



# PROPOSAL TO PROVIDE EXECUTIVE SEARCH CONSULTING SERVICES FOR VOLUSIA COUNTY, FL

#### Volume 1

RSQ # 18-SQ-138JJ "Executive Search Consultant"

# Colin Baenziger & Associates

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# PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

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*TAB 1: SECTION A*. Our firm is a sole proprietorship so we are not listed on Sunbiz.

August 27, 2018

The Honorable Chair Ed Kelley, Vice Chair Deborah Denys, Councilmembers Joyce Cusack,
Fred Lowry, Pat Patterson, Heather Post, George Recktenwald, and Billie Wheeler
Attn: Jeaniene Jennings, Director of Purchasing and Contracts
County of Volusia
Purchasing and Contracts Division
123 West Indiana Avenue, Room 302
DeLand, FL 32720-4608

**RE:** Proposal to Provide Executive Search Services

Dear Chair Kelley, Vice Chair Denys, Councilmembers Cusack, Lowry, Patterson, Post, Recktenwald, and Wheeler:

Colin Baenziger & Associates (CB&A) would like to take this opportunity to submit a proposal for on call executive search services. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested nationwide and found to be extremely effective.

While CB&A is a municipal recruiting firm which has conducted assignments across the country, our home base is Florida. In fact, we have been selected to perform 103 of the last 150 recruitments where a Florida city or county has chosen to use a recruiter to find its City or County Manager / Administrator. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and manager selection. We also offer the best warranty in the industry.

Not only do we offer unparalleled service at a reasonable price, we focus on finding just the right people for your organization. We say people, and not person, because our goal is to bring you five finalists who are so good that you will have a difficult time choosing among them. The proof is in the fact that six of our local government clients have passed resolutions thanking us for our outstanding efforts in finding their key staff. We do not know how often you have passed a resolution thanking a consulting firm for its efforts, but we have rarely seen it happen. Our goal, in fact, would be for you to be our next client to pass such a resolution.

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Some of searches for Florida counties include County Administrators / Managers for Brevard County, Clay County, Flagler County, Hernando County, and St. Lucie County. Nationally, we have recruited managers for Clackamas County, OR, Polk County, IA, James City County, VA, Union County, NC, and York County, VA, as well as the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia).

A few of our other Florida searches include City Managers for Gainesville, Homestead, Melbourne, Miami Gardens, Mount Dora, Naples, New Smyrna Beach, Palm Coast, Parkland, and Sarasota; City Attorneys for Daytona Beach and Fort Lauderdale; and Finance Directors for DeLand and Miami.

Some of our current searches include the City Managers for Aventura, FL, Dickinson, ND, Jacksonville Beach, FL, Naples, FL and Sunnyside, WA, an Economic Development Director for Roanoke, VA, a Parks and Recreation Director for Deerfield Beach, FL, a Solid Waste Director for Camden County, GA, and an Executive Director for the Island Water Authority, Sanibel, FL.

Those authorized to bind the company are myself, Colin Baenziger, and Lynelle Klein, Vice President for Operations.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact me at (561) 707-3537.

Sincerely,

Colin Baenziger Principal / Owner

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# I. Qualifications and Experience of the Firm

### Tab 1. Section B: The Firm, Its Philosophy, & Its Experience

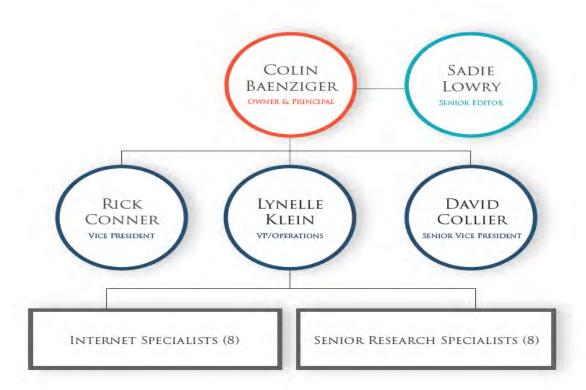
Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with an office in Redmond, WA. As a sole proprietorship, we are not registered with any states as a corporation, foreign or otherwise. Although our primary focus is executive search, we are often involved in operational reviews of governmental operations. Our consultants live in other areas of the country and converge wherever the client's needs exist. We develop an operational plan prior to arrival and our team of experts quickly studies the issues, identifies problems and opportunities, performs the necessary analysis, develops solutions, prepares reports and action plans, and completes the assignment. The client receives prompt, professional service, and its needs are effectively addressed. We are available for follow-up work, however, our goal is to provide the client with solutions that its existing staff can implement without additional outside assistance.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to timeliness and quality. Our work is not done until you are satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our fee or in our action plan. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed we have an obligation to fulfill its requirements excellently and within the budgeted amount.

Since beginning our search practice in 1998, we have conducted searches and other related work for clients in thirty-two states. Overall our staff has performed over 170 City, County, and Special District Manager searches and approximately 300 local government searches (see Appendix A for a list of our completed and active searches). The basic approach we have presented herein is the approach we have used in each of our searches. It has been refined over the years to the point where it is problem-free.

# Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 20 years. The model has proven to be extremely effective in every state where we have applied it and for every type of position for which we have searched. In fact, we are often called when a government has a particularly difficult position to fill or where one of our competitors has failed. Overall, we utilize approximately eighteen people. Most staff members are independent contractors and are given assignments on a task order basis. Consequently, we can pay well while having a great deal of flexibility without the overhead of many firms. In addition to Mr. Baenziger, other senior staff members are former City and/or County Managers or elected officials. As a result, we understand multiple perspectives and have been very successful in identifying the right candidates for our clients. CB&A's other staff are all competent researchers and writers and most have been with us for a long time.



# Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. When we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. We have never asked a search client for additional fees, even when we were entitled to do so.

# Completion of Projects on Schedule

Colin Baenziger & Associates routinely completes its assignments in sixty to ninety days. Further, since CB&A began performing recruitments, *it has never missed a project milestone*.

# Diversity

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the County. The proof is that from the beginning of 2009, 32% of our placements have been females and/or minorities with the high in any given year being 47% and the low being 13%.

# Prior Names and Litigation

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our

# I. Qualifications and Experience of the Firm (continued)

performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

#### Insurance

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$1 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) automobile liability insurance of \$1 million per accident, and (3) professional liability insurance of \$1 million per occurrence. As a small firm, predominantly utilizing independent contractors, we are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

#### Overall Executive Search Experience

CB&A started its executive search business in 1998 from scratch. As a single father, he needed to stay nearby and so his goal was to become Florida's preeminent recruiter. In 2007 with his children mature, he branched out into other states. His firm has now worked in 32 states, from Maine to California and Florida to Alaska. See the map below.



A complete list of our searches is contained in Appendix A.

#### **Fictitious Name Registration**



Note: As a sole proprietorship, we do not have a Sunbiz report.

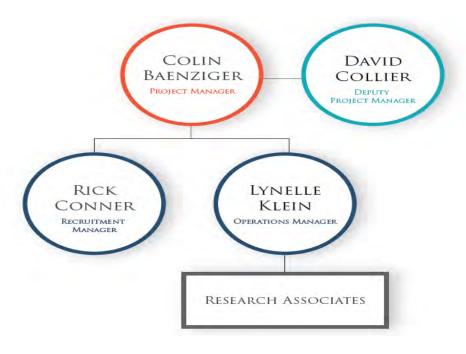
#### Tab 1: Section 7: Project Team and Involvement

Colin Baenziger & Associates is an experienced recruiting firm which strongly believes that the majority of the search work should be conducted by one knowledgeable person. Colin Baenziger will be that person—he will serve as your project manager. He will conduct the interviews with the elected officials, search for strong candidates, discuss the position with those candidates, recruit them, conduct the interviews with the candidates, conduct the background investigations, oversee the interview process, and assist with the contract negotiations. In addition to twenty years as a consultant, Mr. Baenziger spent ten years in government as a senior manager. Overall, he has been the firm's Project Manager for more than one hundred and twenty-five city and county manager searches. Prior to starting CB&A, he spent over 20 years hiring key staff.

David Collier, senior vice president, will be the Deputy Project Manager and support for Mr. Baenziger. Mr. Andrews will assist in virtually every aspect of the search effort but will focus on the search for strong candidates and candidate evaluation. Before joining CB&A as a recruiting in 2006, he had over 30 years of experience as a senior level local government manager in several states and in that capacity hired many key staff. He earned his Bachelor of Arts degree in economics and his Master's degree in public administration from the American University in Washington, D.C. He is a past president of the Maryland City Managers Association and the Florida Association of County Administrators.

Rick Conner, vice president, will serve as the recruitment manager and assist with the identification and screening of candidates. He has over 30 years of in local government and in executive recruiting. He earned Bachelors of Science Degrees in Business Administration and Engineering from the University of Missouri.

Lynelle Klein, vice president for operations, will be responsible for coordinating the advertising and production of the materials we will present to you as described in the Recruitment Approach.



# Colin Baenziger, M.P.A.

**Principal** 

Colin Baenziger is a student of local government and responsible for the executive recruitment functions at Colin Baenziger & Associates. Over the years, he has worked with a number of cities on recruitments and on management, operational, and organizational issues. As a former manager and someone who actively consults with governments, he understands what it takes to do the manager's job effectively. Furthermore, because he is active in a number of professional associations, he knows many of the nation's managers on a first-name basis.



Some of Mr. Baenziger's searches for local governments include:

- City Manager, Coral Gables, FL (population 42,000)
- City Manager, Cottonwood Heights, UT (population 34,000)
- City Manager, Fife, WA (population 8,200)
- City Manager, Fayetteville, NC (population 208,000)
- Village Manager, Key Biscayne, FL (population 11,000)
- Economic Development Director, Loudoun County, VA (population 326,000)
- Community Development Director, Miami, FL (population 373,000)
- Borough Manager, Matanuska-Susitna Borough, Alaska (population 88,000)
- City Manager, Mount Dora, FL (population 12,000)
- County Manager, Clackamas County, OR (population 380,000)
- City Manager, Palm Coast, FL (population 51,000)
- City Manager, Portland, ME (population 65,000)
- City Manager, Roanoke, VA (population 96,000)
- City Manager, Tacoma, WA (population 200,000)
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million)
- County Manager, Union County, NC (population 290,000)

Other recent efforts include a strategic planning session for the Florida Association of Special Districts, an operational review of Tamarac's water utility, a business practices review for a division of Martin County government, an operational reconciliation for Palm Beach County Water, development of an automated system to pay royalties to featured recording artists for the Recording Industry Association of America, and a review of financial procedures for a division of the Marriott Corporation.

Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and the Florida City and County Management Association. He has also been called upon frequently to speak at conferences of the Utah and Florida City/County Managers' Associations, and the Florida Public Personnel Association.

## Dave Collier, M.P.A.

#### **Senior Vice President**

Before joining CB&A in 2006, Dave Collier spent over 30 years of management experience in county and city government. Since there is not much that he has not seen previously, Dave quickly produces efficient and effective solutions to problems for his clients.

One of Dave's specialties is executive search. With his many years of experience, he can quickly separate the wheat from the chaff and find the right person to join your senior staff or be your department head. He also has successfully conducted organizational reviews, sessions in team building and strategic planning workshops. Just as importantly in this day and age of the pressure to lower taxes, he has developed strategies and action plans for coping with the tough financial problems that local government often experience.



Dave has overseen the recruitment and selection of:

- County Manager, Brevard County, FL,
- City Manager, Coral Gables, FL,
- City Manager, Cape Canaveral, FL,
- City Manager, Dania Beach, FL,
- City Manager, North Miami, FL,
- City Manager, Orange City, FL,
- City Manager, West Melbourne, FL,
- City Administrator, West Park, FL,
- Finance Director for Tamarac, FL, and
- Environmental Resources Director for St. Lucie County, FL.

While serving as City Manager of Stuart, Florida for 14 years, he improved the professionalism of City Department Heads and staff through an emphasis on professional development and team building. He also used his hands-on management style to emphasis the need for effective project management and maintaining tight timelines in order to show citizens that the city government was effectively managed and had a strong commitment to its customers. Prior serving in Stuart, Dave was a County Manager in Florida, Kansas and Michigan. He also has extensive experience in local government consulting.

Mr. Collier earned his Bachelor of Arts degree in Economics and his Master's degree in Public Administration from the American University in Washington, D.C. He was a member of the International City/ County Management for over thirty years, served as President of the Maryland City Managers Association and the Florida Association of County Administrators. Mr. Collier is involved in his community as a member of the City of Stuart's CRA Advisory Board and as a Director of Stuart's Main Street Association.

#### Rick Conner, P.E.

**Vice President** 

Rick Conner is a recent addition to CB&A's strong cadre of municipal operations experts. With over 30 years of management experience in local government, he has seen it all and done most of it. He possesses keen analytical skills and the ability to slice through critical issues. As a result, he is another outstanding weapon in the firm's arsenal of experts. His years in local government and his many licenses and certifications help him to judge talent quickly and effectively.

In addition to his experience as a City Manager, Rick's previous positions such as a Public Works Director, gives him an excellent perspective of the needs of local government operations and staffing.



Prior to joining Colin Baenziger & Associates in 2012, some of the top leadership positions that Rick has held include:

- City Manager of Sunny Isles Beach, Florida,
- City Manager of Portland, Texas,
- City Manager of Marble Falls, Texas,
- Public Works Director of Nashville/Davidson County, Tennessee, and
- Public Works Director of Bryan, Texas

While serving in these positions, Rick received national recognition for his Customer Service programs. Over his career, Mr. Conner has been involved in a variety of recruitments. Some of these include:

- City Manager, Fayetteville, NC,
- City Manager, Sarasota, FL,
- City Manager, Cocoa Beach, FL
- Chief Executive Officer/General Manager, Des Moines (IA) Water Works,
- Finance Director/Procurement Officer for a bedroom community to Corpus Christie, TX,
- Accounting Director for a medium size West Texas city
- Police Chief for a Florida barrier island community,
- Water and Wastewater Director for a medium size, central Texas city,
- Airport Fixed Base Operator for a Texas university community, and
- Airport Manager for a medium size Texas university city.

Rick holds a Bachelor of Science in Business Administration and a Bachelor of Science in Civil Engineering from University of Missouri. He also worked towards Masters Degrees in both Math and Civil Engineering before joining the work force. He is a Registered Land Surveyor and a Professional Engineer in Missouri, as well as a Professional Engineer in Florida, Tennessee and Texas.

#### Lynelle Klein

#### **Vice President for Operations**

Ms. Klein is a skilled professional with a wealth of public and private sector experience. Her particular expertise is in special projects, compensation surveys, and background checks for our executive search candidates. She feels that each client must be properly served, and that can only be done by devoting her utmost attention to their particular concerns and by finding creative ways to solve their problems. In her book, the client comes first.

Since beginning her working relationship with Colin Baenziger & Associates in 2010, Ms. Klein has been involved in virtually every executive search the firm has conducted.



Some of the more notable searches in which she has played a key role include:

- City Manager, Delray Beach, FL (64,100)
- City Manager, Doraville, GA (population 8,500)
- City Manager, Indianola, IA (population 14,800)
- Police Chief, Farmington, NM (population 45,000)
- City Manager, Leesburg, FL (population 21,000)
- City Manager, Mill Creek. WA (population 18,800)
- City Manager, Miramar, FL (population 122,000)
- City Manager, Norwich, CT (population 40,300)
- City Manager, Seminole, FL (17,800)
- City Manager and Finance Director Sunnyside, WA (population 16,000)
- City Manager, Winchester, VA (population 16,000)
- County Manager, Alachua County, FL (population 253,500)
- County Administrator, Clackamas County, OR (population 383,900)
- County Administrator, James City County, VA (population 70,500)
- County Manager, St. Lucie County, FL (population 283,900)
- County Administrator, York County, VA (population 66,300)
- County Attorney, Fulton County, GA (population 992,000)
- Director, Growth Management, Collier County, FL (population 340,000)
- Solid Waste Director City of Tampa, FL (population 347,000)

Ms. Klein's prior employment was primarily in the private sector. For over 15 years she provided contract financial and administrative services to companies who did not require full time office staff. Some of her clientele included TLC Cabulance, Clear and Clean Pool Service, Elizabeth Fountain Interiors, a published author and a landscaping company. Ms. Klein has an Associate's Degree from Brigham Young University in Rexburg, Idaho. She currently resides in King County, WA.

# Some of CB&A's Clients...



Alachua County, FL

County Manager



Broward County, FL

County Administrator

Deputy County Administrator



Clay County, FL

County Administrator
County Attorney



Hernando County, FL

County Administrator

# II. Search Methodology

The following search methodology has been refined over the past twenty years and now is virtually foolproof. We will integrate your ideas into the process. Our goal is to ensure you have the right *people* to interview as well as the information you need to make the right decision.

# Phase I: Information Gathering and Needs Assessment

Task One: Needs Assessment

An important part of the recruiter's work is selling the community to the very best candidates (including those that are not actively looking for the next job) while also providing an accurate portrayal of the community and the opportunity. In order to do this, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Compile background information from the jurisdiction's website and other sources.
- Interview the relevant parties. In the case of the County Manager search, these would include the County Council, and any other key stakeholders the County might designate. These could include stakeholders such as community groups, business owners, residents, county staff, other government officials, etc. Our goal is to develop a strong sense of your organization, its leadership, its short and long term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will likely include experience, longevity, education, personality, demeanor, and achievements as well as other items the County and stakeholders deem important, and
- Determine a reasonable compensation package.

Our searches generally take 60 to 90 days. At this point in the process, we will also finalize the timeline with the County so candidates can mark their calendars well in advance and will be available when the County wishes to conduct the interviews.

As noted above, we routinely incorporate meetings with other stakeholders (such as the business community, the non-profit community, County staff and so on) to gather their insights. We can also solicit the input of your residents through an on-line survey. These forums and surveys are valuable as they provide additional perspectives and a better understanding of the environment and the wants/needs of the community that the employee will be working in. An example of an online survey is included as Appendix D.

#### Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will next develop a comprehensive recruitment profile. We will provide our draft for your review and comment. Your suggestions will be incorporated, and the final document prepared. A sample of our work is included as Appendix B. Other samples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

#### Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for this position. We say people, and not person, because our goal is to bring you six to ten excellent semi-finalists, all of whom

will do the job extraordinarily well and who are so good you will have a difficult time choosing among them. You then select the top three to five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

- **Networking:** The best approach is diligent outreach. We will network with our colleagues and consult our data base. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers. When we approach them, their credentials are enhanced rather than diminished. We also use LinkedIn as a source of candidates.
- *Advertising* While we will seek out the best, we will not ignore the trade press as it often also yields strong candidates. We will also post it on our website, <a href="www.cb-asso.com">www.cb-asso.com</a>. We generally do not use newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the type of candidates our clients are seeking. If the County wants to have ads placed in local newspapers, national newspapers and/or generic websites, it will need to bear the cost.
- *Email:* We will also e-mail the recruitment profile to our listsery of over thirteen thousand managers and professionals who are interested in local government management. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be interested.

#### Phase III: Screening and Finalist Selection

#### Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from thirty to sixty applicants. We will narrow the field as described above and present information on candidates to the County. This process requires a mixture of in-depth research and subjective evaluation. Our process is as follows.

It should be noted that selecting strong candidates is more an art than a science. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be a good fit with the County and the community. Typically, forty percent of our finalists are women and/or minorities.

Specifically, our efforts will involve:

**Step One. Resume Review.** CB&A will evaluate all resumes and identify the eight to ten candidates. Some of these may be in-house candidates or individuals who have held high-level positions in other governments but who have never held the position we are recruiting for but perhaps have been a subordinate. Often these people simply need the opportunity. Using a football analogy, Vince Lombardi was an assistant coach with the New York Giants prior to being hired by the Green Bay Packers. Hence, we do not believe we should only consider those who have already held the position we are recruiting for.

**Step Two. Screening Interview.** Our lead recruiter, and possibly other senior representatives of the firm, will interview each of these candidates. Using what we learned in Phase I and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether or not to consider them further.

**Step Three.** Candidate Materials and Background Investigations. For those that remain in consideration, CB&A will:

- Ask the Candidates to Prepare a Written Introduction: We will ask the candidates to prepare a written introduction to themselves as part of their preliminary background checks. This is done for several reasons. First, it allows the candidates to tell their own story and balance the negativity that is so often characteristic of the press. It also allows the County to evaluate the candidates written and communicative skills.
- Candidate Disclosure Statement: We will ask candidates if there is anything controversial in their background that we should be made aware of prior to further consideration. While it is unlikely that we find anything not previously publicized in the press, we believe redundant checks offer superior security for our client.
- Interviews of References: We tell the candidate with whom we wish to speak. These might include current and former Council Members, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to ten people and prepare a written summary of each conversation.
- Legal Checks: Through our third party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state and national level; civil records for any litigation at the county and federal level; and bankruptcy and credit.
- Search the Internet and Newspaper Archives: Virtually every local newspaper has an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased and we consider that in our evaluation. This step is conducted in order to quickly discover candidates with problems in their backgrounds and eliminate them.
- Search Social Media: We will review social media for any concerns.
- **Verification of Education:** We also verify claimed educational degrees to assure the candidate is being totally forthright.

• Verification of Work History: We verify employment for the past fifteen years.

Note: We firmly believe that all background work we have outlined above should be completed early in the process. That way the client knows the individuals to be interviewed are all top performers and do not have anything embarrassing in their pasts that might come to light after selection. It also means that once our client has made a selection, it can move forward promptly, negotiate a contract and make an announcement.

#### Task Five: Preparation and Presentation of Candidate Materials

For the selected candidates, CB&A will compile the information we have developed into a complete written report for each recommended candidate. Specifically, this information will include: the candidates' resumes, introductions, references, background checks and internet / newspaper archive search results. A complete sample candidate report is included as Appendix C. We will also provide some advice on interviewing, a series of questions the elected officials may wish to ask (as well as some areas that it is not wise to get into), and some logistical information. The preceding information will be forwarded to you *electronically*.

The goal in conducting these checks is to develop a clear picture of the candidates and to determine which best meet the criteria established in Phase I. Each of the avenues we pursue adds a piece of the puzzle. We will crosscheck sources, search for discrepancies, and resolve them when we find them. When sensitive or potentially embarrassing items are discovered, they are thoroughly researched. If we conclude the situation is damaging or even questionable, the situation reported to the County, with the County's concurrence, the candidate will be dropped from further consideration.

#### Task Six: Finalist Selection

Approximately a week after the County has received the candidate materials, CB&A will meet with the County to discuss our findings and make a final determination concerning who will be invited to interview. The goal is to select four to six candidates to interview.

#### Task Seven: Notify All Candidates of Their Status

We will notify the selected candidates by telephone and give them the opportunity to ask additional questions. CB&A will also contact those not selected to advise them of their status. Part of the notification will include advice concerning the candidates' resume and/or cover letter so, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

#### Phase IV: Coordinate the Interview Process and Selection

#### Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an interview/assessment process for the County's review including means to evaluate the candidates' communication skills, interpersonal skills, and decision-making skills. As part of the process, we will recommend the County observe the finalists in a number of settings. We will also recommend you invite the finalists' spouses so they can spend time in and evaluate your community.

**Day #1:** The finalists are given a tour of the community and its facilities by a knowledgeable staff member. Later, senior staff members meet briefly with the candidates. Depending on the Council's wishes, a reception may also be scheduled so the Council can observe the finalists in a social setting.

**Day #2:** Beginning at approximately 9:00 a.m., each candidate interviews individually with the County Council for approximately 50 minutes. These meetings provide the County with an opportunity to assess how the candidates might interact with them. A brief lunch will follow for the candidates and members of the County Council. Afterwards, the finalists would interview one-on-one with the Council Members.

#### Task Nine: Debriefing and Selection

Once the interviews have concluded, CB&A suggests the County either make a selection, or wait until its next meeting. Further, if questions arise during the interviews, we will be happy to answer them or conduct additional research as necessary.

Once the selection has been made, CB&A will notify the finalists of their status. Candidates are eager to know and we feel it is important to keep them informed.

#### Phase V: Negotiation and Continuing Assistance

#### Task Ten: Notification, Contract Negotiations and Warranty

Should the County wish, we will assist in the employment agreement / compensation negotiations. Since the basic parameters will have been discussed with the candidates and the candidates have been thoroughly vetted, we expect a relatively prompt agreement.

#### Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you. Our goal is to be there to assist in resolving any issues that arise before they become intractable. In fact, at your request, we will conduct a team-building workshop, at no charge, to resolve any difficulties. We simply feel it is part of our job to assure a successful relationship.

Communications: We will provide weekly reports about the status of the search, in writing or by phone, depending upon your preference. At significant milestones we will make the reports in person. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We want to be responsive and to assist in any way we can.

## The County's Obligations

The County will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the reception. The County will also be responsible for reimbursing the candidates for all expenses associated with their travel, meals, and incidentals for the interview weekend.

The County should also plan to provide the following information, if it is not available on the County's website, to each of the finalists: the current year budget, an organizational chart, the latest completed audit and management letter, any current strategic and long range plans, a copy of the County Charter, any job descriptions and other materials defining the role and duties for the position, and any evaluations of the organization completed in the last year.

These are the only obligations and responsibilities the County is expected to assume in the recruitment process.

# **Project Schedule**

The following is a typical project schedule that we utilize, and assumes an award date of September 25<sup>th</sup>. We realize the schedule may need to be adjusted to accommodate the Council's availability.

#### Phase I: Needs Assessment / Information Gathering

September 27<sup>th</sup>: CB&A begins meeting with the Council and other suggested stake holders to

understand the job and its challenges.

October 8<sup>th</sup>: CB&A submits the draft of the full recruitment profile to the County for its

review. Comments will be due back by October 15<sup>th</sup>:

#### Phase II: Recruiting

October 19<sup>th</sup>: CB&A posts the full recruitment profile on its website and submits it to the

appropriate publications. It is also e-mailed to over 13,700 local government

professionals.

November 9<sup>th</sup>: Closing date for submission of applications.

November 14<sup>th</sup>: CB&A reports on the results of the recruitment.

#### Phase III: Screening, Reference Checks and Credential Verification

December 10<sup>th</sup>: CB&A forwards its candidate report and materials to the County. These will

include the candidates' resumes, the candidate introduction, and the results of our

reference, background and Internet/newspaper archives checks.

December 18<sup>th</sup>: County selects candidates for interviews.

#### Phase IV: Interview Process Coordination and Selection

January 7<sup>th</sup>: County holds one-on-one and full Council Interviews.

January 8<sup>th</sup>: County Council selects its next County Manager

#### Phase V: Negotiation, Warranty & Continuing Assistance

Post-Selection: CB&A works with County representatives and the selected candidate on an

employment agreement.

# Firm Resources and Specialization

We have a database of over 13,700 professionals who will receive an email for each job announcement that we post. We believe the data base is relatively complete in terms of city and county managers. There are, for example, only about 4,000 cities with a population of over 2,500 with the council – manager form of government. The United States has approximately 3,000 more counties but many are small and do not employ professional managers to lead them.

Our website address is: <a href="www.cb-asso.com">www.cb-asso.com</a>. Please visit it to learn more about our approach to doing business.

We would add that 100% of our work is now local government executive search. Between 2005 and 2014, general consulting accounted for approximately 2% of our revenue. When such work was undertaken, it was generally done by the principal and owner on an ad hoc basis. He no longer takes any assignments other than executive search. While we have staff members in other states, the vast majority of this effort will be conducted by our staff in Florida.

# More CB&A's Clients...



Collier County, FL

Economic Development Director Growth Management Director Procurement Director



Fulton County, GA

County Manager
County Attorney
Personnel Director
Registrations and Elections
Director
Clerk to the Commission



Nassau County, FL

County Administrator



Union County, NC

County Manager

#### Fee

CB&A offers a firm, fixed fee *which includes all our expenses and costs*. In other words, the only thing the County will pay CB&A is the agreed upon fee. The only other costs the County will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations and meals for the interview process. The advantage to the County is it knows exactly what it will pay. The advantage to CB&A is that we do not have keep track of every minor expense.

We will bill the fee as the phases are completed and according to the following schedule:

Initial Search	
Phase I: Needs Analysis / Information Gathering	\$ 3,000
Phase II: Recruiting	11,000
Phase III: Screening	10,000
Phase IV: Interview Process Coordination and Selection	1,500
Phase V: Negotiation and Continuing Assistance	1,000
Firm, Fixed Fee Total	\$26,500

Each succeeding search will be \$23,500 under the assumption that most of the work in Phase I will not need to be repeated.

Subsequent Searches			
Phase I: Needs Assessment / Information Gathering	\$ 500		
Phase II: Recruiting	11,000		
Phase III: Screening	10,000		
Phase IV: Interview Process Coordination and Selection	1,000		
Phase V: Negotiation and Continuing Assistance	1,000		
Firm, Fixed Fee Total	\$23,500		

If the County asks us to perform work that is clearly beyond the scope of this proposal, it will be billed at a rate of \$150 per hour. No such work will be performed without your written authorization. Please note, as previously stated, that we have neither billed nor requested additional funds beyond our originally quoted fee even when we have been entitled to it.

#### Warranty

Colin Baenziger & Associates offers one of the best warranties in the industry. We can offer it because we have confidence in our work. Provided the County instructs us with conducting a full search (Phases I-V) and assuming it selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate for any other position as long as the individual is employed by the County.
- 2) If the selected individual leaves for any reason other than an Act of God (such as total incapacitation or death) within the first year, CB&A will not charge a fee but will repeat the search for the reimbursement of our expenses only.
- 3) If you are not satisfied with the candidates we present, CB&A will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.

# V. References

We have provided more than the requested three references in order to demonstrate the breadth of our practice, and to provide you with the information you may need to evaluate our firm for recruitments beyond the County Manager.

City Manager, Cape Coral, FL (population 154,300)

Contact: Council Member John Carioscia at (239) 560-7822 or jcarioscia@capecoral.net

Cape Coral is located near Florida's west coast near Fort Myers and approximately 130 miles south of Tampa. CB&A began its work on December 15, 2011 to find Cape Coral's next **City Manager**. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews took place on March 22<sup>nd</sup> and 23<sup>rd</sup> and *John Szerlag, then City Manager of Troy, MI*, was selected on March 26<sup>th</sup>. Colin Baenziger served as the project manager for this search. Mr. Szerlag remains with the City.



County Manager Recruitment, Clay County, FL (population 191,400)
Contact: Former Commission Chair Travis Cummings at
(904) 376-5189

Clay County is located just southwest of Jacksonville on the St. Johns River. CB&A began work on October 19, 2010 to assist the County in finding its next **County Manager**. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews took place on January 7, 2011. On January 11<sup>th</sup>, *Stephanie Kopelousos, then Secretary of Transportation for the State of Florida*, was selected.



City Manager, Miramar, FL (population 122,000)

Contact: Commissioner Yvette Colbourne at (954) 560-5161, or <a href="mailto:ycolbourne@ci.miramar.fl.us">ycolbourne@ci.miramar.fl.us</a>

CB&A began the search for Miramar's next City Manager on May 13, 2013. We conducted a nationwide search with an emphasis on Southeast Florida. Our work included extensive screening and background checks as well as coordinating the interview process and negotiating the compensation package with the selected candidate. The City selected *Ms. Kathleen Woods-Richardson, formerly Director of Public Works and Waste Management for Miami-Dade County,* on August 21, 2013. She began working for the City on September 9, 2013. Ms. Woods-Richardson remains with the City.



City Attorney, Daytona Beach, FL

Contact: City Manager Jim Chisholm at (386) 671-8010, or

CityManager@codb.us

Daytona Beach is located in north Florida along the Atlantic Ocean. CB&A began work on January 12, 2016, to assist the City in finding its next **City Attorney**. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews took place on April 16th (about a month later than anticipated due scheduling conflicts among the Commission Members) and a selection was made the same day. *Robert Jagger, then Deputy City Attorney for Daytona Beach* was selected.



County Administrator, Flagler County, FL (population 83,000)

**Contact:** Former Commissioner George Hanns at (386) 931-0872, or Human Resources Director Joseph Mayer at (386) 313-4007, or

jmayer@flaglercounty.org

CB&A was hired in late July 2007 to find the County's next **County Administrator.** Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the county to interview. The contract was a firm fixed fee, which included our fee and all our expenses. It also included a two-year guarantee should the selected candidate leave for any reason. The only item the County paid for was to bring the candidates and their spouses to the county for the interviews. We were the prime and only contractor and did not use subcontractors. The County selected *Craig Coffey, formerly County Administrator of Desoto County*, on November 5, 2007. Mr. Coffey remains with the County.



County Attorney, Fulton County, GA (population 992,000)

Contact: Former County Clerk Mark Massey at (470)-809-7712, or <a href="mark.massey@cityofsouthfultonga.gov">mark.massey@cityofsouthfultonga.gov</a>
Former Fulton County Clerk to the Commission

Fulton County is home to Atlanta and the capital of the State of Georgia. CB&A began work in late July 2015 to assist the County in finding its next **County Attorney**. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews took place in December and *Ms. Patrise Hooker-Perkins*, Immediate Past President of the State Bar of Georgia was approved as Fulton County's next County Attorney on January 6, 2016.



County Administrator, Hernando County, FL (population 172,800)
Contact: Commissioner Wayne Dukes at (352) 754-4000 or
WDukes@hernandocounty.us

Hernando County selected CB&A to conduct its **County Administrator** search in December 2011 and we began work in mid-January of 2012. The County is located a little north of Tampa on Florida's Gulf Coast. We were asked to search the nation for the most qualified candidates. Interviews were conducted on April 5<sup>th</sup> and 6<sup>th</sup>. The County selected *Mr. Leonard Sossamon, formerly County Administrator of Newberry County, SC, and City Manager of Concord, NC, on April 9<sup>th</sup>.* 



Community Development Director, City of Miami, FL (population 362,000).

**Contact:** Former Employee Relations Director Rosalie Mark, 954-328-3634, or <u>markgroup1@earthlink.net</u>

Colin Baenziger & Associates was hired in August 2007 to conduct a search for the City's next Community Development Director. A particular request was to find someone with very strong ethics. The prior director left after some perception problems in that area. Our effort involved searching the country to locate the best people for the job, interviewing them, conducting thorough background checks, and recommending finalists for the city to interview. It also included a two-year guarantee should the selected candidate leave for any reason. Interviews were delayed while key City staff were involved in the negotiations for a new stadium for the Florida Marlins that is now underway. Ultimately, *George Mensah*, an internal candidate, was selected.



City Manager, Miami Gardens, FL (population 103,000)

**Contact:** Former Mayor Shirley Gibson at (305) 652-9524.

In May 2003, the City of Miami Gardens incorporated and, with a population of approximately 103,000, became the largest predominantly Afro-American city in Florida. In mid-September, it retained Colin Baenziger & Associates to find its **City Manager.** Using the process outlined in this proposal and working with a Citizen's Advisory Committee composed of residents, CB&A completed the process on schedule and selected *Dr. Danny Crew, previously of Gastonia, NC*, as its first manager in early December 2004. Dr. Crew was with the City until 2013 and is still highly regarded by its elected officials. Further, Miami Gardens was featured nationally in 2009 on NBC Nightly News as "The City that Works." See:

http://www.msnbc.msn.com/id/3032619/#31193895.

County Manager, St. Johns County, FL (population 162,000)

Contact: County Attorney Patrick McCormick at (904) 209-0805, or pmccormack@co.st-johns.fl.us

Colin Baenziger & Associates was selected on December 28, 2006, to conduct the **County Administrator** search. At the request of the county, we lengthened our normal 90-day process and interviews were held on May 17<sup>th</sup> and 18<sup>th</sup> with a final selection scheduled for May 22, 2007. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting through background checks, and recommending finalists for the city to interview. Mr. Michael Wanchick, Assistant City Manager for Richardson, TX, was selected. We subsequently found a Director of Health and Human Services as well as a Director of Library Services for the County.



Economic Development Director, St. Johns County, FL (population 162,000)

County Attorney Patrick McCormick at **Contact**:

(904) 209-0805, or pmccormack@co.st-johns.fl.us

Colin Baenziger & Associates was selected in January, 2011, to conduct the search for the County's Director of Economic **Development**. Interviews were held on April 14<sup>th</sup> and a final selection made shortly thereafter. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting through background checks, and recommending finalists for the city to interview. Ms. Melissa Glasgow, formerly the Economic Development Director for Flower Mound, TX was selected. We had previously found the County Manager, the Director of Health and Human Services, and the Director of Library Services.



County Manager, St. Lucie County, FL (population 283,900)

Commission Chair Frannie Hutchinson at 772-462-1100 or **Contact:** hutchinsonf@stlucieco.org

St. Lucie County is located on Florida's Atlantic Coast and approximately 130 miles north of Miami. CB&A was selected in January 2014 to help find the County's next County Administrator. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews took place on April 18th and Howard Tipton, former Deputy County Administrator for Orange County, FL, was selected. on April 22<sup>nd</sup>. Mr. Tipton remains with the City.



# **Candidate References**

While it is important to deliver what the City or County expects, it is also important to keep candidates informed and to treat them with respect and dignity. Accordingly, we have provided references from three of those candidates.

Placement	Formerly	Recruited To Be	Contact at
Dale Martin	City Manager Winchester, CT	City Manager Appointed September 2015	(904) 557-5047 dmartin@fbfl.org
Eden Freeman	Assistant City Manager Sandy Springs, GA	City Manager Winchester, VA Appointed June, 2014	(540) 667-1815 citymanager@ winchesterva.gov
Bryan Hill	Deputy County Administrator Beaufort County, SC	County Administrator James City County, VA Appointed July 2014 Hired as the County Executive for Fairfax County, VA in January 2018	(843) 368-7458

### Financial Capacity of the Firm

Colin Baenziger & Associates is a sole proprietorship which means that we do not have traditional financial statements associated with corporations.

We have, however, been in business since 1997 (except for a brief hiatus from 1999-2002 when the owner, Mr. Baenziger, worked under the umbrella of a regional accounting firm doing the same sorts of assignments he has worked on before and since working for that firm).

Aside from our reputation as a nationally recognized municipal recruiting firm, our assets are minimal. Mr. Baenziger and his staff work out of their homes. We use our own computers, printers, phones, etc. for the business. Further, we don't have any liabilities. Bills are paid when they are due and the firm has no debt. It is actually quite a nice way to do business. Aside from personnel and background checks, the firm has very few overhead costs.

The only thing we can provide is the Schedule C from Mr. Baenziger's 2016 federal income tax return which shows a fairly substantial income. The other thing we offer is the list of clients included in this proposal. As you can see, our clients go back to the late 1990s. Finally, to be in business since the late 1990s is a relatively rare thing. Only between 20 and 30% of businesses last as long as we have.

We will forward a copy of the Schedule C if requested.

### More CB&A Clients...



Martin County, FL

County Administrator Deputy County Engineer Human Resources Administrator

Okaloosa County, FL

City Administrator





Pinellas County, FL

Executive Director for Environment and Infrastructure

St. Lucie County, FL

County Administrator Growth Management Director Environment Resources Director

5.0	PRO	OPOSA	L FOR	RM .			August 23	. 2018
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to accept all or any part of any proposal as they may deem to be in the best interest of the County.

18-SQ-138JJ Executive Search Consultant

I hereby certify that I have read and understand the requirements of this Request for Statements of Qualifications No. 18-SQ-138JJ, Executive Search Consultant, and that I, as the Respondent, will comply with all requirements, and that I am duly authorized to execute this proposal/offer document and any Contract(s) and/or other transactions required by award of this RSQ.

Further, as attested to by below signature, I will provide the required insurance, per Section 3.22, Insurance Requirements above, upon notification of recommendation of award.

The Respondent acknowledges that information provided in this proposal is true and correct: Colin Baenziger Printed Name August 23, 2018 Principal / Project Manager Colin Baenziger & Associates Company Name 2055 South Atlantic Avenue, Suite 504, Daytona Beach Shores, FL 32118 Full Address (888) 635-2430 (561) 707-3537 Colin@cb-asso.com Telephone E-mail Address 20-8185763 019099790 Dunn & Bradstreet # Federal I.D. #

### 2018/2019

Volusia County Business Tax Receipt

Issued pursuant to F.S. 205 and Volusia County Code of Ordinances Chapter 114-1 by: Volusia County Revenue Division - 123 W Indiana Ave, Room 103, DeLand, FL 32720 - (386) 736-5938



Account # 201404230010 Expires: September 30, 2019 Business Location: 2055 S ATLANTIC AV STE 504

Business Name: COLIN BAENZIGER & ASSOCIATES

Owner Name: COLIN BAENZIGER

Mailing Address: 2055 S ATLANTIC AV STE 504

DAYTONA BEACH SHORES, FL 32118

BUSINESS TYPE CODE COUNT TAX
Business Service 471 1 \$22.00

- This receipt indicates payment of a tax, which is levied for the privilege of doing the type(s) of business listed above within Volusia County. This receipt is non-regulatory in nature and is not meant to be a certification of the holder's ability to perform the service for which he is registered. This receipt also does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.
- The business must meet all County and/or Municipality planning and zoning requirements or this Business
   Tax Receipt may be revoked and all taxes paid would be forfeited.
- The information contained on this Business Tax Receipt must be kept up to date. Contact the Volusia County Revenue Division for instructions on making changes to your account.

THIS PORTION OF THE BUSINESS TAX RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

Volusia County Business Tax Receipt

Revenue Division - 123 W Indiana Ave, Room 103, DeLand, FL 32720 - (386) 736-5938

DATE PAID: 07/04/2018
RECEIPT #: WWW-17-00028507
TOTAL TAX: 22.00
PENALTY: 0.00
TOTAL PAID: 22.00



**Business Name: COLIN BAENZIGER & ASSOCIATES** 

Owner Name: COLIN BAENZIGER

Mailing Address:2055 S ATLANTIC AV STE 504

DAYTONA BEACH SHORES, FL 32118

Account # 201404230010 Expires: September 30, 2019 Business Location: 2055 S ATLANTIC AV STE 504

PLEASE DETACH THIS PORTION OF THE BUSINESS TAX RECEIPT FOR YOUR RECORDS



### CITY OF DAYTONA BEACH SHORES

2990 S. Atlantic Avenue Daytona Beach Shores, FL 32118

#### **BUSINESS TAX RECEIPT**

Business Mailing Address:

Business Location Address:

COLIN BAENZIGER & ASSOCIATES 2055 S ATLANTIC AVENUE UNIT 504 DAYTONA BEACH SHORES, FL 32118

COLIN BAENZIGER & ASSOCIATES 2055 S ATLANTIC AVENUE UNIT 504 DAYTONA BEACH SHORES, FL 32118

RECEIPT NO: 1720

HOME BUSINESS TAX RECEIPT CONSULTANT THIS IS NOT A LICENSE Fiscal Year:

YEAR: 2019

10/01/2018 - 09/30/2019

BL086 HOME BUSINESS TAX RECEIPT

Issuance of a Business Tax Receipt does not permit the Business to violate any zoning or other Ordinances of the City, nor does it exempt the Business from any other License or Permit that may be necessary. Any change in location, Business Name, or Ownership must be reported to the City of Daytona Beach Shores.

