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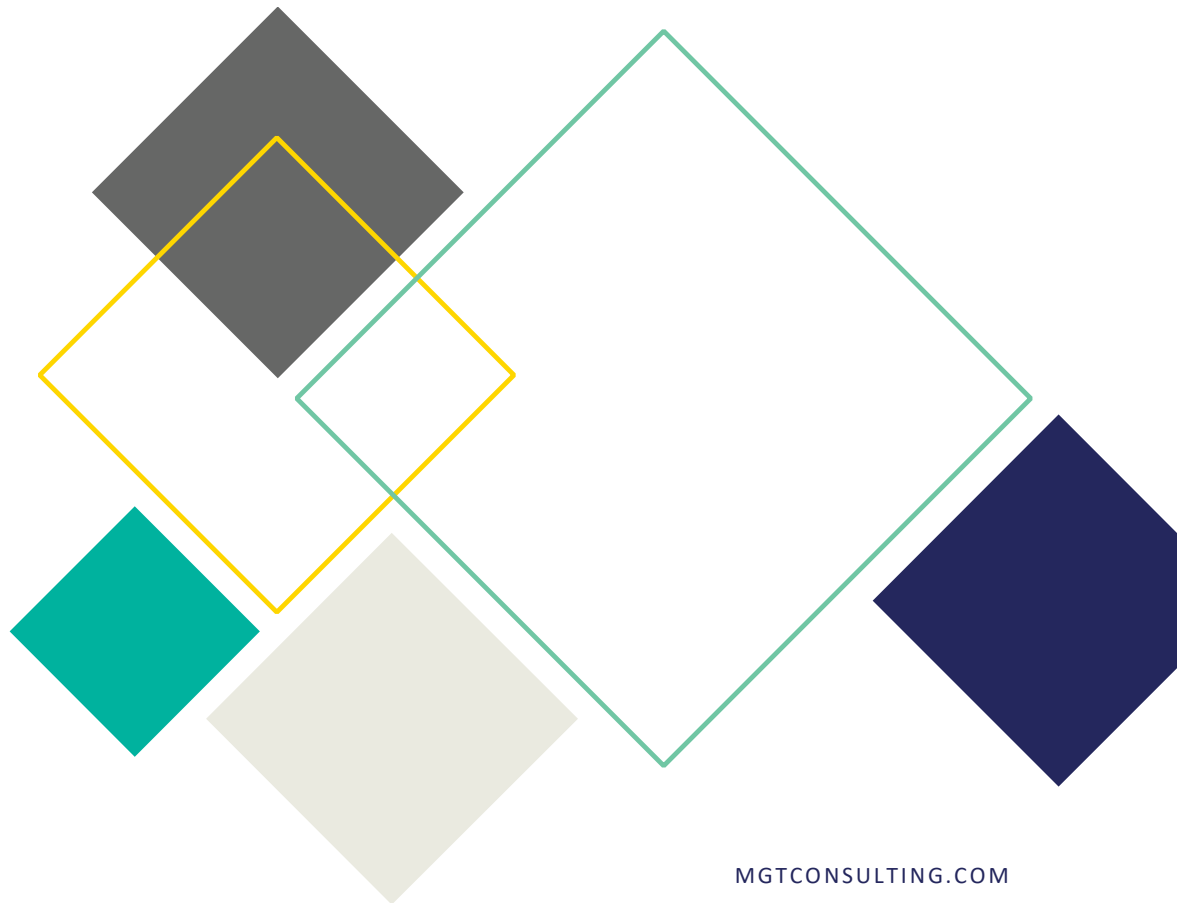
Submitted by:

BRANDON LEDFORD
SENIOR VICE PRESIDENT, CONSULTING
SOLUTIONS GROUP

4320 West Kennedy Boulevard
Suite 200
Tampa, Florida 33609
814.312.1055
BLedford@mgtconsulting.com

EXECUTIVE SEARCH: CITY MANAGER

CITY OF STONECREST



Gia Scruggs, M.B.A., CPM

Finance Director

3120 Stonecrest Blvd Suite 190

Stonecrest, GA 30038

MGT Consulting Group is pleased to present this response to your recent request for Executive Search Services for a City Manager for the City of Stonecrest.

