

ATTACHMENT "A"
TO MEMORANDUM

A Proposal to the
City of Riviera Beach

For
Executive Recruitment Services

Riviera Beach Community Redevelopment Agency

Executive Director

May 6, 2020

Prepared and Presented by:



Simone Gans Barefield
Gans, Gans & Associates

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May 6, 2020

Via email: REDickerson@rivierabeach.org

Rosilyn Dickerson
Human Resources Director
Department of Human Resources
City of Riviera Beach
2051 Martin Luther King Jr. Blvd #302
Riviera Beach, Florida 33404



Dear Rosilyn:

Thank you for contacting Gans, Gans & Associates (gga) regarding a proposal to aid in your search for the Riviera Beach Community Redevelopment Agency (CRA) Executive Director.

We have over 33 years of experience in recruiting for the public sector in general and for public housing and redevelopment authorities in particular.

Over the last 5 years, we have provided executive recruitment services to numerous housing and redevelopment authorities and public-sector entities in 15 states and the Virgin Islands. Among our placements for housing authorities are the following positions: chief executive officer, executive director, chief financial officer, chief human resources officer/director of human resources, chief operating officer, vice president of real-estate development, chief of staff, general manager of finance and information systems, general counsel, deputy executive director, director of housing operations, chief information officer, budget chief, director of development, director of asset management, coordinator of pre-school programs, director of communications, director of Section 8/HCV, director of modernization, director of maintenance, director of contracts and procurement, inspector general, and director of resident services.

We appreciate the opportunity to submit this proposal and invite any questions you may have about our qualifications or our proposed approach to serving you. We look forward to the possibility of working with you and your colleagues at the Riviera Beach Community Redevelopment Agency (CRA).

Sincerely,

Simone Gans Barefield

Simone Gans Barefield
President & CEO
simone@gansgans.com



EXECUTIVE SUMMARY

- A **minority and woman owned** executive search and consulting firm specializing in executive recruitment for public housing authorities.
- Founded in Chicago **33 years** ago, now based in **Plant City, Florida**.
- We believe that **diverse talent and skills** are essential to high performing organizations.
- The professionals and staff at gga have more than **100 years of combined experience** in executive recruitment, human resources, contract staffing, labor and employment law, internal investigations, organizational assessment, public policy, public relations and information technology.
- Our core staff has worked together for over **30 years**.
- We utilize **state of the art technology** and **best practices** in all facets of our operations.
- Our team identifies candidates through our **vast contacts in the public housing industry** and the public and corporate sectors; their personal resources cultivated through years of recruiting; and, gga's own **proprietary database of over 43,000 potential candidates**.
- We are **efficient, disciplined** and bring a laser like focus to all of our engagements.
- Members of **NAHRO**, and we stay abreast of industry trends.

The professionals and staff at gga have more than 100 years of combined experience in executive recruitment, human resources, contract staffing, organizational assessment, public policy, public relations and information technology for housing authorities, nonprofits and corporations. We utilize state of the art technology in all facets of our operations. Our team identifies candidates through our vast contacts in the public housing industry and the public and corporate sectors; their personal resources cultivated through years of recruiting; and, gga's own proprietary database of over 43,000 potential candidates. gga's executive search work adds a unique twist that distinguishes us from most search firms; we specialize in presenting our clients with pools of outstanding candidates from truly diverse backgrounds, including women and individual of various racial and ethnic backgrounds.

At the heart of every successful organization are talented, hard-working, resourceful individuals who know how to solve problems, create opportunities, lead others, and work effectively. Throughout our more than thirty-three years providing executive recruiting services for public housing and redevelopment authorities, we have developed a clear understanding of the challenges facing the industry. At gga, we have distinguished ourselves through our ability to help housing authorities identify, recruit, and retain the diverse, outstanding executive, management, professional, and technical staff they need to stay on the leading edge.

We have a clear understanding of the challenges facing the industry, extensive knowledge of the myriad of HUD rules and regulations, as well as an extensive database of housing professionals and resources. We have worked with housing authorities that have Memorandum of Agreements (MOA), Memorandum of Understanding (MOU), and Corrective Action Plans (CAP). gga has also worked successfully with MTW agencies and agencies converting to RAD.

One of our strengths, as an organization, is our focus on maintaining contact with many of the executives at most of the extra-large and large housing authorities as well as CLPHA, NAHRO, PHADA, and other organizations. We maintain constant contact and have a wealth of knowledge and market intelligence on housing executive's movement, issues and concerns. We are members of NAHRO and stay abreast of



industry trends as well as HUD mandates. We also know that housing authorities continue to have funding cuts and other budgetary concerns and it is sometimes difficult to attract the best talent under those circumstances. We have been extremely successful placing talented professionals in spite of these industry challenges.

gga has a 100% success rate in filling search assignments with an average completion time of 45 days. Successful placements have remained in positions for as long as fifteen years; usually averaging approximately nine years. All of gga's candidates come with a one-year guarantee: if the professional we recruit leaves the Riviera Beach Community Redevelopment Agency (CRA) in less than one year, we will recruit a replacement for no additional recruiting fee, billing the CRA only for ordinary business expenses associated with recruiting the replacement.