THIS TAX RECEIPT MUST BE POSTED CONSPICUOUSLY IN PLACE OF BUSINESS

ACORD 25 (2016/03)

### Insurance

Below is a copy of our insurance. As you can see, it expires in November. We have already begun the renewal process. We do not anticipate any issues since we have used the same insurance agency since approximately late 2002 and never had a claim.

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The ACORD name and logo are registered marks of A

#### 9.0 HOLD HARMLESS AGREEMENT

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all li	aws of	the state	of Florida,	including	but not	limited	to those	regar	ding th	e worker	5
com	peusati	on law									

I hereby affirm that I or [the above-named business] employs fewer than four employees, all of whom are listed below, including myself, and therefore, the business is exempt from the statutory requirement for workers' compensation insurance for its employees. I certify that I will provide the County of Volusia with the name of each new employee together with all required waivers and releases for each prior to any employee being allowed to work to provide services under the contract set forth below. If any such employee is allowed to work without a signed waiver and release, such action will be a material breach of this Agreement. All signed waivers and releases shall be furnished before the commencement of any work by an employee or the undersigned to the County Project Manager or designated county representative.

On August 23 , 20 18, the County of Volusia and For [the above-named business] entered into a contract for 18-SQ-138JJ Executive Search Consultant(please insert name of contract), (hereinafter "Agreement") which is incorporated by reference herein.

On behalf of myself, my business, and the employees listed below. I and they hereby agree to waive and release any and all workers' compensation claims or liens under Chapter 440, Florida Statutes, against the County of Volusia and its agents, officials and employees, arising from any work or services provided under the Agreement whether or not it shall be alleged or determined that the act was caused by intention, or through negligence or omission of the County of Volusia or its agents, officials and employees or subcontractors.

In the event that a workers' compensation claim or lien is made against the County of Volusia and/or its agents, officials or employees by myself or my employees or agents as a result of any work or services performed under the Agreement, I agree to indemnify, keep and hold harmless the County of Volusia, Florida, its agents, officials and employees, against all injuries, deaths, losses, damages, claims, liabilities, judgments, costs and expenses, direct, indirect or consequential (including, but not limited to, fees and charges of attorneys and other professionals) arising out of the Agreement with the County of Volusia, whether or not it shall be alleged or determined that the act was caused by intention or through negligence or omission of the County of Volusia or its employees, agents, or subcontractors. I or the above-named business shall pay all charges of attorneys and all costs and other expenses incurred in connection with the indemnity provided herein, and if any judgment shall be rendered against the County of Volusia in any action indemnified hereby, I or the above-named business shall, at my or its own expense, satisfy and discharge the same. The foregoing is not intended nor should it be construed as, a waiver of sovereign immunity of the COUNTY OF VOLUSIA under Section 768.28, Florida Statutes.

18-8Q-138II Executive Search Consultant

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(print name)  (print name)  (print name)  (print name)  (print name)  (signature)
who is/are personally known  Baenziger Fla driver workeas identification.
ROEN QUENTAL NOTARY PUBLIC - STATE OF
Type or print name:  Robin Dew ham  Commission No.: GG 233082

18-SQ-138JJ Executive Search Consultant

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10.0	CONFLICT OF INTEREST F	FORM								
HER	EBY CERTIFY that									
Ĺ	L (printed name) Colin Baenzige	er , am the								
**	(title) Owner and the duly authorized representati									
	the firm of (Firm Name) Colin									
	2055 South Atlantic Avenue	s, Suite 504, Daytona Beach Shores , and that I possess the								
	legal authority to make this affiday	it on behalf of myself and the firm for which I am acting; and,								
		Except as listed below, no employee, officer, or agent								
		of the firm have any conflicts of interest, real or apparent, due								
		to ownership, other clients, contracts, or interests associated								
		with this project; and,								
EXC	without collusion or fraud.  EPTIONS to items above (List):	tting a Bid for the same services, and is in all respects fair and  None								
	7									
Si	ignature: USC	ekzis								
P	rinted Name: Colin Baenziger	0 0								
F	irm Name: Colin Baenziger & A	Associates								
D	ate: August 23, 2018									
-										
STAT	E OF Florida									
cour	VTY OF Volusia									
	Sworn to and subscribed befor	e me this 23rd day of August 20 18 hy								
Co	lin Baenziger	, who is/are personally known to me or								
	nas/have produced Flow driv									
		7.0								
		Chlendleshan								
	Robin Dumani	NOTARY PUBLIC - STATE OF + OF ILL								
	NOTARY PUBLIC	Type or print name:								
	STATE OF FLORIDA	Robin Durnam								
	Wee 1919 Expires 7/2/2022	Commission No.: GG 2 3308 2								
(Seal)		Commission Expires: 7/2/30+4								
10.00	13PH Economics County Consultars	Down 15 of 17								

Form W-9 (Rev. November 2017) Deportment of the Treasury

### Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

Depart	November 2017) ment of the Treasury			er and Certi							to th					
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	Colin Baenziger & Associates															
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	Daytona Beach Sho	res FI 32118														
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## COUNTY OF VOLUSIA PURCHASING & CONTRACTS DIVISION

123 West Indiana Avenue, Room 302 DeLand, Florida 32720-4608 (386) 736-5935 ◆ Fax: (386) 736-5972 www.volusia.org

August 22, 2018

### ADDENDUM NO. I RSQ 18-SQ-138JJ Executive Search Firm

The purpose of this addendum is to provide the following clarifications, changes, modifications and/or additions to the solicitation documents. This addendum is an integral part of the Solicitation/Contract Documents.

The following questions have been received:

- Q1: Is the RSQ issued for an executive search for the recently retired County Manager or for any positions the County might want to conduct a search for during the contract term.
- A1: The immediate need is to hire a new County Manager, but the County would like to engage in a firm to be able to assist in the future hiring of managers as needed.
- Q2: Figure 1 of Exhibit A requests Thirty (30) days written notice of cancellation is required to the Certificate Holder. Our Certificate of Liability Insurance says that notices of cancellation will be delivered in accordance with the policy provisions. Our policies provisions are that as the first named insured we would be notified. We have previously provided a written commitment as the first named insured to give notice of cancellation to a client requested such notice. Is that acceptable to the County?
  - A2: Per the Risk Manager for Volusia County, firms can add a Manuscript Endorsement to the Policy for Volusia County only, which would add the County of Volusia to the notice of cancellation of the policy.
  - Q3: What are the previous successful bids for the last contract?
  - A3: The County has not had a contract for this service in the past.
  - O4: What was the spend in the last 3 years of these services?
  - A4: There is no spend history, this is a new contract.
  - Q5: What types of positions are likely to be considered as part of the bid?
  - A4: This is unknown at this time.

### All other terms and conditions remain unchanged.

#### END OF ADDENDUM NO. 1

If there are any questions, please contact, Jeaniene Jennings CPPO, CPPB, Director of Purchasing and Contracts via E-mail: jjennings@volusia.org

Jeaniene Jennings, CPPO, CPPB Purchasing and Contracts Division

### Please sign and return Addendum 1 with RSQ 18-SQ-138JJ

Vendor: Colin Baenziger & Associates

Signed by (Name/Position): Lamper Principal

Phone No.: 561-707-3537 Date: August 27, 2018

FAILURE TO RETURN THIS FORM WITH THE SUBMITTAL MAY CAUSE THE PROPOSAL TO BE RENDERED NON-RESPONSIVE

Our insurance agency, Fulton Agency, can supply a 30 day notice for cancellation to the certificate holder if needed.

#### 11.0 DRUG-FREE WORK PLACE

The undersigned firm in accordance with Florida statute 287.087 hereby certifies that

Colin Baenziger & Associates does:
(Name of Firm)

- Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- Inform employees about the dangers of drug abuse in the workplace, the business's policy
  of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and
  employee assistance programs, and the penalties that may be imposed upon employees for
  drug abuse violations.
- Give each employee engaged in providing the commodities or contractual services that are proposed a copy of the statement specified in subsection (1).
- 4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will propose by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contender to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Colin Baenziger, Principal A	ugust 23, 2018
Name and Title	Date
Signature Sanger	
Colin Baenziger & Associates	
Firm	
2055 South Atlantic Avenue, Suite 504, Daytona Beach Shores, FL 32118	
Street address	City, State, Zip

18-SQ-138JJ Executive Search Consultant

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#### 12.0 CERTIFICATION REGARDING DEBARMENT

Certification Regarding Debarment, Suspension, And Other Responsibility Matters Primary Covered Transactions

- The prospective primary participant (contractor) certifies to the best of its knowledge and belief, that it and its principals (subcontractors and suppliers):
  - Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - b. Have not within a three (3) year period preceding this bid proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.
  - Are not presently indicted for or otherwise criminally or civilly charged by a
    government entity (Federal, State, or local) with commission of any of the offenses
    enumerated in paragraph (1) (b) of this certification; and
  - d. Have not within a three-year period preceding this bid proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.
- Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this bid proposal

Colin Baenziger, Principal	August 23, 2018
Name and Title	Date
Oli Barrier	
Signature	
Colin Baenziger & Associates	
Firm	
2055 South Atlantic Avenue, Suite 504, Dayto	ona Beach Shores, FL 32118
Street address	City, State, Zip

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### What Sets Us Apart

While all the recruiting firms follow fairly similar recruiting processes, there are some important nuances you should be aware of when comparing prices.

- Over the last 20 years, we have refined our approach so it is problem free.
- Potential candidates tell us we are the best in the industry at describing the opportunity and what characteristics the City / County is actually looking for in their next manager.
- We actually recruit the best candidates while some firms rely solely on advertising.
- Our background checks are the most thorough in the industry and are completed prior to presenting any candidates for the City's / County's consideration. That is important because you are guaranteed that you are interviewing only high performers with clean backgrounds and you will be able to immediately make an offer to the selected candidate. See Appendix F for a testimonial.
- Our candidate pools are diverse. Typically, 40% of our finalists are female and/or minorities.
- We are always on time we have never missed a major project milestone.
- We are always on budget we have never asked a client for more than we initially bid.
- We are extremely customer and candidate focused. We will communicate regularly and you will have Colin Baenziger's cell phone number. He is always available as is his assistant. Further our candidates tell us we are the best in the industry when it comes to keeping them informed.
- We work extremely well with the Press, if you would like us to be your representative to them. We are quite content not to do so but it is a skill we have.
- The quality of our effort is unmatched!

The preceding is what separates us from our competitors and it is what has led to our success in finding and producing the best candidates for your position!





# PROPOSAL TO PROVIDE EXECUTIVE SEARCH CONSULTING SERVICES FOR VOLUSIA COUNTY, FL

RSQ # 18-SQ-138JJ "Executive Search Consultant"

Volume II: Appendices

### Colin Baenziger & Associates

### **Project Manager and Contact Person:**

Colin Baenziger (561) 707-3537 Colin Baenziger & Associates 2055 South Atlantic Avenue • Suite 504 Daytona Beach Shores, FL 32118

e-mail: *Colin@cb-asso.com* Fax: (888) 635-2430

...Serving Our Clients with a Personal Touch...

# PROPOSAL TO BE THE COUNTY'S EXECUTIVE RECRUITING FIRM

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# **Appendix A**

Searches by Colin Baenziger & Associate' Staff

#### **Current Searches**

City Manager, Aventura, FL (population 37,724)

City Administrator, Dickinson, ND (population 22,300)

City Manager, Jacksonville Beach, FL (population 23,387)

City Manager, Naples, FL (population 21,800)

City Manager, Sunnyside, FL (population 16,411)

Economic Development Director, Roanoke, VA (population 98,465)

General Manager, Island Water Association, Sanibel, FL

Parks and Recreation Director, Deerfield Beach, FL (population 78,000)

Solid Waste Director, Camden County, GA (population 53,044)

### **Completed Searches in 2018**

City Manager, Groveland, FL (population 12,493)

City Administrator, Lake Forest Park, WA (population 13,059)

Town Manager, North Topsail Beach, NC (population 734)

City Manager, Sebastian, FL (population 24,772)

Township Manager, Spring Garden Township, PA (population 12,963)

Chief Labor Negotiator, Orlando, FL (population 270,934)

City Attorney, Fort Lauderdale, FL (population 178,752)

Clerk to the County Commission, Fulton County, GA (population 1.02 million)

Finance Director, Groveland, FL (population 12,493)

Fire Chief, St. Lucie County Fire District, FL (population 298,600)

Parks and Recreation Director, Cape Coral, FL (population 179,804)

Executive Director, South Correctional Entity (SCORE), Des Moines, WA (population served 406,000)

### **Completed Searches Prior to 2018**

### City/Town/Village Manager/Administrator

City Manager, Albany, GA (population 75,600) in 2011

City Manager, Ankeny, IA (population 45,600) in 2013

City Manager, Ashland, KY (population 21,000) in 2013

City Manager, Auburn, AL (population 58,582) in 2017

City Manager, Aventura, FL (population 37,724) in 2017

Village Manager, Bal Harbour, FL (population 3,300) in 2013

City Manager, Bartow, FL (population 16,000) in 2007 in 2017

Town Manager, Bay Harbor Islands, FL (population 5,200) in 2003 and 2007

City Manager, Bellevue, WA (population 122,400) in 2014

Town Manager, Buckeye, AZ (population 32,000) in 2006

City Manager, Burien, WA (population 55,188) in 2017

City Manager, Cape Canaveral, FL (population 10,200) in 2010

City Manager, Cape Coral, FL (population 154,300) in 2012

City Manager, Carnation, WA (population 1,873) in 2017

City Manager, Casselberry, FL (population 25,000), in 2005

City Manager, Chamblee, GA (population 17,000) in 2011

City Manager, Cocoa Beach, FL (population 11,200) in 2012, 2015 and 2016

City Administrator, Connell, WA (population 4,200) in 2014

City Manager, Cooper City, FL (population 32,000) in 2008

City Manager, Coral Gables, FL (population 43,000) in 2009

City Manager, Cottonwood Heights, UT (population 34,000) in 2004

City Manager, Covington, VA (population 5,802) in 2016

Town Manager, Cutler Bay, FL (population 35,000) in 2006

City Manager, Dania Beach, FL (population 28,000) in 2009

City Manager, Danville, VA (population 43,000) in 2016

City Manager, Delray Beach, FL (population 64,100) in 2014

City Manager, Deltona, FL (population 83,000) in 2006 and 2008

City Manager, Destin, FL (population 12,000) in 2003 and 2011

City Manager, Doral, FL (population 24,000), in 2004

City Manager, Doraville, GA (population 10,896) in 2013 and 2017

Town Manager, Dundee, FL (population 3,000) in 2006 and 2009

City Manager, Ellensburg, WA (population 18,350) in 2014

City Manager, Elmira, NY (population 29,200) in 2014

Village Manager, Estero, FL (population 26,600) in 2015

City Manager, Fairborn, OH (population 33,200) in 2017

City Manager, Fayetteville, NC (population 208,000) in 2012

City Manager, Fernandina Beach, FL (population 11,000) in 2006 and 2015

City Manager, Fife, WA (population 8,700) in 2010 in 2017

City Manager, Fort Myers, FL (population 68,190) in 2016

### City/Town/Village Manager/Administrator (continued)

Town Manager, Fort Myers Beach, FL (population 6,900) in 2006 and 2008

City Manager, Fort Pierce, FL (population 41,900) in 2012

City Manager, Fort Smith, AR (population 87,650) in 2016

City Manager, Fruitland Park, FL (population 4,100) in 2013

Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999 and 2005

City Manager, Gainesville, FL (population 117,000) in 2016

City Manager, Greensboro, NC (population 259,000) in 2009

City Manager, Hallandale Beach, FL (population 39,000) in 2010 and 2012

City Manager, Holly Hill, FL (population 13,000) in 2008 (partial search)

City Manager, Homestead, FL (population 62,000) in 2010

City Manager, Indianola, IA (population 15,108) in 2015

Town Manager, Juno Beach, FL (population 3,600) in 2005

Village Manager, Key Biscayne, FL (population 11,000) in 2007 and 2011

City Manager, Key West, FL (population 24,600) in 2012

Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003

Town Manager, Lantana, FL (population 9,600) in 2000

City Manager, Lake Worth, FL (population 37,000) in 2003 and 2007

City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002

City Manager, Leesburg, FL (population 20,390) in 2013

City Manager, Madeira Beach, FL (population 12,300) in 2011

Town Manager, Mangonia Park, FL (population 1,400) in 2001

City Manager, Marathon, FL (population 11,500 in 2002 and 2004

City Manager, Marco Island, FL (population 15,000) in 2014

City Manager, Medina, WA (population 3,000) in 2013

City Manager, Melbourne, FL (population 72,500) in 2012

City Manager, Miami Gardens, FL (population 101,000) in 2004

City Manager, Mill Creek, WA (18,828) in 2015

City Manager, Miramar, FL (population 122,000) in 2013

City Manager, Monroe, NC (population 33,500) in 2013

City Manager, Mount Dora, FL (population 12,000) in 2005

City Manager, Mount Pleasant, MI (population 26,000) in 2014

City Manager, Mountlake Terrace, WA (population 20,700) in 2014 and 2016

City Manager, New Smyrna Beach, FL (population 23,000) in 2009

City Manager, Normandy Park, WA (population 6,335) in 2013 and 2015

City Manager, North Miami, FL (population 62,000) in 2010 and 2014

Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005, 2007 and 2012

City Manager, North Port, FL (population 55,800) in 2011

City Manager, Norwich, CT (population 40,500) in 2016

City Manager, Oakland Park, FL (population 42,800) in 2014

City Manager, Ocala, FL (population 52,000) in 2008 and 2015

City Manager, Orange City, FL (population 10,000) in 2010 and 2016

City Manager, Orange Park, FL (population 9,100) in 2010

City Manager, Oviedo, FL (population 33,000) in 2008

### <u>City/Town/Village Manager/Administrator (continued)</u>

City Manager, Palm Bay, FL (current population 101,000) in 2002 and 2015

City Manager, Palm Coast, FL (population 71,000) in 2006

Village Manager, Palmetto Bay, FL (population 24,000) in 2003

City Manager, Panama City Beach, FL (population 12,018) in 2012

City Manager, Parkland, FL (population 30,177) in 2017

City Manager, Petersburg, VA (population 32,701) in 2017

Village Manager, Pinecrest, FL (population 19,300) in 2011

City Manager, Pompano Beach, FL (population 101,000) in 2007

City Manager, Port St. Lucie, FL (population 174,100) in 2016

City Manager, Portland, ME (population 65,000) in 2011

City Manager, Prosser, WA (population 5,802) in 2016

City Manager, Riviera Beach, FL (population 37,000) in 2009

City Manager, Roanoke, VA (population 98,465) in 2009 and 2017

City Manager, Sarasota, FL (population 55,000) in 2012

City Manager, Satellite Beach, FL (population 10,100) in 2013

City Manager, Savannah, GA (population 142,800) in 2016

City Manager, Scottsdale, AZ (population 217,400) in 2013

City Manager, Seminole, FL (population 17,800) in 2015

City Manager, Sequim, WA (population 6,700) in 2015

Town Manager, Sewall's Point, FL (population 2,000) in 2006

Township Manager, Springettsbury Township, PA (population 26,700) in 2014 and 2016

City Manager, St. Pete Beach, FL (population 10,000) in 2014

City Manager, Stuart, FL (population 17,000) in 2006 and 2017

City Manager, Sunny Isles Beach, FL (population 17,000) in 2006 and 2011

City Manager, Sunrise, FL (population 84,400) in 2012

City Manager, Sunnyside, WA (population 15,860) in 2013

Town Manager, Surfside, FL (population 6,000) in 2014

City Manager, Tacoma, WA (population 200,000) in 2011 and 2017

City Administrator, Tavares, FL (population 11,000) in 2006

City Manager, Titusville, FL (population 43,940) in 2014

City Manager, Treasure Island, FL (population 6,937) in 2017

City Manager, West Melbourne, FL (population 15,000) in 2009

City Manager, West Park, FL (population 12,000) in 2005 and 2010

City Manager, Winchester, VA (population 26,000) in 2014

City Manager, Winter Haven, FL (population 37,900) in 2017

City Manager, Yakima, WA (population 91,000) in 2011 and 2012

### **County Administrator / Manager - Completed Searches**

County Manager, Alachua County, FL (population 251,400) in 2014

County Manager, Baker County, FL (population 27,000) in 2006

County Administrator, Bay County, FL (population 158,000) in 2005

County Manager, Brevard County, FL (population 536,000) in 2009

### **County Administrator / Manager - Completed Searches (continued)**

County Administrator, Broward County, FL (population 1,800,000) in 2006

County Administrator, Clackamas County, OR (population 383,900) in 2013

County Administrator, Clay County, FL (population 160,000) in 2005 and 2011

Chief Administrator, El Paso County, TX (population 827,700) in 2014 and 2016

County Administrator, Emmet County, MI (population 32,900) in 2014

County Manager, Flagler County, FL (population (83,000) in 2007

County Manager, Fulton County, GA, (partial search) in 2015 (population 894,300) in 2015

County Administrator, Hernando County, FL (population 172,800) in 2012

County Administrator, Highlands County, FL (population 98,000) in 2008

County Administrator, James City County, VA (population 69,000) in 2014

County Administrator, Martin County, FL (population 140,000) in 2005

Borough Manager, Matanuska-Susitna Borough, AK (population 85,000) in 2011

County Administrator, Monroe County, FL (population 80,000) in 2004

County Administrator, Nassau County, FL (population 60,000) in 2004

County Administrator, Okaloosa County, FL (population 183,500) in 2013

County Administrator, Okeechobee County, FL (population 39,000) in 2008

County Manager, Osceola County, FL (population 235,000) in 2003 and 2007

County Administrator, Polk County, IA (population 400,000) in 2007 and 2011

County Manager, Seminole County, FL (population 410,000) in 2006

County Administrator, St. Johns County, FL (population 162,000) in 2007

County Administrator, St. Lucie County, FL (population 284,000) in 2014

County Manager, Union County, NC (population 198,600) in 2010

County Administrator, York County, VA (population 66,269) in 2015

### **Completed Searches – Other Municipal CEO's**

Executive Director, Bartow Municipal Airport Development Authority, Bartow, FL in 2017 Chief Executive Officer, Chatham Area Transit, Savannah, GA (population served 286,900) in 2016

Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population 15,000) in 2011

General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016 Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003

### <u>Completed Searches – Assistant/Deputy Managers</u>

Assistant City Manager / Operations, Corpus Christi, TX (population 308,000) in 2013

Assistant City Manager / Utilities, Corpus Christi, TX (population 308,000) in 2014

Deputy City Manager, Danville, VA (43,000) in 2016

Deputy City Administrator, Dickinson, ND (population 22,300) in 2016

Deputy City Manager for Community Building, Durham, NC (population 220,000) in 2009

### <u>Completed Searches – Assistant/Deputy Managers (continued)</u>

Assistant Town Manager, Jupiter Island, FL (population 654) in 2010

Assistant Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1998

Assistant City Manager, Lake Worth, FL (population 37,000) in 2004

Assistant County Administrator, Martin County, FL (population 140,000) in 2006

Deputy City Manager, Sammamish, WA (60,000) in 2016

Assistant City Manager, Tamarac, FL (population 55,500) in 2001

Assistant City Manager, West Palm Beach, FL (population 101,000) in 2004 and 2013

#### **Completed Searches – City or County Attorneys**

County Attorney, Clay County, FL (population 196,400) in 2016

City Attorney, Daytona Beach, FL (62,300) in 2016

City Attorney, Fort Pierce, FL (population 41,590) in 2016

County Attorney, Fulton County, GA (population 996,319) in 2015

City Attorney, Port St. Lucie, FL (population 174,100) in 2016

County Attorney, Prince William County, VA (population 438,580) in 2015

City Attorney, Roanoke, VA (population 96,000) in 2012

Fire District Attorney, St. Lucie County Fire District, FL (population 298,600) in 2017

City Attorney, West Melbourne, FL (population 15,000) in 2008

### Completed Searches - Community Development/Growth Management/Planning

Growth Management Director, Collier County, FL (population 357,305) in 2015 and 2017

Community Development Director, Danville, VA (population 43,000) in 2016

Director, Building and Development, Loudoun County, VA (population 336,900) in 2014

Community Development Director, Miami, FL (population 408,000) in 2008

Director of Planning, Building and Development, Roanoke, VA (population 96,000) in 2012

General Manager, North Sarasota Redevelopment District, Sarasota. FL (population 53,000) in 2008

Growth Management Director, St. Lucie County, FL (population 261,000) in 2005

Community Development Director, Tamarac, FL (population 55,500) in 2007

Growth Management Manager, Wellington, FL (population 55,000) in 2009

### Completed Searches – Economic Development / Redevelopment

Executive Director, Camden County (GA) Joint Development Authority (pop. 51,400) in 2014

Economic Development Director, Collier County, FL (population 328,000) in 2012

Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009

Economic Development Director, Concord, NH (population 42,444) in 2017

Economic Development Director, Roanoke, VA (population 96,000) in 2012

Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009

Economic Development Director, Loudoun County, VA (population 326,000) in 2010

Economic Development Director, St. Johns County, FL (population 162,000) in 2011

### <u>Completed Searches – Engineers</u>

City Engineer, Gulfport, MS (population 90,000) in 2008

Director/Engineering/Public Works / Utilities, Hallandale Beach, FL (population 39,000) 2013

Deputy County Engineer, Martin County, FL (population 140,000) in 2006

Assistant City Engineer, Melbourne, FL (population 75,000) in 2008

City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006

Staff Engineer, Wellington, FL (population 55,000) in 2009

### **Completed Searches – Facilities Management**

Director, Performing Arts & Convention Center, Federal Way, WA (population 92.700) in 2015 Director, Landscaping, Weston, FL (population 65,300) in 2013

#### **Completed Searches – Finance and Budget**

Finance Director, Altus, OK (population 19,800) (background check) in 2012

Finance Director, College Park, MD (population 32,256) in 2016

Procurement Director, Collier County, FL (population 357,305) in 2016

Finance Director, Danville, VA (population 43,000) in 2014

Finance Director, Daytona Beach, FL (population 31,860) in 2012

Finance Director, DeLand, FL (population 28,230) in 2016

Finance Director, Escambia County (FL) Housing Authority (population served: 302,700), 2014

Finance Director, Fort Walton Beach, FL (population 20,000) in 2006

Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012

Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010

Finance Director, Lauderdale Lakes, FL (population 32,000) in 1998

Finance Director, Miami, FL (population 408,000) in 2013

Finance Director, Miramar, FL (population 130,300) in 2016

Treasurer, Miami, FL (population (408,000) in 2013

Finance Director, Oregon City, OR (population 31,860) in 2012

Finance Director, Petersburg, VA (population 32,701) in 2017

Finance Director, Roanoke, VA (population 99,000) in 2014

Director of Finance and Administration, Roanoke Regional Airport, Roanoke, VA, in 2014

Revenue Operations Director, Savannah, GA (population 142,800) in 2017

Budget Director, St. Petersburg, FL (population 248,000) in 2009

Finance Director, St. Petersburg, FL (population 248,000) in 2010

Finance Director, Sunny Isles Beach, FL (population 17,000) in 2010

Finance Director, Surfside, FL (population 5,700) in 2012

Finance Director, Tamarac, FL (population 55,500) in 2005 and 2009

Finance Director, West Palm Beach, FL (population 101,000) in 2007

### <u>Completed Searches – Fire/EMS/Dispatch</u>

Fire Chief, Cape Coral, FL (population 154,300) in 2013 Fire Chief, Lauderdale Lakes, FL (population 32,000) in 1999 Executive Director, South Sound 911 (serves a population of 808,000), Tacoma, WA, in 2013 Fire Chief, West Palm Beach, FL (population 101,000) in 2005

#### **Completed Searches – General Services / Administration**

General Services Director, Loudoun County, VA (population 349,700) in 2015

### <u>Completed Searches – Housing/Building</u>

Building Official, Jupiter Island, FL (population 580) in 2005 and 2010 Building Official, Miami Beach, FL (population 91,000) in 2005 Building Official, Jupiter Island, FL (population 580) in 2005 and 2011 Building Official, Miami Beach, FL (population 91,000) in 2005 Building Official, Sewall's Point, FL (population 2,000) in 2006 Building Official, Tamarac. FL (population 55,000) in 2008

#### **Completed Searches – Human Resources**

Human Resources Director, Boca Raton, FL (population 84,000) in 2006
Human Resources Director, Cape Coral, FL (population 154,300) in 2013
Director, Human Resources, Gainesville, FL (population 125,000) in 2014
Director of Personnel, Fulton County, GA (population 992,000) in 2010
Director, Human Resources, Hillsborough County, FL (population 1,292,000) in 2015
Human Resources Office, Loudoun County, VA (population 326,000) in 2011
Human Resources Administrator, Martin County, FL (population 140,000) in 2007
Personnel Director, North Miami, FL (population 56,000) in 2001
Director, Human Resources, Sunrise, FL (population 88,800) in 2015
Director, Human Resources, Roanoke, VA (population 99,000) in 2014
Personnel Director, Vero Beach, FL (population 17,900) in 2003
Human Resources Director, West Palm Beach, FL (101,900) in 2013 and 2014

### **Completed Searches – Health and Human Services**

Director, Health and Human Services, St. Johns County, FL (population 162,000) in 2010

### <u>Completed Searches – Information Technology</u>

Information Services Director, Cooper City, FL (population 33,382) in 2017
Information Services Director, Lauderdale Lakes, FL (population 32,000) in 1998
Information Services Director, Palm Beach County Tax Collector (population 1,300,000), Palm Beach County, FL in 2012 (partial search)
Chief Information Officer, Weston, FL (population 65,300) in 2015

### **Completed Searches – Parks/Recreation/Libraries**

Parks and Recreation Director, Deerfield Beach, FL (population 78,041) in 2017 Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,292,000) in 2015 Director, Parks and Recreation, Hobbs, NM (population (35,000) in 2014 Libraries and Information Services Director, Newport News, VA (population 183,000) in 2017 District Manager, Holiday Park Recreation District, Palm Bay, FL (population 1,400) in 2007 Library Services Director, St. Johns County, FL (population 162,000) in 2007 Director, Parks and Recreation, West Palm Beach, FL (population 101,000) in 2006

### **Completed Searches – Police**

Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)

Police Chief, Farmington, NM (population 45,900) in 2014

Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)

Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)

Chief of Police, Mooresville, NC (population 35,300) in 2016

Police Chief, Petersburg, VA (population 32,701) in 2017

Director of Administration – Public Safety, Ocean Reef Community Association, Key Largo, FL in 2016

Police Chief, Sewall's Point, FL (population 2,000) in 2007

Police Chief, St. Augustine Beach, FL (population 6,200) in 2012

Police Chief, Sunny Isles Beach, FL (population 17,000) in 2010

Police Chief, Winchester, VA (population 27,216) in 2017

#### **Completed Searches – Public Works**

Public Works Director, Aventura, FL (population 37,200) in 2016

Public Works Director, Chandler, AZ (population 250,000) in 2007

General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016 Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL

(population 200,000) in 2003

Vice President, Public Works & Operations, Ocean Reef Community Association (population 2,000), Key Largo, FL, in 2001

### <u>Completed Searches – Public Works (continued)</u>

Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012 Public Works Director, Sammamish, WA (60,000) in 2016

Director/Capital Projects Manager/City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007

Assistant Public Works Director, Sumter County, FL (107,000) in 2015

Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008

Public Works Director, Tamarac, FL (population 55,500) in 2003

Solid Waste Director, Tampa, FL (population 335,700) in 2014

Director, Landscaping, Weston, FL (population 65,300) in 2013

### <u>Completed Searches – Transportation</u>

Chief Executive Officer, Chatham Area Transit, Savannah, GA (population served 286,900) in 2016

### **Completed Searches – Utilities**

Water Resources Director, Asheville, NC (population 87,200) in 2015

Utility Director, Danville, VA (population 43,000) in 2015

Power & Light Division Director, Danville, VA (population 43,000) in 2015

Water and Gas Director, Danville, VA (population 43,000) in 2016

Utilities Manager, Deerfield Beach, FL (population 78,041) in 2017

Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012

Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003

Waterworks Director, Newport News, VA (population 183,000) in 2017

Executive Director, Onslow Water & Sewer Authority, Jacksonville, NC, (pop. 160,000) in 2009

Utilities Director, Panama City, FL (population 38,286) in 2017

Executive Director, Sewerage and Water Board of New Orleans, LA (population 369,000)

General Manager, Tampa Bay Water, FL (population served 2,400,000) in 2008

Utilities Director, Lake Worth, FL (population 37,000) in 2009

Utilities Director, Palm Bay, FL (population 101,000) in 2005

Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012

Director, South Martin Regional Utilities, FL (population 22,000) in 2013

Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008

Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011 and 2013

### **Completed Searches – Work Force Management**

Director, Office of Economic & Workforce Development, Durham, NC (pop. on 220,000), 2009

### **Completed Searches – Other**

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016

City Clerk, Lauderdale Lakes, FL (population 32,000) in 1998

Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009 Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009

Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015 and 2017

General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007 Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998 Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL in 2017

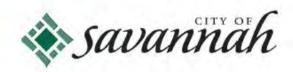
## **Appendix B**

Sample Brochure: City Manager Search Savannah, GA

# Welcome to the city of Savannah, Georgia

### City Manager Position Open - Apply by May 27, 2016





Estimated 2014 Population: 144,352

Savannah is one of America's friendliest and most beautiful cities, and proud to be ranked No. 3 as "a top place to visit" in the World's Best Cities in the U.S. and Canada! (Travel + Leisure 2014). Having earned its nickname, "The Hostess City," for the way Savannahians love to share the charm of their hometown, hospitality is an art form and found at every turn! Savannah evokes a distinct image of southern charm, just by mentioning its name, and the city delivers on that image and more, often providing a surprise or two along the way – like that of being ranked the Most Romantic American City (Trivago.com, 2015).

The deliberate attention to, and pride in the way Savannah presents herself, extends from its founding as the capital of the 13th colony of Georgia. Claiming the land for King George in 1733, Gen. James Oglethorpe carefully plotted out the city plan to include a series of 24 neighborhoods built around central, public squares. They continue to help make Savannah such a delightful place to tour on foot. It is noted for being one of America's greenest, most pedestrian-friendly cities. Each

square and its surroundings create districts with distinctive characteristics and make the city the largest landmark historic district in the nation! Savannah is the fourth Best Historic City, (USA Today, 2014) and since its founding has been an axis of shipping, manufacturing, urban planning, arts and culture.

Specialized tours of all varieties throughout the city are guided by local experts who delight in sharing the treasures of this jewel of the South. The distinguished ranks of antebellum mansions are the backbone of many of these tours, all showcasing fascinating stories and glimpses into the past. Savannah is a place steeped in history, legend and tradition but at the same time, very dynamic and forwardthinking.

Tourism continues to break records each year as millions of visitors enjoy the city's stunning architecture and historic buildings. In 2014, Savannah welcomed more than 13.4 million visitors, including 7.6 million overnight guests and 5.8 million day-trippers, who together generated \$2.5 billion in visitor spending. Hotel/motel tax collections for the city of Savannah, Chatham County and Tybee Island also hit new records at \$18.2 million. Savannah's tourism and hospitality industry continues to be one of the largest economic drivers for the city, whose population is just under 150,000. A long-term management plan is being composed that will assure the tourism industry's continued vitality and growth while protecting the very charm and culture that most visitors come to Savannah to experience.

Bolsteredby its tourism industry and a growing port, the city benefits from an economy that's greatly diversified in its industries, including small businesses, health care, large-scale





City Manager | City of Savannah, Georgia

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manufacturing and military operations. Along with a storied military history from the Revolutionary War to the Mighty Eighth Air Force, the city is home to Hunter Army Airfield, a vital hub of the Fort Stewart complex, the largest military installation east of the Mississippi River.

Learning opportunities abound in Savannah with an award-winning public school system, a multitude of private schools, several diverse universities and a technical college. More than 35,000 students reside within a 50-mile radius, while pursuing a post-secondary education at more than 20 institutions of higher learning; from Armstrong State University and Savannah State University to the Savannah College of Art and Design, the Savannah Law School, South University, Savannah Technical College, Georgia Southern University. Both Mercer University and the Medical College of Georgia have medical schools here.

Savannah is a place to live, and thrive! The city was ranked in the 10 best Southern Small Towns (USA Today, 2015) and the Top 10 of America's Happiest Seaside Towns (Coastal Living, 2015). With a cost of living below the national average (92.0 compared to 101.6 for Atlanta and 100 nationally), you can choose between surrounding yourself with history, stepping back into small-town America, enjoying the security and luxury of a gated community, or a laid-back bungalow overlooking the marsh. Reasonably nice homes can be purchased for \$150,000 to \$500,000.

Savannah presents a variety of festivals accenting every month of the year. Celebrate film, literature, art, food, and heritage by stepping out for seasonal events like the world-class Savannah Music Festival, which takes place in venues all over town every spring. This legacy features nearly 600 artists in free and ticketed concerts, classes, lectures and workshops for just about every possible musical taste. Other significant festivals include the annual Savannah Jazz Festival and The Black Heritage Festival. The second largest St. Patrick's Day celebration in the country takes place here, tied to the mid-1800s when the city became a top destination for those fleeing

City Manager | City of Savannah, Georgia

the Irish potato famines. The St. Patrick's city-wide event is arguably the Southeast's biggest annual bash, with music, athletic contests, and its signature parade, 300 units strong.

Culture thrives in Savannah, with twice as many art galleries per capita as New York City! The Telfair Museum of Art is the South's oldest art museum. Built in 1819, it was a private home to the Telfair family until 1875 when it was willed over to the Georgia Historical Society. The museum now houses an impressive collection of more than 4,500 works of fine art.

City Market enjoys the ambiance of its unique history. In 1755, it was a needed gathering place where farmers, fishermen, tradesmen and vendors assembled for commerce. The area has evolved over time, to a dressing station during the Civil War Siege of Savannah and is now a vibrant shopping district with galleries, gifts, and other favorite finds in every quaint alleyway. Experience coastal cuisine and southern cooking at one of the many eating establishments throughout the city and then enjoy fashion forward Broughton Street, the décor houses of the Downtown Design District, and the antique and art boutiques that line the squares. Or, hop a trolley, enjoy a horse-drawn carriage or board a ferry at River Street in the city's historic waterfront area and enjoy the panoramic view from the Savannah River.

Savannah offers many opportunities to enjoy the water, from fishing to sailing the Intracoastal Waterway. Tybee Island is only 20 minutes east of downtown Savannah and hosts one of the 10 Best Southern Beaches (USA Today, 2014). Once a quiet beach town, Tybee is now a popular vacation destination offering five miles of sandy beaches and historic attractions like Fort Pulaski and the Tybee Island Light Station. Enjoy locally caught seafood, yearround festivals and events in a laid-back atmosphere. The sand and surf activities include paddle boarding, bodysurfing, kayaking, dolphin tours, relaxation in the sand, or activities on "Savannah's beach," such as bocce, competitive volleyball and aerial kiteboarding. Enjoy the beach any time during the year. Tybee Island it is ranked No. 4 in the 16 Best (Affordable!) Winter Vacations

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in America (Budget Travel, 2014). Charter a boat and fish the Gulf Stream, or take an eco-tour of Georgia's beautiful barrier islands. The pristine coastline is known as the ocean's nursery, where miles of marshland serve as a breeding and feeding ground for thousands of species from land, air, and sea. The Savannah National Wildlife Refuge has 29,000 acres of tidal marshes, rivers, and streams. Or, enjoy getting an up-close and personal experience at Georgia's oldest saltwater aquarium, The Skidaway Marine Science Center.

For travelers, the city has a spectacular airport, offering non-stop flights to Atlanta, Charlotte, Dallas, Detroit, Chicago, New York City, Philadelphia and Washington, DC on American, Delta and United Airlines.

Sultry summers, oaks dripping with Spanish moss and grand antebellum manors are the quintessential elements that govern the South. The charm of Savannah, which has the intimacy of a small city but the experienced background of a much larger one, makes for a wonderful place to visit or live. Whether you want beauty, culture, eccentricity, friendliness, or just to slow down the pace—you can have it all in Savannah!

#### HISTORY

General James Oglethorpe and settlers from the ship Anne landed at Yamacraw Bluff, located about 12 miles upriver on the Savannah River, on February 12, 1733. They were greeted by Tomochichi, the head chief of a Yamacraw tribe, and Indian trader John Musgrove. The colony of Georgia and the city of Savannah were founded on that date.

Savannah was named for the Savannah River, which most likely derived from various names for the Shawnee, the Native American people who migrated to the river in the 1680s. Another theory is that the name Savannah refers to the extensive marshlands surrounding the river for miles inland and is derived from the English term "savanna", a tropical grassland.

In 1751, Savannah and the rest of Georgia became a Royal Colony and the city was made the colonial capital of Georgia. By the time of the American Revolutionary War, it had become the southernmost commercial port of the Thirteen Colonies. British troops claimed possession in 1778, and the following year a combined force of American and French soldiers failed to defeat the British at the Siege of Savannah, which allowed the British to stay until July of 1782.

Savannah continued as a prosperous seaport throughout the 19th Century, and was the Confederacy's sixth most populous city. The city was the prime objective of General William T. Sherman's "March to the Sea", the name given the Union Army's military Savannah Campaign in the Civil War. He and Union commander Lt. General Ulysses S. Grant believed the Civil War would end only if the Confederacy's strategic, economic, and psychological capacity for warfare was broken. The campaign began when Sherman's troops left the captured city of Atlanta, on Nov. 15, 1864, and ended with the capture of the port of Savannah on Dec. 21. On that morning, local authorities negotiated a peaceful surrender to save Savannah from destruction and Union troops marched into the city at dawn.

Over the next 150 years, Savannah developed into the industrial center and Atlantic seaport it is today. It is Georgia's fourth-largest city and third-largest metropolitan area.

#### GEOGRAPHY

Savannah lies on the Savannah River, located in Chatham County, approximately 20 miles upriver from the Atlantic Ocean and 20 miles south of the border between South Carolina and Georgia.

The city has a total of 108.7 square miles; 103.1 square miles of land and 5.6 square miles covered in water. Savannah is the primary port on the Savannah River and the largest port in the state of Georgia. The U.S. Intracoastal Waterway is located nearby. As Savannah

City Manager | City of Savannah, Georgia

is prone to flooding, five canals and several pumping stations have been built to help reduce the effects.

The Savannah Metropolitan Statistical Area (MSA) comprises Chatham, Bryan, and Effingham counties. Liberty and Long counties complete the geographic boundary of the Savannah / Hinesville / Ft. Stewart combined MSA. Jacksonville, FL, is two hours south, Atlanta three and a half hours northwest, Orlando, FL, four hours south and Hilton Head is just under an hour northeast.