The MGT Project Director, *Ms. Martine Schmitt*, an experienced recruiting professional, 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 and present any final reports or findings to 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 project. She will participate virtually for key meetings and presentations.

MGT's response provides the City with related firm qualifications, key experience, a detailed work plan with timeline, and associated fees to provide services that exceed expectations.

Thank you for the opportunity to submit a proposal to the City of Stonecrest. Should you have questions on any aspect of this proposal, please contact **Mr. Brandon Ledford** at **814.312.1055** or **BLedford@mgtconsulting.com**.

Regards,



Fred Seamon, Ph.D.

Executive Vice President

Project Understanding

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 leadership recruiting environment is more challenging than ever. Set against the backdrop of an extremely competitive market for top talent, as well as the COVID-19 global pandemic, 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 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 transition into your environment, join your existing leadership teams, and effectively meet the needs of your constituents smoothly and seamlessly.

Examples of Recent Projects

CITY OF GAINESVILLE

EXECUTIVE RECRUITING – HR DIRECTOR

Audrey Gainey, Talent Acquisition Manager

222 East University Avenue | Gainesville, Florida 32601

(352) 393-8707 | gaineyam@cityofgainesville.org

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

STATE OF COLORADO DEPARTMENT OF HUMAN SERVICES

ORGANIZATIONAL EFFICIENCY ASSESSMENT OF DIVISION OF FACILITIES MANAGEMENT

Eduardo D. Lucero, AIA, Director, Division of Facilities Management

4112 South Knox Court | Denver, Colorado 80236

303.866.7367 | Eduardo.Lucero@state.co.us

MGT's Human Capital practice was selected by the Colorado Department of Human Services to conduct an assessment of the Division of Facilities Management, a support organization within the Department responsible for providing statewide planning, technical, facilities and fleet management services to the Department including more than 1,500 acres of land and 343 buildings. MGT reviewed the Division's services, functions, budget, and organizational services, and identified comparable entity and industry benchmarks to recommend Division- and district-level performance metrics as well as organizational and operational modifications. Recommendations included changes to services, classifications, budget allocation, and organizational structure. Project work began in 2019 and was completed March 2020.

Approach to the Recruitment

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

Work Plan

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

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 City Manager 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
- ◆ 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, MGT Career site and Talent Network, Indeed, LinkedIn and Facebook (social media), Glassdoor, CareerCentric, CareerJet, Job Inventory, Job Boost, Jobbydoo, Job Case, Jobis Job, Jooble, JuJu.com, Link Up, Monster, My Job Helper, Neuvo, Oodle.com, Recruit.net, SimplyHired, Trovit, US Jobs, Zip Recruiter, and the number one diversity job board, DiversityJobs.com
- ◆ 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.

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:

APPROACH TO THE RECRUITMENT

- ♦ 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



BRANDON W. LEDFORD, SHRM-SCP, MPP, PMP

Senior Vice President, Human Capital Solutions Group

MGT CONSULTING GROUP

Mr. Ledford is responsible for driving the growth and execution of MGT's organizational solutions group, which includes classification and compensation/salary studies, policy and procedure development, organizational reviews, and best practice research. For over fifteen years, he has assisted global clients in all industries with human capital, public policy, management consulting, revenue performance management, strategy, business transformation, data analytics, diversity, equity, and inclusion, 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 Prosci Change Manager and earned an Innovation and Entrepreneurship Certificate from Stanford.



Areas of Expertise

- ♦ Human Capital
- ♦ Business Transformation
- ♦ Data Analytics
- ♦ Public Policy
- ♦ Strategic Communications
- ♦ Strategy

Education

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

Society of Human Resources Management, Senior Certified Professional (SHRM-SCP), February 2021

Prosci Change Management Certificate, February 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 Project Experience

- Adams 14 School District (CO) | School Turnaround
- Antelope Valley College District (CA) | Classification and Compensation Study
- Beaufort County School District (SC) | Needs Assessment
- Brevard County School Board (FL) | Districtwide Compensation Study
- Centre Area Transportation Authority (PA) | Classification and Compensation Study
- CF Solutions | Classification and Compensation Study
- City of Apopka (FL) | Classification and Compensation Study
- City of Gainesville (FL) | Executive Recruiting
- Gogebic County (MI) | Classification and Compensation Study
- Green River College (WA) | Classification and Compensation Study
- Gulf Coast State College (FL) | Compensation and Class Study
- Gwinnett County Public Library (GA) | Compensation Plan Evaluation Services
- Harford County Public Schools (MD) | Compensation and Benefits Study



