VILLAGE OF INDIANTOWN
AGENDA
REGULAR VILLAGE COUNCIL MEETING

January 12, 2023
6:30 PM
15516 SW Osceola Street, Suite C
Indiantown, FL 34956

VILLAGE COUNCIL
SUSAN GIBBS THOMAS, MAYOR
GUYTON STONE, VICE MAYOR
JANET HERNÁNDEZ
CARMINE DIPAOLO
ANGELINA PEREZ

ADMINISTRATION
SUSAN A. OWENS, MPA, MMC, ACTING VILLAGE MANAGER
WADE C. VOSE, ESQ., VILLAGE ATTORNEY

Civility: Being "civil" is not a restraint on the First Amendment right to speak out, but it is more than just being polite. Civility is stating your opinions and beliefs, without degrading someone else in the process. Civility requires a person to respect other people's opinions and beliefs even if he or she strongly disagrees. It is finding a common ground for dialogue with others. It is being patient, graceful, and having a strong character. That's why we say "Character Counts" in Indiantown. Civility is practiced at all Village meetings.

Special Needs: If anyone attending this meeting requires a reasonable accommodation, please contact Susan Owens, Village Clerk, by telephone at (772) 597-8268 or by email at sowens@indiantownfl.gov at least 48 hours in advance.

Quasi-Judicial Hearings: Some of the matters on the Agenda may be "quasi-judicial" in nature. Village Council Members are required to disclose all ex-parte communications regarding these items and are subject to voir dire by any affected party regarding those communications. All witnesses testifying will be "sworn" prior to their testimony. However, the public is permitted to comment, without being sworn. Unsworn comment will be given its appropriate weight by the Village Council.

Appeal of Decision: If a person decides to appeal any decision made by the Village Council with

respect to any matter considered at this meeting, he or she will need a record of the proceeding, and for that purpose, may need to ensure that a verbatim record of the proceeding is made, which record includes any testimony and evidence upon which the appeal will be based.

Consent Agenda: Those matters included under the Consent Agenda are typically self-explanatory, non-controversial, and are not expected to require review or discussion. All items will be enacted by a single motion. If discussion on an item is desired, any Village Council Member, without a motion, may "pull" or remove the item to be considered separately. If any item is quasi-judicial, it may be removed from the Consent Agenda to be heard separately, by a Village Council Member, or by any member of the public desiring it to be heard, without a motion.

ROLL CALL

CALL TO ORDER

INVOCATION

PLEDGE OF ALLEGIANCE

ADDITIONS, DELETIONS, PULLED ITEMS OR OTHER MODIFICATIONS

PROCLAMATIONS, AWARDS AND SPECIAL PRESENTATIONS

1. Saturday Shuttle Service Update by Chris Stevenson of the Senior Resource Association
2. Presentation by the Florida Department of Health on "Supporting Access to Healthy Food in Indiantown".
3. Presentation by Palm City Chamber of Commerce to request to install Little Libraries in various locations throughout the Village.
4. E. Thelma Waters Annual Community Clean Up Event Update
5. Community and Economic Development Department Quarterly Report

PUBLIC COMMENT (3 MINUTES EACH)

-The public is invited to comment for up to 3 minutes ***on any item not on the Agenda.*** *Questions are typically deferred to staff, and if civility is not practiced, the Mayor may rule the person out of order, and may require the person be removed from the meeting.*

COMMENTS BY VILLAGE COUNCIL MEMBERS

COMMITTEE REPORTS

COMMENTS BY VILLAGE MANAGER

APPROVAL OF AGENDA

CONSENT AGENDA

6. Minutes of the Special Emergency Council Meeting of November 8, 2022
7. Minutes of the Regular Meeting of December 8, 2022
8. Minutes of the Special Meeting of December 15, 2022

9. **RESOLUTION NO. XXX-2023:** A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF INDIANTOWN, FLORIDA, REMOVING FORMER VILLAGE MANAGER HOWARD BROWN AS A SIGNATORY ON THE VILLAGE'S SOUTHSTATE BANK ACCOUNTS; AND PROVIDING FOR AN EFFECTIVE DATE.

REGULAR AGENDA

10. Approval of Contract with Holtz Consulting Engineers, Inc. in the Amount of $938,770.00 for the Design and Permitting of Wastewater Treatment Plant (WWTP) Improvements
11. Approval of Professional Services Agreement with Holtz Consulting Engineers, Inc for Priority 1 Lift Station Improvements at 150th Street, New Hope, and Famel Lift Stations
12. AACES Fee Waiver Request for MLK Jr. Event (Application No. EV-23-004)
13. Interim Village Manager Resumes Review & Recruitment Considerations
14. Village Manager Recruitment Process
15. Rescinding of Authorization to Participate in and Co-Sponsor an Independence Day Fireworks Show in Cooperation with the Indiantown Chamber of Commerce
16. Council Appointments to the Treasure Coast Council of Local Governments and the Indiantown Chamber of Commerce
17. Consideration of Potential Action Regarding Former Village Manager Howard Brown's Laptop and PC

ANNOUNCEMENTS

NEXT REGULAR MEETING (ANNOUNCE TIME, DATE AND LOCATION)

ADJOURNMENT

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Saturday Shuttle Service Update by Chris Stevenson of the Senior Resource Association

SUMMARY OF ITEM: Mr. Stevenson will be providing an update on the Saturday shuttle service.

FISCAL IMPACT STATEMENT: n/a

RECOMMENDATION: n/a

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager

DATE: 12/29/2022

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Presentation by the Florida Department of Health on "Supporting Access to Healthy Food in Indiantown".

SUMMARY OF ITEM: The Florida Department of Health would like to present information to Council on bringing healthy food choices to the community.

FISCAL IMPACT STATEMENT: n/a

RECOMMENDATION: n/a

PREPARED BY: Deborah Resos, Parks and Recreation Director DATE: 12/20/2022

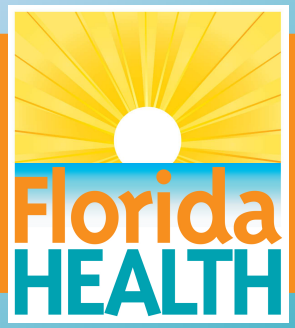
ATTACHMENTS:

Description

Presentation

Florida Department of Health
Martin County

Supporting Access to Healthy Food in Indiantown



Patsy Lindo Wood, MS, MPH
Angelica Castillo Da Silva, MPH

Overview

- The Florida Department of Health in Martin County (DOH-Martin) has launched an initiative to support healthy food access in Indiantown.

What is PACE-EH?

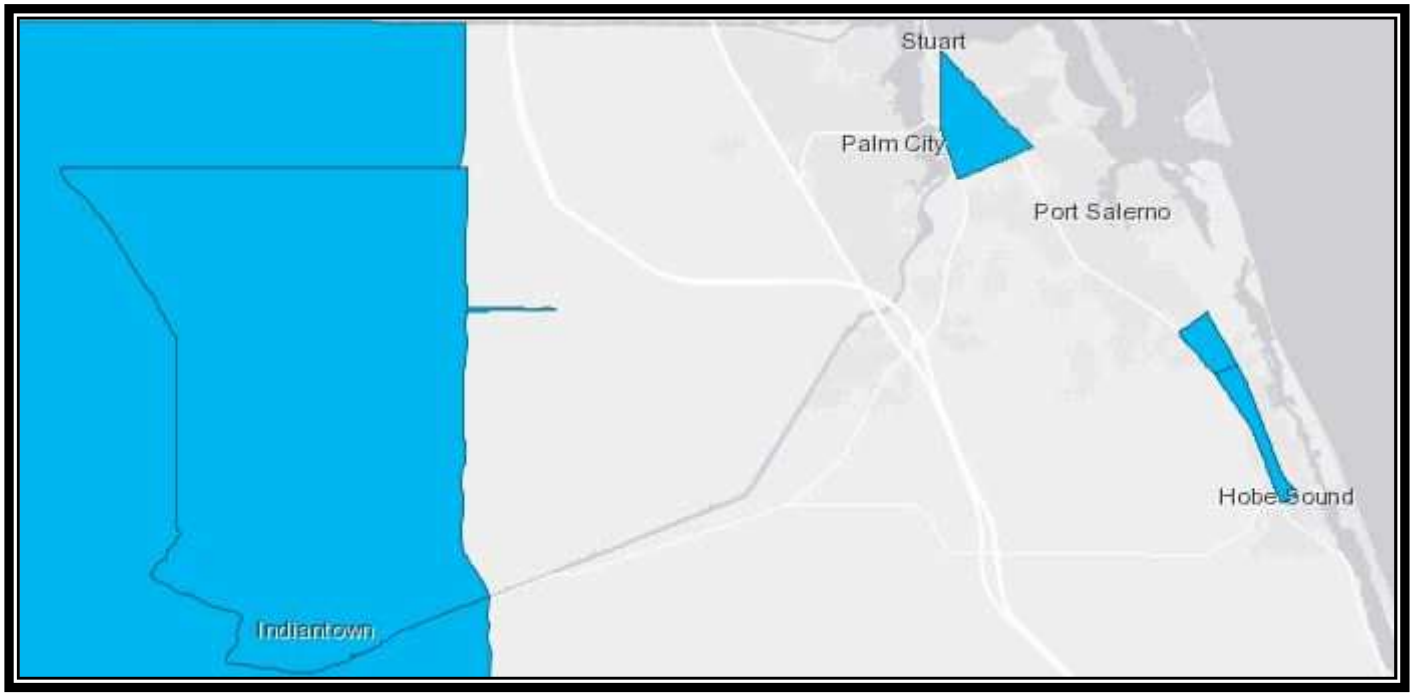
- This initiative is part of a PACE-EH project focused on Indiantown.
- PACE-EH : Protocol for Assessing Community Excellence in Environmental Health.
- PACE-EH engages the public and community partners to work together to identify health concerns and develop solutions.

Why Indiantown?

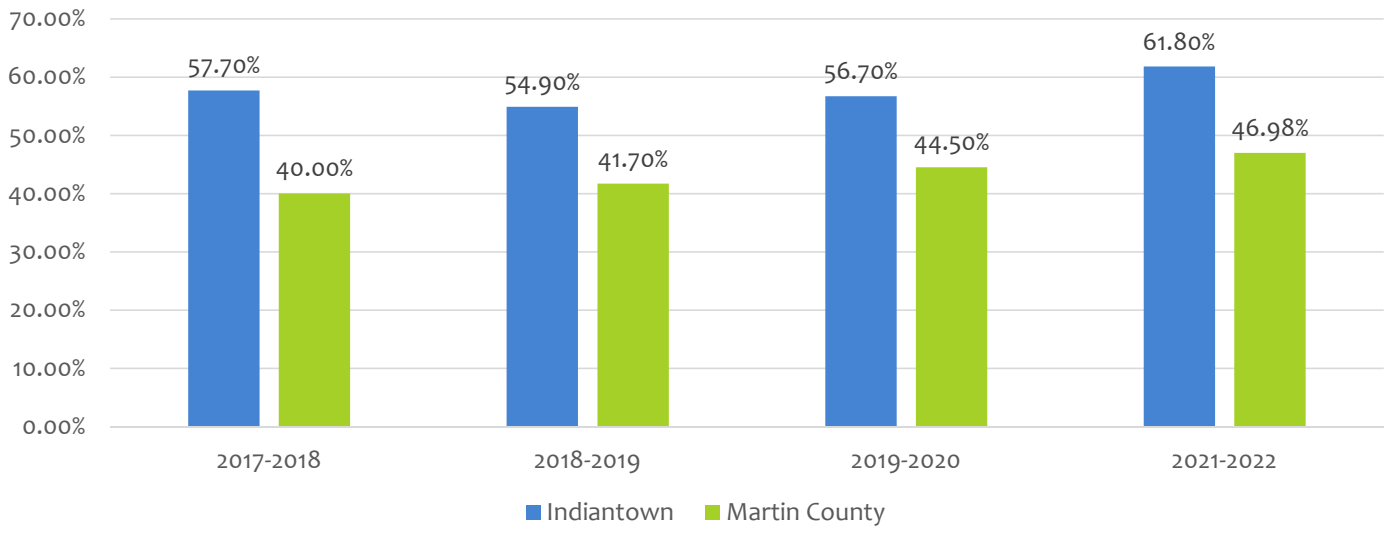
- The Food Access Research Atlas (FARA) shows 3 food deserts in Martin County, Low Income & Low Access to Food (2019)

- Rural food deserts are generally classified as an area where residents must drive more than 10 miles to the nearest supermarket or grocery store.

- Food deserts act as barriers to attaining and maintaining healthy eating habits



Percentage of 6th Grade Children that are Overweight or Obese in Indiantown and Martin County Public Schools, Florida



Data from DOH Martin School Health, 2022

Community Feedback

- Community Survey: in-person & online English & Spanish.

Questions:
- Food access
- Transportation
- Fruit/vegetable consumption
- Demographics

Key Partners

Survey Assistance

- Holy Cross Church
- Bethel Methodist Church
- Mt. Zion Missionary Baptist Church
- Indiantown Church
- Evergreen First Baptist Church
- Elisabeth Lahti Library
- Bible Teachers International
- New Bethel AME Church
- YMCA
- Migrant Head Start
- Healthy Start
- House of Hope

Project Committee

- University of Florida Extension/IFAS – Family Nutrition Program
- American Heart Association
- DOH-Martin, Health Equity Task Force

Survey Key Findings

30%

Bought food from fast food restaurants or convenience stores on a regular basis

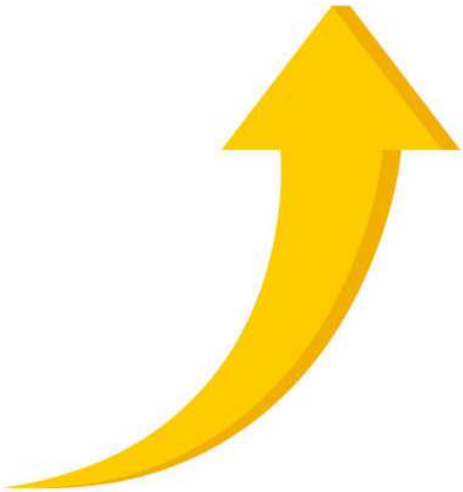
Residents who consume the daily recommended amounts of fruits/vegetables:

18%
fruits

16%
vegetables

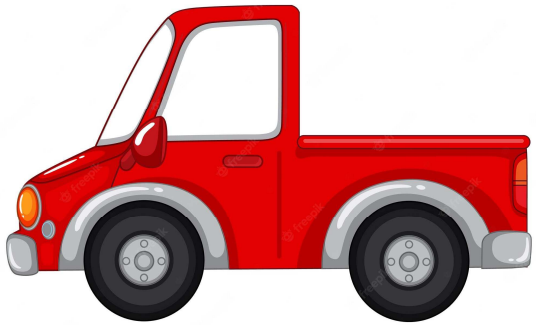
Key Findings

Challenges



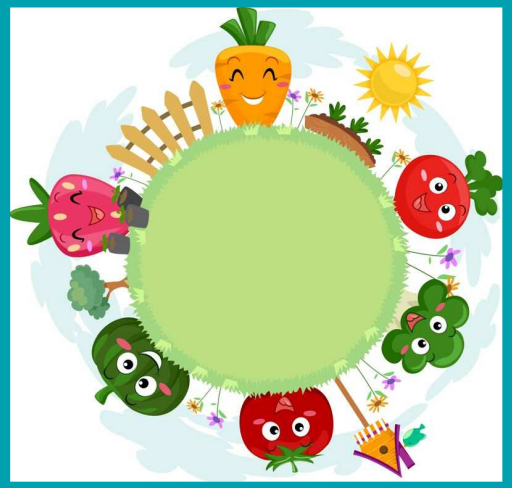
High cost of produce

Lack of stores/produce



Limited transportation

Identified Projects



Community Garden

Farmer's Market

More Stores/ Affordable Produce

How You Can Help

- Location
- Staff Support
- Share Ideas
- Encourage Partners to join the Committee

Project Committee

- University of Florida Extension/IFAS – Family Nutrition Program
- American Heart Association
- DOH-Martin, Health Equity Task Force

Questions

Florida HEALTH
Martin County

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Presentation by Palm City Chamber of Commerce to request to install Little Libraries in various locations throughout the Village.

SUMMARY OF ITEM: Request permission to allow the installation of a post with a wooden building on top at several locations in the Village. "Little Libraries" constructed by Project Lift are being sponsored by Martin Reads!, the Children's Services Council of Martin County, the Early Learning Coalition and the Palm City Chamber of Commerce. The libraries will be restocked and maintained as part of this agreement.

FISCAL IMPACT STATEMENT: n/a

RECOMMENDATION: Staff recommends approval of adding Little Libraries to provide additional access to books to the community.

PREPARED BY: Deborah Resos, Parks and Recreation Director DATE: 11/29/2022

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: E. Thelma Waters Annual Community Clean Up Event Update

SUMMARY OF ITEM: Ms. Phyllis Brown will be providing an update on the Annual E. Thelma Waters Community Clean Up Event.

FISCAL IMPACT STATEMENT: n/a

RECOMMENDATION: n/a

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager

DATE: 1/6/2023

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Community and Economic Development Department Quarterly Report

SUMMARY OF ITEM: The Community and Economic Development Department Quarterly Report will be given by Community and Economic Development Director Althea P. Jefferson.

FISCAL IMPACT STATEMENT: n/a

RECOMMENDATION: This item is for informational purposes only.

PREPARED BY: Althea P. Jefferson, AICP, Community & Economic Development Director

DATE: 12/2/2022

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Minutes of the Special Emergency Council Meeting of November 8, 2022

SUMMARY OF ITEM: n/a

FISCAL IMPACT STATEMENT: n/a

RECOMMENDATION: Staff recommends approval of these minutes.

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager

DATE: 1/5/2023

ATTACHMENTS:

Description

Minutes of the Special Emergency Meeting of November 8, 2022

VILLAGE OF INDIANTOWN
SPECIAL EMERGENCY VILLAGE COUNCIL MEETING MINUTES
November 8, 2022
6:15 PM

15516 SW Osceola Street, Suite C
Indiantown, FL 34956

CALL TO ORDER: 6:15 p.m.

ROLL CALL: Susan A. Owens, Village Clerk

PRESENT: Mayor Susan Gibbs Thomas, Vice Mayor Guyton Stone (*Arrived at 6:23 p.m.),* Council Member Janet Hernández, and Council Member Angelina Perez. Council Member Carmine Dipaolo was not present.
Staff: Village Manager Howard W. Brown, Jr., Assistant Village Attorney Becky Vose (via Zoom), Village Clerk Susan A. Owens, and Deputy Village Clerk Daren Hamberger

INVOCATION: Mayor Gibbs Thomas

PLEDGE OF ALLEGIANCE: Mayor Gibbs Thomas led the Pledge of Allegiance.

APPROVAL OF AGENDA:

Motion was made to approve the agenda by Council Member Hernández. Motion was duly seconded by Council Member Perez and approved 3-0, with Vice Mayor Stone and Council Member Dipaolo absent.

REGULAR AGENDA:

1. **EMERGENCY RESOLUTION NO. 002-2022:** AN EMERGENCY RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF INDIANTOWN, FLORIDA, DECLARING A STATE OF LOCAL EMERGENCY FOR TROPICAL STORM NICOLE.

   Village Manager Brown provided an overview of the item.

   Village Clerk Owens provided additional information regarding the Emergency

Operations Center services and the forecast of the storm.

Mayor Gibbs Thomas asked for more information regarding when Village Hall would be closed. Village Manager Brown clarified that the Village would be closed from Wednesday, November 9, 2022, through Thursday, November 10, 2022, for Tropical Storm Nicole, and would also be closed on Friday, November 11, 2022, for Veteran's Day.

Motion was made to approve Emergency Resolution No. 002-2022 by Council Member Hernández. Motion was duly seconded by Council Member Perez and approved 4-0, with Council Member Dipaolo absent.

Discussion ensued regarding rescheduling the Thursday, November 10, 2022, Regular Village Council meeting for the following week on Monday, November 14, 2022, or Tuesday, November 15, 2022.

Motion was made by Council Member Hernández to cancel the Thursday, November 10, 2022, Regular Village Council meeting and reschedule it for Monday, November 14, 2022, at 6:30 p.m. Motion was duly seconded by Council Member Perez and approved 4-0, with Council Member Dipaolo absent.

ANNOUNCEMENTS: None

NEXT REGULAR MEETING: November 14, 2022

ADJOURNMENT: 6:26 p.m.

ATTEST: **VILLAGE OF INDIANTOWN, FLORIDA**

_____ _____

Susan A. Owens, MPA, MMC, IPMA-HR
Village Clerk

Susan Gibbs Thomas,
Mayor

_____
Date

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Minutes of the Regular Meeting of December 8, 2022

SUMMARY OF ITEM: n/a

FISCAL IMPACT STATEMENT: n/a

RECOMMENDATION: Staff recommends approval of these minutes.

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager DATE:

ATTACHMENTS:

Description

Minutes of the Regular Meeting of December 8, 2022

VILLAGE OF INDIANTOWN
REGULAR VILLAGE COUNCIL MEETING MINUTES
December 8, 2022
6:30 PM

15516 SW Osceola Street, Suite C
Indiantown, FL 34956

CALL TO ORDER: 6:31 p.m.

ROLL CALL: Susan A. Owens, Village Clerk

PRESENT: Mayor Susan Gibbs Thomas, Vice Mayor Guyton Stone, Council Member Carmine Dipaolo, Council Member Janet Hernández, and Council Member Angelina Perez
Staff: Village Manager Howard W. Brown, Jr., Village Attorney Wade C. Vose, Village Clerk Susan A. Owens, and Assistant to Village Clerk Jennifer Norris

INVOCATION: Pastor Bruce Butler

PLEDGE OF ALLEGIANCE: Mayor Gibbs Thomas led the Pledge of Allegiance.

ADDITIONS, DELETIONS, PULLED ITEMS, OR OTHER MODIFICATIONS:

Village Clerk Owens stated that Staff was requesting that Items #9 and #10 be pulled from the Agenda.

Mayor Gibbs Thomas requested Item #5 be moved to the end of the agenda as Item #17.

PROCLAMATIONS, AWARDS, AND SPECIAL PRESENTATIONS:

1. Mr. Raimann is the 'Principal of the Year' for Martin County School District. Council Member Perez would like to present him with a Certificate of Appreciation

   Council Member Perez informed the Council that Principal Raimann sent his regards, but was unable to attend the meeting because he was sick.

   Mayor Gibbs Thomas read the certificate into the record and thanked Principle

Raimann for his years of service to the community.

2. Presentation by Ms. Sharon Dooley with the United States Small Business Association.

Sharon Dooley, from the United States Small Business Association, provided an overview of the SBA's Disaster Loan Assistance program, who was eligible to apply, and where business owners could apply.

Council Member Hernández stated that she went to IRSC in St. Lucie West and that there was an SBA office there and asked if Ms. Dooley knew anything about it. Ms. Dooley clarified that it was an SBDC office, which provided other services to business owners, but was a partner of the SBA and could help business owners apply for disaster loan assistance as well.

3. Parks & Recreation Quarterly Report

Parks and Recreation Director Resos provided the Parks and Recreation Quarterly Report. She stated that the Parks Department had replaced damaged equipment and addressed safety issues, and was working on a fixed asset replacement budget to plan for replacing all of the Village's playgrounds. She added that the Village hired two Park Rangers and provided an overview of what they do and the improvements they've made since they started.

Parks and Recreation Director Resos stated that Staff had worked with the Treasure Coast Food Bank, the 1000 Books Before Kindergarten Program, Council Member Perez's Turkey Giveaway, and the Martin County Health Department to bring healthy food to the community. She stated that Staff was working on a farmer's market for the Village and that the Palm City Chamber of Commerce was looking to start a library program in Indiantown's parks.

Parks and Recreation Director Resos noted that she had assisted with getting the E. Thelma Water's street sign installed, with the Indiantown Chamber of Commerce's Christmas Card installation and Christmas Parade, and was working with the Martin County Emergency Management to find mitigation funding opportunities. She added that she was working on field renovations, renovating the park restrooms, and obtaining quotes for replacing the skate park and playground.

Council Member Perez thanked Parks and Recreation Director Resos for taking care of the ants on the fields.

PUBLIC COMMENT:

Anthony Zwiener stated that he was concerned about Village Manager Brown's owning a consulting business while acting as Village Manager and other appearances of impropriety.

COMMENTS BY VILLAGE COUNCIL MEMBERS:

Council Member Hernández welcomed everyone to the meeting and noted the Village was reaching its five-year anniversary since incorporation and reflected on everything that had happened since she had been on the Council. She noted that the Village Council had accomplished a lot in a short span of time and thanked Village Manager Brown for setting the Council and Village up for success. She thanked every former and current Staff member who helped the Council shape the Village. She stated that she was committed to Indiantown for the everyday citizen and thanked the residents that were committed to being engaged over the last five years.

Council Member Perez stated that she received a lot of requests for yard sales and proposed that the Village hold community yard sales on the Village's vacant property next to Rines. She also noted that United Way needed volunteers for their toy distribution day, especially on December 14th and 15th, and she made a request for permission from the Council to use the Village's van to transport residents who did not have transportation to and from the event.

Mayor Gibbs Thomas asked who was authorized to drive the Village's van. Village Attorney Vose stated that Council Members were authorized. Mayor Gibbs Thomas asked Council Member Perez if she would be driving the van, and she stated that she would.

It was the consensus of the Council to allow Council Member Perez to use the Village's van to transport residents to and from the United Way Toy Distribution.

Vice Mayor Stone thanked everyone for joining the meeting.

Mayor Gibbs Thomas thanked everyone for attending the meeting.

COMMITTEE REPORTS: None

COMMENTS BY VILLAGE MANAGER:

Village Manager Brown stated that the Village was required to provide a Fair Housing flyer to the public by law to provide more information regarding how the Village was complying with federal housing laws. He noted that they were on the table at the entrance.

Village Manager Brown noted that Staff met with Tricia Hawthorne, TD Bank's Vice President of Commercial Relationship Management, and the Chairwoman of the Martin County Business Development Board's corporate counsel to discuss holding a workshop for first-time home buyers in the Village of Indiantown. He added that they were requesting to hold the workshop at Village Hall and that he thought it was something to consider.

Village Manager Brown stated that Staff had been informed that Park View Apartments had received their development order and would be starting construction in the near future. He noted that planning for the Trail Road project was underway, that Staff was working with Martin County on this, and that the Village had received their DEP operating permit for the wastewater treatment plant, and that Kimley-Horn was working on the Village's RFPs.

Village Manager Brown noted that the Village had retained Infinity Technologies as a consultant to provide a recommendation regarding the Village's IT issues, whether the Village should stay with BlueStream or not, and how to improve BlueStream's services.

Village Manager Brown finished by stating that the Utilities Department was busy doing maintenance on the various utility sites, as well as removing surplus equipment and that there would be good improvements to those sites.

APPROVAL OF AGENDA:

Motion was made to approve the Agenda, as amended as follows, by Vice Mayor Stone:

- **Pull Item #9**
- **Pull Item #10**
- **Move Item #5 to the end of the agenda as Item #17**

Motion was duly seconded by Council Member Perez and approved unanimously.

CONSENT AGENDA:

Motion was made to approve the Consent Agenda by Vice Mayor Stone. Motion was duly seconded by Council Member Dipaolo and approved unanimously.

4. Approval of the Minutes of the Council Meeting of November 14, 2022

REGULAR AGENDA:

5. Village Manager Performance Review

   (Clerk's Note: This item was moved to the end of the agenda as item #17.)

6. Authorization for the Village Manager to Enter into a Short-Term Land Lease with Dennie H. Pinson Jr. for property located at 15225 S.W. Warfield Blvd. for the Spectacular Circus Sensation event.

   Village Manager Brown provided an overview of the item.

   Dennie Pinson, the owner of the Spectacular Circus Sensation, provided an overview of his lease request. He stated that he was looking to rent the property at 15255 S.W. Warfield Boulevard as part of the Circus's 5 town tour in Florida.

   Council Member Dipaolo asked if the circus was insured, and Mr. Pinson stated that the circus was insured and that they would obtain all necessary permits required and would work with law enforcement. He also provided more information regarding his circus and stated that he planned on giving out some free tickets too.

Mayor Gibbs Thomas asked Village Attorney Vose if the Village had requirements that would be a part of the lease negotiation process. Village Attorney Vose stated that the Hildebrand Amusements carnival agreement that the Village had used in the past would start as a base for the negotiations with Mr. Pinson and that it included insurance requirements.

Motion was made to authorize Village Manager Brown to enter into a short-term land lease with Dennie H. Pinson Jr. for the property at 15225 SW Warfield Boulevard for the Spectacular Circus Sensation event by Vice Mayor Stone. Motion was duly seconded by Council Member Dipaolo and approved unanimously.

7. Strategic Plan Update

Jim Karas, the strategic planning consultant, provided an overview of the updates.

Council Member Dipaolo expressed concerns regarding the cost of the strategic planning process and felt that the Council should focus on more important things and revisit furthering the plan in the future.

Discussion ensued regarding the cost of the proposed changes, how the strategic plan integrated into the Village's other planning tools, the benefits of using a strategic plan, and the cost of consulting fees.

Council Member Dipaolo asked Financial Services Director Michael Florio if the Village needed to make updates to the strategic plan. Financial Services Director Florio stated that from a financial standpoint, the Village had paid around $5,500 in the new fiscal year for costs related to the strategic plan and noted that strategic planning was a common practice that was done to make sure that the mission, vision, and values of the community are reflected in the Village's actions.

Discussion ensued regarding how other municipalities implemented their strategic plans, the time horizon of the Village's strategic plan, how the Village's strategic plan was used to fix the roads and buy the water system, and the importance of using a strategic plan to set the Village's priorities.

Mr. Karas noted that a strategic plan provided estimated costs for projects and did not lock the Village into any projects the way a contract would.

Council Member Dipaolo stated that he understood the benefits of doing a strategic plan for the Village, but that he was concerned with the cost. He asked where the Village would be without the American Rescue Plan Act funds. Financial Services Director Florio answered that the Water and Wastewater Department would be in the red, and that the Village would be issuing loans and would be in debt.

Discussion ensued regarding increasing the Village's revenue base, negotiating

mobility fee with the county, building up the Village's Building Department, bringing affordable housing to the Village, and focusing on managing the Village's costs.

Motion was made to accept the updates to the Strategic Plan by Council Member Hernández. Motion was duly seconded by Council Member Perez and approved unanimously.

Council Member Dipaolo asked what it meant to accept the strategic plan updates. Mayor Gibbs Thomas stated that Council was accepting the changes discussed at the previous strategic planning meeting to the Village's goals and priorities and stated that Council was not spending any money to accept the updates.

Council Member Dipaolo expressed concerns regarding where the Village is spending its money and the need to get the Village's house in order.

Scott Watson, of the public, stated that he appreciated Council Member Dipaolo's concerns regarding spending and thought the Village needed to be run more like a business and planning without a facilitator.

8. Approval of Professional Services Agreement with Kimley-Horn for Construction Phase Services for Water Treatment Plant Improvements in the Amount of $1,747,031.00.

Interim Public Works Director Patrick Nolan provided an overview of the item.

Village Attorney Vose explained that the version in front of the Council was an older version of the agreement and explained the revisions he and Interim Public Works Director Nolan made to the contract. He also noted that the cost was less.

Village Attorney Vose stated that Council Member Dipaolo suggested language be added to the agreement requesting that a contractor turn over the public records upon completion of a project. He noted that he had the changes ready to go if Council chose to add that modification.

Discussion ensued regarding whether the contractor was permitted to retain public records, who would attend the monthly progress meetings, and providing the Council with a quarterly project update.

Mayor Gibbs Thomas asked if construction costs were included in the $1.7 million dollar contract. Nick Black, of Kimley-Horn, answered that the fee was for the engineering services only and added that Kimley-Horn had put together an estimate for the construction costs of the project, which would be bid on and awarded to the lowest, most responsive bidder.

Mayor Gibbs Thomas asked if the funding was already secured from the State

Revolving Fund. Mr. Black stated that she was correct.

Motion was made to approve the professional services agreement with Kimley-Horn for construction phase services for water treatment plant improvements in the amount of $1,733,747.00, as amended as follows, by Council Member Hernández:

- **Add language to the agreement requiring the contractor to turn over public records upon completion of the project.**

Motion was duly seconded by Vice Mayor Stone and approved unanimously.

9. American Rescue Plan Act (ARPA) Funding Update

(Clerk's Note: This item was pulled under Additions, Deletions, Pulled Items, or Other Modifications.)

10. Approval of Amended Agreement/Purchase of Additional Tyler Technologies ERP System Modules and additional maintenance in an Amount of $413,668.00

(Clerk's Note: This item was pulled under Additions, Deletions, Pulled Items, or Other Modifications.)

11. Authorization to Participate in and Co-Sponsor an Independence Day Fireworks Show in Cooperation with the Indiantown Chamber of Commerce

Village Manager Brown provided an overview of the item.

Donna Carmen stated that the Chamber of Commerce had received an updated proposal from Pyrotecnico to hold a fireworks show. She noted that the Chamber of Commerce Board Members indicated that they would also be interested in doing a full-blown cultural heritage celebration and would be seeking assistance from the Chamber of Commerce's business partners once the Council and the Chamber of Commerce made a final decision.

Mayor Gibbs Thomas noted that the event proposal was for July 1, 2023, and not July 4, 2023. Ms. Carmen stated that this was because the Chamber of Commerce relied heavily on volunteers for set up and clean up and more are available on July 1, 2023, and because it greatly reduced the cost of the fireworks.

Vice Mayor Stone stated that he was opposed to charging a fee per car to see the fireworks and would like to see the event held on July 4, 2023, instead of July 1, 2023.

Discussion ensued regarding moving the event to July 4, 2023, and the difficulties associated with increased costs and finding volunteers.

Council Member Perez stated that she thought the event should be held on July 1,

2023, as long as the Village advertised ahead of time. She added that she thought holding the event was a great idea and it would bring the community together.

Council Member Dipaolo stated that there would be better turnout on July 1, 2023, and suggested charging vendors a spot fee to raise money for the following year and having them do their own cleanup.

Council Member Hernández concurred with Vice Mayor Stone regarding his preference of holding the event on July 4, 2023.

Discussion ensued regarding scaling down the event in order to hold it on July 4, 2023, not collecting per car donations, requesting additional quotes for fireworks from other companies, and the additional activities the Chamber of Commerce would hold as a part of the 4th of July celebration.

Financial Services Director Florio stated that the event was not budgeted for, but that he did not anticipate that funding it would be a problem.

Motion was made to authorize the Village to participate in and co-sponsor an Independence Day Fireworks Show on July 1, 2023, in an amount of $26,000, in Cooperation with the Indiantown Chamber of Commerce by Council Member Dipaolo. Motion was duly seconded by Council Member Hernández and approved 4-1, with Vice Mayor Stone dissenting.

Linda Ivory offered public comment regarding spending $2,000 a minute on fireworks when then money was needed in the community.

Christa Miley, of the public, stated that it was concerning to see Council Member Dipaolo have so much to say regarding unnecessary spending on the strategic plan, but then be in full support of spending $26,000 on a one-day event.

Council Member Dipaolo stated that the event would bring people to Indiantown that normally would not attend and needed to be looked at as an economic development opportunity.

12. Approval of the 2023 Village Council Meeting Schedule

Village Manager Brown provided an overview of the item.

Mayor Gibbs Thomas asked if, in November and December, the Council was only scheduled to have one meeting a month. Village Manager Brown stated that that was the current schedule.

Village Clerk Owens noted that the Council needed to consider whether or not they wanted to reschedule the August 10, 2023, Village Council meeting due to the Florida League of Cities Conference before making a final motion.

Motion was made to amend the 2023 Village Council meeting schedule by rescheduling the August 10, 2023, meeting to August 17, 2023, and approving the schedule as amended by Vice Mayor Stone. Motion was duly seconded by Council Member Hernández and failed 2-3, with Mayor Gibs Thomas, Council Member Dipaolo, and Council Member Perez dissenting.

Council Member Perez stated that she thought the August 10, 2023, meeting should continue to be held on August 10, 2023.

Mayor Gibbs Thomas stated that she thought it was disruptive to move the meeting and noted that the Council Members could drive back in time for the meeting. She explained that it was better to inconvenience five people, rather than the whole community.

Motion was made to approve the 2023 Village Council meeting schedule, as presented, by Council Member Hernández. Motion was duly seconded by Council Member Perez and approved unanimously.

SECOND READING ORDINANCES:

13. **ORDINANCE NO. 14-2022**: AN ORDINANCE OF THE VILLAGE OF INDIANTOWN, FLORIDA, AMENDING THE VILLAGE OF INDIANTOWN LAND DEVELOPMENT REGULATIONS TO PERMIT THE FENCING OF SPECIFIED VACANT PROPERTIES WITH NO PRINCIPAL STRUCTURE; AND PROVIDING FOR CODIFICATION, CONFLICTS, SEVERABILITY, AND AN EFFECTIVE DATE.

Community and Economic Development Director Jefferson provided an overview of the item.

Motion was made to approve Ordinance No. 14-2022 on second and final reading by Council Member Hernández. Motion was duly seconded by Vice Mayor Stone and approved unanimously.

DISCUSSION ITEMS:

14. National League of Cities (NLC) Conference Update by Vice Mayor Guyton Stone

Vice Mayor Stone stated that he had attended the National League of Cities conference, that it had been very educational, and recommended that all Council Members attend the event. He explained that there were lots of grant opportunities available from the federal government to provide the community with free internet and requested Staff further look into how to provide internet for the residents.

Vice Mayor Stone requested that the Village Council look into what kind of community the Village wanted to be as part of the strategic plan, whether it was

high-end, low-end, or somewhere in the middle.

Council Member Hernández asked if the Village had a grant manager. Village Manager Brown stated that they did not yet have a grant manager, but were recruiting and that the job was outsourced to an agency in the meantime.

Council Member Hernández asked if the agency was already working for the Village. Village Manager Brown stated that they were and that he would be requesting they look into the internet equity grants information. Council Member Hernández requested they reach out to the National League of Cities president, who was from Pahokee and familiar with Indiantown, and to NALEO to see how they could help.

Vice Mayor Stone noted that Indiantown did have a voting delegate on the National League of Cities and was being represented nation-wide.

Mayor Gibbs Thomas asked if the National League of Cities had a dedicated grants page on their website, similar to the Florida League of Cities website, where municipalities could go to and find more information. Council Member Hernández stated that they launched their infrastructure grants page in August.

Vice Mayor Stone suggested adding an item to the next Village Council meeting Agenda to discuss what kind of community the Village wanted to be. Mayor Gibbs Thomas asked if it would be better to discuss this during a strategic planning meeting and Vice Mayor Stone agreed.

Mayor Gibbs Thomas asked if the internet equity grants item needed to come back before the Council. Village Manager Brown stated the Village's consultants will find applicable grants, go ahead and apply for those grants, and they will need to come back before the Council for acceptance.

15. Railroad Crossing Concern - Public Safety Response

Vice Mayor Stone stated that he had noticed there have been a couple of mornings in a row that a train was parked from Martin Luther King Jr. Drive to West Farm Road for at least three hours, and that he was concerned about community safety if emergency services were not able to get across the railroad tracks. He stated that Staff needed to get with CSX to find a solution.

Mayor Gibbs Thomas asked if Donna Carmen was on the new railroad committee and Ms. Carmen stated she would have to see.

Council Member Hernández asked if CSX was federally mandated. Village Manager Brown stated that CSX was a private corporation regulated by the United States Federal Government and that the best way to get their attention was to talk to someone on the Village's federal delegation, possibly Congressman Brian Mast.

Vice Mayor Stone asked if Village Attorney Vose should be involved. Village Attorney Vose stated that he had drafted the last letter as well.

Council Member Hernández asked if the Village had already sent a letter and if there had been a response. Village Attorney Vose stated that the Village had sent it to CSX, Congressman Mast, Senator Scott, Senator Rubio, Senator Harrell, Representative Snyder, and the FDOT secretary for the Village's district.

Village Attorney Vose noted that in his experience CSX was a private company but acted like a government with regard to how long it took to see any action. He added that he agreed with Village Manager Brown regarding going to the Village's federal delegation for help and that the Village may want to get Congressman Mast's office directly involved as a constituent service issue.

Mayor Gibbs Thomas asked how long ago the previous letter was sent. Village Attorney Vose answered that it went out in February 2021.

Mayor Gibbs Thomas asked if the previous letter had received a response from anyone. Village Manager Brown answered that the Village had received a response from CSX that included education and telephone numbers and that Staff had taken the information and provided it to the public in their newsletter.

Vice Mayor Stone asked if Staff could put CSX's number on the Village's website and Village Manager Brown said they could.

Mayor Gibbs Thomas stated that she thought Council should consider reaching out again through Congressman Mast's office and Village Attorney Vose stated he would reach out to the appropriate people to do so.

16. Tent Permits for Special Events

Council Member Dipaolo stated that the Village had adopted an ordinance for tents with a lot of requirements and that he did not think that all those rules should apply to a person putting up a tent on their private property. He asked Scott Watson to provide more information.

Mr. Watson, of the public, explained that every year he puts up a 40-foot by 80-foot tent for the Thanksgiving Rendezvous, but his tent company stated that Indiantown was now more difficult than Jupiter Island to get a permit from, and it ended up costing him over $450 for the permit. He stated that the tent companies were professionals and needed to be allowed to do their jobs and that all requirements outside of Martin County's inspection needed to be dropped.

Village Attorney Vose stated that Florida Building Code required temporary structures over 120 square feet to be permitted, but that cities and counties had different processes for permitting and he imagined there was a lot the Village could

do to make the process less onerous if it chose to.

Mr. Watson explained that he was required to file a notice of commencement for the tent, which wasn't necessary.

Village Attorney Vose stated he was not a building official and didn't know how much of the process was from the Florida Building Code versus the Village. He suggested the Council direct Staff to figure out what the bare minimum was required by state law and look at what the Village is doing to make it easier.

Council Member Hernández stated that in her 11 years of experience pulling tent permits for Holy Cross Church she had never needed a notice of commencement and that pulling tent permits this year was much easier for her and more streamlined than in previous years.

It was the consensus of the Council to have Staff review the bare-bones state requirements and look at what they could do to make the tent permitting process easier.

17. Village Manager Performance Review

(Clerk's Note: This item was moved from Item #5 to the end of the agenda.)

Village Manager Brown provided an overview of the item. He stated that he and Mayor Gibbs Thomas had met and discussed a number of things regarding distractions while he has been the Village Manager and that they had settled on a separation agreement that was now before the Council.

Mayor Gibbs Thomas provided an overview of the provisions of the separation agreement.

Motion was made to accept the resignation and separation agreement of Village Manager Brown by Council Member Dipaolo. Motion was duly seconded by Council Member Perez and approved unanimously.

Council Member Hernández stated that she wanted to take this opportunity to thank Village Manager Brown for coming to the Village and providing guidance and training to the Council when they were new and that she appreciated everything that he had done for the residents of the Village of Indiantown. She reviewed all of Village Manager Brown's accomplishments and encouraged the residents to make sure that they were aware of everything.

Vice Mayor Stone thanked Village Manager Brown for his service and working with Council and Staff when they were new and noted that Staff was very sad to see him go.