### DEMOGRAPHICS

Table 1: Savannah Demographics

Estimated	2014 Popu	lation: 144,352	
Distribution by Race		Distribution by Age	
Caucasian	40.7%	0 to 15	18.4%
African American	54.3%	15 to 25	19.8%
Asian	2.2%	25 to 45	27.7%
Native American	0.3%	45 to 65	22.1%
Two or More Races	2.5%	65 to 85	9.9%
Total	100%	85 and Older	2.1%
Hispanic (all races)	4.9%		

Educational Achiever (over age 25)	nent
High School or Higher	85.5%
Bachelor's Degree or Higher	27.0%

Other Statistics	
Median Age-Savannah	31.4
Median Age-U.S.	37.4
Poverty Rate	17.0%

Source: U.S. Census Bureau

#### CLIMATE

Savannah has a semi-tropical climate with usually warm, and frequently hot, humid weather throughout the year. The average temperatures are 49.2° F in January; 81.2° F in July; with an annual average of 66.4° F. During seven months of the year the average temperature is 70 degrees or higher, with July, the warmest month, reaching an average day time high temperature of 92° F. Summer afternoon showers often bring a little reprieve from the temperatures. The annual precipitation is 49 inches, with the driest month in November with 2.4 inches, and the wettest in August at 7.20. Savannah rarely receives snow.

#### COMMERCE

Savannah's economy is based on six key components. The first is manufacturing. Following recent years' announcements of \$1 billion in facility expansion and the addition of more than 4,000 new jobs, the manufacturing sector is doing very well. Among others, Gulfstream Aerospace is headquartered here and is the area's largest single employer.

The Port of Savannah is the second component. It is already the largest single container terminal in North America and growing. It offers 9,700 feet of contiguous birthing space and over three million square feet of warehouse space is available within 30 miles of the port. Two major railroads, the Norfolk Southern and CSX, as well as Interstates 16 and 95, serve the Port. More than 29 million tons, or 8 percent of all containerized cargo in the United States, traveled through the Port to and from more than 150 countries. In October 2014, the \$700 million Savannah Harbor Expansion Project was given the green-light. It will deepen the Savannah River channel to 47 feet and enable the port to more efficiently serve the larger new Panamax vessels expected to call in greater numbers after the expansion of the Panama Canal is completed.

The third component is tourism. In addition to what is already here, five new hotels are either planned or under

City Manager | City of Savannah, Georgia

construction. The fourth component is the military. Hunter Army Airfield lies within the city limits. It is home to approximately 5,000 service men and women and units of the Army, Air National Guard and Coast Guard and compliments Fort Stewart in neighboring Hinesville, GA.

Fifth is education. As noted previously, the Savannah College of Art and Design (SCAD) has a significant presence in the community and hosts 12,000 students. It does not have a traditional campus but since its being founded in 1978, has purchased over 60 buildings in the city's core and renovated them - making SCAD a major part of Savannah's redevelopment. Armstrong State University enjoys an enrollment of over 6,300 and Savannah State University, established in 1890, and the oldest public historically black college or university (HBCU) in Georgia, enrolls 4,900. In all, 35,000 students attend colleges and universities in Savannah or within a 50-mile.

Sixth is medical. Two nationally recognized medical centers deliver top-quality health care in the city: Memorial University Medical Center and the St. Joseph's/Candler Health System. These centers, and

Table 2: Principal Employers, Sayannah, GA

Employer	Industry	Employees	
Gulfstream Aerospace	Aerospace	10,126	
Memorial Health University Medical Center	Health Care	5,000	
Savannah-Chatham Board of Education	Education	4,808	
Fort Stewart / Hunter Army Airfield	Military	4,637	
St. Joseph / Candler Health System	Health Care	3,304	
City of Savannah	Government	2,795	
Savannah College of Art and Design	Education	1,590	
Chatham County	Government	1,578	
Walmart	Retail	1,360	
Georgia Ports AuthorityG	overnment	988	

Source: City of Savannah, 2014 CAFR

the advanced medical specialties they offer, attract people from southeast Georgia and the southern coast of South Carolina. The medical facilities are also the leading private non-manufacturing employers in the metropolitan area. Each hosts medical schools with a branch of the Medical College of Georgia at Memorial and a branch of Mercer University at Candler.

#### THE GOVERNMENT

Savannah follows the Council / Manager form of government. The city council is nonpartisan and composed of nine members. The mayor and two aldermen (city council members) are elected at large. The remaining six aldermen are elected by district. Terms are four years and all are elected at the same time in November of the year preceding the U.S. presidential election. Each member of the council (including the mayor) has one vote, although the mayor can veto ordinances and resolutions.

The last election was in 2015 in which four new members (including the mayor) were elected. Although they still are developing relationships among themselves, they care about their community and while they differ on

> approach and methods, all want the best for their city. They have a high regard for the city staff.

> The council appoints a city manager, city attorney, and clerk of council. The city manager provides administrative leadership and manages the day-to-day functions of the city. Savannah provides all the typical city services as well as some others. Specifically, these services include: Community and Economic Development; Finance; Fire/EMS; Leisure Services (including recreation,

City Manager | City of Savannah, Georgia





City Manager | City of Savannah, Georgia

facilities maintenance, cemeteries, therapeutic recreation, marina, civic center and golf course); Police (the city and county jointly fund the police department but management falls under the city manager); Public Works; Sanitation; and Utilities (water and wastewater). The city has 2,610 employees. The largest concentration of employees are in Police (29%), Fire/Rescue (13%), Utilities (12%), Sanitation (9%), Streets and Drainage (8%) and Leisure Services (7%).

The city's General Fund budget for FY 2016 is \$187,584,246 and its total budget is \$363,930,031. The former has an unassigned fund balance of 18.2%. The city's budget year runs from January 1 until December 31. The property tax rate is 12.48 per thousand dollars (down from \$12.90 in 2005). Note that in Georgia, property is only assessed at 40% of market value. The city's total assessed value in 2014 was \$3,828,096,000 in an estimated true value of \$9,570,239,000, up 3% from the prior year. By comparison, the total assessed value rose steadily from \$3.539 billion in 2005 to \$5.010 billion in 2009 before dropping back and bottoming out in 2013 at \$4.751 billion.

### THE CHALLENGES & OPPORTUNITIES

Savannah is a wonderful city but not without challenges. First, the roles and responsibilities in the city government's management need to be clearly defined and understood. Additionally a sense of comradery must be developed around a set of universal goals.

Second is balancing the needs and desires of a very diverse community. Tourism has been a driving force and needs to be nurtured but not at the expense of Savannah's identity.

Third, significant portions of the community reside in poverty and many have for

7

generations. The city's leadership (both public and private) is and has been highly desirous of breaking the cycle. It is willing to test new solutions and work diligently to address the problem. There are clearly areas of the city that have suffered from systemic neglect and three census tracts have been mired in generational poverty for over 30 years.

The fourth issue is crime, and in particular, gun violence, which is priority one for the new Mayor and Council. In 2015 there were a total of 53 homicides, an increase from 32 in 2014. In all of Violent Crime category there was an increase in 25.9% and an increase in 10.3% for Part 1 Crimes in 2015. Unfortunately right now, the trends are continuing to increase for 2016. The city is focusing on this issue and is providing the new police chief with the resources he needs to address serious crime, although it is understood more resources will be needed in the near future.

Fifth is homelessness. Savannah has attracted many of the region's less fortunate and appropriate facilities and services need to be identified, coordinated and provided.

Finally, the city council is committed to providing its businesses and residents with the most efficient and effective government possible. It wants the next manager to review the city government from top to bottom to insure the functions are right-sized and staff members are in the positions for which they are best suited. It expects changes will be needed and supports them.

#### THE IDEAL CANDIDATE

The city council is seeking an outstanding leader and manager with a demonstrated track record of achievement, preferably in a municipal or county environment. The elected officials want someone to work with them as a partner, a supporter and a trusted advisor. He/she will be a consensus and team builder – someone who knows how to balance competing points of view, to find common interests and to bring people to agreement. As noted, the elected officials all want

what is best for the community. The task now is to assist them in becoming a cohesive team. The successful candidate will develop healthy working relationships with each member of Council and understand the need of balancing the complementary and sometimes competing interests of each member.

The city expects the next city manager to have outstanding communication skills, and to be a highly visible and engaged public figure. The individual will be involved heavily in the community and equally comfortable conversing with citizens and stakeholders from all walks of life. To paraphrase Rudyard Kipling, the successful candidate will be able to mingle with crowds and keep his virtue, and walk with kings without losing the common touch.

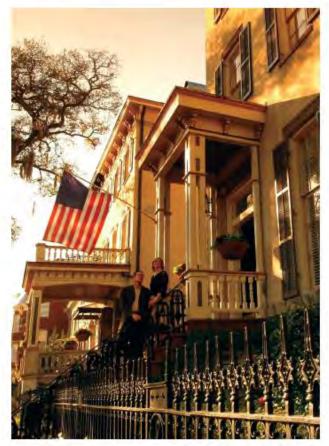
The ideal candidate will have vision, set goals, and rely on his/her subordinates to do their jobs. The individual will not be a micromanager but someone who expects to be informed and will hold the staff accountable. He/she will encourage creativity and taking reasonable risks but also realize not every great idea will be successful. The manager will be a mentor and encourage staff development and decision making. The individual will recognize that no one has a monopoly on knowledge, that input is important and that the diversity of opinion will only make the projects and programs better. As such, he/she will be approachable, receptive, open, honest and transparent.

Customer service will not be just a catchy phrase with the next manager but rather, along with integrity, be a core principle and a way of life. He/she will be someone who leads by example and encourages the staff to find ways to get to "yes!" While it is understood that the customer is not always right, but the customer does deserve a good explanation.

The manager will be a critical thinker and while respectful of the past and of current processes, always asking if there is a better way to conduct business and to solve problems. Analytical skills, as well as knowledge

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of how to utilize information technology to optimize process and inform the public, are paramount. Council expects the manager to review the operation from top to bottom to ensure the taxpayers are receiving the best possible service in return for what they pay.

The individual will have demonstrated skills in management, finance, and redevelopment. Knowledge of and experience with intergovernmental relations will be important to the individual's success.

The position requires a bachelor's degree in business administration, public administration, public policy or related field and seven to 10 years of increasingly responsible experience as a senior level government or private sector executive. A master's degree is preferred.

Council plans to make a commitment to the candidate and hopes the selected individual will make a long-term commitment to the city. This position should not be viewed as a stepping stone but as a gem in its own right.

### COMPENSATION

The city wants the very best manager in the country and are prepared to pay between \$180,000 and \$300,000 annually with a very attractive and competitive benefit package.

### CITY MANAGERS HISTORICALLY

Between 1954 and 2010, the city had five city managers. The city's elected officials are committed to selecting the right person and returning to stability in the manager's office. The current City Manager will be retiring after 27 years of service to the city of Savannah, including six months as Acting City Manager

and three years as City Manager. While possible, we do not anticipate any serious internal candidates.

### RESIDENCY

The City Manager will live in the city of Savannah.

### HOW TO APPLY

E-mail your resume to Recruit26@cb-asso.com by May 27th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or Lynelle Klein at (425) 658-7025.

#### THE PROCESS

Applications will be screened between May 28th and June 29th. Finalists will be selected on June 30th. A reception and interviews will be held on or about July 14th and 15th with a decision shortly thereafter.

### OTHER IMPORTANT INFORMATION

The city of Savannah is an Equal Opportunity Employer and strongly encourages women, minorities and veterans to apply.

### ADDITIONAL INFORMATION

For additional information about the city of Savannah, visit:

http://www.savannahga.gov/
http://www.savannahchamber.com/
http://www.savannah.com/
http://www.savannah.com/







# **Appendix C**

Sample Candidate Report



# Sample Candidate Report

[Note: The following materials are provided with the permission of the candidate.]

## **Section 5**

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## **Section 5**

## Resume

### Roberto Hernandez

8641 Northwest 80th Street, Tamarac, Florida 33321 | 954-590-8290 | robhernandez@comcast.net

#### PROFESSIONAL PROFILE

Proven, resourceful, and results-focused public administrator with more than twenty-five years of progressive and responsible local government management experience. ICMA-Credentialed Manager known for leadership, professionalism, and organizational abilities. U.S. Army Reserves (retired) with extensive background in civil-military operations. Focus areas include:

Budget development · Complex operations · Public safety

Fiscal stewardship Economic development Emergency management
Organizational effectiveness Municipal-level services Regional service delivery

#### RELEVANT EXPERIENCE

### Deputy County Administrator

2013 to Present

### Broward County Board of County Commissioners; Fort Lauderdale, Florida

Part of the Miami-Fort Lauderdale metropolitan area, Broward County is the second most populous county in Florida and 17th in the United States (pop. 1.9 million). It provides mandated, regional, contracted, and municipal-level services, in addition to operating the 24th busiest airport, and a cruise/cargo port ranked among the top ten nationally.

Key duties and responsibilities:

- · Maintain positive and effective relationships with a nine-member board of county commissioners.
- Provide executive level leadership by assisting the county administrator in directing the operations
  of a large, diverse, urban county with 5,989 employees and a total budget of \$4.2 billion.
- Provide direct oversight of Public Works, Human Services, Environmental Protection and Growth Management departments; Parks and Recreation, Libraries, Cultural divisions; and Economic and Small Business Development, Public Communications, Intergovernmental Affairs, and Medical Examiner and Trauma Services agencies (3,003 FTEs and \$537.4 M operating budget (FY16)).
- · Serve as the acting county administrator during the county administrator's absence.

### Accomplishments:

- · Served as team leader during negotiations ultimately retaining a major league sports team.
- · Participated in the establishment of new five-year strategic priorities and agency business plans.
- Coordinated a study of living wage policies leading to the expansion of such policies at the County's international airport.
- Overseeing the reimagining of a county-owned sports and entertainment facility into a mixed use economic and cultural destination.

### Deputy City Manager City of Coral Springs, Florida

2011 to 2013

Served as one of two deputy city managers in a full-service municipality consisting of 24 square miles, population of 121,096, 767 FTEs, and \$152M total budget, located in southeastern Florida.

Key duties and responsibilities:

- Worked closely and collaboratively with the city manager and a five-member city commission on a variety of projects, issues and business plan initiatives.
- Assisted the city manager in providing operational oversight of municipal departments.
- Functioned as the de facto director of the Coral Springs Community Redevelopment Agency (a dependent special district) charged with the redevelopment of the city's downtown area.
- Contract administrator between the City and its charter school and economic development agency.

### Accomplishments:

- Led the City' efforts to build a new municipal complex including working with the public, Urban Land Institute, city commission, key stakeholders, and others.
- Performed a comprehensive assessment of the City's code enforcement agency leading to operational changes targeting efficiency and program effectiveness.
- Created a five-year capital improvement plan and reinstituted a marketing/branding program for the City's downtown redevelopment agency.
- Spearheaded the creation of an economic development strategic plan, ten-year update of the City's downtown redevelopment plan, downtown storm water study, and downtown parking study.
- Provided initial project leadership and oversight for a \$4.4 million project consisting of "Complete Streets" elements and development of an "Art Walk" as a link between the new municipal complex and adjacent dining and shopping areas.

### Deputy County Manager

2008 to 2011

### Fulton County Board of County Commissioners; Atlanta, Georgia

Fulton County is the center of the Atlanta metropolitan area and the state's capital county (pop. 1.1 million, 5,557 FTEs (FY11) and FY11 total budget of \$1.09 B). Served as deputy county manager principally responsible for unincorporated area services, public safety, public works, and coordination with judicial agencies.

### Key duties and responsibilities:

- Interacted with a seven-member board of county commissioners.
- Provided strategic leadership and direction for various county services, including: animal services, code enforcement, planning, permitting, zoning, economic development, emergency communications/911, emergency management, fire and emergency medical services, parks and recreation, police, and public works (including water and sewer).
- Directly responsible for overseeing municipal-level services within the unincorporated area known as South Fulton, an annual operating budget of \$208 million (FY11, all funds) and 751 full-time employees (all funds).
- Coordinated activities among the County Manager's Office and the County's 12 constitutional and judicial agencies.
- · Acted as the county manager during the county manager's absence.

### Accomplishments:

- Established an economic development program for unincorporated areas of Fulton County focused on business retention and redevelopment of commercial corridors.
- Guided the adoption of a redevelopment plan for the Fulton Industrial District, resulting in the reinvigoration of one of the largest industrial, warehousing and distribution areas east of the Mississippi River.
- Implemented a multi-faceted approach to crime reduction in unincorporated communities leading to a 33% reduction in serious crimes (2008 thru 2010).
- Led a comprehensive review and reorganization of the county's emergency communications services.
- Planned and implemented infrastructure improvements including replacement and renovated fire stations, parks and recreation facilities, fleet replacement, new satellite government service center, courthouse security upgrades, and other improvements to county-owned facilities.
- Provided strategic direction to the Office of the Child Attorney leading to the termination of a federal consent decree relating to legal services provided to abused and neglected children.

Coordinated the Office of the County Manager's efforts to comply with, and emerge from, a federal consent decree relating to jail crowding by participating in initiatives designed to improve the criminal justice system's performance, expand jail staffing, reduce criminal case processing time, replace the criminal justice information system, and complete extensive jail modernization and improvement projects.

## Assistant to the County Administrator Broward County Board of Commissioners, Fort Lauderdale, Florida

2003-2008

Served in an executive level position assisting the county administrator in managing the operations of the 14th largest county (1.8 million residents, \$3.1 billion total budget (FY08) and 7,000 employees (FY08)).

Key Responsibilities or Accomplishments:

- Assisted in implementing the policies of a nine-member board of commissioners.
- Facilitated, tracked, and monitored the implementation of key policies, projects and initiatives in assigned agencies, including Aviation, Community Services, Emergency Management, Environmental Protection, Port Everglades, Public Works and Transportation (\$857M FY08 operating budget and 3,124 employees).
- Completed special projects to improve services, efficiency or organizational performance, including a seaport physical security program upgrade and organizational improvements in emergency management operations.
- Chaired or served on organization-wide task forces on cost efficiencies in environmental protection, transportation, and public works services.
- Directed an internal investigative unit investigating complaints of misconduct by employees or contractors.

### Various Positions 1994-2003 Broward County Board of Commissioners; Fort Lauderdale, Florida

Executive level or management positions assisting in directing the operations of two departments including human services and public safety, and coordinating the county's activities in affordable housing and economic development.

### Accomplishments:

- Co-authored strategic plan for regional fire rescue services which secured \$18 million in capital funding, \$16 million in additional operating funds and \$33 million for regional public safety communications.
- Negotiated five intergovernmental agreements for fire and emergency medical services with a combined value of more than \$40 million including the expansion of contracted fire rescue services and the consolidation of municipal and county fire departments.
- Assisted in the placement, funding, and construction of a 200-bed full service homeless assistance center.
- Coordinated special projects and citizen advisory boards, such as the Homeless Initiative Partnership, Fire Rescue Advisory Board, and Affordable Housing Advisory Committee.
- Administered more than \$7 million in affordable housing financing, construction and rehabilitation programs for Broward County and four contract cities under the State Housing Initiative Partnership.
- Produced or preserved 320 affordable housing units with a total value of \$24.5 million.
- Attracted \$15.2 million in private funding for affordable housing units.

### Commercial Revitalization Coordinator City of Homestead, Florida

1994

Program management position in the city's Community Development Department responsible for reconstructing commercial and residential areas damaged during Hurricane Andrew.

- Implemented a \$650,000 Commercial Building Rehabilitation Assistance Program consisting of facade renovations, correction of code violations and compliance with ADA requirements.
- Supervised contracting and performance of contractors, engineers and architects on building renovation projects.
- Assembled cost estimates for land acquisition, relocation, demolition, and public improvements.
- Managed grants and prepared grant management reports as required by state and federal grants.

### Executive Director 1992-1994

### Hispanic Unity of Florida, Inc., Hollywood, Florida

Chief executive officer responsible for directing the operation of a nonprofit, community-based social services agency providing family literacy, community health, citizenship development, case management, and employment assistance services. Reported directly to a board of directors, supervised full-time staff of 12 and responsible for administration, financial management, programmatic planning, fundraising, and coordinating agency activities. Key achievements include:

- Increased agency's grant funding by 94% within a one-year period.
- Secured funding from public and private sources for the purchase and renovation of the agency's first owned facility.
- Expanded agency programs to include health services, HIV/AIDS case management, and citizenship examinations.

### Civil Affairs Specialist/Instructor/Course Writer United States Army Reserve

1983-2008

Functioned as a Civil Affairs Soldier, Team Sergeant, Detachment Sergeant, Instructor, and Chief Instructor in support of conventional and special operations forces. Identified critical requirements needed by local citizens in combat or crisis situations. Located civilian resources to support military operations, mitigate non-combatant injury, or minimize civilian interference with military operations. Established and maintained communication with civilian aid agencies and organizations. Notable accomplishments while on Active Duty include:

- Supported operations Enduring Freedom and Iraqi Freedom by training deploying forces to perform
  civil military operations, which involve establishing, maintaining and influencing relations between
  military forces, governmental and nongovernmental civilian organizations, and the civilian populace
  in order to facilitate military operations and achieve U.S. objectives.
- Following Hurricane Andrew, provided humanitarian assistance to civilians, and provided shortterm support to stabilization and reconstruction efforts in the city of Homestead, Florida.
- Assisted in the reception, housing and relocation of Cuban migrants during Operation Safe Haven in the Republic of Panama.
- Provided technical expertise, advice, and assistance in restoring local government services and facilities in the Republic of Panama during Operation Just Cause, including public safety, jail facilities, refuse collection, restoration of freight rail service, repair of local housing stock, and the reestablishment of the national government.

### EDUCATION

Essentials of Firefighting

Broward Fire Academy, Fort Lauderdale, Florida

Master of Public Administration

Nova Southeastern University, Fort Lauderdale, Florida

Army Instructor Training Course

U.S. Army John F. Kennedy Special Warfare Center and School, Fort Bragg, North Carolina

Bachelor of Public Administration

Florida International University, Miami, Florida

Civil Affairs Course (Civil-Military Operations)

U.S. Army John F. Kennedy Special Warfare Center and School, Fort Bragg, North Carolina

### PROFESSIONAL AFFILIATIONS

International City / County Management Association (ICMA) – Credentialed Manager

Broward City / County Management Association

Urban Land Institute (ULI)

International Economic Development Council (IEDC)

Florida Redevelopment Association, past member

City of Tamarac, Florida Firefighters Pension Board of Trustees

Florida Public Pension Trustees Association



## Candidate Introduction

### **EDUCATION**

- Master of Public Administration: Nova Southeastern University; Fort Lauderdale, Florida
- Army Instructor Training Course: U. S. Army John F. Kennedy Special Warfare Center and School; Fort Bragg, North Carolina
- Bachelor of Public Administration: Florida International University, Miami, Florida
- Essentials of Firefighting: Broward Fire Academy; Fort Lauderdale, Florida
- Civil Affairs Course (Civil-Military Operations): U. S. Army John F. Kennedy Special Warfare Center and School; Fort Bragg, North Carolina

### **EXPERIENCE**

Deputy County Administrator; Broward County, FL	2013 – Present
Deputy City Manager; Coral Springs, FL	2011 - 2013
Deputy County Manager; Fulton County, GA	2008 - 2011
Broward County, FL	1994 - 2008
Assistant to the County Administrator (five years), Assistant to	
Department Director (seven years), and Urban Affairs Specialist /	
Housing Resource Coordinator (two years)	
Commercial Revitalization Coordinator, Homestead, FL	1994
Civil Affairs Specialist /Instructor/Course Writer, United States Army Reserve	1983 - 2008

### **BACKGROUND**

Broward County, Florida is a large, urban county located in southeast Florida. With a population just shy of 1.9 million residents, it is the second most populous county in the state, and the 18<sup>th</sup> most populous in the United States. The county consists of more than 1,000 square miles; however, two thirds of the county are conservation areas of the Florida Everglades. The remaining 435 square miles is home to 31 municipalities and unincorporated neighborhoods. The county's governing body consists of nine members elected from single-member districts, and provides services ranging from animal care to zoning, buses to butterflies. Operating under a Commission/Manager form of government, Broward County government, excluding the constitutional officers, employs 5,989 full-time employees.

As the deputy county administrator, I assist in overseeing 29 of 57 business units. Directly under my supervision are ten agency directors (Human Services, Public Works, Environmental Protection and Growth Management, Parks and Recreation, Libraries, Cultural, Medical Examiner and Trauma Services, Public Communications, Intergovernmental Affairs and Professional Standards, and Economic and Small Business Development), one administrative assistant, and one part-time special projects coordinator. The County's current general fund budget is more than \$1.1 billion, or \$4.2 billion in total.

The three most important issues facing my current organization at this time are:

- 1. Expanding transportation options and improving mobility
- 2. Diversifying the economy beyond tourism and services
- 3. Ensuring housing is affordable.

Broward County is the center of the Miami-Fort Lauderdale-West Palm Beach Metropolitan Statistical Area (MSA). With 5.8 million residents, this MSA is the most densely populated urban area outside of the northeastern United States. The region is the state's economic hub and is a gateway to both tourism and international trade. Since the 1970s, Broward County has experienced explosive population growth. The county is now largely built-out with very few tracts of large undeveloped parcels of land remaining. Despite the lack of available raw land, the population continues to grow, fueled in part by the weather, 25 miles of beaches, geographic proximity to Central and South America, and favorable tax climate.

This consistent growth has resulted in worsening traffic congestion within the region. Almost all of the county's major arterial roadways have been widened to their maximum available widths, yet operate at beyond-maximum capacities. In order to sustain continued population growth, economic prosperity and redevelopment, it is important that the county not strangle itself on its success. Broward County cannot operate a sufficient public transportation system without a dedicated source of funding and is contemplating a 2016 ballot measure that would increase the sales tax rate from five percent to six percent to pay for transit and transportation improvements.

Economic diversification is the second most important public policy issue facing Broward County government. Broward County is fortunate to be among the leaders in the state and nationally in job creation and has had historically low unemployment rates. According to the Florida Chamber of Commerce, Broward will add another 144,700 working-age residents to its population by 2030. This means that in order to maintain an unemployment rate of 4.3 percent, the county must create almost 77,000 new jobs. The tourism, hospitality and service sectors are major employment generators. However important to the region's and state's economies, these sectors typically pay below average wages. Working with private sector parties, the County's long-term strategy is to attract higher paying jobs in targeted industries such as aerospace, manufacturing, health, financial services, international trade, and corporate headquarters.

Lastly, housing affordability is the third major issue facing Broward County. The combination of lower wage service sector jobs, high development costs, and lack of available land have led to rapidly escalating home sale prices and rents. Housing costs in Broward County are now among the highest in the nation. Recent studies show that the average home in Broward is unaffordable. In fact, a family needs to earn \$63,048 to afford the median-priced home costing \$286,000. Also, a 2014 study by the Metropolitan Center at Florida International University found that almost 50 percent of households in the county are cost-burdened, meaning their housing-related costs exceed 30 percent of their income. We know that housing demand and labor markets are linked. Without

an affordable and diverse housing stock, this county will not succeed in creating a diversified and balanced economy.

### GENERAL MANAGEMENT STYLE AND EXPERIENCE

I have been a public servant since graduating from high school. I have been fortunate to work for several outstanding and highly-regarded governments in executive capacities. My ultimate goal is to become a city or county manager in a community of excellence. Throughout my professional career, I've resisted the temptation to "chase" city manager positions solely for the sake of becoming a city manager at any cost. Instead, I've judiciously and patiently served in deputy roles in great organizations and exceptional communities. This opportunity as a city manager fits perfectly into my career plan. I am prepared for the challenge and look forward to it.

As I mentioned earlier, I currently serve as the deputy county administrator for a well-regarded, county government. Prior to that, I served as a deputy city manager responsible for operations, economic development and redevelopment for the City of Coral Springs, Florida. Previously, I served as a deputy county manager in Georgia's largest county – Fulton County. In that capacity, I directly oversaw several departments including Police, Fire Rescue, Development Services, Emergency Management, Animal Control, Public Works, 911 and others. I also served as the county manager's direct liaison with our judicial agencies.

Prior to working for Fulton County, I held various positions within Broward County (Florida) government where I assisted in troubleshooting issues and program management. During my tenure in Broward County, I obtained my certification from the State of Florida in Firefighting. In addition, I am proud of the 23 years I served in the United States Army Reserves, where I finished my military career as a senior instructor. During my military career I assisted in re-establishing local government services in Panama following Operation Just Cause, building health clinics and schools in various nations, and assisting in reconstruction activities in the City of Homestead, Florida, following Hurricane Andrew in 1992. I was later hired by the City to help oversee reconstruction of its downtown business district.

I do not subscribe to any specific "style" of management. For me, it is purely situational. However, I prefer to refer to it as leadership rather than management. I often say that many can manage, but few can lead. When time, resources, and skills permit, my leadership style is participatory and collaborative. In other circumstances, it must be directive. However, my inclination is toward participation. I attribute this to my service in the U.S. military. The Army taught me and gave me numerous opportunities to lead teams and groups, since military operations seldom involve individuals operating in vacuums. The concept of teamwork has been instilled in me since sitting in the barber's chair at Fort Jackson, South Carolina, at the ripe age of 17.

I make it a point to focus on teamwork and my military background because throughout my career I have had to work with, or for, managers that could not lead their colleagues or subordinates.

Although they could "manage", they had a hard time relating to or motivating others, including their superiors. Many maintained a "my way is best" or "because I said so" approach. Often times they felt the organization revolved around them resulting in employees that were not motivated nor empowered to act. They failed to teach, mentor or guide the organization and demonstrated a "do as I say" rather than "do as I do" approach. This approach does much to harm an organization in the long-term. For that reason, I am grateful to having had the intensive training and experience in group/team leadership and the opportunity to apply those skills effectively.

Additionally, during my career, I have been active, energetic and involved. While not a micromanager, I am an engaged one. After all, one cannot lead from behind a desk. Therefore, I prefer to spend time with employees in "the field" and have spent countless hours working with public works crews, animal control, fire and police.

I am confident that others (staff and elected officials) would describe me as professional, thorough, hard-working and even-tempered. A strength they would also point to is my ability to make strategic decisions and think one step ahead. Further, I am proud of my proclivity to take on difficult projects or disorganized operations and help bring organization and focus. My military background has taught me to be disciplined, focused, methodical, and organized.

In terms of weaknesses, I've learned to become less rigid over time. I have also learned to juggle multiple demands and competing interests. This at times makes me appear to be rushed. I am also known to be direct and to the point.

Regarding performance metrics, it all starts at the top with the governing body establishing a clear strategic vision for the organization, and cascades downward. Once five or so key strategic objectives are defined by the governing board, it's the manager's job to help develop strategies to meet those strategic objectives. Business units then must identify those operational efforts and measures that are aligned with the strategies and long-term objectives. Those help form the basis for developing individual performance measures that are included in performance reviews.

As for achievements, I am most proud of my working in economic development and redeveloping a crime-ridden industrial area known as the Fulton Industrial District. This area had become overrun with prostitution and crime. I created and led an intensive initiative to clean the area, invest public resources, retain existing businesses and attract new ones. This initiative led to the closure of budget motels overtaken by drug dealers and prostitutes. Working with the business community we established the equivalent of a business improvement district. Finally, I helped create a satellite government center in the heart of the district. We re-established the District as a safe place for business in the Metro Atlanta area.

Early in my career I learned that it pays to be prepared and self-reliant. While working on a controversial issue related to fire rescue consolidation, I was required to make presentations before various city commissions. I faced a less than friendly audience in one community where I was required to present after midnight. I was not allowed to use their computer, projectors or electric

cords. From that point forward, I learned to be fully self-sufficient and prepared for contingencies.

In terms of embarrassing situations, while in college I did not pay a campus ticket for failure to wear my seatbelt. I mistakenly thought it would go on my college tuition bill at the University of Houston and, when I went to register, I would pay the fine. I realized later that a warrant had been issued for failing to pay. A lesson hard learned.

As for employee terminations, I've had to dismiss numerous employees throughout my career. While it is never an encounter that brings pleasure or satisfaction, these separations should not be a surprise to the affected individual. The individual should have been counseled and made well aware of performance deficiencies, corrective actions required, and the consequences of not meeting the performance standards. Regardless, in each of these situations, I believe that the employee should be treated with respect and dignity.

The issues and challenges facing Savannah for its next city manager are:

- Addressing Crime and Public Safety. My limited research and knowledge of Savannah indicates a serious problem with violent crime in the City. For a city of about 150,000 residents, the number of gun-related deaths in excess of 54 deaths is staggering. Throughout the internet, there are accounts from residents warning of crime and violence. While the growing number is positive, the perception of violent crime could impact the City's reputation. It certainly appears to be impacted, at least in the eyes of residents and business leaders. The City's next city manager must be someone with a background in public safety and with strong knowledge of the criminal justice system.
- *Upgrading Infrastructure.* As an older, low-lying coastal community, Savannah must continue to invest in its stormwater management, flood control and transportation infrastructure. The city is prone to flooding and its infrastructure is aging. The cost of upgrading and replacing these systems in light of rising sea levels and climate change will undoubtedly be staggering for a city of its size. Nevertheless, significant investments in infrastructure to address the City's needs for the next 50 to 100 years is vital.
- Investing in its People. Savannah seems to experience many of the ills which affect larger urban areas. Crime, poverty, affordable housing, homelessness, economic disparity, and scarce higher-wage employment for its residents. Despite its southern charm, the city appears to suffer from decades, and perhaps generations, of disinvestment in its people. Median family income is \$36,410, and more than 40 percent of area residents are housing cost-burdened. The poverty rate appears to be at just below 20 percent. In a Coast Georgia Indicators Coalition survey, respondents identified crime, and increasing educational attainment and job training as the top two most important issues facing the community. These issues are beyond the City's ability to solve and requires a city manager with the ability to work with other actors to address these issues in a systematic way.

If selected for the position, during my first six months I will:

- Listen and observe to grasp issues, challenges and desires of all stakeholders. This includes meeting with elected officials from all levels, department directors, neighborhood groups, business community, education representatives, the local media, and others;
- Reach out to department directors and learn about their challenges, priorities and programs;
- Meet as many employees as possible by conducting several "town hall" sessions;
- Establish trust and credibility with elected officials, and the workforce;
- Become more familiar with the community and it is culture; and
- Review goals and objectives for the organization with the Mayor and City Council;
- Forge a close relationship with the City Council and Mayor by meeting with each on a regular basis.

As for media relations, I appreciate the work the media does. The media can be a great asset if managed properly and cultivated. Being open and honest with them is important. Integrity is an essential part of the relationship with the media.

Social media is an effective tool in keeping the public informed and is changing how government communicates with its various constituencies. I have used social media, primarily twitter, to keep interested individuals informed with short briefs on an issue. This helped us shape our story and put us in leading the community conversation rather than delegating that role to media. I've used social media to help sustain interest on an issue and to keep the public informed on upcoming discussions or significant events. During workshops or regular meetings of my elected body, we would "tweet" aspects of the discussion. Unfortunately, given Florida's strict public records laws, my use of social media has for the most part been in one direction – that is, pushing information rather than engaging in back and forth communication.

There is "no dirt" on me. I live a clean, simple life, prefer to tell things as I see it, and sleep well at night. I also treat people with professionalism and respect. I am honestly not aware of anything in my professional or personal lives that could be viewed negatively.

My personal interests include the outdoors and pursuing home improvement projects.

### **ADJECTIVES OR PHRASES THAT DESCRIBE ME:**

$\overline{\checkmark}$	Driven	$\overline{\mathbf{Q}}$	Professional	$\overline{\checkmark}$	Focused
$\overline{\checkmark}$	Disciplined	$\overline{\checkmark}$	Organized	$\overline{\checkmark}$	Thorough

### **REASONS FOR CONSIDERING LEAVING CURRENT POSITION:**

I am considering opportunities beyond Broward County because I believe that I can have a greater impact on an organization and a community by serving in the top leadership role.

### **CURRENT SALARY**

\$210,000 plus \$5,000 auto allowance

## **Section 5**

# CB&A Background Checks

# **Background Check Summary for ROBERTO HERNANDEZ**

### **Criminal Records Checks:**

Nationwide Criminal Records Search No Records Found

County

Broward County, FL No Records Found Fulton County, GA No Records Found

State

Florida No Records Found Georgia No Records Found

**Civil Records Checks:** 

County

Broward County, FL No Records Found Fulton County, GA No Records Found

Federal

Florida No Records Found Georgia No Records Found

**Motor Vehicle** 

Florida No Records Found

**Credit** Excellent

Bankruptcy No Records Found

**Education** Confirmed

**Employment** Confirmed

## **Section 5**

# CB&A Reference Notes

### Elizabeth Taschereau – Former CRA Coordinator, Coral Springs, FL 954-292-8281

Ms. Taschereau has known Mr. Hernandez since 2011 when he was hired as the Deputy City Manager. He was the CRA (Community Redevelopment Agency) Liaison.

Every project currently underway in Coral Springs is a very direct result of Mr. Hernandez's work. He was very innovative, very driven and very conscientious. He was publicly praised on several occasions for thoroughly researching a topic before bringing ideas forward. He was so thorough that his suggestions were never questioned. He made decisions based on what was right for the community.

Mr. Hernandez developed a Capital Improvement Plan which had not been done for several years prior. This document was very well done and became the master plan for the city. He has an incredible ability to produce results. He has much experience in development and redevelopment, something Coral Springs really needed.

One of Mr. Hernandez's strongest attributes is his understanding of employees' strengths. He strategically placed them in teams where they could move projects forward. Employees had input and buy-in. He lightens up tense situations. He can step in and make decisions to move things forward when needed. He brought new ideas to the city and really changed the dynamics and the direction it was headed.

As Deputy City Manager, Mr. Hernandez was accountable for at least half of the operations in the city. He managed economic development, community redevelopment, public works, and other organizations. He oversaw 400 - 500 employees. A selection committee is used when hiring employees and selecting vendors, he sat on those committees.

Mr. Hernandez was very driven in moving the economic development processes forward, which had been stalled for a number of years because of the recession. He was very committed to helping Coral Springs thrive from every perspective, even parks and recreation. He gave a thorough presentation to help the Commissioners and the public embrace the concept of building a new city hall. He is very aggressive in moving forward to achieve an amazing end result. He did a great deal of community outreach for various projects. His public presentations provided information so that projects could receive the support needed to move forward. Those listening felt that he cared about the community and wanted the best for the residents.

Coral Springs has a number of A rated schools. Mr. Hernandez understands how important education is and attended meetings related to education. He also attended chamber and corporate meetings related to economic development. He is very dynamic and easy to speak with. He shows an interest in residents and is well liked. When he left they held a going away party that was well attended by staff, commissioners and residents. Everyone tried to talk him into staying and praised his performance.

Mr. Hernandez was the liaison between Ms. Taschereau and the elected officials. He kept everyone aware of items that need to be on the agenda or were of concern. He also did well communicating information from the Board.

Mr. Hernandez drove around the city with employees to see what parts of the community needed attention. He encouraged input to hear different perspectives. Staff found his management style refreshing because they were including in identifying and resolving issues.

The downtown area was run down. Mr. Hernandez held a meeting to determine what could be done to enhance the aesthetics of the area. Employees from various departments gave their perspective. He implemented several of their ideas and is very inclusive.

City hall has very limited parking in the front. Many employees were given permission to use the front parking lot, which meant customers had to park in the back. Mr. Hernandez immediately recognized that he was walking into city hall with customers. He explained to employees why they needed to park in back, thus reserving the front parking lot for customers. Everyone followed the policy from that time forward. When residents called him regarding permit delays, he reviewed the process to determine why the delay occurred. If a process was not serving the customer, he adjusted it.

Mr. Hernandez is very good with finances. He conducted budget reviews and was very involved in the process during budget season. He was also involved in police, fire and pension negotiations. He is very timely in completing tasks unless the item needed more research. He is very conscientious about providing a quality product and being responsive, and he has the same expectation of staff.

Nothing controversial will be found in Mr. Hernandez's professional or personal history. He has a military background and integrity is always at the top of his list. He left Coral Springs for a better opportunity. Everyone in the community speaks very highly of him. Commissioners and community leaders still call him when they need advice.

Ms. Taschereau would hire Mr. Hernandez and would work for him again. The city of Coral Springs would re-hire him if given the opportunity. When he left projects and activity slowed down. He set goals that were reachable while moving projects forward. He is very results oriented and will be a great Manager.

### **Words or phrases used to describe Roberto Hernandez:**

- Leader,
- Innovative,
- Collaborative,
- Inclusive,
- Decisive leader,
- Influential.

Strengths: Very collaborative; very decisive, very professional; very approachable; very

intelligent; very innovative; very well liked; great leader.

Weaknesses: He is very high functioning and he trusts employees to work at the same level. He

does not micro manage but at times people need to be micro managed.

### Erdal Donmez - City Manager, City of Coral Springs, FL 954-344-5906

Mr. Hernandez reported to Mr. Donmez from 2011 - 2013. They had frequent interactions as their offices were near each other. Because of his military background Mr. Hernandez is very organized. He kept time tables for each project and assignment, and stayed within that timetable. He relayed both good news and bad news, and kept everyone very well informed.

Mr. Hernandez's job performance is excellent. When given an assignment he is very thorough in researching the idea and providing updates as needed. He is very hard working, rarely says no to an assignment and does an excellent job from start to finish. He is a superb individual and employee.

Hiring decisions are made by hiring panels in Coral Springs. Mr. Hernandez was part of several hiring panels and did very well. He was confident in challenging his subordinates and peers by asking questions about procedures that had been in place for years, but he did so in such a way that he gained the respect of everyone in the organization.

Mr. Hernandez maintains the organization at a high level of performance and can be a change agent when necessary. He is often out in the community and attends community functions. His public interactions are excellent.

Every Friday afternoon Mr. Hernandez drove some of the Directors to project sites and to review other parts of the community. He also rode with police officers and employees from code enforcement. He made sure everyone was aware of the issues and sought input from multiple departments. He is very dynamic, hardworking, mature and friendly.

The Code Enforcement Division was in terrible shape and received complaints from staff and residents. Mr. Hernandez organized meetings with the entire staff to discuss the issues and how they could improve. He met with every employee as a group and individually to make sure they were on board. He involved staff from other departments. He gave regular updates and wrote an assessment report, which became the basis for the reorganization of the division. This report is still used as a model for other departments and functions.

Mr. Hernandez had good financial skills and does well preparing the budget. He is not an expert in finance and cannot give advice on whether the city should use a bank loan or a bond issue. He is always timely in completing tasks and if he is unable to complete it within the time frame given, he is upfront to avoid surprises.

Coral Springs has a very informal environment. Staff generally calls the commissioners by their first name. Mr. Hernandez has a military background and called them Mr. Commissioner or Ms. Commissioner. His style is unique and while the elected officials did encourage him to use their first name, they appreciated the respect he showed them.

Nothing negative has been written about Mr. Hernandez in the newspaper. His background is clear of any item that might embarrass an employer.

Before hiring Mr. Hernandez, Mr. Donmez called his former boss in Broward County to ask what she thought of him. She replied that none of his accomplishments were exaggerated and she would hire him in a heartbeat. She eventually had an open position within the County and offered it to Mr. Hernandez, which he accepted.

Mr. Hernandez is at the top of Mr. Donmez' list of individuals to recommend or hire. He is very well rounded, mature, hardworking, friendly and highly ethical. He speaks Spanish, which is beneficial in South Florida. Mr. Donmez gives Mr. Hernandez the highest reference possible.

### Words or phrases used to describe Roberto Hernandez:

- Disciplined,
- Organized,
- Professional
- Listener, and
- Formal as needed.

