigation** - We will thoroughly evaluate prospective candidates.
6. **Interview Process** - We will make recommendations and assist in selection.
7. **Negotiation and Follow-up** - We will facilitate employment and follow-up to ensure complete integrity of the process.

1. Position Analysis

We will have extensive consultation with GRU as well as other individuals or groups (as GRU wishes) to determine GRU's vision/mission, goals and objectives, the needs and issues, requirements of the job, and to obtain information about the environment within which the position functions.

During this process, we will initiate individual interviews with department heads and key staff, and others of GRU's choice to identify expectations, perceptions, and concerns regarding the position. In addition, we will spend a considerable amount of time at the beginning of the process with GRU (and others as desired) in order to determine the level of experience and training needed. As noted earlier, Mr. Higginbotham's 30 years of local government experience make him uniquely qualified to lead this search for the positions.

Based on those meetings, we will prepare a draft position profile and review it with GRU in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about GRU, staff, major issues to be faced, the position, and the selection criteria established.

2. Recruitment Process

Because we have recently completed similar searches, we will first review our database to determine those candidates whom we may already know and/or already have on file who may meet GRU's specifications.

Although this process is valuable, we will rely most heavily on our own contacts in the professional/technical field and on our own experience. Through "networking", we will conduct a nation-wide search, **while understanding that the preference may be a candidate with Florida experience and/or knowledge**, for the best qualified candidates and invite them to apply for the position.

Based on our discussions with GRU, we will place ads in professional journals, online at appropriate websites that specialize in and attract high quality professional and management attention, to encourage applicants to apply.

3. Resume Review

We will review and analyze each applicant's background and experience against the position description criteria. We will acknowledge all resumes received and keep candidates informed.

4. Candidate Screening

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile". They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc.

Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each candidate must meet the minimum qualifications specified in the Recruitment Profile.

We will be responsible for screening the applications received. This initial screening will be conducted by Mr. Higginbotham by telephone with the prospective candidate. We will conduct interviews with references who may know the candidate's background and expertise by telephone. Where feasible, we will also conduct personal face-to-face interviews with top candidates.

Once the initial screening is completed, we will select the prospective candidates who most closely match the criteria established by GRU. The output of this step in the process will be a matrix display of the top candidates showing how each rates against the selection criteria established by GRU. This matrix will be reviewed with GRU and guidance obtained prior to proceeding. One contingency here is that GRU may not approve of any of the candidates. If that should occur, we would, of course, keep searching until GRU's needs are clearly met.

5. Background Investigations

As part of our process in evaluating top candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidates' job performance.

We ask each candidate to provide us with a number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. We have had occasion to talk to more than 20 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including reasonable due diligence on any legal action filed against current or former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, and, as an additional option, can arrange for psychological (or similar) testing of the candidates that may be desired. As a part of this project we can provide the results of a management style inventory on the finalist candidates. We can also conduct a Myers-Briggs analysis of the team with the new team member for team building purposes (these may be extra cost items). We will present and discuss background investigation criteria with GRU who will make the final decision on which candidates to interview.

6. Interview Process

Based on the preceding steps, a recommended list of finalists for the position of County Manager will be compiled. We will prepare a written summary on each finalist. The information will cover, but not be limited to, 1) present position, 2) total years experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.

This information will be presented to GRU in a detailed written format combined with the results of the background investigation and candidate screening. We will make a recommendation on a group of finalists, the size of which as directed by GRU. GRU shall make the final decision on which and how many candidates will be interviewed.

Our report will be presented in a meeting in which we will discuss our recommendations and provide background information, sample questions and a rating form for the interviews. In particular, we will explain which, if any, of the applicants specifically meet the total criteria established by GRU or whether the final group simply represents the best available talent.

We will also provide GRU with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will arrange schedules for top candidate interviews and will coordinate the process.

7. Negotiation and Follow-up

We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because we have proposed a fixed fee rather than one based on a percentage of salary. One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with GRU to select an alternate candidate.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of GRU and that any public statement should come directly from GRU Board Members. We will maintain confidentiality of candidate information, as possible, under Florida law.

Finally, we will notify all unsuccessful candidates, who were not recommended for interview with GRU, of the final decision reached. However, we suggest that it is more proper for GRU to directly notify all unsuccessful candidates, whom they interviewed, of the final result.

We will keep GRU closely informed and involved in decisions concerning the search process at all times. We will prepare and send weekly e-mail updates and progress reports of the search. These reports will contain a progress report on the recruitment and specific steps to be taken to meet GRU's deadlines.

Support from GRU will be needed, as follows:

- Arranging interviews with GRU, staff and others as desired.
- Providing budget, organization charts and other documents.
- Place of contact and contact person for the search.

V. State of Florida, Department of State registration

The Mercer Group, Inc. is a Georgia Corporation authorized to transact business in the State of Florida. The document number for the corporation is F01000005891.