Mayor Gibbs Thomas thanked Village Manager Brown for his service, noted that a lot had been accomplished under his time as Village Manager, and stated that the Council was elected to serve everyone in Indiantown and when they heard from the residents, they knew what was needed.

Council Member Dipaolo thanked Village Manager Brown for his service and wished him luck in his future.

Council Member Perez thanked Village Manager Brown for all he had done for the people in Indiantown.

Jackie Clarke, of the public, stated that, as a former Council Member, this had been a long time coming and it would be sad to see Village Manager Brown go. She added that she appreciated everything Village Manager Brown had done for the Village and asked the Council what their timeline was for replacing Village Manager Brown and encouraged residents to be aware of who sat in the seat next.

Milton Williams spoke in support of Village Manager Brown and stated that this should have been just an evaluation. He stated that the Village Council had not been established long enough with their new Council Members to make this decision and stated that Village Manager Brown had done a Herculean job for the Village.

Linda Ivory offered public comment regarding all that Village Manager Brown had accomplished for the Village in his time as Village Manager and that it was very sad to see him go. She added that some people in the community did not want to see an African American man running the Village and that much of what was printed in the newspapers and on social media about him were lies.

Laura Hernandez, of the public, thanked Village Manager Brown for all his hard work and noted that he had been a great example for the younger generation, compared to those on social media. She added that, as a member of the Hispanic community, she knew her voice would not be heard tonight, and questioned whether the new Council Members were doing what was best for the community.

Christa Miley thanked and commended Village Manager Brown for all of his hard work and provided an overview of his accomplishments as Village Manager.

Doug Caldwell stated that decision-making was a difficult job because public opinion and facts were often different things. He added that the government was slow and difficult and that the Council Members would have to answer for their mistakes. He encouraged the Council to think about their decision.

Mayor Gibbs Thomas stated that the Village Clerk historically took over the Village Manager's role when he was absent and asked that Village Clerk Owens do so for the next week. She also instructed Staff set a meeting for Thursday,

December 15, 2022, at 6:30 p.m., to discuss how the Council wishes to move forward in procuring an interim and permanent Village Manager.

Council Member Hernández asked if the Council should procure an interim manager now. Village Attorney Vose clarified that Village Clerk Owens would serve as acting Village manager until next week and then at next week's meeting the Council would come up with a more stable plan for finding an interim Village manager.

Vice Mayor Stone suggested contacting the Florida League of Cities for a recommendation, as the Village had done with Village Manager Brown's recruitment. Mayor Gibbs Thomas stated that it could be discussed at next week's meeting. Vice Mayor Stone stated that he did not agree that the Council needed to meet next Thursday.

Council Member Hernández stated that she concurred with Vice Mayor Stone's recommendation to contact the Florida League of Cities and that it could be discussed next week at the meeting.

It was the consensus of the Council to set a meeting for Thursday, December 15, 2022, at 6:30 p.m., to discuss a recruitment plan for a new Village Manager.

Village Manager Brown thanked each of the Village Council Members, new and old, for believing in him and selecting him to serve as the Village Manager and added that it was an honor to serve. He stated that the Village had a hard-working staff whom he would miss and encouraged them to continue on.

Village Clerk Owens stated that she had contacted a couple of recruiting agencies and the Florida City County Managers Association regarding information on the services they provide.

Village Manager Brown noted that he would submit his resignation letter to Village Clerk Owens for the record.

ANNOUNCEMENTS:

Mayor Gibbs Thomas stated that there would be a Village Council meeting to address finding a new Village Manager on Thursday, December 15, 2022, at 6:30 p.m.

NEXT REGULAR MEETING: January 12, 2023

ADJOURNMENT: 9:09 p.m.

ATTEST:

VILLAGE OF INDIANTOWN, FLORIDA

_____
Susan A. Owens, MPA, MMC, IPMA-HR
Village Clerk

_____
Susan Gibbs Thomas,
Mayor

_____
Date

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Minutes of the Special Meeting of December 15, 2022

SUMMARY OF ITEM: n/a

FISCAL IMPACT STATEMENT: n/a

RECOMMENDATION: Staff recommends approval of these minutes.

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager DATE:

ATTACHMENTS:

Description

Minutes of the Special Meeting of December 15, 2022

VILLAGE OF INDIANTOWN
SPECIAL VILLAGE COUNCIL MEETING MINUTES
December 15, 2022
6:30 PM

15516 SW Osceola Street, Suite C
Indiantown, FL 34956

CALL TO ORDER: 6:30 p.m.

ROLL CALL: Daren Hamberger, Deputy Village Clerk

PRESENT: Mayor Susan Gibbs Thomas, Vice Mayor Guyton Stone, Council Member Janet Hernández, Council Member Carmine Dipaolo, and Council Member Angelina Perez.
Staff: Acting Village Manager Susan A. Owens, Village Attorney Wade C. Vose, Deputy Village Clerk Daren Hamberger, and Assistant to the Village Clerk Jennifer Norris.

INVOCATION: Mayor Gibbs Thomas

PLEDGE OF ALLEGIANCE: Mayor Gibbs Thomas led the Pledge of Allegiance.

ADDITIONS, DELETIONS, PULLED ITEMS, OR OTHER MODIFICATIONS: None

APPROVAL OF AGENDA:

Motion was made to approve the agenda by Council Member Dipaolo. Motion was duly seconded by Council Member Perez and approved 5-0.

REGULAR AGENDA:

1. Consideration of Interim Village Manager Services

   Acting Village Manager Owens provided an overview of the item and stated that the Village's directors have recommended Parks and Recreation Director Deborah Resos as the internal candidate for Interim Village Manager.

   Director Resos thanked her colleagues for their recommendation and stated that her goal is to work together as a team while the Village Council determines the

best candidate to fill the Village Manager position.

Mayor Gibbs Thomas suggested holding a two-week period for interested candidates to apply for the position and a subsequent two-week period to sift through the applications. Mayor Gibbs Thomas asked Director Resos if she would be willing to hold the position of Interim Village Manager during the application process. Director Resos responded in the affirmative.

Vice Mayor Stone recommended contacting Paul Nicoletti to serve as Interim Village Manager and asked for consent to contact him. Council Member Hernández agreed with Council Member Stone's recommendation and stated that the Village needs a manager with experience.

Discussion ensued regarding whether to appoint Director Resos to the position of Interim Village Manager.

Motion was made to appoint Parks and Recreation Director Deborah Resos to the position of Interim Village Manager by Council Member Dipaolo. Motion died for lack of a second.

Discussion ensued regarding whether to contact Paul Nicoletti and whether to give other interested individuals the opportunity to apply for the position.

Renita Presler offered public comment stating that stress and harassment have been the cause of many county administrators resigning from their positions. She expressed that former Village Manager Howard Brown was immensely qualified for the position and that Director Resos is underqualified for the position of Interim Village Manager.

Motion was made to contact Paul Nicoletti to serve as Interim Village Manager by Vice Mayor Stone. Motion was duly seconded by Council Member Hernández and failed 2-3, with Mayor Gibbs Thomas and Council Members Dipaolo and Perez dissenting.

Motion was made to hold a two-week application period and reconvene on January 5, 2022, to discuss the item further by Council Member Perez.

Discussion ensued regarding the specifics of the application period, whether to keep Acting Village Manager Owens in the position of Interim Village Manager until the January 12, 2022, Village Council meeting, and the method of advertising the position to the public.

Kent Simpkins offered public comment expressing his interest in applying for the position of Interim Village Manager and provided an overview of his experience.

Motion was amended to hold a two-week application period, ending on

December 29, 2022, to fill the Interim Village Manager position, to discuss the matter further on January 12, 2023, and to keep Susan Owens as Acting Village Manager by Council Member Perez. Motion was duly seconded by Council Member Hernández and approved 3-2, with Mayor Gibbs Thomas and Council Member Dipaolo dissenting.

Discussion ensued regarding recruitment advertising options and providing candidate resumes to the Council once they had all been received.

2. Village Manager Recruitment Process Options

Acting Village Manager Owens provided an overview of the item.

Discussion ensued regarding the process used to hire former Village Manager Howard Brown, the recruitment process options for hiring the next Village Manager, recruitment costs, and FCCMA's ability to assist with the hiring process.

Motion was made to utilize FCCMA to recruit for the permanent Village Manager position by Vice Mayor Stone. Motion was duly seconded by Council Member Hernández and failed 2-3, with Mayor Gibbs Thomas and Council Members Dipaolo and Perez dissenting.

The Council decided to continue the discussion of this item at the January 12, 2023, Village Council meeting to allow for additional research before making a final decision.

Village Attorney Vose suggested sending the original job description to the Council for review before the January 12, 2023, Village Council meeting.

Council Member Dipaolo requested that Village Attorney Vose take possession of former Village Manager Brown's laptop.

It was the consensus of the Council for Village Attorney Vose to take possession of former Village Manager Brown's laptop.

ANNOUNCEMENTS:

Mayor Gibbs Thomas wished all happy holidays.

NEXT REGULAR MEETING: January 12, 2023

ADJOURNMENT: 7:40 p.m.

ATTEST:

VILLAGE OF INDIANTOWN, FLORIDA

_____
Susan A. Owens, MPA, MMC, IPMA-HR
Village Clerk

_____
Susan Gibbs Thomas,
Mayor

_____
Date

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: **RESOLUTION NO. XXX-2023:** A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF INDIANTOWN, FLORIDA, REMOVING FORMER VILLAGE MANAGER HOWARD BROWN AS A SIGNATORY ON THE VILLAGE'S SOUTHSTATE BANK ACCOUNTS; AND PROVIDING FOR AN EFFECTIVE DATE.

SUMMARY OF ITEM: It is the check signing policy of the Village that only the Village Manager, the Village Clerk, the Mayor, and the Vice Mayor may be signatories on the Village's bank accounts. On December 8, 2022, Village Manager Howard Brown resigned from employment with the Village. This resignation necessitates the removal of Howard Brown from the signatories on the Village's bank accounts. It is the policy of SouthState Bank that the removal or addition of any signatories on the Village's bank accounts requires formal approval by the Village Council. In order to be in compliance with the policies of the Village and of SouthState Bank, the Village desires to remove former Village Manager Howard Brown as a signatory on the Village's accounts.

FISCAL IMPACT STATEMENT: n/a

RECOMMENDATION: Staff recommends approval of this resolution.

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager

DATE: 12/29/2022

ATTACHMENTS:

Description

Resolution No. XXX-2023

VILLAGE OF INDIANTOWN, FLORIDA

RESOLUTION NO. XXX-2023

A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF INDIANTOWN, FLORIDA, REMOVING FORMER VILLAGE MANAGER HOWARD BROWN AS A SIGNATORY ON THE VILLAGE'S SOUTHSTATE BANK ACCOUNTS; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, it is the check signing policy of the Village that only the Village Manager, the Village Clerk, the Mayor, and the Vice Mayor may be signatories on the Village's bank accounts; and

WHEREAS, Village Manager Howard Brown resigned from employment with the Village on December 8, 2022; and

WHEREAS, this resignation necessitates the removal of Howard Brown from the signatories on the Village's bank accounts; and

WHEREAS, it is the policy of SouthState Bank that the removal or addition of any signatories on the Village's bank accounts requires formal approval by the Village Council; and

WHEREAS, in order to be in compliance with the policies of the Village and of SouthState Bank, the Village desires to remove former Village Manager Howard Brown as a signatory on the Village's accounts; and

WHEREAS, The Village's accounts to be included in this change shall include the following:

- Operating Account
- Indiantown Trust Fund
- Money Market-Public
- Utility General OP/Payroll
- Utility ACH & Credit Card Payments
- Utility Customer Deposits

NOW, THEREFORE BE IT RESOLVED, by the Village Council of the Village of Indiantown, Florida, as follows:

SECTION 1. REMOVAL OF SIGNATORY. The Village Council hereby removes former Village Manager Howard Brown as a signatory on any and all of the Village's SouthState Bank accounts specified above.

SECTION 2. EFFECTIVE DATE. This Resolution shall take effect immediately upon adoption.

ADOPTED this 12th day of January, 2023.

ATTEST:

VILLAGE OF INDIANTOWN, FLORIDA

_____

Susan A. Owens, MPA, MMC, IPMA-CP
Village Clerk

_____

Susan Gibbs Thomas
Mayor

REVIEWED FOR FORM AND CORRECTNESS:

_____

Wade C. Vose
Village Attorney

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Approval of Contract with Holtz Consulting Engineers, Inc. in the Amount of $938,770.00 for the Design and Permitting of Wastewater Treatment Plant (WWTP) Improvements

SUMMARY OF ITEM: The Village previously contracted with Holtz Consulting Engineers, Inc. with SRF funding to prepare the "Preliminary Design Evaluation for the Village of Indiantown Wastewater Collection and Treatment System Improvements", prepared in November 2021. The current capacity of the existing WWTP is 0.75 MGD on an annual average daily flow (AADF) basis. The proposed improvements of the WWTP would increase the annual average daily flow by 0.45 MGD to a total of 1.2 MGD, AADF, while also providing Class I reliability for operation of the plant, which is required prior to modifying the Village's reuse system to be able to provide Part III Reuse to residential customers.

This proposal includes the design and permitting tasks for the expansion and does not include bidding or engineering services during construction, which can be provided in future Consultant Service Authorizations. The project will include the following general tasks:

- Task 1 - Underground Utility Location Services
- Task 2 - Surveying Services
- Task 3 - Geotechnical Exploration Services
- Task 4 - Engineering Services
- Task 5 - Permitting Services

FISCAL IMPACT STATEMENT: $938,770.00 to be paid from State Revolving Loan Funds. The Village will receive approximately 80% loan forgiveness on this project.

RECOMMENDATION: Staff recommends approval of this agreement and execution of the Village's Standard Contract Addendum.

PREPARED BY: Patrick Nolan, Interim Public Works Director DATE: 12/26/2022

ATTACHMENTS:

Description

Holtz Proposal & Agreement Addendum

HOLTZ CONSULTING ENGINEERS, INC

October 31, 2022

Mr. Patrick Nolan
Utilities Manager, Village of Indiantown
15516 SW Osceola Street, Suite B
Indiantown, FL 34956

Subject: Village of Indiantown Wastewater Treatment Plant Design and Permitting of WWTP Improvements

Dear Mr. Nolan,

Holtz Consulting Engineers, Inc. (HCE) is pleased to submit to the Village of Indiantown (Village) a proposal for the proposed improvements at the Village of Indiantown Wastewater Treatment Plant (WWTP). The details and components of the WWTP expansion are based on recommendations made in our "Preliminary Design Evaluation for the Village of Indiantown Wastewater Collection and Treatment System Improvements" prepared in November 2021, and subsequent discussions with the Village and their financial consultant/program manager.

The current capacity of the existing WWTP is 0.75 MGD on an annual average daily flow (AADF) basis. The proposed improvements of the WWTP would increase the annual average daily flow by 0.45 MGD to a total of 1.2 MGD, AADF, while also providing Class I reliability for operation of the plant, which is required prior to modifying the Village's reuse system to be able to provide Part III Reuse to residential customers. This proposal includes the design and permitting services tasks for the expansion and does not include bidding or engineering services during construction, which can be provided in future Consultant Service Authorizations. This project will include the following general tasks:

- Task 1 – Underground Utility Location Services.
- Task 2 – Surveying Services.
- Task 3 – Geotechnical Exploration Services.
- Task 4 – Engineering Design Services.
- Task 5 – Permitting Services.

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Office: 772.919.4905 • Fax: 772.919.4909

HOLTZ CONSULTING ENGINEERS, INC

SCOPE OF SERVICES

The scope of services for each task is outlined below.

Task 1 – Underground Utility Location Services

HCE will contract with an underground utility location company, Dig Safe First, LLC., to conduct ground penetrating radar (GPR), conduct vacuum-excavated test holes and/or perform hand digging to locate existing utilities in the vicinity of the WWTP expansion work.

- HCE will coordinate with locator staff to ensure they are fully knowledgeable of the locations that the proposed construction will occur and where existing utility locations are important for the design documents.
- HCE will work with Village staff and review record drawings to assist in locating the approximate location of pertinent existing buried utilities. Approximate location information will be provided to the locator who will then utilize equipment to specifically locate the buried utilities.
- Task includes exposing the top of the pertinent underground lines using soft dig (pothole, vacuum excavation, etc.) methods. The elevation, location, diameter, and type of material will be determined via the utility soft digs.
- It is estimated that this Task will take three (3) full days of on-site work to physically locate pertinent utilities.
- A drawing will be developed that provides the horizontal location, depth, diameter, piping material and pipe fill of the pertinent utilities for use in the final design documents. Photos of all utility locates will also be taken.

Task 2 – Surveying Services

HCE will contract with NorthStar Geomatics to perform a site survey and prepare base drawings for the proposed WWTP improvements.

- The horizontal control shall be based on the Florida State Plane Coordinate System, and the vertical control shall be based on the National Geodetic Vertical Datum of 1988 (NAVD 88). Horizontal and vertical control points shall be established at the project site.
- The survey will include collecting information uncovered in Task 1 related to underground utility locates.
- A topographic survey will be conducted in the areas where proposed expansion and necessary improvements will take place. The topographic survey will include the collection of spot elevations on a maximum 25-foot grid.
- The survey will locate above-grade improvements and any surface evidence of below-grade utilities and structures.

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HOLTZ CONSULTING ENGINEERS, INC

- The inverts or bottom elevations of the manholes, valve vaults, wet wells and tanks will also be determined.
- Survey will include locating all existing equipment, piping, valving, electrical components, instruments, walkways, handrails, and all other surface features on top of basins and at ground level that are necessary to develop detailed construction drawings of the proposed work.
- Survey will include horizontal and vertical location information for all basins, including tops of walls and weirs and inside of basins, where necessary.
- Right-of-ways lines, tract lines, and easements within the survey area will be depicted on the survey.
- Survey "base" drawings will be developed that include all of the data collected during the site survey.

Task 3 – Geotechnical Exploration Services

HCE will contract with Andersen Andre Consulting Engineering, Inc. to perform geotechnical testing and evaluation. This task will include performing a geotechnical study with subsurface explorations to obtain subsurface soil information necessary for the proper design and construction of the WWTP improvements. The work includes drilling eight (8) standard penetration test soil borings to depths varying between 25 and 75 feet at the location of the proposed influent lift station, package WWTP, and administration building after underground utility locating is completed. The borings will be performed in general accordance with procedures recommended in ASTM D-1586, using a truck-mounted drilling rig. Another ten (10) hand auger borings to depths of about 5-7 feet below ground surface will be performed in accordance with ASTM D-1452 for the design of concrete pads throughout the site. In addition to the structural borings, two (2) hydraulic conductivity (exfiltration) tests will be performed to support any stormwater improvements during the design. A geotechnical report summarizing the results of the borings and testing will be provided to contractors bidding the project. The report will include the location and depth of the borings, visual classification of the recovered samples and recommendations to guide site preparation procedures and for the design of the foundations of the proposed WWTP components.

Task 4 – Engineering Design Services

HCE shall develop the plans and specifications for the WWTP replacement from the current 0.75 MGD, AADF DAVCO contact stabilization unit to the proposed 1.20 MGD, AADF with two 0.60 MGD 4-stage BNR plants with flow equalization, headworks, and digester. HCE will retain C&W Engineering to provide electrical and instrumentation engineering services related to the WWTP expansion and Wekiva to provide structural engineering service. The design and specifications will require components and materials that meet Build America Buy America (BABA) and American Iron and Steel (AIS) requirements. The design of the improvements will include the following facilities:

- Influent Lift Station - The WWTP Influent Lift Station will be replaced, including a wet well sized for the estimated 20-year wastewater flows as estimated by the Village of Indiantown Wastewater

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and Reclaimed Water Master Plan. The initial design will consider pumping rates required for the 5-10 year estimate flows, with the ability to add pumping capacity for the 1.8 MGD 20-year flow projection.

- Four Stage Biological Nutrient Removal (BNR) WWTP - The proposed improvements of the WWTP would increase the annual average daily flow by 0.45 MGD to a total of 1.2 MGD, AADF, while also providing Class I reliability for operation of the plant. A new package 4-stage BNR WWTP rated at 1.2 MGD with two (2) parallel treatment trains would be provided. The following components are anticipated to be included as part of package WWTP:

  - Influent screen
  - Precast tanks for treatment
    - Equalization
    - Digester
    - Pre-anoxic, aeration, post-anoxic, and re-aeration
    - Secondary clarifier
  - Pumps, mixers, and process piping
  - Stainless steel floor diffuser grid systems
  - Hoists and sockets
  - Secondary clarifier equipment
  - Controls, VFD's and metering for the WWTP
  - Blowers and associated stainless steel air piping

  The field erected treatment plant would include multiple treatment trains, providing Class I reliability. Based on the review of manufactures and equipment developed at the 30% Design, two (2) alternate site plans will be developed to facilitate competitive bidding. The site will be developed considering expansion to 1.8 MGD with construction of a parallel train.

  As multiple manufacturers are anticipated to provide information on this project, performance specifications will be prepared, providing the requirements for each component of the wastewater treatment plant. Structural requirements will be developed for different tank options that could be proposed for the WWTP.

- Administration Building – the proposed improvements include a new administration building at the WWTP. The new building will include bathrooms, locker rooms, workspace with two desks, a room for file storage, a breakroom, electrical room for the plant panels and VFD's, and SCADA room with a computer. Architectural, structural, and MEP design subconsultants will be utilized for the building design. Approximately building dimensions are 20 feet by 40 feet.

- Reuse System – the existing reuse system at the plant was permitted to allow reuse water to be delivered to industrial customers. The system has been out of service for the past few years and will

require rehabilitation to return to service. The Village intends to modify the Village's reuse system to be able to provide Part II Reuse to residential customers; however, as the current WWTP facilities do not have Class I reliability, the WWTP improvements will be required for this modification.

Wet weather storage and reject water storage will be required for the reuse system modification. Reclaimed water storage may also be provided. Reject water storage is anticipated to be provided with the use of a lined pond. Wet weather storage is anticipated to be provided in downstream reuse ponds to be built by developers. The volume of wet weather storage required for the project will be verified and coordinated with the Village and their developers. Reclaimed water storage could be provided in the repurposed DAVCO tank. On-site pump stations for reclaimed water storage and the return of reject water to the plant are anticipated.

A review of the existing system components will be provided, including structural, electrical, controls, and review by the filter manufacturer. In addition to recommended improvements, it is anticipated that the construction bid will include an allowance for additional repairs to address issues with pumps, valves, and other system components that are discovered while bringing this system back online.

- Demolition, Site Improvements and Yard Piping – existing abandoned equipment and tankage on the site will be demolished as required to facilitate the construction of the WWTP improvements. Existing buildings, the sludge drying beds, and unused equipment and piping will be removed from the site.

  Site improvements will include a grading plan along with paving plans for driveway access and parking for the proposed building and equipment. The access plans will also include driveway accommodations for contract sludge handling. The stormwater design will be in accordance with SFWMD, FDEP, and Village requirements.

  Yard piping improvements include connection of the influent LS to the proposed WWTP, as well as any connection of existing influent piping into the site to the LS. Other piping improvements include connection from the WWTP to the reuse system, connection and return from the reject water storage, and connections to the reuse water storage. Water service piping will be provided where needed throughout the plant. A sewer service and grinder-type pump station from the new building will also be provided.

- Electrical & Instrumentation – The electrical work will consist of electrical engineering to serve the proposed influent lift station, WWTP, administration building, reuse system, and other on-site equipment. The design will include a new FPL service feed for the plant, service disconnect, switchgear, Automatic Transfer Switch, and power panels to energize treatment equipment. The design will include FPL coordination, power distribution, standby generation, electrical load

calculations, building and site lighting, conduit, and wire design. The electrical design will include electrical load calculations for future expansion to buildout capacity, including raceways sizing, stub-outs and equipment spacing.

Instrumentation for the project will be provided for the influent lift station and other new equipment including pump stations for reject and reuse storage and the generator. Existing controls at the reuse system would be modified as necessary and it is anticipated that the controls for the WWTP will be provided by the package plant manufacturer. The controls for each of these systems would be connected to the administration building. No SCADA programming is included as part of this agreement, but Consultant shall prepare a written control strategy for programming implementation during the construction portion of this project.

For the design of the facilities described above, the following subtasks will be performed under this Task:

1. Kick-off Meeting – One (1) kickoff meeting will be held at the site and will include HCE personnel, major subconsultants and pertinent Village staff. The kickoff meeting agenda will include introductions and contact information, specific project design requirements, design documentation format, communication protocols, project schedule, coordination of the differing aspects of the work, administrative procedures, and a site visit.

2. Site visits – It is expected that a minimum of 4 site visits will be required during the design phase of the project. These will include site visits with our subconsultants to ensure proper coordination, to verify conditions and dimensions of existing facilities and piping, to discuss operational and maintenance concerns with Village staff, to verify the location and dimensions of the proposed work and ensure it is not in conflict with existing components, to verify the most practical routing for proposed piping and conduits, and other related purposes.

3. Progress Meetings – In addition to frequent (daily) routine communications, HCE will hold monthly progress meetings with our sub-consultants to check progress, discuss issues and questions, coordinate the work, ensure schedule compliance, and discuss any other important matter affecting the design phase of the Project.

4. Develop 30% Design Documents and Basis of Design TM – 30% design documents will include preliminary process flow drawings, preliminary hydraulic profile, site layout, preliminary specifications table of contents and a Basis of Design technical memorandum (TM) summarizing the proposed components for design.

    a. Electrical, instrumentation and structural drawings will not be included in this submittal.
    b. The drawings will generally include the WWTP site layout, the proposed administration building and layout, and some details of the proposed equipment and piping as well as some demolition.
    c. Calculations for sizing of the influent lift station replacement will be prepared.

d. Multiple options for package wastewater treatment plants will be reviewed, including site layout, mechanical, and structural requirements. Site plans will be developed for two (2) options.
e. A structural review of the existing DAVCO WWTP will be performed to develop recommendations for rehabilitation and repurposing as a storage tank.
f. The existing conditions of the reuse system will be reviewed to determine the improvements required to put the system back in operation. The review will also include visits by an electrical engineer, structural engineer, and filter manufacturer.
g. Analysis of storage requirements for the reuse system and associated improvements.
h. A construction cost estimate of the proposed WWTP expansion will be developed and provided.
i. The deliverable for this task includes the plan sheets and the Basis of Design TM.
j. This task also includes a meeting with the Village to discuss the 30% documents, review of Village comments on the documents and modifying the documents accordingly.

5. Develop 60% Design Documents – 60% design documents will include P&ID and PFD drawings, updated hydraulic profile, site, mechanical, architectural, structural, and some electrical drawings. The specifications will be updated to reflect 60% completion. An updated construction cost estimate of the proposed WWTP expansion will also be developed and provided. This task also includes a meeting with the Village to discuss the 60% documents, review of Village comments on the documents and modifying the documents accordingly.

6. Develop 90% Design Documents – 90% design documents will include all P&ID and PFD drawings, hydraulic profile, site, mechanical, architectural, structural, and electrical drawings. The specifications will be updated to reflect 90% completion. An updated construction cost estimate of the proposed WWTP expansion will also be developed to reflect the 90% documents and will be submitted to the Village. This task also includes a meeting with the Village to discuss the 60% documents, review of Village comments on the documents and modifying the documents accordingly.

7. Develop 100% Design/Bid Documents – 100% design documents will be the final bid documents and will include all final drawings and specifications. This task also includes development of a final construction cost estimate based on the final documents. It is not anticipated that the Village will review the 100% documents however, HCE will obtain Village concurrence that the documents are ready for bidding.

Approximately (108) design drawings will be provided for this project. The preliminary drawing list is as follows:

<u>General</u>
G-1 Cover
G-2 Drawing Index

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G-3 Legend, General Notes and Abbreviations
G-3 Process Flow Diagram
G-4 Hydraulic Profile
G-5 Existing Site Plan
G-6 Proposed Site Plan – Option 1
G-7 Proposed Site Plan – Option 2
G-8 Soil Boring Location Plan

Demolition Drawings
D-1 Demolition Site Plan
D-2 Demolition of Equipment and Modification to DAVCO WWTP for Storage
D-3 Demolition of Existing Influent Lift Station
D-4 Misc. Demolition Details
D-5 Misc. Demolition Details

Civil
C-1 Construction Notes
C-2 Grading and Drainage Plan
C-3 Grading and Drainage Sections and Details
C-4 Existing Yard Piping Plan Modifications Notes and Legend
C-5 Existing Yard Piping Plan Modifications 1
C-6 Existing Yard Piping Plan Modifications 2
C-7 Proposed Yard Piping Plan 1
C-8 Proposed Yard Piping Plan 2
C-9 Reject Water Storage Pond Plan
C-10 Reject Water Storage Pond Sections and Details
C-11 Civil Details 1
C-12 Civil Details 2

Architectural
A-1 Admin Building Floor Plan
A-2 Admin Building Roof Plan
A-3 Admin Building Reflected Ceiling Plan
A-4 Admin Building Elevations
A-5 Admin Building Sections
A-6 Admin Building Wall Sections
A-7 Admin Building Wall Sections
A-8 Admin Building Interior Elevations
A-9 Admin Building Wall Types
A-10 Admin Building Details
A-11 Admin Building Door Schedule
A-12 Admin Building Finish Schedule

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Structural

S-1 General Notes
S-2 Influent Lift Station Plan and Details
S-3 Admin Building Foundation Plan
S-4 Admin Building Floor Plan
S-5 Admin Building Roof Plan
S-6 Admin Building Truss Plan
S-7 Admin Building Section 1
S-8 Admin Building Section 2
S-9 Reuse Storage Tank Modification Details
S-10 Reuse Storage Tank Stairs and Grating
S-11 Standard Structural Details 1
S-12 Standard Structural Details 2
S-13 Standard Structural Details 3

Mechanical/Process

M-1 Influent Lift Station Plan
M-2 Influent Lift Station Sections and Details
M-3 Field Erected Treatment Plant Plan Option 1
M-4 Field Erected Treatment Plant Sections Option 1
M-5 Field Erected Treatment Plant Plan Option 2
M-6 Field Erected Treatment Plant Sections Option 2
M-7 Reuse System Piping Modifications Plan
M-8 Reuse Storage Tank Storage and Details
M-9 Reuse Storage Pump Station Plan
M-10 Reuse Storage Pump Station Sections and Details
M-11 Reject Storage Pump Station Sections and Details
M-12 Reject Storage Pump Station Sections and Details
M-13 Standard Mechanical Details 1
M-14 Standard Mechanical Details 2
M-15 Standard Mechanical Details 3

HVAC

H-1 HVAC Notes and Legends
H-2 HVAC Plan
H-3 HVAC Details
H-4 HVAC Details

Plumbing

P-1 Admin Bldg., Plumbing, and Water and Sanitary Risers
P-2 Plumbing Floor Plan and Fixture Schedule

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Electrical

E-1 Electrical Notes & Legends
E-2 Electrical Demo Plan
E-3 Electrical Site Plan, Sheet 1
E-4 Electrical Site Plan, Sheet 2
E-5 Admin Building Area Photometrics Plan
E-6 Admin Building Electrical Plan
E-7 Admin Building Lighting and Receptacles Plan
E-8 Influent Lift Station Electrical Plan
E-9 Influent Lift Station Control Panel Details
E-10 Field Erected Treatment Plant Electrical Plan
E-11 Reject Water Pump Station Electrical Plan
E-12 Reject Water Pump Station Control Panel Details
E-13 Reuse Water Storage Pump Station Electrical Plan
E-14 Reuse Water Storage Pump Station Control Panel Details
E-15 Reuse Water System Electrical Plan
E-16 Lightning Protection Plan
E-17 MCC/VFD Building Layout
E-18 Conduit and Wire Schedule 1
E-19 Conduit and Wire Schedule 2
E-20 Conduit and Wire Schedule 3
E-21 Oneline Diagram Sheet 1
E-22 Oneline Diagram Sheet 2
E-23 Oneline Diagram Sheet 3
E-24 Schematic Diagram Sheet 1
E-25 Schematic Diagram Sheet 2
E-26 Computer System/Network Diagram
E-27 Reuse Control Panel Modifications
E-28 Equipment Control Panel 1
E-29 Equipment Control Panel 2
E-30 Equipment Control Panel 3
E-31 Electrical Details 1
E-32 Electrical Details 2
E-33 Electrical Details 3

Process and Instrumentation

PID-1 P&ID Legend
PID-2 P&ID Sheet 1
PID-3 P&ID Sheet 2
PID-4 P&ID Sheet 3

Task 5 – Permitting Services

The Engineer shall perform the following tasks to procure the WWTP Expansion permit from the Florida Department of Environmental Protection:

- Attend one (1) preliminary application meeting with FDEP.
- Develop the required Preliminary Engineering Report (PER) for the permit application in accordance with the FDEP Preliminary Design Report Guidelines for Wastewater Treatment Plant Permitting Preparation. We will use the "Preliminary Design Evaluation for the Village of Indiantown Wastewater Collection and Treatment System Improvements" prepared in November 2021 and the evaluation of the influent flow characteristics and equalization basin capacity of Task 2.4.a as the base documents and add select design drawings and other required information.
- Complete the applications for a major permit revision to construct the WWTP replacement, FDEP Forms 62-620.910(1) Form 1 and 62-620.910 (2) Form 2A.
- Respond to up to three Requests for Information (RFIs) from FDEP.

The Engineer shall perform the following tasks to procure an Environmental Resource Permit (ERP) from the FDEP or South Florida Water Management District (SFWMD):

- Coordinate with the regulatory agencies to verify whether the permit will be processed through FDEP or SFWMD.
- Submit for ERP for surface water management system modifications at the wastewater treatment plant site.
- Respond to requests for additional information (RAIs) from each of the permitting agencies. Permit fees will be paid by the Village.
- It is assumed that all improvements will be constructed on Village property, public rights-of-way, or existing utility easements, and no wetland or additional environmental permitting through other agencies will be required.

The permit applications will be submitted at the time the 90% design documents are completed and Village comments are addressed. Permit fees will be paid by the Village.

Assumptions and Clarifications

- It is assumed that no Village of Indiantown site plan or growth management department approvals will be required for the plant expansion project.
- No modifications are proposed to the existing chlorine building and system other than to remove connection to the chlorine contact basin on the DAVCO tank.
- Construction phase services are not included. These services will be provided in a future separate authorization.
- The design and specifications will require components and materials that meet Build America Buy America (BABA) and American Iron and Steel (AIS) requirements.
- Responses to value engineering by an independent party are not included.

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SCHEDULE

The work shall be performed in accordance with the below schedule.

Task	Schedule From NTP
Task 1: Underground Utility Locates	6 Weeks
Task 2: Survey Services	12 Weeks
Task 3: Geotechnical Exploration Services	6 Weeks
Task 4: Submit 30% Design Documents*	20 weeks
Task 4: Submit 60% Design Documents*	28 weeks
Task 4: Submit 90% Design Documents*	37 weeks
Task 4: Submit 100% Design Documents	45 weeks
Task 5: Permitting Services (submit to FDEP)	37 weeks

**Assumed 2 weeks to receive comments from Village of Indiantown after submittal.*

COMPENSATION

Compensation for the work shall be a lump sum amount of **$938,770**. A summary of the lump sum compensation by task is provided below.

Task	Compensation by Task
Task 1: Underground Utility Locates	$19,960
Task 2: Survey Services	$45,850
Task 3: Geotechnical Exploration Services	$16,950
Task 4: Engineering Design Services	$826,420
Task 5: Permitting Services	$29,590
TOTAL	**$938,770**

We appreciate the opportunity to assist the Village of Indiantown with the WWTP Expansion Project.

Sincerely,

HOLTZ CONSULTING ENGINEERS, INC.

David Holtz

David F. Holtz, P.E.
Vice President

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Attachment A - Village of Indiantown Wastewater Treatment Plant Improvements

Task	Item	Principal	Project Manager	Project Engineer (PE)	Project Engineer (EI)	Designer	Construction Manager/Inspector	Administrate Support	Subconsultant	Item Cost (Note Subconsultant fee is marked up 10%)	Task Cost
	Rate	$200	$175	$150	$120	$120	$150	$70	–		
		Hours							Fees		
1. Underground Utility Location Services	Coordinate work with Locator		2	2	2			2		$1,030.00	$19,960.00
	Obtain and Review Record Drawings	2	2	4	8					$2,310.00	
	HCE to Stake ~20 Potholes			4	8					$1,560.00	
	HCE On-Site Observations (3 Days)			4	24					$3,480.00	
	HCE Review & QA/QC Pothole Drawings		2	2	4					$1,130.00	
	Utility Locate Subconsultant (Dig Safe First)								$9,500.00	$10,450.00	
2. Surveying Services	Coordinate work with Survey			2	4			2		$920.00	$45,850.00
	HCE On-Site During Survey to Ensure Correct Survey Data		2	4	8					$1,910.00	
	HCE Review and QA/QC of Deliverable	2	2	2	8	4				$2,490.00	
	Surveying Subconsultant (NorthStar)								$36,840.00	$40,530.00	
3. Geotechnical Exploration Services	Coordinate work with Geotechnical Engineer			2	2			2		$680.00	$16,950.00
	HCE On-Site Coordination/Assistance			2	2					$540.00	
	HCE Review and QA/QC of Deliverable		2	2	4					$1,130.00	
	Subconsultant Fee (AACE)								$13,265.00	$14,600.00	
	Kickoff Meeting	2	4	8	8					$3,260.00	
	Site Visits (4 trips)	8	8	16	16	8				$8,280.00	
	Monthly Progress Meetings (assume 10)	4	20	20	20					$9,700.00	
	Process Flow Diagram Development	2	2	4	12	16				$4,710.00	
	Hydraulic Profile	2	8	12	40	24				$11,280.00	
	30% General Sheets		2	4	8	16				$3,830.00	
	30% Site Plan	2	2	12	16	24				$7,350.00	
	30% Demolition Plan		2	2	12	16				$4,010.00	
	30% Civil Plans (Paving and Yard Piping)	4	8	20	40	80				$19,600.00	
	30% Architectural/Structural Coordination		2	2	4	8				$2,090.00	
	30% Electrical Coordination		2	2	4	8				$2,090.00	
	30% Mechanical Drawings (LS, WWTP, Reuse)	2	4	8	12	40				$8,540.00	
	30% P&I Drawings		2	4	8	16				$3,830.00	
	30% Influent Lift Station - Calculations		4	4	16					$3,220.00	
	30% Package WWTP - Coordinate with Manufacturer Representatives	4	12	16	4					$5,780.00	
	30% Package WWTP - Calculations	4	16	16	24					$8,880.00	
	30% Reuse Improvements - Storage Calculations		4	8	24					$4,780.00	
	30% Reuse Condition Assessment	8	24	40	40	48				$22,360.00	
	30% Specifications Table of Contents	2	2	4	4			4		$2,110.00	
	30% Cost Estimate	2	2	4	40	16				$8,070.00	
	30% Basis of Design Technical Memorandum	4	24	48	120			16		$27,720.00	
	30% Meeting with Indiantown to Review Comments	2	4	4	8					$2,660.00	

4. Engineering Design Services	60% General Sheets	2	2	8	8	24					$5,790.00		$826,420.00
	60% Site Plan	2	2	12	24	24					$8,310.00		
	60% Demolition Plan		2	2	8	16					$3,530.00		
	60% Civil Plans (Paving, Grading, Drainage, Yard Piping and Details)	4	12	40	80	200					$42,500.00		
	60% Structural and Architectural - Incorporate Drawings and Specifications		4	4	8	8					$3,220.00		
	60% Mechanical Drawings (LS, WWTP, Reuse)	4	32	60	120	200					$53,800.00		
	60% MEP - Incorporate Drawings and Specifications		4	4	8	8					$3,220.00		
	60% Electrical and Controls - Incorporate Drawings and Specifications		4	4	8	8					$3,220.00		
	60% P&I		2	4	8	16					$3,830.00		
	60% Specifications	8	20	40	80			60			$24,900.00		
	60% Cost Estimate	2	4	4	8	8					$3,620.00		
	60% QA/QC	12	20								$5,900.00		
	60% Meeting with Indiantown to Review Comments	2	4	4	8						$2,660.00		
	90% General Sheets	2	2	4	8	12					$3,750.00		
	90% Site Plan	2	2	4	8	12					$3,750.00		
	90% Demolition Plan		2	2	8	16					$3,530.00		
	90% Civil Plans (Paving, Grading, Drainage, Yard Piping and Details)	4	12	24	48	160					$31,460.00		
	90% Structural and Architectural - Incorporate Drawings and Specifications		4	4	4	8					$2,740.00		
	90% Mechanical Drawings (LS, WWTP, Reuse)	4	24	24	48	160					$33,560.00		
	90% MEP - Incorporate Drawings and Specifications		4	4	6	8					$2,980.00		
	90% Electrical and Controls - Incorporate Drawings and Specifications		4	4	6	8					$2,980.00		
	90% P&I		2	4	8	16					$3,830.00		
	Constructability Review	8	12				40				$9,700.00		
	90% Specifications	4	12	24	80			40			$18,900.00		
	90% Cost Estimate	2	4	4	12	12					$4,580.00		
	90% QA/QC	12	20								$5,900.00		
	90% Meeting with Indiantown to Review Comments	2	4	4	8						$2,660.00		
	100% General Sheets	2	2	8	8	12					$4,350.00		
	100% Site Plan	2	2	8	8	12					$4,350.00		
	100% Demolition Plan		2	2	8	8					$2,570.00		
	100% Civil Plans (Paving, Grading, Drainage, Yard Piping and Details)	4	8	16	32	100					$20,440.00		
	100% Structural and Architectural - Incorporate Drawings and Specifications		2	2	4	4					$1,610.00		
	100% Mechanical Drawings (LS, WWTP, Reuse)	4	12	12	32	100					$20,540.00		
	100% MEP - Incorporate Drawings and Specifications		2	2	4	4					$1,610.00		
	100% Electrical and Controls - Incorporate Drawings and Specifications		2	4	8	16					$3,830.00		
	100% P&I		2	4	8	16					$3,830.00		
	100% QA/QC	8	16								$4,400.00		
	100% Specifications	2	4	4	8	8		24			$5,300.00		
	100% Cost Estimate	2	2	4	8	12					$3,750.00		
	100% P&I		2	4	8	16					$3,830.00		
	100% QA/QC	8	16								$4,400.00		
	HCE QA/QC of MEP/I&C Deliverable	2	8	8	16	4					$5,400.00		
	MEP and Instrumentation and Control Design Subconsultant (C&W)								$187,000.00		$205,700.00		
	Coordinate work with Structural/Architectural Subconsultant	2	4	8	12	20		8			$6,700.00		
	HCE QA/QC of Structural/Architectural Deliverables	2	4	4	8	4					$3,140.00		
	Structrual and Architectural Design Subconsultant (Wekiva)								$47,000.00		$51,700.00		

5. Permitting Services	FDEP Prelim Application Meeting and Preparation	4	4	8							$2,700.00		$29,590.00
	Develop Preliminary Engineering Report (PER)	4	4	8	24	8					$6,540.00		
	Structural Permitting Assistance (Wekiva)								$2,400.00		$2,640.00		
	MEP Permitting Assistance (C&W)								$1,500.00		$1,650.00		
	Complete Application, Review with Indiantown and Submit	2	2	4	4						$1,830.00		
	Respond to RFIs (3 anticipated)	4	4	8	8			8			$4,220.00		
	Environmnetal Resource Permit Modification	4	8	12	18	2					$6,400.00		
	Pre-application coordination regarding ERP Permit Modification		2	4							$950.00		
	ERP RFI Response	2	4	4	8						$2,660.00		
		190	508	718	1400	1594	40	166	Sub $297,505.00 HCE $641,265.00			**Total Engineering Fee**	**$938,770.00**

VILLAGE OF INDIANTOWN, FLORIDA
STANDARD CONTRACT ADDENDUM

THIS STANDARD CONTRACT ADDENDUM is made and entered into this _____ day of _____, 2022, by and between the VILLAGE OF INDIANTOWN, a Florida municipality, hereinafter referred to as the "Village", and **Holtz Consulting Engineers, Inc.**, hereinafter referred to as "Contractor", concerning that certain agreement entitled **Design and Permitting of WWTP Improvements**, dated _____ ("Agreement").