**Strengths:** Very organized and thorough; keeps everyone in the loop; does an excellent job

with every assignment.

**Weaknesses:** His only weakness is longevity. He worked in Coral Springs for less than two years

and left for an opportunity with the County.

### Skye Patrick – Former Director of Libraries, Broward County, FL 562-940-8400

Ms. Patrick has known Mr. Hernandez since 2014. She really enjoyed working with him and learned much from him.

Public Administration is Mr. Hernandez's strong suit. He is thoughtful and he understands County policy and procedures very well, which means he can navigate in a way that is very helpful to his department. He did not know much about the library system when he was hired but he studied and learned about how they operate and he now has a good understanding.

The Directors hired by Mr. Hernandez were very good selections. He sat on the panel that hired the Finance and Business Administrator, and helped with the searches for the Aviation Director and Human Services. When making decisions in general he is very thoughtful and takes the time to gather information.

In general, Mr. Hernandez maintains the organization at a high level and has learned from his department heads to be innovative and creative. They had a monthly meeting where Mr. Hernandez provided information on organizational changes. Ms. Patrick headed a very large organization with many issues. He was always available and responsive.

Some community members were very aggressive. Mr. Hernandez took the time to attend both scheduled and off the cuff meetings with individuals who had concerns about an issue. His openness and willingness to address an issue immediately, without any delay, was impressive.

In his capacity Mr. Hernandez really tried to lead the organization, and was creative and thoughtful in meeting goals. He worked very well with the Board, which consisted of nine voices with sometimes conflicting concerns. He protected the department heads when necessary and did a great job balancing the administration and the politics, which is no small feat.

Several major personnel issues involving union members were escalated to upper management. Mr. Hernandez was not required to attend the meetings but he came to help negotiations. The union had between 500 and 600 members. He helped navigate the very rocky road between the union relationship and County protocol. He showed great initiative in addressing problems that existing prior to his arrival. He helped resolve long standing issues in only 2 to 3 meetings.

Mr. Hernandez was given directives to create a business plan for the new Panther Stadium. The process took several months and he worked with several departments to create the business model. He also worked on a new transportation plan which is very complex. The process has spanned for several years and involves 15 of the 31 cities in Broward County.

They were short 800k in a capital budget of \$5 million dollars. Mr. Hernandez worked with the staff to review the overall budget and prioritize projects. Several of the big ticket items related to technology were prioritized, and he found a way to upgrade their enterprise software.

They have only known each other for a few years but Ms. Patrick does not know anything controversial that involves Mr. Hernandez.

Broward County has a \$6.5 million dollar budget with 31 cities plus some incorporated areas. Ms. Patrick would hire Mr. Hernandez and feels he is well suited to run a community the size of Broward County or slightly larger. Every department head he worked with has a positive opinion of his management and leadership qualities. Employees are comfortable working with him and felt very supported by him. He ensured that Ms. Patrick had the financial resources she needed. She confidently recommends him for an Administrator position.

### Words or phrases used to describe Roberto Hernandez:

- Extremely thoughtful,
- Very intelligent,
- Incredible business mind,
- Perfectly capable administrator,
- Incredible leadership qualities, and
- Shows initiative and foresight to present quantifiable outcomes.

**Strengths:** Thoughtful; understands policy and procedures; public administration; learns what

he needs to know.

Weaknesses: He could have a greater understanding of the different lines of work that each

department head is responsible for.

### Claudette Bruck – Former Commissioner, City of Coral Springs, FL 954-562-2526

Ms. Bruck has known Mr. Hernandez since 2011. He was their City Manager for all too short of a time. They were sad to see him leave and would love to have him back.

Mr. Hernandez is extremely bright, very diligent and focused. When he first came to the city he first stood back and analyzed the organization. When it was his turn to speak, he impressed everyone. His presentations are flawless but factual. Everything he says is entirely trustworthy, he does not present information he cannot stand behind.

Their interactions were all professional. Mr. Hernandez is very respectful. He listens and is prompt in responding to inquiries. His decisions when hiring personnel are very good. He is innovative and operates at a high performance level. He listens, assesses a situation and then comes forward with an excellent recommendation. He is very experienced and innovative.

Mr. Hernandez frequently gave presentations at workshops, commission meetings and community meetings and always did an excellent job. He has a good rapport with the audience and a demeanor that invites trust.

Mr. Hernandez kept the Commissioners informed as appropriate. The Manager's office operates independently of the Commission. Rather than reporting in on a daily basis, they do so at special meetings or as needed.

Mr. Hernandez did not have the opportunity to work one-on-one with residents, but he did present information about projects to the community. He is always prepared and can answer questions on the spot.

The Commission receives much information from varying sources and the information is not always accurate. They felt very fortunate to have Mr. Hernandez on staff and trusted his accuracy. He led the organization well because he earned the trust of employees.

Mr. Hernandez played a significant role in pension discussions. He responded to questions at community and commission meetings. He follows through and is customer service oriented. He always does what he says he will do. He was not directly involved in the finance department or the creation of the budget, but has a good understanding of the numbers.

Ms. Bruck is unaware of any controversy involving Mr. Hernandez. She would hire him and feels he would be a great manager. He is knowledgeable, experienced, task oriented, focused, and can always be trusted. His departure was a tremendous loss to Coral Springs.

### Words or phrases used to describe Roberto Hernandez:

- Trustworthy,
- Bright,
- Quick study,
- Serious about his position,
- Honorable, and
- Innovative.

**Strengths:** Very thorough; brings an idea forward only after it has been thorough researched;

good at identifying problems and determining solutions.

Weaknesses: None identified.

### Zachary Williams – Former Fulton County Manager, GA 404-990-6545 404-371-2881

Mr. Williams has known Mr. Hernandez since 1994. They worked closely from 2008 to 2011, Mr. Hernandez was the Deputy County Manager. He did an excellent job. His work performance, personality, and interactions are outstanding. He was handpicked from South Florida to come and work for Mr. Williams.

Mr. Hernandez has an excellent work relationship with his elected officials. They trust that what he says has been well researched. He earned their respect and represented Mr. Williams very well.

Once he has been given a problem to solve, Mr. Hernandez is tenacious. He marshals resources and focuses them through team building to get the job done. He does not shy away from challenges. He can be patient when it is warranted; however, it does not come naturally to him.

Mr. Hernandez prefers face to face interactions whenever possible. If meeting a person directly is not an option, then he uses the phone. He is an excellent writer and could be successful using email; however, he has developed respect from his subordinates by meeting with them personally, listening to their issues, and explaining his thoughts.

Depending on the nature of the decision that needs to be made, Mr. Hernandez will respond quickly. Circumstances which require fact gathering may take him longer. He is not indecisive but rather takes the appropriate amount of time to gather the information and opinions he needs to make good decisions.

Mr. Hernandez hires good employees. In some instances where a hire did not work out, he did all he could to work with them. He goes through exhausted hiring practices involving many stakeholders. He is analytical and uses that to his advantage in the hiring process.

Mr. Hernandez is innovative but does not try to change things just for the sake of change. He is mature enough to leave a process alone when it works well. He has improved existing processes in Fulton County.

Mr. Williams is proud of the redevelopment which was carried out on Fulton Industrial Boulevard. Under Mr. Hernandez's leadership an area known for drugs, prostitution, and crime has reversed its negative direction and become an area where businesses want to locate. Mr. Hernandez created momentum in this large container warehousing district. He acquired State funding and formed a commercial improvement district.

There are very few tasks in public service which Mr. Hernandez could not do well. He is ready to take the helm of an organization and become a Manager. Mr. Williams gives him his full and complete endorsement and support. Mr. Hernandez is one of the best public servants Mr. Williams has ever worked with.

### Words or phrases used to describe Roberto Hernandez:

- Embodies what public service should be,
- True believer in the mission to make other people's lives better,
- Tenacious,
- Analytical,
- Hardworking, and
- Professional.

**Strengths:** Problem solving; tenacity; marshaling resources; and team building.

**Weaknesses:** He can be patient when it is warranted; however, it does not come naturally to him.

**Dele Lowman** – Former Assistant to the County Manager, Fulton County, GA (404) 612-8331

Ms. Lowman works with Mr. Hernandez in the Fulton County Manager's Office and has known him since 2003 where they worked together in Broward County. They have a good working relationship. He is very diligent and mission focused.

When Mr. Hernandez first arrived in the Administrative Office in Broward she was working as a graduate being mentored by the County Administrator. She was told to watch Mr. Hernandez and learn from how he took a task, broke it into small parts and organized people to get the job done. If there was something he did not know he studied to become more effective.

Mr. Hernandez and Ms. Lowman have philosophical differences yet get along quite well. His military background has shaped his personality and makes him the driven person he is. He works well with elected officials. He spends most of his time with the commissioner over the unincorporated areas, and though their interests are not always the same, they work well together. He has the respect of the commissioners.

Mr. Hernandez values loyalty. His greatest strengths are diligence and follow through. No matter how difficult a situation may become, he does what he must for the best interest of the community.

Laser focus is both strength and a weakness for Mr. Hernandez. In his current role as second in command he does what he is asked without stepping back to see if there is another way. If he was the final decision maker perhaps that would be different.

Unlike many managers, Mr. Hernandez does not have an aversion to staff meetings. He likes to speak with people face to face. He is more than capable of interacting via telephone and email but favors the personal approach when dealing with direct reports.

Mr. Hernandez is a great public speaker. He has a teaching background in the military. He interacts well with the public and deals with residents often in the unincorporated area.

One recent task Mr. Hernandez was asked to take on was building the first amphitheater on the south side of the county. It was an overwhelming project with an unreasonable timeline and difficult budget. He did an outstanding job and followed it through to opening day.

There are certain people Ms. Lowman has worked with that she would hand pick to be on her team and Mr. Hernandez is one of them. She highly recommends hiring him.

#### Words or phrases used to describe Roberto Hernandez:

- Focused,
- Reliable,
- Diligent,
- You can trust him to do what he says,
- Professional and,
- Hard working.

**Strengths:** Diligence; follow through; loyalty.

**Weaknesses:** Laser focus, however he may step back if he were the manager.

Omatayo (Tayo) Alli – Juvenile Court Administrator, Fulton County, Florida (404) 613-4681

Ms. Alli is an attorney and the Juvenile Court Administrator in Fulton County. Mr. Hernandez was Deputy Director over the courts and her direct supervisor from 2008 -2011. He is phenomenal in every area. He is dedicated, dependable and loyal to his employees.

Mr. Hernandez is very supportive of his employees. He is extremely knowledgeable and articulate. He approves spending requests and is very responsible with the budget. If he says no he is still willing to listen to Ms. Alli's appeal.

In terms of strengths, Mr. Hernandez was a great listener and always multitasking. He was called upon to do many things at the same time yet makes it look easy. Ms. Alli was consistently impressed with his management during a crisis. He was responsible for a number of departments and he showed the same level of professionalism and understanding with each of them.

Ms. Alli wanted to speak with Mr. Hernandez recently and did not have an appointment. She saw him at a meeting but it had run late and her ride was waiting for her. He offered to walk her to the car so she could speak with him on the way. He got back to his office and emailed her his response. There have been other times she sent him an email after midnight and he responds on his blackberry. These are just a few examples of how wonderful he is to work with.

Mr. Hernandez dealt with the public on many occasions including Town Hall meetings. No matter what subject or question was brought up, he seemed to have knowledge in the area and a well thought out response. There were instances where she would have told someone to sit down and be quiet but Mr. Hernandez responds calmly and professionally.

Out of all the executives Ms. Alli has worked with, Mr. Hernandez is her favorite. She was devastated when he left Fulton County but she would never want to stop him from progressing in

his career. She would hire him without a moment's hesitation. He is an all-around exceptional person.

#### Words or phrases used to describe Roberto Hernandez:

- Articulate,
- Extremely bright,
- Go to person,
- Professional.
- Dedicated and,
- Dependable.

**Strengths:** Great listener; always multitasking; intelligent and supportive.

Weaknesses: None identified.

#### Dan Daley – Commissioner, Coral Springs, FL 954-778-3304 954-344-5911

Mr. Hernandez was the Deputy City Manager when Mr. Daley ran for office and was elected as a City Commissioner. They have known each other since 2011. Mr. Daley has the highest regard for Mr. Hernandez. Mr. Daley rarely provides references and when he does, he means what he says. Mr. Hernandez is at the top of his list.

Mr. Hernandez's job performance is incredible. The city had rampant issues in the code enforcement and building departments. He spearheaded an internal review which caused a complete 180-degree turnaround. By the end of the investigation and audit, the individuals in charge sought early retirement and the departments were headed in the right direction.

In terms of hiring personnel Mr. Hernandez helped put together a winning team but because the Commissioners are not involved in hiring decisions Mr. Daley does not know the role that Mr. Hernandez played. His decisions in general are good.

The way Mr. Hernandez handled himself as a Deputy City Manager showed his innovation. He undertook the downtown development project and really wanted to transform the downtown area into a vibrant place. He is not set in his ways, he is open to new thoughts and processes to achieve the goals.

Mr. Hernandez attended community meetings on a frequent basis. He has tremendous experience working with the public and can break down a complex issue for residents with ease. He is down to earth and works very well with the public.

Because of Mr. Hernandez's military background, communication and transparency was a significant part of how he operated. He stated the facts that the elected officials needed to know. He provided recommendations and then left the decisions to the Commissioners.

Mr. Hernandez rallied employees around the vision of the elected officials. He was customer service oriented. He worked with the CRA to establish and budget the downtown project. His work was completed in a timely manner.

Mr. Daley never felt uneasy with Mr. Hernandez both in terms of his personality and when he was relaying bad news. Mr. Daley felt confident that Mr. Hernandez was not hiding any facts or skewing the numbers. If Mr. Daley knew of anything in Mr. Hernandez's background that was controversial, he would not have provided this reference. Mr. Hernandez left Coral Springs to be the Deputy County Administrator for Broward County.

Mr. Daley would hire Mr. Hernandez. He would be a great city or county manager. He has an excellent reputation in Coral Springs and Broward County.

#### Words or phrases used to describe Roberto Hernandez:

- Leadership,
- Trust,
- Gets the job done,
- Detail oriented,
- Standup guy, and
- Straight shooter.

**Strengths:** Leadership; task oriented; gets things done; works through complex issues.

Weaknesses: None identified.

#### John Hearn – City Attorney, Coral Springs, FL 954-344-5977

Mr. Hearn has known Mr. Hernandez since 2011. In terms of job performance Mr. Hernandez is very energetic and a go-getter. He really moves projects along and stays on top of them. He is a change agent.

City Hall is in an office that was built by General Electric for selling homes. The City has been trying to build a City Hall since 1993. Mr. Hernandez really energized those involved and the new City Hall is finally under construction.

Mr. Hernandez was always very involved in the community and he attended community meetings. He had a very good relationship with the public. He was customer service oriented.

Mr. Hernandez leads staff to fulfill the vision of the Board. Employees did not have much appetite for moving forward with the downtown development which included the new City Hall. He took the bull by the horns and did a very detailed PowerPoint presentation showing all the issues that their current City Hall had. He demonstrated how having a vibrant downtown area would benefit the City and residents. He did a nice job leading the project.

Mr. Hearn is not directly involved with the budget and finances but in the course of their conversations he came to believe that Mr. Hernandez has good financial skills. He completes tasks by the deadline given.

Mr. Hernandez has not been involved in anything personally or professionally controversial. He left Fulton County because his family wanted to return to Florida. When an opportunity opened up on Broward County, he embraced it. He moves forward when doing so makes sense.

Mr. Hearn would hire Mr. Hernandez and had a positive experience working with him. He would be a good city or county manager. The five Commissioners and City Manager in Coral Springs loved working with Mr. Hernandez.

#### Words or phrases used to describe Roberto Hernandez:

- Energetic,
- Outgoing,
- Positive,
- Change agent,
- Engaged, and
- Active.

**Strengths:** Energetic; very much wants to make decisions; can shepherd a project from A to Z

very well.

**Weaknesses:** People's greatest strengths are often their greatest weaknesses. Because he moves

projects along so well Mr. Hearn, as City Attorney, had to slow him down a little

and occasionally remind him of a step that needed to be taken in the process.

#### Dale Pazdra – Human Resources Director, Coral Springs, FL 954-344-1150

Mr. Pazdra has known Mr. Hernandez since 2011. They were peers within the organization.

Mr. Hernandez did an excellent job during the time he was with Coral Springs. His decisions are good because he is very detailed. He gathers the data necessary to get to the bottom of an issue and is very well informed when he makes decisions.

Mr. Hernandez can be characterized as a change agent. He is very good at communicating with others in the organization. He represented the city frequently at public meetings and was always visible in the community.

One of Mr. Hernandez's strengths is project management. He led an assessment team to determine how effective the code compliance division was organized, how they managed the workload, and the leadership of the department. Mr. Hernandez and his team did a very thorough job and suggested several changes that were implemented to improve operations.

In terms of customer service Mr. Hernandez does well. From a fiscal perspective he is very good with numbers and analysis, but they did not interact on more detailed financial tasks. He is very smart and accomplishes tasks by the deadline.

Mr. Hernandez was not involved in anything controversial during his time in Coral Springs. Mr. Hernandez had retired from military duty and was well respected by those he worked with. Mr. Pazdra found nothing of concern in his background when they hired him in Coral Springs.

Mr. Hernandez was very well-liked by the elected officials in Coral Springs and they wished they could have kept him longer. He was given an opportunity to work at the County and accepted the position, but he left Coral Springs on good terms.

Mr. Hernandez is a good candidate for any position that will challenge him and keep him moving forward. He is a very innovative person and sometimes government environments are not conducive to that level of improvement.

Mr. Hernandez held a very responsible position in Georgia before he was hired in Coral Springs and has much experience as an Assistant or Deputy Manager. He is a very forthright and honest person. He is very punctual and focused. He gives his all because he cares about his work.

#### Words or phrases used to describe Roberto Hernandez:

- Thorough,
- Accurate,
- Probing,
- Honest,
- Proactive, and
- Dedicated.

**Strengths:** Very good at project management and allocating resources; handles investigations;

very detailed; very thorough, not afraid to ask questions and challenge the status

quo.

Weaknesses: He is very confident and capable, but is not always easy to read or get to know.

**Prepared by:** Lynelle Klein

Colin Baenziger & Associates

## **Section 5**

# CB&A Internet Research

(Note: This research will be presented in reverse chronological order)

Tribune Content Agency News Service (USA) May 20, 2016

#### Is Broward ready for a hurricane hit? Drill shows how rescue would work

Author: David Fleshler, Sun Sentinel Tribune Content Agency

May 20--After raking the Florida Keys and Miami-Dade County, Hurricane Kimo reached Miramar as a lethal Category 3 storm, with sustained winds of 129 mph, and tore a diagonal corridor to Deerfield Beach.

The slow-moving storm bore into the county for seven hours. A tornado struck Pembroke Pines, Cooper City, Davie and Fort Lauderdale. An eight-foot storm surge trapped people on barrier islands. With cell towers damaged, many smart phones became useless.

This was the scenario Thursday as Broward County conducted a full-scale hurricane drill at the Emergency Operations Center in Plantation to prepare for the June 1 opening of hurricane season. About 300 people gathered on the operations center's vast open second floor to practice receiving calls for help, coordinating responses and dealing with the countless challenges of a natural disaster.

"We've got to get it right the first time," **Rob Hernandez**, deputy county administrator, told the group. "The public expects that we'll get it right the first time. We can't offer them excuses. There are no alibis, there are no mulligans."

The scenario began seven hours after the all-clear, as the county lay damaged, darkened by power outages and full of a untold crises, with fatalities reported, residents trapped by floodwaters and many situations requiring immediate attention.

Like much of contemporary life, the response to the crisis would be coordinated largely through a computer software program, in this case WebEOC 8.0, a crisis-management system developed by Intermedix Corp. of Fort Lauderdale.

As calls for help and reports of problems such as power outages came in, it was up to those in the room to route them to the right agency or issue the correct orders to deal with them. The group included representatives of law enforcement agencies, fire departments, the county government, Florida Power & Light Co., city governments, the Red Cross and many other organizations. A call to rescue four people trapped on a roof in Oakland Park was routed to the Broward Sheriff's Office, said Major Kevin Shults, who headed the Sheriff's Office group at the emergency operations center. But the law enforcement agency's helicopters didn't have the sort of basket-and-line system required for such an endeavor. They asked the Coast Guard to do it instead.

A call for water came from Pompano Beach, where the storm damaged the treatment plant, reducing its output by half. Alan Garcia, director of the county's division of water and

(Note: This research will be presented in reverse chronological order)

wastewater services, ordered emergency interconnects from a county water plant that would temporarily provide the city with sufficient water.

In the pressroom, public communications specialist Cindy Malin scrawled occasional updates on a white board: "Flooding and tornado damage throughout county. Exact location TBD." "Drones being used to assess damage."

As the various reports, crises and calls for help came in, evaluators in green vests observed the work in each area. They will prepare written reports.

The Red Cross, which operates shelters, faced a crisis when 2,500 people showed up at a Coconut Creek shelter that was already full. The issue was "escalated" to a high-ranking group of decision-makers, who authorized the opening of an additional shelter.

"The exercise is to test our abilities to collaborate, communicate and respond," said Roberto Baltodano, the Red Cross' regional communications manager. "These are things that could happen during a real hurricane. We've had these hurricane scenarios."

The county has not seen a direct hit from a hurricane since Wilma in 2005.

"It's been 11 years since we had one," County Mayor Marty Kiar said to the group before the drill began. "Hopefully this will be another year that we're hurricane-free. But eventually we're going to get hit."

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(Note: This research will be presented in reverse chronological order)

South Florida Sun Sentinel

#### Deal helps Panthers, helps Broward more

Dec 8, 2015

The Broward County Commission should approve a new agreement today with the Florida Panthers because the deal would better protect the public's investment in the BB&T Center. One can argue persuasively the county was wrong to make that investment of tourist tax revenue 20 years ago, when the Panthers wanted out of the old Miami Arena. A National Hockey League team draws fewer tourists than Broward's beaches and the convention center. The county, however, can't back out of that commitment. With that in mind, county administrators make their more persuasive case for the front-loaded \$86 million deal that would run through 2028.

One argument against the deal is the public shouldn't subsidize the rich owners of the Panthers. Deputy County Administrator **Roberto Hernandez** responds that the money -- none of it property tax revenue -- would go toward the arena, not the Panthers.

The team owners also run the company that manages the BB&T Center. They would have to spend the \$86 million on improving, operating and promoting the arena, of which the team is the main tenant. The county would have to sign off on the improvements. The team also would continue to pay \$5.3 million per year toward the arena's debt, which will be paid off in 2028. So the county's investment would go to the county's facility.

The other main argument against the deal is the county should spend the money on projects that better play to Broward's tourism strengths -- such as beaches. Two other key priorities are an expanded convention center and a convention center hotel. The arena is far from the county's major tourism hubs. **Hernandez** acknowledged, "We are very sensitive to that." He believes, however, the county can "meet all of our obligations" regarding tourism promotion, especially beach renourishment. County officials, **Hernandez** said, routinely have made conservative estimates of 3 percent for increases in tourist tax revenue. In fact, annual increases have been more like 5 percent.

The county has put much of that balance in reserve, **Hernandez** said. A recent study of the tourist tax questioned the amount of money held in reserve. Doing so, **Hernandez** said, means the county can use that money for one-time projects like beach renourishment and still pay the recurring expenses of the Panthers deal. Part of this story is the coming debate over raising the tourist tax from 5 percent to 6 percent, even though none of that potential revenue is part of the Panthers deal. It is generally agreed money from the sixth cent would go toward convention center expansion.

**Hernandez** said the county is waiting for bids on the expansion. When administrators have an idea of the cost, the county will start discussions on raising the tax. Miami-Dade and Palm Beach counties have raised their tourist taxes to 6 percent. +The deal would cut the county in for a share of profits if the money-losing Panthers became big winners on the ice and financially. The arena

(Note: This research will be presented in reverse chronological order)

would have a better chance of getting an all-star game, and the team would continue to help youth hockey in Broward.

All are nice points, but the focus of the deal, correctly, would remain on the BB&T Center. The healthier it is, the better for the county. Losing the Panthers would mean losing 40 dates, and the BB&T Center has lots of regional competitors. So the arena is healthier with the Panthers, and with the team having a better chance to succeed.

Having studied the financials, **Hernandez** said, "We came to the conclusion that it would cost the county almost as much if the team stayed as if the team left. It's almost an economic wash. So if we would pay with or without them, it's better to have them."

The deal would allow the Panthers to leave after eight years, but the team would have to repay the \$72 million in tourist tax revenue it had received. If the team left after eight years, the county would have enough money to repay the arena debt. As long as the Panthers stay, **Hernandez** said, "We transfer a lot of the responsibility to the team." The county also would get development rights to land around the arena.

One other point in the deal is worth noting. Two decades ago, the county committed to spending two cents of tourist tax revenue on the arena. The county hasn't met that obligation. Under the deal, **Hernandez** said, the Panthers would drop all claims to any unspent money.

There might be emotional reasons to reject the Panthers deal. There are better business reasons to approve it.

(Note: This research will be presented in reverse chronological order)

National Mortgage News (USA) April 21, 2014

#### Property-Tax Collections Rising at Fastest Pace Since Housing Crash

Author: Staff

Property-tax collections are rising at the fastest pace since the U.S. housing market crash sent government revenue plunging, helping end an era of local budget cuts. In cities including San Jose, California, Nashville, Tennessee, Houston and Washington, revenue from real-estate levies has set records, or is poised to.

Local governments are using the money to hire police, increase salaries and pave roads after the decline in property values and 18-month recession that ended in 2009 forced them to eliminate about 600,000 workers and pushed Detroit, Central Falls, Rhode Island, and three California cities into bankruptcy. "The money is flowing back, but it's not like an open spigot," said **Rob Hernandez**, deputy administrator of Broward County, Florida, where property-tax revenue is set to rise 7 percent this fiscal year, though it remains below earlier peaks. "It's trickling in."

Some localities that were hit hardest in the real-estate collapse, such as Clark County, Nevada, haven't yet rebounded but forecast improvement in the next fiscal year. Property-tax collections nationally rose to \$182.8 billion during the last three months of 2013, when much of the money is due, according to a U.S. Census estimate last month. That topped the previous peak four years earlier, before the decline in housing values reduced revenue.

"With cities having increased real-estate tax collections, it will really improve their bottom lines," said Brooks Rainwater, a director of research for the National League of Cities in Washington.

The financial recovery is easing the risk of credit-rating cuts for local governments, which could increase prices by pushing down yields as a result of less risk. Bonds from local government issuers have gained 5.34 percent this year through April 16, outpacing the broad market's 4.86 percent advance, Bank of America Merrill Lynch data show. It would be the first time since 2008 that debt from cities, counties and townships have outpaced all securities in the \$3.7 trillion market. Property taxes have taken longer to rebound than other types of levies, prolonging the effects of the 18-month recession that ended in 2009. It can take more than a year for tax bills to catch up with changes in home values. Some state laws limit annual property-tax increases.

In Nashville and Davidson County, Tennessee, property tax revenue rose 13 percent in the 2013 budget year compared with 2012. With revenue hitting \$891 million, the government rebuilt fire stations and started work on a police station.

In Houston, where property tax collections are up more than \$100 million from the 2011 low, the city is putting more into its libraries and parks and has begun adding to its workforce. "We're clearly headed in the right direction," said Houston Controller Ronald Green.

(Note: This research will be presented in reverse chronological order)

In Washington, property-tax collections in the year that ended in September rose about 5 percent from the year before to \$1.9 billion. The city is spending more on schools and affordable housing. San Jose, in the heart of Silicon Valley, is using the extra cash mostly to cover rising costs for employee health care and pensions. Property-tax collections are set to rise 8.1 percent for the year ending in June to about \$222 million, above the previous peak of \$210 million in 2009. "We were able to stop the bleeding," said San Jose Mayor Chuck Reed. "The real-estate market will help us not have to cut services, but it is not strong enough to give us enough revenues to overcome these increasing costs."

Local governments remain hesitant to hire after cutting jobs from mid-2008 through March 2013, according to the U.S. Labor Department. Since then, local governments, which employ about 14 million people, have added 57,000 workers. "Property values are rebounding to a degree and fairly robustly in some locations, but the effect of that on the fiscal circumstances in many cities is not as salutary as we would like," said Steven Kreisberg, the director of collective bargaining for the American Federation of State, County and Municipal Employees, which represents more than 1.6 million government workers and retirees.

Since March 2013, property values have risen by more than 10 percent each month from a year before, according the S&P/Case-Shiller index of property values in 20 U.S. cities. Nevada's Clark County has a backlog of projects awaiting funding, said Commissioner Steve Sisolak. The county's property-tax collections during the year beginning in July are forecast to rise for the first time since 2009, though gains will be limited by state caps on how much they can increase. "The county's turning a corner," Sisolak said. "You fall off a cliff fairly quickly, and it takes you a while to climb back out."

(Note: This research will be presented in reverse chronological order)

Broward New Times March 18, 2014

Florida Panthers Asking for Public Money, but Proposal Seems to Benefit Only the Team Author: Chris Joseph

Looks like the Florida Panthers' latest proposal to Broward County has altered language that would basically screw over the county while they make the big dough, according to a rundown of the proposal by the Sun Sentinel. The first proposal the Panthers made at the beginning of the year had asked the county for something around \$70 million, claiming that they had been losing \$20 million and that they need public funds to keep from being dissolved from the NHL. This latest proposal asks for \$80 million or more.

The Panthers also want to develop 22 acres north of the BB&T Center for a casino-hotel that the county is also supposed to pay for. The Panthers turned over the 57-page proposal to Broward County commissioners and, according to the Sentinel's findings, it boils down to more money for the team while the county gets the shaft.

Those wishes are not far off from when the team asked for county money originally back in January. The team's original proposal included taking \$4.5 million of its annual payment off the books and having it picked up by Broward County. The team also asked the county to contribute \$500,000 a year toward maintenance.

The latest proposal says the Panthers need a hotel-tax subsidy package worth \$80 million over the next 14 years to keep them from losing money. But the overall deal would seem to benefit only the Panthers. "As currently written in their proposal," Deputy County Administrator **Rob Hernandez** told the Sun-Sentinel, "it would definitely have an impact on our ability to share in any of the profits."

County officials say they won't support the proposal without a better return for Broward's taxpayers. Back in September, the Panthers were bought for \$240 million by Cliff Viner and Sunrise Sports & Entertainment to a group led by New York businessman Vincent Viola. The Panthers have had an operating loss of \$12 million for the 2011-12 season and were worth \$170 million, according to Forbes. As for Panther and hockey fans' reaction to this, they took to Twitter with the usual vitriol.

(Note: This research will be presented in reverse chronological order)

US Fed News (USA) August 11, 2013

#### BROWARD COUNTY NAMES NEW DEPUTY COUNTY ADMINISTRATOR

Author: Staff

Broward County has issued the following news release:

Broward County Administrator Bertha Henry has announced the appointment of **Roberto** "Rob" Hernandez as the new Deputy County Administrator. Hernandez is an experienced public servant who served as deputy county manager for Fulton County, Georgia, and most recently as deputy city manager for Coral Springs in Broward County. He is returning to County Government, where he first began serving the County in 1994 and most recently served as an assistant to the county administrator from 2003 to 2008.

As deputy county administrator, **Hernandez** will assist the administrator in managing the day-to-day operations of the County, and oversee the activities of several large departments, including Public Works, Human Services and Environmental Protection and Growth Management, as well as the Parks and Recreation, Libraries and Cultural divisions. Also reporting to **Hernandez** will be the Office of Economic and Small Business Development, Office of Public Communications, Office of Intergovernmental Affairs and Professional Standards, and the Office of the Medical Examiner and Trauma Services.

Henry said, "We are excited to have **Rob** back with Broward County. He has dedicated much of his professional life to public service and has a keen understanding of how county government programs and services help meet the needs of our residents, businesses and visitors. He will be a valuable asset to the County and the community."

**Hernandez** has a bachelor's degree in public administration from Florida International University, and a master's degree in public administration from Nova Southeastern University. He is a graduate of the Broward Fire Academy and the U.S. Army John F. Kennedy Special Warfare Center and School. He retired from the U.S. Army Reserves in 2008 after a 23-year career, most recently serving as a senior instructor in civil-military operations.

(Note: This research will be presented in reverse chronological order)

McClatchy-Tribune Regional News (USA) February 6, 2013

**BRIEF:** Coral Springs offers incentive to company

Author: Lisa J. Huriash

Feb. 06--CORAL SPRINGS -- -- Taxpayers will be handing over cash to a new business considering coming to town, although they don't know yet who is getting the check. City officials said the business, described as a "pharmaceutical manufacturing, research and development" company, is a coup for the city. The company is expected to bring 108 jobs and a new source of tax revenue to the city.

Dubbed "Project Rock Solid," the business will receive \$540,000 in state, county and city money in incentives through the state's qualified target industry tax refund program. In addition to the city's portion of \$54,000, city commissioners agreed Tuesday to allow \$825,000 in credits that would normally be paid for fees such as building permits.

"The bottom line is if we don't offer incentives, somebody else will," said **Rob Hernandez**, deputy city manager. "It's the cost of doing business." The company is allowed by state law to remain unknown to the public while it's in this process of receiving incentive money. **Hernandez** said the company asked to remain anonymous for competitive reasons.

(Note: This research will be presented in reverse chronological order)

McClatchy-Tribune Regional News (USA) December 13, 2012

#### Coral Springs to consider building new city hall

Author: Lisa J. Huriash

Dec. 13--CORAL SPRINGS -- City commissioners said Tuesday they were open to the idea of spending millions of dollars to construct a brand new City Hall. "To me, the short answer is yes," said Commissioner Claudette Bruck. "We should proceed and we should proceed now."

City leaders must now decide if they really want the new building, where it will go and how to pay for the estimated \$25 million cost. It will eventually be a "financial decision," said Vice Mayor Tom Powers. "There's way too many questions." For about a year, former Mayor Roy Gold had proposed closing both City Hall buildings on the north and south sides of Sample Road to construct one large facility.

But while some commissioners had previously said the project could become unwieldy and too expensive and they doubted there would be public support, the majority now seem open to at least further discussion. Deputy City Manager **Rob Hernandez** said the 45-year-old building was "outdated and functionally obsolete." "You can go anywhere and hear conversations in the next office," he said. And, the current building is "not a source of civic pride."

"That's depressing," Bruck said.

**Hernandez** also said the current building is expensive to keep up, with \$1 million alone needed to retrofit the building to accommodate a new telephone system.

"If we're pouring money into a facility that is no longer worth pouring money into," the commission should consider a new building, said Commissioner Dan Daley. City Manager Erdal Donmez said the city staff will come back with "more refined numbers" in late January with the projected costs to build a new City Hall at various spots, which include the current location, Mullins Park, and the area envisioned to be built as a downtown.

Several South Florida cities have recently built new City Hall complexes. Doral earlier this year spent \$22 million on its new building and Wellington built its new building last year for \$10.5 million. In Coral Springs, officials said municipal bonds would be the best way to cover the expense Commissioner Larry Vignola said he has always opposed the plan and still does. "Is it a top priority to spend more than \$20 million on? Not in my opinion, and not in the opinion of the majority of our residents. I don't why we're still talking about this. I don't think now is the time for a project like that."

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA) November 4, 2011

Southside: Deputy manager leaves Fulton for Florida post

South Fulton, Clayton, Fayette, Henry

Author: Johnny Edwards

**Rob Hernandez**, deputy county manager over unincorporated south Fulton's special services district, has resigned. He has taken a job as deputy city manager for Coral Springs, Fla., and his last day in Fulton will be today. **Hernandez** worked in Fulton for three years and previously worked with County Manager Zachary Williams in Broward County, Fla., where Coral Springs is. He was instrumental in the opening of the Wolf Creek Amphitheater, upgrading courthouse security and the reorganization of emergency services, among other things.

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA) May 25, 2011

#### **ILLEGAL DUMPING**

Putting the brakes on tire dumping

It's no easy task as illegal activity stealthily spreads across state.

Author: Ernie Suggs

Over 10 days last fall, someone made three trips to the Arts Exchange and dumped more than 1,000 old, dirty tires onto the property. The location was ideal. Easy access off I-20 in southeast Atlanta. A dead-end road. A wide-open space. Across Georgia, there are hundreds of examples of illegal tire dumping such as this, on public and private lands, creating a problem that is as much health hazard as it is eyesore. Of 10 million scrap tires generated in the state annually, an estimated 1.5 million are discarded illegally, the Georgia Environmental Protection Division said.

And Atlanta finds itself at the center of this rubberized abandonment, with its city council compelled this week to form a separate tire commission to combat the violators. The city annually deals with 450,000 scrap tires, nearly 70,000 of them dumped illegally, said Winthrop Brown, Georgia EPD program manager.

Not surprisingly, money is at the heart of this problem: Tire salvagers get paid to collect tires but many of them won't pay for recycling. So they dump the tires. Everywhere they can. "It is a very significant problem in the state, because of the expense and because these tires are breeding spots for mosquitoes and vectors," said Brown, noting that Newton County last year collected 67,000 dumped tires. "Dumping is bad in metro Atlanta because of the population, but dumping is increasing in rural areas because of the distance they have to travel to get rid of tires."

As part of his job, the EPD's Brown regulates how tires are disposed from car dealerships and tire shops, among others. Businesses must pay for a carrier to pick up truckloads of old tires. Otherwise, there is little concentrated enforcement. Tire dumping is a felony, but there are just five criminal cases currently pursued by the state, though several people previously have served prison time for this offense, Brown said. "If nobody calls it in, we have a hard time prosecuting," Brown said, adding there are only a few local jurisdictions, such as Columbus and Macon, that have their own laws on the books, though state regulations exist.

In April, Atlanta Councilwoman Joyce Sheperd, who pushed for the tire commission, led a clean-up in District 12 in which 2,000 tossed tires were collected. In southeast Atlanta, she has overseen the retrieval of 4,711 tires this year, and more than 10,000 over the past five years.

Fulton County Deputy Manager **Rob Hernandez** said south Fulton has the same problem as Atlanta with illegal tire dumping and no ready solution. The county has considered putting a deposit price on used tires, similar to glass bottles, to encourage residents to take them to a landfill. "It's difficult to prosecute offenders unless they're caught in the act," **Hernandez** said,

(Note: This research will be presented in reverse chronological order)

"and Fulton lacks the staff to try to trace tires back to suppliers and find out who they were sold to."

Last summer, the Fulton County health department spent \$23,000 on a tire drive that netted 2,100 tires. The public works department pays \$50,000 per year to dispose of old tires. "This has been a real problem for us," said Cheryl Odeleye of the Arts Exchange, surveying the endless and unwanted black mountain left near the center. "It is a health hazard. And it is a morale downer for someone to come in and be so disrespectful to us."

Piles of old tires don't necessarily present toxic health issues, rather they serve as nesting places for rats, snakes and mosquitoes, little consolation to those left with this mess. Across metro Atlanta, jurisdictions vary in how to deal with dump sites. DeKalb County officials said they defer to state law in dealing with tire dumping. In Clayton County, illegal dumping can land someone in jail for six months. Cobb County claimed it hasn't had much of an issue with discarded tires, outside of a few isolated incidents. "What a lot of people don't understand is that there are a lot of expenses involved in tire disposal," Dewey Grantham of Liberty Tire Recycling said.

If operating lawfully, a carrier takes used tires to a recycler, where in Georgia there is a 90 percent chance these tires will be converted to fuel. A carrier typically charges \$2 per tire, but has to pay the recycler \$1 for each, cutting into the profit. An illegal carrier might charge \$1.50 per tire on pick-ups, bypass the recycler and leave the tires at an isolated place like the Arts Exchange. There also have been cases in which people have rented trucks and abandoned them filled with old tires. Bolder criminals have stocked empty warehouses with worn tires. The state lacks funding to properly monitor tire disposal. For every new tire larger than 12 inches and sold in Georgia, a consumer pays a \$1 fee, which was supposed to go to a solid waste fund. Yet for two years, state lawmakers have diverted the funds elsewhere, covering other needs. Limited state spending also has resulted in fewer inspectors, making it harder to monitor and clean up tire dump sites.

The Arts Exchange, even with more than 1,000 tires, had what was considered a small clean-up. Liberty Tire Recycling volunteered to remove the tires, employing four workers. The tires were loaded in less than two hours. Grantham said his company processes 25,000 tires daily. "What is unfortunate is that illegal tire dumping gives tire recycling a bad name," Grantham said.

#### Tire disposal

Number of scrap tires generated in Georgia annually: 10 million Number of those that are disposed of illegally: 1.5 million

Fulton public works department's expense each year for tire disposal: \$50,000

State fee charged on each new tire larger than 12 inches that is supposed to fund a solid waste

fund, but has been diverted for the past two years for other purposes: \$1

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

May 16, 2011

YOUR TAX DOLLARS

**Grumbling greets amphitheater** 

Supporters see boon for south Fulton; opponents question use of funds.

Author: Johnny Edwards

South Fulton has a lot to brag about these days. After last week's announcement that Porsche would leave Sandy Springs to build its North American headquarters near Hapeville, Fulton County officials will open the new 5,200-seat Wolf Creek Amphitheater. Supporters are counting on the venue becoming another Chastain Park, a regional draw where picnicking music fans take in classy, intimate concerts.

Fulton County Commissioner William "Bill" Edwards, who has championed the \$6.1 million project for the past decade, predicts it will draw the spending power of concertgoers from throughout the metro area to nearby stores and restaurants, bolstering a local economy hit hard by the recession.

But the amphitheater is a sore subject for north Fulton residents who say it's another case of the county government using their tax money for projects that don't benefit them. State Rep. Lynne Riley, R-Johns Creek, who opposed the amphitheater when she was a Fulton commissioner, said the \$6.1 million shouldn't have come from the county's general fund. "Every citizen of Fulton County, regardless of where they live, top to bottom, is underwriting the cost of operating that facility," she said, "whether it's a gain or a loss."

Edwards said south Fulton residents pay county taxes, too. "South Fulton needs to be able to live, work and play right where they are," he said. Business owners between the amphitheater, which is off Camp Creek Parkway, and I-285 expect a boost. Anwar Noorali, owner of Camp Creek World of Beverage, predicts a 15 percent to 20 percent increase in business on concert days from wine shoppers. "Any economic activity, and concerts that bring in a lot of people, will definitely be good for the local economy," Noorali said.

But some point to the location -- in the flight path of the world's busiest airport -- as an issue. Michael Fitzgerald, a Johns Creek resident and member of the Milton County Legislative Advisory Committee, said he can't fathom making a 45-mile drive to attend a show there, not with the constant roar of jet planes overhead. "One of the problems with Fulton County is it's too big, and that's a long way," he said.

The Wolf Creek Amphitheater has stirred tensions along the way. When the construction contract was approved in 2008, Riley and Commissioner Tom Lowe were outvoted 4-2. Riley contended that figures from a 2005 feasibility study -- which predicted the amphitheater would be profitable after three years -- needed to be updated. Edwards fired back that she and Lowe were trying to sabotage a revenue-generating project that south Fulton wanted.