Throughout our 33-year history, the one constant at gga has been our leadership: Simone Gans Barefield has always been gga's owner, president, and leader. Simone plays a very hands-on role and leads most of the firm's engagements and personally serves as our liaison to all of our clients. As a result of this approach, CRA can be assured that they will have complete and total access to the individual who is responsible for addressing their needs and that this individual, in turn, oversees all aspects of gga's operations.

Our outstanding team of search professionals identifies candidates through contacts in the public housing industry, their personal resources cultivated through years of recruiting, and gga's own extensive database of outstanding talent.

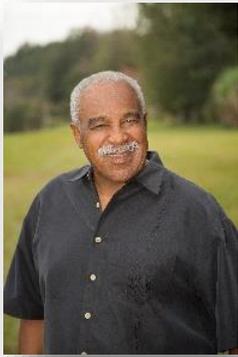
OUR TEAM

Simone Gans Barefield, President & CEO



Simone would lead the recruitment efforts and be the primary liaison with CRA. She is the president and chief executive officer of Gans, Gans & Associates (gga). Under her direction, gga offers a broad array of staffing services, including executive search and contract staffing, as well as assistance with employee retention and development. Simone specializes in presenting executive search clients with pools of outstanding candidates from truly diverse backgrounds, including women and individuals of various racial and ethnic backgrounds. She has personally provided high level successful executive search services to more than forty public housing organizations and city governments. Simone has developed an outstanding

reputation for the design, implementation, and management of a broad array of executive search projects, human resources and management and consulting programs, especially programs that involve assessing and managing diversity in the workplace, in addition, to providing business counsel and insights that are clear and practical. Simone has led successful consulting engagements for public housing authorities including organizational assessment that include organizational restructuring, salary and compensation analysis, position description revision and creation and conducted sexual harassment training. Simone takes a hands-on approach managing client engagements and working directly with her firm's clients. Under her direction, gga serves a broad spectrum of clients throughout the U.S. and internationally in the public and private sectors as well as non-profit organizations.



Ernest Barefield, Senior Vice President

Ernest has extensive public-sector executive, management, and administrative experience. His recruiting responsibilities, for the past twenty-five years, involve sourcing, researching, identifying, and evaluating candidates. He is responsible for the research operation for public sector clients, specializing in housing authorities and city/county governments. He served as deputy chief administrative officer for the city of Atlanta during the tenure of Mayor Andrew Young, managing inter-departmental projects and overseeing budgets and the city's information services operations. He then moved to Chicago as chief of staff for Mayor Harold Washington, supervising the city's forty-four operating departments and \$3 billion annual operating budget. In his capacity as deputy mayor of the city of Philadelphia, Ernest served as Mayor Wilson Goode's

principal adviser on policy and legislative affairs, overseeing the city's lobbying of its city council, state legislature, and Congress. Ernest has also done executive coaching for a number of gga clients as part of its executive search practice. He has a bachelor's degree from Southern University and a master's degree in political science from Atlanta University. Ernest has been with gga for twenty-six years.



Carl E. Singley, Counsel and Research Consultant

Carl has been Legal Counsel for Gans, Gans & Associates for twenty-nine years. He is also an expert research consultant. He has provided gga counseling on a wide variety of human resources and labor and employment matters including: employee manuals; employment contracts; personnel and management policies; hiring, promotion and termination policies and practices; executive compensation; diversity and inclusion policies; EEOC and other regulatory matters; and internal audits and investigations. Carl is a former dean and professor of law (Temple University) who also has extensive experience as a lawyer. In addition to managing his own law firm, he was a partner in two large law firms. His practice has included public contracting, labor and employment law, civil litigation and municipal finance. He has advised corporate and nonprofit clients on all aspects of local, state and federal public-sector procurement. Carl has a bachelor's degree from Talladega College; a Juris

Doctorate from Temple; and a Master of Laws degree from Yale.



Tracy Rivera, Manager of Administration and Business Development

Tracy has been with gga for over 20 years. She is responsible for all aspects of gga's administrative support, procurement, information technology and logistical operations. This includes managing our proprietary, state of the art database of over 43,000 placements and potential candidates; candidate research, profiles and background checks; travel planning and logistics for candidates and gga personnel; preparation and submission of responses to requests for proposals; and, monitoring developments and trends in the housing industry.