WITNESSETH:

WHEREAS, Section 119.0701, Fla. Stat., requires that certain public agency contracts must include certain statutorily required provisions concerning the contractor's compliance for Florida's Public Records Act; and

WHEREAS, Section 768.28, Fla. Stat., sets forth certain mandatory limitations on indemnification and liability for Florida public agencies; and

WHEREAS, Florida law requires that public agency contracts be subject to non-appropriation and thereby contingent upon appropriation during the public agency's statutorily mandated annual budget approval process; and

WHEREAS, Section 448.095, Fla. Stat., imposes certain obligations on public agencies with regard to the use of the E-Verify system by their contractors and subcontractors.

NOW, THEREFORE, in consideration of the covenants set forth herein, the parties agree to this addendum as follows:

1. **Amendment.** This Addendum hereby amends and supplements the terms of the Agreement. In the event of a conflict between the terms of the Agreement and terms of the Addendum, the terms of the Addendum shall prevail.

2. **Public Records Compliance.** Contractor agrees that, to the extent that it may "act on behalf" of the Village within the meaning of Section 119.0701(1)(a), Florida Statutes in providing its services under this Agreement, it shall:

(a) Keep and maintain public records required by the public agency to perform the service.
(b) Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
(c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for

the duration of the contract term and following completion of the contract if the contractor does not transfer the records to the public agency.

(d) Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of the contractor or keep and maintain public records required by the public agency to perform the service. If the contractor transfers all public records to the public agency upon completion of the contract, the contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the contractor keeps and maintains public records upon completion of the contract, the contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the Village's custodian of public records, in a format that is compatible with the information technology systems of the Village.

(e) Pursuant to Section 119.0701(2)(a), Fla. Stat., IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT: Susan A. Owens, MPA, MMC, Village Clerk, (772) 597-8268, sowens@indiantownfl.gov, P.O. Box 398, Indiantown, Florida 34956.

3. **Public Records Compliance Indemnification.** Contractor agrees to indemnify and hold the Village harmless against any and all claims, damage awards, and causes of action arising from the contractor's failure to comply with the public records disclosure requirements of Section 119.07(1), Florida Statutes, or by contractor's failure to maintain public records that are exempt or confidential and exempt from the public records disclosure requirements, including, but not limited to, any third party claims or awards for attorneys' fees and costs arising therefrom. Contractor authorizes the public agency to seek declaratory, injunctive, or other appropriate relief against Contractor in Martin County Circuit Court on an expedited basis to enforce the requirements of this section.

4. **Compliance/Consistency with Section 768.28, Fla. Stat.** Any indemnification or agreement to defend or hold harmless by Village specified in the Agreement shall not be construed as a waiver of Village's sovereign immunity, and shall be limited to such indemnification and liability limits consistent with the requirements of Section 768.28, Fla. Stat. and subject to the procedural requirements set forth therein. Any other purported indemnification by Village in the Agreement in derogation hereof shall be void and of no force or effect.

5. **Non-appropriation.** Village's performance and obligation to pay under this Agreement is contingent upon an appropriation during the Village's annual budget approval process. If funds are not appropriated for a fiscal year, then the Contractor shall be notified as soon as is practical by memorandum from the Village Manager or designee that funds have not been appropriated for continuation of the Agreement, and the Agreement shall expire at the end of the fiscal year for which funding has been appropriated. The termination of the Agreement at

fiscal year end shall be without penalty or expense to the Village subject to the Village paying all invoices for services rendered during the period the Agreement was funded by appropriations.

6. **E-Verify Compliance.** Contractor affirmatively states, under penalty of perjury, that in accordance with Section 448.095, Fla. Stat., Contractor is registered with and uses the E-Verify system to verify the work authorization status of all newly hired employees, that in accordance with such statute, Contractor requires from each of its subcontractors an affidavit stating that the subcontractor does not employ, contract with, or subcontract with an unauthorized alien, and that Contractor is otherwise in compliance with Sections 448.09 and 448.095, Fla. Stat.

7. **Venue and Jurisdiction.** Notwithstanding any of other provision to the contrary, this Agreement and the parties' actions under this Agreement shall be governed by and construed under the laws of the state of Florida, without reference to conflict of law principles. As a material condition of this Agreement, each Party hereby irrevocably and unconditionally: i) consents to submit and does submit to the jurisdiction of the Circuit Court in and for Martin County, Florida for any actions, suits or proceedings arising out of or relating to this Agreement.

8. **Additional Terms.** Notwithstanding any of other provision to the contrary, the parties agree as follows:

A. None.

IN WITNESS WHEREOF, the parties hereto have executed and delivered this instrument on the days and year indicated below and the signatories below to bind the parties set forth herein.

Contractor:

Print Name: David Holtz

Title: Senior Vice President

Company: Holtz Consulting Engineers, Inc.

Village of Indiantown

_____

Print Name: _____

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Approval of Professional Services Agreement with Holtz Consulting Engineers, Inc for Priority 1 Lift Station Improvements at 150th Street, New Hope, and Famel Lift Stations

SUMMARY OF ITEM: The Village previously contracted with Holtz Consulting Engineers, Inc. to prepare the "Preliminary Design Evaluation for the Village of Indiantown Wastewater Collection and Treatment System Improvements" prepared in November 2021. Staff has asked Holtz Consulting Engineers to Evaluate the 150th Street, New Hope, and Famel Lift Stations to enable rehabilitation and upgrades to improve performance and efficiency. This project includes replacement of the 150th Street and Famel Lift Stations as well as rehabilitation of the new Hope Lift Station.

The Project includes services for the surveying, geotechnical investigation, and engineering services for the design and permitting of the proposed improvements at each site, including all mechanical, electrical, piping and site work. The Scope of Services will consist of the following tasks:

- Task 1 - Surveying Services
- Task 2 - Geotechnical Exploration Services
- Task 3 - Engineering Services
- Permitting Services

FISCAL IMPACT STATEMENT: $138,578.00 to be paid from State Revolving Loan Funds and FDEP appropriation funds.

RECOMMENDATION: Staff recommends approval of this agreement and execution of the Village's Standard Contract Addendum.

PREPARED BY: Patrick Nolan, Interim Public Works Director & Utilities Manager

DATE: 12/26/2022

ATTACHMENTS:

Description

Holtz Proposal & Agreement Addendum

HOLTZ CONSULTING ENGINEERS, INC

November 1, 2022

Mr. Patrick Nolan
Utilities Manager, Village of Indiantown
15516 SW Osceola Street, Suite B
Indiantown, FL 34956

Subject: **Village of Indiantown**
Priority 1 Lift Station Improvements
150th Street, New Hope, and Famel Lift Stations

Dear Mr. Nolan,

Holtz Consulting Engineers, Inc. (HCE) is pleased to offer the following proposal for the Village of Indiantown Priority 1 Lift Station Improvements project. This project includes replacement of the 150th Street and Famel Lift Stations as well as rehabilitation and upgrade of the New Hope Lift Station. The project includes services for the surveying, geotechnical investigation, and engineering services for the design and permitting of the proposed improvements at each site, including all related mechanical, electrical, piping and site work. The Scope of Services will consist of the following tasks:

- Task 1 – Surveying Services.
- Task 2 – Geotechnical Exploration Services.
- Task 3 – Engineering Design Services.
- Task 4 – Permitting Services.

SCOPE OF SERVICES

The scope of services for each task is outlined below.

Task 1 – Topographic Survey

Under this task, HCE will contract with NorthStar Geomatics, Inc., to perform a topographic survey of the 150th Street Lift Station, New Hope Lift Station, and Famel Lift Station, depicting the horizontal location and vertical location of facilities at the lift station sites such as wet well and inverts, valve vault, piping, control panels, fence perimeter, etc., and:

1.1 Obtain horizontal and vertical control for this Project utilizing State Plane Coordinates for horizontal control and the North American Vertical Datum of 1988 (NAVD 88) for vertical control.

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1.2 Location of visible fixed improvements within the lift station sites, depicting the horizontal location and vertical location of facilities such as wet well and inverts, valve vault, piping, control panels, fences, power poles, buildings, etc.

1.3 Location of below ground existing utilities: FP&L, BellSouth, Cable TV, Natural Gas, Potable Water (valves, fire hydrants, and meters), Force Mains (valves), Sanitary Sewer, Storm Sewers. Invert elevations, pipe size, type and direction for storm and sanitary infrastructure will be included.

1.4 Provide and reference site benchmarks. Elevations to be referenced to an existing established benchmark.

1.5 Platted boundary lines and easements will be shown on the survey, but this proposal does not include performing any title searches.

Task 1 - Deliverables

1. Topographic Survey drawings in (CAD or PDF or hardcopy) format.

Task 2 – Geotechnical Exploration Services

This task will include performing subsurface explorations and geotechnical studies to obtain subsurface soil information necessary for the proper design of the new lift station wet wells at the 150th Street and Famel Lift Stations. The work includes one standard penetration test to a depth of 30 feet below grade at each site by Andersen Andre Consulting Engineers, Inc. near the location of the proposed lift station wet well. The boring will be performed in general accordance with procedures recommended in ASTM D-1586, using a truck-mounted drilling rig. A geotechnical report summarizing the results of the boring will be provided and incorporated into the Contract Documents. The report will include the location and depth of the boring, visual classification of the recovered samples, a compressive strength test results on rock as necessary and means and methods for soil compaction and consolidation as may be required.

Task 2 - Deliverables:

1. A geotechnical report summarizing the results of the geotechnical investigation will be provided.

Task 3 – Engineering Design Services

3.1 <u>150th Street Lift Station</u>:

- HCE will perform a wastewater flow evaluation of the existing gravity system for the sewer shed contributing to the 150th Street Lift Station.
  - The extents of the gravity system will be developed utilizing the existing geographical information system (GIS) data provided by the Village. Pipe material

and elevations of the existing gravity system will be provided on figures based on Village provided record drawings.

- Wastewater flow will be estimated using established theoretical formulas provided in Ten States Standards, by FDEP, and by the US EPA.
- HCE will install a Volucalc device and rain gauge at the 150th Street Lift Station control panel to estimate flow to the lift station to assist in determining effects of inflow and infiltration.
  - Based on the size of the wet well and pump run elevations, this device estimates the volume of flow entering the lift station.
  - The rain gauge allows for estimating the effect of rainfall on inflow and infiltration into the lift station.
  - The device works by measuring voltage to determine pump run times and will not affect the operation of the lift station.
- The wastewater flow analysis will estimate peak-hour flow to the existing lift station as well as estimate the effects of inflow and infiltration on the system.
- A memorandum and figures will be developed summarizing the results of the wastewater flow analysis. The memorandum will also include recommendations for lift station pump and wet well sizing to serve as the basis for design.
- The consultant shall meet with the Village to review the results of the wastewater flow evaluation and finalize the basis of design for the 150th Street Lift Station.

- HCE will provide engineering services consisting of preparation of construction plans and specifications for the demolition and replacement of the 150th Street Lift Station with a new duplex submersible lift station. The proposed improvements will include the demolition of existing wet well components and installation of a new wet well, valve vault, top slab, control panel with generator receptacle, and all necessary electrical and mechanical appurtenances. The existing wet well may be converted into a terminal manhole.

- C&W Engineers, Inc. will be retained to provide electrical engineering services related to the demolition of the electrical systems to be removed at the existing lift station and the addition of electrical equipment at the new lift station location, including the new duplex control panel, RTU, instrumentation and controls.

3.2 Famel Lift Station:

- The existing Famel Lift Station is located in the median of SW Famel Blvd. and will be relocated. It is anticipated that the new lift station will be located approximately 400 feet to the north within Village right-of-way on the west side of the road. HCE

will prepare a conceptual layout of the new lift station location for evaluation with the Village to finalize the basis of design for the Famel Street lift station.

- HCE will provide engineering services consisting of preparation of construction plans and specifications for the relocation of the Famel Lift Station with a new duplex submersible lift station. The proposed improvements will include the demolition of existing wet well components and installation of a new wet well, valve vault, top slab, control panel with generator receptacle, and all necessary electrical and mechanical appurtenances. The existing wet well is anticipated to be converted into a gravity manhole. Installation of approximately 400 feet of gravity sewer will be required for relocation of the lift station.

- C&W Engineers, Inc. will be retained to provide electrical engineering services related to the demolition of the electrical systems to be removed at the existing lift station and the addition of electrical equipment at the new lift station location, including the new duplex control panel, RTU, instrumentation and controls.

3.3 New Hope Lift Station:

- The existing New Hope Lift Station experiences frequent clogging. The Village wishes to replace the existing submersible pumps with chopper style pumps. In addition, a vacuum truck connection port will be added to the station to allow the Village's vacuum truck to offload through a hose. HCE will prepare a conceptual design layout and evaluation for review with the Village to finalize the basis of design for the New Hope Lift Station.

- HCE will provide engineering services consisting of preparation of construction plans and specifications for the civil, mechanical and electrical improvements at the New Hope Lift Station. The proposed civil and mechanical improvements will include the replacement of pump base plates, base elbows, guide rails, discharge piping and valves, bypass pumping connection, replacement of the existing valve vault with a new valve vault, new corrosion barrier system in the wet well and terminal manhole, new water service, concrete pad, and perimeter fencing. The existing submersible pumps will be replaced with chopper style pumps due to frequent clogging at this location.

- C&W Engineers, Inc will be retained to provide electrical engineering services for the proposed electrical improvements which a new duplex control panel, RTU, instrumentation and controls. The electrical design will include a new electrical service to the lift station.

3.4 Approximately twenty-seven (27) design drawings will be provided for this project. Plan sheets will be prepared at a 1"= 20' scale. The preliminary drawing list is as follows:

G-1	Cover
G-2	Sheet Index and General Notes
G-3	Legend
G-4	Location Map and Key Sheet
C-1	150th Street LS Existing Site Plan and Demolition Plan
C-2	150th Street LS Proposed Site Plan
C-3	150th Street LS Proposed Mechanical Plan
C-4	Famel LS Existing Site Plan and Demolition Plan
C-5	Famel LS Proposed Site Plan
C-6	Famel LS Gravity Sewer Plan and Profile
C-7	Famel LS Proposed Mechanical Plan
C-8	New Hope LS Existing Site Plan and Demolition Plan
C-9	New Hope LS Proposed Site Plan
C-10	New Hope LS Proposed Mechanical Plan
C-11 to C-13	Civil/Mechanical Detail Sheets 1 through 3
E-1	Electrical General Notes & Legend
E-2	150th Street LS Electrical Demolition Plan
E-3	150th Street LS Proposed Electrical Plan
E-4	Famel LS Electrical Demolition Plan
E-5	Famel LS Proposed Electrical Plan
E-6	New Hope LS Electrical Demolition Plan
E-7	New Hope LS Proposed Electrical Plan
E-8	Control Panel Specifications
E-9	Remote Telemetry Unit (RTU)
E-10	Electrical Details

3.5 HCE will prepare an Engineer's Opinion of Probable Construction Cost at the 60%, 90%, and 100% design stages. These cost estimates will be provided with the 60%, 90%, and 100% complete submittal packages.

3.6 HCE will provide one (1) full size (24" x 36") set and two (2) half size (11" x 17") sets of plans for review and comment by the City at the 60%, 90, and 100% complete stages. The submittals will also include a draft outline of the specifications table of contents with the 60% complete submittal, and an updated table of contents and complete draft of the technical specifications sections with the 90% complete submittal. HCE will also provide CAD files and PDF files of the final (100% complete) drawings and specifications. The design and specifications will require components and materials that meet Build America Buy America (BABA) and American Iron and Steel (AIS) requirements.

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Task 3 Deliverables:

1. Wastewater flow evaluation for 150th Street Lift Station.
2. 30% conceptual lift station layouts.
3. 60% complete drawing and specifications and cost estimate.
4. 90% complete drawing and specifications and final cost estimate.
5. 100% complete drawing and specifications and final cost estimate.

Task 4 – Permitting Services

4.1 HCE shall prepare permit applications for construction of the lift station improvements that require permitting from the Florida Department of Environmental Protection (FDEP). Each lift station will require a separate permit.

4.2 HCE will coordinate with the permitting agency during the review process on a regular basis to keep the project on schedule and respond to their review comments. HCE will respond to Requests for Additional Information (RAI) during the permitting process. It is anticipated that no more than two (2) RAIs for each permit will be issued by the permitting agencies.

4.3 Permit fees will be paid by the Village.

Task 4 Deliverables:

1. Copies of all permits obtained.

Assumptions and Clarifications

- It is assumed that no Village of Indiantown site plan or growth management department approvals will be required for the lift station improvements.
- Construction phase services are not included. These services will be provided in a future separate authorization.
- The design and specifications will require components and materials that meet Build America Buy America (BABA) and American Iron and Steel (AIS) requirements.
- Responses to value engineering by an independent party are not included.

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HOLTZ CONSULTING ENGINEERS, INC

SCHEDULE

The work shall be performed in accordance with the below schedule.

Task	Schedule From NTP
Task 1: Survey Services	6 Weeks
Task 2: Geotechnical Exploration Services	14 Weeks
Task 3: Submit 30% Conceptual Layout and Flow Evaluation*	8 weeks
Task 3: Submit 60% Design Documents*	20 weeks
Task 3: Submit 90% Design Documents*	30 weeks
Task 3: Submit 100% Design Documents	36 weeks
Task 4: Permitting Services (submit to FDEP)	30 weeks

**Assumed 2 weeks to receive comments from Village of Indiantown after submittal.*

COMPENSATION

Compensation for the work shall be a lump sum amount of **$138,578**. A summary of the lump sum compensation by task is provided below.

Task	Compensation by Task
Task 1: Survey Services	$17,862
Task 2: Geotechnical Exploration Services	$4,886
Task 3: Engineering Design Services	$106,880
Task 4: Permitting Services	$8,950
TOTAL	**$138,578**

We appreciate the opportunity to assist the Village of Indiantown with the Priority 1 Lift Station Improvements Project.

Sincerely,

HOLTZ CONSULTING ENGINEERS, INC.

Christine J. Miranda, P.E.
Vice President

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Attachment A: Village of Indiantown Priority 1 Lift Stations Improvements Budget Summary

Task	Item	Principal	Project Manager	Project Engineer (PE)	Project Engineer (EI)	Designer	Construction Manager/Inspector	Administrate Support	Subconsultant	Item Cost (Note Subconsultant fee is marked up 10%)	Task Cost
	Rate	$200	$175	$150	$120	$120	$150	$70	--		
		Hours							Fees		
1. Topographic Survey	Surveying Services		2		4	4		2	$14,920.00	$17,862.00	$17,862.00
2. Geotechnical Engineering Services	Geotechnical Investigation (AACE)		2		4			2	$3,560.00	$4,886.00	$4,886.00
3. Engineering Design Services	Kickoff Meeting with Village and Site Visits (2)	2	4	8		2				$2,540.00	$106,880.00
	Wastewater Flow Evaluation and TM - 150th Street Lift Station	1	4	16	32					$7,140.00	
	Conceptual (30%) Layouts		2	4	8	40				$6,710.00	
	Hydraulic Calculations, Analysis and Sizing of Pumps	2	8	12	24					$6,480.00	
	60% General Drawings		2	4	6	12				$3,110.00	
	60% Demolition Drawings		2	4	6	12				$3,110.00	
	60% Civil and Mechanical Drawings		8	24	40	72				$18,440.00	
	60% Specifications	2	4	24	48			8		$11,020.00	
	60% Cost Estimate		2	4	8					$1,910.00	
	90% General Drawings			2	2	4				$1,020.00	
	90% Demolition Drawings			2	2	8				$1,500.00	
	90% Civil and Mechanical Drawings		4	8	16	40				$8,620.00	
	90% Specifications	1	2	12	24					$5,230.00	
	90% Cost Estimate		1	2	4					$955.00	
	100% General Drawings		1	1		2				$565.00	
	100% Demolition Drawings		1	1		4				$805.00	
	100% Civil and Mechanical Drawings		2	2	4	8				$2,090.00	
	100% Specifications	1	2	4	4					$1,630.00	
	100% Cost Estimate		1	2	2					$715.00	
	Coordination with Electrical		2	4	8	4				$2,390.00	
	Electrical Subconsultant Design (C&W Engineering)								$19,000.00	$20,900.00	
4. Permitting	Prepare and Submit FDEP Permit Applications		6	12	12			1		$4,360.00	$8,950.00
	Electrical Subconsultant Permitting								$1,500.00	$1,650.00	
	Respond to RFIs (Assume 2)		2	12	6			1		$2,940.00	
		9	64	164	264	212	0	14	$38,980.00		
										Total Engineering Fee	**$138,578.00**

VILLAGE OF INDIANTOWN, FLORIDA
STANDARD CONTRACT ADDENDUM

THIS STANDARD CONTRACT ADDENDUM is made and entered into this _____ day of _____, 2022, by and between the VILLAGE OF INDIANTOWN, a Florida municipality, hereinafter referred to as the "Village", and **Holtz Consulting Engineers, Inc.**, hereinafter referred to as "Contractor", concerning that certain agreement entitled **Priority 1 Lift Station Improvements – 150th Street, New Hope, and Famel**, dated ("Agreement").

WITNESSETH:

WHEREAS, Section 119.0701, Fla. Stat., requires that certain public agency contracts must include certain statutorily required provisions concerning the contractor's compliance for Florida's Public Records Act; and

WHEREAS, Section 768.28, Fla. Stat., sets forth certain mandatory limitations on indemnification and liability for Florida public agencies; and

WHEREAS, Florida law requires that public agency contracts be subject to non-appropriation and thereby contingent upon appropriation during the public agency's statutorily mandated annual budget approval process; and

WHEREAS, Section 448.095, Fla. Stat., imposes certain obligations on public agencies with regard to the use of the E-Verify system by their contractors and subcontractors.

NOW, THEREFORE, in consideration of the covenants set forth herein, the parties agree to this addendum as follows:

1. **Amendment.** This Addendum hereby amends and supplements the terms of the Agreement. In the event of a conflict between the terms of the Agreement and terms of the Addendum, the terms of the Addendum shall prevail.

2. **Public Records Compliance.** Contractor agrees that, to the extent that it may "act on behalf" of the Village within the meaning of Section 119.0701(1)(a), Florida Statutes in providing its services under this Agreement, it shall:

(a) Keep and maintain public records required by the public agency to perform the service.

(b) Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.

(c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the contractor does not transfer the records to the public agency.

(d) Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of the contractor or keep and maintain public records required by the public agency to perform the service. If the contractor transfers all public records to the public agency upon completion of the contract, the contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the contractor keeps and maintains public records upon completion of the contract, the contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the Village's custodian of public records, in a format that is compatible with the information technology systems of the Village.

(e) Pursuant to Section 119.0701(2)(a), Fla. Stat., IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT: Susan A. Owens, MPA, MMC, Village Clerk, (772) 597-8268, sowens@indiantownfl.gov, P.O. Box 398, Indiantown, Florida 34956.

3. **Public Records Compliance Indemnification.** Contractor agrees to indemnify and hold the Village harmless against any and all claims, damage awards, and causes of action arising from the contractor's failure to comply with the public records disclosure requirements of Section 119.07(1), Florida Statutes, or by contractor's failure to maintain public records that are exempt or confidential and exempt from the public records disclosure requirements, including, but not limited to, any third party claims or awards for attorneys' fees and costs arising therefrom. Contractor authorizes the public agency to seek declaratory, injunctive, or other appropriate relief against Contractor in Martin County Circuit Court on an expedited basis to enforce the requirements of this section.

4. **Compliance/Consistency with Section 768.28, Fla. Stat.** Any indemnification or agreement to defend or hold harmless by Village specified in the Agreement shall not be construed as a waiver of Village's sovereign immunity, and shall be limited to such indemnification and liability limits consistent with the requirements of Section 768.28, Fla. Stat. and subject to the procedural requirements set forth therein. Any other purported indemnification by Village in the Agreement in derogation hereof shall be void and of no force or effect.

5. **Non-appropriation.** Village's performance and obligation to pay under this Agreement is contingent upon an appropriation during the Village's annual budget approval process. If funds are not appropriated for a fiscal year, then the Contractor shall be notified as soon as is practical by memorandum from the Village Manager or designee that funds have not been appropriated for continuation of the Agreement, and the Agreement shall expire at the end of

the fiscal year for which funding has been appropriated. The termination of the Agreement at fiscal year end shall be without penalty or expense to the Village subject to the Village paying all invoices for services rendered during the period the Agreement was funded by appropriations.

6. **E-Verify Compliance.** Contractor affirmatively states, under penalty of perjury, that in accordance with Section 448.095, Fla. Stat., Contractor is registered with and uses the E-Verify system to verify the work authorization status of all newly hired employees, that in accordance with such statute, Contractor requires from each of its subcontractors an affidavit stating that the subcontractor does not employ, contract with, or subcontract with an unauthorized alien, and that Contractor is otherwise in compliance with Sections 448.09 and 448.095, Fla. Stat.

7. **Venue and Jurisdiction.** Notwithstanding any of other provision to the contrary, this Agreement and the parties' actions under this Agreement shall be governed by and construed under the laws of the state of Florida, without reference to conflict of law principles. As a material condition of this Agreement, each Party hereby irrevocably and unconditionally: i) consents to submit and does submit to the jurisdiction of the Circuit Court in and for Martin County, Florida for any actions, suits or proceedings arising out of or relating to this Agreement.

8. **Additional Terms.** Notwithstanding any of other provision to the contrary, the parties agree as follows:

A. None.

IN WITNESS WHEREOF, the parties hereto have executed and delivered this instrument on the days and year indicated below and the signatories below to bind the parties set forth herein.

Contractor:

Print Name: David Holtz

Title: Senior Vice President

Company: Holtz Consulting Engineers, Inc.

Village of Indiantown

_____

Print Name: _____

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: AACES Fee Waiver Request for MLK Jr. Event (Application No. EV-23-004)

SUMMARY OF ITEM: AACES is planning on holding its annual Dr. Martin Luther King Jr. celebration on January 14, 2023, at Booker Park. They have requested a waiver of all permit and park usage fees. Attached is a copy of their Special Event application, certificate of insurance, and site plan for the planned event. Permit and park usage fees have been waived by the Council in the past for this event.

FISCAL IMPACT STATEMENT: Waiver of the special event permit fee would result in a loss of revenue of $300. Waiver of the parks usage fee would result in a loss of revenue of $150.

RECOMMENDATION: Staff is seeking Council direction on this matter.

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager

DATE: 1/5/2023

ATTACHMENTS:

Description

Application & Certificate of Insurance

Site Plan

App No.		
EV	23	004.

[For internal use only]

SPECIAL EVENTS APPLICATION

Please attach a detailed site plan that shows the location of any temporary structures.

A.	Name of Business /Organization	AACES Inc			
	Name of Event	Annual Dr. Martin Luther King Jr. Celebration			
	Set up for the Event will Begin on	Date	Jan. 14th	Time	
	Event Date and Time	Date	Jan. 14th	Time	
	Break-Down will be Complete	Date	Jan. 14th	Time	
	Location for the Event	Booker Park			
	Estimated Number of Attendees	100			
	Estimated Number of Vendors	25			
	Organization Producing the Event	AACES Inc.			

B.	Name of Applicant (contact person)	Nina Dooley				
	Business Address	917 SE 9th St				
	City	Stuart	State	FL	Zip	34994
	Phone	772-521-5907	Fax			
	Email	info@aaces2020.org				

C.	**EVENT INFORMATION**	
	Purpose of the Event	Celebration of the Life + Legacy of Dr. Martin Luther King Jr.
	Detailed Description of the Event	Food, music, entertainment
	Admission Prices / Donations	Free to the public

D.	PARKING				
	Will off-site parking be provided?	Yes		No	X
	If yes, please provide the location and show on site plan.				

E.	ALCOHOLIC BEVERAGES				
	Will alcohol be served at the event?	Yes		No	X
	If yes, and if alcohol is "sold" please provide a copy of the State of Florida Alcoholic Beverage License.				

F.	FOOD				
	Will food be served at the event?	Yes	X	No	
	Will food be sold or given away?	Sold	X	Given Away	
	Will there be food vendors?	Yes	If yes, how many?	25	
	Please show vendor location on the site plan.				
	Applicants are responsible for obtaining a temporary food permit from the Division of Hotels and Restaurants/Department of Agriculture when serving food and/or non-alcoholic beverages.				
	Event organizer must certify that each vendor has State of Florida Health Department approval.				

G.	MUSIC					
	Will music be provided at your event?	Yes	X	No		How many sources?
	What type?	DJ				
	What time?	12:00pm				
	Name of the sound company:					
	Will a stage be erected?	Yes		No	X	
	Music and/or other amplified sound must end at 9:00pm in accordance with Sec. 67.306 of the Code of Ordinances.					

H.	FIRE / EMS SERVICES 463-7801				
	Are you requesting Fire / EMS at your event?	Yes		No	X
	Date		Times		
	The Fire Chief will make the final determination for the need and number of fire / rescue personnel required.				

I.	Martin County Sheriff 220-7000					
	Are you requesting law enforcement services at your event?	Yes		No	X	
	Date		Times			
	Traffic Control		Public Safety		External Security	
	Crowd Control		Personnel Safety		Internal Security	
	Events that sell alcohol, close roadways, restrict traffic, or are walks or runs will require these services.					
	The Sheriff will make the final determination for the need and number of police officers required.					

J.	PRIVATE SECURITY SERVICES			
	Will private security be provided for the event?	NO	If yes, provide company name.	
	Will crowd control be provided for the event?	NO	If yes, provide company name, date, and time	

K.	CLEAN UP / SANITATION / RECYCLING				
	Will there be trash and recycling generated from this event?	Yes	X	No	
	Who will be responsible for clean up after the event?	AACES volunteers			
	Will portable toilets be used?	Yes		No	X
	If yes, who will provide them and remove them?				

L.	STREETS				
	Barricades with flashers				
	Cones				
	Light Tower				
	Message Board (road closure only)				
	Directional / Arrow Board				
	Length of Service	Start Date:		End Date:	
	The Village of Indiantown will include items it deems necessary for the event to be successful and safely permitted.				

M.	ELECTRICITY				
	Will electricity be used?	Yes	X	No	
	Will generators be used?	Yes	X	No	
	Name of Company providing service?				
	What type of equipment will be used?			Amperage	

N.	TENTS-CANOPIES-BOOTHS-STAGES				
	Will tents, stages, ticket booths, etc. be erected?	X Yes		No	
	If yes, what size and how many?	10x10 tents			
	(Please include the location of these items on your site plan).				
	All tents or canopies over 900 square feet shall bear the current "Flame Retardant" material insignia and require an inspection by the Fire Marshall prior to the event. Contact the Fire Marshall (772) 463-7801				

O.	AMUSEMENT RIDES & BOUNCE HOUSES				
	Will the event include amusement rides or children's games?	Yes	X	No	
	If yes, what kind?	bounce Houses			
	If yes, provide the company name and phone number.	Jupiter Bounce		Phone	561-628-6688
	(All amusement rides must be approved by the State Inspector).				

P.	LIABILITY INSURANCE			
	Name of Insurance Company	E/G of Florida		
	Contact Name	Cassandra Thompson	Phone	772-343-9369 X307.

Q.	PROMOTION / ADVERTISING							
	What type of promotion / advertising is planned for the event?							
	Newspaper		Magazine		Radio		Television		Flyers	X
	Will banners be used for advertising?			Yes				No	X
	If banners are used, a banner permit application must be submitted to the Community Services Division							
	PUBLIC CONTACT INFORMATION FOR VILLAGE OF INDIANTOWN WEBSITE:							

R.	SALES ITEMS				
	Will items be sold during the event?	Yes	X	No	
	Who will sell these items?	Vendors			
	Verification of Florida Sales Tax Number must be provided with this application.				

S.	FIREWORKS				
	Will fireworks be part of the event?	Yes		No	X
	If yes, who is responsible for the display?		Phone		
	Where will the fireworks be staged?				
	How will the fireworks be stored?				
	What time will the display begin?				
	A permit from the Martin County Fire Department is required prior to any fireworks display. Also, if shot over the water or if waterfront facilities are used, permission is required from the U.S. Coast Guard.				

Please contact the Village of Indiantown if you have any questions or need assistance in completing the Special Event Application.

APPLICATION CERTIFICATION

I hereby certify that I have read this application and that all information contained herein is true and correct to the best of my knowledge, information and belief. I agree to comply with all state statutes and Village of Indiantown Ordinances and the general instructions stated in this application, along with the special conditions issued by the Village of Indiantown, in connection with the approval of the Special Permit contemplated herein. That I, and the organization on whose behalf I make this application if any, represent, stipulate, contract and agree that we will jointly, and severally defend, indemnify, save and hold the Village of Indiantown harmless from any and all claims, lawsuits, judgments, and liability of death, personal injury, bodily injury, or property damage arising directly or indirectly from the exercise of the Special Permit and performance of the Special Permit by Applicant, the organization represented by Applicant, its employees, subcontractors, or assigns, including acknowledges that he/she, together with any organization represented by Applicant, shall be solely responsible by complying with the terms of the Permit. I further understand that failure to comply with any of the provisions specified herein may result in immediate cancellation of this event by Village of Indiantown officials.

Nina Dolan

Signature of Applicant or Authorized Officer/Agent of Applicant

11-28-22

Date

June 2022

TAFROCI-01

CTHOMPSON

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 1/6/2022

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).

PRODUCER
E/G of Florida Inc
2455 E. Sunrise Blvd Ste 507
Fort Lauderdale, FL 33304

CONTACT NAME: CASSANDRA THOMPSON
PHONE (A/C, No, Ext):
FAX (A/C, No):
E-MAIL ADDRESS: CASSANDRA@EGFLORIDA.COM

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Mount Vernon Fire Insurance Company	
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
The Afro-American Citizens of East Stuart, Inc
917 SE 9th Street
Stuart, FL 34994

COVERAGES **CERTIFICATE NUMBER:** **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.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE / OCCUR	X		NBP2553778B	1/7/2022	1/7/2023	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER: POLICY / PRO-JECT / LOC						GENERAL AGGREGATE	$ 2,000,000
	OTHER:						PRODUCTS - COMP/OP AGG	$
								$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB / OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB / CLAIMS-MADE						AGGREGATE	$
	DED / RETENTION $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N	N / A					E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Art/Cultural Organization- Not for Profit
The certificate holder, Village of Indiantown, is listed as an additional insured.

CERTIFICATE HOLDER

Village of Indiantown
15516 SW Osceola St, Ste B
Indiantown, FL 34956

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
Pat Mulligan

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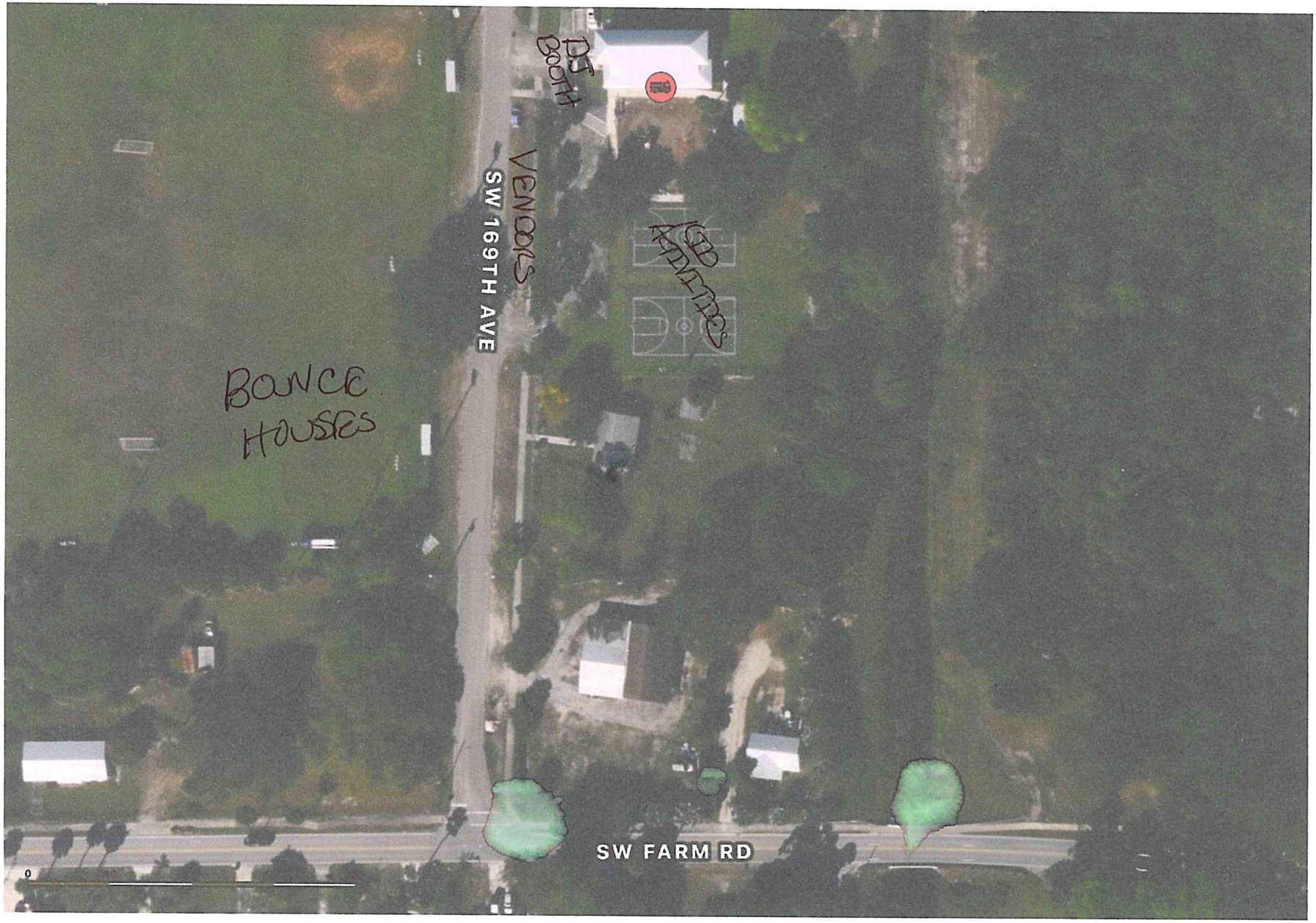
Indiantown
Florida

JANUARY 14, 2023



VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Interim Village Manager Resumes Review & Recruitment Considerations

SUMMARY OF ITEM: At the December 15, 2022, Special Council Meeting, the Council directed Staff to seek resumes and letters of interest from candidates interested in applying for the Interim Village Manager position. Staff advertised the opening with the Florida League of Cities, the National League of Cities, the Florida City County Managers Association, on the Village website, and via Constant Contact. The Village received 12 on time submittals and 1 late submittal, which are all attached for review and consideration. All candidates were notified that the Council may wish to ask questions of them and were invited to attend the meeting.

The Council will be discussing the submittals and potentially shortlisting the candidates. The Council will need to decide if they wish to hold interviews and, if so, select the applicants they wish to interview, schedule a day and time in which to hold the interviews, and decide on interview questions and how the interviews will proceed. Alternatively, the Council may decide to make a final decision based upon the submittals and questions of the applicants at the meeting.

The Council may also wish to consider at this time the level of background check to be performed and whether this position should be filled with a regular employee, with all associated benefits, or with a contract employee.

FISCAL IMPACT STATEMENT: The cost for an executive background screening will run between $2,300-$3,600 per candidate.

RECOMMENDATION: Staff is seeking Council direction on these matters.

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager

DATE: 12/29/2022

ATTACHMENTS:

Description

Jerome Adams Resume

Michelle Berger Resume - Withdrew

Charles Graves Resume

Andrew Hyatt Resume

Daniel Kurek Resume
Mark Kutney Resume
Lynne Ladner Resume
Jeri Pryor Resume
Chris Quirk Resume
Deborah Resos Resume
Kent Simpkins Resume
Paul White Resume
Lawrence McNaul Resume - Late Submission
Taryn Kryzda Resume - Late Submission
Background Screening Proposal - Gleason & Associates
Background Screening Proposal - VCheck Global

Jerome Adams

901 Roseland Rd., Sebastian, FL 32958 | (772)480-0662 | jeromeadams@bellsouth.net

December 19, 2022

Dear Ms. Owens:

I hereby submit my letter of interest for the position of Interim Village Manager, for the Village of Indiantown. I have over 12 years of experience working in government. My experience in government affairs, strategic planning, decision making, policies and procedures, budgeting and working with a variety of stakeholders make me the ideal candidate for this position. Please see my attached resume' for further details.

I have a Master of Public Administration degree, and a Bachelor of Science in Public Administration (concentration in Public Policy and Leadership). I am a former elected official for the City of Sebastian, where I was a councilmember and Vice Mayor from 2012 to 2016. I am a good listener as that position required listening to the citizens and making decisions in their best interest.

I am currently employed by the St. Lucie County Board of County Commissioners in Ft. Pierce Florida as the Helpdesk Supervisor in the Information Technology Department. In this and other positions, I have led projects from inception to completion on-time and within budget. For example, a project to implement wi-fi on county area transit buses, and replacing all county computers (over 900).

I am committed to transparency and accountability in city government and look forward to exploring this opportunity with you in more detail at your convenience.

I certify all information contained in this letter of interest and resume is true and accurate.

Sincerely,

Jerome Adams

Jerome Adams

Attach.

Jerome Adams

901 Roseland Road
Sebastian, FL 32958

jeromeadams@bellsouth.net
https://www.linkedin.com/in/jeromeadams75b/
(772) 480-0662

EXECUTIVE PROFILE

Over twelve years of management and administrative experience in strategic planning, project management, budgeting, and creating policies and procedures. Organized professional with excellent management skills and the ability to plan and oversee projects from concept to completion. Computer savvy and expert in Microsoft Office suite of products including Microsoft Word, Microsoft Excel and Microsoft PowerPoint.

Core Strengths & Capabilities
Strategic Planning, Budgeting, Policies and Procedures, Project Management, Evaluation, Research & Analysis, Supervision, Leadership, Administration, Shared Decision Making, Detail-Oriented, Customer Service, Team Player.