(Note: This research will be presented in reverse chronological order)

Edwards also brought up that the county spent \$1 million on Alpharetta's Verizon Wireless Amphitheatre, which was privately built. The county's contribution came through a trade-off for north Fulton not having garbage service at the time.

Gary Bongiovanni, editor-in-chief of Pollstar Magazine, said a 5,200-seat venue will have a tough time up against the 6,500-seat Chastain Park in Buckhead, the 12,000-seat Verizon amphitheater, and the 19,000-seat Aaron's Amphitheatre at Lakewood in southeast Atlanta. The proximity to Hartsfield-Jackson International Airport won't help, Bongiovanni said. "Especially if you're talking about doing any acoustic acts," he said.

Fulton County Arts Council interim Director Michael Simanga, whose department will run the amphitheater, said he isn't worried about planes. Before construction began, the county held free concerts at the site, including Atlanta Symphony Orchestra performances. "You can't really hear it, once the music is playing," Simanga said. Grammy-winning soul/R&B singer India Arie will perform a free concert June 4 for the grand opening. No shows have been booked after that, he said, though he's in negotiations for some. Riley questions whether Wolf Creek will cover its operating costs.

The county doesn't have a detailed operating budget yet. Deputy County Manager **Rob Hernandez** said planners didn't expect the facility to be finished this soon, so the upcoming concert season will be something of a trial run, with 10 shows at the most. The plan is to recoup costs through concert bookings, and the County Commission has approved a fee schedule. Expenses should be limited to electricity, water, janitorial maintenance and groundskeeping, like any public park, **Hernandez** said.

Wolf Creek was the shooting venue for the 1996 Olympics, and it currently houses a police training center. A new library is in the works, and other plans include a sports complex, walking trails, horse trails, and an arts, cultural and events center, which also could generate revenue through bookings, Edwards said.

Alre Alston, owner of the Ultimate Bar and Grille in Camp Creek Pointe shopping center, expects the amphitheater to bring him customers before and after shows. "I think it will be a good thing, as long as they bring in the quality clientele, not the rough clientele," he said.

Edwards said the county won't allow hard-core rap acts. He's looking for shows that appeal to south Fulton residents, citing performers that played free concerts -- R&B groups such as the Manhattans, the Spinners, the Dells and the O'Jays. However, he said, north Fulton residents are welcome to book shows, too. The amphitheater also can be used for church functions and graduations. On a recent visit, Edwards showed off the massive stage, the pristine dressing rooms for stars and the 4 feet of legroom between the rows of seats. He said he has no doubt the project will pay for itself. "It isn't about being sustaining," Edwards said. "Let me tell you what we want to pay: lights and water. This is for the people, for people to come out here and have a good time."

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

January 22, 2011

Fulton hikes club fees despite suit Judge declared adult ordinance invalid after free speech dispute. Strip joints' attorneys debating next step.

Author: Johnny Edwards, Staff

Fulton County will raise fees on strip clubs by hundreds of dollars this year and double them for nude dancers, even though the county remains locked in litigation over the fees after a federal judge recently declared the adult entertainment ordinance unconstitutional.

With no discussion, the commission voted 5-1 this week to raise a list of fees on businesses and residents in unincorporated south Fulton expected to generate an extra \$303,601 per year. Amid new and increased rates for false alarms, fire safety inspections, escort services and door-to-door salesmen were several license and permit hikes on the county's three nude bars off Fulton Industrial Boulevard.

Attorneys for the clubs say they are considering what to do: whether to seek an injunction or pay the fees and hope to recoup them as damages.

"I don't know what right they have to increase them when the case is still being litigated," said Jim Cline, who represents Riley's Showbar. "I guess they can do whatever they want. I guess we can argue about it when we get to the end."

**Rob Hernandez**, the deputy county manager for the South Fulton Special Services District, said the county attorney advised officials that since the lawsuit is still pending, Fulton is justified in raising the fees. If a club refuses to pay, it could have its license revoked and would face closure, he said.

"There was an injunction ordered on certain aspects of the ordinance, but not all aspects of the ordinance," **Hernandez** said.

County Attorney R. David Ware did not return messages from The Atlanta Journal-Constitution inquiring about the issue.

The judge's ruling arose from a First Amendment lawsuit filed by a group of clubs in 2001 that challenged the county's revved-up regulation of nude dancing as a prior restraint on free speech, part of a larger battle being waged throughout metro in both state and federal courts. The clubs won the 2001 case in U.S. District Court. It was reversed on appeal, and then it was sent back to District Court.

In November 2010, Senior U.S. District Judge Robert Vining ruled that the code illegally put the clubs through a bureaucratic wringer, making them wait indefinitely for approval from police,

(Note: This research will be presented in reverse chronological order)

fire and building departments. While Vining withheld judgment on whether the fees were too high, he did say that if sections of the ordinance don't hold up, none of it can stand.

"Judge Vining has said that we don't have an ordinance," Cline said. "Unless they appeal, then there's no ordinance unless they go back and pass one."

But starting Feb. 1, the county will raise the cost of an adult entertainment license from \$6,000 to \$6,400 and annual license renewal from \$4,000 to \$4,300. Employee permits will rise from \$300 to \$325, permit renewals from \$50 to \$100, employee background checks from \$50 to \$55 and fire inspections from \$30 to \$75. The increases are expected to generate an additional \$11,590 per year.

Cary Wiggins, an attorney for Fannie's Cabaret, said that since nude dancing is protected speech, a county's licensing fees can be no more than the cost of regulation. He said there is no evidence that nude bars cause any more problems for police than regular bars, and he doesn't see how Fulton can charge \$4,000 to renew a license, much less \$4,300.

"I'm just unaware of any evidence justifying a rate hike," Wiggins said.

The third club off Fulton Industrial, Club Babe's, isn't taking part in the lawsuit. Managers at all three declined interview requests. Wiggins also represents two Sandy Springs clubs that, while no longer in unincorporated Fulton, are seeking back compensation from the period before Sandy Springs became a city.

As with the state government and other local jurisdictions, the Fulton fee hikes are part of a strategy to make up for declining revenue without burdening property-tax payers. **Hernandez** said he is also trying to recover costs and adjust an array of charges, many of which haven't changed in five years, for inflation.

North Fulton Commissioner Liz Hausmann cast the sole dissenting vote Wednesday. She told the AJC that she opposes raising any fees or taxes in this economy without reducing spending. She said she wasn't aware of the strip club issue.

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

May 17, 2010

County targets image change

Campaign is to clean up Fulton Industrial.

Code enforcers, police start out cracking down on boulevard's motels.

Author: Steve Visse, Staff

Fulton County has an image problem with its huge warehouse district: Its legitimate economic opportunities sometimes have been overshadowed by its undesirable qualities. This has caused companies to bypass it and take their business across the Chattahoochee River to Cobb and Douglas counties, or get out of Fulton and relocate.

"We have had tenants who have been there for years and years and who decided to move across the river," said Tom Flanigan, ING Clarion asset manager. "I don't think it was taxes."

To attract new business and keep what it has, Fulton is pushing a campaign designed to clean up what it says is the 10 percent of Fulton Industrial Boulevard that gives the rest of it a bad name. For starters, code enforcers and police have targeted motels that allegedly were centers for sex and drug trades; three were closed for health and safety violations, and a fourth was sold to a new owner, who refurbished the property and secured a Days Inn franchise.

The new motel has posted rules in the lobby banning unregistered guests from rooms and requiring identification to reserve a room as a customer.

"We got rid of a hub of criminal activity," said Tom Phillips, county code enforcement administrator. "You can walk in there now and say, 'I can stay here.' Two years ago you wouldn't have said that. You might not even have walked in there."

At its last meeting, the County Commission banned truck drivers from parking their big rigs in vacant lots off the boulevard and using them as unofficial truck stops. "Truck stops, as you know, have a link to prostitution," Phillips said.

Even strip clubs such as Fannies' Cabaret are seeking a more orderly boulevard. Fannies' is trying to distance itself from prostitution, specifically the hookers who regularly have solicited the club's clientele when arriving and leaving. The club hired security to run them off.

"It didn't used to be this way 15 years ago," said Thomas Madden, Fannies' Cabaret general manager.

Police have cracked down, making 107 prostitution arrests in the past two years compared to 41 in the three previous years, according to county statistics. The county is committed to restoring a clean-cut image to the boulevard's seven-mile roadway that runs from Fulton County Airport at Charlie Brown Field to Campbellton Road in south Fulton, according to Deputy County Manager

(Note: This research will be presented in reverse chronological order)

#### Rob Hernandez.

The area has 89 million square feet of warehouse and commercial space but a county study released in March showed that several buildings and warehouses, developed in the 1960s and 1970s, are practically unusable. Seven properties are listed on the Georgia Hazardous Site Inventory, including five for the presence of cancer-causing vinyl chloride.

Noting its potential, the study described the boulevard as potentially one of the largest and most prestigious warehousing and transportation hubs east of the Mississippi River. "Today it may still be the largest, but it has lost much of its prestige," the report concluded.

Last month, the county used the area blight and vacant warehouses to have the district reclassified as an opportunity zone urban redevelopment area. That allows it to borrow \$26 million from a federal bond program and give employers a \$3,500 tax credit for each new job for 10 years. **Hernandez** said the county wants to use the bond money to install crime surveillance cameras in the area. A \$100,000 federal grant already was secured to increase police patrols and hire seven officers specific for south Fulton.

"We're serious about this," **Hernandez** said. "We have put together everything we have available in our tool box to assist Fulton Industrial."

Satellite offices for county services and commissioners Emma Darnell and Bill Edwards have been set up to show the county is committed to improving the area. People have noticed. Companies recently either bought or leased separate industrial properties that cover a combined 260,000 square feet.

With upgrades, the area should be able to sell itself. It is located in the center of a metro area that promotes itself as a national transportation hub. Fulton Industrial offers a regional airport and is close to Hartsfield-Jackson International Airport. I-20 is located nearby, as is the Norfolk Southern Intermodal container shipping yard in Austell, an industrial area crisscrossed by railroad tracks.

A next step would be to develop a Community Improvement District, which has happened elsewhere in Fulton and in Cobb, DeKalb and Gwinnett counties. CIDs require commercial property owners to tax themselves to pay for development plans, transportation alternatives and security.

Boulevard activists so far have been unable to obtain 51 percent approval of the property owners to install a CID, which increases tax bills by 3 or 4 mills. Yet one man on board with this idea is Madden, the strip club manager, who recognizes that even the adult entertainment business needs better security. "We have to keep it clean here," he said.

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

October 9, 2008

Fulton begins taking steps to aid 911 center

Author: D.L. BENNETT, Staff

Fulton County has begun making changes that officials hope will improve a 911 center beset by chronic understaffing and dangerous operator errors. By filling 12 vacancies and promising reforms to reduce job-related stress, county officials say they should be able to boost both work quality and employee retention. "We are adamant when we say we are going to solve the problems in the center," said **Roberto Hernandez**, deputy county manager. "Once we know all the facts, we will address it immediately. We will fix it."

Problems at the center that takes emergency calls and dispatches aid were discovered in August when an operator mistakenly sent help to the wrong location for a Johns Creek woman who later died. An Atlanta Journal-Constitution investigation found more than 1,000 write-ups of employees during the past five years for everything from fighting, dispatching mistakes and chronic tardiness to falling asleep on the job. Current and former employees complained that understaffing leads to workers being routinely forced to work 12- and 16-hour days, straining family life and causing conflicts in the center, dispatching and call-taking errors. The inquiry found mistakes that endangered not only callers seeking help but the emergency crews sent to provide aid.

Fulton also has launched three of its own investigations -- one by an outside consultant reviewing center operations, another by police of the incident on Aug. 2 and a third by **Hernandez** and others looking at employee satisfaction issues. Rather than wait for those all to be complete, County Manager Zachary Williams has filled 12 of 33 openings for communications officers and supervisors by reassigning operators who previously provided service for the city of Milton under contract. Milton dispatching is now handled by Alpharetta.

"This definitely should add value and reduce stress on the staff," said Commissioner Lynne Riley, who represents the city of Johns Creek, where Darlene Dukes died Aug. 2.

Fulton also has in process two classes of trainees who should be able to fill all the remaining spots, a move he hopes will cut down on stress at the center and reduce conflict and mistakes. Everyone should be on the job within six months, **Hernandez** said.

"We remain committed to excellence in all public safety services, and recognize that 911 operators are the first link in the chain of emergency response," said Williams. "These men and women save lives each day." The auditor's report is now due Nov. 10. The internal probe by police should wrap up this week. **Hernandez** said the committee's work on employee issues is ongoing and its plans address issues like child care for employees who work odd hours and stress management.

(Note: This research will be presented in reverse chronological order)

**Atlanta Journal-Constitution, The (GA)** 

October 5, 2008

Not enough workers and a lot of slack

Author: HEATHER VOGELL, D.L. BENNETT, Staff

A supervisor told 911 worker JoLynn Griffin she didn't have any days left for vacation. The Fulton County emergency center had barely enough workers to cover shifts. But Griffin went on a cruise anyway. She returned to find her job waiting, her personnel file shows, just as it had been when she'd missed work before.

Chronic absenteeism and tardiness are among the center's most vexing problems, records and interviews suggest, accounting for roughly a quarter of all personnel infractions and aggravating a staffing shortage that can mean marathon shifts for the dispatchers who do show up. Griffin is one of scores of Fulton 911 employees who racked up roughly 280 sanctions for arriving late or not at all -- often on multiple days -- a database of personnel actions since January 2004 reveals. The problem is likely worse; officials say their data is not comprehensive.

No-shows were counseled, warned and occasionally suspended. But they were rarely fired, data show. Some workers accumulated long disciplinary histories that included 911 call errors as well as absences, and they weren't terminated, according to personnel files. "It appears that certain violations of performance were tolerated or forgiven, for lack of a better word, in order to maintain the staffing required to operate the center," said Lynne Riley, a Fulton commissioner.

Losing trained employees wasn't an attractive option for the 911 center. In recent weeks, as many as a third of the center's total positions have sat vacant. Deputy County Manager **Rob Hernandez** said staffing shortages are common at 911 centers, but Fulton's center needs to train more new workers and improve retention. A county consultant should address discipline problems such as absenteeism, he said. "In general, discipline was used like a tool -- a management tool -- rather than as a last resort," he said. "It may have lost its intended effect."

Data show at least eight 911 workers have been sanctioned 10 or more times for playing hooky or walking in late since 2004. Migraines, oversleeping and not feeling well were regular excuses, files say. Employees also blamed a pet illness, panic attack, traffic, getting back in town late, driving a child to school, car problems and a broken toilet. Even current center director Crystal Williams has filed her share of tardy slips, records show, citing late starts, trouble finding parking, feeling ill and, on at least three days, alarm clock malfunctions. Reached by phone, she declined to comment. Former 911 center employees said chronic tardiness and absenteeism led to feuding among staffers. Cassandra Eloi said that during her year at the center it was common to be held over for extra work because others failed to show. Those who did come in often worked 12 to 16 hours straight, she said. "You are running a 911 center on minimal staffing every day," said Eloi, who was fired for being rude to callers. "You have calls holding. You have calls dropping, every day."

(Note: This research will be presented in reverse chronological order)

Griffin left without permission for the cruise and two other short vacations between September 2003 and March 2004 -- in addition to taking dozens of sick days and showing up late at least 14 times, records show. Alfred "Rocky" Moore, the center's director at the time, wrote in a March 2004 letter that he was considering dismissing her. "Your personal vacation [cruise] did not justify an emergency vacation," he wrote. But Griffin hung on, volunteering for a demotion instead. Her tardiness continued. One night in January 2006, the call center sent a Fulton sheriff's car to pick her up for work because she had car trouble, records show. Later that year, she was suspended after supervisors said an error she made delayed response to a fire call. She took disability retirement in mid-2007.

Griffin, a 23-year center veteran who was called "an excellent supervisor" in a 1995 job review, said in an interview she disputes that she caused a delay on the fire call, or that her unpaid leave resulted in a staffing shortage that couldn't be covered. She said she was singled out for infractions that others -- including supervisors -- also committed. She felt Moore had a grudge against her. "There was no reason to deny me," Griffin said of her vacation requests. "It's not like I didn't do my share of covering for people, either."

Other workers also complained discipline was not handed out evenly. "There are subjects who manage to be sick every payday weekend and never receive any type of discipline from your same staff," communications officer Francesca Pearson wrote in an April memo to Moore. Pearson could not be reached for comment for this article. Morale was low. After a supervisor threatened one employee with suspension for tardiness, she responded: "go ahead and suspend me that's one less day that I have to work here," a note in her personnel file said. Moore, who was reassigned, did not return three phone messages seeking comment.

The 911 center hasn't lacked the money to fill vacancies. For the past three years, the center -funded by fees tacked onto phone bills -- has ended the year with excess cash in its salary
account, records show. In 2007, it finished nearly \$1 million richer than it started. Instead,
Hernandez said the center appears unable to keep up with attrition. Some drop out during the
intense six-month training period. Others start but find the pressure and night shifts unworkable.
Child care and worries about job security as some cities encroach on Fulton's call territory are
also factors, he said. He said he does not want to second-guess center managers on their handling
of absent employees. But it is a serious problem. "I know my boss would consider that to be job
abandonment," he said.

Data analysts John Perry and Megan Clarke and staff writer Cameron McWhirter contributed to this article.

- 32 emergency calls delayed. Six of those calls were delayed more than 20 minutes.\* 23 instances of employees being orally abusive, fighting, being unprofessional or disruptive in the call center. 34 write-ups for poor customer service. 9 instances of dispatchers sleeping on duty. 280 write-ups of not showing up to work or showing up late. 147 write-ups for not meeting monthly standards for speed and safety by the department.
- \* Numbers based on a review of the incomplete database of disciplinary actions against employees at Fulton County's 911 center.

(Note: This research will be presented in reverse chronological order)

Sun Sentinel - Fort Lauderdale April 29, 1997

#### CONDITIONS FOR PLANNED SHELTER DON'T ALLAY FEARS

Author: ROBIN BENEDICK

No matter how many conditions the city puts on the proposed homeless shelter on West Sunrise Boulevard, they won't appease nearby property owners who worry about transients congregating near their homes, businesses and public parks. "Those conditions won't keep vagrants from wandering around the neighborhoods," said Fort Lauderdale Vice Mayor Tim Smith, who is among the shelter's harshest critics. "Unless there are incredibly stringent rules that you can only go in by vehicle and leave by bus, that neighborhood is going to be overrun."

Smith and neighborhood leaders are hoping to derail Broward County's plans for a \$7.7 million shelter at 600 W. Sunrise Blvd. Their first chance comes at a special meeting of the city Planning and Zoning Board at 6:30 p.m. Wednesday at City Hall, 100 N. Andrews Ave. The board's recommendation goes to city commissioners for hearings. One of the conditions the city wants to put on the proposed 200-bed homeless assistance center is that it accept no walk-ins - only tenants who are referred there by an agency or police. That means homeless people now accustomed to staying the night at Tent City, the dingy open-air camp in a downtown parking lot, won't get into the new shelter without referrals.

Opponents are pushing the planning board to delay approval until Broward hires a not-for-profit group to run the center and community leaders raise \$3 million in private donations for the project. The shelter is expected to be completed in 18 months once city approvals are granted. Broward County's architect, Edward Seymour, has designed a two-story shelter patterned after one in Miami. The building would face Sunrise Boulevard, but entrances and parking would be at Northwest Sixth and Seventh avenues.

The fenced campus would have separate men's and women's dormitories with room for families, classrooms, a medical clinic, day-care center, dining hall and courtyard. City planners are recommending approval with these conditions:

- o Availability: Center must give priority to Fort Lauderdale's homeless who are within two miles of the center.
- o Security: Center must pay for 24-hour security inside and outside the campus.
- o Curfew: Center must require tenants to be inside from 8 p.m. to 7 a.m. daily. Exceptions would be made for school or work.
- o No walk-ins: Center must not accept people without a referral. Center also must establish a no-loitering policy on the property and post signs.
- o Citizen board: Center must set up a neighborhood advisory board.

(Note: This research will be presented in reverse chronological order)

County officials said they were designing a shelter that wouldn't be a magnet for uninvited homeless people.

"The word will quickly get out among the homeless that this facility does not accept walk-ins," said **Rob Hernandez**, Broward County's assistant director of Human Services. With more than 5,000 homeless people in Broward, the shelter is billed as the first of several to address a growing problem that could get worse under new federal and state welfare reforms.

Homeless advocates worry that police will enforce trespassing and other city laws too eagerly to chase transients from public places. "Being homeless is not a crime and it shouldn't be that they go to jail for that," said Dianne Sepielli, a member of the county's homeless advisory board.

(Note: This research will be presented in reverse chronological order)

**Sun Sentinel - Fort Lauderdale** March 13, 1994

## NEW REFUGEES LIKE BROWARD CUBAN IMMIGRANTS FIND MORE OPPORTUNITIES, LESS CONGESTION

Author: LYDA LONGA

When Geovanny Montes de Oca and 11 of his friends set sail from Havana for the United States aboard a rubber raft in October, Montes de Oca's friends couldn't stop talking about Miami. But after the men were rescued by the U.S. Coast Guard and taken to Key West, Montes de Oca set his sights on a different place: Broward County.

His relatives had described Broward as an area where plenty of opportunities could be found. "I like Miami, but up here, there's less congestion and life is more relaxed," Montes de Oca said in Spanish. "I love it here because I'm learning English, I have a job and I even got a car," he said. Montes de Oca works at the Fort Lauderdale-Hollywood International Airport's catering service. Montes de Oca, who lives with friends in west Hollywood, is not alone. In the past six months, a colony of about 50 or 60 Cuban rafters has taken root in Hollywood and Fort Lauderdale.

The reason is simple: The rafters believe that employment and housing are easier to get in Broward than in Dade County. Historically, rafters have flocked to Dade County because they felt more comfortable among their Cuban countrymen, said **Roberto Hernandez**, executive director of Hispanic Unity of Florida. But that's changing. "Lately, the rafters have learned that in Broward there is less congestion and a better chance of finding a job," **Hernandez** said. "Many of them also have friends and family in the area who have told them that Broward County has less Hispanics and less competition for work."

According to the 1990 U.S. Census, there were roughly 109,000 Hispanics in Broward County compared to almost 1 million in Dade. Of those, there were 24,000 Cubans in Broward and almost 570,000 Cubans in Dade. Hector Nodarse, 29, heard about Broward County when he was still in Havana earlier this year. Nodarse was a sound technician with El Ballet Nacional de Cuba - the Cuban National Ballet. "I like the hustle and bustle of Miami because it reminds me of Havana, but I already have a job here {in Broward}," Nodarse said. "Broward is a little too quiet for me, but I'll get used to it."

Brothers Roberto and Raydel Rivera of Dania are two more Cuban rafters who ended up in Broward. The Riveras arrived in Miami aboard a rubber raft in December; they came from the Cuban port town of Mariel. Both are learning English at a night school in Hollywood. "I lived in Miami for about a month before I came to Dania, and I tell you life is better here," Roberto Rivera, 22, said in Spanish. "I'm learning English, I just got my driver's license and soon, I know I'll have a job. Once I get that I'll get my own apartment. Life is good here."

(Note: This research will be presented in reverse chronological order)

Sun Sentinel - Fort Lauderdale February 22, 1994

#### PLANNED CENTER MAY HELP ELDERLY HISPANICS

Author: LYDA LONGA

Inez Carrascillo is an elderly Hispanic woman who wants somebody to talk to. When you're 76 and the only language you speak is Spanish, it's hard to make friends in a neighborhood filled mostly with young working Anglos. Soon, Carrascillo, who is Cuban, and other elderly Hispanics in Broward County could have a place to spend time together, working on arts and crafts and chatting in Spanish.

**Roberto Hernandez**, director of Hispanic Unity of Broward, said he hopes to open the county's first senior center for Hispanics in the next few months. The proposed center, which would be in Hollywood, would provide activities, meals, transportation and companionship for Broward Hispanics over 60. The 1990 U.S. Census estimated there were 11,891 elderly Hispanics in the county. "There is no single place in Broward County where elderly Hispanic people can go just to talk and relax with their peers," **Hernandez** said. "When you reach a certain age, you want to be with other people who share a similar culture and can understand you."

**Hernandez**, 27, has applied for a \$100,000 county grant that would pay for four full-time employees for the planned center. Last year he purchased a 7,000-square-foot building at 5840 Johnson St. for the center with the help of a grant from the city of Hollywood. Edith Lederberg, executive director of the Area Agency on Aging, said she has promised **Hernandez** that her organization would provide meals for the center once it opens.

Although there are a handful of senior centers scattered throughout the county, Lederberg and other social service officials agree that none cater specifically to Broward's Hispanic elderly. "We have several senior centers throughout the county, but elderly Hispanic people won't go there because they feel uncomfortable and out of place," Lederberg said.

That feeling is not limited to elderly Hispanic people. Gema Hernandez, a sociologist and associate professor at Nova University's School of Business, said the sentiment is shared by most elderly people of varying ethnic backgrounds. "As we age, most of us have a need to return to our ethnic roots," Hernandez said. Carrascillo, who stays alone during the day in her west Hollywood home while her daughter and grandchildren go to work and school, said she needs someone to interact with during those long hours.

Research Compiled by: Sadie Lowry

Colin Baenziger & Associates

# **Appendix D**

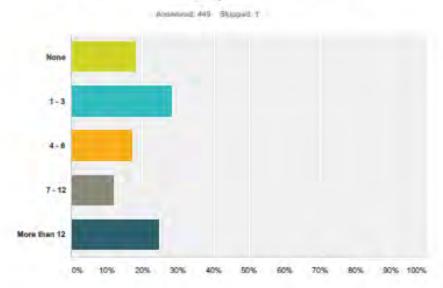
Sample Survey
Savannah City Manager Quality Survey

## Sample City Manager Quality Survey

Savannah City Manager Quality Survey

SurveyMonkey

#### Q1 During the past three years, how often have you attended or viewed a city council or city commission meeting (select only one)



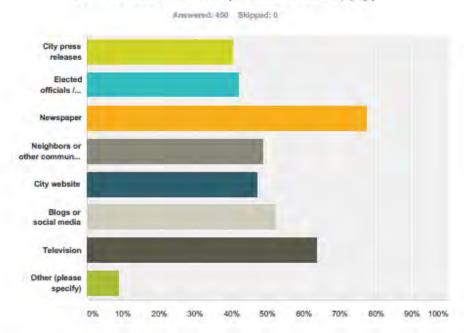
Answer Choices	Responses	
None	18.26%	82
1-3	28.29%	127
4-6	16.93%	75
7-12	11.80%	83
More than 12	24.72%	-111
Total		449

## Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

## Q2 How do you keep informed of City issues and concerns (select all that apply)

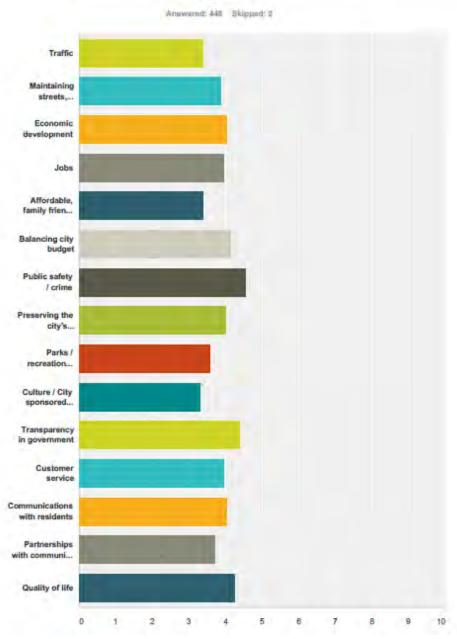


nswer Choices	Responses	
City press releases	40.22%	181
Elected officials / city staff	42.00%	189
Newspaper	77.56%	349
Neighbors or other community members	48.67%	219
City website	47.11%	212
Blogs or social media	52.22%	235
Television	63.78%	287
Other (please specify)	8.67%	39
otal Respondents: 450		

Savannah City Manager Quality Survey

SurveyMonkey

#### Q3 Please rank each of the following issues that the City Manager should address (5 being the most important and 1 as not important)

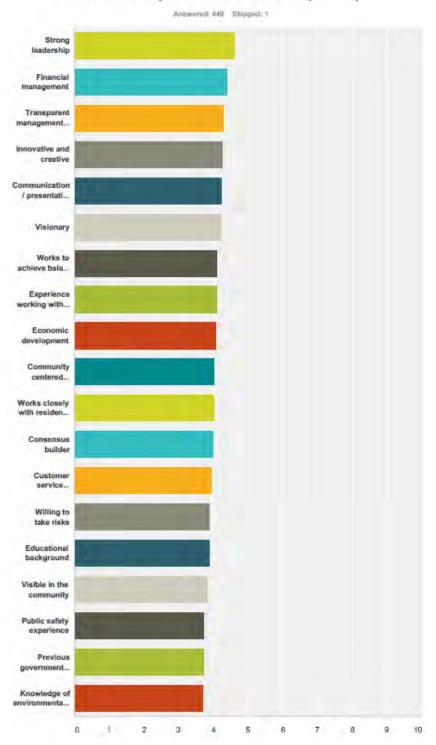


Traffic	6.59%	12,47%	35.06%	24.00%	21.41%	0.47%		
	28	53	149	102	91	2	425	3.41
Maintaining streets, buildings, and other public facilities	2.30%	7.36%	23.22%	33.79%	32.64%	0.69%		
	10	32	101	147	142	3	435	3.88
Economic development	6.19%	6.42%	13.76%	22.25%	48.85%	2.52%		
	27	28	60	97	.213	11	436	4.04
Jobs	5.61%	7.71%	16.82%	22.66%	44.86%	2.34%	1-0	
	24	33	72	97	192	10	428	3.96
Affordable, family friendly housing	10.39%	13.39%	28.41%	19.40%	27.48%	0.92%		
	45	58	123	84	119	4	433	3.41
Balancing city budget	3.63%	5.22%	13.83%	27.89%	47.62%	1.81%		
	16	23	61	123	210	8	441	4.13
Public safety / crime	3.83%	2.03%	5.63%	10.36%	74.77%	3.38%		
	17	9	25	46	332	15	444	4.55
Preserving the city's character	5.68%	5.68%	17.50%	23.41%	46.36%	1.36%		
	25	25	77	103	204	6	440	4.00
Parks / recreation programs	3.90%	7.57%	33.94%	32.11%	21.56%	0.92%		
	17	33	148	140	94	4	436	3.60
Culture / City sponsored events	7.74%	12.98%	35.99%	28.02%	14.81%	0.46%		
	34	57	158	123	65	2	439	3.29
Transparency in government	3.61%	2.71%	10.84%	14.67%	65.24%	2.93%		
	16	12	48	85	289	13	443	4.39
Customer service	4.52%	6.79%	20.59%	24.89%	42.31%	0.90%		
	20	30	91	110	187	4	442	3.95
Communications with residents	4.31%	4.76%	18.37%	26.53%	44.90%	1.13%		
	19	21	81	117	198	. 5	441	4.04
Partnerships with community / schools / business	8.18%	8.41%	22.50%	24.32%	35.68%	0.91%		
	36	37	99	107	157	4	440	3.72
Quality of life	4.56%	2.96%	12.07%	20.96%	56.72%	2.73%		
7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	20	13	53	92	249	12	439	4.26

Savannah City Manager Quality Survey

SurveyMonkey

Q4 Please rank each of the following skills the next City Manager should have (5 being the most important and 1 as not important)



#### Savannah City Manager Quality Survey

SurveyMonkey

	1	2	3	4	5	N/A	Total	Weighted Average
Strong leadership	<b>4.51%</b> 20	1.13% 5	3.39% 15	10.61% 47	<b>79.01%</b> 350	1.35%	443	4,61
Financial management	3.38%	3.15% 14	8.33% .37	<b>20.72%</b> 92	<b>63.06%</b> 280	1.35%	444	4.39
Transparent management style	3.83% 17	<b>2.25%</b>	13.06% 58	20.50% 91	58.78% 261	1.58%	444	4.30
Innovative and creative	<b>4.10%</b> 18	<b>2.28%</b>	14.81% 65	<b>20.27%</b> 89	<b>57.86%</b> 254	<b>0.68%</b> 3	439	4.26
Communication / presentation skills	3.62% 16	3.39% 15	13.12% 58	25.57% 113	<b>53.62%</b> 237	<b>0.68%</b> 3	442	4.23
Visionary	<b>5.22%</b> 23	2.95% 13	12.70% 56	20.63% 91	<b>57.37%</b> 253	1.13% 5	441	4.23
Works to achieve balance among all community interests: residents, ousinesses and developers	2.95% 13	6.35% 28	15.19% 67	<b>26.98%</b> 119	<b>47.39%</b> 209	1.13% 5	441	4.11
Experience working with diverse communities	6.07% 27	5.39% 24	14.16% 63	21.12% 94	<b>52.36%</b> 233	0.90%	445	4.09
Economic development	4.57% 20	5.25% 23	14.16% 62	28.54% 125	<b>45.89%</b> 201	1.60%	438	4.00
Community centered approach	4.78%	5.01% 22	17.31% 76	27.56% 121	<b>44.65%</b> 196	0.68%	439	4.00
Works closely with residents and seeks their viewpoint	4.08%	<b>4.31%</b> 19	17.46% 77	31.75% 140	<b>41.72%</b> 184	0.68%	441	4.00
Consensus builder	4.31% 19	6.12% 27	20.63% 91	<b>24.04%</b> 106	<b>43.54%</b> 192	1.36%	441	3.90
Customer service orientation	<b>5.24%</b> 23	5.92% 26	18.00% 79	28.93% 127	<b>41.00%</b> 180	0.91%	439	3.96
Willing to take risks:	<b>5.25%</b> 23	5.02% 22	23.74% 104	26.26% 115	38.81% 170	0.91%	438	3,89
Educational background	3.64% 16	7.05% 31	22.95% 101	<b>27.05%</b> 119	37.27% 164	2.05%	440	3.88
Visible in the community	4.58% 20	7.09% 31	24.71% 108	26.32% 115	36.61% 160	0.69%	437	3.8
Public safety experience	4.49% 20	8.31% 37	26.97% 120	<b>27.42%</b> 122	31.69% 141	1.12% 5	445	3.7
Previous government experience	8.07% 36	7.17% 32	<b>24.22%</b> 108	23.54% 105	35.43% 158	1.57%	446	3.7
Knowledge of environmental issues	7.06%	8.43% 37	25.28%	24.83% 109	33.26% 146	1.14%	439	3.7

Savannah City Manager Quality Survey

SurveyMonkey

# Q5 Is there anything else you want to share about what you would like to see in our next City Manager?

Answered: 230 Skipped: 220

Put the NEEDS of residents of the City of Savannah FIRST! Before the tourists, the business developers, etc.

A dedication to addressing the gun violence in our city.

More visibility to the community as a whole including the unincorporated areas, not just to specific groups.

Interest in building a bike and pedestrian friendly city.

A major interest in the environment and sustainability of it.

A familiarity with and support for Complete Streets.

Good working relationship with citizens and police. Ability to work to preserve neighborhoods. Savannah is not just for tourists!

Highly ethical business practices. High moral values and integrity. Verifiable track record of previous accomplishments in government or business.

Increasing mobility using plans like "Complete Streets". Making public transportation available for all in getting around the city (shuttles); making it safe for biking; better recycling agenda (they're composting in San Francisco these days).

I'd like to see the City Manager riding his bike to work or walking to work and incorporate a plan to always include sidewalks and bike paths in infrastructure for existing and especially for new development.

Someone who will place traffic calming and safe streets as a top priority. We have virtually no traffic enforcement (60 mph on E 52nd, my street, is not uncommon and there is NO police enforcement).

We need to start making Savannah A Bike City friendly and make better changes for cyclists safety, so that we won't have another horrible accident like on BRAG again.

Commitment to transportation issues in traffic calming through downtown for pedestrians, bicycles, cars (speeding) and public transportation. Too many accidents, by any of these modes of transportation, are completely avoidable or at least able to be lessened by enforcement of existing laws or the development of prevention measures.

Focus on the planning, development and maintenance of complete streets.

Previous experience in a city with similar challenges would be ideal, along with a demonstrated ability to manage large public projects from start to finish.

He or she must be someone the city staff will respect and find good to work for. I guess this is having the skills that most employees like to see in their employer. The new City Manager should also have skills in delegating responsibility and giving credit to others for their successes.

## **Appendix E**

St. Johns County, FL Resolution Thanking CB&A for Its Outstanding Service

#### **RESOLUTION NO. 2007-23/**

A RESOLUTION OF THE COUNTY COMMISSION OF ST. JOHNS COUNTY, FLORIDA, THANKING COLIN BAENZIGER & ASSOCIATES FOR ITS OUTSTANDING EFFORTS IN CONDUCTING THE EXECUTIVE SEARCH FOR THE COUNTY'S NEW ADMINISTRATOR; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, St. Johns County retained Colin Baenziger & Associates (CB&A) to identify and recommend strong candidates to be the County Administrator;

WHEREAS, CB&A's staff worked diligently to find and produce excellent candidates, and then provided the County Commission with comprehensive materials concerning the candidates' aptitude, experience, background, complete and thorough interviews, references, extensive checks of criminal, civil and financial history, verification of employment and education, and exhaustive reviews of Internet and newspaper archives of these candidates; and

WHEREAS, CB&A's process was completely open, fair and unbiased and was extremely well received by the County Commission, county staff, the press, and the public; and

WHEREAS, the County Commission wishes to express its gratitude to Colin Baenziger & Associates for its efforts on behalf of the county;

NOW BE IT THEREFORE RESOLVED BY THE COUNTY COMMISSION OF ST. JOHNS COUNTY, FLORIDA AS FOLLOWS:

**Section 1: Recitals.** The preceding recitals are true and correct and are incorporated herein by this reference.

Section 2: Acknowledgement. The County Commission wishes to express its sincere appreciation and gratitude to Colin Baenziger & Associates for its outstanding work and effort in assisting the county in finding its County Administrator.

Section 3: Effective Date. This resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED by the Board of County Commissioners of St. Johns County, Florida, this \_\_\_\_\_\_ day of August, 2007.

ATTEST: Cheryl Strickland, Clerk

BOARD OF COUNTY COMMISSIONERS ST. JOHNS COUNTY, FLORIDA

By: 10m Harris

**Rendition Date:** 

Ben Rich, Chairman

## **Appendix F**

Comments from Dale Martin on CB&A's Vetting Process



### Weekly comments from Dale Martin

By Dale Martin, City Manager, City of Fernandina Beach *March 18, 2016 1:00 a.m.* 

The vetting process employed by Mr. Colin Baenziger following my application to the City of Fernandina Beach was the most thorough review of my career, credentials, and references that I have ever experienced. In the months leading to my appointment here, I was interviewed in several other communities for similar City Manager positions. Despite getting to the interview stage in those communities, none of my references ever indicated to me that they had been contacted. As part of the selection process here, I was required to provide an exhaustive list of references, some very specific, such as my current Town Attorney, auditor, Chamber of Commerce, etc. To the best of my knowledge, every single reference provided was contacted.

The historic information provided to the City Commission for each candidate was extensive. Reading through the older newspaper articles rekindled so many memories- the personalities and issues from earlier days illustrate some peaks and valleys over the past twenty years. It has been a wonderful ride.

Note: Mr. Martin reminisces about his career for the remainder of the article. The full article can be found at:

http://fernandinaobserver.com/2016/03/18/weekly-comments-from-dale-martin-5/#more-65218

### VOLUSIA COUNTY, FLORIDA

**Executive Search Consultant** 

## County Manager

18-SQ-138JJ

Prepared by Robert E. Slavin on August 28, 2018

**ORIGINAL** 





August 28, 2018

County of Volusia Purchasing and Contracts Division 123 West Indiana Avenue, Room 302 DeLand, Florida 3272094608

Robert E. Slavin, Inc. (dba Slavin Management Consultants) (SMC) is pleased to submit this proposal to conduct an executive search for Volusia County's next County Manager. The purpose of this project is to help the County Council to develop and agree to a comprehensive position profile for County Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been approved by the County Council, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a County Manager search to take between sixty and ninety days to complete.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Cincinnati, OH; Dallas, TX; Dunedin, FL, Hartford, CT; CA; Mackinac Island, MI and Mesa, AZ.

As a high quality, independent management consulting firm, SMC is most capable and interested in providing these services to the County. Over the years we have recruited more than 850 local government executives including many in Florida. In Florida, our clients include:

Atlantic Beach
Broward County
Boca Raton
Boynton Beach
Charlotte County
Clearwater
Clermont

Coral Springs Davie

Deerfield Beach Delray Beach Destin Dunedin

Escambia County Fort Lauderdale Fort Myers

Gainesville Hollywood Homestead

Jacksonville Beach

Jupiter
Lake County
Lake Worth
Lee County
Miami

Miami
Miami-Dade County
Manatee County
Martin County
Miramar
Mount Dora
Neptune Beach
North Miami Beach
Okeechobee County
Orange County

Ormond Beach

Panama City

Palm Beach County
Palm Beach Gardens
Pinellas County
Pensacola

Pensacola Plantation Pompano Beach

Polk County

Santa Rosa County Sarasota

Seminole County

Sunrise Titusville

Volusia County
West Palm Beach
Winter Park

This proposal commits the highest level of our firm's resources. I, Bob Slavin, will manage and serve as the primary consultant for the project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. I have the authority to bind the corporation. Dave Krings and Ms. Barbara Lipscomb will assist with the project. Both are highly qualified human resources consultants. I have the authority to bind SMC to a contract with Volusia County.

My contact information is:

Robert E. Slavin, President Slavin Management Consultants 3040 Holcomb Bridge Road, A1 Norcross, GA 30071 Email: slavin@bellsouth.net

Phone:770.449.4656 Fax:770.416.0848

Thank you for the opportunity to submit this proposal. We look forward to working with Volusia County on this critical and highly challenging project.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

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#### PROPOSED SOLUTION

We recommend a five-step executive recruitment process as follows:

- Define job qualifications and requirements for the County Manager position the "recruitment profile."
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

#### A. Develop Position Profile

We will meet with the each County Council member individually and, with the County Council's permission, with staff and community leaders to learn the County's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile we will spend a considerable amount of time( typically 2 days) at the beginning of the process in DeLand to gather information about the County and to ascertain, the unique challenges of the job and the general environment within which the position functions.

SMC's has extensive experience in conducting and moderating community meetings. This experience includes a wide variety of formats not limited to focus groups, meet and greets, small group meetings, community leadership meetings, neighborhood meetings, homeowner association meetings, ministerial alliance meetings, etc.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the County Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, Volusia County, the County government, major issues to be faced, the position and the selection criteria established.

#### B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely on our own contacts in related fields and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations and web sites, social media, our established contacts, and our knowledge of quality jurisdictions and their employees.

SMC's recruitment methodologies are state-of-the-art and include placing advertising in professional publications, and on professional web sites, outreach networking using professional association and social media websites and the use of SMC's large resume data base.

SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

#### C. Evaluate Prospective Candidates

#### Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They will 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 resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

Once screened, we will conduct telephone interviews with the qualified candidates. Those determined to be most qualified will be asked to complete a comprehensive and detailed supplemental questionnaire. This questionnaire is tailored to the County's recruitment criteria and is designed to provide substantial information about the candidate's pertinent experience, accomplishments, leadership and management styles and their career goals. This information is verified.

We will return to DeLand to submit a written progress report to the County Council and to discuss it with them. A typical progress report contains between 10-15 semi-finalists. The report will summarize each semi-finalists' experience and education. The report will also include a screening of semi-finalists against the selection criteria and job requirements contained in the recruitment profile. This screening will be based on:

- a review of resumes and cover letters:
- semi-finalist candidate current salaries;
- SMC's phone interviews of semi-finalists;
- semi-finalists' responses to a supplemental questionnaire that provides additional information about semi-finalists' management styles, writing skills, and how closely their experience relates to the selection criteria and job requirements in the recruitment profile; and
- SMC's knowledge of semi-finalists' work performance and the quality of the organizations and communities in which they have served.

With our assistance, the County Council will select the potential finalist candidates from the semifinalist group. Typically, up to eight potential finalist candidate are selected by the County Council and approximately five finalists are ultimately interviewed.

#### D. Selection and Employment

#### In-depth Screening and Final Report

Once finalist candidates are selected by the County Council, we will begin the in depth background checks and *site visits* with the finalist candidates. We will then meet with the County Council to present a group of well-qualified and well-vetted finalist candidates for interviews. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the County Council that should produce the final selection decision.

Our final report will be presented in a meeting with the County Council. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report will also include the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the County, a summary of reference comments and comprehensive supplemental questionnaire prepared by the candidate. Present compensation is also provided for each recommended candidate.

At the County's, option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. These optional items will result in extra time and cost.

SMC will assist the County Council in developing the interview process based on SMC's knowledge of best practices and will provide a list of interview questions for the County Council's consideration. SMC will contact the finalists to inform them of interview schedules and other logistical details, and SMC will be present during the interviews.

SMC will provide information about trends in employment, employment agreements, and relocation expenses to County. SMC will also facilitate negotiation of the selected candidate's compensation package.

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 Volusia County and that any public statement should come from the County directly. Under no conditions will we release information to the media unless specifically directed by the County to do so.

We will notify all unsuccessful candidates of the final decision reached. We will continue to work for the County until a suitable candidate is recruited and hired by the County.

#### E. Establish Evaluation Criteria

Once the new County Manager has been on board for 30 days or so, we will conduct a session with the County Council and with the new County Manager to establish mutual performance criteria and goals for the position.

#### F. Follow-up

We will follow-up with the County Council and the new County Manager during the first year and assist in making any adjustments that may be necessary.

#### G. Reporting

We will keep the County informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the County.

#### H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the County and the selected candidate.

#### I. Time line

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

			D	AYS	
	STEPS	1-30	30-45	45-60	60-360
1.	DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR COUNTY COUNCIL APPROVAL	1			
2.	IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	/	1		
3.	SCREEN & EVALUATE PROSPECTIVE CANDIDATES		1		
4.	PROGRESS MEETING AND REPORT		1	10000	
5.	INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		1	1	
6.	SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			1	
7.	ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				1

#### J. Warranty

SMC provides a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work until the County is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the County through our efforts.

We will never actively recruit any candidate who we have placed nor will we actively recruit any
employee from a client organization for at least two years from the completion date of an
assignment.

#### Background and Experience

Slavin Management Consultants (SMC) is an independent local government management consulting firm formed in 1998 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. SMC is organized into two divisions, Executive Search and Human Resources. Our staffing varies depending on our work load. Our average annual FTE count is approximately eight (8).

SMC has affiliates in Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Mackinac Island, MI and Mesa, AZ. Over the years we have served clients in forty-four states and have placed more than 775 local government executives.

SMC provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

SMC provides comprehensive and thorough executive search services to its clients which are distinguished by our on-site visits to finalist candidates. Our work is of the highest quality. We have never failed to complete an assignment and the average tenure of our chief executive placements is about eight years. The national average is about five years.

This important engagement will be personally conducted by Mr. Robert E. Slavin. Under Mr. Slavin's leadership, SMC has completed more than 825 successful executive searches for local governments and nonprofit agencies located in approximately forty-six states. Members of the proposed search team include Barbara Lipscomb, and Mr. David Krings. Both are professional public human resources practitioners with significant direct management experience. Mr. Krings is an ICMA Credentialed Manager, former Hamilton County, Ohio County Administrator and a former president of both ICMA and the former County Manager's Association. He continues to be professional active nationally. Ms. Lipscomb offers 32 years of local government management experience. She is an ICMA Credentialed Manager and former Greenville, NC City Manager. All team members are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

#### Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written

several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

#### Organizations

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association
- IPMA Human Relations Commission
- IPMA Publications Review Committee
- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

#### David Krings, ICMA-CM, SMC Managing Consultant

Mr. Krings has over 35 years experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

Mr. Krings has a M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the part-time Administrator of Lockland, Ohio. He served as the part-time Advisor to the Mayor in Newtown, Ohio. He has had scores of consulting engagements with local jurisdictions and not-for-profits (largely through TechSolve, a not-for-profit consulting firm). He has been certified as a local government expert in litigation involving local governments. He has been on an advisory board of a company providing inmate telephone services (DC Telesystems). In 2009 he associated with the firm Good Energy to consult with local governments in the provision of cost saving electricity purchasing. He is also a managing consultant for Slavin Management Consultants.

Highlights from Mr. Krings' 13 years as Hamilton County Administrator include:

- Responsible for \$2.3 billion budget;
- Oversaw more than \$1 billion in development of Cincinnati riverfront including construction of a new NFL football stadium and a MLB baseball park;
- Developed small, minority, and female business development program;
- Governing Magazine and Syracuse University gave Hamilton County fourth highest grade among America's large urban counties for overall management;
- Gold Seal for Good E-Governance from National Academy of Public Administration;
- Top rated web site from National Association of Counties;
- Numerous Government Finance Officers Association of United States and Canada awards for Distinguished Budget Presentation; and
- ICMA Center for Performance Measurement Certificate of Distinction;

#### Organizations

- ICMA—Past President and Board Member
- National Association of County Administrators (NACA)—Past President and Board Member
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration chapter Good Government Award
- Adjunct professor for University of Cincinnati and faculty member of University of Illinois, Community Information and Education Service

#### Barbara W. Lipscomb, ICMA-CM, CPM, MRP - SMC Managing Consultant

#### **Professional Summary**

- Achievement oriented Certified Public Manager (Florida State University), possessing more than thirty-five vears of progressively responsible experience in municipal administration at the city manager, deputy city manager and assistant city manager levels, primarily in the State of Florida
- Extensive experience with state-level leadership and mentoring of other public managers through the Florida City and County Managers Association
- Extensive experience and success with state and federal intergovernmental relations and special appropriations
- Proven track record for local government and community project development/ redevelopment projects
- Strong financial background, including organization downsizing, and profitability assurance

#### **Professional Experience**

#### City of Greenville, North Carolina

City Manager

August 2012 - August 2017 (Retirement) Greenville, North Carolina, 90,000+ population, \$131.2 M total budget, including \$82.6 million General Fund

Budget, 750 full-time employees.

#### City of Casselberry, Florida

City Manager

January 2007 - January 2012

Casselberry, Florida, 26,000 population (approx), \$40.5 million General Government Budget, including \$18 million General Fund Budget

#### City of Gainesville, Florida

Assistant City Manager

February 2004 - January 2007

Gainesville, Florida, 120,000 population, \$212 million General Government Budget, including \$92 million General Fund Budget

Interim City Manager

October 2004 - September 2005

Directed all City of Gainesville general government operations and departments

**Assistant City Manager** 

February 2004 - October 2004

City of Lakeland, Florida Assistant City Manager Deputy City Manager, Assistant to the City Manager May 1986 - February 2004 Lakeland, Florida, 86,000 population, \$250 million total budget

City of Grand Rapids, Michigan

Management Analyst 1982 - 1986

Grand Rapids, MI, 200,000 population, \$200 million total budget

#### Administrative Assistant, Community Enrichment Services Group

#### Education

**University of North Carolina,** Chapel Hill, N.C. *Master of Regional Planning* 

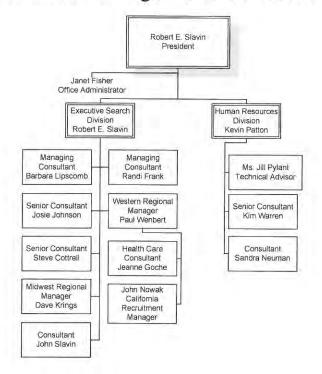
**University of Georgia,** Athens, GA BA (Geography and Political Science)

#### **Professional Certifications**

- International City/County Managers' Association (ICMA), Credentialed Manager 2004
- Florida State University, Certified Public Manager 2003
- Florida Public Labor Relations Association, Certificate in Labor Relations 2003
- National Forum for Black Public Administrators Executive Leadership Institute 1988-89
- Florida Redevelopment Association Certified Redevelopment Administrator 2011

#### Slavin Management Consultants Organizational Chart

### Slavin Management Consultants



#### Related Searches

CLIENT	POP	SEARCH FOR	YEAR	STILL EMPLOYED	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Alleghany County, VA	13,000	County Administrator	2016	Yes	Slavin	Jonathan A. Lanford County Administrator (540) 863-6600 jlanford@co.alleghany.va.us
Bothell, WA	46,000	City Manager	2016	Yes	Slavin Wenbert	Mayor Andy Rheaume (206 999-8835 andy.rheaume@bothellwa.gov
Cherry Hills Village, CO	6,300	City Manager	2016	Yes	Slavin	Mayor - Laura Christman 303-758-6058 Ichristman@cherryhillsvillage.com
Corinth, TX	20,600	City Manager	2016	Yes	Slavin/ Krings	Guadalupe Ruiz Human Resources Director (940) 498-3277 gruiz@cityofcorinth.com
Evans, CO	21,400	City Manager	2017	Yes	Slavin Wenbert	Mayor John Morris (970) 475-2209 jmorris@evanscolorado.gov
Frankfort, KY		City Manager	2017	Yes	Slavin Krings	Cindy Steinhauser City Manager 502-875-8500 csteinhauseri@frankfort.ky.gov
Glenwood Springs, CO	9,837	City Manager	2016	Yes	Wenbert	Debra Figueroa City Manager 970-384-6401 debra.figueroa@cogs.us
Greenville, NC	84,500	City Manager	2017	Yes	Slavin	Mayor P.J. Connelly (252) 329-4420 pjconnelly@greenvillenc.gov
Hardeeville, SC	5,000	City Manager	2015	Yes	Slavin	Ms. Lori Pomarico, City Clerk Phone: (843) 784-2231 Ipomarico@cityofhardeeville.com
Lubbock, TX	340,000	City Manager	2016	Yes	Slavin/ Wenbert	Mayor Dan Pope (806) 775-2010 dpope@mylubbock.us
Marshfield, MO	6,633	City Administrator	2016	Yes	Slavin/ Krings	Sam Rost Deputy City Administrator (417) 468-2310 samrost@marshfieldmo.gov
Menominee, MI	8,600	City Manager	2017	Yes	Slavin/ Krings	Mr. Robb Jamo, City Attorney (906) 839-0102 rjamo@cityofmenominee.net
Mount Dora, FL	12,500	City Manager	2016	Yes	Slavin	Ms. Gwen Johns City Clerk Ph: (352) 735-7126 Johnsg@cityofmountdora.com
Myrtle Beach, SC	30,000	City Manager	2014	Yes	Slavin	Mayor John Rhodes (843) 918-1000 jrhodes@cityofmyrtlebeach.com

CLIENT	POP	SEARCH FOR	YEAR	STILL EMPLOYED	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Ocean City, MD	7,100 to 335,000	City Manager	2015	Yes	Slavin	Wayne Evans Human Resources Director (410) 289-8778 wevans@oceancitymd.gov
Plantation, FL	85,000	Chief Adm Officer	2015	Yes	Slavin	Mayor Diane Veltri Bendekovic City of Plantation (954) 797-2200 dbendekovic@plantation.org
Portage, MI	47,000	City Manager	2014	Yes	Slavin/ Krings	Mr. Rob Boulis Director of Employee Relations (269) 329-4402 boulisr@portagemi.gov
Powder Springs, GA	15,000	City Manager	2015	Yes	Slavin	Pam Conner City Manager (770) 943-1666 pconner@cityofpowdersprings.org
Statesboro, GA	31,400	City Manager	2016	Yes	Slavin	Randy Wetmore City Manager (912) 764-0683 randy.wetmore@statesboro.gov
Stockbridge, GA	25,600	City Manager	2017	Yes	Slavin	Renee Wheeler Human Resources Manager (770) 389-7908 rwheeler@cityofstockbridge-ga.gov
Steamboat Springs, CO	12,100	City Manager	2016	Yes	Wenbert	Gary Suiter City Manager (970) 871-8240 gsuiter@steamboatsprings.net
Tipp City , OH	10,000	City Manager	2014	Yes	Slavin/ Krings	Mayor Pat Hale (937) 669-8477 halep@tippcity.net
Valdez, AK	4,000	City Manager	2016	Yes	Slavin/ Wenbert	Ms. Sheri Pierce, MMC City Clerk 907-834-3408 spierce@ci.valdez.ak.us

#### REFERENCES

#### Mayor Dan Pope

City of Lubbock
P.O. Box 2000
Lubbock, Texas 79457
806-775-2010
City Manager Search (2016)
dpope@mylubbock.us

#### Mr. Chuck Bean

Executive Director
Washington Metropolitan Council of
Governments
777 North Capitol Street N.E.; Suite 300
Washington, DC 20002
Phone: 202.962.3200
Director of Transportation Planning (MPO Director) Search (2014)
Program Management Office Director (2014)

#### Jonathan A. Lanford

County Administrator
Alleghany County Governmental Complex
9212 Winterberry Avenue
Covington, VA 24426
(540) 863-6600
County Administrator Search (2016)
ilanford@co.alleghany.va.us

#### Mr. Jason S. Loschiavo, CPA

Director of Finance & Administration MetroPlan Orlando 250 South Orange Avenue; Suite 200 Orlando, Florida 32801 (407) 481-5672 Ext. 310 Executive Director Search (2018) iloschiavo@metroplanorlando.org

#### Mr. Robert Layton

City Manager City of Wichita 455 N. Main Street Wichita, KS 67202 (316) 268-4351 City Manager Search (2008) Human Resources Director Search (2013) Rlayton@wichita.gov

#### Wayne Evans, SPHR

Human Resources Director Town of Ocean City, Maryland Ph: 410-289-8778 City Manager Search (2016) wevans@oceancitymd.gov

#### **Mayor Doug Echols**

City of Rock Hill 155 Johnston Street Rock Hills, SC 29731-1706 (803) 329-7011 City Manager Search (2010) dechols@cityofrockhill.com

#### Mayor John Rhodes

City of Myrtle Beach
City Hall
937 Broadway Street
Myrtle Beach, SC
(843) 918-1004
City Manager Search (2014)
irhodes@cityofmyrtlebeach.com

#### Mayor P.J. Connelly

City Hall 200 West Fifth Street Greenville, NC 27835 Telephone: 252-329-4420 City Manager Search (2016) piconnelly@greenvillenc.gov

#### Mayor Diane Veltri Bendekovic

City of Plantation 400 NW 73rd Avenue Plantation, Florida 33317 954-797-2200 Chief administrative Officer Search (2015) mayor@plantation.org

#### **COST PROPOSAL**

#### Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

	PROJECT COS	515			
STEPS	ASSIGNED	HOURS (Approx			
	Project Manager	Consultant	Total	RATE (Hr)	FEES
Project Planning/Develop Position Profile/ Prepare Advertising	36		36	75	\$2,700
2. Identify & Recruit Candidate/Acknowledge	36		36	75	\$2,700
Resumes	1	35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	75	\$900
- 1		4	4	35	\$140
4. Progress Report to County /Reduce	12		12	75	\$900
Candidate Pool		8	8	35	\$280
In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-	36		36	75	\$2,700
finalist candidates)		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview	10		10	75	\$750
Questions and Selection Criteria		16	16	35	\$560
8. Present Final Report and Attend Interviews	12		12	75	\$900
9. Assist in Employee Selection	2		2	75	\$150
10. Negotiate Employment Agreement	4		4	75	\$300
11. Establish Performance Goals	6		6	No Charge	\$0
2. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	174	79	253		
TOTAL PROFESSIONAL FEE		5 1 1		F - T,	\$15,065

#### Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or

equivalent), rental cars, using the corporate discount and normal meals. Our client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Consultant reimbursable expenses to support the executive search project described in this proposal will not exceed 55% of the professional fee (\$8,285.75). Therefore, the total cost to the County for the proposed services wil not exceed \$23,350.75.

The costs for final candidates to travel to DeLand for interviews are not covered by this proposal. These costs vary widely and are impossible to anticipate at the beginning of a search. Candidate travel expenses are typically paid by the County on a reimbursement basis, directly to the candidates, and controlled through the County's prior approval of the finalist candidates.

Should the County's needs result in additional project scope that significantly increases costs it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new County Manager accepts employment with the County. Each invoice will be payable upon receipt for professional services.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out this engagement. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Florida.

# **ATTACHMENTS**



## COUNTY OF VOLUSIA PURCHASING & CONTRACTS DIVISION

123 West Indiana Avenue, Room 302 DeLand, Florida 32720-4608 (386) 736-5935 • Fax: (386) 736-5972 www.volusia.org

August 22, 2018

#### ADDENDUM NO. 1 RSQ 18-SQ-138JJ Executive Search Firm

The purpose of this addendum is to provide the following clarifications, changes, modifications and/or additions to the solicitation documents. This addendum is an integral part of the Solicitation/Contract Documents.

The following questions have been received:

- Q1: Is the RSQ issued for an executive search for the recently retired County Manager or for any positions the County might want to conduct a search for during the contract term.
- A1: The immediate need is to hire a new County Manager, but the County would like to engage in a firm to be able to assist in the future hiring of managers as needed.
- Q2: Figure 1 of Exhibit A requests Thirty (30) days written notice of cancellation is required to the Certificate Holder. Our Certificate of Liability Insurance says that notices of cancellation will be delivered in accordance with the policy provisions. Our policies provisions are that as the first named insured we would be notified. We have previously provided a written commitment as the first named insured to give notice of cancellation to a client requested such notice. Is that acceptable to the County?
- A2: Per the Risk Manager for Volusia County, firms can add a Manuscript Endorsement to the Policy for Volusia County only, which would add the County of Volusia to the notice of cancellation of the policy.
- Q3: What are the previous successful bids for the last contract?
- A3: The County has not had a contract for this service in the past.
- Q4: What was the spend in the last 3 years of these services?
- A4: There is no spend history, this is a new contract.
- Q5: What types of positions are likely to be considered as part of the bid?
- A4: This is unknown at this time.

#### All other terms and conditions remain unchanged.

#### END OF ADDENDUM NO. 1

If there are any questions, please contact, Jeaniene Jennings CPPO, CPPB, Director of Purchasing and Contracts via E-mail: jjennings@volusia.org

> Jeaniene Jennings, CPPO, CPPB Purchasing and Contracts Division

#### Please sign and return Addendum 1 with RSQ 18-SQ-138JJ

Vendor: Robert E. Slavin, Inc.

Signed by (Name/Position): /

Phone No.: (770) 449-4656

Date: August 28, 2018

FAILURE TO RETURN THIS FORM WITH THE SUBMITTAL MAY CAUSE THE PROPOSAL TO BE RENDERED NON-RESPONSIVE

5.0	PR	OPOSA	L FO	RM					
									August 28, , 2018
TO:		inty of							
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	Del	Land, Fl	_ 32/2	0-40	008				
has ca were	arefull adver	y exami	ined the	e spe	ecifications d no later t	to provid	p.m., EST.	Search services , onday, Se	for which proposals eptember ##, 2087, ifications contained
herei		decimie	· tilut			illisii tiic	SCI VICES III	cording to speci	meations contained
Pleas	e resp	ond to t	he foll	owii	ng pertainin	g to the c	ost of servi	ces:	
Sole l	Propri	etor	□ YE	S	NO		Т	otal number of e	employees Seven_
Prom	pt Pay	ment D	iscour	nt, if	applicable:	N/A	%	Days; N	let 45 Days
Do yo	ou acc	ept elec	tronic	func	ls transfer (	EFT)?		☐ YES	NO
Do yo	ou offe	er a disc	ount f	or el	ectronic fur	nds transf	er (EFT)?	☐ YES	NO
Have	you s	upplied	all the	Sub	mittal Req	uirements	outlined be	elow?	
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					ave a phys	ical locat	ion in Volus	sia County, subm	it one of these:
								Proof of Exemp	
		M			f Insurance				
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		A			ntification				
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					ree Workpl				
							parment (Pri	me) Form	
					al Informat				
		Did yo	ou inc	lude	a CD or U	SB drive	, as require	d in the Section	entitled Submittal

The County of Volusia reserves the right to reject any or all proposals, to waive informalities, and to accept all or any part of any proposal as they may deem to be in the best interest of the County.

I hereby certify that I have read and understand the requirements of this Request for Statements of Qualifications No. 18-SQ-138JJ, Executive Search Consultant, and that I, as the Respondent, will comply with all requirements, and that I am duly authorized to execute this proposal/offer document and any Contract(s) and/or other transactions required by award of this RSQ.

Further, as attested to by below signature, I will provide the required insurance, per Section 3.22, Insurance Requirements above, upon notification of recommendation of award.

The Respondent ackno	wledges that information pro	ovided in this proposal is true and correct:				
* Kalul	S. Slan					
Authorized Signature						
Robert E. Slavin						
Printed Name						
President		August 28, 2018				
Title		Date				
Robert E. Slavin, Inc, (dba	a Slavin Management Consultant	ts				
Company Name						
3040 Holcomb Bridge Ro	oad, A1; Norcross, GA 30071					
Full Address						
(770) 449-4656	(770) 416-0848	Slavin@bellsouth.net				
Telephone	Fax	E-mail Address				
836163246		58-2377314				
Dunn & Bradstreet #		Federal I.D. #				

#### We provide Workers Compensation Insurance for our Employees

9.0 HOLD HARMLESS AGREEMENT  I, Robert E. Slavin	los (print owner's name), am the owner
of Robert E. Slavin, Inc.	(print company name), an
incorporated / unincorporated business operating in the all laws of the state of Florida, including but not compensation law.	
I hereby affirm that I or [the above-named bus	iness] employs fewer than four employees,
all of whom are listed below, including myself, and statutory requirement for workers' compensation insur- provide the County of Volusia with the name of each	therefore, the business is exempt from the rance for its employees. I certify that I will in new employee together with all required
waivers and releases for each prior to any employee	being allowed to work to provide services

undersigned to the County Project Manager or designated county representative.

On \_\_\_\_\_\_, 20\_\_\_\_, the County of Volusia and I or [the above-named business]
entered into a contract for \_\_\_\_\_\_\_ (please insert name of contract), (hereinafter "Agreement") which is incorporated by reference herein.

under the contract set forth below. If any such employee is allowed to work without a signed waiver and release, such action will be a material breach of this Agreement. All signed waivers and releases shall be furnished before the commencement of any work by an employee or the

On behalf of myself, my business, and the employees listed below, I and they hereby agree to waive and release any and all workers' compensation claims or liens under Chapter 440, Florida Statutes, against the County of Volusia and its agents, officials and employees, arising from any work or services provided under the Agreement whether or not it shall be alleged or determined that the act was caused by intention, or through negligence or omission of the County of Volusia or its agents, officials and employees or subcontractors.

In the event that a workers' compensation claim or lien is made against the County of Volusia and/or its agents, officials or employees by myself or my employees or agents as a result of any work or services performed under the Agreement, I agree to indemnify, keep and hold harmless the County of Volusia, Florida, its agents, officials and employees, against all injuries, deaths, losses, damages, claims, liabilities, judgments, costs and expenses, direct, indirect or consequential (including, but not limited to, fees and charges of attorneys and other professionals) arising out of the Agreement with the County of Volusia, whether or not it shall be alleged or determined that the act was caused by intention or through negligence or omission of the County of Volusia or its employees, agents, or subcontractors. I or the above-named business shall pay all charges of attorneys and all costs and other expenses incurred in connection with the indemnity provided herein, and if any judgment shall be rendered against the County of Volusia in any action indemnified hereby, I or the above-named business shall, at my or its own expense, satisfy and discharge the same. The foregoing is not intended nor should it be construed as, a waiver of sovereign immunity of the COUNTY OF VOLUSIA under Section 768.28, Florida Statutes.

Owner:	(print name)
(signature) Employee 1:	(print name) (signatur
Employee 2:	(print name) (signature
Employee 3:	(print name) (signatun
STATE OF Georgia	
COUNTY OF _ Gwinnett	
Sworn to and subscribed before Robert E. Slavin  to me or who has/have produced	ore me this 28th day of August , 2018, by , who is/are personally known as identification.
	NOTAKY PUBLIC - STATE OF Georgia
ANET FISHING	Type or print name:  Sanet Fisher  Commission No.: NA
(Seal)	Commission Expires: August 25, 2020

### 10.0 CONFLICT OF INTEREST FORM

I HEREBY CERTIFY that

1. I, (printed	Robert E. Slavin		, am the
(title) Pr	resident	and the	ne duly authorized representative of
the firm o	of (Firm Name) Robert		whose address is
3040 Hold	omb Bridge Rd., A1; No	rcross, GA 30071	, and that I possess the
legal author	ority to make this affiday	it on behalf of myself and th	e firm for which I am acting; and,
		<ol><li>Except as listed</li></ol>	below, no employee, officer, or agent
			flicts of interest, real or apparent, due
			ts, contracts, or interests associated
		with this project; and,	
corporation	Submittal is made with n, firm, or person submit Ilusion or fraud.	out prior understanding, ag ting a Bid for the same serv	reement, or connection with any ices, and is in all respects fair and
EXCEPTIONS to i	tems above (List):	None	
	1		
Signature:	Rolunt E.	Slam	
Printed Name:	Robert E. Slavin		
Firm Name:	Robert E. Slavin, Inc.		
Date:	August 28, 2018		No.
TATE OF Ge	orgia	_	
COUNTY OF G	vingett		
Sworn to	and subscribed before	me this 28th day of	August 2018, by
Robert E.S.	ladia		is/are personally known to me or
ho has/have produ	iced		identification.
		1	4 - 1
WET	FISH	Ja:	net Fisher ATE OF Georgia
ALIA JAMAS	SION	NOTARY PUBLIC - ST	ATE OF Georgia
E & 401	492 5	Type or print name:	9
EN A	O G	J	anet Fisher
WINNER TO NOT	10 E	Commission No.:	NA
Seal) ", COUN	TY	Commission Expires:	NA August 25, 2020
8-SQ-138JJ Executive	Search Consultant		Page 35 of 37

#### 11.0 DRUG-FREE WORK PLACE

The undersigned	firm in accordance with	Florida statute 287.08'	hereby certifies that
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Robert E. Slavin, Inc.	does
(Name of Firm)	

- Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- Inform employees about the dangers of drug abuse in the workplace, the business's policy
  of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and
  employee assistance programs, and the penalties that may be imposed upon employees for
  drug abuse violations.
- Give each employee engaged in providing the commodities or contractual services that are proposed a copy of the statement specified in subsection (1).
- 4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will propose by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contender to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Robert E. Slavin, President	August, 28, 2018
Name and Title	Date
Signature	
Robert E. Slavin, Inc.	
Firm	
3040 Holcomb Bridge Road, A1; Norcross, Georgia 30071	
Street address	City State Zin

#### 12.0 CERTIFICATION REGARDING DEBARMENT

#### Certification Regarding Debarment, Suspension, And Other Responsibility Matters Primary Covered Transactions

- The prospective primary participant (contractor) certifies to the best of its knowledge and belief, that it and its principals (subcontractors and suppliers):
  - Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - b. Have not within a three (3) year period preceding this bid proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.
  - Are not presently indicted for or otherwise criminally or civilly charged by a
    government entity (Federal, State, or local) with commission of any of the offenses
    enumerated in paragraph (1) (b) of this certification; and
  - Have not within a three-year period preceding this bid proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.
- Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this bid proposal

Robert E. Slavin	August 28, 2018
Name and Title  Signature  Alem  Signature	Date
Robert E. Slavin, Inc.	
Firm	
3040 Holcomb Bridge Road, A1; Norcross, Georgia 30071	
Street address	City, State, Zip



**NNETTLEMAN** 

ACORD

# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 08/28/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

-	this certificate does not confer rights	to the	cer	tificate holder in lieu of s	CONTAC	or sement;	s).	ay require an endorse	ment.	A statement on
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	Norcross, GA 30071-1357				INSURER					
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	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	N/A		UB-1J744007-18-42	0	6/01/2018	06/01/2019	E.L. EACH ACCIDENT	s	1,000,000
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	If yes, describe under DESCRIPTION OF OPERATIONS below							E.L. DISEASE - POLICY LIMIT	-	1,000,000
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DES	CRIPTION OF OPERATIONS / LOCATIONS / VEHICL	ES (AC	ORD	101, Additional Remarks Schedul	le, may be a	ttached If more	e space is require	d)	1	
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						ED REPRESEN				
				100	Same and	Victoria.	1.03 1. S. C. L. 3.91			

(Rev. December 2014) Department of the Treasury Internal Revenue Service

### **Request for Taxpayer Identification Number and Certification**

Give Form to the requester. Do not send to the IRS.

	1 Name (as shown on your income tax return). Name is required on this line;	do not leave this line blank.								
	ROBERT E. SLAVIN, INC.									
o.i	2 Business name/disregarded entity name, if different from above									
	SLAVIN MANAGEMENT CONSULTANTS									
Print or type Instructions on page	single-member LLC  Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ►  Note. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line the tax classification of the single-member owner.  Other (see instructions) ►				ne above for code (if any)					ls; see
P						es to acco			outside	the U.S.)
cifi			Requester	's name	e and a	ddress	(option	al)		
Spe	3040 HOLCOMB BRIDGE ROAD, SUITE A-1									
9	6 City, state, and ZIP code									
S	NORCROSS, GA 30071-1357									
	7 List account number(s) here (optional)									
Day	Taxpayer Identification Number (TIN)				_					
Par	your TIN in the appropriate box. The TIN provided must match the na	ame given on line 1 to avoi	d S	ocial s	ecurity	numbe	r			
backu	p withholding. For individuals, this is generally your social security nu	umber (SSN). However, for	a [	1						
reside	nt alien, sole proprietor, or disregarded entity, see the Part I instruction	ons on page 3. For other			1 19	11.01	16			
100	s, it is your employer identification number (EIN). If you do not have a n page 3.	number, see How to get	or	إسل		4	_	ш		_
	If the account is in more than one name, see the instructions for line	1 and the chart on nage 4	C.		er ident	ificatio	n num	ber		
	ines on whose number to enter.	and the chart on page 4	101							-
7			5	8	- 2	3	7 7	3	1	4
Pari	II Certification			-					-	
	penalties of perjury, I certify that:									
	e number shown on this form is my correct taxpayer identification nur	mber (or I am waiting for a	number	to be i	ssued	to me)	; and			
Ser	n not subject to backup withholding because: (a) I am exempt from b vice (IRS) that I am subject to backup withholding as a result of a fail longer subject to backup withholding; and	packup withholding, or (b) lure to report all interest or	have not dividend	t been ls, or (	notifie c) the I	d by th RS has	ne Inte s notif	ernal I lied m	Reve	enue at I am
3. 1 ar	n a U.S. citizen or other U.S. person (defined below); and									
4. The	FATCA code(s) entered on this form (if any) indicating that I am exen	npt from FATCA reporting	is correct	t.						
interes genera instruc	ication instructions. You must cross out item 2 above if you have be se you have failed to report all interest and dividends on your tax retu st paid, acquisition or abandonment of secured property, cancellation ally, payments other than interest and dividends, you are not required tions on page 3.	urn. For real estate transact of debt, contributions to	tions, iter an individ	m 2 do	oes not tiremer	apply	. For r	mortg ent (IF	age RA), a	and
Sign	Signature of		1		1	1/5	2	91	0/	0
Here	U.S. person > Adel 6. Allen	Date	Me	MI	1/	10	10	40	/(	)
	eral Instructions	<ul> <li>Form 1098 (home mortg (tuition)</li> </ul>	age intere	st), 109	8-E (stu	ident lo	an inte	erest),	1098	-T
	references are to the Internal Revenue Code unless otherwise noted.	Form 1099-C (canceled debt)								
	developments. Information about developments affecting Form W-9 (such lation enacted after we release it) is at www.irs.gov/fw9.	Form 1099-A (acquisitio				23000	C.C.			
Purp	ose of Form	Use Form W-9 only if yo provide your correct TIN.	ou are a U.	S. pers	on (inci	uding a	reside	nt alie	n), to	
return v	vidual or entity (Form W-9 requester) who is required to file an information with the IRS must obtain your correct taxpayer identification number (TIN)	If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding? on page 2.								
	nay be your social security number (SSN), individual taxpayer identification (ITIN), adoption taxpayer identification number (ATIN), or employer	By signing the filled-out								
identific	eation number (EIN), to report on an information return the amount paid to	<ol> <li>Certify that the TIN ye to be issued),</li> </ol>	ou are givir	ng is co	rrect (o	r you ar	e waiti	ng for	a nu	mber
	other amount reportable on an information return. Examples of information include, but are not limited to, the following:	2. Certify that you are n	ot subject	to back	cup with	holding	, or			
1070	1099-INT (interest earned or paid)	3. Claim exemption from	backup v	vithholo	ding if y	ou are a	u.s.	exemp	ot pay	ee. If
• Form	1099-DIV (dividends, including those from stocks or mutual funds)	applicable, you are also co any partnership income from	ertifying the	at as a	U.S. pe	rson, yo	our allo	cable	share	e of
• Form	1099-MISC (various types of income, prizes, awards, or gross proceeds)	withholding tax on foreign								and

4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See What is FATCA reporting? on

page 2 for further information.

• Form 1099-MISC (various types of income, prizes, awards, or gross proceeds) • Form 1099-B (stock or mutual fund sales and certain other transactions by

• Form 1099-S (proceeds from real estate transactions)

• Form 1099-K (merchant card and third party network transactions)





### Inside:

- The Opportunity of a Lifetime
- About MetroPlan Orlando
- The Executive Director Position
- The Ideal Candidate
- How to Apply

# The Opportunity of Lifetime

An exceptional staff. Harold (Harry) Barley, MetroPlan Orlando's first and only Executive Director, will retire this year. He will leave an exceptional organization of highly motivated, well-qualified and high-achieving employees.

A collaborative board of directors. The MetroPlan Orlando Board members are respected for working collaboratively. Some member changes will take place as the result of the November 2018 elections.

A regional focus. Although each MetroPlan Orlando Board member represents his or her own constituency, as a group they have developed the ability to focus regionally and into the future. MetroPlan Orlando is a prime contributor to building a strong regional image for the region.

The chance to serve a diverse population.

MetroPlan Orlando is committed to proactively serving all users of the transportation system.

serving all users of the transportation system, including the disadvantaged. The organization serves all constituencies fairly and impartially.

A prosperous region. Central Florida's population has doubled in the past 25 years. By the year 2040, the region is expected to add one million people. In addition to residents, the Orlando area is one of the most visited destinations in the U.S., with 68 million visitors annually. This equates to about 500,000 guests using the transportation system on any given day. Having one of the fastest-growing and most dynamic areas in the nation comes with its transportation challenges.

**Financially healthy organization.** In addition to federal funds which support all metropolitan planning organizations (MPOs), MetroPlan Orlando receives approximately \$1M annually in unrestricted local funds.

Leaders in transportation planning. Under current leadership, MetroPlan Orlando has become the major force in regional transportation planning in Central Florida. The United States Department of Transportation's certifications of the organization are consistently outstanding.



# About MetroPlan Orlando

The transportation system affects the experiences of every resident, visitor, and business in Central Florida. Planning done years ago touches us today, and the planning done today shapes tomorrow.

MetroPlan Orlando leads transportation planning efforts in Orange, Osceola, and Seminole Counties. It works with elected officials, industry experts, and citizens to set transportation priorities and shape a future system that offers travel options. MetroPlan Orlando also determines how federal and state transportation dollars are spent in the region.

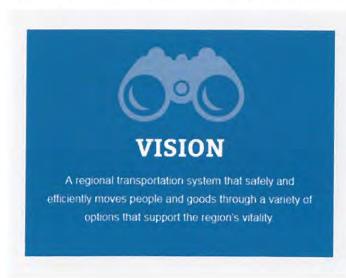
#### MetroPlan Orlando Board

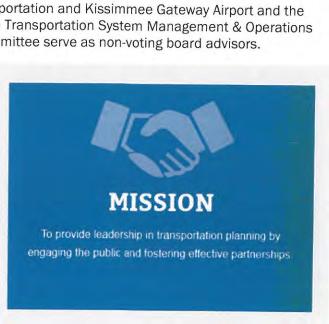
The MetroPlan Orlando Board is ultimately responsible for the transportation planning process in the three-county area. Board membership is apportioned by the Governor of Florida and interlocal agreements among the various governmental entities on the basis of equitable population ratio and federal and state laws.

Board membership includes elected officials from: Orange County (6); Osceola County (1); Seminole County (2); City of Orlando (2); (1) each for the Cities of Altamonte Springs, Apopka, Kissimmee, and Sanford. Additionally, representatives from the

of Altamonte Springs, Apopka, Kissimmee, and Sanford. Additionally, representatives from the policy boards of these operating agencies serve on the board: Greater Orlando Aviation Authority (1); Central Florida Expressway Authority (1); Sanford Airport Authority (1); Central Florida Regional Transportation Authority (LYNX) (1); and the Municipal Advisory Committee (MAC) (1).

Representatives from the Florida Department of Transportation and Kissimmee Gateway Airport and the Chairpersons of the Technical Advisory Committee, the Transportation System Management & Operations Advisory Committee, and the Community Advisory Committee serve as non-voting board advisors.





# The Executive Director Position

The Executive Director of MetroPlan Orlando is responsible for executing the policies and direction established by the board in support of transportation needs of the Orlando and Kissimmee urbanized areas. The Executive Director oversees the operation of the organization and its staff and reports to the board.

#### **Essential Functions**

- Providing leadership and working with the board to assure comprehensive, cooperative and continuing policies, plans and processes are developed and reflect the current and future transportation and growth management needs of Central Florida's three counties. (15% of time)
- Assuring that the responsibilities of the organization as defined by Federal regulations, Florida Statutes and rules adopted by the board are conducted appropriately and successfully. (15%)
- Ensuring that communications and coordination among all stakeholders take place in a timely and cooperative manner and providing a framework for building understanding and consensus. (15%)
- Facilitating the successful achievement of all the goals and objectives that are explicit or implied in the organization's understanding of the area's "comprehensive transportation system." (10%)
- Continually educating and informing the board of current issues and directions in transportation planning and funding, including providing relevant and timely reports. (10%)
- Acting as a primary advocate within the community, including the media, on the organization's priorities. (10%)
- Setting parameters, guidelines, scope, accountability and performance standards for all consultants, firms and agencies engaged by the organization. (5%)







- Overseeing and assuring the highest quality of all products. (5%)
- Providing leadership beyond the geographical borders of the organization to promote the development of an effective regional transportation system with neighboring metropolitan planning organizations serving the larger Central Florida market. (5%)
- Providing a safe, secure, discriminationand harassment-free working environment for all staff members. (5%)
- Assuring that the MPO in all its dealings with other agencies, consultants and suppliers maintains the highest standards of fiscal control and integrity, consistent with all applicable federal and state requirements. (5%)

#### Other Functions

- Managing the Deputy Executive Director, Director of Finance and Administration, and the Director of Regional Partnerships. Also, indirectly supervising all other staff members.
- Providing overall direction, coordination and evaluation of all departments.
- Carrying out supervisory responsibilities in accordance with the organization's policies and applicable laws.
- Responsibilities include: interviewing, hiring, and training staff members; planning, assigning, and directing work; appraising performance; rewarding and

- disciplining employees; succession planning; addressing complaints, and resolving problems.
- Developing and managing relationships with other transportation agencies and strategic business partners.
- Attending relevant meetings involving member organizations and business partners.
- Performing additional duties as assigned by the board.
- Continually projecting a professional image for the organization.

#### Education, Experience, & Training

Bachelor's degree in transportation planning, urban or regional planning, engineering, public administration or business administration; master's degree preferred

Minimum of ten years' experience directing an organization or business unit with previous transportation planning experience

AICP certification preferred

Equivalent combination of education and experience

#### Full Job Description Online

To view the job description in its entirety, please visit <a href="http://metroplanorlando.org/about-us/job-opportunities/">http://metroplanorlando.org/about-us/job-opportunities/</a>

# The Ideal Candidate

This is how MetroPlan Orlando Board members have described their ideal candidate.

#### Characteristics

- Embraces MetroPlan Orlando's regional mission and is fervently committed to multi-modal transportation excellence in the region.
- Masterful at keeping board members thoroughly and equally informed.
- Sees the need to provide board members with thoughtful, unbiased and clear counsel crafted to form the basis for collaboration, cooperation and, when appropriate, compromise.
- Skillful at "reading a room" and situations with the ability to reach win-win outcomes without pitting participants against each other.
- Anticipates and resolves problems before they become larger issues.
- Adept at managing expectations well; solution-oriented but will say "no" when appropriate.
- Politically aware and sensitive but apolitical and objective.
- Steadfast leader who makes things happen.
- Skilled at leading change among diverse groups.
- · A skilled mediator and negotiator.
- Knows and understands the MPO process.

- Strives for continuous improvement; not overly wedded to status quo; seeks and is receptive to new ideas and new technologies.
- Supportive of employees.
- Is an effective conduit among elected officials, MetroPlan Orlando staff, and member organization staffs.
- Can manage a crisis effectively.

#### Traits

- A skilled communicator verbally and in writing,
- · Listens.
- · Has finesse.
- Charismatic,
- Builds relationships and not merely contacts,
- Genuine, with personal integrity and the courage of his or her convictions,
- · Collaborative by nature.
- Deep community awareness (full spectrum including the disabled).
- Personally goes into the community and encourages MetroPlan Orlando staff to do the same,
- · Meets people on their own terms,
- Connectivity with wide-spectrum of people.
- · Responsive; follows-up in a timely way,
- · Technically knowledgeable,
- Forward thinking.





# How to Apply

Please email your resume and cover letter with current salary by April 27, 2018 to:



Robert E. Slavin, President SLAVIN MANAGEMENT CONSULTANTS 3040 Holcomb Bridge Road, Suite A-1

Norcross, Georgia 30071 Phone: (770) 449-4656 Fax: (770) 416-0848

E-mail: slavin@bellsouth.net Website: www.slavinweb.com

Note: Under Florida Law, resumes are public documents and will be provided to the public upon request. Please call prior to submitting your resume if confidentiality is important to you.

MetroPlan Orlando is an equal opportunity employer, a drug-free workplace, and a tobacco-free workplace. It is the policy of MetroPlan Orlando that all applicants selected for employment must sign an Affidavit for Non-Use of Tobacco Products in order to be hired by MetroPlan Orlando. The non-use of tobacco products must have been for a period of at least (6) months immediately preceding application for employment; and must be maintained and continued for the duration of employment with MetroPlan Orlando.