OUR CLIENTS



OUR PROPOSED METHODOLOGY

To achieve success in recruiting for CRA, we would use our proven methodology for planning, sourcing, screening, presenting and ultimately placing the right talent with CRA. Our methodology is geared toward driving our clients' success. We are project and process managers and our ultimate goal is to find the right talent, at the right time at the right cost for our clients.



Phase 1 - Planning

gga will actively collaborate with CRA to understand the job and skill requirements, personal characteristics, scope of effort, timeline, and any other key deliverables required. Working in conjunction with CRA we will develop a marketing position description and develop a strategy, which is a blueprint for how gga would conduct a nation-wide search.

Phase 2 - Sourcing and Advertising

gga's process of searching for potential candidates begins in-house, with our own database - a large, constantly growing repository of individuals whom we have worked with over our thirty-one-year history. We would also employ a nationwide strategy of sourcing candidates. gga would also advertise with selected industry publications if the CRA desires.

Phase 3 - Screening and Selection

We would develop a customized screening protocol designed to identify and verify the candidates' skills and experiences. The questions on these protocols are based directly on the job descriptions provided to us during the planning phase, and information provided during our meetings with CRA. They are extremely detailed; covering all of the skills required, all of the experiences CRA wants candidates to have, and all of the tasks you expect them to perform on the job. We use behavioral interview techniques, so we explore the candidates past experiences, seek examples of their accomplishments, and even inquire about the mistakes they have made and the lessons they have learned from them. gga also employs an extensive internal "roundtable" approach to reviewing candidates' credentials and qualifications, comparing them to both a standard and one another, and then rating them so that we only send the very best to CRA; in addition, each candidate interacts with several gga staff members - an additional step that we use to get to know candidates better and from different perspectives. Candidates are provided information on CRA including a position description, CRA materials, articles, research, and information on our firm.

Once candidates' credentials have been identified, we will present them to you in resume form. Accompanying each group of resumes is a gga-created matrix that shows the major skill classifications, experience levels, and then compares the candidates in each group to one another in each category. Accompanying the resume and matrix is a profile summary that provides additional information on past positions and summarizes background information not included in the resume. We will also complete media checks on each candidate and include any findings. CRA can then determine which candidates it wishes to interview

gga will set up and arrange the schedule for the finalists chosen for interviews. We will notify all finalists and coordinate all travel arrangements according to CRA travel and reimbursement policy. gga will coordinate and manage on-site interviews of candidates who meet with CRA. We would facilitate these interviews, sitting in on them or participating via GoToMeeting video conference if you prefer, as appropriate. We would provide materials for the interviews that would contain key information for those interviews. We will also provide interview questions that can be asked of candidates; facilitate discussions following each of the interviews with the CRA and work with the CRA to prioritize and make final candidate selections up to and including salary negotiations. gga will conduct background checks if the CRA desires, including but not limited to educational and criminal background.

All candidates will be put through the same rigorous screening process to ensure all candidates are treated fairly and equitably. All of gga's candidates come with a one-year guarantee.

Phase 4: Offer and Close

When you find the candidate you like, we then arrange for that individual to begin work. gga will facilitate this entire process and ensure that the individual is ready to start on the agreed upon date.

Phase 5: Start and Assimilate

At gga, we actively ensure that the transition to working at our client site is smooth and positive for both the client and the new employee. Some of the activities we have done to assist with relocation in the past have included: working with a spouse or significant other in seeking employment; identifying places of worship, temporary housing and schools; and providing cost of living comparisons. We will actively work with CRA and human resources department at the CRA in this regard. We will follow-up at regular intervals with both CRA and the employee to ensure that there is a good relationship.

OUR COST PROPOSAL

FEE PROPOSAL

gga's proposed recruiting fee is twenty-five percent (25%) of the first-year salary (base plus sign-on or guaranteed bonuses) plus ordinary business expenses associated with the recruiting.

gga is a retained search firm, and we propose our fees be paid upon receipt in the following manner: one-third of the fee, a non-refundable retainer due at the time assignment is given to gga and, one-third of the fee at the time of presenting the first slate of candidates (benchmarking) and, the final one-third, when the individual search is completed or after ninety days, or if the search is terminated for reasons beyond gga's controls, whichever comes first.

Expenses

gga charges for ordinary, out-of-pocket business expenses associated with recruiting. These expenses are:

- Candidate travel which may include the following:
 - Airfare
 - Hotel
 - Meals
 - Parking
 - Mileage
- Advertising
- Professional background checks
- Courier Service

gga candidates are guaranteed for one year. Should the candidate not remain in CRA's employ for one year from the start date, gga will replace the individual for no additional fee. CRA would only be liable for out-of-pocket expenses associated with conducting this additional search.

gga will never recruit any candidates placed at CRA for as long as such individual remains with the organization. If CRA subsequently hires any candidates presented by gga within a twelve-month period, gga is entitled to a recruiting fee of twenty-five percent (25%) upon employment with CRA.