EDUCATION

Master of Public Administration, Barry University
B.S. Public Administration, Indian River State College
Associates in Arts, Indian River State College
A.S. Computer Studies, College of Arts, Science and Technology

PROFESSIONAL EXPERIENCE

Vice Mayor / Councilmember, 11/2012 – 11/2016

Elected in 2012 as a member of the Sebastian City Council. Vice Mayor from 2014 – 2016. Drafted policies to ensure smooth running of the city. Participated in meetings, hearings and quasi-judicial hearings. Reviewed and made recommendations on city's $25M budget. Oversaw the city's Charter officers – City Manager, City Clerk and City Attorney. Represented the City both locally and statewide. Met with citizens to hear and discuss matters of concern to them. Provided input, solutions, and direction at council meetings for staff.

Environmental Learning Center – Capstone project for Barry University
Capstone project, 10/2019 – 12/2019

Performed program evaluation of the volunteer program. Methodology used was that of best practices. This sought to determine the best practices in recruitment, training, and retention of volunteers. The project involved review of existing literature and interviewing three similar organizations to find out their practices. A final document was prepared and submitted to the Director of the Environmental Learning Center detailing what was found and listing the observed best practices.

City of Sebastian, Sebastian, FL
Capstone Intern, 9/2018 – 12/2018

Facilitated strategic planning for the city, examining its current status, its future prospects, and how to achieve its goals. Interviewed all Department Directors, performed SWOT analysis, facilitated a work session with all management personnel and discussed issues and potential solutions. Prepared a formal document for the City Manager detailing common themes, succession planning, staff training and retention, technology use, safety, and citizen education. The strategic plan document detailed solutions and direction for the way forward, to be used by the City Manager in a presentation to City Council during the Strategic Planning process.

WORK EXPERIENCE

St. Lucie County Board of County Commissioners, Ft. Pierce, Florida 07/2021 – Present
IT Helpdesk Supervisor

Supervise the Customer Service and Desktop Support team of 9 technicians. Prioritized, planned, and coordinated daily and long-term staff activities and projects. Provide support to 80 sites Countywide including the Emergency Operations Center. Plan and implement installation of computers, peripherals, and software. Collaborate with IT Assistant Director to set goals, develop strategies, manage projects, and review progress. Interact with other department directors to determine technical solutions for their projects/issues. Generate weekly Team Status reports and interpret these reports to identify possible performance issues and plan mitigation accordingly. Interview and recommend candidates for hire. Improve staff efficiency by conducting evaluations and providing coaching.

US Census Bureau, Orlando, Florida 03/2020 – 01/2021
IT Manager

Supervise a staff of 9 technicians to ensure technical issues are resolved quickly so that the Census operations can progress. Manage automation functions in the office; the first line-of-contact for all hardware, software, and telecommunication problems in the office, troubleshooting duties, and evaluating, analyzing, and coordinating automation operations to efficiently support office functions with available equipment. Responsible for the paper and automated tracking of property management to include: ensuring necessary forms are accurately filled out; property management systems are updated, and regular audits are performed, and secured devices are stored. Conduct weekly meetings with IT staff. Meet daily with Department Manager to identify issues, offer input and plan accordingly.

Steward Sebastian River Medical Center, Sebastian, FL 11/2017 – 01/2019
IT Supervisor

Managed a team of 4 technicians providing computer support at the hospital and 18 offsite clinics. Prepared weekly reports, sourced and purchased necessary supplies for ongoing support, provided leadership and guidance to team members, and coordinated and ensured 24-hr technical support coverage for the hospital. Collaborated with IT Director to ensure achievement of goals. Interviewed and recommended candidates for hire. Improved staff efficiency by conducting evaluations and providing coaching

St. Lucie County Board of County Commissioners, Ft. Pierce, FL 3/2007 – 11/2017
Network and Operations Coordinator, 08/2015 – 11/2017

Supervised four sections - Systems Administration, Customer Service/Help Desk, Desktop Support and Applications Support (17 staff total). Worked closely with CIO to develop and implement strategic plan and manage projects. Wrote/revised department policies and procedures. Prepared department budget. Negotiated contracts for acquisitions, annual maintenance, services and software. Approved purchases as necessary while staying within budget. Ensured 24-hr availability of all network and computer systems and oversaw the operation of two datacenters (including the Emergency Operations Center) at different geographic locations within the county, ensuring that power, cooling, access restrictions and data security were in place and maintained.

St. Lucie County Board of County Commissioners, Ft. Pierce, FL

Network and Operations Coordinator	08/2015 – 11/2017
Network Administrator	09/2013 – 08/2015
Section Supervisor	03/2008 – 09/2013
Desktop Technician	03/2007 – 03/2008

CERTIFICATIONS AND AFFILIATIONS

- American Society for Public Administrators
- Pi Alpha Alpha Honor Society for Public Affairs & Administration
- Notary Public
- Vmware Certified Professional (VCP-DCV)
- Microsoft Certified Professional (MCP)
- A+ certified
- Network+ certified

REFERENCES
for Jerome Adams
(772) 480-0662
jeromeadams@bellsouth.net

Professional References
Joe Griffin (Former City Manager – Sebastian)
[redacted]
Jfxgriffin91@gmail.com

Kim Johnson (Former St. Lucie County Commissioner)
Kimjohnson.slc@gmail.com
(321) 662-6536

Paul Sisilli (IT Director – Clerk of the Court & Comptroller, Indian River County)
(772) 201-0057
sisillip@hotmail.com

Chris Nunn (Vice Mayor – City of Sebastian)
(772) 633-7507
Gatornut2@hotmail.com
709 Jordan Ave.,
Sebastian, FL 32958

Executive Level Leader

Michelle Berger, M.P.A.

[redacted]

MichelleLeeBerger@gmail.com

[redacted]

About Michelle

The pursuit of excellence in public service has been a long-time goal for Michelle as she has dedicated 15 years of her professional career to serving the public as both an elected and appointed official. Her municipal governance experience stems from an appointment as Town Manager for the Town of Sewall's Point and a three-term elected official as City Councilwoman for the City of Port St. Lucie, Florida. While serving as Councilwoman, Michelle also was appointed as a Fire Commissioner for the independent taxing district of the St. Lucie County Fire District. Michelle's public sector experience is enhanced only by her more than three decades of private sector business management experience. Her recent executive role as Senior Vice President of a retail specialty healthcare organization with over 10,000 employees enabled her to develop high performance teams throughout the United States, supporting over 250 individual locations in the Lower 48, Alaska, Hawaii and Puerto Rico. Prior to this role, Michelle served in several key leadership roles for global optical companies, driving company initiatives to enhance customer experience while attaining gross margin goals and driving revenue growth. Public or private, Michelle understands the key to success is people. Michelle's financial exposure spans a spectrum of over a half billion dollars for the City of Port St. Lucie and as low as five million for the Town of Sewall's Point. Her private sector P&L responsibilities exceeded $300 million.

Education

MPA
Barry University
2014

Bachelor of Arts
Business Management
2000

Associate in Science
Opticianry Science
1989

Florida Licensed
Dispensing Optician
(Board of Health License)
1989

Member FCCMA & ICMA

Relevant Experience

Municipality

- Project Manager — City of Stuart
- Town Manager — Town of Sewall's Point
- Consultant — Town of Kenneth City and Town of Temple Terrace

Private Sector Business

- Vice President — National Vision, Inc.
- Senior Director — Luxottica Retail, USA
- Multi-Unit GM — Luxottica Retail, USA

Legislative Leadership

- City Councilmember — City of Port St. Lucie
- Fire Commissioner — St. Lucie County Fire District

References, Relationships & Colleagues

City Manager David Dyess
Chief Assistant City Manager Jesus Morejo
Howard Tipton
Chief Tina Ciechanowski
Deputy City Manager Kristina Ciuperger
Taryn Kryzda

More Available Upon Request

Michelle Berger, M.P.A.

December 29, 2022

Cover Letter / Letter of Interest to the Village of Indiantown Village Council

Dear Mayor, Vice Mayor and Councilmembers,

I am pleased to submit my letter of interest in the Interim Village Manager role for the Village of Indiantown.

As a five-year resident of Martin County and previously a sixteen-year resident of the City of Port St. Lucie, I am very familiar with the Treasure Coast area, Indiantown, and many stakeholders. Much of this knowledge and my relationships have been developed throughout my years of public service.

After watching the most recent Village Council meeting, I understand the Council wants to concentrate its efforts on searching for the most viable candidate for the permanent position. I would be honored to assist the organization as the Council pursues that goal and makes the transition in leadership.

When necessary and indicated, a full list of references will be made available. For your additional information, I am a long-time member of the Treasure Coast Regional League of Cities and invite you to reach out to Florida League of Cities' President Caraballo for any immediate reference you may desire. My membership in ICMA and FCCMA (Florida City/County Managers Association) is as a "Manager in Transition" (MIT). Recently, FCCMA published my professional profile, which I have included as part of this submission.

If it is the Council's desire to interview me for the next round of candidate considerations, I will make myself available.

By signing this letter of interest, ***I certify all information contained in this cover letter and resume is true and accurate.***

Most Sincerely,

Michelle Lee Berger

December 2022

Monthly MIT Profile

Florida has one of the strongest representations of council-manager form of government in the United States. For working managers, this provides amazing opportunities for professional resources within Florida. However, there is a downside. At any given time, you have several colleagues with tremendous experience, education and passion that are not currently contributing in a full-time role.

The Monthly MIT Profile highlights the backgrounds and capabilities of these colleagues who can help your organization – whether in an interim or project role. Take the time to read these profiles and contact MITs who may be able to help you. They will appreciate it more than you know and your organization will be better off for it.

Michelle Lee Berger, M.P.A.

What was your last position before becoming an MIT?
My last full-time role was as a Town Manager for the coastal Town of Sewall's Point, Florida. I received a two-year contract starting October 2019 and finished out the contract, providing the Town an additional three months beyond the contracted agreement. I then transitioned to offering municipal management and project management services via contractual and part-time terms.

Can you briefly share your background?

I am a highly versed, experienced professional operations manager in both the public and private sectors, known as a collaborator and strategic thinker.

I held executive roles in the private sector for national and globally recognized specialty retail healthcare organizations, having operated in that industry for three decades. This business management experience is enhanced by almost two decades of public service, with many of these years and roles occurring simultaneously. I served three terms (12 years) as a City Councilwoman for the City of Port St. Lucie, the seventh largest city in Florida, guiding it through some of its highest growth years. While serving as Councilwoman, I was also appointed by my peers as a Fire Commissioner for the independent taxing district of St. Lucie County Fire District.

I earned a master's in public administration (MPA) and continue to focus on municipal professional development by participating in education offered by ICMA and FCCMA. A recent example is the certified completion of the High-Performance Leadership Academy, a 12-week online program created to equip local government professionals with leadership skills in organizational development and change management, negotiations and collaboration, effective communication, and how to deliver increased value from high-performance management.

What's your forte?
My expertise lies in public policy and managing human behavior to cultivate organizational success. Whether involved in executive coaching, visioning and strategic goal setting, negotiations and labor relations, conflict management, or any other aspect of leadership, I navigate mindfully, using listening skills and keeping word selection at the top of mind. I'm sought after for my ability to influence and build relationships for shared success and consensus building.

Other tactical execution successes lie in these areas:

- Analytics and business management, creating metrics and linking to community priorities
- Funding and delivering septic to sewer conversions
- Funding and delivering resiliency solutions, including treatment trains for stormwater management
- Sustainability planning and project execution
- Capital improvement planning
- Overall project management

Michelle Lee Berger [redacted] MichelleLeeBerger@gmail.com December 2022

Mr. Charles C. Graves III
299NW 52nd Terrace #424
Boca Raton, FL 33487

Ms. Susan A. Owens
Acting Village Manager
15516 SW Osceola St. Suite B,
Indiantown, FL 34956

December 27, 2022

Dear Mayor Halpern,

It is a pleasure to submit my application for the position of Interim Village Manager for the Village of Indiantown, Florida. I have significant experience in budgeting, finance, public administration, human resources, community engagement, council-manager relationships, and a wide range of issues regarding city administration.

I have previously served as Director of Planning and Community Economic Development for the cities of Baltimore, Atlanta, and Cincinnati, as well as Deputy Director of Planning in Washington, DC. My experience includes leading large and mid-range planning and community economic development departments. I have also led combined buildings and inspection departments as well as zoning divisions. I have served on the Chesapeake Bay Area Commission which oversaw the administration of environmental compliance along the waterfront. I have also overseen the creation of four comprehensive plans in Atlanta, Baltimore, Washington DC, and Cincinnati, the last of which was awarded the Daniel Burnham award for the best comprehensive plan. Additionally, I have significant experience in personnel management and have been responsible for developing and managing budgets of up to $31 million with a staff of up to 350 members. I also was successful in applying for and receiving a $2.4 million HUD challenge grant for planning, which was the fourth-largest planning grant awarded in the United States.

I am also highly familiar with the unique conditions of South Florida, having lived in the region since 2018, taught as an adjunct professor of planning and urban design at Florida Atlantic University, and I currently serve as a current member of the Boca Raton Historic Preservation Board. Community engagement, transportation planning, environmental sustainability, conflict management, and experience in leadership are among the greatest abilities which I would bring to this position. I look forward to sharing more of my education and experience regarding this excellent opportunity. I certify all information contained in this cover letter and resume is true and accurate.

Sincerely,

Charles C. Graves III

CHARLES C. GRAVES III
299 NW 52nd Terrace, Suite 424
Boca Raton, FL, 33487
(513) 703-4532 (C)
chas2215@msn.com
plans.it.llc@gmail.com

EDUCATION:

Certificate of Advanced Study
Harvard University
John F. Kennedy School of Government Program
for Senior Executives in State and Local Government

Master of Science, Community Economic Development
New Hampshire College

Bachelor of Art, Political Science/Urban Planning
Hampton University

PROFESSIONAL EXPERIENCE: **September 2004 to Present**
President and CEO
PLANS IT, LLC

Founded PLANS IT LLC a planning and real estate development consulting firm. The company specializes in comprehensive and neighborhood planning, transportation, urban design, real estate development, housing financing, project management, marketing, construction and property management. The firm has extensive experience in working with for-profit and non-profit organizations as well as local, state and federal government.

PROFESSIONAL EXPERIENCE: **January 2022 to May 2022**
Interim Planning & Community Development Director
City of Moline, Illinois

Supervision of Community Development Division overseeing HUD and other state and local grants, including economic development, business recruitment, and all planning and zoning activities.

PROFESSIONAL EXPERIENCE: **February 2021 to July 2021**
Interim Director of Planning, Buildings & Inspections
City of Amarillo, Texas

Oversight of all permitting, plans review, code enforcement, planning and zoning, online software permitting improvements and supervision of transition to permanent director.

PROFESSIONAL EXPERIENCE: **July 2018 to Present**
Adjunct Professor, School of Urban and Regional Planning
Florida Atlantic University
Teaching planning, urban design projects, and capstone courses for baccalaureate and master's degree students.

PROFESSIONAL EXPERIENCE: **September 2007 to June 2018**
Director, Department of City Planning and Buildings
City of Cincinnati, Ohio

ADMINISTRATION/ MANAGEMENT: Directing the Department of Planning and Buildings, which includes the Division of Community Planning and the Division of Buildings and Inspections. The Department includes 80 staff persons. Major initiatives include developing a co-location implementation strategy to incorporate a City and County permitting center.

PLANNING Formed the Department of Planning after it was abolished in 2003. Reorganized and hired planning staff and initiated several projects including the first Comprehensive Plan in 30 years. I also initiated the Form-Based Zoning Code and districts in the City. The Department was awarded a $2.4 million grant, from HUD, to update the Zoning Code and streamline the building permitting process. The department was awarded the top APA state and national awards for the best Comprehensive Plan. The department was recognized in APA Magazine as the best turnaround Planning Department in the country.

PROFESSIONAL EXPERIENCE: **August 2005 to March 2007**
Deputy Director, Long Range Planning, Office of Planning
Government of the District of Columbia
Washington, D.C.

ADMINISTRATION/ MANAGEMENT: Directing the Long Range Planning division in the Office of Planning. The Division includes the Comprehensive Planning, GIS and the State Data Center staff. Responsibilities include supervising staff and consultants in developing the 20 year Comprehensive Plan for the City, overseeing the administration of the City's GIS system and data center for the City.

PROFESSIONAL EXPERIENCE: **November 2002 to September 2004**
Commissioner of Planning and Community Development
City of Atlanta, Georgia

ADMINISTRATION/ MANAGEMENT: Supervision and management of over 250 staff and 6 Bureaus to Include: Planning, Code Compliance, Building/Urban Design, Housing and Economic Development. Report directly to the Mayor and City Council.

COMMUNITY PLANNING: Created Atlanta's first Housing Trust fund and Inclusionary Zoning District to create affordable housing in Atlanta; directed and

coordinated all aspects of Atlanta's planning function. Specific Responsibilities included: oversight of the development of Neighborhood and Downtown Development Plans, updated Atlanta's Master Plan, recommended rezoning and subdivision requests, and development of the City's GIS computer system.

COMMUNITY ECONOMIC DEVELOPMENT: Coordinated Atlanta's Empowerment Zone Enterprise Zone and Renewal Committees programs. Assisted in the promotion, attraction and retention of commercial and industrial businesses into Atlanta. Other duties included assisting in the implementation of the City's economic development strategy and real estate acquisitions.

PROFESSIONAL EXPERIENCE: **August 1993 to November 2002**
Director of Planning
City of Baltimore, Maryland

ADMINISTRATION/ MANAGEMENT: Supervision of professional and administrative staff. Coordination of the City's Capital Improvement Budget and, State Bond Requests Other duties included recommending policies to the Mayor, City Council and State Representatives.

COMMUNITY PLANNING: Directed and coordinated all aspects of the City's planning function. Specific responsibilities included: oversight of the development of Neighborhood and Downtown Development Plans, updated the City's Master Plan and recommended rezoning requests: subdivisions, and development of the City's GIS computer system

COMMUNITY ECONOMIC DEVELOPMENT: Responsibilities included assisting in the promotion, attraction and retention of commercial and industrial businesses into the City. Other duties included assisting the implementation of redevelopment projects in the City's Urban Renewal areas for commercial and residential activities. Developed and created affordable housing.

PROFESSIONAL EXPERIENCE: **December 1991 to August 1993**
Director of Planning and Development
Executive Director of the Redevelopment Authority
City of Appleton, Wisconsin

ADMINISTRATION/ MANAGEMENT: Supervision of professional and administrative staff. Coordination of the City's Capital Improvement Budget and, State Bond Requests. Other duties include recommending policies to the Mayor, City Council and State Representatives.

PLANNING: Directed and coordinated all aspects of the City's planning function. Specific duties included recommending rezoning cases, developed City Master, neighborhood, commercial, housing, site, design, projects and Subdivision plans. Accomplishments included the successful annexation

of over 100 acres into the city, completion of the City's Riverfront Master Plan and revisions to the City Zoning Code.

ECONOMIC DEVELOPMENT: Responsibilities included promoting, attracting and retaining commercial and industrial businesses, attracting several large corporations to locate into the City's business park and downtown. As Executive Director of the Redevelopment Authorities, duties involved acquiring and disposing of city-owned property for major redevelopment projects.

April 1989 to December 1991
Senior Planning Specialist
Montgomery County, Maryland
Dept. of Housing and Community Development

ADMINISTRATION/ MANAGEMENT: Coordinated and implemented the Community Development Block Grant Program. Assignments included developing contracts, budgets, monitored activities' progress, provided technical assistance, conducted workshops and supervised professional planner in the Community Planning Division.

PLANNING: Responsibilities included updating the County's Community Renewal Plan consisting of over 30 neighborhoods. Recommended improvements included housing, infrastructure, community facilities, transportation, and urban designs.

COMMUNITY DEVELOPMENT: Activities included implementing community renewal activities in low income target areas. Elements included: coordinated new and rehabilitation housing programs, commercial revitalization projects, infrastructure and community facility improvements, and assisted community organization through technical assistance.

Andrew E. Hyatt
[redacted]

December 28, 2022

Village of Indiantown
15516 SW Osceola Street, Suite B
Indiantown, Florida 34956

Ref: Interim Village Manager

Dear Mayor and Council Members,

This letter will serve as a formal request for consideration to join the Village of Indiantown as Interim Village Manager. Recently, I was the Town Manager for the Town of Surfside, Florida. Prior to this position, I was the Texas State Director for K9s For Warriors located in San Antonio. Previous positions have included, City Manager of Neptune Beach (FL), City Manager of East Ridge (TN), City Manager of Fairview (TN), City Manager of Etowah (TN), Community Development Manager of Deerfield Beach (FL) and Senior Administrative Assistant for the City of Jacksonville (FL).

I have had a myriad of responsibilities including City Administration, Economic Development, Human Resources, Customer Service, Equal Employment Opportunity, Ethics, Disciplinary Review/Actions, Purchasing, Payroll, Benefits, Civil Service Rules Review Committee and other responsibilities. I have worked within a Civil Service system, represented by the American Federation of State, County, and Municipal Employees (AFSCME) union and hired more than 500 seasonal workers. I have either managed or assisted in managing budgets as little as $750,000 and more than $23 million; and had the unique distinction of working in a city with one of the largest parks system in the United States.

In 2011, I was instrumental in the initial investment by the City of East Ridge into the Border Region Retail Tourism Development District (Act). The Border Region Act is designed to keep sales tax dollars in the State, not “leak out” to bordering states, and therefore, makes the city more competitive for new development within the Border Region District. The city can be reimbursed for the cost of financial incentives by receiving a portion of the state’s share of increased sales tax revenue. That initial investment of $4 million was for infrastructure improvements to developers who then brought in a Bass Pro Shop.

Additionally, I have developed Strategic and Business Plans. As Community Development Manager in Deerfield Beach, I brought the preparation of the five-year master plan for community development, resulting in a streamlined process for the Target Area of the city utilizing federal and state funding. By simplifying the process, we became more customer focused, this allowed for detailed input from the local target community.

Throughout my career, I have focused on making a difference as a public administrator. Through my government experience, I feel I have developed a balanced and objective approach to municipal management. As you can see on my resume, I have tried to continually improve professionally. As part of that process I returned to graduate school at the University of Tennessee at Chattanooga to obtain my Master of Public Administration degree. I have also obtained the required certification by National Incident Management System (NIMS).

Recently, I was leading our Crisis Management Team during the Champlain Towers South building collapse in Surfside, on June 24, 2021. Working side by side with Search and Rescue Teams from around the world as well as with my team. I also worked together with representatives from Federal, State and Local governments, to include Miami-Dade County (Fire & Rescue, Police, Mayors Office), other municipalities in South Florida and across the state. This was a true test of my leadership skills during a catastrophe. My experience with Crisis Management and Emergency Management was put to the test. I was able to call on my training and experience in National Incident Management System (NIMS) training as we conducted the search and rescue effort. In March of 2022, the citizens voted to allow the City Commission to issue a General Obligation bonds for a $40 million utility undergrounding project. We anticipate a start date of Summer 2023 for this project.

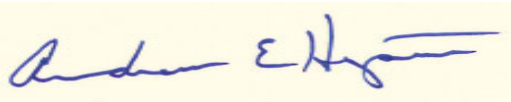
I am a visionary and the type of manager that does not involve himself in the political arena, choosing instead to focus on making the city the most efficient, effective, results oriented and quality municipal government in America. I am a public servant and to that end I work to strengthen the organization and to lead by example. I subscribe to the team approach to problem-solving and work hard at team building. In addition, I am a hands-on manager who is capable of multi-tasking to get the work accomplished.

With over twenty-six (26) years of highly responsible management and leadership experience in both the private and public sector; over eighteen (18) years have been in municipal government, and more than thirteen (13) years as City Manager. My education includes a Master's Degree in Public Administration, a Bachelor's Degree in Political Science: Public Administration and an Associate of Applied Science Degree in General Business. I possess excellent oral and written communication skills as well as strong computer skills. I would like the opportunity to discuss further with you my qualifications for possible employment.

Thank you for your consideration. I feel my experience and qualifications make me an excellent candidate for the Interim Village Manager position with the Village of Indiantown. I look forward to speaking with you soon to discuss this opportunity. I can be contacted at [redacted] or via email at aehyatt59@gmail.com.

I certify all information contained in this letter of interest and resume is true and accurate.

Respectfully,



Andrew E. Hyatt

Andrew Hyatt

[redacted]

[redacted]

[redacted]

aehyatt59@gmail.com

Objective

Developing, Managing & Monitoring Programs That Move Initiatives Forward for Government & Non-Profit Organizations

Town Manager NOV 2020 to DEC 2022

TOWN OF SURFSIDE
9293 Harding Avenue
Surfside, Florida 33154
Supervisor: Town Commission (305.861.4863)

Chief Administrative Officer in charge of managing a full-service beachfront municipality. Responsible for the day-to day town-wide operations with a permanent population of approximately 5,900 with 133 employees (109 FTE), operating budget of $16.4 million and eleven (11) separate funds totaling over $13.4 million. Prepare budget and business plan for coordination of policy development, planning and implementation of Town goals and objectives; policies and procedures for providing Town services; management and analysis of programs and services. Represented the Town to business organizations, civic associations, developers, other governmental entities and the public. Develop programs for grant applications and provide policy recommendations to the Town Commission. Interact and build partnerships with local/state/federal elected officials and maintain involvement in government.

Texas State Director JUN 2019 to MAR 2020
K9s FOR WARRIORS
4710 State Highway151
San Antonio, Texas 78227
Supervisor: Patty Dodson – Chief of Staff (904.686.1956)

Plan and coordinate all development and community engagement activities. Develop and grow community relationships with donors, volunteers, community organizations or representatives. Build relationships with community stakeholders to advance the mission. Coordinate with the Development team by, researching funding opportunities, compiling donor information and assisting with grant writing and applications to gain sponsorship and donations and managing volunteers. Oversee Kennel Operations Manager and staff (including hiring full and part time kennel assistants). Participate in special projects and take on additional tasks as requested. Maintain good communication with kennel staff and management. Maintain good working relationships with all kennel and organization employees.

City Manager JUL 2015 to JUN 2019
CITY OF NEPTUNE BEACH
116 First Street
Neptune Beach, Florida 32266
Supervisor: City Council (904.270.2400)

Chief Administrative Officer in charge of managing a full-service beachfront municipality. Responsible for the day-to day city-wide operations with a permanent population of approximately 7,200 with 75 employees, operating budget of $5.3 million and fifteen (15) separate funds totaling over $12 million. Prepare budget and business plan for coordination of policy development, planning and implementation of City goals and objectives; policies and procedures for providing City services; management and analysis of programs and services. Represented the City to business organizations, civic associations, developers, other governmental entities and the public. Develop programs for grant applications and provide policy recommendations to the City Council. Interact and build partnerships with local/state/federal elected officials and maintain involvement in government, outside group, and private industry discussions on issues involving the City.

City Manager OCT 2013 to JUN 2015
CITY OF EAST RIDGE
1517 Tombras Avenue
East Ridge, Tennessee 37412
Supervisor: City Council (423.867.7711)

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and business plan which included goals and objectives, develop programs for grant applications, and provide policy recommendations to the City Council. Gather data from various sources to be included in position papers in response to the Councilman's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

City Manager OCT 2007 to DEC 2009
CITY OF FAIRVIEW
7100 City Center Way
Fairview, Tennessee 37062
Supervisor: Board of Commissioners (615.387.6084)

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and strategic plan, oversee development of programs for grant applications, and provide policy recommendations to the City Commission. Gather data from various sources to be included in position papers in response to the Commissioner's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

City Manager NOV 2008 to JAN 2009
CITY OF ETOWAH
701 Tennessee Avenue
Etowah, Tennessee 37331
Supervisor: Board of Commissioners (423.263.2202)

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and 5-year strategic plan, develop programs for grant applications, and provide policy recommendations to the City Commission. Gather data from various sources to be included in position papers in response to the Commissioner's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

Community Development Manager MAR 2004 to OCT 2007
CITY OF DEERFIELD BEACH – PLANNING AND GROWTH MANAGEMENT DEPT.
150 SE Second Avenue
Deerfield Beach, Florida 33441
Supervisor: Jerry Ferguson, Director (954.480.4211)

Managed a diverse range of initiatives for this beachfront community, including fiscal analysis, program budgeting, and economic development functions. Provided fiscal oversight for grant funded programs and produced information on grant opportunities and programs to management, other organizations, and City Commission.

Daniel J. Kurek

[redacted]

[redacted] dankurek1949@gmail.com [redacted]

December 22, 2022

Honorable Mayor Susan Gibbs Thomas
Village of Indiantown
15516 SW Osceola St. Suite B
Indiantown, FL 34956

RE: Interim Village Manager

Dear Mayor Susan Gibbs Thomas:
Attached is my resume for your consideration for the position of Interim Village Manager. I hope with information contained in this cover letter as well as my resume will provide you with reasons why I am interested in this position. **I am a former Finance Director, Management and Budget Director and St. Lucie County Assistant County Administrator. I have also been an active committee member on several governmental boards and committees including the Planning and Zoning Board of Port St. Lucie for eight (8) years. I have worked for non-profits and profit driven organizations in management and financial positions.**

After watching the video of the council meeting of December 15, 2022, the Council has different opinions on what qualifications are needed to be the interim and permanent village manager. Even though I do not live in Indiantown, I believe someone with experience in government and business would have a step-back view of the village and its goals.

Developing an accurate budget is crucial to good government advancement. Sound budgets lead to good leadership and provides the basis for intelligent communications between staff and the Council.

Public buildings that were part of a capital improvement plan I developed while working in St. Lucie County and have been completed. My experience with jobs I have performed over my professional career, has offered me the understanding of employees' duties and challenges from simple to complex jobs. The importance of understanding what everyone experiences on the job goes a long way in managing staff. I have always achieved success in bringing forward options with a recommendation. This experience has provided me with a level of confidence in making decisions based on facts, not opinions. I understand the importance of relationships with other local governments and elected officials such as county commissioners, the constitutional officers, officials from other cities, state, and federal governments associated with the Village. These relationships are important in getting things done for the village and the community it serves.

I look forward to speaking with you.

I certify all information contained in this cover letter and resume is true and accurate.

Daniel J. Kurek

DANIEL J. KUREK

[redacted](dankurek1949@gmail.com)

AREAS OF EXPERTISE

Public Sector Management Public Relations Risk Management Contract Negotiations Consumer Loans	Organization Operations & Management Human Resource Functions Competitive Bids Collections Promotional Materials	Public Presentations Budget Development Investments Business Development Software: Microsoft Office, QuickBooks

PROFESSIONAL EXPERIENCE

PUBLIX SUPERMARKETS INC, Jensen Beach, FL, September 2021 to Present: SEAFOOD CLERK – Part-time.

ARAPAHO CITRUS MANAGEMENT, Fort Pierce, FL, 2 Years, CONTROLLER – Responsible for all accounting functions for several sub-corporations including accounts payable, payroll, accounts receivable and cash management.

DANIEL J. KUREK, Consulting, LLC, Port St. Lucie, FL, Aug. 2010 to Present, PRESIDENT – Prepares Federal and State Income Taxes for individuals, Small Corporation, and non-profits. Provides accounting services for small companies.

SOLAR AND ENERGY LOAN FUND, Fort Pierce, FL, 2.5 Years, CONTROLLER – Responsible for all accounting functions of the non-profit revolving loan fund, including accounts payable, payroll, accounts receivable, grant accounting and cash management. Administration of the lending function including maintenance of loan portfolio and compliance. Compile financial statements for board meetings. Made presentations to the board, committees, and citizen groups.

DANIEL J. KUREK, Consulting, LLC, Port St. Lucie, FL, Aug. 2010 to Sep. 2011, INTERIM EXECUTIVE DIRECTOR – Contracted by St. Lucie County Board of County Commissioners to assist in setting up a revolving loan fund for energy efficient improvements to homeowners and small businesses. In order to begin the main purpose of lending, a number of elements must be set up; energy audits, contractor qualification, banking, accounting, lending procedures, quality control, grant administration, data collection and establishing a business office.

PBC CREDIT UNION (Currently Guardians Credit Union), West Palm Beach, FL, 3 Years, BUSINESS DEVELOPMENT COORDINATOR - The St. Lucie Community Credit Union merged with PBC Credit Union in order to expand the services and stability to its members. The duties were primarily public relations, marketing, and expansion of the credit union in St. Lucie County.

ST. LUCIE COMMUNITY CREDIT UNION, Fort Pierce, FL, 8 Years, MANAGER/TREASURER – Manager of a $10M credit union, which provided financial services to all citizens of St. Lucie County. Increased the amount of assets from $3.5M to $8M in eight years. The credit union survived the hurricanes of 2004 including getting the office open in three to five days after each storm. In charge of all functions of the institutions including, savings, loans, investments, collections, etc.

MARTIN COUNTY SCHOOL DISTRICT, Martin County, FL, 2.5 Years, RISK MANAGER/EMPLOYEE BENEFITS – Developed an effective risk management program for the District. The District was without a risk manager for almost two years and I was able to reorganize the department and bring everything up to date. Managed a staff of three including a Benefits Associate, Safety Officer, and secretary.

BOARD OF COUNTY COMMISSIONERS, St. Lucie County, FL

- **DIRECTOR OF MANAGEMENT & BUDGET (5 years)** - Developed the annual budget for the Board of County Commissioners. The last budget compiled was $197 million. Managed a staff of four (4) professionals who were responsible for monitoring the budget, assisted departments in budget problems and published an annual budget. The budget expanded from $25 million in 1982 to $197 million in 1995. The millage to support the budget had remained the same from 1993 through 1995. I was able to increase the cash on hand in the general operating account from less than $1.0 million in 1992 to over $6.0 in 1995. Served on the negotiating team to develop the first union contract.
- **PUBLIC SERVICES ADMINISTRATOR (2 years)** – Supervised four departments: Public Safety, Agriculture, Veterans Services, and Human Services. Other duties included risk management and development of reorganization plans. Developed the first independent preferred provider network of physicians and hospitals in St. Lucie County. Assisted in setting up an employee supported dental program and the first Employee Assistance Program for all county employees. Served as Acting Executive Director of Children's Service Council until permanent director was hired (Approx. one (1) year).
- **ASSISTANT COUNTY ADMINISTRATOR (5 years)** – I was the first Assistant County Administrator in St. Lucie County. My primary function was to develop and monitor the county budget. During this time, I organized a two city, two county insurance risk pool (TRICO) for property, workers' compensation, and liability coverage. Served as chair of the TRICO for nine (9) years. Developed a five-year capital building programs for buildings and road construction, which have been completed. Served as the project manager for several building projects.

CLERK OF CIRCUIT COURT, St. Lucie County, FL

- **FINANCE DIRECTOR (3 years)** – Supervised a staff of ten (10) who performed all financial functions for the county, including accounts payable, revenue receipts, accounts receivable, payroll and internal audit. During this time, developed the budget for the Board of County Commission and Clerk of Court. I was responsible for converting the indemnity insurance program to self-insured program saving the County millions of dollars over the next ten years. I submitted for approval, a program for the first tipping fee schedule for the solid waste system making the operation self-supporting.
- **ASSISTANT FINANCE DIRECTOR (2 years)** – I assisted the Finance Director in supervising the staff while I was trained in government accounting. I was directly responsible for revenue receipts, check disbursements, bank reconciliation and annual reports. I assisted County is setting up the first central in-house data processing department.

OTHER PROFESSIONAL EXPERIENCE

- **FLOWERS BAKING COMPANY OF FORT PIERCE, Fort Pierce, FL, 7.5 Years, OFFICE MANAGER**
- **TANGLEWOOD MOBILE HOME PARK, Fort Pierce, FL, 2 Years, ASSISTANT MANAGER**
- **MARTIN COUNTY PUBLIC SCHOOL DISTRICT, Stuart, FL, 2 Years, TEACHER**
- **ST. LUCIE COMMUNITY CREDIT UNION, Fort Pierce, FL, 16 Years, ELECTED PRESIDENT**
- **BELL BAKERIES CREDIT UNION, Fort Pierce, FL, 7 Years, ELECTED TREASURER**

CIVIC ORGANIZATIONS AND COMMUNITY INVOLVEMENT

- Current Treasurer of the **National Seal Museum (7 Years)**
- Former Chairman and member of **Planning & Zoning Board of Port St. Lucie (8 Years)**
- Former Chairman of **Citizens Budget Committee for St. Lucie County (5 Years)**
- Former Member of the **St. Lucie County Chamber of Commerce**
- Former Member of the **Martin County Chamber of Commerce**
- Former member of the **New Horizons Capital Improvement Advisory Committee** for the funding of an in-patient mental health facility for children
- Former member of the **Alzheimer Community Care Advisory Committee** for St. Lucie County.
- Former Member of the **Citizens Budget Committee for St. Lucie County School District**
- Former Chairman of the **Port St. Lucie Budget Advisory Committee**
- Former Member of the **St. Lucie County Audit Committee**

EDUCATION

B.A. Degree in Mathematics, General Science
Grand Valley State University, Allendale, Michigan.

Accounting I, II, III
Indian River Community College, Fort Pierce, Florida

REFERENCES

Daniel Harrell
Attorney At Law, 772-464-9220,
1600 South Federal Highway Suite 200 Fort Pierce, FL 34950
Rick Kaiser
Chief Operating Officer, UDT-SEAL Museum 757-635-6002,
3300 N. Hwy. A1A, Fort Pierce, FL 34949
Johnathan Ferguson
Attorney at Law, 772-971-7506
12216 Franko CIR, Cedar Key, FL 32625
Stephanie Morgan
Port St. Lucie City Council Person, 772-528-9199
6575 NW Pomonia Court, Port St. Lucie, FL 34983
Heather Young
Attorney at Law, 772-919-1273
2192 NW 20th Avenue, Stuart, FL 34994

December 21, 2022

Ms. Susan A. Owens
Acting Village Manager
Village of Indiantown
15516 SW Osceola Street
Suite B
Indiantown FL 34956

Re: Interim Village Manager Position

Dear Ms. Owens:

I recently saw your advertisement relative to the position of Interim Village Manager, Indiantown, Florida, and I am excited about being considered as a candidate for this position. **I am a dedicated team player with strong administrative skills, and I promote a transparent environment within the conduct of municipal affairs. I am a candidate with demonstrated success working in a collaborative and participatory environment and value the development of strong community engagement with all entities. I have a solid working knowledge of municipal finance, public works, public safety, grants, planning and development, project management and Community Redevelopment Agencies. I have high ethical standards and broad experience in fostering innovation and leading staff in accomplishing established goals and objectives.** Further, my background comports with the attributes desired by the Village for the Interim Village Manager position. In short, my experience, knowledge, background, skills, and abilities make me a solid fit for this opportunity.

I also have experience in leading and moving forward newly incorporated municipalities like Indiantown. With this background, and my two master's degrees in public administration (with Honors from Florida Atlantic University) and Regional Planning (The Pennsylvania State University), I am the effective leader that the Village of Indiantown is seeking to employ.

Sincerely,

Mark A. Kutney

Mark A. Kutney, AICP, ICMA-CM
Former City Manager
City of Brooksville

I certify all information contained in this cover letter and resume is true and accurate.

Mark A. Kutney, AICP, ICMA-CM

[redacted]

makutney_3254@mail.com

SUMMARY OF QUALIFICATIONS

An experienced local government manager and leader with a proficiency in the following areas:

- Growth Management
- Economic Development
- Customer Service
- Strategic Planning
- Labor Relations/Collective Bargaining
- Sustainability
- Budgeting/Capital Budgeting
- Project Management
- Human Resources
- Media Relations
- Grantsmanship
- Emergency Management
- Airport Management

I am an ICMA Credentialed Manager and savvy leader with a commitment to the principles of Total Quality Management (TQM). I am a proven leader versed in managing change and specializing in dealing with high pressure/demand activities in local government. Further, I am a dedicated team player with city (strong mayor and city manager forms of government) and county experience.

PROFESSIONAL EMPLOYMENT EXPERIENCE

City Manager for the City of Brooksville **November 2017- June 2021**

The City of Brooksville is located in central Hernando County and is the County Seat. The 2020 BEBR population estimate had the City at 15 residents short of 9,000 population. The City is comprised of about 12 square miles. As City Manager, I was responsible for the following Departments and major Functions: Fire; Finance; Parks & Recreation; Community Development (including CRA); Public Works; Utilities (including Sanitation); City Clerk; Cemetery; Human Resources; Information Technology; and Business Development. Law Enforcement was provided by the Hernando County Sheriff's Office through contract. The adopted FY 2021 General Fund Budget was $9,737,331 and the City's all funds budget for FY 2021 was $47,754,889.

Accomplishments

- Guided City Council in the decision to contract with the Hernando County Sheriff's Office (HCSO) to deliver Law Enforcement Services. I negotiated the contract with the Sheriff that was favorable to the City. I successfully handled the transition from Brooksville PD to the Sheriff and completed the deposition of police department assets.

- Reorganized 65% of the City to make it more efficient and effective.

- Led Staff efforts with Civics Plus to develop a **new website** for the City.

- Negotiated a new **Collective Bargaining Agreement** with Fire Union Local 4661 in 2020 and successfully guided the modification of a **Fire Assessment** methodology from the Availability Method to the Demand Method.

- In conjunction with the Florida Rural Water Association **developed new water and sewer rates** that were urgently needed and ultimately adopted by City Council.

- Prepared and developed the **Economic Development Strategic Plan** which was adopted by City Council in July 2020.

- Guided the preparation of new "state of the art "**procurement and personnel policy manuals t**hrough City Council.

- Guided the preparation and adoption of a new **compensation/classification plan** through City Council that corrected numerous salary structure problems within the City.

- Upon my arrival in Brooksville, I corrected many problems of the existing financial situation. The City had low reserves, had been overspending and was facing serious budget cuts and tax increases. Through my efforts, I built up reserves, overhauled spending practices and other financial remedies. Ultimately, the City was able to **reduce its millage rate by over 1 mill** during my tenure and City reserves are now at healthier levels.

- Created a new **Capital Improvements Plan** and set up a continuous **Roadway Management Plan** that provides yearly maintenance enhancements of deteriorated roadways.

Town Manager for the Town of Loxahatchee Groves October 2011-September 2014
The Town of Loxahatchee Groves is located in central Palm Beach County and was incorporated as Palm Beach County's 38th municipality on 6/23/06. The Town has a population of 3,185 (2013 Florida BEBR estimate) and comprises 12.5 square miles. The Town conducts its activities as a contract service municipality, and I served as Town Manager conducting general management services for the Town through a management company. Specifically, these general management services included general administrative duties, Town Clerk, Finance, Planning and Zoning and Emergency Management. The Town also provided the following services through major contract vendors that I supervised and managed including: Law Enforcement and Fire Rescue via Palm Beach County; Solid Waste Management; Public Works; Code Enforcement; Engineering Services; and Building Services. Several minor services were also provided including but not limited to Special Magistrate, auditing and debris removal services (with estimated employees of 150-200). The adopted budget for the Town's FY 15 General Fund was $2,095,897 and the budget for all funds was $4,873,466.

Accomplishments

- I was presented with the Awards of Financial Reporting Achievement by the Government and Finance Officers Association of the United States and Canada (GFOA) for **preparation of the Comprehensive Annual Financial Reports (CAFR)** for Fiscal Year

Ended September 30, 2011; the Fiscal Year ended September 30, 2012; and the Fiscal Year ended September 30, 2013.

- I successfully guided Palm Beach State College through the Comprehensive Plan and development process for the purpose of permitting the College to build their fifth branch campus along with associated commercial development in the Town.

- Working with the Town Attorney, the Palm Beach County Sheriff's Office and other agencies, drafted new legislation and conducted code/police enforcement efforts to resolve a serious illegal equestrian manure dumping problem occurring throughout the Town.