Page 7 of 7

### PRO FORMA INVOICE

INVOICE DATE:		
CLIENT:		
ADDRESS:		
CITY, STATE:		
Progress billing for profrendered in connection		
(Invoice of)		\$XXXX.XX
Reimbursable expense	s at cost:	
	Airfare Hotel Ground Transportation Meals Tips Telephone Clerical Support FAX Messenger Service Copies Postage Misc. Direct Costs	\$ XXX.XX
Total Expenses		\$XXXX.XX
TOTAL INVOICE		\$XXXX.XX

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

#### MUNICIPALITIES

Aiken, South Carolina Albany, Georgia Alpharetta, Georgia Anaheim, California Ann Arbor, Michigan Arlington, Texas

Arlington Heights, Illinois Arvada, Colorado Atlanta, Georgia Atlantic Beach, Florida

Asheville, North Carolina

Auburn, Maine Aurora, Colorado Austin, Texas

Bartlesville, Oklahoma Bentonville, Arkansas Bergenfield, New Jersey Berkeley, California Beverly Hills, California Birmingham, Alabama

Bisbee, Arizona Blacksburg, Virginia Bloomington, Illinois

Bothell, WA

Boynton Beach, Florida Branson, Missouri Brea, California

Bridgeport, Connecticut Broken Arrow, Oklahoma

Brownsville, Texas Bryan, Texas Burbank, California Camarillo, California Carson, California Cary, North Carolina Casper, Wyoming

Chapel Hill, North Carolina Charlotte, North Carolina Cherry Hills Village, Colorado

Chesapeake, Virginia
Clearwater, Florida
Cleveland, OH
Columbia, Missouri
Columbus, Georgia
Concord, New Hampshire
Coral Springs, Florida
Corpus Christi, Texas
Corta Madera, California

Corinth, TX

Creedmoor, North Carolina Culver City, California

Dallas, Texas
Davenport, Iowa
Davie, Florida
Decatur, Georgia
Decatur, Illinois
Delray Beach, Florida

Del Rio, Texas
Denton, Texas
Destin, Florida
Dothan, Alabama
Dubuque, Iowa
Duluth, Georgia
Dunedin, Florida

Durham, North Carolina Eagle Pass, Texas

East Brunswick Township, New Jersey

Edmond, Oklahoma Elgin, Illinois

Enfield, Connecticut Englewood, Colorado Escondido, California Evanston, Illinois Fort Collins, Colorado Fort Lauderdale, Florida

Fort Smith, AR
Fort Worth, Texas
Frankfort, Kentucky
Franklin, Tennessee
Frisco, Colorado
Gainesville, Florida
Gainesville, Georgia
Galesburg, Illinois
Garden City, New York
Glastonbury, Connecticut

Glendale, Árizona Glen Ellyn, Illinois Golden, Colorado Grand Rapids, Michigan Greensboro, North Carolina

Gulfport, Florida Hardeeville, SC Hemet, California Hercules, California Highland Park, Illinois Hollywood, Florida Homestead, Florida

Huntington Beach, California Independence, Missouri Independence, Kansas

Iowa City, Iowa

Jacksonville Beach, Florid

Jupiter, Florida Kalamazoo, Michigan Kansas City, Missouri

Lake Worth, Florida Lakewood, Colorado Lapeer, Michigan

Laramie, Wyoming Laredo, Texas Lenexa, Kansas

Liberty, Missouri Lillburn, Georgia

Little Rock, Arkansas

Long Beach, California Longmont, CO

Manassas, Virginia

Mansfield, Massachusetts

Marshfield, MO Miami Beach, Florida Milwaukie, Oregon Minneapolis, Minnesota

Miramar, Florida Modesto, California Muscatine, Iowa Neptune Beach, Florida Newark, Delaware

New Smyrna Beach, Florida

Norfolk, Virginia Norman, Oklahoma North Las Vegas, Nevada North Miami Beach, Florida

Northglenn, Colorado North Port, Florida Norwich, Connecticut

Oberlin, Ohio

Ocean City, Maryland Oceanside, California Olathe, Kansas

Oklahoma City, Oklahoma

Oxnard, California Palm Bay, Florida

Palm Beach Gardens, Florida

Palo Alto, California Panama City, Florida Park Ridge, Illinois Pasadena, California Peoria, Illinois

Pittsburg, Kansas

Phoenix, Arizona

Pompano Beach, Florida

Portage, Michigan Pueblo, Colorado Richmond, California Richmond, Virginia Riverside, California Riverview, Michigan Roanoke, Virginia Rock Hill, South Carolina Rockville, Maryland

Rockville, Maryland Sacramento, California St. Louis Park, Minnesota

Salem, Oregon San Diego, California San Fernando, California San Francisco, California San Jose, California

San Juan Capistrano, California

Sandersville, Georgia Santa Ana, California Santa Monica, California Sarasota, Florida Shaker Heights, Ohio Simi Valley, California

Sioux City, Iowa Snellville, Georgia

South Brunswick Township, New Jersey

Springfield, Missouri

Steamboat Springs, Colorado

Stratford, Connecticut Storm Lake, Iowa Sunnyvale, California Sunrise, Florida

Takoma Park, Maryland

Topeka, Kansas Titusville, Florida Thornton, Colorado Traverse City, Michigan

Topeka, Kansas Turlock, California Upper Arlington, Ohio

Urbana, IL Urbandale, Iowa Valdez, Alaska Venice, FL

Virginia Beach, Virginia

Waco, Texas

Warrensburg, Missouri Washington, Illinois West Des Moines, Iowa West Hartford, Connecticut West Hollywood, California West Palm Beach, Florida

Wichita, Kansas Windham, Connecticut

Winston-Salem, North Carolina

Winter Park, Florida Worthington, Minnesota Ypsilanti, Michigan

#### COUNTIES

Adams County, Colorado Alameda County, California Albemarle County, Virginia Arapahoe County, Colorado Beaufort County, South Carolina Broward County, Florida Brown County, Wisconsin Buffalo County, Nebraska Chaffee County, Colorado Cass County, Michigan Chesterfield County, Virginia Clark County, Nevada Cobb County, Georgia Dade County, Florida Eagle County, Colorado Escambia County, Florida Fairfax County, Virginia Forsyth County, Georgia Fremont County, Colorado Fresno County, California Fulton County, Georgia. Glynn County, Georgia Gunnison County, Colorado Hall County, Georgia Hamilton County, Ohio Johnson County, Kansas Ketchikan-Gateway Borough, Alaska Lake County, Florida Lake County, Illinois La Plata County, Colorado Leon County, Florida Lincoln County, North Carolina Livingston County, Illinois Los Angeles County, California Martin County, Florida

McHenry County, Illinois Mecklenburg County, North Carolina Mendocino County, California Mesa County, Colorado Moffat County, Colorado Monterey County, California Muscatine County, Iowa New Kent County, Virginia Orange County, New York Orange County, North Carolina Oklahoma Palm Beach County, Florida Peoria County, Illinois Pinellas County, Florida Polk County, Florida Prince William County, Virginia Ramsey County, Minnesota St. Louis County, Minnesota Saline County, Kansas San Diego County, California San Luis Obispo County, California San Mateo County, California Sarasota County, Florida Sedgwick County, Kansas Seminole County, Florida Sonoma County, California Springettsbury Township, Pennsylvania Spotsylvania County, Virginia Tazewell County, IL Volusia County, Florida Wake County, North Carolina Washtenaw County, Michigan Whiteside County, Illinois Whitfield County, Georgia Yolo County, California

#### OTHER ORGANIZATIONS

#### **Development Groups**

Arrowhead Regional Development, Duluth, Minnesota
Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community
Redevelopment Agency

Mid-American Regional Council, Kansas City, Missouri West Palm Beach Downtown Development Authority, Florida

#### **Housing Authorities**

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida
Peoria Housing Authority, Illinois

#### Libraries

Birmingham, Alabama Public Library Central Arkansas Library System Lexington, Kentucky Library System Metropolitan Library System of Oklahoma Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission,
California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of
Community Public Health Los Angeles,
California Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts
Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

#### **Professional Associations**

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management
Association
Iowa League of Cities
Missouri Municipal League

#### **School Districts**

Adams County School District #14, Commerce City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

#### Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California Bay Area Rapid Transit District, Oakland, California Dallas Area Rapid Transit District, Dallas, Texas Greater Dayton Regional Transportation Authority Kalamazoo County Transportation Authority Lee County Port Authority, Florida Metra (Chicago Commuter Rail System) Port Everglades Authority, Fort Lauderdale, Florida Orlando - Orange County Expressway Authority Port of Sacramento, California Riverside Transit Agency, California San Francisco Bay Area Rapid Transit District, California Sarasota/Manatee Airport Authority, Florida Southern California Rapid Transit District

#### **Utility Districts**

Columbus Water Works, Georgia
Metropolitan Sewer District of Greater Cincinnati,
Ohio
Public Works Commission of Fayetteville, North
Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

### MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			×
ALBANY, GA	City Manager Police Chief Assistant City Manager Human Resources Director	X X X		
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Auditor City Manager		X	
	Police Chief			×
BERKELEY, CA	City Manager	X		
	Public Works Director			×
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		×	
BOTHELL, WA	City Manager		X	
BOISE, ID	Chief Financial Officer	X		
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
BOISE, ID	Chief Financial Officer		S	
BRYAN, TX	Municipal Court Judge		×	
	City Manager		X	
CAMARILLO, CA	City Clerk		X	
CARSON, CA	Planning Director		X	
CHAPEL HILL, NC	Transportation Director Human Resources Director		X	
CHARLOTTE COUNTY, FL	County Attorney		X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	Х		
CHARLOTTE, NC	Neighborhood Services Director	X		
COLUMBIA, MO	Police Chief	X		
CORINTH, TX	Director of Economic Development	х		
CULVER CITY, CA	Finance Director			X

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LA
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	×	
DALLAS, TX	City Attorney		×	
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		×	
DURHAM, NC	City Manager City Manager Police Chief Public Works Director	x x x	X X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	×	X	
ESCONDIDO, CA	Civic Center Construction Mgr	^	V	
	the state of the s		X	
FRANKFORT, KY	City Manager		X	
EVANSTON, IL	City Manager		×	
FRESNO, CA (PIC)	Executive Director	X		
FORT COLLINS, CO	City Attorney		×	
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager Police Chief	×		
FORT WORTH, TX	Auditor General Police Chief	Х	Х	
FRANKLIN, TN	Director of Community Development		X	
FRESNO, CA (PIC)	Executive Director	×		
GAINESVILLE, FL	Equal Employment Director	×		
GLASTONBURY, CT	Human Resources Director	X	×	
GLENWOOD SPRINGS, CO	City Manager		x	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		×	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager Assistant City Manager		×	
LAKE COUNTY, FL	County Attorney		x	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATIN
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		×	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LEE COUNTY, FL	County Administrator Human Resources Director	X	X	
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief Executive Director, Civil Service Commission	X	X	
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		×	
LOS ANGELES, COMMUNITY	Sr. Project Manager	X		Х
REDEVELOPMENT AGENCY	Project Manager	X		
	Project Manager			Х
LOS ANGELES COUNTY (CA)	Executive Director	x	X	
HEALTH SYSTEMS AGENCY	Deputy Exec. Dir.			Х
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	Х		
LOS ANGELES OLYMPICS	Human Resources Director	X	×	
ORGANIZING COMMITTEE	Director of Venues		×	
METROZOO (MIAMI FL)	Director of Marketing		×	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	х		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	x	X	
MIRAMAR, FL	City Manager		×	
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARO OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		×	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		×	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	×
PALO ALTO, CA	City Attorney		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police			X
PRINCE WILLIAM COUNTY, VA	County Executive Human Resources Director Fire Chief	X X	X X X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director Assistant City Manager Director of Human Services	Х	X X X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	x	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LAT
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SOUTH DAKOTA STATE LEGISLATURE	Chief Legislative Analyst		х	
SUNNYVALE, CA	Public Information Officer City Clerk		X X	
STRATFORD, CT	Human Resources Director		×	
TAKOMA PARK, MD	City Manager		×	
	Recreation Director	X	X	
	Housing and Community Development Director		x	
	Public Works Director	x		
THORNTON, CO	Public Information Officer City Attorney		X	
TOPEKA, KS	City Manager Police Chief	X X		
VALDEZ, AK	City Manager	x		
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager Budget Director	X	X	
WACO, TX	Deputy City Manager		×	
	Exec. Dir Support Services			×
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		Х	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		×	
WEST PALM BEACH, FL	Assistant City Administrator	х	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	x	X	
	Communications Director		×	
	Director of Libraries		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
	Housing and Development Director	X	X	
	City Manager	X		Y.
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X







# Statement of Qualifications

Volusia County, FL

Statement of Qualifications to Provide Executive Search Consultant Services, 18-SQ-138JJ

September 5, 2018

Springsted | Waters 14285 Midway Road, Suite 340 Addison, Texas 75001 Remittance Address 380 Jackson Street, Suite 300 Saint Paul, Minnesota 55101-2887

Art Davis, Senior Vice President adavis@springsted.com
(816) 868-7042



5.0	PRO	POSAL	FORM	1			
TO:	Offic 123 V		chasing na Avei	and Contracts Dire nue, Room 302	ector	August 31, 2018	, 2018
has ca were	arefully adverti urther	examine ised to be	ed the s	lares that [firm name] pecifications to proved <b>no later than</b> (firm will furnish the	vide Executiv <b>3:00 p.m., E</b> \$	e Search services f ST, o <mark>n <u>5th</u>day,</mark>	or which proposals  September, 2018
Pleas	e respo	nd to the	follow	ing pertaining to the	e cost of servi	ices:	
Sole 1	Proprie	tor 🗖	YES	NO NO		Total number of er	nployees 10
Prom	pt Payr	nent Disc	count, i	f applicable:	%	Days; Ne	et 45 Days
Do yo	ou acce	pt electro	onic fur	nds transfer (EFT)?		<b>▼</b> YES	□ NO
Do yo	ou offe	r a discou	int for	electronic funds trai	nsfer (EFT)?	☐ YES	☑ NO
Have	you su	pplied al	l the Su	ıbmittal Requireme	nts outlined b	elow?	
	X X X X X	Tab 2 - Tab 3 - Tab 4 - Tab 5 -	Schedu Resour Cost P Refere Financi Forms If you Curre	roposal	request) cation in Volu	ısia County, submi	it one of these:
			Hold requir Confl Tax Id Any a Drug	Harmless Agreem	er Form to this RSQ rm		to be Exempt, if
				onal Information le a CD or USB dr	ive, as requir	red in the Section	entitled Submittal

The County of Volusia reserves the right to reject any or all proposals, to waive informalities, and to accept all or any part of any proposal as they may deem to be in the best interest of the County.

I hereby certify that I have read and understand the requirements of this Request for Statements of Qualifications No. **18-SQ-138JJ, Executive Search Consultant,** and that I, as the Respondent, will comply with all requirements, and that I am duly authorized to execute this proposal/offer document and any Contract(s) and/or other transactions required by award of this RSQ.

Further, as attested to by below signature, I will provide the required insurance, per Section 3.22, Insurance Requirements above, upon notification of recommendation of award.

The Respondent acknowle	edges that information provi	ded in this proposal is true and correct:
× Art Davis  Authorized Signature	<i>5</i> ~	
Art Davis Printed Name		
Senior Vice President		August 31, 2018
Title		Date
Springsted   Waters		
Company Name		
14285 Midway Road, Suite	340, Addison, Texas 75001	
Full Address		
(816) 868-7042	(816) 333-6899	adavis@springsted.com
Telephone	Fax	E-mail Address
		47-1064404
Dunn & Bradstreet #		Federal I.D. #

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Springsted | Waters 14285 Midway Road, Suite 340 Dallas, TX 75001

Tel: 972-481-1950 Fax: 972-481-1951 www.springsted.com

#### A. Submittal Letter

September 5, 2018

Ms. Jeaniene Jennings
Director of Purchasing and Contracts
County of Volusia
Purchasing and Contracts Division
123 West Indiana Avenue, Room 302
DeLand, FL 32720-4608

Re: Request for Statement of Qualifications to Provide Executive Search Consultant Services, 18-SQ-138JJ

Dear Ms. Jennings,

I appreciate the opportunity to submit our statement of qualifications for executive recruitment services for Volusia County's next County Manager as well as additional management positions throughout the contract period. Our extensive experience in providing executive recruitment services to cities, counties and other public-sector organizations nationwide will be beneficial for each recruitment and allow us to find the ideal candidates for Volusia County.

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- <u>Commitment to a Successful Recruitment is Guaranteed</u> Springsted | Waters (S|W) will be aggressive and responsive to you the client and with prospective applicants using an approach of "doing whatever it takes to get the job done right!" Please notice our "Triple Guarantee" referenced in this Proposal;
- Focused Strategy for Success S|W will conduct a comprehensive, national search to identify exceptional candidates with a proven record of strong leadership and management. S|W recommends advertising and recruiting nationally, but will also focus on making contact with management professionals that are currently working in Florida and the Southeastern United States believing that a regional focus can sometimes bring in candidates more knowledgeable about the nuances of working in Florida and this part of the Country;
- Talented and Experienced Recruitment Consultants S|W's recruitment team is outstanding! S|W has provided executive recruitment and human resources related services to local governments for over 30 years. Our team has had tremendous success working on recent recruitments throughout the country and we encourage you to contact our references. The professional experience of our consultants includes three former city managers/administrators, a former police chief and a former superintendent of schools. The result a cohesive and highly experienced consultant team that possesses a thorough and detailed understanding of the leadership, experience, training and certifications required for this position, which ultimately benefits Volusia County with a more targeted and qualified pool of candidates;

- <u>Video Interviews to Screen Semi-finalists</u> S|W will use an online video interview process to assist the County Council in narrowing down semi-finalists to a smaller group of finalists as part of the all-inclusive fee. This will assist the County in screening candidates, and could possibly reduce costs by eliminating unnecessary travel expenses for on-site interviews;
- Leadership Assessment of Finalists S|W will conduct a strengths assessment and management/leadership style testing, which some may refer to as "personality and behavioral testing." This assessment is completed online by the finalists prior to interviews and determines if a candidate's management style matches the profile created by the Volusia County in an effort to find the "ideal" candidate and determine whether each candidate is a good fit for Volusia County and the community;
- Comprehensive Vetting of Finalists (Includes Social Media Search) S|W's multiple layered vetting process of screening candidates provides a qualified pool of individuals to consider with not only the skills and experience desired, but most importantly, a leadership and management style that best fits Volusia County and the community. The screening process includes detailed candidate questionnaires, video interviews, leadership and strengths assessment, and a comprehensive candidate background review. Note: S|W must conduct these background checks for the "Triple Guarantee" to remain in effect;
- Commitment to Pursue a Diverse Pool of Candidates S|W will take responsibility for ensuring diversity in our candidate pools. In these recruitments, we will use our established networks to make direct and personal contact with prospective minority and female candidates and encourage them to consider an opportunity with Volusia County. Springsted | Waters is a WBE;
- Online Application and Communication System S|W utilizes a proprietary online application system exclusively licensed to facilitate talent management for our clients. The system has been designed to customize applicant flow and tracking, allowing for ease of communication with applicants and an ability to conduct database inquiries for candidates based on characteristics important to the County such as geographic location, specific experience, expertise and qualifications.

Finding candidates with the desired levels of experience and specific knowledge of local government management trends can sometimes be challenging. Of equal importance, we want to ensure that your next County Manager, and candidates identified to fill other key leadership positions are a "great fit" for the organization and the community. The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment contract. If you have any questions, please contact me at (816) 868-7042 or by email at <a href="mailto:adavis@springsted.com">adavis@springsted.com</a>. Our Team would consider it a professional privilege to provide these services to Volusia County.

Respectfully submitted,

Art Davis, Senior Vice President

art Davis sul

Consultant



Springsted | Waters 14285 Midway Road, Suite 340 Dallas, TX 75001

Tel. 972-481-1950 Fax: 972-481-1951 www.springsted.com

August 31, 2018

Ms. Jeaniene Jennings
Director of Purchasing and Contracts
County of Volusia
Purchasing and Contracts Division
123 West Indiana Avenue, Room 302
DeLand, FL 32720-4608

RE: Memorandum of Authority

Dear Ms. Jennings,

Mr. Art Davis is authorized to represent Springsted | Waters, empowered to submit the statement of qualifications and authorized to sign a contract with Volusia County on Springsted | Waters' behalf.

Art Davis, Senior Vice President and Consultant Springsted | Waters 9229 Ward Parkway, Suite 104 Kansas City, Missouri 64114

Office: 816-868-7042 Fax: 816-333-7299

Email: adavis@springsted.com

Respectfully submitted,

Bonnie C. Matson, Principal

#### Volusia County, FL Statement of Qualifications to Provide Executive Search Consultant Services

#### B. Brief Profile of the Firm

#### 1. A brief history of the business

Springsted Incorporated was founded in the 1950's and was incorporated in the State of Minnesota in 1959. Waters, Trego and Davis was originally founded in 1976 and was incorporated in 1988, in Texas, under the name of The Waters Consulting Group, Inc. In May 2014, the Executive Recruitment Division of Waters Consulting Group merged with Springsted, Incorporated forming Springsted | Waters, a wholly owned subsidiary of Springsted, Incorporated.

Since our firm's beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch, which drive our internal standard for delivering only outstanding services and leading-edge products. In addition, S|W is positioned as one of the largest privately-held executive recruitment firms in the nation with a focus on the public sector. Since 2013 our combined consultant team has conducted more than 466 executive recruitments.

#### 2. Organizational structure of business

The Executive Recruitment Division of Waters Consulting merged with Springsted Incorporated in May 2014, establishing one of the largest public sector executive recruitment and human capital consulting firms in the United States. Our firm name, Waters & Company, was changed to Springsted | Waters (S|W) in 2017 to more clearly reflect the connection to and support from the Springsted group of companies. Springsted Incorporated, our parent company, has been a Women Business Enterprise since 1993. Springsted is equally owned and managed by three employee-principals, two of which are women. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Chicago, Illinois; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Atlanta, Georgia; and Denver, Colorado.

#### 3. Designation of the legal entity by which the business operates

Springsted Human Capital Advisors Incorporate dba Springsted | Waters is registered as a Corporation in the State of Minnesota.



### Office of the Minnesota Secretary of State Certificate of Good Standing

I, Steve Simon, Secretary of State of Minnesota, do certify that: The business entity listed below was filed pursuant to the Minnesota Chapter listed below with the Office of the Secretary of State on the date listed below and that this business entity is registered to do business and is in good standing at the time this certificate is issued.

Name: Springsted Human Capital Advisors

Incorporated

Date Filed: 06/10/2014

File Number: 764998200028

Minnesota Statutes, Chapter: 302A

Home Jurisdiction: Minnesota

This certificate has been issued on: 02/23/2018

OF THE STATE OF TH

Here Pimm Steve Simon

Secretary of State State of Minnesota

# State of Florida Department of State

I certify from the records of this office that SPRINGSTED WATERS INCORPORATED is a Minnesota corporation authorized to transact business in the State of Florida, qualified on December 16, 2016.

The document number of this corporation is F16000005571.

I further certify that said corporation has paid all fees due this office through December 31, 2018, that its most recent annual report/uniform business report was filed on April 24, 2018, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Tenth day of August, 2018



Ken Diffen Secretary of State

Tracking Number: CU5462470041

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

#### 5. Active business venues

Our Clients

- Cities, Towns, Townships and Villages
- Counties
- Special Service Districts
- Non-Profit Organizations
- Hospitals
- Economic Development, Redevelopment and Port **Authorities**
- Electric and Water Utilities
- Higher Education Authorities
- School Districts
- Housing Authorities

States in gold reflect client locations Areas with stars reflect regional offices



#### 6. The overall qualifications of the business to provide the services requested

S|W has a team of ten recruitment consultants and support staff available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with counties and the many different disciplines that comprise the Volusia County organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the County's expectations. Since 2013 our combined consultant team has conducted more than 466 executive recruitments.

The S|W Recruitment Project Team will partner with the County Council and designated staff as your technical advisor to ensure that each recruitment process is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the S|W Recruitment Project Team to draw upon S|W's and Springsted's 50-plus years of service to the public sector and to leverage S|W's experience and capacity to focus nationwide to find the most qualified candidates.

#### 7. The qualifications of the firm's employees

Recruitment Project Team Leader

Mr. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042 Email: adavis@springsted.com

Mr. Chuck Rohre, Executive Vice President

Direct Phone: (214) 466-2436 Email: crohre@springsted.com

Mr. Rollie Waters, Executive Vice President and Special Advisor - Consultant

Direct Phone: (214) 466-2424 Email: rwaters@springsted.com

Ms. Patricia Heminover, Senior Vice President

Direct Phone: (651) 223-3058 Email: pheminover@springsted.com Ms. Sharon Klumpp, Senior Vice President

Direct Phone: (651) 223-3053 Email: sklumpp@springsted.com

Mr. Steve Miner, Vice President

Direct Phone: (804) 562-2383 Email: sminer@springsted.com

Ms. Cecilia Hernández, Project Coordinator

Direct Phone: (214) 736-1606 Email: <a href="mailto:chernandez@springsted.com">chernandez@springsted.com</a>

Ms. Jenelle McDonald, Project Coordinator

Direct Phone: (214) 466-2445

Email: jmcdonald@springsted.com



#### Arthur (Art) Davis

#### Senior Vice President and Consultant

Arthur (Art) Davis is a Senior Vice President and Consultant with Springsted | Waters. Prior to joining S|W, Art successfully launched and expanded his own company over the course of 10 years. Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

Prior to consulting, Art served as Associate Director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region. One of his responsibilities during his tenure at the Civic Council was to organize efforts to revitalize Downtown Kansas City, Missouri. Art coordinated a strategic and master planning process involving hundreds of stakeholders, which resulted in the establishment of development of strategies, solicitation of start-up funding and implementation of action plans – all contributing toward the successful revitalization of Downtown Kansas City.

For nearly six years, Art served as City Administrator of Lee's Summit, Missouri, a city recognized as the "fastest growing" city in Missouri and the Greater Kansas City region at the time. Earlier positions of responsibility include working for the cities of Lenexa, Kansas and Dallas, Texas, where he served as Assistant to the Mayor of Dallas.

#### Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Strategic Goal Setting & Strategic Planning
- Organizational Assessment, Design & Development
- Organization & Community Facilitation

#### Professional Accomplishments and Education

Art received his Bachelor of Arts degree in political science and public administration from William Jewell College and his Master of Public Administration from the University of Kansas.

He has led and participated in a wide variety of community initiatives and served on nonprofit boards throughout his career. Art was presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration.



#### Charles A. (Chuck) Rohre

#### Executive Vice President/Manager of Executvie Recruitment and Consultant

Chuck Rohre is an Executive Vice President and the Manager of Springsted | Waters, the executive recruitment practice of the Springsted Group. Based in Dallas, he is responsible for managing and conducting executive recruitment engagements for the firm to insure their integrity, timeliness and adherence to budget parameters. He also directs the professional and support staff of the executive recruitment practice to ensure best practices, quality control and customer service. Chuck has more than 35 years of experience in managing and consulting in both the private and public sectors. He has served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus. Prior to beginning his consulting career, Mr. Rohre served for three years as Police Chief of Plano, Texas.

Chuck joined the firm in January 2006 following a 13-year engagement with another nationally recognized public sector search firm where he managed the Texas and Southwestern operations. He has an extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states. He has led over 350 recruitment engagements in 24 states for key executives such as City and Assistant City Managers, Police Chiefs, Fire Chiefs, Library Directors, Chief Information Officers, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Public Works Directors, as well as Executive Directors of not for profit and quasigovernmental organizations. The clients range from as small as 2,500 to as large as 1,300,000 in population. He has also conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning. He has written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees. He has earned the designation of Certified Behavior Analyst by TTI, Inc.

#### Areas of Expertise

- Executive Recruitment
- Background Investigations
- Behavioral Analysis

- Career Development
- Strategic Planning
- Organizational Assessment

#### Professional Accomplishments and Education

Chuck received his bachelor's degree from the Dallas campus of Abilene Christian University and his Master's degree in Human Relations and Management from the same institution.

He has completed advanced management training at the Institute for Law Enforcement Administration in Plano and now serves on its adjunct faculty and advisory board. Chuck completed the Federal Bureau of Investigation's prestigious LEEDS course at Quantico, Virginia. He is a veteran of the United States Army, serving in the United States and the Republic of Vietnam.



#### **Rollie Waters**

#### Executive Vice President and Special Advisor – Consultant

Rollie Waters is an Executive Vice President and Special Advisor – Consultant to Springsted | Waters. He serves as an Executive Vice President of Springsted | Waters and also advises on selected assignments and utilization of proprietary candidate assessment instruments. Since 1976, Rollie has been a management consultant to private and public sector clients. He has consulted with national and international clients in the area of HR Management system design and strategic management. He has given various lectures and seminars for organizations in the areas of compensation as it relates to performance management. He is viewed on a national level as one of the foremost authorities in succession planning and performance management system design for the public sector. He has spoken before such organizations as the International City/County Managers Association, American Management Association, The Alliance for Innovation, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), and the International Personnel Management Association (IPMA-HR), among others.

Rollie has been actively involved in the development of competency-based knowledge selection and development tools over the past twenty years. He has been instrumental in ensuring the proprietary profiles that he has designed to attract the right candidates that fit the client organization's needs. Rollie has been widely published in national journals and magazines focusing on human resource challenges.

#### Areas of Expertise

- Executive Recruitment
- Web-Based Compensation Support
- Management Development
- Competency-based Systems and Development Systems

- Organizational Strategy
- Mentoring Programs
- Performance Management
- Succession Planning

#### Professional Accomplishments and Education

Rollie received his MBA at Pepperdine University and his Bachelor of Science degree in Psychology from the University of South Carolina.

He is a Strategic Partner with the International City/County Managers Association, International Management Consultants and Alliance for Innovation, a member of the National Corporation Advisory Council of the National Forum for Black Public Administrators, and numerous other professional groups. Rollie has an extensive background in the behavioral sciences and strategic planning. In addition, he is a Certified Management Consultant (CMC) awarded by the Institute of Management Consultants USA.



#### Patricia (Patty) Heminover

Senior Vice President and Consultant

Patty Heminover is a Senior Vice President and Consultant with Springsted | Waters. She has 19 years of public education experience. Prior to joining S|W she was a Client Representative for Springsted Incorporated for seven years. She has also served as superintendent of South St. Paul Schools in South St. Paul, Minnesota. Patty brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Patty has facilitated discussions with legislators at the state level regarding education funding, securing \$1 Million of new funding for South St. Paul Schools. Her understanding of human resources and finance and her experience working with governing boards comes from having served seven years as the South St. Paul Schools' Director of Human Resources and Finance, prior to serving as the district's superintendent. She also served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its Director of Human Resources and Business Services for six years.

#### **Professional Accomplishments and Education**

#### **Education**

Minnesota State University, Mankato, Minnesota Master of Education, Administration

Minnesota State University, Mankato, Minnesota Bachelor of Science in Consumer Science, Business Administration

University of Saint Thomas, Saint Paul, Minnesota Mini MBA Program, Human Resources Management

#### **Affiliations**

Minnesota Association of School Administrators American Association of School Administrators Minnesota Association of School Business Officials River Heights Chamber of Commerce, Member State Negotiators Association

#### **Certifications**

Human Resource Certificate, University of St. Thomas Superintendents Licensure, State of Minnesota Minnesota School Board Association

Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota.



#### Sharon G. Klumpp

#### Senior Vice President and Consultant

Sharon Klumpp is a Senior Vice President and Consultant with Springsted | Waters. Sharon has extensive experience specializing in organizational and departmental studies, human resource management, and executive search for public agencies. She also assists governing bodies and senior-level managers in the development, execution and evaluation of strategic plans.

Sharon has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area, and as Associate Executive Director for the League of Minnesota Cities. Her experience also includes serving as City Administrator in Oakdale, Minnesota and as Assistant City Manager in both St. Louis Park, Minnesota and Saginaw, Michigan. Her private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm.

Sharon also served as an adjunct instructor at Walden University, where she taught public administration and organizational change in the University's School of Management. She served two terms on the Ramsey County Charter Commission and was chair for two years.

#### **Professional Accomplishments and Education**

#### Education

University of Kansas, Lawrence, Kansas Master of Public Administration Miami University, Oxford, Ohio Bachelor of Arts in Political Science

#### **Affiliations**

International City/County Management Association
International Public Management Association for
Human Resources



#### Steve Miner, J.D./Ed. D.

#### Vice President and Consultant

Steve Miner is a Vice President of Springsted | Waters, the executive recruitment practice of the Springsted Group. Based in Richmond, he specializes in pay and classification and organizational analysis. With a lengthy background in public management and law, as well as human development, Mr. Miner helps create sustainable organizational performance improvements through proper integration of pay and performance structures and processes with appropriate accountability to – and policy management by – the locality's elected body.

Steve began his public service as a County Attorney in Virginia, afterwards transitioning to management of various Virginia localities, including service as Deputy CAO and HR Director for Prince George County, Virginia, as CAO for Lee, Culpeper and Accomack Counties, as well as Acting Manager for Orange County, Virginia. These are mostly mid-sized counties with operating budgets today ranging from approximately \$75 - 150 million each. In each county, he did extensive structuring and restructuring with both new and existing departments to better achieve organizational needs, goals and financial situations. He has designed and implemented performance management systems from the ground up, including overseeing the development of routine dialogue on goal setting and achievement, as well as resource allocation between manager and staff.

#### Areas of Expertise

- Executive Recruitment
- Behavioral Analysis
- Career Development
- Strategic Planning

- Organizational Assessment
- Executive Performance Review
- Organizational Performance
- Strategic Workforce Planning

#### Professional Accomplishments and Education

Steve received his Bachelor of Arts in History at The University of Virginia's College at Wise, Wise, Virginia; his Juris Doctorate from Cumberland School of Law at Samford University, Birmingham, Alabama and his Doctor of Education in Human Resources from The George Washington University, Graduate School of Education and Human Development, Washington D.C.



#### Cecilia Hernández

#### Project Coordinator

Cecilia Hernández is a Project Coordinator with Springsted | Waters. She is responsible for supporting the consultants throughout each recruitment process and keeps in contact with the candidates for any questions or concerns they have. Cecilia communicates with and sends out candidate questionnaires to candidates once the field of applicants for a position has narrowed to a smaller group. She is responsible for creating reports used and sent to clients, submits candidates' information for background checks and verification of their education, as well as scheduling interviews for finalists.

#### **Professional Accomplishments**

Prior to employment with Springsted | Waters, Cecilia worked for a local city government as the Records Management Clerk and provided administrative support for the City Secretary Department. Her responsibilities were extended to also provide support for the City Manager and prepare for City Council meetings. Cecilia also worked for a Dallas area university Humanities Department and worked closely with the Event Coordinator and Manager to ensure that programs and events scheduled ran smoothly. She was a contact for students and provided support.

#### **Education**

University of Texas at Dallas, Richardson, Texas Bachelor of Science, Public Affairs

University of Texas at Dallas, Richardson, Texas

Master of Public Affairs with a Local Government Concentration



#### Jenelle McDonald

#### Project Coordinator

Jenelle McDonald is a Project Coordinator with Springsted | Waters. She is responsible for supporting the lead consultants throughout the entire scope of the recruiting process as well as providing administrative support to Executive Vice President, Rollie Waters.

In this role, Jenelle designs/develops recruitment brochures, coordinates communications with candidates, processes resumes and distributes candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistical issues. She assists the consultants in scheduling semifinalist interviews, submitting profiles for background checks and education verification, as well as notifying the finalists of project status. Her responsibilities extend to editing presentations, advertisement placements and general office administration.

#### Professional Accomplishments and Education

Jenelle is a very task oriented professional with over 13 years of experience in office administration – at least six of those years have been spent in executive level support and two have been spent in human resources administration. She also has over eight years of experience in sales and marketing including over seven years overseeing employees. The majority of this experience began in branch banking as a Financial Sales Supervisor where, in addition to managing day to day branch operations, she also took on the role of coordinating the branch's business development. She went on to merchant services as the Client Relations Executive where she also filled the role of Commissions Analyst with the human resource department. This dual-position entailed managing client escalations, analyzing and adjusting pricing structures, contract negotiation, monitoring non-compete agreements, and the paying and reversal of commissions. Prior to joining S|W, Ms. McDonald was involved in real estate investment as the Operations Manager. In this position, she managed the renovation and budgets of over 200 single family homes and provided administrative support once the properties were tenant occupied.

Jenelle has an Associates of Applied Sciences in Financial Operations and an Associates in Business Administration. She is currently pursuing her bachelor's degree in General Business at Arlington Baptist College.



# 2. Project Schedule and Approach to the Project

# A. Recruitment Workplan and Timeline

Below is an estimated Timeline for an executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

# COUNTY OF VOLUSIA COUNTY, FL EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE EXAMPLE

The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of <u>Tuesday</u>, <u>October 2<sup>nd</sup></u>. (Commencement of the project is contingent upon contract approval occurring prior to scheduling the first consultant on-site visit.) Actual target dates will be developed in consultation with and approved by the County Council for each recruitment.

Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul> <li>S W holds on-site meetings on <u>Tues. Oct. 2</u> to develop candidate profile &amp; recruitment brochure; County approves ad placement schedule / timeline.</li> <li>S W sends draft brochure to County.</li> <li>County returns draft brochure (with edits) to S W.</li> <li>S W commences advertising &amp; marketing.</li> <li>Online data collection and profile development.</li> </ul>	Oct. 2 – Nov. 19
Applicant screening and assessment and recommendation of semifinalists.	<ul> <li>S W commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online.</li> <li>S W completes formal review of applications and sends selected resumes and questionnaire responses to the County for review. candidates' recorded interviews are also presented.</li> <li>Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed.</li> <li>S W meets w/Co. Council on Tues., Dec. 4 to recommend semi-finalists; Co. selects finalists for on-site interviews.</li> </ul>	Nov. 19 <b>–</b> Dec. 4
Comprehensive background check, academic verifications, and reference checks completed for finalists.	<ul> <li>S W completes reference checks/background checks/ academic verification on finalists.         (Backgrounds require 10 working days)</li> <li>S W sends Final Report on Finalists to Co.</li> </ul>	Dec. 5 <b>–</b> 20
On-site Interviews	Co. conducts on-site interviews with finalists.	Jan. 3 <b>–</b> 4
Employment offer made.	Co. extends employment offer to candidate.	Week of Jan. 7



#### B. Marketing and Advertising Plan

There is significant competition for experienced local government managers today. We work with you to develop a recruitment strategy that includes advertising and personalized, customer outreach. A successful recruitment often depends upon the ability to reach out to successful managers who are not necessarily seeking new employment to inform them of and encourage them to apply for the position. These efforts are critical to ensuring that the aaa receives a good candidate pool. The Recruitment Project Team will work with the aaa of nnn to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, S|W has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the aaa's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to further promote the position.

#### Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In each recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider Volusia County's County Manager and other management positions. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Springsted | Waters, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, gender, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Springsted | Waters is a WBE.

# C. Strategy for Recruitment and Any Special Services Offered

#### Task I: Recruitment Brochure Development and Advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in each position. The recruitment brochure will also have a profile that captures the essence of the County as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the County Council and designated staff to discuss the required background, professional experience and management and leadership characteristics for each County position. We meet with the County to broaden our



understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the position. [See example of a recruitment brochure in Appendix I.]

Information obtained from these meetings, coupled with our review of the job description and other County documents, is used to prepare a position and candidate profile. The completed profiles will be approved by the County Council before recruitment begins. The position and candidate profiles will be central to our recruitment strategy and outreach to candidates.

The Recruitment Project Team will also work with Volusia County to develop an advertising and marketing strategy to notify potential candidates about each vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, S|W has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the County's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to further promote the position.

#### Advertisements for the County Manager position could be placed with:

Springsted | Waters website

Volusia County website

International City/County Management Association

National Forum of Black Public Administrators (NFBPA) & Local Government Hispanic Network

Florida Association of Counties

National Association of Counties

Florida City & County Management Association (FCCMA)

Careers in Government (careersingovernment.com)

Florida League of Cities

Springsted | Waters has access to numerous contact lists, websites and listservs specific to local government managers, universities and their alumni, regional councils of government, and contact lists throughout Florida, the Southeast and Nationwide that are focused on local government management professionals.

Project Milestone	Deliverables	Estimated Duration
Position profile and recruitment brochure development.	<ul> <li>Onsite interview with the County.</li> <li>S W will receive information regarding the County's budgets, organizational charts, images, logos, etc.</li> <li>Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline).</li> </ul>	2 Weeks
Approve brochure, commence advertising and distribute marketing letter.	<ul> <li>Brochure sent to the County for final approval.</li> <li>Commence advertising and distribution of recruitment brochure.</li> </ul>	2 Weeks



#### Task II: Execution of Recruitment Strategy and Identification of Quality Candidates

Utilizing the information developed in Task I, S|W will identify and reach out to individuals who will be outstanding candidates for each position. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for each position. This will provide the S|W Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the County such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the County Council and designated staff to reach consensus on the leadership and management style for the ideal candidate for each position. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute.

Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Estimated Duration
Evacution of recruitment strategy	<ul> <li>Online data collection and profile development.</li> <li>Development of interactive searchable applicant database for recruitment of each position.</li> <li>S W performs direct outreach to prospective</li> </ul>	
Execution of recruitment strategy and candidate outreach.	candidates identified in the recruitment strategy.  • Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics.	4 <b>–</b> 5 Weeks

Task III: Screening of Applicants and Recommendation of Semi-Finalists

In Task III the Recruitment Project Team, under the direction of Art Davis, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the County Council and designated staff.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate's ability to think "on their feet" as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.



Our Team will provide an online link for the County Council and others designated who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of the County.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Project Milestone	Deliverables	Estimated Duration
Applicant screening and recommendation of semi-finalists.	<ul> <li>S W compares applications to the approved candidate profile developed in our searchable applicant database.</li> <li>S W develops customized candidate questionnaire &amp; due diligence questionnaire to provide to applicants who most closely meet the candidate profile.</li> <li>Top 10-15 candidates identified as semifinalists.</li> <li>Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered.</li> <li>S W and the County review and rate video interviews.</li> <li>S W sends links to County to review the aggregate responses and ratings.</li> <li>Semi-finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed.</li> <li>Recruitment Project Team Leader meets with County to review recommended semi-finalists. County and designated staff selects finalists for on-site interviews.</li> </ul>	2 Weeks

Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

When the County Council and designated County staff approves of a group of finalists for on-site interviews, S|W will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, S|W will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Educational Verification

- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation



To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Project Milestone	Deliverables	Estimated Duration
Finalists complete supplemental work products.	Finalists complete narrative of their most significant professional achievement and a critical problem analysis.	1 Week
Design final process with County for on-site interviews with finalists.	<ul> <li>S W confirms interviews with candidates.</li> <li>Travel logistics are scheduled for the candidates.</li> </ul>	1 <b>–</b> 2 Days
Background checks, reference checks and academic verification.	S W completes background checks, reference checks and academic verifications for finalists.	2 Weeks

#### Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their professional experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the County requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Estimated Duration
Final Report prepared and delivered to County.	Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions.	1 Day
On-site interviews with finalists.	<ul> <li>Interviews are scheduled.</li> <li>Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates.</li> </ul>	1 <b>–</b> 2 Days
Offer made / accepted.	<ul> <li>If requested, S W participates in candidate employment agreement negotiations.</li> <li>S W notifies candidates of decision.</li> <li>S W confirms final process close out items with Volusia County.</li> </ul>	1 <b>–</b> 2 Days

#### 3. Resources

Springsted | Waters (S|W) Executive Recruitment is wholly owned by Springsted Incorporated, a group of companies focused on providing important services to local governments and nonprofit organizations throughout the country. As a result, S|W Executive Recruitment has access to a wide variety of expertise and knowledge currently on staff at any of the Springsted companies in areas that include public finance and comprehensive financial assessment, organizational assessment and development, housing and economic development, cost/benefit review, utility rate studies, strategic planning, compensation and classification consulting, etc. A full list of services and expertise can be found at <a href="https://www.springsted.com">www.springsted.com</a>.