BRANDON W. LEDFORD, SHRM-SCP, MPP, PMP

Senior Vice President, Human Capital Solutions Group

MGT CONSULTING GROUP

- City of Hermiston (OR) | Classification and Compensation Study
- City of Stockton (CA) | Equity Assessment, Commercial Cannabis Program
- City of Toledo (OH) | Disparity Study
- City of Woodinville (WA) | Classification and Compensation Study
- Colorado Division
- Colorado School of Mines | Job Architecture and Pay Equity Consulting
- County of Charles (MD) | Operational and Organizational Assessment
- County of Glades (FL) | Employee Policy and Handbook Development
- County of Jackson (OR) | Classification and Compensation Study
- County of Lancaster (SC) | Classification and Compensation Study
- County of Maricopa (AZ) | Human Resources Services
- County of Maricopa (AZ) | Rate Methodologies & Recommendations
- County of Maui (HI) | Performance Audit
- County of Ouray (CO) | Classification and Compensation Review and Update
- County of York (SC) | Ongoing Classification and Compensation Services
- Dallas Area Rapid Transit (TX) | Benefits Assessment
- Disability Rights Florida | Classification and Compensation Study
- East Central College (MO) | Compensation and Classification Study
- Florida Atlantic University | Organizational Assessment
- Florida Department of Education | Review of Florida Safe School Assessment Tool
- Florida Development Disabilities Council | Classification and Compensation Study
- Florida Office of Program Policy Analysis and Government Accountability | Florida Clerks of Court Organizational Review
- Hawaii Health Systems Corporation | Classification and Compensation Study; Executive Performance Review System Design
- Hillsborough Area Regional Transportation Authority (FL) | Classification and Compensation Study
- Hillsborough Community College (FL) | Administrator Classification and Compensation Study
- Horry County Schools (SC) | Classification and Compensation Study
- Indiana Department of Administration | School Corporation Emergency Management Services
- Lancaster County (SC) | Classification and Compensation Study
- Maryland Environmental Service | Classification and Compensation Study
- Navajo Nation | Compensation Study
- North Carolina Education Lottery | Compensation and Classification Study
- Orleans Parish School Board (LA) | Diversity, Equity, and Inclusion Study
- Pittsburgh Public Schools (PA) | Classification and Compensation Study
- Santa Fe College (FL) | Classification and Compensation Study
- Sault Tribe (MI) | Classification and Compensation Study
- Southern Nevada Regional Housing Authority | Classification and Compensation Study
- State of Colorado | Organizational Review; Training
- Tampa Bay Partnership (FL) | Organizational Review
- Tampa Bay Water (FL) | Compensation and Classification Study
- Texas Southmost College | Market Surveys and Evaluations
- University of Nevada, Las Vegas | Strategic Planning
- Washington Suburban Sanitary Commission (MD) | Consulting Services for a Disparity Study
- West Shore Community College (MI) | Compensation and Classification Study



MARTINE LOUISE SCHMITT, SHRM-CP

Talent Engagement Director
MGT CONSULTING GROUP

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 Director, 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

Schedule

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 Process												
7.0 Perform Job Offer and Negotiation												
8.0 Provide Ongoing Assistance												

Proposal Fee

MGT proposal the following fee for the project.

**City of Stonecrest
Executive Search
PROPOSED PROJECT BUDGET**

Milestones and Tasks		Professional Hours*	MGT Fees	GRAND TOTAL
1	Conduct Initial Meeting(s) & Finalize Project Work Plan	8	1,910	1,910
2	Develop Search Plan	11	2,250	2,250
3	Perform Search	19	3,730	3,730
4	Conduct Initial Candidate Screening	11	2,250	2,250
5	Manage Interview Process	21	4,100	4,100
6	Conduct Post-Interview Follow-Up	11	2,250	2,250
7	Perform Job Offer & Negotiation	10	2,065	2,065
8	Ongoing Support	0	-	-
GRAND TOTAL, Hours and Fees		91	18,555	18,555