- I led the efforts that implemented the conversion of the Town's wireless computer system and replaced such with new computer hardware and software; creation of a new website; and through a forensic data recovery firm recovered one terabyte of electronic files that were deleted due to mismanagement of the previous management firms.

- **Negotiated and brokered a verbal agreement with the Central Palm Beach County Chamber of Commerce to purchase and/or lease the Chamber Headquarters as the Town's new Town Hall.** At the end of my tenure, the Town Council agreed to move forward and purchase the facility.

- Monitored and directed Town recovery activities during Tropical Storm Isaac.

- Served as the Town's Chief Procurement Officer and handled numerous procurements and bids including the bid for Solid Waste Services and the Request for Qualification (RFQ) under Florida CCNA requirements for various Town Engineering Services.

Deputy City Manager for the City of Belle Glade, Florida 2007-2011

The City of Belle Glade is located on the southeastern shore of Lake Okeechobee and is the largest city within the greater glades area of Palm Beach County. The City has a population of 17,107 (2009 Florida BEBR estimate) and comprises 4.65 square miles. The City's adopted total budget for fiscal year 2008-2009 was $26,030,111 and the City had 168 full time employees allocated throughout the various funds. As the Deputy City Manager, I worked under the direction of the City Manager and acted as Chief Executive Officer during the City Manager's absence. As Deputy City Manager, I served as a Chief of Staff for the City Manager, and I was responsible for review and coordination of City Commission business agenda items. I also served as the City's **Airport Manager** and **Emergency Manager**.

In addition to consulting and advising the City Manager about community/program needs, I was the **Project Manager** for several high profile projects including the **Belle Glade Boat Lock Design and the Strategic Business Plan for Belle Glade Airport.** I was also an appointed (by the Belle Glade City Commission) member of the Glades Utility Authority (GUA) Governing Board, an independent water / wastewater service provider to the Glades area. This Board was responsible for all business decisions of the Authority's 24 million dollar utility operation. In **November 2010, I was elected Chair of the GUA Authority Board by members of the**

Governing Board.

Accomplishments:

- In conjunction with Palm Beach County Emergency Management, I coordinated the review, preparation, and City Commission adoption of the **Continuity of Operations Plan (COOP)** for Emergency Operations.
- I played an instrumental role in the review, negotiations, amendment and City Commission adoption of an Interlocal Agreement with Palm Beach County and the cities of Pahokee and South Bay to create the Glades Utility Authority. This agreement essentially transferred the City's water and wastewater services to an independent utility authority.
- I led the efforts and program to have all City Staff trained in the basic FEMA courses dealing with Incident Command System (ICS) and National Incident Management System (NIMS).
- I handled negotiations with Palm Beach County for the creation of an **Interlocal Service Boundary Agreement (ISBA)** and in conjunction with this effort, prepared and developed a new application format, procedures, and requirements related to the City's program for future annexation efforts.
- I was responsible for guiding the adoption of the 2008-2009 Budget through the City Commission as the Acting City Manager and coordinated the completion the **2005-2006 Audit/CAFR t**hat was several years behind schedule.
- On a continual basis, I was responsible for the successful review and coordination of all agenda reports and business items that were presented before the City Commission twice monthly.

Acting City Manager for the City of Belle Glade, Florida
September 3, 2008-November 2, 2008
I assumed the duties of Acting City Manager due to the City Manager being discharged.

Development Services Director for the Town of Davie, Florida 1999 - 2007
Director of Growth Management for the City of Hallandale, Florida 1995 -1999
Community Development Director for the City of Titusville, Florida 1991-1995
Planning and Development Director for the City of Greenacres, Florida 1984-1991
Planning and Management Consultant, Diversified Planning Consultants, Lake Worth, Florida 1985-1991
Senior Planner in the Current Planning Division of the Sarasota County Planning Department 1982-1984
Assistant Executive Director for the City of Wilkes-Barre, Pennsylvania Department of Planning and Development 1978-1982
Research Analyst for the City of Wilkes-Barre, Pennsylvania Department of Planning and Development 1977-1978

EDUCATION

Master of Public Administration with Honors, Florida Atlantic University
Master of Regional Planning, The Pennsylvania State University
Bachelor of Arts in Urban Affairs, Wilkes College (currently Wilkes University)

References for Mark A. Kutney, AICP, ICMA-CM

Pat Brayton, Former Mayor/Councilor
City of Brooksville
201 Howell Avenue
Brooksville, FL 34601
Cell (352) 232-2233
Home (352) 796-4840

Robert Battista, Former Vice Mayor/Mayor/Councilor
City of Brooksville
201 Howell Avenue
Brooksville, FL 34601
Cell (352) 584-8964
Home (352) 796-8840

Gretchen R.H. (Becky) Vose, ESQ.
Vose Law Firm
324 W. Morse Boulevard
Winter Park, FL 32789
Cell (407) 448-0111
Office (407) 645-3735

William J. Kemerer, Former Mayor/Councilor Brooksville
20084 English Walnut Place
Brooksville, FL 34601
Home (352) 799-3727
Cell (813) 240-2881

Randall H. Reid, Former County Manager
Southeast Regional Director/Director of Performance Initiatives ICMA
[redacted]

Maziar Keshavarz, P.E.
President
Keshavarz & Associates
711 N. Dixie Highway, Suite 201
West Palm Beach, FL 33401
Cell (561) 315-2375

Lyndon Bonner, Former Government Administrator
(352) 209-2123

Stephen E. Yohe, P.E.
Cell (561) 315-4899

Lynne Ladner – ICMA – CM, SHRM-SCP

[redacted]

elizabethlladner@gmail.com
linkedin.com/in/lynne-ladner-1203436/

December 29, 2022

Mayor Susan Gibbs Thomas
Mayor, Village of Indiantown, FL
15516 SW Osceola St Suite B
Indiantown, FL 34956

RE: Village Manager – Village of Indiantown, FL

Dear Madam Mayor.

It is my pleasure to submit my resume for consideration for the position of Interim Village Manager for Indiantown, FL. As an experienced manager working in communities with populations under 10,000, I understand the unique opportunities that smaller rural communities provide. I have extensive financial administration, budgeting, zoning administration, refined human resource management, and project management talents. My experience in customer service reflects my ability to establish strong relationships with internal and external stakeholders, customers, and partner organizations to ensure effective and efficient organizational operations. I have a proven history of building positive relationships with adjacent communities and the county along with intergovernmental partners to provide high-quality deliverables and services to all parties.

My varied experiences as a local government manager have provided me with cross-functional talents that allow me to oversee and assist many different departments and organizational areas but also provide me with the resources and ability to identify unique solutions to the many challenges local government organizations face today. My expertise in seeking out, successfully writing and administrating grant applications to private foundations, state agencies, and federal programs across three communities for infrastructure improvements, recreation projects, and capital improvements will assist the Village of Indiantown in continuing to build economic prosperity and the local economy through strong community development.

As a manager dedicated to lifelong learning while improving my skills, I have obtained the Society of Human Resources Management Senior Certified Professional certification and my International City/County Managers – Credentialed Manager designation and continue working to retain these certifications through continuing education.

I am delighted at the potential opportunity to assist the Village of Indiantown during this time of transition. I look forward to the opportunity to speak to you further about how my diverse experiences provide me with the necessary skills, understanding, and ability to collaborate with you to serve the community to the best of my ability. I certify all information contained in this cover letter and resume is true and accurate.

Thank you for your time and consideration.

Lynne Ladner
ICMA- CM, SHRM-SCP

Lynne Ladner – ICMA – CM, SHRM-SCP

[redacted]
elizabethlladner@gmail.com
linkedin.com/in/lynne-ladner-1203436/

Professional Summary

Strategic executive administrative professional with experience impacting business direction with successful leadership decisions and key plan development and implementation. Highly dependable, ethical, and reliable specialist, and leader that blends advanced organizational, technical, and business acumen. Works effectively with cross-functional teams in ensuring operational and service excellence

Career Experience

Town of Ocean Ridge (1,816) 9/2022 – Present
Interim Town Manager/Finance Director Ocean Ridge, FL
Provide contracted short-term assistance during the transition to a new permanent town manager to enable the community to effectively ensure continuity of service delivery during the transition period

- Identified new financial management software and presented it for Commission approval
- Assisted departments in moving FY 23 capital projects forward including the construction on new Public Works storage building, IT Refresh project for Police Department, stormwater drainage project, and waterline replacement project.
- Assisted with the final FY 23 budget hearing, adoption, and entry into financial management software
- Complete FY 22 year-end journal entries, closeout, and preparation for annual audit.

City of Pahokee, FL (5,394) 5/2022 – 8/2022
Contracted Interim Finance/HR Director Pahokee, FL
Provided month-to-month contracted assistance during the transition of a new city manager to enable the manager to effectively build the City's leadership team while having the confidence that internal city services are being managed in the short term.

- Assist current finance staff with implementing current audit findings and any unresolved findings from previous findings
- Led the Finance department in regaining regulatory compliance with financial reporting compliance by assisting with preparing for the FY 2021 Audit submission, preparation for completion of the FY 2022 Audit
- Assist Interim City Manager in preparing for FY 23 budget development and adoption process
- Provide a detailed evaluation of the Personnel Handbook including detailing areas of risk due to outdated or missing policies and identifying best practices/policies which can be adopted or modified to meet the community's needs.
- Assist with the onboarding of new employees ensuring all employment and benefits paperwork is completed in a timely manner and employees are provided employment expectations and objectives.
- Bid and recommend employee benefit program options and alternatives to maximize options for employees while minimizing costs to the city and employees seeking to improve employee retention and recruitment.
- Engage with Property and Liability insurance carrier to facilitate better risk management.

Imagine That Performance 1/2022 – Present
Senior Consultant Tampa, FL
Provide a collaborative environment where consultants and local government leaders strive to learn and implement evolving leadership principles, nurture trusting teams, advance employee development, expand citizen participation, and further community trust.

- Provided interim municipal executive management services as Interim City Manager and Interim Department Head of Finance and HR
- Completed special human resources projects including evaluations of organizational Personnel Handbooks, review of position Job Descriptions, development of Job Descriptions for new positions and determination of competitive compensation

Merit Network 6/2021 – 1/2022
Community Member Engagement Manager – South Central Region Ann Arbor, MI
As a member of the Community Engagement Team, I am responsible for generating and following up on leads with qualified organizations to collaborate on providing a variety of technology services including Internet, Merit Voice, Cyber Security, Workshops and training opportunities for individual organizations.

- Work with client representatives to identify their technology infrastructure and current and future need and how the Merit suite of products can assist them with achieving their goals
- Collaborate with internal stakeholders to deliver high-quality reliable services to meet client project schedule

- Identify resources for organizational collaboration with outside entities to expand and partner on Merit projects and services.

Town of Kenneth City (4,994) 4/2021 – 6/2021
Interim Town Manager/Chief Administrative Officer Kenneth City, FL
As the Interim Town Manager, I was tasked with the responsibility of managing the transition of the community following the separation of the previous manager and the entire administrative staff from the Community. This included ensuring continuity of business and daily operations in the absence of a town clerk, HR director, reception staffing and finance responsibilities other than payroll and A/P.

- Developed recruitment advertisement and brochure for long-term Town Manager and Town Clerk positions
- Opened contract negotiations with the Police Benevolent Association to hear the requests of the bargaining unit for the new contract term
- Met with Council members and residents to understand the challenges that existed as a result of the extended period of leadership vacancies at the manager and clerk level and identified ways to begin to restore community trust by providing greater access to information through the city website.
- Responsible for updating and maintaining HRIS system through Centrally HR including new employee onboarding, employee termination, changes in benefits and income, and verifying and approving time-off requests.

City of Hart (2,084) 7/2018 – 4/2021
City Manager/Chief Administrative Officer Hart, MI
As city manager of Hart, I was responsible for the day-to-day operations. Responsibilities include making recommendations to the mayor and other city leaders on a variety of issues, including budgets, personnel needs and project costs. I focus on the practical, everyday responsibilities of running a city as well as long-range programs that benefit residents and work with various heads of department to identify and resolve issues facing the community.

- Obtained CDBG Grant funding for Downtown Pocket Park totaling $398,290 in grant funding for completed in 2021
- Executed insurance RFP and renewal processes for all City insurances including property, Workers' Compensation, general liability and employee benefits generating savings of over $25,000 annually while expanding and improving coverages.
- Entered Intergovernmental agreement with Oceana County to provide assessment services to the City upon the retirement of the City's assessor saving the City over $30,000 annually.
- Proactively identified and solved complex problems impacting operations management and business direction including compliance with Administrative Consent Order and Federal Energy Regulatory Commission requirements for hydroelectric dam
- Developed and integrated COVID-19 Workplace Preparedness and Response Plan, identifying strategies for ensuring employee and customer health and safety in the workplace, public buildings and public spaces
- Prepared and implemented updated personnel handbook with policies related to: Zero Tolerance Drug Use, Organizational Credit Card use, and implementation of employee job descriptions
- Planned and executed annual budgets with revenue and expenditures in excess of $11 million annually

City of South Lyon (11,805) 2014-2018
City Manager/Chief Administrative Officer South Lyon, MI
As city manager my responsibilities include managing the collective bargaining agreements with local law enforcement, sanitation, and city workers. Critical project work to ensure water supplies for city were safe and made critical investments future of clean water supply.

- Addressed the challenges of extensive growth in the community and adjacent townships that tax multiple levels of infrastructure including water, wastewater, streets and storm water.
- Successfully negotiated multiple Collective Bargaining agreements with unions representing Police Command, Patrol, Public Works/Water/Sewer and Clerical. Ensured all parties were represented fairly and negotiations came to a successful outcome.
- Wrote and executed RFP process for selecting a 24-hour IT services company for all city departments to reduce downtime and to ensure archiving compliance.
- Oversaw completion of $4 Million water main replacement project partially funded by Drinking Water Revolving Loan funds. This project was critical to ensure safe drinking water and with the use of the revolving loan the financial impact to the city was reduced significantly.

- Oversaw the implementation of new technology for the City's financial, building and utility billing systems to improve efficiency, expand customer service offerings and enable the City to accept online bill payments. This dramatically change how the city could send invoices and accept payments.
- Responsible for the development and administration of the City budget in excess of $10 Million annually. The budgeting process is critical to the overall success of the city and future planning for capital investments.

City of Hiawatha (3,246) 2006-2013
City Administrator/Chief Administrative Officer Hiawatha, KS

Appointed by the City Council, the City Administrator is responsible for ensuring the policy decisions made by the City Council are executed and for the timely and cost-effective delivery of the City's public services. Responsibilities include managing the City budget, carrying out City Council goals and policy decisions, overseeing day-to-day operations of the City, delivery of public services in an efficient manner, and informing and advising the City Council of any and all City matters.

- Successfully obtained Federal Grant dollars for the second phase of downtown streetscape redevelopment in the excess of $500,000 in federal share for FY 2012.
- Obtained $500,000 Community Development Block Grant through a competitive process for sewer distribution system rehab and reconstruction for FY 2012.
- Authored successful grant applications bringing $838,000 in grant money to the community for FY 2011 equaling 15.4% of the overall budget.
- Execute strategies for service delivery while managing an annual budget in excess of $5.6 million controlling costs, decreasing tax mill levies, and reducing staffing levels by 10% while scheduling multiple capital improvement projects for FY 2012
- Function as administrative and leadership liaison to various boards and community committees; including Hiawatha Foundation for Economic Development, Hiawatha Convention & Visitor's Bureau, Planning Commission, and Board of Zoning Appeals
- Effectively coordinated public-private partnership project and managed the completion of the relocation of City administrative offices to the newly renovated Francis Sewell Plamann History Center.
- Managed economic development department including the development of a comprehensive incentive program for new lodging development, facilitated the development of new commercial development between local property owners and two new national franchise businesses scheduled to begin construction in the spring 2012
- Development of the Hiawatha Fitness and School Trail awarded a $21,500 grant from the Sunflower Foundation and $782,967 from the Federal Transportation Community and System Preservation program.

Education

Masters Public Administration
Grand Valley State University *– Grand Rapids, MI*

Bachelor of Science | Political Science
Grand Valley State University *– Allendale, MI*

Senior Executive Institute
University of Virginia *– Charlottesville, VA*

Activities & Organizations

International City/County Management Association*, Class of 2014 Leadership ICMA Graduate, Credentialed Manager*
Florida City/County Managers Association
Palm Beach County City Managers Association
Florida Government Finance Officers Association
Government Finance Officers Association
Society for Human Resources Management – *Senior Certified Professional*

Village of Indiantown
C/O SOwens@indiantownfl.gov
Mayor
City Council Members
15516 SW Osceola St, Suite B
Indiantown, FL 34956

December 29, 2022

Dear Search Team Members:

As a transformational leader with a strong track record for inspiring vision and achieving desired results, it is my pleasure to submit my resume for the Interim Village Manager in Indiantown. I believe that, upon review, you will recognize that my leadership ability, experience, and talents align extremely well with accomplishing the vision of the Village of Indiantown.

I am a dynamic executive that has more than thirty years in Public Management and Administration. My strengths are those that represent superior skill in navigating complex organizational and governmental bureaucracy, goals, and procedures while mentoring upcoming leaders to be successful. I have a proven successful record in strategic planning and managing governance issues/priorities as a management framework. Most importantly, I am a transformational leader with a talent for managing and cultivating the power of situational leadership that is vital in advancement in the private, public, non-profit sectors and community engagement.

My skills in leading change and its positive effects in organizations will enable me to continue to build upon the excellent foundation of the Village of Indiantown. Recognizing the heart of the Village of Indiantown is preserving the rich heritage of the past, promoting the present and protecting the future. I am confident my combination of experience and leadership will provide you with an invaluable resource as your Interim Village Manager.

Indiantown is a village that realizes the importance of inspiring excellence and reaching new heights, which is the very type of vision that has defined and propelled my career. I am eager to facilitate the advancement of the success of the Village of Indiantown and look forward to the next step in the process.

Sincerely,

Jeri Pryor, BPM, MS

"I certify all information contained in this letter of interest and resume is true and accurate."

Signature:
Date: 12/29/22

Jeri Pryor

[redacted] JeriPryor@gmail.com

EXECUTIVE SUMMARY

Versatile public administration professional with 35+ years of leading operations and administration experience in various sectors of local government and nonprofit organizations. A tenacious and collaborative leader that can strategically transform and operate a Community by improving communication and reporting; developing a Community Empowerment Framework; and building a strong, dedicated team with measurable performances and stakeholder satisfaction. Change agent with proven track with maintaining positive relations between government and constituents. Seeking a City Manager position in a highly innovative municipal organization that serves as a benchmark for other municipalities across the state.

SIGNIFICANT CORE QUALIFICATIONS

- 35+ years in management, administration and leadership
- Excellent leadership and systemic needs assessment abilities
- Grant writing, management, and oversight
- Flexible to changing Board membership and their needs
- Proven ability to assemble and engage and lead high performance teams
- Designed and implemented Lean/Six Sigma strategies and methodologies in processes
- Expertise in solving multi-faceted complex problems
- Excellent reporting and analytical skills with strong quality assurance abilities
- Proven ability delivering training and development programs for large/small groups
- Excellent motivator and public speaker
- Demonstrated ability developing and training martial arts program for all age groups

PUBLIC MANAGEMENT & ADMINISTRATION LEADERSHIP

1998- Present

- **City of Fort Lauderdale**
  - Executive management team member overseeing fiscal/budgetary, business and economic development, strategic planning and forecasting, community investment plans (CIP), grants administrator, marketing, management and administrative functions.
  - Elected Trustee of the City of Fort Lauderdale General Employee Retirement System (GERS). Serve as a Fiduciary of the retirement plan, exercising discretionary authority of the management and/or disposition of the plans $750m assets. Ensure the administration of the plan is in accordance local, state and federal laws and regulations.
  - Managed and coordinated aspects of identified projects and construction. Which includes managing the contracts of construction projects, creating and coordinating work programs to implement redevelopment plans, supervising consultants and contractors, and evaluating and reporting of plan execution and progress.
  - Experienced in managing and coordinating human resource functions while facilitating planning and execution of policies and procedures including labor contracts. Skilled in aspects of human resource management, including talent recruitment, training, development payroll administration, employee relations, and conflict resolution.

- Program Manager for $1.2M annual Neighborhood Capital Improvement Program (NCIP)/Business Capital Improvement Programs (BCIP), provided matching grants for the construction of community improvements in the city's right-of-ways including but not limited to: Neighborhood/Business entranceway monuments, identification signs, streetscapes, park improvements, decorative lighting, sidewalks, curbing and brick pavers, coordinated and conducted neighborhood redevelopment visioning meetings, developed economic development goals and milestones with neighborhoods to achieve successful implementation of awarded projects, organized public meetings, forums, and workshops providing outreach and technical assistance regarding programmatic issues, policies and procedures.
- Facilitated program management for the Housing and Community Development Housing Opportunities for Persons with HIV/AIDS (HOPWA) program (*approx. $9.4 million annually), Em*ergency Solutions Grant (ESG) *(approx. $150,000 annually),* Community Development Block Grant (CDBG) *(approx.$1.5 million annually),* American Recovery & Reinvestment Act - 2009 Programs - Homeless Prevention and Rapid Re-Housing Program (HPRP), subject matter expert for administration and compliance of the Special Needs Housing programs, analyzed, designed, developed, short and long range housing/public service strategies addressing unmet needs. Developed annual program and departmental budgets, and served as the city liaison to local, state and federal agencies; consumers, grant providers, Broward County Homeless Continuum of Care, and the HIV/AIDS community.
- Pioneered the City Commission Comprehensive Homeless Strategy and Commission Annual Action Plan resulting in securing over $1million annually to support homeless initiatives housing over 500 individuals. Developed and implemented Private, Private Partnerships (PPP) strategy fulfilling the unmet needs of the homeless continuum in the City of Fort Lauderdale.
- Lead team of administrative and code enforcement officers creating a comprehensive approach to community growth and improved quality of live through code of municipal ordinance enforcement, lien amnesty program, property registration program, quasi-judicial process for the code enforcement board, and unsafe structure boards, and community outreach and education through public forums, workshops and association meetings.

EDUCATION/PROFESSIONAL ENRICHMENT

Master of Science – H. Wayne Huizenga School of Business and Entrepreneurship (situational leadership), - Suma Cum Laude, 2008 Nova Southeastern University, Fort Lauderdale, Fl
Bachelor of Science – Public Management and Administration – Cum Laude, 2005, Florida Atlantic University, Boca Raton, FL
Certificate – Ethnic Studies, 2005, Florida Atlantic University, Boca Raton, Fl
Professional Seminars – Participated in several professional seminars and courses including management, training and development, interpersonal relations, human resources, and criminal law.

AFFILIATIONS AND BOARDS

National Forum for Black Public Administrators (NFBPA), Florida Public Pension Trustee Association (FPPTA) Member, Fort Lauderdale Womans Club, Served on Broward County HIV Planning Council, South Florida AIDS Network, Broward County Homeless Initiate Partnership (CoC), Riverwalk Trust, Neighborhoods, USA, Fort Lauderdale Citizens Volunteer Corps, Instructor for Broward Sheriff's Office – Police Athletic League -Atemi-Ryu Karate and member of Martial Arts Foundation.

CHRISTOPHER S. QUIRK, CPA, MBA, CGFO
3490 Martinique Trace #202
Stuart, Florida 34997
561/531-0499
csq1017@gmail.com

Dear Madam or Sir:

The enclosed resume--which details my skills, abilities and accomplishments in general and financial management--is presented to your organization in anticipation of a need for experienced talent who can produce tangible results.

As reviewed within my resume, I bring experience in several areas deemed assets in management. I am a competent financial manager and a skilled general manager encompassing system, process, procedures, long/short term planning. Having served in a medium sized organization (Vellano Bros. Inc., Water, Sewer and Drainage pipe, valves and fittings distributer and contractor.) has afforded me the opportunity to be involved in most all phases of management. Serving for the City of Albany as CFO of its department of General Services, ($50 million Capital budget) has given hands on experience in non-profit governmental organization. Responsibilities included programming internal control audits within a government entity. All budgeting, contract administration and department procurement. As CFO within a large City Department, I have had the opportunity to work with and supervise people from a wide range of culturally diverse backgrounds. This experience has helped me be a better employee and manager. After seven years with DGS, I was promoted to Assistant Treasurer of the City of Albany. With the promotion came the added duties of debt issuance, cash management and risk management. I also oversee tax billing and collection and automated payroll. I authored a new internal control manual, cash management and implemented them citywide. In January 2014, I was appointed CFO of the Albany Water and Water Supply. (NYS Authority) After several years of financial and administrative underachievement, the $40 million department is now the model for the City. I have researched and implemented a new utility billing software (Accela) and an ERP system City wide... (New World Logos.net).
Since May of 2017, I have been the finance Director for the Village of Tequesta, Fl. By August of 2017, I had successfully implemented a new ERP system (BS&A). I completed my first Village CAFR (Year ended 9/30/17) three months earlier than it has ever been completed and received the GFOA award for Excellence in Financial Reporting. This fiscal year (17/18), with proper cash management, I was able to increase interest income from under $10,000 to $150,000.

In 2020 I have been appointed Deputy Comptroller of Ulster County, NY with responsibilities of auditing financial, programmatic policy and procedures using risk assessments and reviews of internal controls of all departments of the $350M county. We adhere to GAAS and GAGAS with the Yellow Book and GFOA best practices.

In 2021 I returned to the Florida warmth as the Financial Services Director of the Village of Indiantown, FL. The Village was incorporated in December of 2017 and I have been tasked to build an efficient and transparent finance and accounting department from the ground up.

In addition, I bring experience in public accounting, which provides a broad base of exposure to business operations and challenges, experience and solutions.

I am seeking a new opportunity not out of displeasure with my present employer. In contrast, the experience has been excellent and the City exceptional to work for. However, I feel I need a new challenge to pursue; therefore, I am exploring opportunities at this point in my career.

I can assure you of an attitude and conduct of professionalism, quality orientation and abilities as a leader. From 2000-2015, I have owned and operated a successful restaurant in the downtown Albany entertainment district. (Victory Café)

After reviewing my resume, perhaps we could meet to discuss my qualifications in further detail. I can be reached at the telephone number listed above and look forward to our discussion. Thank you for your time and consideration, of course, your confidentiality is appreciated.

Sincerely,

Christopher S. Quirk

Enclosure

CHRISTOPHER S. QUIRK, CPA, MBA, CGFO

3490 Martinique Trace #202
Stuart, Florida 34997
csq1017@gmail.com
561-531-0499

PROFESSIONAL OBJECTIVE

Senior level appointment in Management utilizing skills in fiscal management, planning, administration, business development and staff management.

EXECUTIVE SUMMARY

Significant experience in managing people, operations, administration of business concerns while implementing profitability, cash flow and operations improvement initiatives. Experienced in public accounting, business consulting, construction/contractor business accounting, non-profit and governmental accounting provides a wide range of background and expertise.

Highly motivated...professional in presentation and conduct...results-driven...excellent communicator...and articulate.

Seek opportunity to utilize ability to produce positive results in management.

RELATED QUALIFICATIONS REVIEW

Administrative Management

Recognized for achievement in analyzing operating and financial systems, determining appropriate resources, programs, and internal control policy, cash and investment management and human resource administration and policy.

Bottom-line, customer approach to operations. Understand prime importance of providing impeccable service and efficient accounting and distribution.

Skilled in operations analysis, fiscal planning, budgeting, expense control and staff supervision including off-site locations.

General Management Demonstrated

Demonstrated ability to take-charge of operations, marketing/service functions and distribution systems resulting in improved account service, improved fiscal results and administrative accountability. Recognized for general management talent through appointment to Board of Directors.

EXPERIENCE REVIEW

Financial Servces Director, 2021-2022
Village of Indiantown, Florida

Village's financial management systems, accounting, treasury management, debt administration, utility billing, property tax, cash receipts and pension funds transactions.
Establish department goals, objectives and work plans; develop and maintain financial management systems, internal controls, and policies and procedures; develops and maintains department rules and regulations.
Establishes compliance with internal controls, policies and procedures, relevant Federal and State laws, ordinances and resolutions. Ensures financial activities adhere to generally accepted accounting principles (GAAP).
Supervise, direct, and evaluate assigned staff; provide guidance and direction to direct reports and staff regarding finance issues and concerns. Resolve employee concerns and problems, counseling and disciplining as appropriate.
Evaluate programs, services and operations; assess effectiveness and performance; identifie and implement changes to maximize use of resources to improve the Village's finance needs; formulates and recommends ordinances and resolutions for adoption.
Oversees the selection, implementation, administration and maintenance of the Village's automated financial management system; ensuring proper employee training and availability of all tools needed to best utilize the system.
Direct the annual financial audit, preparation of the comprehensive annual financial report and the development and administration of the department budget and prepares monthly and other reports on the Village's financial and budgetary performance.

Deputy Comptroller, 2020-2021
Ulster County, New York

Responsible for all auditing, risk assessment, finance and administration for the County with a budget of $350M. Preparation of Annual Report, cash management, procurement, contracts and independent auditors. I perform accounting/auditing work of a varied nature including maintenance of complex accounting records, preparation and analysis of financial statements and reports, or planning, coordinating and participating in auditing assignments to determine the adequacy of internal control, the efficiency and effectiveness of operations, as well as compliance with applicable laws and prescribed policies and procedures. Apply accounting controls and fiscal management principles to an area of accounting which has County-wide impact and is responsible for the development and implementation of financial practices for a department/agency.

Finance Director, 2017-2019
Village of Tequesta, Florida

Directs the programs, operations and services of the Finance Department to include the Village's financial management systems, accounting, treasury management, debt administration, utility billing, property tax, cash receipts and pension funds transactions.
Establish department goals, objectives and work plans; develop and maintain financial management systems, internal controls, and policies and procedures; develops and maintains department rules and regulations.
Establishes compliance with internal controls, policies and procedures, relevant Federal and State laws, ordinances and resolutions. Ensures financial activities adhere to generally accepted accounting principles (GAAP).
Supervise, direct, and evaluate assigned staff; provide guidance and direction to direct reports and staff regarding finance issues and concerns. Resolve employee concerns and problems, counseling and disciplining as appropriate.
Evaluate programs, services and operations; assess effectiveness and performance; identifie and implement changes to maximize use of resources to improve the Village's finance needs; formulates and recommends ordinances and resolutions for adoption.

Oversees the selection, implementation, administration and maintenance of the Village's automated financial management system; ensuring proper employee training and availability of all tools needed to best utilize the system. Direct the annual financial audit, preparation of the comprehensive annual financial report and the development and administration of the department budget and prepares monthly and other reports on the Village's financial and budgetary performance.

Chief Fiscal Officer, 2014-2017
City of Albany Department of Water and Water Supply

Under the direction of the Mayor, oversee all accounting, finance and administration, supervises staff; oversee the daily cash management program; manages banking structure and banking relationships; manages billing and collections; manages all payables and receivables due to the City. Develop and implement internal controls, and cash management policies. Manages all purchasing functions.Serves as liaison to outside audit firm.

Assistant Treasurer, 2011-2013
City of Albany, NY

Under the direction of the City Treasurer, oversees treasury and cashier operations; directly supervises staff; oversees the daily cash management program; manages banking structure and banking relationships; manages tax billing and collections; manages all receivables due to the City; works closely with City Treasurer to develop and implement internal controls, cash management policies and issuance of bonds, bond anticipation notes and revenue anticipation notes. Responsible for State mandated annual comprehensive financial report. Serves as liaison to outside audit firm.

Chief Fiscal Officer, 2004-2011
Dept. of General Services
City of Albany, NY

As CFO, I was responsible for all financial and administration for a $40 million city department.
Duties include budget preparation, management and analysis. Manages all purchasing contracts, bidding and payment approvals. Additionally, union contracts and negotiations, and capital project management and payroll/human resources. Also instituted internal control policies and procedures safeguarding cash and other city assets. Department liaison to outside audit firm.

EDUCATION

Master in Business Administration
The Sage Colleges
Russell Sage Graduate School
Concentration: Finance

Bachelor of Business Administration
Siena College
Loudonville, New York
Concentration: Accounting; Certificate in Accountancy

DEBORAH RESOS

Parks & Recreation Director

Village of Indiantown

CPRP, CPSI

CONTACT

☎ 772-359-4846

✉ dwerner1@live.com

Susan Owens
Administrative Services Director
Village of Indiantown
15516 SW Osceola St
Indiantown, FL 34956

Dear Ms. Owens,

Please accept this letter as my interest in the position currently posted as the Interim Village Manager. I have over 11 years of experience in municipal government and have a proven track record of success. I am confident that I can work with the leadership team within the village to keep us moving forward. I have the skills, along with the backing of the current department directors that I feel is necessary to lead the Village of Indiantown until a permanent Village Manager has been selected and hired.

I have a strong belief in the importance of transparency and accountability in government, and I have demonstrated my desire to go above and beyond to ensure that the citizens receive the best possible service from their village government.

There is a lot of work to be done and I believe that as a united team we can get great things accomplished to both improve efficiencies and to bring this community back together.

Thank you for taking the time to review my resume and I look forward to speaking with you.

"I certify all information contained in this letter of interest and resume is true and accurate."

Respectfully,

Deborah Resos

Deborah Resos, CPRP, CPSI

DEBORAH A. RESOS

Stuart, Florida
Cell phone: (772) 359-4846
Email: dwemer1@live.com

Professional with 11 years of experience in local municipal government. Ability to establish relationships with staff at all levels and across departments to achieve accountability, performance, and productivity. Oversee strategic planning and development, budget and fiscal management, public and private sector alliances, personnel management, critical problem analysis, and public relations.

EDUCATION

2014 — Indian River State College, Fort Pierce, FL
Bachelor of Applied Science - Organizational Management

2022 — LEADERship Martin County Class of 31

Employment History

2/2022 -present — Parks and Recreation Director – Village of Indiantown
Responsible for contract oversight, budget review, accounts payable/receivable. payroll, scheduling, hiring and best maintenance practices for the department.

Since being hired, I was asked to cover as interim Public Works Director. This duty was reassigned, but my department continues to process all invoices for Public Works and the Water and Wastewater plant. I volunteered to be one of the Village contacts for the Martin County Emergency Operations Center during the recent hurricane events. While there I was asked to join the Local Mitigation Strategies committee on behalf of the Village. I was also assigned facilities management and when the Office Coordinator left, I was asked to process all invoices related to Village Hall through the Parks department.

10/20 – 2/2022 — Parks and Recreation Administrative Manager – Martin County Board of County Commissioners.
Policy writing, development of operations and capital budgets, fee review, forecasting, developing budget monitoring reports, year-end accounting, contract overview, accounts payable/receivable, purchase orders, personnel, payroll, annual training, POS software selection and implementation and document management. CAPRA reaccreditation team. Selection committee member for multiple contracts. Experience writing requests for bids and proposals (RFB and RFP) experience with contract negotiations and awards. Member of the County Safety Team.

5/17- 10/2020

Parks Superintendent- Martin County Board of County Commissioners
Responsible for the construction, special events and administrative team for the division. Duties include project coordination, contracts, purchasing, budgeting, staffing, training, safety as well as departmental support for administration including payroll, purchase orders, work orders and invoicing.

6/13 -5/2017

Special Facilities General Manager, Sailfish Splash Waterpark -Martin County Board of County Commissioners
Responsible for revenue collection of over 1.4 million dollars, personnel issues including payroll for over 100 employees, oversight of the daily operations of concessions, gift shop, private rentals and swim meets. As well as accounts payable, accounts receivable, programming of the POS system, including inventory and audits for the daily operations. Supervision of mechanical operations, learn to swim programming and safety inspections. Participated in our departments CAPRA re accreditation.

7/12 -6/2013

Special Facilities Manager, Sailfish Splash Waterpark- Martin County Board of County Commissioners
Responsibilities include hiring, training of cashiers, concession attendants and lifeguards. As well as the oversight of the daily operations of the gift shop, cabanas, birthday parties, private rentals, swim meets and instructional contracts.

3/11-7/2012

Executive Aide, Martin County Board of County Commissioners.
Responsible for administrative and supervisory work as primary assistant to the Director of a major department of the Board of County Commissioners. Coordinates the operations of large, busy department, including personnel, payroll, employee/labor relations, BCC agenda, and budget functions. Position requires specialized knowledge of departmental operations and is characterized by highly complex and varied duties which may involve different and unrelated processes and methods requiring varied knowledge and abilities and/or a broad range of skills. Position supervises a medium to large staff of administrative support personnel, requires a high degree of initiative and independence of action and reports to the Department Director.

8/2007-3/2011	Various positions within the school district. Last position held was as Secretary Level V, Martin County School District ESE department. Responsible for accurate record keeping for payroll and personnel for over 90 employees, oversee four different departments to included sick, personal and vacation time entry. Communicating with staff regarding medical leave and benefits, health insurance and other deductions. Communicating effectively with the public and staff. Dissemination of memorandums to all school sites, with the ability to maintain confidentiality and professionalism. Administrative Assistant to the Executive Director and Coordinator of Exceptional Student Education. Responsible for incoming and outgoing correspondence, arranging meetings and trainings, entering information into databases, scheduling interviews and investigations relating to ADA complaints, DOE complaints, Equity complaints, and OCR complaints, responsible for taking notes and completing the final investigation reports to be submitted to the state. Responsible for collecting and compiling information from different departments to complete the district's annual Equity Report.
1999 -2009	Family owned and operated an Italian Restaurant in Port St Lucie, Florida. Full-service restaurant including indoor dining, takeout, and delivery service. Provided meals to the special needs shelter during Hurricane Frances. Received a letter of accommodation from the Mayor of Port St Lucie.

Community Engagement:

- Organized a monthly group of volunteers to assist with the Treasure Coast Food Mobile Distribution
- Collaborate with the Martin County Department of Health- Community Health Improvement Plan

Certifications

Maintenance Management School	2019
Directors School –NRPA	2018
Certified Playground Safety Inspector	2016
Certified Pool Operator	2012
ServSafe Food Safety Manager/Instructor	2013
Water Safety Instructor	2013
Ellis Lifeguard Instructor/Trainer	2014
Vanguard Aquatic Leadership Certification	2014
Certified Parks and Recreation Professional	2014

Professional References:

Available upon request

Cover Letter

Otto "Kent" Simpkins

Applying For

Town Manager at The Village of Indiantown, Fl

December 2022

I am applying for the Town Manager position; my experience goes back 45 years of starting and managing businesses. I developed the first Mobile Cardiac Cath Lab in the U. S. and provided our service to small rural community-based hospitals. I have 21 years' experience of working with Town Council Members to implement cardiovascular programs from concept presentation, planning, permitting, and in some states securing a certificate of need. Introducing a new medical concept to a Town Council was not so easy in the early days, but my company Cardiac Services, Inc. provided high quality cardiac services with a Board-Certified Cardiologist. Most small hospitals could add our program on a budget neutral basis. I learned how to help everyone get to yes, and work with Council Members to implement its priorities. Managed a staff of 120 people.

Indiantown is fortunate to have Patrick Noland as the Director of Water Quality. I have some experience in working at wastewater treatment plants and can help wherever possible.

I understand management analytics and working with KPI (Key Performance Indicators) to present to the Council and The Public at meetings to keep everyone informed concerning how the Town's money is being spent wisely. This is called a dashboard and we will have a budget variance comparison to measure how we are doing. I understand the basics of budgeting, municipal finances, economic development, and grants. The largest grant I ever got was $180 million, from GE Capital.

I also worked with The City of Stuart in 2019 to develop an electric bike rental program and spent eight months planning and five days before the council was to vote; my contractor in China shut down their manufacturing because of Covid. During the eight months of planning, I worked with Pinal Gandhi-Savdas, the CRA Administrator and Michael Mortell, the City Attorney, and many others.

You will see that I am very much a "people person" and enjoy helping people be their best. I am honest, upbeat, friendly, fair, outgoing, organized, and always positive. I know my 41 years' experience will be a big benefit to Indiantown and look forward to serving the needs of the people, the Village Staff, and Village Council. I live in Indiantown and the office is about ¼ mile from my home.

"I certify all information contained in this cover letter and resume is true and accurate."

Thank You,

Kent Simpkins

772.486.4182

Kent@SCS500

Resume

Otto "Kent" Simpkins
772-486-4182
kent@SCS500.com
Indiantown, FL

October 2022

- **MISSION:**

Join an organization to use my skills developed over thirty years.Performance driven, focus on results, dedicated to quality, strength, and integrity. Possess the drive to succeed.

- **EXPERIENCE:**

2021- 2022 Consulting to several businesses on supply chain issues, working with 3PL (3rd Party Logistics) on implementing warehouse inventory management systems with suppliers, facilities, and people for an efficient operating system.

2011- 2020 Simpkins Energy, Inc. developed compressed natural gas (CNG) compressor systems for fueling vehicles. Set up manufacturing with 16 employees. Developed a management team to run production and marketing throughout the US.

1990-2010 Founded, Cardiac Services, Inc. Served as President & CEO; developed the first mobile cardiac catheterization lab, that allowed Cardiologist and staff to preform cardiovascular procedures in rural hospitals. Operated forty-two labs in the U.S.

1987-1990 Employed by **Northern Telecom** in business development. Implemented a Healthcare Education System in Hospitals for JCAHO safety and Nursing continuing education programs.

1976-1987 Founded, **KSI, Inc.** and developed the first do-it-yourself, insulation blowing machine, with operations in Nashville, TN

- **EDUCATION:**

1971-1975 University of Mississippi, Business Adm. Minor Engineering
1967-1971 Columbia Military Academy, (Prep. School for the Government Academies)

- **Skills**

Experience in, business management, finance, sales, marketing, design, working with employees, presentations to large groups, management, and community groups. Number One; is Understanding the Value of a Customer.

From: Joseph Sardano
Sent: Friday, October 28, 2022 3:36 PM

Subject: Reference: Mr. Kent Simpkins

I'm writing in reference to Mr. Kent Simpkins who I understand is being considered by you and your organization.
I have had the pleasure of working with Kent on several strategic and innovative projects over the past 25-30 years. Kent is a very dynamic individual with creative ideas in the healthcare field. Our relationship began when he mobilized cardiac cath labs and brought this great technology to rural areas in and around the Gulf Coast states enabling patients to be treated at their local hospitals rather than to have to travel to the larger community or teaching hospitals far from family and or love ones. Providing this very expensive technology to the local communities allowed both patients and doctors to have the latest technology and care available locally which was a major relief for all concerned. I do believe this was a first in the nation. Kent successfully operated this business for many years before he sold to a large entity involved in a mobile shared service program using many types of medical devices.
Next, I had the pleasure of introducing Positron Emission Tomography otherwise know as PET or PET/CT Scanners for GE Medical Systems. I reported directly to Mr. Jeff Immelt, the CEO of GE Med Systems / Healthcare. During the introduction phase of this very new & novel technology, I decided to contact Kent and invited him to consider this new medical innovation to gain his feedback. No surprise to me, Kent's creative mind went to work when he decided he wanted to provide the Radioisotope (FDG) which was the contrast needed for each PET or PET/CT scan. We put a plan together whereby he identified 18 possible sites in the US to place these $1.5M ea cyclotrons (miniature nuclear reactors = $18M). I summoned Mr. Jeff Immelt who immediately flew to Nashville to meet with Kent & I over lunch. He heard our plan and provided authorization to GE Healthcare Finance to support the plan. Our first action was to introduce Kent to my friends and Florida Hospital/Orlando where he immediately consummated a Joint Venture with the Adventist Health Group to provide FDG to service the half dozen or so PET/CT scanners they purchased from me & GE Med Systems. Kent later sold this business to what is now Cardinal Health. These 18 facilities provide Cardinal Health a network of compound pharmacies which supports 100's of scanners treating thousands of patients every month around the country.
Needless to say, my experiences with Kent have been vast and robust providing excellent results for patients and the business plan. None of this could be achieved however without the honesty and integrity that Kent so well exemplifies in all his dealings. He has always been a pleasure to work with and to be around. He is a leader who brings Teams together that function and execute the plan at hand. I do recommend Kent for your consideration.
Please do not hesitate to call me should you have further questions.
Sincerely

Joe Sardano

Chairman & CEO
Sensus Healthcare
851 Broken Sound Pkwy NW #215
Boca Raton, FL 33487
Main: (561) 922-5808
Toll free: (800) 324-9890
Mobile: (865) 310-3888
Fax: (561) 948-2071

Kent Simpkins

December 2022

My name is Walter Keith and Kent Simpkins asked me to write a letter on his behalf, which I am honored to do.