We have a significant number of former local government leaders on our staff that are highly experienced and capable of problem solving each and every issue faced by local government today and can identify and process to resolve or successfully bring closure to an issue. The leadership positions our current full-time consultants have held include: city/county manager, finance director, human resources director, information technology director, police chief, and school superintendent, to name a few.

The Springsted | Waters (S|W) Executive Recruitment web page displays current active position postings. https://springsted-waters.recruitmenthome.com/postings/search.



## 4. Cost and Warranty

#### A. Fee Structure

The all-inclusive professional fee to conduct a recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of S|W and are handled directly by the client organization.

Each all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.

All questions regarding the professional fees and project-related expenses should be directed to Art Davis, Senior Vice President at <a href="mailto:adavis@springsted.com">adavis@springsted.com</a> or via phone at (816) 868-7042.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader)  Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader)  Task 4 – Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Recruitment Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
	TOTAL ALL-INCLUSIVE PROFESSIONAL FEE	\$24,500* Initial Recruitment

#### \* All subsequent recruitments will be discounted by 10% during the course of a 12-month period.

OPTIONAL SERVICES FOR CONSIDERATION	FEES
At the County's option, S W will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new County Manager. This survey is completed by community leaders, citizens, and County employees and would alter the project timeline.	\$2,000
On rare occasions, S W is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the County. Additional work specifically requested by the County which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. S W will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	\$220 per hour plus expenses



#### B. Placement Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, S|W will work to identify a supplemental group until you find a candidate to hire. (2) Your executive recruitment is guaranteed for 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. (3) S|W will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.



# 5. References



# 6.0 REFERENCES

Agency #1	Pinellas Co., FL (Pop. 980,000)
Address	315 Court Street
City, State, ZIP	Clearwater, FL 33756
Contact Person	Ken Welch, Chair, Pinellas County BOCC, Ricardo Davis, Chair, Unified Personnel System Board
E-mail	kwelch@co.pinellas.fl.us and rick.davis27@verizon.net Phone: 727-464-3614 and 727-464-3485
Date(s) of Service	2018 and 2016
Type of Service	County Administrator and Director of Human Resources Recruitments
Comments:	
Agency #2	City of Grand Rapids, MI (Pop. 210,000)
Address	300 Monroe Avenue
City, State, ZIP	Grand Rapids, MI 49503
Contact Person	Anita Hitchcock, City Attorney & Mari Beth Jelks, Dir. of Admin. Services & HR Director
E-mail	ahitchco@grand-rapids.mi.us, mjelks@grand-rapids.mi.us Phone: 616-456-3849, 616-456-3166
Date(s) of Service	2018 and 2016
Type of Service	City Manager and Fire Chief Recruitments
Comments:	
Agency #3	Manatee County, FL (Pop. 342,106)
Address	1112 Manatee Avenue West, Suite 803
City, State, ZIP	Bradenton, FL 34205
Contact Person	Mr. Rodney D. Barnes, Human Resources Director
E-mail	Rodney.Barnes@mymanatee.org Phone: 941-748-4501 ext. 3813
Date(s) of Service	2017 and 2016
Type of Service	County Administrator and Director of Redevelopment & Economic Opportunity
Comments:	

# B. Successfully Placed Candidates

Our firm is pleased that most of the candidates selected for leadership positions remain in their role at least five years. As an example, five years represents a good tenure for city managers / administrators and exceeds the two-year threshold indicated in the International City/County Management Association's Code of Ethics.

The following is a partial list of previous Executive Recruitments:

List of	Relevant Executive Recruitments:	2013 to	Present	
Year	Client	State	Recruitment	Population
2013	Alexandria	MN	City Administrator	11,580
2013	Bath County	VA	County Administrator	4,652
2013	Bayport	MN	City Administrator	3,496
2013	Bellevue	WI	Village Administrator	14,570
2013	Burnsville	MN	City Manager	61,434
2013	Clinton	NC	City Manager	8,676
2013	Cook County	MN	County Administrator	5,200
2013	East Grand Forks	MN	City Administrator	8,602
2013	Escambia County	FL	County Manager	305,817
2013	International Falls	MN	City Administrator	6,357
2013	Irving	TX	City Manager	238,289
2013	Jefferson County	WI	County Administrator	83,943
2013	Justin	TX	City Manager	3,333
2013	Manassas	VA	Director of Finance and Administration	41,705
2013	Montgomery	MN	City Administrator	2,933
2013	Moose Lake	MN	City Administrator	2,787
2013	Muskegon	MI	City Manager	37,213
2013	Newport News	VA	City Manager	179,611
2013	Norwood Young America	MN	City Administrator	3,583
2013	Orange County	VA	County Administrator	34,246
2013	Raleigh	NC	City Manager	423,179
2013	Shenandoah County	VA	County Administrator	42,684
2013	Sherburn	MN	City Administrator	1,128
2013	Washington County	VA	County Administrator	54,827
2013	Watertown	MN	City Administrator	4,239
2013	West Saint Paul	MN	City Manager	19,708
2013	Yellow Medicine County	MN	County Administrator	10,158
2013	York County	SC	County Manager	239,363
2014	Aitkin County	MN	County Administrator	15,927
2014	Atlantic Beach	FL	City Manager	12,864
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Campbell County	VA	County Administrator	55,163
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Frederick County	VA	County Administrator	80,317
2014	Hutchinson	MN	City Administrator	13,871
2014	Irving	TX	City Manager	238,289
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998



2014MidlothianTXCity Manager2014NoviMICity Manager2014OakdaleMNCity Administrator2014Orange CountyNCCounty Manager2014Roanoke CountyVACounty Administrator2014Spotsylvania CountyVACounty Administrator2014SpringfieldMNCity Manager2014Township of Lower MerionPATownship Manager2015Arlington CountyVACounty Manager2015BemidjiMNCity Manager2015Big LakeMNCity Administrator2015Brooklyn ParkMNCity Administrator2015Coconino CountyAZDeputy County Manager2015Cook CountyMNCounty Administrator2015Coon RapidsMNCity Manager2015Cottage GroveMNCity Manager	Population 19,891 4,295 123,099 27,780 140,352 93,524 125,684
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2014Township of Lower MerionPATownship Manager2015Arlington CountyVACounty Manager2015BemidjiMNCity Manager2015Big LakeMNCity Administrator2015Brooklyn ParkMNCity Manager2015Coconino CountyAZDeputy County Manager2015Cook CountyMNCounty Administrator2015Coon RapidsMNCity Manager2015Cottage GroveMNCity Manager	2,114
2015Arlington CountyVACounty Manager2015BemidjiMNCity Manager2015Big LakeMNCity Administrator2015Brooklyn ParkMNCity Manager2015Coconino CountyAZDeputy County Manager2015Cook CountyMNCounty Administrator2015Coon RapidsMNCity Manager2015Cottage GroveMNCity Manager	59,850
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2015Big LakeMNCity Administrator2015Brooklyn ParkMNCity Manager2015Coconino CountyAZDeputy County Manager2015Cook CountyMNCounty Administrator2015Coon RapidsMNCity Manager2015Cottage GroveMNCity Manager	14,435
2015     Brooklyn Park     MN     City Manager       2015     Coconino County     AZ     Deputy County Manager       2015     Cook County     MN     County Administrator       2015     Coon Rapids     MN     City Manager       2015     Cottage Grove     MN     City Manager	10,298
2015     Coconino County     AZ     Deputy County Manager       2015     Cook County     MN     County Administrator       2015     Coon Rapids     MN     City Manager       2015     Cottage Grove     MN     City Manager	78,373
2015     Cook County     MN     County Administrator       2015     Coon Rapids     MN     City Manager       2015     Cottage Grove     MN     City Manager	136,539
2015Coon RapidsMNCity Manager2015Cottage GroveMNCity Manager	5,200
2015 Cottage Grove MN City Manager	62,103
9	35,399
2015 Culpeper County VA County Administrator	48,506
2015 Culpeper County VA County Administrator  2015 Davidson NC Town Manager	11,750
2015 Diboll TX City Manager	5,323
2015 Fairfield County SC County Administrator	23,109
2015 Franklin County VA County Administrator	56,335
2015 Fulton County GA Deputy County Manager	984,293
2015 Gloucester County VA County Administrator	36,834
2015 Golden Valley MN City Manager	20,845
2015 Grand Junction CO City Manager	59,778
2015 Kingsville TX City Manager	26,312
2015 Madison County VA County Administrator	13,200
2015 Manassas VA Deputy City Manager	41,705
2015 Mille Lacs County MN County Administrator	25,833
2015 Sachse TX City Manager	22,026
2015 Scandia MN City Administrator	3,936
2015 Shakopee MN City Administrator	39,167
2015 Sibley County MN County Administrator	15,072
2015 Socorro TX City Manager	32,517
2015 Tazewell County VA County Administrator	44,103
2015 Virginia Beach VA City Manager	448,479
2015 Warrenton VA Town Manager	9,862
2015 Waseca County MN County Administrator	19,097
2015 West Jordan UT City Manager	110,077
2015 Westminster CO City Manager	109,169
2015 Williamsburg VA City Manager	15,206
2015 Wythe County VA County Administrator	29,344
2016 Brooklyn Center MN Deputy City Manager	30,712
2016 Cary NC Town Manager	151,088
2016 Catawba County NC County Manager	154,810
2016 Charter Township of Kalamazoo MI Township Manager	20,918
2016 Chesterfield County VA County Administrator	327,745
2016 Christiansburg VA Town Manager	JZ1,140



list of	Relevant Executive Recruitments:	2013 to	Prasant	
Year	Client	State	Recruitment	Donulation
				Population
2016	Circle Pines	MN	City Administrator	4,953
2016	Commerce Created Putts	TX	City Manager	8,276
2016	Crested Butte	CO	Town Manager	1,519
2016	Dakota County	MN	County Manager	408,509
2016	Deerfield Beach	FL TX	Assistant City Manager	78,041
	Denton		City Manager Town Manager	123,099
2016	Dumfries Faces County	VA	Ÿ	5,168
2016	Essex County	VA	County Administrator	11,229 28,132
2016	Fredericksburg Goochland County	VA VA	City Manager County Administrator	21,626
	Greensboro	NC NC	-	
2016			Assistant City Manager	279,639
2016	Hayden Isle of Wight County	CO	Town Manager County Administrator	1,801 35,656
2016	Jersey Village	TX	City Manager	7,862
2016	King George County	VA	City Manager  County Administrator	24,926
2016	Mankato	MN	Deputy City Manager	40,641
2016	Medford	OR	1 3 3	
2016	Mooresville	NC NC	City Manager Town Manager	77,677 34,887
2016	Moorhead	MN	City Manager	34,887
			, ,	
2016	Moose Lake North Branch	MN MN	City Administrator City Administrator	2,787 10,087
2016	Norwalk	IA	City Manager	9,639
2016		VA	City Manager  County Administrator	
2016	Pittsylvania County  Roswell	NM	City Manager	62,426 48,611
2016	Scott County	IA	County Administrator	170,385
2016	Shakopee	MN	Assistant City Administrator	39,167
2016	Stafford County	VA	County Administrator	136,788
2016	Stafford County	VA	Deputy County Administrator	136,788
2016	Virginia	MN	City Administrator	8,661
2016	Virginia Retirement System	VA	Chief Operating Officer	0,001
2016	Warsaw	VA	Town Manager	1,498
2016	Wayzata	MN	City Manager	4,217
2016	Williamsburg	VA	Assistant City Manager	15,206
2017	Albemarle County	VA	County Executive	103,000
2017	Berthoud Berthoud	CO	Town Administrator	5,807
2017	Chippewa County	WI	County Administrator	63,132
2017	Christiansburg	VA	Town Manager	21,533
2017	Cloquet	MN	City Administrator	12,050
2017	Commonwealth of Virginia	VA	Chief Administrative Officer	8,326,000
2017	Commonwealth of Virginia	VA	Chief Operating Officer	8,326,000
2017	Dickinson	TX	City Administrator	19,595
2017	El Dorado	KS	City Manager	12,852
2017	Glenview	IL	Village Manager	45,417
2017	Lake Havasu City	AZ	City Manager	53,743
2017	Littleton	CO	City Manager	44,275
2017	Manassas Park	VA	City Manager	16,149
2017	Manatee County	FL	County Administrator	342,106
2017	Menominee County	MI	County Administrator	23,548
2017	Morehead City	NC	City Manager	9,203
		1	1 · · · · · · · · · · · · · · · · · · ·	.,200



List of	Relevant Executive Recruitments:	2013 to	Present	
Year	Client	State	Recruitment	Population
2017	Mounds View	MN	City Administrator	12,525
2017	Oldsmar	FL	City Manager	13,913
2017	Orono	MN	City Administrator	8,009
2017	Riviera Beach	FL	City Manager	33,263
2017	Rochester	MN	City Manager	110,742
2017	Swift County	MN	County Administrator	9,546
2017	Township of Roxbury	NJ	Township Manager	23,324
2018	Addison	TX	City Manager	15,368
2018	Alliance for Innovation	AZ	Chief Executive Officer	
2018	Ashland	OR	City Administrator	21,636
2018	Avondale	AZ	City Manager	82,881
2018	Belle Plaine	MN	City Administrator	6,838
2018	Christiansburg	VA	Town Manager	21,533
2018	Dallas	TX	City Secretary	1,258,000
2018	Grand Rapids	MI	City Manager	192,294
2018	James City County	VA	County Administrator	73,147
2018	Kingman	AZ	City Manager	29,029
2018	Maricopa	AZ	City Manager	46,903
2018	Pinellas County	FL	County Administrator	929,048
2018	Ramsey County	MN	County Manager	538,133
2018	Shawnee	KS	City Manager	64,323
Current	Asheville	NC	City Manager	89,121
Current	Billings	MT	City Administrator	110,323
Current	Burnsville	MN	City Manager	61,434
Current	Greenville	SC	City Manager	61,397
Current	Middleburg	VA	Town Administrator	828



# 6. Financial Stability

Springsted | Waters is a privately held corporation and does not make audited financial statements public. However, we do recognize a potential client's need to assure itself of Springsted's financial stability. In lieu of providing audited financial statements, Springsted will provide a prospective client's designated representative with access to certain financial information by direct contact with our bank or certified public accounting firm. These contacts are:

Mr. Tod R. Jelinski, Vice President Wells Fargo Bank Minnesota, N.A. Twin Cities Business Banking MAC #N9141-020 670 McKnight Road North Saint Paul, Minnesota 55119 651-205-6519 Mr. Robert B. Campbell, CPA Ms. Ann Link, CPA Larson, Allen, Weishair & Co., LLP 220 South Sixth Street, Suite 300 Minneapolis, Minnesota 55402 612-376-4500

Prior to contacting the above individuals, the designated representative should contact Springsted Principal, Bonnie C. Matson, at 651-223-3014. She will then authorize the above individuals to release the agreed-upon financial information to your representative.



# 7. Forms



# 8.0 PROOF OF EXEMPTION



# **BUSINESS SERVICES**

#### **REVENUE DIVISION**

123 W. Indiana Ave. • Room 103 • DeLand, FL 32720-4602 PHONE: 386-736-5938 • FAX: 386-822-572 <u>www.volusia.org/revenue</u>

pro	viding executive Recruitment	services, whic	h is located at (	street addr	ess) 14285 Midway Rd, Suite
	, (city) Add	lison, Texas 75001	, falls unde	r the busin	ness tax exemption described in:
	Florida Statute 205. 063 Florida Statute 205. 064	Florida Statut Florida Statut Florida Statut	e 205. 162	0	Florida Statute 205. 191 Florida Statute 205. 192
	www.volusia.org/reve	nue/local-business-tax	k/business-tax-f	frequently-	asked-questions.stml
	•	<b>OR</b> is the type of busi	ness indicated l	below:	
000	Child Care – Residential Commercial Rentals Door to Door/Peddler Sales	☐ Insurance Adj Agent, or C ☐ Pharmacist/Ph (Prescription Drug	ompany narmacy		Radio/Television Station Religious Institution Residential Rentals over 6mont Sale of Alcoholic Products only
Aut	Worized Signature)		<u></u>	Bonnie C.	Matson (Printed Name)
	STATE OF Minnesota  COUNTY OF Ramsey				
	Sworn to and subscribed Bonnie C. Matson who has/have produced				personally)known to me <b>or</b>
	MAUREEN DARCY I  Notary Public-Minn My Commission Expires Jan	esota	NOTARY I Type or pr Maur	PUBLIC – int name:	STATE OF Minnesota  Fuller 31065068
	(Seal)		Commissio Commissio		1 31 2020
A b	ousiness that falls under one of th	e exempt classification	ons listed above	e is not rec	quired to have a Volusia County

Revenue Director/Designee



#### CERTIFICATE OF LIABILITY INSURANCE

1/10/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(les) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	Phone (952)944-2929	Fax (952)944-3091	CONTACT	Jane Doerfler		
Horizon Agency, Inc.			PHONE (A/C, No. Ext):	(952)914-7131	FAX (A/C, No): (952	2)944-3091
6500 City West Pl		E-MAIL ADDRESS:	jane@horizonagency.co	m		
Eden Prairie, Minnesota 55344			INSURER(S) AFFORDING CO	VERAGE	NAIC #	
			INSURER A : F	20281		
INSURED			INSURER B : E	35181		
Springsted   Waters 380 Jackson Street #300 St. Paul, MN 55101			INSURER C			
			INSURER D			
			INSURER E			
			INSURER F :			

COVERAGES

CERTIFICATE NUMBER: 9384

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS

NSR		TYPE OF INSURANCE	INSD W		POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMIT	s	
= ;		COMMERCIAL GENERAL LIABILITY		35342568	8/11/2017	8/11/2018	EACH OCCURRENCE	\$.	1,000,000
A	CLAIMS-MADE OCCUR					200,000	DAMAGE TO RENTED PREMISES (Ea occurrence)	\$.	1,000,000
							MED EXP (Any one person)	\$	10,000
			1 1				PERSONAL & ADV INJURY	5	1,000,000
	GE	N'L AGGREGATE LIMIT APPLIES PER:					GENERAL AGGREGATE	5	2,000,000
		POLICY PRO- JECT LOC					PRODUCTS - COMP/OP AGG	\$	2,000,000
		OTHER:						\$	
	AUT	OMOBILE LIABILITY	ABILITY 73234006 8/11/2017 8/11/2018		8/11/2018	COMBINED SINGLE LIMIT (Ea accident)	\$	1,000,000	
A		ANY AUTO	1 1				BODILY INJURY (Per person)	5	
		OWNED SCHEDULED AUTOS ONLY			BODILY INJURY (Per accident)	\$			
	HIRED NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	\$	
								\$	
2	4	UMBRELLA LIAB V OCCUR		79764838	8/11/2017	8/11/2018	EACH OCCURRENCE	\$	2,000,000
A		EXCESS LIAB CLAIMS-MAD	E				AGGREGATE	\$	2,000,000
		DED Y RETENTIONS 0						\$	
-		RKERS COMPENSATION		71646620	8/11/2017	8/11/2018	PER OTH-		
A	ANY	PROPRIETOR/PARTNER/EXECUTIVE	VE N N/A			E.L. EACH ACCIDENT	S	500,000	
	(Mar	tdatory in NH)	N/A				E.L. DISEASE - EA EMPLOYEE	3	500,000
		s, describe under CRIPTION OF OPERATIONS below					E.L. DISEASE - POLICY LIMIT	s	500,000
В	1.00	ors & Omissions		82079210	1/14/2018	1/14/2019	Each Claim		2,000,000
	\$25	5,000 Deductible					Aggregate		2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER	CANCELLATION
Holder's Nature of Interest: Certificate Holder Informational Purposes Only	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
00000	AUTHORIZED REPRESENTATIVE Robert R. Kipchbaum

# 10.0 CONFLICT OF INTEREST FORM

# I HEREBY CERTIFY that

18-SQ-138JJ Executive Search Consultant

on, am the
and the duly authorized representative of
sted   Waters whose address is
Addison, Texas 75001 , and that I possess the
vit on behalf of myself and the firm for which I am acting; and,
2. Except as listed below, no employee, officer, or agent
of the firm have any conflicts of interest, real or apparent, due
to ownership, other clients, contracts, or interests associated
with this project; and,
thout prior understanding, agreement, or connection with any nitting a Bid for the same services, and is in all respects fair and
A. Car
Principal
ore me this 31st day of August , 20 18, by
, who is/are personally known to me or
•
as identification.
Mariener Queller
NOTARY PUBLIC - STATE OF Minnesota
Type or print name:
Maureen D. Fuller
Commission No.: 31065068
ddadaddadaddaddaddaddaddaddaddaddaddadd

Page 35 of 37

(Rev. November 2017) Department of the Treasury Internal Revenue Service

# **Request for Taxpayer Identification Number and Certification**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Give Form to the requester. Do not send to the IRS.

	1 Name (as shown on your income tax return). Name is required on this line; do	not leave this line blank.									
Springsted Human Capital Advisors Incorporated											
	2 Business name/disregarded entity name, if different from above										
	Springsted Waters Incorpoated										
age 3.	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.							4 Exemptions (codes apply only to certain entities, not individuals; see			
e. ns on p	☐ Individual/sole proprietor or ☐ C Corporation ☑ S Corporation ☐ Partnership ☐ Trust/estate single-member LLC						instructions on page 3):  Exempt payee code (if any)				
ti o	☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶								-		
Print or type. See Specific Instructions on page	Note: Check the appropriate box in the line above for the tax classification LLC if the LLC is classified as a single-member LLC that is disregarded from another LLC that is not disregarded from the owner for U.S. federal tax pur is disregarded from the owner should check the appropriate box for the tax	m the owner unless the opposes. Otherwise, a sing	owner of th	ie LLC i	s co	emptior de (if ar		FAT	CA repo	orting	
ecil	Other (see instructions)				(Арр	lies to acc	counts r	naintain	ed outside	the U.S.)	
Spi	5 Address (number, street, and apt. or suite no.) See instructions.	=	Requeste	er's nam	e and a	ddress	(opti	onal)			
e	380 Jackson Street, Suite 300		l								
Ø	6 City, state, and ZIP code										
	Saint Paul, Minnesota 55101										
	7 List account number(s) here (optional)										
Par	t I Taxpayer Identification Number (TIN)										
	your TIN in the appropriate box. The TIN provided must match the name	given on line 1 to av	oid	Social	securit	y numb	er				
	up withholding. For individuals, this is generally your social security numl		or a					Γ	$\Box$		
resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other						1 1 1					
	es, it is your employer identification number (FIN). If you do not have a number (FIN).	imber see How to de	et a	- 1	1 1		ıı		- 1		
	es, it is your employer identification number (ÉIN). If you do not have a nuater.	ımber, see How to ge		or				L			
entitie TIN, la			9	or Employ	er ider	ntificati	ion nu	ımbe	r		
entitie TIN, la Note:	ater.		9	-	1 [	ntificati	ion nu	T	r 4 0	4	
entitie TIN, la Note: Numb	ater.  If the account is in more than one name, see the instructions for line 1. see To Give the Requester for guidelines on whose number to enter.		9	Employ	1 [		П	T	T	4	
entitie TIN, la Note: Numb	ater.  If the account is in more than one name, see the instructions for line 1. see To Give the Requester for guidelines on whose number to enter.		9	Employ	1 [		П	T	T	4	
entitie TIN, la Note: Numb  Par Under	ater.  If the account is in more than one name, see the instructions for line 1. per To Give the Requester for guidelines on whose number to enter.  It I Certification	Also see What Name	and [	Employ 4 7	-	1 0	6	4	T	4	
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Pari Under 1. The 2. I an Ser	t II Certification  rependities of perjury, I certify that: enumber shown on this form is my correct taxpayer identification number not subject to backup withholding because: (a) I am exempt from backycie (IRS) that I am subject to backup withholding as a result of a failure	Also see What Name er (or I am waiting for	and [	4 7	issued	1 0	6 e); an	4 d	4 0	enue	
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Par Under 1. The 2. I am Ser no I acquisother I Sign Here Section noted	If the account is in more than one name, see the instructions for line 1. Iter To Give the Requester for guidelines on whose number to enter.  If Certification  If penalties of perjury, I certify that: If number shown on this form is my correct taxpayer identification number in not subject to backup withholding because: (a) I am exempt from backwice (IRS) that I am subject to backup withholding as a result of a failure longer subject to backup withholding; and  If a U.S. citizen or other U.S. person (defined below); and  If FATCA code(s) entered on this form (if any) indicating that I am exempt ication instructions. You must cross out item 2 above if you have been not ave failed to report all interest and dividends on your tax return. For real establishment of secured property, cancellation of debt, contribution than interest and dividends, you are not required to sign the certification, but signature of U.S. person   If the account is in more than one name, see the instructions for line 1.	Also see What Name  er (or I am waiting for kup withholding, or (b) to report all interest of from FATCA reportin ified by the IRS that you te transactions, item 2 ns to an individual retir t you must provide you  • Form 1099-DIV (di	a numbe ) I have n or divider  ng is corre does not ement ar ur correct  Date   vidends,	4 7  r to be ot been ds, or ect. rently stapply.rangem TIN. So	issued notification notificatio	to bace A), and nstructions, 2018	6 s); and s);	d denternatified	al Revolution and the state of	enue nat I am because ents ater.	

#### **Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

after they were published, go to www.irs.gov/FormW9.

• Form 1099-INT (interest earned or paid)

- transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



# COUNTY OF VOLUSIA PURCHASING & CONTRACTS DIVISION

123 West Indiana Avenue, Room 302 DeLand, Florida 32720-4608 (386) 736-5935 ◆ Fax: (386) 736-5972 www.volusia.org

August 22, 2018

## ADDENDUM NO. 1 RSQ 18-SQ-138JJ Executive Search Firm

The purpose of this addendum is to provide the following clarifications, changes, modifications and/or additions to the solicitation documents. This addendum is an integral part of the Solicitation/Contract Documents.

The following questions have been received:

- Q1: Is the RSQ issued for an executive search for the recently retired County Manager or for any positions the County might want to conduct a search for during the contract term.
- A1: The immediate need is to hire a new County Manager, but the County would like to engage in a firm to be able to assist in the future hiring of managers as needed.
- Q2: Figure 1 of Exhibit A requests Thirty (30) days written notice of cancellation is required to the Certificate Holder. Our Certificate of Liability Insurance says that notices of cancellation will be delivered in accordance with the policy provisions. Our policies provisions are that as the first named insured we would be notified. We have previously provided a written commitment as the first named insured to give notice of cancellation to a client requested such notice. Is that acceptable to the County?
- A2: Per the Risk Manager for Volusia County, firms can add a Manuscript Endorsement to the Policy for Volusia County only, which would add the County of Volusia to the notice of cancellation of the policy.
- Q3: What are the previous successful bids for the last contract?
- A3: The County has not had a contract for this service in the past.
- Q4: What was the spend in the last 3 years of these services?
- A4: There is no spend history, this is a new contract.
- Q5: What types of positions are likely to be considered as part of the bid?
- A4: This is unknown at this time.

#### All other terms and conditions remain unchanged.

#### END OF ADDENDUM NO. 1

If there are any questions, please contact, Jeaniene Jennings CPPO, CPPB, Director of Purchasing and Contracts via E-mail: jjennings@volusia.org

Jeaniene Jennings, CPPO, CPPB Purchasing and Contracts Division

#### Please sign and return Addendum 1 with RSQ 18-SQ-138JJ

Vendor: Springsted Waters Incorporated

Signed by (Name/Position): (1rt David See

Phone No.: (816) 868-7042

Date: August 31, 2018

FAILURE TO RETURN THIS FORM WITH THE SUBMITTAL MAY CAUSE THE PROPOSAL TO BE RENDERED NON-RESPONSIVE

#### 11.0 DRUG-FREE WORK PLACE

The	undersigned	firm i	n accordance	with l	Florida	statute	287.08	87 hereby	certifies	that

Springsted	Waters	does
	(Name of Firm)	

- 1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- 3. Give each employee engaged in providing the commodities or contractual services that are proposed a copy of the statement specified in subsection (1).
- 4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will propose by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contender to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- 6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

	4
Bonxie C. Matson, Principal	August 31, 2018
Name and Title Signature	Date
Springsted   Waters	
Firm	
14285 Midway Road, Suite 340, Addison, Texas 75001	
Street address	City, State, Zip

#### 12.0 CERTIFICATION REGARDING DEBARMENT

# Certification Regarding Debarment, Suspension, And Other Responsibility Matters Primary Covered Transactions

- 1. The prospective primary participant (contractor) certifies to the best of its knowledge and belief, that it and its principals (subcontractors and suppliers):
  - a. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - b. Have not within a three (3) year period preceding this bid proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.
  - c. Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1) (b) of this certification; and
  - d. Have not within a three-year period preceding this bid proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.
- 2. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this bid proposal

Bonnie 🗹 Matson, Principal		August 31, 2018
Name and Title  Signature		Date
Springsted   Waters		
Firm		
14285 Midway Road, Suite 340, Addison, Texas 7500	)1	ž.
Street address		City, State, Zip

# APPENDIX I Sample Brochure



# PINELLAS COUNTY, FLORIDA IS SEEKING A COUNTY ADMINISTRATOR



# THE COMMUNITY

Pinellas County, home to some of the most beautiful beaches in the country, is a peninsula at the midpoint of the west coast of Florida, bordered by the Gulf of Mexico on the west and by Tampa Bay on the east. While it is the second smallest county in land area, it is the most densely populated county in the state with a permanent population of over 970,637. More than 287,000 residents currently live in unincorporated areas that exceed more than one-third of Pinellas' total land mass. Pinellas is well connected with regional access provided via Interstate 275, two international airports, and the largest port in Florida. There are 24 incorporated municipalities, including St. Petersburg, with a population of 249,000+, followed by the county seat, Clearwater with nearly 110,000 residents. Although the area is a world class tourist destination, Pinellas has the second largest base of manufacturing employment in Florida and a diverse business climate with significant existing and targeted industry clusters in aviation/aerospace; defense/national security; medical technologies; financial services; and information technology. Notable employers include: Home Shopping Network (HSN), Nielsen Media Research, Jabil Circuit, Raymond James Financial, Tech Data, Honeywell, Raytheon, Lockheed-Martin, ConMed Linvatec, TransAmerica and Bausch & Lomb.

Professional sports fans have Major League Baseball's Tampa Bay Rays, the National Football League's Tampa Bay Buccaneers, the National Hockey League's 2004 Stanley Cup Champion Tampa Bay Lightning, and the Tampa Bay Rowdies, an American professional soccer team of the United Soccer League, from which to choose. The area is also known as baseball's spring training capital and is home to the Philadelphia Phillies and Toronto Blue Jays, with nine teams training within an hour's drive. There are numerous cultural venues to attract residents and visitors to world class museums, symphony performances, Broadway shows, rock concerts, and ballet and art festivals. The Mahaffey Theater - The Duke Energy Center for the Arts features a visual and performing arts center in St. Petersburg, and the Salvador Dali Museum is home of the largest collection of Dali's works outside Europe.











# **COUNTY ORGANIZATION**

Pinellas County is a Charter County of the State of Florida providing a full range of government services. A variety of traditional municipal-type services are provided to the unincorporated areas of the County within the Municipal Services Taxing District. The Board of County Commissioners is the legislative body for Pinellas County. Three Commissioners are elected at large but live in specific districts; four commissioners are elected from single-member districts. The Constitutional Officers of the County are the Clerk of the Circuit Court, Property Appraiser, Sheriff, Supervisor of Elections and Tax Collector.

Pinellas County's Unified Personnel System (UPS) was established in 1975 by a special act of the Florida Legislature. The UPS is composed of 11 different members or "Appointing Authorities" and has over 3000 employees with more than 600 job classifications. The Sheriff's Department is no longer included among the Appointing Authorities. The UPS is operated by a Personnel Board consisting of seven members, each serving a two-year term. The Director of Human Resources is appointed by and serves at the discretion of the UPS Board.

In FY2018, Pinellas County operations - including the Sheriff, are supported by a combined funds budget of \$2.2 billion, providing a full range of traditional county and municipal-type services. Each Appointing Authority oversees the management and supervision of functions under their areas of responsibility. The Board of County Commissioners appoints a County Administrator who is responsible for management and supervision of all functions and personnel under the Board of County Commissioners.

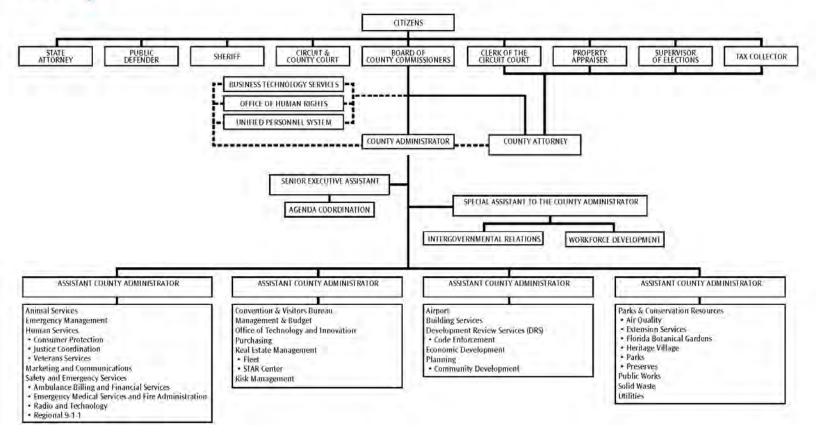
# THE COMMUNITY (CONTINUED...)

Clearwater's Ruth Eckerd Hall: Richard Baumgardner Center for the Performing Arts offers a wide array of cultural activities. There are rich offerings at county and community parks including art shows, open air concerts and Clearwater's Jazz Holiday, known as one of the South's premier jazz festivals. A host of shows and activities for all ages are available at the local community theaters, professional theaters and museums. Pinellas County is also home to the Clearwater Marine Aquarium, the Valspar PGA Championship, and the Firestone Grand Prix of St. Petersburg.

Each year over 5 million overnight visitors come to enjoy the County's 35 miles of pristine, powdery white beaches with an average of 244 sunny days annually. The County's Parks and Conservation Resources Department maintains over 24 parks consisting of 4,000 acres of beaches, lakes, and native habitat with playgrounds, learning centers for residents and visitors alike. The area has three major golf courses and about 40 additional courses for year-round golf lovers. Pinellas County, rich in cultural diversity, takes great pride in celebrating St. Petersburg's Annual MLK Dream Big Parade and Family Fun Day, the nation's longestrunning parade honoring Dr. Martin Luther King, Jr. The County benefits from a unique and vibrant social fabric that embraces the values of diversity and inclusion evidenced by a growing Hispanic population in Clearwater, the highest percentage of Greek Americans for any city in the United States living in Tarpon Springs, and the popularity of the LGBT sponsored St. Pete Pride Parade held to celebrate the power and beauty of diversity, with more than 200,000 attending each June.

The County offers quality public schools, governed by an elected school board and appointed superintendent, with a broad variety of educational options including magnet programs, educational gifted programs, alternative schools, exceptional schools, and workforce development programs. In addition, there are a number of private and parochial schools in the area. Post-secondary education opportunities in the area include the University of South Florida, with campuses in Tampa and St. Petersburg, Eckerd College, and St. Petersburg College. Stetson University's College of Law is located in Gulfport, and Pinellas Technical College with campuses in St. Petersburg and Clearwater, provides students with information technology, robotics/computer-aided technology and other vocational training programs.





# VISION

- To Be the Standard for Public Service in America.
- To achieve our vision we place the highest importance on:
  - Quality Service
  - Respectful Engagement
  - Responsible Resource Management

# <u>MISSION</u>

Pinellas County Government is committed to progressive public policy, superior public service, courteous public contact, judicious exercise of authority, and responsible management of public resources to meet the needs and concerns of our citizens today and tomorrow.

# PINELLAS COUNTY STRATEGIC PLAN GOALS

- Deliver First Class Services to the Public and Our Customers
- Ensure Public Health, Safety, and Welfare
- Practice Superior Environmental Stewardship
- Foster Continual Economic Growth and Vitality
- Create a Quality Workforce in a Positive, Supportive Organization

#### COUNTY ADMINISTRATOR POSITION

The County Administrator is responsible for managing the administration and operation of all functional areas and administrative divisions under the Pinellas County Board of County Commissioners and is directly responsible for over 2000 County employees. The County Administrator is also responsible for preparation of the County's overall budget, as well as for monitoring and tracking expenditures throughout the fiscal year. The County Administrator is appointed by a majority vote of the Board of County Commissioners. The functional areas and services that fall under the responsibility of the County Administrator include a variety of internal services such as Purchasing, Office of Technology and Innovation, Budget, Fleet and Risk Management. Other County Departments include Emergency Management, Real Estate, Marketing and Communications, Human Services, Animal Services, Emergency Medical Services, Regional 9-1-1, Convention and Visitors Bureau, Airport, Building Services, Code Enforcement, Planning, Economic Development, Development Review Services, Parks & Conservation Resources, Public Works, Solid Waste, and Utilities.



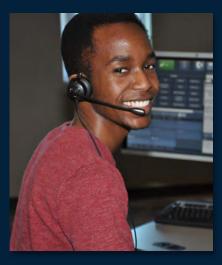
# PRIORITIES AND CHALLENGES

The following list is representative of the challenges and priorities the new County Administrator will need to address within the first twelve to eighteen months on the job. This list was compiled after discussions with the Board of County Commissioners.

- Continue balancing the budget and achieving sustainability while maintaining the highest quality services
- Implement \$1.1 billion voter approved infrastructure improvements Penny for Pinellas
- Support regional transportation projects
- Continue improving relations with Pinellas County's many public and private partners
- Facilitate continued assessment and implementation of affordable housing options
- Create work environment that encourages employee development, retention, and opportunities for advancement
- Renegotiate and implement electrical purchased power agreement with Duke Energy
- Facilitate regional conversations about water, transportation and other partnerships
- Continue seeking input from citizens using a multitude of methods such as town hall meetings, social media alerts and surveys, etc.













# CANDIDATE PROFILE



The following list reflects the leadership, management style and personal characteristics desired in the ideal candidate:

- A record of exceptional leadership based on experience and knowledge
- Unquestioned personal and professional ethics
- An ability to effectively communicate with the Board of County Commissioners, Constitutional Officers, citizens, civic and business leaders, employees, and other city and county leaders throughout the region
- Experience managing a growing community and in negotiating successfully on behalf of the Board of County Commissioners with other cities, developers, attorneys, business owners, vendors, and other government and nonprofit agencies
- Knowledge and experience working with economic development policies, public incentives and other tools
- Outstanding interpersonal skills and a willingness to listen to other points of view without being offended
- Ability to engage in frank and respectful discussions with members of the Board of County Commissioners and all stakeholders and employees
- Patience, good instincts, excellent judgement, and the ability to say "no" when necessary
- A collaborative management approach which respects community and organizational traditions, while at the same time, moves the organization forward in a positive direction
- Empower and inspire employees to seek continuous improvement
- Be receptive to and embrace new technologies in an effort to promote innovation throughout the organization
- Ability to remain neutral even in politically-charged situations
- Possess the capacity to build a strong and cohesive workforce, constantly seeking input to improve the organization
- Believes in and practices transparency
- Utilizes humor in an appropriate manner and conducts their work with humility
- Approaches every initiative and project in a collaborative manner and conducts their work exhibiting the highest levels of integrity ensuring the long-term success for the Pinellas County organization, community, and Tampa Bay region





### **OUALIFICATIONS AND EXPERIENCE**

The ideal candidate will possess a bachelor's degree in public or business administration, management, government, or a related field, and 7 years of progressively responsible experience in municipal or county government, or an equivalent combination of education, training, and/or experience. A masters' degree in public or business administration, or a related field is desired. Working for a similar sized municipal or county organization, or an organization of similar complexity, in an executive and management capacity is important and will be an advantage. A strong background in municipal budgeting, finance, and strategic planning is important.



#### COMPENSATION

A competitive starting salary based on the successful candidate's qualifications and experience will be offered, with the range extending from \$212,000 to \$275,000 (Florida does not have a state income tax). Pinellas County offers a comprehensive and outstanding array of employee benefits. The County participates in the Florida Retirement System (FRS). The County provides a competitive retirement contribution with the employees' contribution set at 3% of gross salary. The County also offers an optional deferred compensation (IRS Section 457) plan, and provides Life Insurance, Short-Term Disability, Long-Term Disability, Group Health (choice of PPO or an HSA plan with employer account contributions), Prescription Drug Plan, Employee Assistance Program, Vision Care Program, and a choice of Dental Care Plans, either PPO utilizing any dental provider or a dental HMO. Paid Time Off includes 9 to 11 paid holidays per year, two paid floating holidays, plus two paid personal days per calendar year. Annual leave is provided for vacation, short-term illness, medical and dental appointments and personal emergencies. Visit http://www.pinellascounty.org/hr/whatweoffer/ for Pinellas County's comprehensive and competitive array of employee benefits.







# APPLICATION AND SELECTION PROCESS

Interested applicants should submit a cover letter and resume on-line at https://springsted-waters.recruitmenthome.com/ postings/1932. This position is open until filled; First review deadline is Friday, June 15, 2018. Applications will be screened in relation to criteria provided in the recruitment brochure. The Board of County Commissioners will consider offering interviews to those candidates named as Finalists, with reference checks, background checks, and academic verifications conducted after receiving candidates' permission. For more information, please contact Art Davis at adavis@springsted.com or 816-868-7042.

#### Pinellas County is an Equal Opportunity Employer (EOE) and values diversity at all levels of its workforce!

Confidentiality: Under Florida's Public Records Act, information from your application is subject to public disclosure at any point in the recruitment process. For more information about Pinellas County, visit the website at www.pinellascounty.org.



14285 Midway Road, Suite 340 Phone: 972-481-1950 Addison, TX 75001

Springsted

380 Jackson Street, Suite 300 Saint Paul, MN 55101

Fax: 972-481-1951

Phone: 651-223-3000 Fax: 651-223-3002