I have known Kent for over 55 years and in that time, I learned the value of his friendship, the caring and thoughtfulness he puts forth with all those he encounters. Kent is a very charismatic guy that has never met a stranger and could gain one's confidence almost immediately. Regardless of the field Kent might have endeavored he was always a salesperson first, getting the order was always foremost on his agenda. Kent also has a great deal of manufacturing experience from insulation blowing machines to LP fueling facilities. Managing production teams, working with the associates to deliver product on time, in budget and zero defects is a daily goal that he excelled in. Kent's ability to analyze a business and see its potential is another facet that is part of his repertoire.

I hope you will consider Kent as your Town Manager; I do not think you will be disappointed with your decision.

Thank you for this opportunity to share with you, my recommendation.

Regards,

Walter Keith
Registered Principle/Owner
Raymond James Financial
Brentwood, TN
615-406-9577

Kent Simpkins

10/25/22

I have known and worked with Kent Simpkins as a friend and in business relationships for more than 25 years. Through this time, we have each had the opportunity to jointly experience the many nuances that are required relative to setting a business on the course for a productive outcome.

We are both consummate entrepreneurs and creating successful enterprises from a ground floor level requires a unique discipline. Unwavering focus and managing resources with determination are critical skill sets that are not easily acquired without experience and commitment to succeed against all odds.

In this regard his experience and acumen as it relates to consultancy and strategic business planning is well grounded. His ability to convey, layout, work, and advise with individuals that have a desire to engage and achieve success in the early-stage business arena would be well served with Kent as a mentor.

Please feel free to call me directly if you have any questions or would like to further discuss this recommendation.

Regards,

Richard Jung

Synergy Life Science, Inc.
615 476-1319
rjung@smartsynergy.com

Paul D. White

pwhite261@gmail.com
[redacted]
linkedin.com/in/paul-white-05598ba1

December 20, 2022

Ms. Sue Owens
Village Clerk/Acting Village Manager

Dear Madam

If Village of Indiantown is seeking an Interim Village Manager that is a vision-driven, goal-focused educational/government executive with a proven history of innovation and achievement, look no further than the enclosed resume. After reading the notice for an Interim Village Manager, I am certain of my ability to excel in this capacity.
Throughout my career, I have established a reputation as a transformational leader driven by challenge, undeterred by obstacles, and committed to furthering standards of excellence. I served as Assistant Superintendent for Operations for the Alachua County School District. In that capacity I was responsible for Transportation (including fleet management), Food and Nutritional Services, Human Resources, Safety, Risk Management. I also directly supervise the Facilities Department responsible for maintenance, construction, planning and environmental services for over 5,000,000 sq. ft. of buildings including 41 schools. I was the lead senior management person reporting to the superintendent for ½ sales surtax initiative generating ½ billion dollars over a 12 year period. As assistant city manager in Gainesville, Fl. I supervised fleet operations including utilities, public safety and the public transit system. As city manager for the city of Gainesville, I managed 3,000 employees. As assistant city manager for Riviera Beach, Fl. I supervised community development which included engineering, permitting, planning, building inspection and permitting. Further, my ability to build consensus among executive teams and stakeholders to promote transparency and influence positive change has been repeatedly proven. I look forward to bringing these strengths and more to the team at the Village of Indiantown.

Please consider the following highlights of my qualifications:

- Developed detail information leading to the recommendation and approval of the ½ cent sales tax
- Improved operational efficiency of the school transportation system by 16%
- Implemented fleet replacement system which saves the school district $720,000 annually
- Constructed a new school and redeveloped four schools within 3 years
- Managed the maintenance and operations of over 5,000,000 sq. ft of buildings including 41 schools
- Experience in managing municipal fleet operations including public transit, utilities and public safety
- Managed engineering, transportation, community development, and public works in Gainesville, Fl.
- Twenty years of Florida management experience including coastal communities
- Experience in managing water, wastewater, storm water and electric utilities

I look forward to meeting with you to discuss my experience consistent with the Village of Indiantown strategic objectives. Until then, thank you for your consideration.

Sincerely,
Paul D. White

Paul D. White

pwhite261@gmail.com
[redacted]
linkedin.com/in/paul-white-05598ba1

City/Educational Administrator

Seasoned professional with solid history of success as consultant and on-staff leader in diverse array of public and private enterprise environments. Background in educational and municipal government activities. Highly adept at building and overseeing personnel who equal and surpass established objectives and standards. Demonstrated skills in designing and implementing programs and initiatives that meet and exceed established goals and expectations.

Areas of Expertise

- Team Building and Leadership
- Contract Management
- Public Safety/Risk Management
- Program/Project Management
- Strategic Planning/Analysis
- Budget Development
- Coastal Management
- Capital Initiatives
- Community Development
- Sustainable Development
- Public Works Facilities/Housing
- Emergency Management

Career Experience

President, PDWA Management Consultants, Riviera Beach, FL **2021-Present**
Advised public and private sector clients on business development and management.

Assistant Superintendent Operations, Alachua County School District, Gainesville, FL **2015-2021**

Oversaw all aspects of human resources, transportation, food services, risk management, and facilities and safety functions for the company with 600 employees and aided by 7 senior leaders. I directly supervised the Facilities Department. Redeveloped and built 5 schools within 3 years through a $110M bond.

- Direct supervision of the Facilities Department responsible for 5,000,000 sq. ft of schools and ancillary buildings including environmental, energy services, planning, solid waste, and emergency services
- Project managed the selection and implementation of a new fleet management system and public transportation system
- Driving force in the recommendation to the Superintendent for an ½ cent sales surtax creating $500,000,000 in revenue over 12 yr. period (including 1.5 mil)
- Newly constructed and substantially renovated 5 schools in 3 years
- Enhanced transportation efficiency by 16% by decreasing routes and increasing capacity
- Launched district-wide ALICE safety training for faculty, teachers, and students.
- Implemented yellow fleet replacement program saving the district more than $720K
- Recognized statewide for District's Risk Management/Safety Programs

President, PDWA Management Consultants, Riviera Beach, FL **2011-2014**

...continued...

Advised public and private sector clients on business development and management. Designed community development corporation as CHODO. Produced property database for SR 710. Facilitated master plan tasks with neighborhood residents and architects.

- Managed projects for Catholic Charities of Palm Beach and business development services for Skyline Technologies and McKinley Financial Services.

Assistant City Manager, City of Riviera Beach, Fl. **2002-2011**

Spearheaded strategic planning and determined budget revenue and expenses plus technology and development. Directed six staff in human resources, parks and recreation, community development, library, and purchasing consisting of 600 employees. Guided engineering, capital projects (roads) and solid waste contract.

- Redeveloped the city's park and recreational facilities including aquatic center and beach
- Established city's first storm water management utility.
- Created capital funding strategy including storm water management utility, impact fees and sale lease back water/wastewater utility providing new income streams and bonding capacity.
- Stepped in as chief negotiator, eliminating contracted labor attorney fees saving $90K annually and settled labor agreements with 2 police unions plus fire and general government for first time in more than 5 years.
- Prepared non-CRA plan for redevelopment supplying housing options from Habitat for Humanity to $300K luxury mainland homes earning city $150M investment including provisions for affordable units.
- Negotiated and guided $60M Marriott Vacation Club on Singer Island to insure 30% minority and small business contractor participation and 20% employment.
- Instituted redevelopment plan securing $150M in private housing investment.
- Reduced risk management costs by 45% over a 6-year period

*****

*Prior experience as **President** for PDWA Management Consultants, Atlanta, GA; **Executive Director** for Atlanta Empowerment Zone Corporation, Atlanta, GA; **Director** for National Development Council, New York, NY; **City Manager/Deputy City Manager** for City of Gainesville, FL; **Director of Neighborhood Economic Development** for Dept. of Neighborhood Housing, Cincinnati, OH; **City Manager** for City of Lincoln Heights, OH; **Researcher** for Center for Municipal Research, Washington, DC*

Education

Master of Public Administration in Public Administration and City Management
Howard University School of Business, Washington, DC

Bachelor of Arts in History and Political Science
Morehouse College, Atlanta, GA

Affiliations

Past Member, International City/County Management Association

Past Member, ICMA Retirement Corporation

Past Board Member, National Forum of Black Public Administrators

Past Member, Economic Development Professional, National Development Council

Licenses and Certifications

Economic Development Professional, National Development Council

Insurance License 2-15 and Certified Trainer, ALICE Safety Protocols (inactive)

Lawrence W. McNaul

[redacted]

lwmcnaul@gmail.com • [redacted] • linkedin.com/in/lawrence-mcnaul-958734126/

December 28, 2022

Village of Indiantown,

It is with great enthusiasm I am submitting my resume for the Interim Village Manager position. Given my extensive background in governance, executive leadership, city and utility management, I am confident that my skill set and background align perfectly with your search.

Leveraging my education, and hands-on experience of regulatory, organizational, and government management practices, I can contribute efficient, accurate, and productive project results. I can also provide you with relief knowing your organization will operate efficiently under my leadership as I am passionate about blending frontline operations with backend strategic planning to prompt overall success.

Additionally, my unparalleled ability to establish and maintain cross-collaborative cultures among executive organizations and stakeholders has transformed me into a proactive change agent and mentor. I excel in demanding, highly visible environments and these qualities attract me to your community. My executive and military experiences bring calm, collect and educated decision making to the table and deliver problem solving strategies where everyone will benefit.

A snapshot of my career-wide successes thus far would highlight:

- Proven track record of leadership, in managing utilities, directorates, departments, operations, organizations and staff and driving progress towards organizational objectives.
- Expertise in government financial management and in securing funding.
- Highly effective in developing strategies for change management, improving departments, operations, and communities.

I have a wide variety of small and large community interaction. While successfully serving in Southern Florida as a County Manager, during the pandemic in a fiscally constrained county, I was resourceful and always found a way to do more with less and again after recent hurricane IAN. I look forward to the opportunity to discuss with you in person how my background and personality would make me an asset to the Village of Indiantown. Thank you for your consideration and for reviewing the attached documents.

Respectfully,

Lawrence W McNaul

Lawrence W. McNaul
Attachment: Resume

Lawrence W. McNaul

[redacted]

lwmcnaul@gmail.com • [redacted] • linkedin.com/in/lawrence-mcnaul-958734126/

County and City Manager / Executive Leadership

Seasoned Certified Public Manager, with a Master's in Public Administration I am goal-focused professional with demonstrated track record of government relations, securing funding, providing superior financial management, overseeing government and law enforcement operations, and developing cities and counties. Strong leader with success in directing teams, overseeing multiple projects, developing innovative strategies, and accomplishing objectives.

- Strategic Planning and Implementation
- Cost Analysis and Reduction
- Financial / Budget Management
- Government Leadership
- Relationship Management
- Law Enforcement Expertise
- Regulatory Compliance
- Turnaround / Change Management

Career Experience

Hardee County Board of County Commissioners, Wauchula, FL
County Manager, 2019 – Current,
Chief Executive Officer directing all operations of the county including its general accounting and $68M operation budget. Directing the operations of 6 Directorates managing 12 Department Heads and 230 fulltime employees. Providing operational leadership to streamline Directorate and Department Head relations and functionality of internal processes to include reorganization. Executive Director of a special district comprised as an Economic Development Authority and overseeing the dissemination of $18M in Education, Recreation and Economic grants for local projects from special revenues created by phosphate mining.
Key Contributions

- Orchestrated marketing specific to the County and its identity through implementing Tourism Development Council revenues to sustain internal marketing concepts.
- Spearheaded bottom up and retention programs for existing employees by implementing plans for succession.
- Redefined Human Resources mission and marketing components and implemented training strategies.
- Developed and implemented complete marketing campaign for Emergency Management and information flow. Most significant steps taken in the face of the COVID-19 virus and vaccination distribution.
- Developing an Executive role to be solely responsible for Mining Permit Operations and serve as the Executive Role over mitigations funds and future projects.
- Conceptualized and brought change management to an old and faltering system.
- Restored significant relations with community groups, municipalities, key businesses, community stakeholders and employees with a positive and confident spirit.

...continued...

- Directed strategic mining negotiations for land reclamation violations to prevent negative impacts and maintain executive relations through Government to Business Commerce (G2B).

City of West Liberty, West Liberty, IA

City Manager, 2013 – 2019

Direct and oversee all management of the city including its general accounting and $15M operation budget. Supervised and managed the routine operations of 9 department heads, 45 fulltime, and 35 seasonal employees. Provide transformational leadership to correct and improve systems and processes, including financial errors and reorganizing the structure of the city. Collaborate with developers, economic development professionals, and maintain partnerships with both public and private parties. Ensure quality and control in all departments including Financial Administration, Electric, Solid Waste, Water & Sewer Enterprise Utilities, Planning and Zoning, Police, Public Works, Parks and Recreation Departments.

Key Contributions:

- Directed and organized the successful transition of a $40M dollar private to public Wastewater Treatment Facility Operations and Management (2019).
- Conceptualized and secured a housing development with a private investors group and developed an upscale expansion to meet housing needs (2019).
- Implemented curbside recycling and Material Recycling Facility operations that effectively reduced landfill fees and utilized labor more efficiently (2018).
- Ensured $4.1M in funding and spearheaded an upgrade for electrical transformer and switch gear through increased cash balances for the Electric Utility by 200% (2016).
- Reversed Solid Waste's negative fund (-$750k) to a positive balance of $400k in 2 years ultimately leading to building a Material Recycling Center with additional revenue (2014).
- Spearheaded financing of a large-scale water project and implemented a more conservative model by utilizing State Revolving and effectively saved more than $600k (2014).
- Secured FEMA stormwater mitigation grant to reduce erosion and facilitate storm runoff $120k (2014)
- Conceptualized a State Revolving Loan Fund for the Waste Water Treatment plant ($2.4M upgrade) (2014).

Police Chief, 2013 – 2014

Managed all the routine operations for the city's police department. Provided leadership and supervision to officers and staff. Collaborated with city management and leaders to identify city needs and develop strategies. Implemented improved purchasing practices and funding methods while maintaining department budgets.

Key Contributions:

- Developed, streamlined, and implemented numerous policies and procedures for the department.
- Re-instituted the Reserve Officer program and hired local officers.
- Selected as the City Manager after recognition of leadership abilities and asked to hire my replacement.

Poweshiek County Sheriff's Office, Montezuma, IA

Chief Deputy, 2001 – 2013
Supervised and directed operations within the Sheriff's Department and managed over 30 employees and a $3M budget. Ensured regulatory compliance and safe practices in all operations including Patrol, Investigations, E-911 Communications, Jail and Civil Divisions. Oversaw internal and external strategic planning to coincide with county and state visioning for law enforcement agencies. Complete transformational organizational restructuring.

Key Contributions:

- Secured and acquired over $750k in grants and private foundations to fund technology, equipment, and special projects to enhance law enforcement efforts.
- Spearheaded the development and training of the Poweshiek County Emergency Response team (ERT).
- Oversaw the project, design and development of operations for the $11M County Public Safety Center project (2008).
- Built a County Public Safety Center by securing a Local Option Sales Tax and the bonding processes (2006).
- Project manager overseeing staffing and training of a County Wide Communications effort through merging two E-911 Communication centers (2010).

Additional Appointments

Team Rubicon Regional Deputy Field Operations Manager, (Volunteer), International Disaster Operations and Response, Multiple Locations but most significantly the Syrian Refugee Crisis in Greece (2017), 2013 – Current

Army National Guard Captain Military Intelligence/Commander (Retired), Multiple Deployments and Assignments, 1989 – 2015 ***Full Military Resume Available Upon Request***

Supervisory Sergeant, Detective, Narcotics Investigator, and Police Officer, City of Grinnell Police Department, Grinnell, IA, 1995 – 2001 population 10,000

Education and Credentials

Master of Public Administration
Drake University – Des Moines, IA

Bachelor of Science, Public Administration & Management
Excelsior College – Albany, NY

National Certified Public Manager
Drake University – Des Moines, IA

Executive Management
Northwestern University, School of Police Staff and Command - Evanston, IL

Professional Trainings

Conflict Resolution, 2022
Executive Leadership Project Planning, 2022
American Rescue Plan Utilization, 2021
Mental Health in the Workplace, 2021
League of Cities Business Conference, 2020
League of Cities Business Conference, 2019
Iowa State University Planning and Zoning, 2019
Iowa Municipal Managers Institute Spring Conference, 2018
ICS 200 Single Resources and Initial Action Incident, 2017
ICS 800 National Response Framework, 2017
Employment Law, 2016
Iowa Municipal Managers Leadership Summit, 2014
Electric Systems & Engineering, 2014
Municipal Leadership Academy, 2013
Iowa League of Cities Municipal Budgeting, 2013
FBI Fraud Prevention for Business Owners, 2013

Memberships

Florida Association of Counties
Florida County Managers Association, Board of Directors
Council for International Visitors to Iowa Cities (CIVIC)
International City/County Managers Association (ICMA)
Team Rubicon USA & International Disaster Response
Rotary International, Member
Lions International, Member
United Methodist Committee on Relief, Disaster Reconstruction Team Member
Iowa State Sheriff's and Deputies Association Legislative Committee (past)

Awards and Recognitions

Best Dressed Hardee County Chamber of Commerce Gala 2021
Commendation Letter, POTUS, *Operation Hermes 2016*
Bronze Star recipient, *Operation Enduring Freedom 2011*
Combat Action Badge, *Operation Enduring Freedom 2011*
Bronze Star recipient*, Operation Iraqi Freedom 2007*
German Armed Forces Proficiency Badge, *German Army 2006*
Commendation Letter, State of Iowa, DVA/SAC 2006
Commendation of Valor, City of Grinnell, 1998
Commendation of Valor, City of Chania, Crete Greece, 1993

References

Kay Cmelik
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Retired City Clerk, Des Moines, IA
Former President of the Iowa Finance Officers Association

Jody Matherly
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Retired Iowa City Police Chief, Retired Flint Michigan Asst Chief
Law Enforcement Executive & Public Safety Consultant

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Paul Siddall
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Florida Division of Emergency Management Response Coordinator Reg IV

Taryn G. Kryzda

[redacted]

taryn@kryzda.net

January 6, 2023

Ms. Susan A. Owens
Interim Village Manager/
Administrative Services Director/Village Clerk
Village of Indiantown
P.O. Box 398
15675 SW Osceola Street
Indiantown, FL 34956

Dear Susan A. Owens:

Please accept this letter with my resume for your consideration of my employment with the Village of Indiantown as the Interim Village Manager. I had not considered being able to apply for the position as I had heard the closing date was December 29, 2022, which was within my six-month Florida Retirement System (FRS) employment restrictions. As of January 1, 2023, I am eligible for employment at the Village, and I am very interested in being your Interim Village Manager.

Having worked in various capacities and departments in local government provides me with extensive and varied experience managing government operations. As County Administrator (Administrator) for Martin County Board of County Commissioners (Board) I was able to implement Board directives encompassing numerous goals to benefit the residents and organizations within the County.

Having lived in Martin County for thirty-eight years, and growing up in Jupiter, I have a full understanding and appreciation for the uniqueness of the County and Indiantown. I would be honored to serve the Village Council in this Interim capacity and believe whole-heartedly that together we will make a difference for Indiantown.

I can make myself available at any time should you wish to discuss this further.

Sincerely,

Taryn G. Kryzda

Enclosure

[redacted]

Taryn G. Kryzda

taryn@kryzda.net

Utilize my experience in local government to establish or assist high performing organizations.

Skills

- Implement policies as directed by Elected Officials
- Developed and managed large budgets
- Managed numerous departments and employees
- Ensure compliance with Florida State Statutes and local laws
- Manage all operational needs for the health, safety and welfare of residents and visitors
- Collaborate and develop essential relationships with other Elected Officials and government entities
- Critical thinking and problem solving on all issues
- Represent local government as a professional, ethical, and positive entity

Experience

2011-2022

County Administrator / Martin County Board of County Commissioners, Martin County, Florida

Manage all aspects of local government operations with over 1,200 employees and a $527M budget. Operations for Martin County (County) to serve residents and visitors included, but not limited to: Utilities and Solid Waste, Fire and Ocean Rescue, Emergency Management, Budget Development and Financial Management, Procurement, Human Resources and Collective Bargaining, Strategic Planning and Consensus Building, Growth Management, Libraries, Health and Human Services, Capital Improvement Program, Public Works, Parks and Recreation, Information Technologies, Building Operations and Maintenance, Fleet Maintenance, General Aviation Operations, Community Redevelopment Areas, and Tourism implementing policies, rules and regulations established by the Martin County Board of County Commissioners (Board).

Steered the organization through a recession with the establishment of strategic monetary reductions without major elimination of filled positions, navigated through health concerns related to Hepatitis B and COVID-19 pandemics. Coordinated and assisted with emergency operations for the County during events such as major hurricanes (Frances, Jeanne, Wilma and Irma), wildfires, blue green algae, red-tide, and flooding from unconventional rainfall. Performed in the capacity as Chief Financial Officer for debt issuance and financial strategic planning.

Advocated on behalf of the County at State and Federal levels for grants and legislative changes that would impact the County based upon the Board's adopted legislative priorities.

2009-2011

Interim County Administrator / Martin County Board of County Commissioners, Martin County, Florida

Performed all duties and responsibilities as County Administrator, per Florida State Statute 125.74 and maintained the responsibilities reflected within Assistant County Administrator (below).

2006-2009

Assistant County Administrator / Martin County Board of County Commissioners, Martin County, Florida

Managed direct reports as assigned for specific departments: Administrative Services (Budget and Finance, Procurement, Risk Management, Human Resources and Property Management), Airport, Building, Community Services, Emergency Services (Fire Rescue Department), Growth Management, Library and Community Development.

Involved in all aspects of county operations providing the County Administrator and the Board with support to make informed decisions.

1999-2006
Administrative Services Director / Martin County Board of County Commissioners, Martin County, Florida
Responsible for the divisions of: Human Resources, Budget and Finance, Property Management, Procurement, Fixed Assets/Receiving, and Risk Management. Reported directly to Deputy County Administrator and County Administrator.

1998-1999
Budget Administrator / Martin County Board of County Commissioners, Martin County, Florida
Responsible for the division of Budget and Finance reporting directly to the Administrative Services Director.

1998-1999
Budget Administrator / Martin County Board of County Commissioners, Martin County, Florida
Responsible for the division of Budget and Finance reporting directly to the Administrative Services Director.

1987-1998
Martin County Board of County Commissioners, Martin County, Florida
Budget Services Coordinator (1996-1998), Budget Analyst/Capital Projects (1993-1996), Budget Analyst (1988-1993), Accounts Specialist (1987-1988).

1976-1986
Aerospace Industry
Accounts Payable, Accounts Receivable and Property Management.

Education

12/2016
Certified Public Manager / Arizona State University

05/2006
Master's degree - Public Administration (MPA) / Nova Southeastern University

12/1986
Bachelor of Science - Finance / Florida Southern College

12/1982
Associate in Arts – Business / Palm Beach Junior College

Activities

Graduate of LEADERship Martin County, President, and Founder of Treasure Coast Florida Government Finance Officers Association, Recipient of the Charlene Hoag Award from the Business Development Board and Business Advocate Award from the Martin County Chamber of Commerce.

Board member for: United Way of Martin County, Martin County Education Foundation, LEADERship Alumni, Florida Association of County Managers and Safe Space. Member of the Treasure Coast County and City Managers Association.

Gleason & Associates, Inc.

Village Manager Finalist Background Screening

Cover Sheet	Page 1
Previous Clients	Page 2
General information and Option descriptions	Page 3
Frequently asked questions	Page 4
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Option cost & time projection	Page 6
Additional Background information	Page 7
Starting your Background project	Page 8
Company Biographical	Page 9
Recent Testimonials	Page 10

City / Agency	Position(s)
Petersburg, Alaska	City Manager
Clifton, Arizona	Town Manager
San Luis, Arizona	City Manager / Police Chief
Little Rock, Arkansas	City Manager
Alamosa, Colorado	City Manager
Delta, Colorado	City Manager / Police Chief Public Works Director
Dillon, Colorado	Town Manager
Firestone, Colorado	Police Chief
Fort Morgan, Colorado	Police Chief
Fountain, Colorado	Police Chief
New Castle, Colorado	Town Administrator
Ouray, Colorado	Police Chief
Yuma, Colorado	City Manager
Bay Harbor Island Florida	Police Chief / City Clerk
El Portal, Florida	Village Manager
Chiefland, Florida	City Manager Police Chief / Fire Chef
Cocoa, Florida	Fire Chief / Police Chief
Cocoa Beach, Florida	City Manager
Fort Meade, Florida	City Manager / Police Chief
Gainesville, Florida	Police Chief
Hendry County, Florida	County Administrator
Hollywood, Florida	Police Chief
Indian Harbor Beach, Florida	City Manager
Kissimmee, Florida	Police Chief - Fire Chief
Marco Island, Florida	City Manager – Police Chief Police Captain
Naples, Florida	Police Chief / Police Captain
North Port, Florida	City Manager
Punta Gorda, Florida	Police Chief / City Manager
Key West, Florida	Police Chief
South Palm Beach, Florida	Town Manager
Titusville, Florida	City Manager
Tequesta, Florida	Village Manager / Police Chief
West Melbourne, Florida	Police Chief
Rock Island, Illinois	Police Chief
Webster City, Iowa	Police Chief – Fire Chief
Reinbeck, Iowa	City Administrator
Ottumwa, Iowa	City Manager
Dodge City, Kansas	Police Chief
Ottawa, Kansas	Police Chief
Concordia, Kansas	Police Chief
Leesville, Louisiana	City Manager
Dixfield, Maine	Town Manager
St. Clair County, Michigan	County Administrator Airport & Library Director
Buena Vista, Michigan	Township Manager
Sterling Heights, Michigan	City Manager
Riverside, Michigan	City Manager - ED Manager
Benson, Minnesota	Police Chief
Breezy Point, Minnesota	City Administrator
Clara City, Minnesota	City Administrator / Police Chief
Kenyon, Minnesota	Police Chief
Luverne, Minnesota	City Administrator

City / Agency	Position(s)
Osseo, Minnesota	City Administrator
Redwood Falls, Minnesota	City Administrator / Police Chief
St. Joseph, Minnesota	Police Chief
Waite Park, Minnesota	City Administrator
Windom, Minnesota	Police Chief
Wheaton, Minnesota	Police Chief
Zimmerman, Minnesota	City Administrator
Lake Ozark, Missouri	Police Chief / City Clerk
North Kansas City, Missouri	City Manager / Police Chief
Monroe City, Missouri	City Administrator
Moberly, Missouri	City Manager
Osage Beach, Missouri	City Manager
Maryville, Missouri	City Manager
Lenoir, North Carolina	City Manager
Oak Ridge, North Carolina	Town Administrator
Zebulon, North Carolina	Town Manager
Ogallala, Nebraska	City Manager / Police Chief
Boulder City, Nevada	City Manager / Police Chief Fire Chief / Finance Director / Airport Director / HR Director
Pahrump, Nevada	Town Manager
Douglas County, Nevada	County Administrator
Los Alamos, New Mexico	Police Chief
Artesia, New Mexico	Fire Chief / Police Chief Utilities Director / HR Director
Aztec, New Mexico	City Administrator
Alamogordo, New Mexico	City Manager
Grafton, North Dakota	City Manager
Galion, Ohio	Police Chief
Newton Falls, Ohio	City Manager
Geneva, Ohio	City Manager
Piqua, Ohio	City Manager
Galion, Ohio	Police Chief
Riverside, Ohio	City Manager / Police Chief
Ardmore, Oklahoma	Police Chief
Oakridge, Oregon	City Manager
Springettsbury, Pennsylvania	Police Chief
Bluffton, South Carolina	Police Chief / PIO
Columbia, South Carolina	City Manager
Landrum, South Carolina	Police Chief
Centerville, Tennessee	Police Chief
Crossville, Tennessee	City Manager – Police Chief
South Fulton, Tennessee	City Manager
Ingleside, Texas	Police Chief
Josephine, Texas	Police Chief
South Padre Island, Texas	City Administrator
Westlake, Texas	City Administrator
Abingdon, Virginia	Police Chief
Egg Harbor, Wisconsin	City Manager
Grand Rapids, Wisconsin	Police Chief
Lake Mills, Wisconsin	City Administrator - Police Chief Finance Director – City Attorney
Additional previous clients and references are available upon request	

Problem

Once a Finalist has been identified, you've reached a critical stage in the process. It has become increasingly difficult to gain reliable, first-hand information about prospective hires, especially if they are from outside of your immediate area. Due to litigation concerns, many past employers now wish to provide prospective employers with just basic information such as hiring date, job title, salary, etc.

Just a few examples of information we've recently uncovered for Clients:

- Confirmed sexual harassment complaints and official misconduct.
- Forced resignation - embezzlement.
- Falsified / enhanced claims regarding position titles, dates of employment, previous experience, and academic Degree.

Solution

We take the worry out of the most critical part of your process. We handle all the necessary legal documents and paperwork prior to the beginning of the background. (Including Waivers)

Option Levels

Comprehensive Management
Background

This Option is our most extensive. It is conducted On-site in your Candidate's home area and includes all 7 background items listed on page 5. Our consultant travels to the Candidates' city and spends two or three days conducting the On-site portion of the project. (Further details may be found on page 5) After the visit is completed, we draft the formal, written document detailing all accessed information. The Candidate Profile, which includes all narratives, Professional Reference interview synopsis, accessed records, and additional data is then sent to you electronically, or via Federal Express. (See page 8 for optional delivery choices)

Professional Standards
Background

This option is a great choice for those Clients who wish to supplement and enhance their existing process. Upon completion of this background, all gathered documents and accessed information is sent to you electronically, or via Federal Express. (See page 8 for optional delivery choices)

Express
Background

This option provides you with the choice of individual background items. Simply choose which item(s) you would like for us to perform. Upon completion, all information is sent to you either by electronically, or via Federal Express. (See page 8 for optional delivery choices)

FAQ'S

Q: ***"Why not use our staff, or a local person to do the Background?"***
A: Please consider:

- Do they have the expertise to conduct this level of background?
- Do they have previous, professional experience conducting backgrounds at this level?
- Are they willing and able to justify methods used, and document the entire process?
- If so, do they have the experience necessary to provide a credible defense of the process?
- Can they provide the same level and extent of background that we offer?

Q: ***"It can't be that hard, why don't I just do the background myself"?***
A: Please consider:

- Do you feel comfortable relying upon a cursory search of a few on-line sources which only provides you with a limited field of information?
- Do you feel comfortable in limiting your knowledge about your Finalist to just a few letters of reference from previous employers?
- Do you feel comfortable in just phoning References the Candidate has provided?
- Do you know what kind of questions to ask, and how to legally document your interviews?

Q: ***How can our Background be performed with no capital outlay to our city****?*
A: You are probably filling a position which has been vacated due to retirement, resignation, or termination, and your search has taken a few months to reach this point. Therefore, you now have several months of accumulated, unpaid salary from that position. And that is more than enough to offset the cost of any background screening option you may choose.

Q: ***"What will our Candidate think if we have a Background conducted?"***
A: Most Candidates now realize the importance of having a professionally conducted background performed, and we seldom encounter any hesitancy on their part. (Unless they have something to hide, in which case they normally withdraw from consideration, therefore saving you time and expense!)

Why use Gleason & Associates?

- We have the experience; and stand behind our process!
  We've been conducting backgrounds since 1989. We keep up to date on current legal issues concerning the hiring process. We have the expertise and resources necessary to research the candidate properly and thoroughly. In fact, we will provide a defense of our process if necessary. (As of this date, we have never had to!)

- We provide an objective, professionally conducted background.
  Don't rely on ill-prepared, inconsistent methods used by non-professionals which can easily lead to litigation. When you utilize our services, you receive a professionally prepared, extensively written document which will assist in your final hiring decision. In fact, our Candidate Reference Interview format contains more than 50 questions for each individual reference that we interview. Our painstakingly detailed reference checks provide you with exceptional insight into your Candidate. We spend hours discussing your Finalist's performance with current and former supervisors, peers, and subordinates.

- Option levels designed to fit individual needs!
  Options Levels are designed to provide you with a choice. You choose both the level, and method by which the background will be conducted.

- We guarantee our services!

Option Comparison Chart

Just choose the Option which best fits your needs! ---------- **Background Items**	**Comprehensive Background** Includes All **7** Items ⇩	**Professional Standards** Includes All **5** items ⇩	**Express Background** Select Any item(s) items ⇩
Nationwide Civil, Criminal, Financial Search Lawsuits, Judgments, Liens, Criminal & Civil Records, Bankruptcies, Corporation holdings, Social Security verification, & more!	☑	☑	☑
Employment Verification – Current and Previous Written verification of official positions and titles, dates of employment, resignations, terminations, salary & more. We also retrieve Performance Reviews / Evaluations and other data. (Includes current and up to five previous employers) Important information about your Candidate!	☑	☑	☑
Academic and / or Degree Confirmation One of the most exaggerated areas of a résumé. We verify level and type of degree, date of award, and provide you with Accreditation and Institution information as well.	☑	☑	☑
Nationwide News, Media, & Public Data Search Search and retrieval of current and archived news sources provides you with critical local information about your Finalist.	☑	☑	☑
Professional Reference Interviews We develop questions based upon your position needs, and then spend hours interviewing those persons who have first-hand professional knowledge of your Candidate such as Supervisors, co-workers, etc. (Includes written transcription, normally 30 – 60 pages)	☑ 5 Interviews	☑ 4 Interviews	*Item not available with this Option*
Professional Accomplishment Verification A commonly exaggerated area on a résumé. We research and confirm your Candidate's claimed accomplishments for you in writing.	☑	*Item not available with this Option*	*Item not available with this Option*
Candidate Summary and Overview Witten narrative and summary details your Candidate's background, qualifications, and professional accomplishment. This valuable information can assist in your final selection decision.	☑	*Item not available with this Option*	*Item not available with this Option*

Option Methods:

Comprehensive Background - conducted On-site in your Finalist's home city/area – Very extensive!

Professional Standards Background – conducted by phone and through on-line research.

Express Background - conducted by phone and through on-line research / Quick – Reliable!

Option Costs & Time Projection

Comprehensive Management Background			
What is included?	**How is it performed?**	**Turnaround Time?**	**What is total cost?**
Includes all 7 items listed on previous page	Comprehensive Background performed On-site	Between 7 – 14 days after start of project	**$2,300.00**
Delivery Method			
Electronic			
Secure link – Click to view, download, and print			

Professional Standards Background			
What is included?	**How is it performed?**	**Turnaround Time?**	**What is total cost?**
Includes all 5 items listed previous page	Performed by telephone and online research	Between 7 – 14 days after start of project	**$1,850.00**
Delivery Method			
Electronic			
Secure link – Click to view, download, and print			

Express Background			
What is included?	**How is it performed?**	**Turnaround Time?**	**Item Cost**
Select any Background Item(s) listed below	Performed by telephone and online research	Between 3 – 9 days Depends on number of items	Individual item cost below
Nationwide Criminal, Civil, Financial Record Search			**$250.00**
Professional Employment Verification			**$400.00**
Degree / Academic Confirmation			**$200.00**
Nationwide News, Media, Public Data Search			**$250.00**
Delivery Method			
Electronic			
Secure link – Click to view, download, and print			

On-Site Turnaround Time Information

If an On-Site Background is performed, the actual on-site portion of the project takes approximately two or three days to complete. While on-site, our consultant interviews References, conducts local media and news search, researches and retrieves public data, reviews and retrieves personnel and performance review materials, and performs other local background research. It then takes 4 – 6 days to assimilate all the data and complete the background..

On-Site Project reimbursement information

(Applies only to Comprehensive Background Option)

We make every effort to minimize travel expenses and still perform a quality level background for our client. Travel expenses to conduct the Comprehensive Background Option are not included in our professional fee, and are client reimbursed using the following schedule:

- If private auto most cost effective - round trip mileage @ .50 cents per mile from our location to candidate's home area.
- If air travel most cost effective - round trip airfare from Minneapolis to Candidate's home area.
- If air travel used, car rental while conducting On-site project, gasoline at cost.
- Airport parking, if any.
- Lodging for one Consultant during project. (Moderate business class accommodations)
- Meals for one Consultant while conducting On-Site - Flat rate @ $45.00 day.

There are no "add on fees" or hidden charges. No payment due until completion of project, at which time the Client is then sent Invoice. If On-site project was conducted, receipts and Expense Information Sheet are included with Invoice.

Privacy issues

We work for you. We *never* share information, or release data to anyone other than our Client.

Time issues

We make every effort to accommodate the needs of our Client. As mentioned earlier, an On-Site project normally takes between two, to three days to complete. Completion of the project from beginning to end, depends upon:

- The number of Candidates to be profiled
- Candidate's geographical proximity.

At the end of the project, if you have any questions or need clarification on anything, telephone conferencing with our Consultant is also included as part of our service at no additional cost.

Starting the project

If you have any questions, or if you would like to begin the process, simply phone us and a representative will explain all the details, and answer any questions you may have. A Letter of Agreement will be drafted, based upon your specific Option choice. It will fully outline all details of the project for your review and approval. We may also request information from you regarding the position itself, it's unique requirements and needs, desired candidate strengths, etc.

We then contact the Candidate and explain our involvement in the process, and answer any questions which he/she may have. We then follow with an email correspondence which further details the Background and include a Waiver for signature and return.

If an On-Site is to be conducted, we handle all travel arrangements. Upon return from the On-Site, we assimilate all the data and compile the information into the written Candidate Profile.

Obviously, we follow all State and Federal guidelines regarding data privacy, and release of information during this project.

Special Note !

In order to provide you with our undivided attention, we undertake only one project at a time. Because of this exclusive commitment, our calendar fills quickly. To avoid potential conflicts, please let us know your anticipated time frame as soon as possible, so that we can accommodate you.

Biographcal Sketch

We are a State licensed Executive Recruitment and Management Consulting firm. Originally founded in 1984, Gleason & Associates, Inc. has been involved in assisting both the private and public sector throughout the country in a variety of ways. Our initial offerings revolved around the delivery of a variety of management services including department evaluations, personnel reviews, promotional examination and evaluations, as well as other administrative consulting services. In order to better meet the needs of our growing client base, we expanded our offerings in 1988 to include search and recruitment services for local government administrative positions. And by 1989 more and more agencies were requesting our firm to provide Finalist Background Profiling to supplement their already existing search and recruitment efforts. Ever since, we have specialized in offering quality Background Profiling to local government.

The firm's founder, Mr. David Gleason brings with him more than thirty years of public sector experience. Having served as a Police Chief, Investigator, and College faculty member in Public Administration, he recognized the need for a firm which could specialize in providing quality Background Profiling to our clients.

Mr. Gleason has directed or has been involved in hundreds of hiring reviews for cities and counties throughout the nation on virtually every level. He holds a Master's degree in Administration and has completed numerous postgraduate level courses in Public and Personnel Administration. Other individuals associated with our firm provide extensive legal, personnel, and administrative related experience. Our combined professional backgrounds allow us to provide our client with the best resources available.

Gleason & Associates, Inc. continually strives to bring true professionalism to the field of public sector recruitment and selection. Only through our most sincere efforts to deliver quality services is this possible.

Recent Testimonials

Individual references available upon request

"We could not have received such a professional and thorough background without going through Gleason & Associates. Thank you so much for your assistance"

"Thank you so much for your assistance, your Candidate background was professionally done and outstanding!" (Human Resources Manager)

"We appreciate your timely and professional approach. I would highly recommend your services to anyone" (Human Resources Director)

"We almost made a terrible choice, having your firm do our Backgrounds saved us from making a disastrous decision" (City Council President)

"Once again, you have proven your services to be reliable, professional, and well worth the cost" (Village President)

"Without your thorough and professionally conducted background, we would have made a decision that we would have regretted greatly, thank you so much!"
(Human Resources Director)

"Your continued service to our city is most appreciated, and you should be commended for your commitment and professionalism. We look forward to working with your firm again" (City Manager)

"Even though I was not offered the position, I appreciate the tact, discretion, and professional manner in which Gleason & Associates conducted this project" (Unsuccessful Candidate)

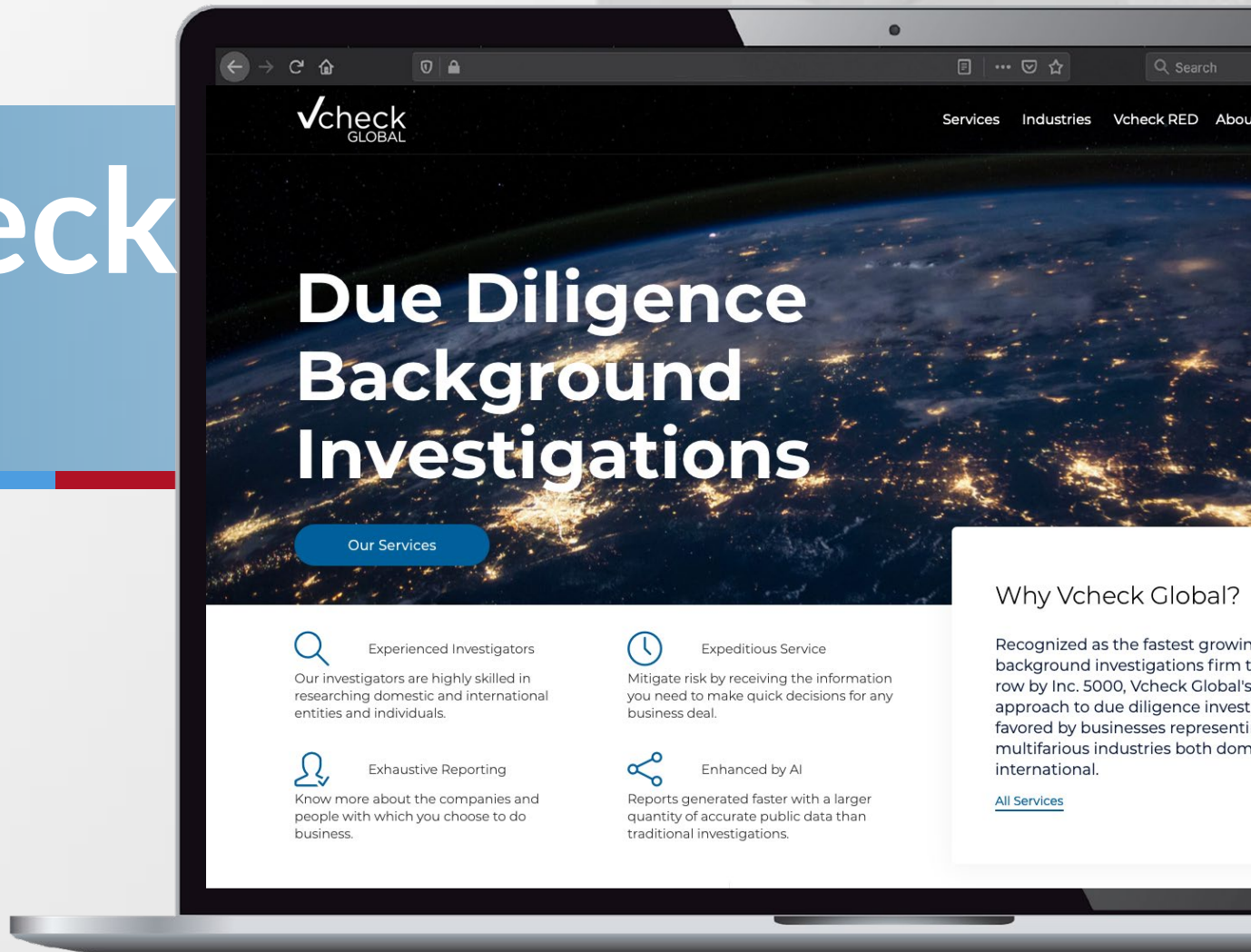
G&A
Gleason & Associates, Inc.
St. Paul, MN
Phone (651) 283-3871 ~ Fax (651) 204-0034
E-mail - usabackgrounds@att.net

Background Check Overview

Prepared for:

Village of Indiantown, Florida

December 2022



Vcheck Global
Who We Are

- Vcheck Global is tech-enabled enhanced due diligence company serving highly regulated investment firms, financial institutions, and corporate compliance and risk organizations.

- We use technology and deep expertise to deliver top-quality, scalable global due diligence with speed and depth.

- Our service focus, consultative expertise, and use of technology gives us an edge in tackling the challenges of modern compliance with flawless execution, a deep understanding of the regulatory landscape, and scalable efficiency.

Vcheck Global At a Glance

2,200+
Companies Assisted to Date

200+
Countries Covered

75,000+
Businesses & Individuals Investigated

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Vcheck Global
What Sets Us Apart

The traditional industry is fragmented with sub-scale point solutions and slow to evolve market leaders ripe for disruption.

Traditional Due Diligence/Background Services

- Labor intensive, human capital businesses
- Trade-off between quality, speed and price
- Manual research and investigative work
- Slow turnaround times
- Point-in-time risk snapshot
- Bias toward expert services, little technology

Purely AI/Software for Due Diligence

- Point solutions focused on automating small points in an end-to-end workflow
- AI alone cannot automate everything
- False positive and alert reviewing creates additional work for compliance organizations
- Regional competitors, weak on global coverage
- Bias toward technology only

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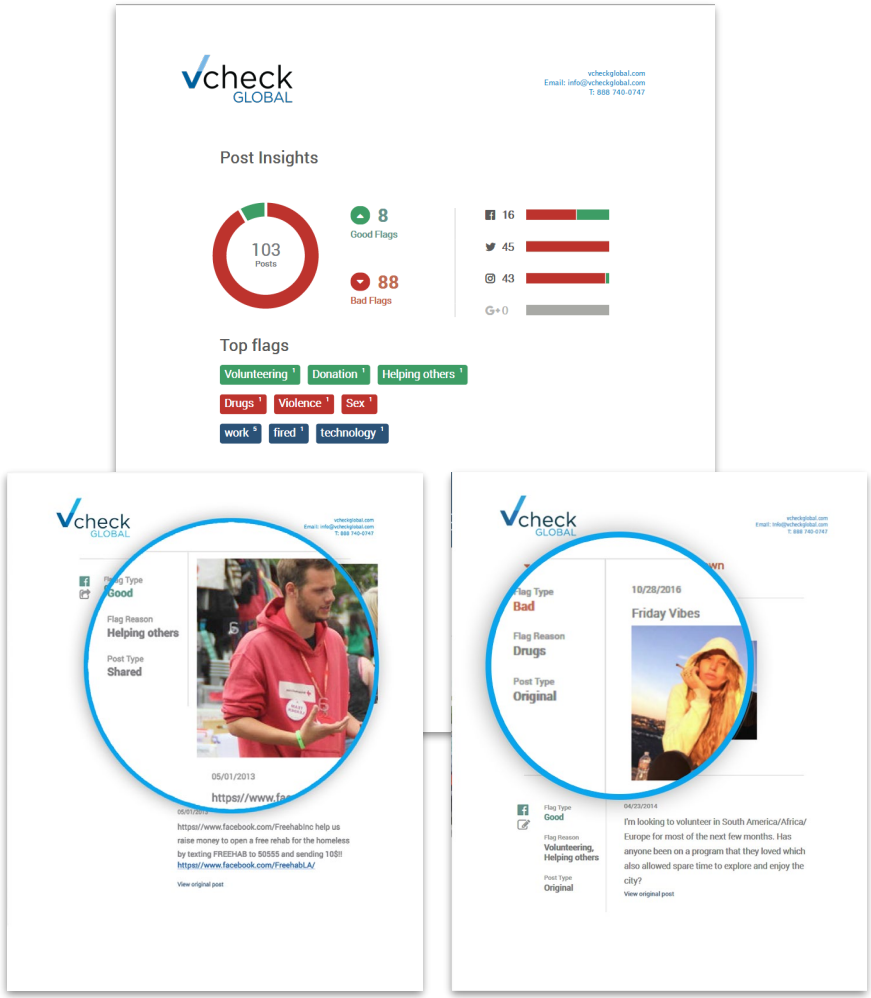
Vcheck Global
AI Screening & In-House Linguists



From Brazil to Canada, Italy to Japan, Vcheck Global provides services in more than 200 countries. Our international investigative team has translated media reports and court records from more than 30 languages.

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Vcheck Global
Background Check Option 1 – Deep Dive

For executive and key hires, we suggest a deeper level screening which covers additional research into the candidate's professional reputation.

It Includes:

- Confirms a candidate's address history, education, prior employment and license claims, screens for sanctions and political exposure, Searches litigation records, checks for regulatory fines/censures, reviews English and local language negative news media and internet information, including social media research, covers jurisdictions in which the Candidate has resided in the past 20 years (depending on state-level restrictions), includes federal-level litigation and red-flag media information on any corporate affiliation where the Candidate has held executive roles or board memberships. Court documents are retrieved onsite in the United States if not otherwise readily available.

The cost for these is $3600 per candidate.

Completed in 10-12 business days.

Vcheck Global
Background Check Option 2 – Light Touch

Typically used for non-management roles, we have a robust report option, without a narrative presentation of the facts.

It includes:

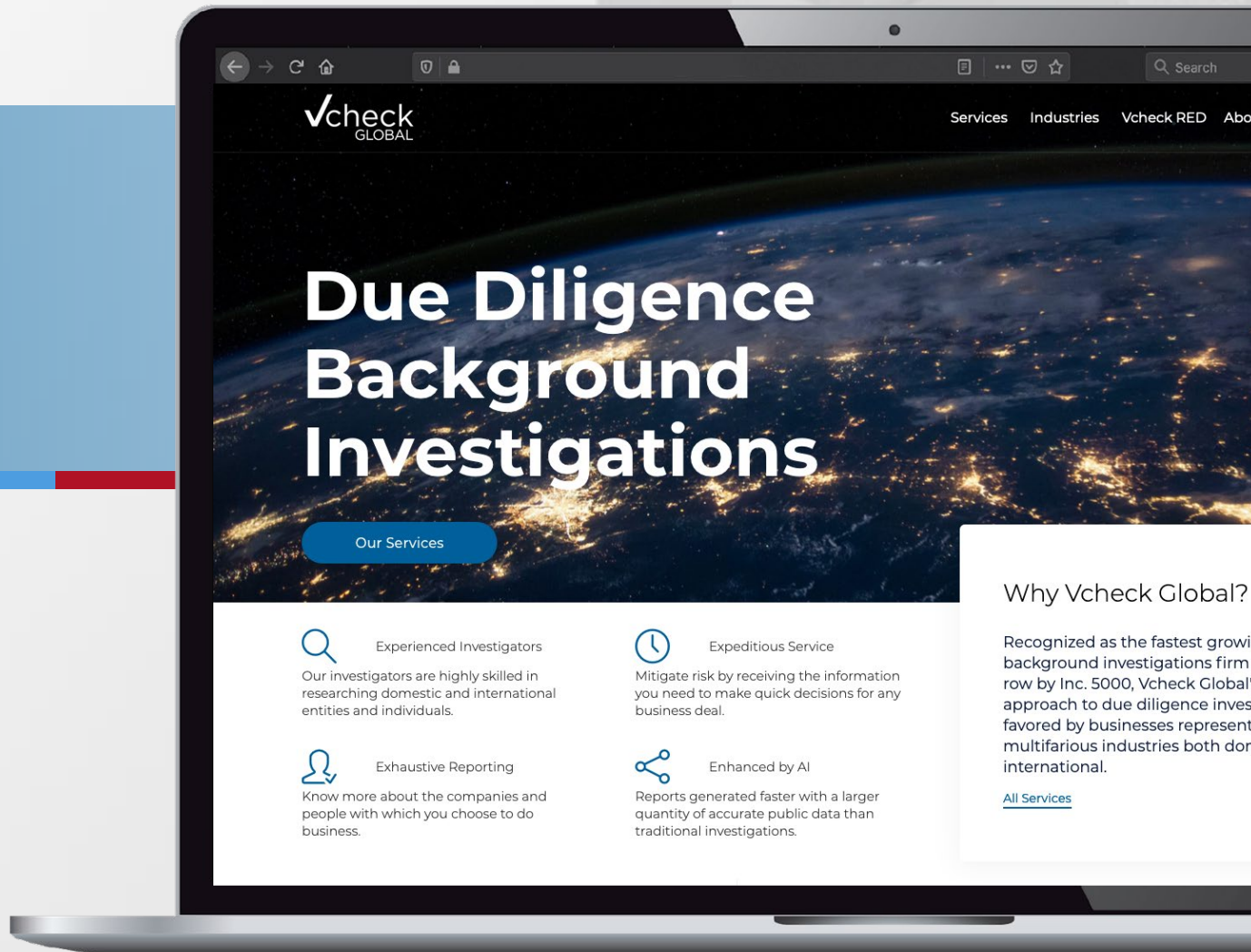
- ID verification, address history, criminal records from county, state and federal courts, sex offender search, OFAC, FINRA, NFA, social networking/online presence search, education and employment verification, liens, judgments, bankruptcies industry sanctions, DMV, credit report, derogatory recorded documents from county recorder, license records, foreclosures, county-level civil records check.

The cost for these is $525 per candidate. If the Candidate resides (or resided) in New York State, there is an addition $105 passthrough fee per name searched for the statewide criminal search.

Turnaround time is typically 3-5 business days.

Contact Us

Matt Fournier
312.730.6715
mfournier@vcheckglobal.com



VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Village Manager Recruitment Process

SUMMARY OF ITEM: At the December 15, 2022, Special Council Meeting, the Village Council decided to continue its deliberation on how to conduct the permanent Village Manager recruitment process.

Attached for the Council's consideration are copies of the 2018 Village Manager recruitment process and profile, recommendations from the FCCMA Senior Advisors, and two proposals received from executive recruiting firms that specialize in city manager recruitments.

FISCAL IMPACT STATEMENT: TBD. If a recruitment firm is utilized, the costs are estimated to be between $22,500 and $34,500. If the FCCMA Senior Advisors are utilized, the costs incurred would be limited to travel, per diem, and background checks. Executive level background checks would cost approximately $2,300-$3,600 per candidate.

RECOMMENDATION: Staff is seeking Council direction on this item.

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager

DATE: 12/29/2022

ATTACHMENTS:

Description

2018 Village Manager Recruitment Process

2018 Village Manager Recruitment Profile

FCCMA Senior Advisors Recommendations

Colin Baenziger Proposal

Municipal Solutions Proposal

Village of Indiantown- Village Manager Recruitment Process

Aug 30	**FCCMA Senior Advisor meets with each Council Member**
Sept 20	**Council review of recruitment process**
Sept 21-Nov 2	Application Period Open (Ads placed in ICMA, FLC and FCCMA publications and tcpalm.com and Palm Beach Post) (Recruitment Profile placed on village website.)
Nov 2	Application Period closes
Nov 3-8	Three-member Senior Advisor team reviews resumes
Nov 9	Senior Advisor sends all resumes to Village Council along with recommendation for top 5 candidates
Nov 14	**6:00 PM Special Meeting of City Council to select candidates for interview**
Nov 15-28	Reference checking completed by Village staff

Nov 29	**Special Meeting of Village Council to interview top candidates (50-minute interviews scheduled at 9 AM, 10 AM, 11 AM, 1:30 PM, and 2:30 PM. (Senior Advisor in attendance)**
Nov 29	**Optional- Reception from 4-5 PM for citizens to meet candidates. (Council and Senior Advisor in attendance)**
Nov 29	**6:30 PM meeting of Village Council to select the Village Manager (Senior Advisor in attendance**
Nov 29-Dec 6	Senior Advisor negotiates employment agreement with selected candidate
Dec 13	Village Council approves employment agreement at Regular Council Meeting
Jan 2	New Village Manager begins work

Indiantown Village Manager Recruitment Profile

Indiantown Information

-Rural community in existence since the early 1900's
-Newest incorporated local government in FL
-Incorporation effective in December of 2017
-Population of 6.083 in 2010 census
-Five member Village Council consisting of Mayor and 4 Council members all elected at large.
-Mayor selected from and by the Council
-Village Manager appointed by the Council and serves at the pleasure of the Council

Issues

-Build an organization
-Establish service delivery mechanisms for the Village
-Establish an effective relationship with Martin County
-Continue and expand strong sense of community pride
-Need to build consensus in diverse community
-Need to educate citizens about the new village government
-Major needs in economic development, infrastructure, affordable housing, water utility, community appearance and keeping taxes reasonable

Requirements

-Bachelor's degree required
-Master's degree preferred
-Five years experience in government or business management, preferably in local government
-Experience in a diverse community
-Bilingual preferred, but not required

Salary Range

-$80,000-120,000
-Modest benefit package

Application Process

-Send letter of interest and resume to Cwhite@indiantown.org by November 2

9/21/18

To: Mayor and Members of the Village Council

From: Kenneth (Ken) Parker, FCCMA/ICMA Senior Advisor

Subject: City Manager Selection Process

Date: December 12, 2022

This memorandum outlines the City Manager search options available to the Mayor and City Commission. Also, included in this memorandum is an example search timeline.

Senior Advisors do not solicit local governmental entities to perform manager search services. Upon invitation by the governing body of a municipality whose population is under 10,000 and for counties whose population is under 50,000, Senior Advisors may provide limited Manager search services. Our services are based upon two criteria, population and availability of a Senior Advisor or Senior Advisors.

We do not charge for our services; but we do request the community cover all travel related expenses. Generally, travel expenses are mileage, meals and hotel if required to stay overnight at a location. We request that the local government make all hotel reservations and to pay for them directly rather than the Senior Advisor submitting receipts for reimbursement. Mileage is paid at the IRS approved reimbursement rate. Some municipalities have an out of town per diem rate that they pay local government Officials and employees when traveling while others require meal receipts. Whatever the local government policy is on meal reimbursement is what governs meal expenses.

Senior Advisors do not perform any background searches on candidates nor do Senior Advisors verify any information a candidate may submit to a city, town or village. Those are the responsibility of the City. For your information, background investigations can cost about $2,500 or more per candidate if done by an outside firm. Some local governments prefer to do their own background check. I always recommend that the background check be at the highest level possible to avoid any surprises. Normally national search firms provide this service as part of their proposal. Senior Advisors are not consultants, but serve as colleagues and counselors to the governing body and your staff.

Your City meets the first criteria, population. The second criterium is the availability of a Senior Advisor to assist your City. Currently, the Senior Advisor who lives closest to your City is not available to conduct manager searches. There are other Advisors who live outside your area who work with local governments in the search process. Since some of the work requires us to physically travel to your City, there would expenses. Some of the work can be done electronically and remotely.

There are several policy questions that your City Council needs to answer before you embark on a Manager search.

- Do you want to involved citizens in the development of recruitment materials and in the screening process? If so, then you would need to appoint members to the citizen group. The last several cities that I have worked with did not use a citizen committee. They stated that it was the responsibility of the elected officials to develop the criteria for the next manager.
- Do you want to hold community listening sessions conducted by either the Council or the citizen advisory group? Normally, the Consultant or the Senior Advisor would attend the listening session.
- Do you have an internal candidate that you desire to appoint as City Manager? If the City Council has an internal candidate, I would strongly recommend that you not begin the search process until after the Council decides whether to employ the internal candidate or if the internal candidate states clearly that she/he will not be a candidate and will not apply for the position. This is one of the first questions that I am asked by a potential candidate. The most qualified candidates often will not even apply if there is an internal candidate. Because of the Florida Public Records law, often times the media or local bloggers will print the names of applicants. Sometimes this creates a problem with their current employer.

In my opinion, the City Council has four options available.

1. Employ a full-service firm to handle your recruitment. These firms have highly qualified people to assist the Council in hiring the right person. They have extensive networks. They work with the Council in developing a profile of characteristics the governing body desires to have in its next manager. The candidate profile goes beyond the legal requirements that are contained in the City Charter and your Code of Ordinances. They recruit based upon charter requirements and the profile they develop working with the Council. They do not wait for applicants to apply. They contact those in their network that most closely meet the job profile and encourage them to apply. The firm is responsible for placing the ads and developing recruitment materials. The firms are responsible for all the background checks and verifications. They help the Council manage the interview process. They may assist the City Council in developing interview questions. They receive the applications and screen the applications for the Council and if a Citizen Committee is involved, they work with the citizen committee in the screening process. They help the governing body manage the interview schedule.

2. The second option is for you to handle the recruitment process internally. That means your staff would develop the entire recruitment packet. They would be responsible for advertising for the position. They would be responsible for accepting all resumes. The City would be responsible for conducting all background and verifications. Some cities choose to employ an outside firm to conduct the background and verifications. I always recommend to any city to do the highest level of background investigation. It is far more than criminal and civil records check and related files. It includes reviewing social media and other media. It verifies education. It includes employment verification. It may include

review of personnel files. Your internal staff would be responsible for managing the interview process.

If you choose to conduct the search in house, Senior Advisors could provide examples of recruitment materials that other cities have used. We could provide the Council with a questionnaire that would help develop the candidate profile

3. Allow the Senior Advisors to advise you and your staff on recruiting the next Manager. Most of the work would be done by your internal staff. We would advise the Council and staff on a variety of items including preparing the job profile, the recruitment brochure, and where to advertise. We would conduct extensive interviews with Council in order to develop the job profile that would be included in the advertisement. The development of the recruitment materials is truly a collaborative effort.

   The Senior Advisors would review the resumes and provide you with a listing of potential candidates who most closely meet the charter requirements and the profile develop and approved by the Council. We would work alongside you in preparing questions to be used during the candidate interviews. This option is a partnership with Senior Advisors coming along side of you and your staff. The question that you must ask is how much time your staff can dedicate to the process.

   Senior Advisors would help you manage the interview process. That means that we would be present during the interviews to make sure that schedules are met and information is provided to each Council member. However, Senior Advisors do not and will not offer any opinions or recommendations on any candidate. The Senior Advisor will keep the Council informed throughout the process.

   Senior Advisors do not have the contacts that the recruiting firms have. We do not always know which managers are considering moving from their current jobs to another position. Recruiting and placement is what the firms do. Recruitment of Managers is not the primary responsibility that Senior Advisors are charged with doing by FCCMA and ICMA. With that said, Senior Advisors will notify other Senior Advisors both in Florida and in other States making them aware of your position.

4. The final option is to employ an internal candidate and not advertised. In my opinion, this is the first question that you must answer. If you are considering hiring an internal candidate don't waste your time with a developing an RFP for consultants or even consider any other options.

The following is a potential calendar for recruiting a manager.

- If a private search firm is used, the City would need to solicit proposals from firms. I can provide you with examples of RFP other cities have used. Your purchasing ordinances would establish the minimum time needed to receive proposals. You would have to short list and interview the firms. Then enter into contract. One City that I made a presentation to some months ago were able to go through the entire process of advertising, short listing, interviewing and contracting in about 6 weeks.

If Senior Advisors are involved, we would be working on the profile and recruitment materials. What I have found out, though, is the Search Firms usually make up the time in other areas of the recruitment process.

- One month to develop position profile and recruitment documents. I would ask the Commission to adopt all documents before the position is posted. If a search firm is used, they will work with the Commission in developing the candidate profile and developing the recruitment brochure.

- Advertise for one month. If a Search Firm is used to recruit a manager, they would handle the placement of the ad. If a Search Firm is selected to do the recruitment the resumes would be sent to them. If the Senior Advisor or internal recruitment option is selected, then the city would place all the ads and would receive all resumes. As I understand Florida law, when your City receives the resumes, the resumes would become public record upon receipt.

- Two weeks for the review of resumes and provide the Commission with a list of qualified candidates.

  If the Senior Advisor are involved, each lead Senior Advisors arrange their list to the governing body differently. I normally arrange my list in the following fashion: highly qualified meaning that these candidates best meet the criteria set out by the governing body; qualified meaning that the applicants meet the job requirements; and, non-qualified meaning that the candidate do not meet the job requirements. If Senior Advisors are involved, it is a team of Senior Advisors who come together to review resumes and provide the governing body with a listing. The meeting will be a public meeting. Some Advisors may choose to attend the meeting in person while others may attend the meeting electronically. The list will be presented to the Commission in alphabetic order.

  If a Search Firm is involved, they will provide you with the listing of candidates.

- Commission would determine which candidates from they want to interview. The Commission is not limited to the list provided by either the Search Firm or Senior Advisor. They can add any name they desire from the applications received.

- Background and Verifications can take up to one month or more. I always recommend the background and verifications be completed prior to interviews. This is the area where the national Search Firms are able to reduce the time schedule. They have the resources to do perform that task quickly.

- Schedule interviews.

- Select a manager and approve contract.

Most managers have a notice provision in their contracts if they are currently employed. Some cities and counties are willing to waive the notice provision. Most cities and counties are not willing to waive the notice provision. Each Manager contract is different. The usual notice requirement is 60 days. I have seen some that are 90 days.

A nationwide search firm may be able to cut some time off this schedule since they do this on a regular basis.

If I or another Senior Advisor can assist you, please feel free to call us. I am looking forward to discussing this memorandum with the City Council.

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES FOR INDIANTOWN, FL

Volume I: Proposal

Colin Baenziger & Associates

Contact Person:

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Daytona Beach Shores, FL 32118
e-mail: ***Colin@cb-asso.com***
Fax: (888) 635-2430

…Serving Our Clients with a Personal Touch…

PROPOSAL TO PROVIDE
EXECUTIVE SEARCH FIRM SERVICES

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December 19, 2022

The Honorable Mayor Susan Gibbs Thomas, Vice Mayor Guyton Stone, and Councilmembers Carmine Dipaolo, Janet Hernández, and Angelina Perez
Village of Indiantown
15516 SW Osceola St Suite B
Indiantown, FL 34956

The Honorable Mayor Gibbs Thomas, Vice Mayor Stone, and Councilmembers Dipaolo, Hernández, and Perez:

Colin Baenziger & Associates (CB&A) would like to thank you for the opportunity to submit this proposal to assist in finding your next Village Manager. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested across the country and found to be extremely effective.

While CB&A is a nationwide municipal recruiting firm, our home base is Florida. In fact, we have been selected to perform 127 of the last 191 recruitments where a Florida city or county has chosen to use a recruiter to find its 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 and candidates. 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 elected 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 fit well with you and your community. As a result, we only take a few clients at a time and focus on completing each assignment in an exemplary manner. Further, we routinely complete our work in ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and selection. Finally, we offer one of the better warranties in the industry.

Some of our Florida searches include City Managers for Aventura, Bay Harbor Islands, Bradenton, Cape Coral, Cutler Bay, Destin, Estero, Fort Myers, Fruitland Park, Gainesville, Hallandale Beach, Islamorada, Lady Lake, Melbourne, Miramar, Mount Dora, Ocala, Orange City, Palm Beach

Gardens, Palmetto Bay, Palm Coast, St. Pete Beach, Tavares, Treasure Island, and West Melbourne. Nationally we have found City Managers for Ankeny, IA; Bellevue, WA; Doraville, GA; Fayetteville, NC; Portland, ME; Roanoke, VA; Scottsdale, AZ; Tacoma, WA; and Winchester, VA. We have also found the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia) as well as County Managers for Brevard County, FL; Clackamas County, OR; Clay County, FL; El Paso County, TX; James City County, VA; Polk County, IA; St. Lucie County, FL; St. Johns County, FL; and Union County, NC.

Some of our current searches include County Administrators for Indian River County, FL, and St. Lucie County, FL, City/Town Managers for Fort Walton Beach, FL, Juno Beach, FL and Ocean Ridge, FL, and a General Manager for the Beaufort-Jasper Water & Sewer Authority, SC.

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

…Serving Our Clients with a Personal Touch…

I. Qualifications and Experience of the Firm

The Firm, Its Philosophy, & Its Experience

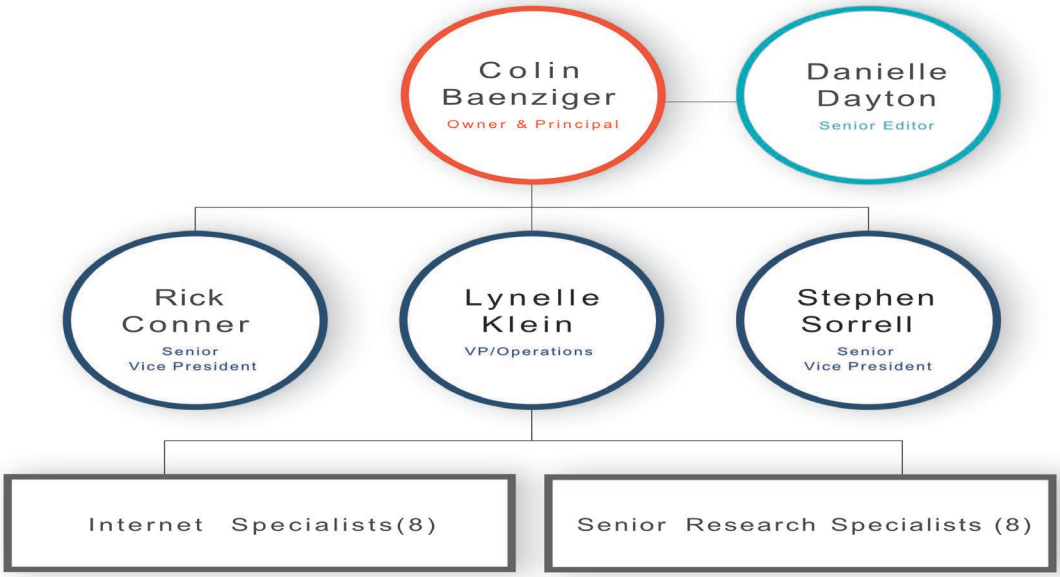
Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with satellite offices in Grand Junction, CO, and Pensacola, FL. As a sole proprietorship, we are not registered with any state as a corporation, foreign or otherwise.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to the quality of our product and the timeliness of the delivery. Further, our work is not done until you are fully satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our action plan. When we do so, we do not ask for more than the originally quoted price. We feel you are hiring us as your experts and once a contract is signed, we have an obligation to fulfill its requirements with excellence, on time, and within budget. We simply do not believe in unforeseen circumstances.

Since beginning our executive search practice in 1998, we have conducted searches for clients in thirty-four states. Overall, we have sought over 230 CEOs for cities, counties, and special districts. We have also conducted over 415 searches overall. The basic approach outlined herein has been refined to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 25 years, and it has proved to be extremely effective. Our work has focused primarily on Executive Search and our staff is extremely capable and experienced. See Section III for more details. The structure of our firm is outlined below.



Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. Once we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what circumstances may develop. ***We have never requested anything beyond the originally quoted price, even when we were probably entitled to do so, and we never will.***

Completion of Projects on Schedule

Colin Baenziger & Associates routinely completes its assignments within ninety days. Further, since CB&A began performing recruitments, ***it has never missed a significant 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 Village. The proof is that from the beginning of 2009, 25% of the candidates selected as semi-finalists have been females and/or minorities. In one recent year, 47% of our placements were either females or minorities.

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 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.

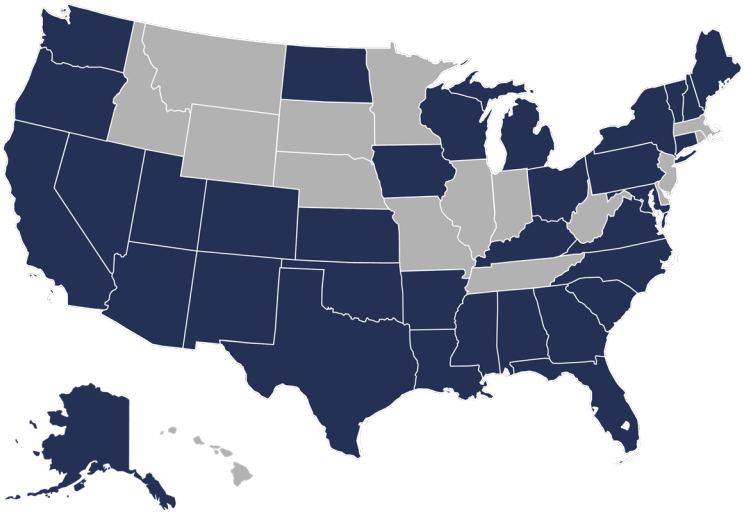
Insurance

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 and $2 million aggregate. As a small firm, predominantly utilizing independent contractors, we are not typically subject to the requirements for workers compensation and employer liability insurance in many states. If required by the client, and if it is available to us, we will obtain these coverages prior to contract execution.

Geographic Reach

Since initiating its search function in 1998, CB&A has become a nationwide recruiting firm. See Figure I below for the states we have conducted searches in. A complete list of our searches can be found in Appendix A.

Figure I: We have served clients in the states highlighted in blue.



II. Proposed Work Plan

The following search methodology has been refined over the past twenty-five years and is virtually foolproof. That said, we will integrate any ideas you have into the process to the extent possible. Our goal is to ensure you have the right people to interview as well as all the information you need to make the right decision.

Phase I: Information Gathering / Needs Assessment / Brochure Preparation

Task One: Needs Assessment

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

- Gather information from the jurisdiction, its website and other sources;
- Interview the elected body and other key parties (such as Village staff). 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 include experience, longevity, education, personality, demeanor, skills, and achievements as well as other items you and the community consider important;
- Determine a reasonable compensation package; and
- Finalize the timeline with the Village so both the elected body and the candidates will know when the interviews will be held and when they need to be available.

If the Village wishes, we will gladly incorporate meetings with other stakeholders (such as the business community, non-profit organizations, the religious community, and so on) to gather their insights. We can also solicit the input of your residents through an on-line survey (see Appendix D for a sample).

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will next develop a comprehensive recruitment profile for your review. We will then incorporate any additional suggestions you may have and finalize the document. A sample profile is included as Appendix B. Other examples 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 your position. We say people (and not person) because our goal is to provide you with six to ten outstanding semi-finalists. 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 potential candidates and consult our data base of government professionals. Being well established in Florida, we know whom we should contact. 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.
- ***Advertising:*** While we will network to find the best, we will not ignore professional organizations and trade press which sometimes yield strong candidates. These might include the International City/County Management Association, related state associations, the National Association of Counties, and sites aimed as female and minority candidates. LinkedIn is another vehicle we may use.
- ***CB&A Website:*** We will also post the recruitment on our website, ***www.cb-asso.com***. With our reputation, many candidates consult it regularly.
- ***Email:*** We will e-mail the recruitment profile through our listserv of almost fourteen thousand managers and professionals who are interested in local government management positions. 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.

We generally do not use local, newspapers, national newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the caliber of candidates we are seeking. If the Village wants to have ads placed in these venues, it will need to bear the cost.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from forty to sixty applicants. We will use the information we developed in Phase I to narrow the field. Selecting strong candidates is, in reality, more of an art than a science and a mixture of in-depth research and subjective evaluation. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be an outstanding fit with the Village and the community as your next Village Manager.

Specifically, our efforts will involve:

Step One. Resume Review. CB&A will evaluate all resumes and identify the eight to fifteen candidates of the highest quality.

Step Two. Screening Interview. Our lead recruiters, and possibly other senior representatives of the firm, will interview each of the top 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 to consider each candidate further.

Step Three. Evaluate the Best Candidates. We will conduct thorough research into the backgrounds of the best six to twelve candidates. Specifically, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We will ask the candidates to answer a series of questions about themselves as an adjunct to their resumes and cover letters. By so doing, (1) the candidates can tell their story *in their own words*, and balance the negativity that is so often characteristic of the press, and (2) the Village to evaluate the candidates written communication skills.

- **Interviews of References:** We provide the candidate with the positions of the references with whom we wish to speak. These will include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, the Human Resources Director they work with, and others who know the candidate. All told, the list will include approximately 20 individuals. We will also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to twelve people and prepare a written approximately page lone 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 litigation at the county and federal level; motor vehicle records; and bankruptcy and credit. As an aside, while only police departments have access to the gold standard for criminal records (the NCIC data base), our vendor has developed a very reliable substitute.

- **Search the Internet, Newspaper Archives, and Social Media:** Virtually every local newspaper has an electronic 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. Further, we will review the candidate's social media accounts.

- **Verification of Education and Work History:** We will verify all claimed educational degrees as well as the candidate's work history for the past 15 years to assure the candidate has been completely forthright.

- **Candidate Disclosure Statement:** We ask candidates to disclose anything controversial in their background that we need to be aware of. While it is unlikely that they will disclose anything we are not already aware of at this point, we believe redundant checks are beneficial.

As part of our efforts, we will crosscheck sources, search for discrepancies, and resolve them. When sensitive or potentially embarrassing items are discovered, they will be thoroughly researched. Depending on what we discover, we may decide to drop the candidate or to present them with an explanation.

> *Note: We firmly believe that all background work and checks should be completed prior to presenting them to you. That way you will know the individuals you select to interview 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 you have made a selection, you can move forward promptly, negotiate a contract and make an announcement.*

Task Five: Preparation and Presentation of Candidate Materials

CB&A will select six to ten candidates and present them for your consideration as finalists. We will provide to you electronically a complete written report for each recommended candidate which will include: the candidate's cover letter, resume, introduction, references, background checks and internet / newspaper archive search results. A complete sample candidate report is included as Appendix C. We will also provide advice on interviewing, a series of questions the elected officials may wish to ask (as well as outlining some areas that it is not wise to get into), and some logistical information.

Task Six: Finalist Selection

Approximately a week after the Village has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and to select finalists (ideally five with an alternate) to be invited to interview.

Task Seven: Notify All Candidates of Their Status

We will notify the finalists by telephone and give them the opportunity to ask additional questions. Additionally, we will provide them with information concerning the interviews and travel if necessary.

CB&A will also contact those not selected to be interviewed. Part of the notification will include advice concerning their application materials, 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 Village Manager Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an /evaluation process including mechanisms to assess the candidates' communication skills, interpersonal skills, and decision-making skills. Typically, we suggest the Council observe the finalists in three settings: a social setting (since the selected candidate will frequently represent the Village at community functions), one-on-one interviews, and a Council meeting.

> **Day #1:** The finalists are given a tour of the community by a knowledgeable staff member or resident. Communities often also include a reception with the Village's senior staff at this point.
>
> Later, that evening, the Council can host a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. As noted, your next Village Manager will, after all, represent your local government in a variety of venues. It is thus important to know how the individual will respond to your citizenry. The reception also serves as an icebreaker whereby the Council Members and the candidates get to know one another informally.
>
> **Day #2:** The next morning, each candidate will interview individually with each Council Member for approximately 40 minutes. These meetings provide you with an opportunity to assess how the candidates might interact with you on an individual basis. Ultimately, Managers succeed or fail based on their interaction with the Council and its individual members. One-on-one interviews are an excellent way to test that interaction.
>
> After lunch, the Council, as a group, will interview each finalist one at a time for approximately 30 minutes. Part of the interviews might include a PowerPoint presentation, so the Council can observe the candidates' presentational skills.

We recommend you invite the finalists' spouses to the interviews, so they can become familiar and feel comfortable with the community.

Finally, if you it would make you feel more comfortable, we can recommend several third party management and personality assessment tools that the Village can use to provide additional input. They are available at a relatively small cost and are not included in our fee.

Task Nine: Debriefing and Selection

After the interviews are completed, we have developed a simple methodology that moves the elected body quickly and rationally to selecting your next Manager.

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

If requested, we will assist in the employment agreement negotiations. Generally, a member of the elected body and the attorney conduct the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use with the selected candidate. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates and the candidates have been thoroughly vetted, we expect prompt agreement.

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you and your new Village Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. 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 are, in addition to being exceptional recruiters, students of local government, and can often provide insights and names of parties who have dealt a wide variety of issues, often with innovative solutions. We want to be responsive and to assist in any way we can.

The Village's Obligations

The Village 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 Village will also be responsible for reimbursing the candidates (and spouses, if invited) for all expenses associated with their travel, meals, and incidentals for the interview process.

Proposed Project Schedule

We understand the Village wants to move quickly on this recruitment. We are uniquely positioned to do so based on our knowledge of and experience in Florida.

Phase I: Needs Assessment / Information Gathering

January 11th:	CB&A begins meeting with the Council Members and other stake holders to understand the job and its challenges.
January 17th:	CB&A submits the draft of the full recruitment profile to the Village for its review.
January 24th:	Village provides comments on the recruitment profile.

Phase II: Recruiting

January 27th:	CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to almost 14,000 local government professionals.
February 17th:	Closing date for submission of applications.
February 22nd:	CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

March 20th:	CB&A forwards its reports and materials to the Village for the recommended candidates. These will include the candidates' cover letters, resumes and introduction as well as the results of our reference, background and Internet/newspaper archives/social media checks.
March 27th:	Village selects approximately five finalists and an alternate to interview.

Phase IV: Interview Process Coordination and Village Manager Selection

April 6th:	Village holds reception for the finalists.
April 7th:	One-on-one and full Council interviews and decision.

Phase V: Negotiation, Warranty & Continuing Assistance

Post-Selection:	CB&A works with Village representatives and the selected candidate on an employment agreement.

Project Team and Involvement

Colin Baenziger & Associates has assembled an outstanding project team to serve your needs.

Colin Baenziger will have overall responsibility for the execution of the search. Mr. Baenziger has spent ten years local government as a senior manager and over 30 years as a consultant. In addition to his 25 years in executive search, he specialized in operational reviews of governmental agencies and private sector clients such as the Recording Industry Association of America, and 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.

Lynelle Klein, Vice President for Operations, is a skilled professional with extensive expertise in executive search. Starting as a research assistant with CB&A 12 years ago, she has now firmly established herself as the number two person at CB&A. Prior to joining the firm, she worked primarily in the private sector providing financial and administrative services. Ms. Klein has an Associate's Degree from Brigham Young University in Rexburg, Idaho. She currently resides in Mesa County, CO.

Stephen Sorrell, senior vice president, brings over 35 years of management and technical experience in municipal, county, state, and special district agencies in addition to his work with Colin Baenziger & Associates (CB&A). Some of the leadership positions Steve has held include serving as Executive Director, Emerald Coast Utilities Authority in Pensacola, Florida, and as City Manager, Director of Public Safety, Assistant City Manager, and Director of Finance, all for Hamilton, Ohio. He is a P.E. and earned a Bachelor of Science in Civil Engineering Degree from the University of Dayton, Ohio, and Master of Public Administration Degree from the University of Cincinnati, Ohio. He is a member of the International City/County Management Association, Florida City/County Management Association, Florida Finance Officers Association, American Water Wastewater Association, President of the Exchange Club, President of the Safety Council, Chairman of the Neighborhood Watch Program, and served on the Board of Directors for Senior Services and the Chamber of Commerce. One day, he hopes to slow down – just not yet.

Rick Conner, Senior Vice President, has over 30 years of experience in executive recruiting and in local government (serving as a city manager in Florida and Texas) as well as a public works and utilities director. That experience provides him with an excellent perspective of the needs of local government operations and staffing. Rick earned Bachelor of Science Degrees in Business Administration and Engineering from the University of Missouri. He is a Registered Land Surveyor and a Professional Engineer in Missouri, as well as a Professional Engineer in Florida, Tennessee and Texas. In his spare time, he invents scuba diving equipment and accessories.

IV. References

Town Manager, Bay Harbor Islands, FL (population 5,938)

Contact: Former Mayor and current Councilmember Stephanie Bruder at (305) 866-6241, or
sbruder@bayharborislands-fl.gov

CB&A began its work in May of 2020 to find Bay Harbor Islands' next Town Manager. 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 Town to interview. Through our targeted marketing and outreach efforts, we were able to bring an excellent pool of candidates to the Town. After careful deliberation, the Town selected *Maria Lasday, formerly the Village Manager for Bannockburn Village, IL* in August 2020. Ms. Lasday remains with the Village and is highly respected.

City Manager, Clewiston, FL (population 7,943)

Contact: Commissioner Mali Gardner at 863-983-1484, or
Mali.Gardner@clewiston-fl.gov

CB&A was hired in February 2019 to find Clewiston's next City Manager. We advertised the position, met with the Council and staff to learn what they were looking for, interviewed candidates, completed background checks, and recommended ten candidates to the City. The City eliminated four of the ten candidates, and asked us to readvertise the position to add to the pool. We extended the application deadline, as requested and presented additional candidates to them for consideration. The individual they hired was included in the first ten candidates that we recommended. *Randy Martin, former Interim Manager for Emerald Isle, NC,* was selected in June 2019 and he remains with the City.

City Manager, Doraville, GA (population 8,500)

Contact: Former Mayor Donna Pittman at (678) 328-9181, or
Mayor Joseph Geierman at 404.885.3557, or
joseph.geierman@doravillega.us

Doraville changed its charter in 2012 to become a city manager form of government. Although contracted to do just the **City Manager** search, we also assisted the City in preparing the implementing ordinances. Our work included scouring the nation to find the right person for the position, interviewing the candidates, conducting through background checks, and recommending finalists for the city to interview. *Mr. Shawn Gillen, City Administrator for Grand Rapids, MN,* was selected on January 14, 2013. Mr. Gillen became the City Manager for Tybee Island, GA in June of 2017. Our firm was hired to find his replacement. Ms. Regina Williams-Gates was hired in July of 2017 and she resigned in 2019 to pursue other opportunities. We were hired once again to find her replacement and *Chris Eldridge, former County Administrator for Horry County, SC,* was selected in May of 2020. Mr. Eldridge remains with the City.

City Manager, Fruitland Park, FL (population 4,000)

Contact: Commissioner Chris Bell at (352) 326-4291 or **cbell@fruitlandpark.org**

CB&A was hired in mid-July 2013 to find Fruitland Park's next **City Manager.** Rick Conner, CB&A's Senior Vice President assumed the Interim City Manager role in order to assist the City, stabilize the situation, and coordinate the recruitment. The process was challenging, but through extensive outreach efforts, CB&A fielded an excellent group of high quality candidates for the position, performed background checks, coordinated the interview process, and assisted the City in selecting *Gary LaVenia, former City Manager of Maple Shade, NJ.* By all reports, the City is exceptionally pleased with the placements. Mr. LaVenia remains with the City.

Village Manager, Islamorada, FL (population 6,433)

Contact: Council Member Mark Gregg at (305) 394-3866, or **mark.gregg@islamorada.fl.us**, or

CB&A began work in January 2022, to assist the city in finding its next Manager. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, recommending finalists for the city to interview and helping with the contract negotiations. *Ted Yates, former Mayor and Public Safety Director for Twinsburg, OH,* was selected on May 6, 2022 and he remains with the Village.

City Manager, Mascotte, FL (population 6,447)

Contact: Mayor Steven Sheffield at 352-536-4758, or Steven.Sheffield@CityofMascotte.com

CB&A began work in January 2021. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, recommending finalists for the city to interview and helping with the contract negotiations. The process took longer than normal as Mascotte requested we host a citizen survey before we start the recruitment process. In addition, the selected candidate withdrew for personal reasons during contract negotiations and so we led a second recruitment process. *Annamarie Reno, former Township Manager for Richland Township, Michigan,* was selected on October 5, 2022. Ms. Reno remains with the City.

City Manager, Orange City, FL (population 11,569)

Contact: Mayor Gary Blair at (386) 775-5403 or **gblair@ourorangecity.com**

CB&A began work in September 2015 to assist the city in finding its next **Manager**. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, recommending finalists for the city to interview and helping with the contract negotiations. *Dale Arrington, former Assistant City Manager for DeLand, Florida,* was selected on January 9, 2016. The announcement of the selection led to applause from the audience waiting in council chambers. She remains with the City.

City Manager, Sanibel, FL (population 7,319)

Contact: Mayor Holly Smith at 239.707.4800, or **Holly.Smith@mysanibel.com**

CB&A was hired in July 2021 to find Sanibel's next **City Manager**. Sanibel Island is unique because it incorporated in 1974 to protect the natural aspects of the area and the community's small town feel. Sanibel was looking for a manager who would protect Sanibel for the long term and continue the goals in their vision statement. Our efforts involved searching the country for strong candidates, conducting extensive background checks, recommending a strong field of candidates, overseeing the interviews and providing assistance with the contract negotiations. *Dana Souza, formerly the Interim City Manager of Naples, FL,* was selected in late September. Mr. Souza remains with the City.

City Manager, St. Pete Beach, FL (population 9,700)

Contact: Mayor Al Johnson at (727) 543-2794 or **ajohnson@stpetebeach.org**

We began our work in November of 2018 to find the next City Manager for St. Pete Beach. Located on a barrier island in the Gulf of Mexico just west of Tampa/St. Petersburg in Pinellas County, St. Pete Beach is a special place. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting through background checks, and recommending finalists for the county to interview. In February 2019 the Board selected *Alex Rey, formerly the Town Manager for Miami Lakes, FL* Mr. Rey remains with the City and in 2021 he received unbridled praise along with a contract extension that included a 5% salary increase and a $500 a month housing stipend.

Candidate References

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

Placement	Formerly	Recruited To Be	Contact at
Dale Martin	City Manager Winchester, CT	City Manager Fernandina Beach, FL, in September 2015	(904) 557-5047 **dmartin@fbfl.org**
Eden Freeman	Assistant City Manager Sandy Springs, GA	City Manager Winchester, VA Appointed June, 2014, she left in March 2020 to become the Deputy City Manager for Greenville, SC, and then returned to Sandy Springs as the City Manager in January 2022	(404) 683-4816
Bryan Hill	Deputy County Administrator Beaufort County, SC	County Administrator James City County, VA Appointed July 2014 Hired as the Fairfax County, VA, CEO in January 2018	(843) 368-7458
Chris Morrill	Assistant City Manager, Savannah, GA	City Manager, Roanoke, VA Appointed December 2009 Hired as the Executive Director of the Government Finance Officers Association in February 2017	(843) 368-7458

Fee

CB&A offers a firm, fixed price of $34,500, which includes all the expenses we will incur in the search. The only other expenses the Village will incur are those associated with bringing the finalists (and spouses, if invited) to interview with the Village (travel, meals, hotel etc.). Bills will be rendered as the search progresses and due at the end of each Phase as indicated below:

Requested Services	
Phase I: Needs Analysis / Information Gathering	$ 4,000
Phase II: Recruiting	14,000
Phase III: Screening	14,000
Phase IV: Interview Process Coordination and Selection	1,500
Phase V: Negotiation and Warranty	1,000
Firm, Fixed Fee Total*	$34,500

If the Village 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 never billed nor requested additional funds beyond our originally quoted fee – even when circumstances suggested we were entitled to them and where the work we performed extended beyond the scope of our assignment.

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 we conduct the full search (Phases I-V), follows our recommendations, and 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 Village.
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 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.

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES FOR INDIANTOWN, FL

Volume II: Appendices

Colin Baenziger & Associates

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PROPOSAL TO BE THE VILLAGE'S EXECUTIVE RECRUITING FIRM

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Appendix A

Searches by Colin Baenziger & Associate' Staff

Governmental Search Assignments

Current Searches

County Administrator, Indian River County, FL (population 163,662)
Town Manager, Juno Beach, FL (population 3,770)
City Manager, Fort Walton Beach FL (population 20,879)
Town Manager/Finance Director, Ocean Ridge, FL (population 1,830)
County Administrator, St. Lucie County, FL (population 343,579)

Deputy Water & Sewer Director, Miami-Dade County, FL (population 2.706 million)

General Manager, Beaufort-Jasper Water & Sewer Authority, SC (population served 150,000)

On Hold Pending the Outcome of the November Election

City Manager, Lake City, FL (population 12,200)

Searches completed in 2022

City Manager, Bartow, FL (population 19,309)
Village Manager, Islamorada, FL (population 6,433)
Executive Director, Lakewood Ranch Inter-District Authority, FL (population 34,877)
City Manager, Mill Creek, WA (population 20,553)
City Manager, Temple Terrace, FL (population 26,901)

Chief Financial Officer, Estero, FL (population 36,939)
Police Chief, Indian Creek Village, FL (population 89)
City Attorney, Ocala, FL (population 60,021)
Chief Financial Officer, Winter Springs, FL (population 36,342)
Planning and Development Director, Fairfax County, VA (population 1,150,309)

Executive Director, Chatham Area Transit Authority, GA (population served 265,000)
Executive Director, Spartanburg Water, SC (population served 327,997)
Chief Operating Officer, Tampa Bay Water, FL (population served 2,400,000)

Completed Searches Prior to 2022

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 and 2018
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 5,628) in 2003, 2007 and 2020
City Manager, Bellevue, WA (population 122,400) in 2014
City Administrator, Bradenton, FL (population 60,888) in 2021
City Manager, Brighton, CO (population 41,254) in 2020
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 194,570) in 2012 and 2020
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, Clewiston, FL (population 7,270) in 2019
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
City Manager, Crescent City, FL (population 1,542) in 2020
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, Deerfield Beach, FL (population 78,000) in 2019
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 Administrator, Dickinson, ND (population 22,300) in 2018
City Manager, Doral, FL (population 24,000), in 2004
City Manager, Doraville, GA (population 10,896) in 2013, 2017 and 2020
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/Town/Village Manager/Administrator (continued)

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
City Manager, Fort Myers, FL (population 68,190) in 2016
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
City Manager, Gainesville, FL (population 133,857) in 2016 and 2019
City Manager, Greensboro, NC (population 259,000) in 2009
City Manager, Groveland, FL (population 12,493) in 2018
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
Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999, 2005, 2021 and 2022
City Manager, Jacksonville Beach, FL (population 23,387) in 2018
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, Lady Lake, FL (population 15,954) in 2021
City Administrator, Lake Forest Park, WA (population 13,059) in 2018
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003
City Manager, Lake Worth Beach, FL (population (38,010) in 2003, 2007 and 2021
Town Manager, Lantana, FL (population 9,600) in 2000 and 2021
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, Mascotte, FL (population 5,873) in 2021
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, Montverde, FL (population 1,675) in 2020
Town Manager, Mooresville, NC (population 41,995) in 2019
City Manager, Mount Dora, FL (population 12,000) in 2005
City Manager, Mount Pleasant, MI (population 26,000) in 2014

City/Town/Village Manager/Administrator (continued)

City Manager, Mountlake Terrace, WA (population 20,700) in 2014 and 2016
City Manager, Naples, FL (population 21,800) in 2018
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
Town Manager, North Topsail Beach, NC (population 734) in 2018
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, Opa-Locka, FL (population 2,180) in 2019
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
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 12,776) in 2012 and 2019
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 Orange, FL (population 67,494) in 2021
City Manager, Port Richey, FL (2,869) in 2020
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
Chief Administrative Officer, Renton, WA (population 100,953) in 2021
City Manager, Riviera Beach, FL (population 37,000) in 2009
City Manager, Roanoke, VA (population 98,465) in 2009 and 2017
City Manager, Sammamish, WA (population 64,548) in 2019
City Manager, Sanibel Island, FL (population 7,319) in 2021
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, Sebastian, FL (population 24,772) in 2018
City Manager, Seminole, FL (population 17,800) in 2015
City Manager, Sequim, WA (population 6,700) in 2015 and 2021
Town Manager, Sewall's Point, FL (population 2,000) in 2006
Township Manager, Spring Garden Township, PA (population 12,963) in 2018
Township Manager, Springettsbury Township, PA (population 26,700) in 2014 and 2016

City/Town/Village Manager/Administrator (continued)

City Manager, St. Pete Beach, FL (population 10,000) in 2014 and 2019
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 and 2018
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, Vero Beach, FL (population 16,751) in 2019
City Manager, West Melbourne, FL (population 15,000) in 2009
City Manager, West Park, FL (population 12,000) in 2005 and 2010
City Manager, Weston, FL (population 70,015) in 2019
City Manager, Winchester, VA (population 28,108) in 2014 and 2020
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, Broward County, FL (population 1,800,000) in 2006
County Administrator, Clackamas County, OR (population 383,900) in 2013
County Manager, Clay County, FL (population 212,230) in 2005, 2011 and 2019
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 Manager, Lee County, FL (population 600,000) in 2009
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 / Manager - Completed Searches (continued)

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

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
General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016
General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007
General Manager, Island Water Association, Sanibel, FL in 2018
Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population 15,000) in 2011
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003
Executive Director, South Correctional Entity (SCORE), Des Moines, WA (population served 406,000) in 2018

Community Association CEOs and Assistant CEOs

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016
Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population 15,000) in 2011 (The Executive Director also managed five community associations.)
Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015 and 2017
Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL in 2017
Vice President, Public Works & Operations, Ocean Reef Community Association (population 2,000), Key Largo, FL, in 2001

Completed Searches – Assistant/Deputy Managers

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

Completed Searches – Assistant/Deputy Managers (continued)

Deputy City Administrator, Dickinson, ND (population 22,300) in 2016
Deputy City Manager for Community Building, Durham, NC (population 220,000) in 2009
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 Beach, 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 Lauderdale, FL (population 178,752) in 2018
City Attorney, Fort Pierce, FL (population 41,590) in 2016 and 2018
County Attorney, Fulton County, GA (population 996,319) in 2015
City Attorney, Lawton, OK (population 94,653) in 2020
City Attorney firm, Naples, FL (population 22,367) in 2021
Chief Labor Negotiator, Orlando, FL (population 270,934) in 2018
City Attorney, Port St. Lucie, FL (population 185,132) in 2016 and 2019
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, Vero Beach, FL (population 16,751) in 2019
City Attorney, West Melbourne, FL (population 15,000) in 2008

Completed Searches – Community Development/Growth Management/Planning

Planning and Community Development Director, Bradenton, FL (population 60,888) in 2021
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
Economic Development Director, Concord, NH (population 42,444) in 2017
Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009
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

Completed Searches – Engineers

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
Finance Director, Gainesville, FL (population 133,857) in 2020
Finance Director, Groveland, FL (population 12,493) in 2018
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012
Manager, Office of Management and Budget, Lake Worth Beach, 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

Completed Searches – Finance and Budget (continued)

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

Completed Searches – Fire/EMS/Dispatch

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, St. Lucie County Fire District, FL (population 298,600) in 2018
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

Completed Searches – Housing/Building

Building Official, Jupiter Island, FL (population 580) in 2005 and 2010
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

Completed Searches – Human Resources (continued)

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

Completed Searches – Information Technology

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, Cape Coral, FL (population 179,804) in 2018
Parks and Recreation Director, Deerfield Beach, FL (population 78,041) in 2017 and 2019
Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,292,000) in 2015
Director, Parks and Recreation, Hobbs, NM (population (35,000) in 2014
District Manager, Holiday Park Recreation District, Palm Bay, FL (population 1,400) in 2007
Libraries and Information Services Director, Newport News, VA (population 183,000) in 2017
Library Services Director, St. Johns County, FL (population 162,000) in 2007
Parks and Recreation Director, West Palm Beach, FL (population 101,000) in 2006
Parks and Recreation Director, Weston, FL (population 70,015) in 2019

Completed Searches – Police

Police Chief, Farmington, NM (population 45,900) in 2014
Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
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

Completed Searches – Police (continued)

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, Camden County, GA (population 53,044) in 2019
Solid Waste Director, Camden County, GA (population 53,044) in 2018
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
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Public Works Administrator, Renton, WA (population 100,953) in 2020
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

Completed Searches – Transportation

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
Executive Director, Cape Fear Utility Authority, Wilmington, NC (population served 230,000) in 2021
Utility Director, Danville, VA (population 43,000) in 2015
Power & Light Division Director, Danville, VA (population 43,000) in 2015

Completed Searches – Utilities (continued)

Water and Gas Director, Danville, VA (population 43,000) in 2016
Utilities Manager, Deerfield Beach, FL (population 78,041) in 2017
Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011 and 2013
Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012 and 2020
Executive Director, Emerald Coast Utilities Authority, Pensacola, FL (population served 300,000) in 2020
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003
Utilities Director, Lake Worth, FL (population 37,000) in 2009
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, Palm Bay, FL (population 101,000) in 2005
Utilities Director, Panama City, FL (population 38,286) in 2017
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Executive Director, Sewerage and Water Board of New Orleans, LA (population 369,000) in 2013
Customer Service Chief (a C Suite level position), Sewerage and Water Board of New Orleans, LA (population 369,000) in 2020
Director, South Martin Regional Utilities, FL (population 22,000) in 2013
Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008
General Manager, Tampa Bay Water, FL (population served 2,400,000) in 2008 and 2021

Completed Searches – Work Force Management

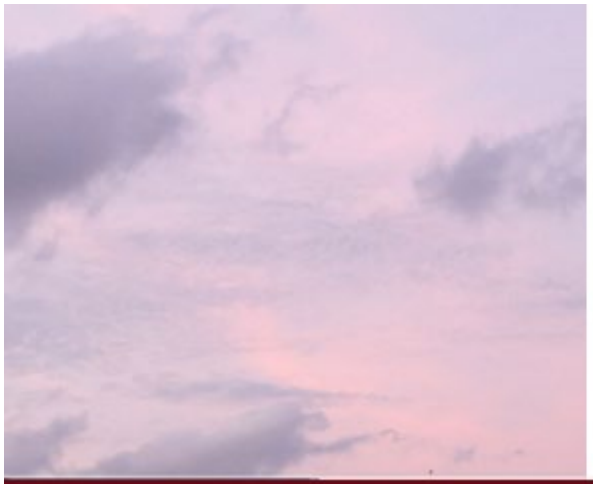
Director, Office of Economic & Workforce Development, Durham, NC (pop. on 220,000), 2009

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
Clerk to the County Commission, Fulton County, GA (population 1.02 million) in 2018
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
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
Port St. Lucie, FL



Welcome to the City of Port St. Lucie, FL

City Manager Position Available - Apply by August 29, 2016

Estimated 2016 Population: 178,590

Welcome to Port St. Lucie, Florida's eighth largest city by population and third largest in land area. Located in the heart of Florida's Treasure Coast, Port St. Lucie is situated in the southern part of St. Lucie County. The breathtaking beaches of Hutchinson Island lay just to the east, Fort Pierce just to the northeast and the major metropolitan areas of Palm Beach, Fort Lauderdale and Orlando are all relatively close. Both Interstate-95 and Florida's Turnpike are easily accessible to the city, and five major airports and four major cruise ports lie within a few hours.

Port St. Lucie is a city on the rise. People are moving to Port St. Lucie in droves. The streets are bustling again. Employment is higher. In its 2015 Best-Performing Cities study, the Milken Institute found it to be the country's biggest gainer in its job

growth ranking among large MSAs. Property values are climbing. And it has been noticed. In the last year, WalletHub.com ranked it the 7th Best Place to Retire in the US. Investor's Business Daily named it the 2nd hottest housing market in the US. Bloomberg Business selected it as one of the top cities for economic growth. Forbes.com named Port St. Lucie as one of the top ten cities in the US for job growth. Expedia.com ranked it the 14th most comfortable place for a hotel stay. FlipKey called the city a Top Trending Vacation Rental Destination. And, just last week, the city learned that 24/7 Wall Street, after studying 550 US cities with a population of 65,000 or more, concluded that Port St. Lucie was one of America's 50 Best cities to Live In. According to SmartAsset, a New York financial technology company, Port St. Lucie has the highest millennial homeownership rate in the country which makes its future even brighter.

The reasons for the recent acclaim are many. First, the area perfectly pairs the excitement of a major city with an assortment of cultural and recreational/leisure activities nearby. There is literally something here or nearby for everyone! Stroll through commercial areas while admiring exclusive artwork or attend a play at the Pineapple Playhouse (home to the St. Lucie County Community Theater). Enjoy a concert, musical or comedy show at the historic Sunrise Theatre in neighboring Fort Pierce, which first opened its doors in 1923. Discover the only museum dedicated to the US Navy SEALs (located on the same grounds where they first trained as "frogmen" during WWII) and ancient Indian mounds predating Columbus by several hundred years.

Golf enthusiasts will find award-winning golf courses, including the one-of-a-kind PGA Village, which includes a Historical Center, that documents golf's history. In all, the county has more than 300 holes of championship golf. Baseball fans will be delighted to enjoy America's favorite pastime at Tradition Field—

spring training home of the New York Mets and summer home of the minor league St. Lucie Mets.

You'll marvel at and enjoy the raw nature of the area, which St. Lucie's city and county governments and citizens are dedicated to protecting. Take a nap on the area's nearly 21 miles of unspoiled beaches, dive among shipwrecks, paddle through lush rivers, or head offshore to snag trophy sized sailfish, tuna, swordfish, and wahoo.

Savannas Preserve State Park offers opportunities for nature observation and recreation, such as swimming, kayaking, riding horses, bird watching, launching your own boat, picnicking and camping. The Park's environmental educational center offers opportunities to study the large number of exotic birds, and local wildlife (such as reptiles, dolphins, manatees, and other marine life). You'll discover abundant marine life in the Indian River Lagoon, home to over 4,000 species of plants and animals and a breeding ground for game fish. It is the most biologically diverse estuary in the country! The area also boasts Port St. Lucie Botanical Gardens and the Heathcote Botanical Gardens in Fort Pierce, which exhibits the largest public display of tropical bonsai trees in the United States.

Port St. Lucie is a great place to raise a family. It is and has historically been a very safe city. NeighborhoodScout.com states the city's crime rate to be one of the lowest in the nation for cities with a similar population. While housing prices have increased 19% from December 2014 to December 2015, buyers can still get excellent value for their money. Schools are very strong and the city is home to one of the best combination of public education, higher education consortiums and research centers in the southeast region of the United States. St. Lucie County has 24 distinguished five-star schools and 34 golden schools -- awards given for community involvement. The schools also have been named as among the Top 100 wired schools for outstanding technology and among the best in the nation by Newsweek. In, or near the city, you will find the highly regarded Indian River State College, the Smithsonian Marine Station, the Manatee Observation and Education Center, and the Harbor Branch Oceanographic Institution of Florida Atlantic University. Best of all, the City has great neighborhoods. The people are friendly and neighbors help their neighbor. In spite of its size, many residents brag about its small town feel and they want to protect it.

If you want more, Port St. Lucie is within a 2 hour drive of South and Central Florida and within a 3.5 hour drive of all of Florida's greatest population centers. West Palm Beach is 45 minutes south with Fort Lauderdale being 45 minutes further. Miami lies two hours south and Tampa 2.5 hours west. Both Interstate-95 and Florida's Turnpike serve as gateways. Daytona Beach and Jacksonville are just over 2 and 3 hours north respectively.

Port St. Lucie is seeking an experienced City Manager to lead the city to the next level, and someone who wants to live the good life. Come delight in the combination of rich history, nearby natural beauty and the excitement of a city truly on the move!

HISTORY

In 1715, a Spanish galleon fleet, full of treasure sank in a hurricane off the east coast of Florida. Since that time, the region has been known as the Treasure Coast, and the area has become an underwater archeological preserve. St. Lucie County was created in 1844 and as late as the 1950s what was to become Port St. Lucie was a largely uninhabited tract of land composed of a fishing camp, a few farms and some businesses.

In 1958, with a budget of $50 million, the General Development Corporation (GDC) purchased over 40,000 acres along the North Fork of the St. Lucie River. Its plan here and in several other Florida communities was to purchase huge tracts of land, subdivide the land into lots and sell the lots, primarily to northerners excited about retiring to Florida.

In 1960 GDC became involved in a dispute over road construction with the County and convinced the state legislature to incorporate the area into the City of Port St. Lucie. By 1970, the City's population was 330. In 1980, the population was 14,690 and the City's incredible growth was underway.

In the mid-1980s, the Thomas J. White Development Company acquired and began planning what would become St. Lucie West. Originally, the area was to have

contained about 14,000 homes over a 20-year period on 7 square miles. After realizing the community's strategic position along I-95 and the Florida Turnpike, the developer then added business sectors and places of entertainment. In 1990 the population was a little over 56,000 and by 2000, the population had jumped to 88,769.

In the next ten years growth accelerated even faster. In 2006, the Tradition development was started and was to be built around a commercial area, with room for over 18,000 residences. Tradition is the largest fully entitled residential development area from the tip of Interstate 95 to the Canadian border, and is modeled after a 1950's-era town. Tradition Square, the town center of the community, holds festivities year-round. It was also chosen as the site of HGTV's Green Home 2009, and one of America's best 100 communities.

In 2007, the housing market began to collapse and unemployment started to rise. In February 2009, unemployment was at 10½ percent and in 2008, nearly 11,000 homes went into foreclosure.

In 2008, Tradition and Core Communities welcomed the Florida Center of Innovation, a research laboratory and campus. The key components were to be two biotech and life science companies, the Torrey Pines Institute for Molecular Studies and the Vaccine & Gene Therapy Institute. The hope was they would bring, along with the companies that followed, more than 30,000 jobs. Unfortunately not all went well, and while Torrey Pines is still operational, VGTI is bankrupt and has left the City with a large debt. The City had a similar, unfortunate experience with Digital Domain, a movie making company with much promise but limited results.

In 2010, the City's population was 164,603 and build-out population is expected to be approximately 400,000.

Table 1: Port St. Lucie Demographics

2016 Estimated Population: 179,590			
Distribution by Race		Distribution by Age	
Caucasian	76.4%	0 to 18	24%
African American	14.8%	18 to 24	6%
Asian	1.9%	25 to 44	28%
Some Other Race	4.2%	45 to 64	23%
Two or More Races	2.8%	65 and Older	19%

Ethnicity		Median Age	
Hispanic-All Races	30.8%	Port St. Lucie	40.2
All Other Races	69.2%	U.S.	37.4

Educational Achievement (*over age 25*)	
High School or Higher	87.8%
Bachelor's Degree or Higher	19.0%

Income	
Median Household Income	$48,898
Mean Household Income	$68,152
Percent Below Poverty Level	5.5%

Source: City of Port St. Lucie and the U.S. Census

DEMOGRAPHICS

The current population of Port St. Lucie is 178,590. It composes 60% of the population of St. Lucie County and 30% of the population of the Treasure Coast. Table I provides specific demographic data for the city.

CLIMATE

Port St. Lucie features a warm humid subtropical climate, falling just short of having a true tropical climate. Summers are usually hot, with the high temperatures averaging in the low 90s and the average low temperature being in the low 70s. Winters are usually mild to warm, with average high temperatures being in the mid-70s and the lows averaging in the low 50s. The average yearly precipitation is around 53.5 inches.

The hurricane season is between June 1 and November 30 with major hurricanes most likely in September and October. Although Hurricanes Francis and Jeanne struck Port St. Lucie directly in 2004, tropical storms are not a regular occurrence and very few result in serious injury although property damage can be significant.

GEOGRAPHY

Port St. Lucie is located on the east coast of Florida about 120 miles southeast of Orlando and about 115 miles north of Miami. The city covers 120.4 square miles. The elevation is 20 feet above sea level and the terrain is flat. The population density is 2,264 people per square mile. Port St. Lucie forms part of a metropolitan area called the Port St. Lucie, Florida Metropolitan Statistical Area that in 2013 was estimated to have 438,095 residents.

COMMERCE

St. Lucie County is home to some cutting edge technology and economic growth. It has a number of banks, law firms and medical facilities. Table 2 on page 6 provides some additional information.

From December 2014 to December 2015, single family home sales prices increased by 19%, and unemployment is down approximately 1% to 5.1%

THE GOVERNMENT

Port St. Lucie is a full service city led by a five-member elected Council and operates under the Council-Manager form of government. Each Council member, including the Mayor, has one vote so legislative authority is spread equally among all five members. The Mayor is elected at-large and while the City Council Members must live in the geographic district they represent, every registered voter in the city is eligible to vote for them. There are no term limits for any City Council seat. The next election is in November when three seats will be voted on – Districts 2

Table 2: Principal Employers

Employer	Function	Employees
St. Lucie School Board	Education	5,273
Walmart Retail and Distribution	Retail	2,253
Lawnwood/HCA Medical	Healthcare	2,189
Indian River State College	Education	1,996
St. Lucie County	Government	1,671
Publix	Grocery	1,466
City of Port St. Lucie	Government	988
Convey Health Solutions	Healthcare	950
Liberty Healthcare Group, Inc.	Healthcare	920

Source: Port St. Lucie 2015 CAFR

and 4 as well as District 1 where the member is running for the County Commission. The District 2 Council Member is not planning to run and the District 4 Council Member has not declared his intentions. Thus, the Council will have at least two new members.

The role of the Mayor and Council are to set policy and determine the long-term vision for the city. They are united in achieving a shared vision for the City they all love. They may disagree on individual issues but their hearts are all set on doing what is best for their community. Their Vision for 2030 is to be "the Safe; Beautiful; and Friendly City for All Ages." It will become even more desirable by enhancing its great neighborhoods; providing top quality educational opportunities for lifelong learning; having a diverse economy and job base; providing convenient mobility options; and wonderful leisure opportunities for an active lifestyle. And they have a strategic plan to make it happen.

To support the Council and ensure the smooth functioning of the government, it appoints a City Manager to handle the city's day-to-day business affairs and a City Attorney to provide legal advice.

For FY 2015-2016, the City's general fund budget is $100,964,572 and its total budget is $559,369,153. Overall, the City has slightly over 1000 employees. The largest components are police with approximately 35% of the total, utilities with 25% and general government and culture and recreation, both with 11%. Fire service is provided by a separate fire district that covers all of St. Lucie County (including the cities of Fort Pierce and Port St. Lucie). The City has three unions representing six bargaining units. These are: the Federation of Public Employees representing General Employees, the Office and Professional Employees International Union representing professionals and supervisors, and the International Union of Police Associations, AFL-CIO, representing separate bargaining units for police officers, sergeants and lieutenants.

OPPORTUNITIES / CHALLENGES

Port St. Lucie has gone from a small town to becoming a big city very, very quickly while retaining its character as a home town and a great place to raise a family. Residents are generally well pleased with the services they receive and the City is on a path to be a best in class city. It has challenges, as does every other city, but they are manageable.

The first notable challenge is the cost of its infrastructure debt. When the original developer filed for bankruptcy, the City's utility served only a limited portion of the community and certainly could not support a city with a build-out population of 400,000. Recognizing the absolute need for a city-wide utility, the City embarked on a significant expansion and incurred a significant amount of debt in the process. Further, Port St. Lucie was originally envisioned as a large retirement community without a commercial / industrial sector. In an effort to jumpstart this sector and provide jobs, the City invested a great deal of money in the aforementioned infrastructure to support Torrey Pines, VGTI and Digital Domain. It also provided the infrastructure for a City Center. Unfortunately, all have faltered leaving the City with a large but manageable debt. It does, however, mean that the City must be very careful in how it spends its funds. It will be incumbent on the new manager to work diligently to maintain the current high

level of services that the residents enjoy while always seeking ways for the City to become more efficient and effective.

The second challenge will be to help provide stability to the organization. Last June the current City Manager of three years announced his resignation effective December 31st. After having one City Manager for 20 years, it has had three since. Last February, the City Attorney was asked to leave after approximately 20 months. She also had succeeded a City Attorney who stayed for approximately 20 years. Additionally, as noted the fall elections will bring at least two new members to the City Council. The City government is extremely interested in returning to its prior stability.

The City has a strategic plan and the third challenge will be to continue to implement that plan and the projects it calls for. One example is the Crosstown Expressway which will provide significant relief to commuters and anyone else traveling east-west. Years of legal battles have recently been resolved and funding has been set aside so it is now time to push the project forward.

THE IDEAL CANDIDATE

The City Council is looking for an outstanding leader and manager – someone who is hardworking, extremely energetic and relentlessly positive. This is not a retirement job! The environment is fast paced and the Council is active!

The ideal candidate will be someone who will partner with the elected officials and staff to solve problems while also being a supportive and trusted advisor. The City Manager will give all members of the Council the same information and keep them all equally well informed. He/she will understand politics and how to navigate them without becoming involved in them. The individual will be values driven, someone whose

honesty, integrity and sincerity are above reproach. He/she will believe strongly in transparency (to the maximum degree possible) and promote the public's right to know.

The ideal candidate will be someone who is humble but has a great deal of self-confidence. The individual will be strong but diplomatic and able to speak truth to power. The City has its share of strong personalities but they expect to be told what they need to hear, not what they might want to hear. Sometimes that will mean saying no but just saying no is not enough. The Manager will need to present a well-reasoned rationale and ideally, another sensible approach to achieve the elected officials' goals. He/she will need to build credibility through listening, action, and admitting mistakes.

The individual will be responsive and well-studied, generally already knowing the answer to questions that are posed. When he/she does not know the answer, he/she will say so and, after appropriate research, provide the correct answer promptly. He/she will be a people person with outstanding communications and interpersonal skills. Port St. Lucie is a friendly place and the Manager must be comfortable regularly interacting with a wide variety of people from different backgrounds. The ideal candidate will also be able communicate with individuals from all levels of the community in many different settings. He/she will be very open and approachable. Good listening skills are critical. It will be important that he/she be viewed as cooperative and be able to build consensus both inside and outside the government.

Customer service will be important to the next Manager will ensure a positive, welcoming customer friendly ethos is instilled throughout the government. This area is but one of many where the individual will be expected to lead by example.

The ideal candidate will be a visionary and someone who can see the big picture all the way down to the details. The ideal candidate will understand how to select, motivate and manage staff. The individual will be a mentor and focus on developing staff. He/she will recognize the importance of teamwork, and build a strong, pro-active and dynamic team within the office. The individual will be fair and have a sense of humor. The next manager will value his/her staff, support them and defend them. He/she will not be a micromanager but will have high expectations for the staff, set goals and provide the necessary resources. He/she will then step back and let the managers do their jobs. The individual will, however, monitor progress and hold staff accountable for results.

The next City Manager will possess strong financial and budgeting skills and be a problem solver. When others see road blocks, the individual will see hurdles and find ways to get over or around them. The City wants someone who is analytical and who will explain how to get things done, not that they cannot be done. Simply stated, it will be important for the candidate to always be aggressively seeking solutions. He/she will have sense of urgency and appropriate sense of impatience. The next manager will be reasonable but always pushing to make Port St. Lucie the best city in Florida, if not the United States.

The ideal candidate will have a minimum of ten years of progressively more responsible experience in public or private sector management and at least five years as City Manager or Assistant overseeing the efforts of a minimum of 300 employees and in a comparably sized community. A Bachelor's degree from an accredited college or university, with a major in administration, management or a related field, is required. A Master's degree is preferred.

One final comment is that the best candidate will be someone who recognizes Port St. Lucie for the treasure it is and will stay as the manager for at least five years.

RESIDENCY

Residency within the city limits is not required but very strongly preferred.

COMPENSATION

The salary range for the next City Manager is $170,000 to $225,000. Benefits are excellent.

CONFIDENTIALITY

Under Florida law all applications are public record and subject to disclosure upon receipt. As a practical matter, a

request must be made and most Florida newspapers tend to ignore these searches until the semi-finalists are named. Nonetheless, it is possible the newspaper could request the applications at any time and your name could be published.

HOW TO APPLY

E-mail your cover letter and resume to Recruit28@cb-asso.com by August 29, 2016. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537 or David Collier at (772) 260-1858.

THE PROCESS

Applicants will be screened between August 30th and September 26th. Finalist interviews are scheduled for September 30th and October 1st. The selection of the City Manager is anticipated to be made on October 3rd.

OTHER IMPORTANT INFORMATION

The City is an Equal Opportunity Employer and encourages women and minorities to apply. A Veteran's preference will be awarded if applicable under Florida law. Other important information can be found at:

http://www.cityofpsl.com/city-council/pdf/strategic-plan-2015-2020-2030.pdf

http://www.visitstlucifla.com/port_st_lucie.htm

http://stluciechamber.org/

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

Appendix C

Sample Candidate Report

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

Sample Candidate Report

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

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Cover Letter and Resume

March 26, 2020

Mr. Colin Baenziger
Colin Baenziger & Associates
2055 South Atlantic Avenue, Suite 504
Daytona Beach Shores, Florida 32118

Dear Mr. Baenziger:

Please accept the enclosed résumé for the position of City Manager for the City of Cape Coral, Florida. I am confident that my organizational and leadership abilities, educational background, and diverse professional experience are well-suited to the specific requirements of the position.

As indicated in the enclosed résumé, my professional background includes more than 25 years of progressive and responsible local government management experience. As an ICMA Credentialed Manager, I presently serve as the deputy city manager for the City of Fort Lauderdale, Florida. Prior to Fort Lauderdale, I served as the city manager for the City of Savannah, Georgia. In that capacity, I reported to a nine-member city council, created a new strategic plan - SAVANNAH FORWARD, led a family of 2,513 exceptional employees, and implemented a lean operating budget of $408 million and a capital improvement plan in excess of $407 million.

My previous experience includes serving as deputy county administrator for Broward County Florida; deputy county manager for Fulton County, Georgia; and assistant to the county administrator, Broward County, Florida. Collectively, my service in these progressive communities has provided me with extensive knowledge and expertise in all aspects of local government operations including affordable housing, strategic planning, transportation, budget development, community services, economic development and community revitalization, human services, and public safety, among others.

I am confident that I bring the right skills, experience and talents to the position. If you would like to schedule an interview or discuss my interest in the position, please contact me at (954) 940-1065 or at robhernandez@comcast.net. Thank you for your consideration.

Sincerely,

Roberto Hernandez

Roberto Hernandez

Enclosure:
- Résumé

ROB HERNANDEZ

1873 Northwest 113th Way, Coral Springs, Florida 33071 | 954-940-1065 | robhernandez@comcast.net

Profile

Proven, resourceful, and results-focused public administrator with more than 25 years of progressive local government management experience. ICMA-Credentialed Manager known for leadership, professionalism and organizational abilities.

Relevant Experience

Deputy City Manager — 2019 - Present
City of Fort Lauderdale, Florida

City Manager — 2016 - 2019
City of Savannah, Georgia

Deputy County Administrator — 2013 - 2016
Broward County Board of County Commissioners; Fort Lauderdale, Florida

Deputy City Manager — 2011 - 2013
City of Coral Springs, Florida

Deputy County Manager — 2008 - 2011
Fulton County Board of County Commissioners; Atlanta, Georgia

Assistant to the County Administrator — 2003 - 2008
Broward County Board of Commissioners; Fort Lauderdale, Florida

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

Education

Master of Public Administration
Nova Southeastern University; Fort Lauderdale, Florida

Bachelor of Public Administration
Florida International University; Miami, Florida

Current Professional Affiliations

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

Florida City / County Management Association

Broward City / County Management Association

Candidate Introduction

Rob Hernandez

EDUCATION

- Master of Public Administration, Nova Southeastern University
- Bachelor of Public Administration, Florida International University

EXPERIENCE

• Deputy City Manager; City of Fort Lauderdale, FL	2019 – Present
• City Manager; City of Savannah, GA	2016 – 2019
• Deputy County Administrator; Broward County, FL	2013 – 2016
• Deputy City Manager; Coral Springs, FL	2011 – 2013
• Deputy County Manager; Fulton County, GA	2008 – 2011

BACKGROUND

Fort Lauderdale is the largest municipality in Broward County and the ninth most populated city in Florida, slightly ahead of Cape Coral. Smaller in geographic area than Cape Coral, the city encompasses 38 square miles with a population of 186,220. A popular tourism destination, the city is often referred to as the "Venice of America" because of its many inland waterways, not too dissimilar to Cape Coral's "Water Wonderland" designation.

The City of Fort Lauderdale is a full-service municipal corporation that provides police protection, fire-rescue services, parks and recreation programs, potable drinking water to a service area both within and outside the City limits along with wastewater collection and treatment, sanitation services, development regulation, parking, and street maintenance. The City also operates a general aviation airport, a downtown heliport, an aquatic complex, and an auditorium. Its current general fund budget is more than $373.7 million or $832.7 million in total.

As the deputy city manager, I assist the city manager in overseeing municipal operations, specifically coordinating the activities of the Transportation and Mobility, Public Works, Sustainable Development and Parks and Recreation departments. Collectively these departments have a combined operating budget of $380 million and 1,527 full-time employees.

The three most critical issues facing the city are:

- Infrastructure
- Resiliency
- Affordable Housing

Both Fort Lauderdale and Cape Coral have identified infrastructure as key elements of their adopted strategic plans. Fort Lauderdale's emphasis is by necessity due to a series of recent high-profile infrastructure failures and a state mandated consent order. Fort Lauderdale's initial development boom occurred between the 1950s and 1970s during which the majority of the city's

infrastructure was installed. Materials of that era include cast iron pipe which is now failing regularly as a result of corrosion and erosion. From the 1990s until today, the city experienced a vertical development boom witnessed by large-scale redevelopment on its barrier island and downtown. This explosive growth was not matched by investments in infrastructure capacity, redundancy, and resiliency. Missteps occurred along the way, including transferring more than $20 million annually from the Water and Sewer Fund to the General Fund as a "return on investment", reduction in preventative maintenance activities, and failure to modernize its primary water treatment plant. The consequences of these decisions would surface years later as sewer main breaks, water line breaks, and flooding would disrupt life throughout the city. The City has identified more than $1.2 billion in needed infrastructure improvements over the next 25 years. In addition to rectifying years of disinvestment in its water utilities, the City's park system and public safety facilities have suffered a similar fate. The City is now implementing a $200 million parks bond and $100 million replacement police headquarters bond referendum to improve those facilities.

Sea level rise is Fort Lauderdale's second biggest issue. Fort Lauderdale has made adaptation to climate change and rising sea levels a top priority. Many neighborhoods in Fort Lauderdale now experience chronic flooding on a regular basis. According to recent projections issued by the Southeast Regional Climate Change Compact, 10-17 inches of sea level rise by 2040 and 21-64 inches are possible by 2070. The City now requires the impact of sea level rise to be incorporated in future infrastructure master plans. Also, City-owned seawalls are being replaced and elevated, tidal valves have been installed in flood-prone areas, and the City is exploring the feasibility of raising road elevations in certain neighborhoods that are threatened by sea level rise.

Fort Lauderdale's housing costs are now among the highest in the nation. More than 60 percent of households in the city spend more than 30 percent of their income on housing. The price of single-family homes has increased 41 percent since 2013. In 2018, the median sale price for a three-bedroom home was $440,000. A four-bedroom home is now $835,000. Given the high cost of homeownership, many are forced to rent; however, rental costs are equally unaffordable with the average two-bedroom rental costing $2,705 monthly. Three bedrooms, $3,204. The City is attempting to incentivize various housing types to support all income groups by providing zoning incentives such as height and density bonuses, no- or low-interest loans, or grants to developers to facilitate the construction of more affordable units. Without an affordable and diverse housing stock, the city, county, and region will not succeed in creating a diversified and balanced economy.

GENERAL MANAGEMENT STYLE AND EXPERIENCE

Cape Coral is a jewel for public administration professionals to practice their craft in a progressive environment. The challenges in Cape Coral are similar to those I have faced throughout my career as a city manager or deputy manager. For those reasons, I believe that the combination of my experience as a proven leader understanding local government in Florida, the ability to work with elected and appointed officials and the ability to understand and solve problems will allow me to excel as Cape Coral's next city manager.

Many can manage but few can lead. Management is something I did earlier in my career; at this point in my professional career and personal life, I believe it is more important to exercise leadership. As leaders, we must communicate a clear vision and direction. We must demonstrate a passion for what we do – that is, to make a difference every day. For me, leadership is situational. When time, resources, and skills permit, my leadership style is participatory and collaborative. In other circumstances, it must be directive.

Great leadership is infectious. People are your greatest assets. It is important to create an environment where people want to work hard by making things fun, challenging, and rewarding. I believe in building a positive work climate where people are appreciated and valued. I like to consider myself a "macromanager" rather than a micromanager. I view my role as explaining the project or task, the expected result and deadline, and monitoring performance on a regular basis. I track projects and assignments using a Sharepoint site and meet with staff on a routine basis to review progress. I meet with staff more frequently on an as-needed basis. I describe what needs to be done, provide them the resources, get out of their way, and hold them accountable. So far, I think this approach has worked.

I am confident that staff and elected officials would describe me as professional, thorough, hard-working, ethical, honest, opinionated, and transparent. They would hopefully view me as engaged, participative and inclusive and valuing open communication and feedback, while also allowing for empowerment and accountability.

Two strengths that others will point to are my transparency and ability to make strategic decisions. In terms of a weakness, I believe that my commitment to my organization and loyalty to my teammates has led others to conclude that I can be defensive at times.

Regarding performance measurement, I believe it starts at the top with the governing body establishing a clear strategic vision for the organization, and cascades downward. Once key strategic objectives are defined by the governing board, it is the manager's job to 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.

In terms of a significant professional achievement, the revitalization of the Fulton Industrial District (FID) in metro-Atlanta, one the largest industrial, warehousing and logistics centers in the southeastern United States, is one that I am most proud of. In the fall of 2008, I toured FID as Fulton County's new deputy county manager. What was once a leading center of economic activity was now rife with rampant prostitution, open drug sales, shuttered buildings, neglect, and decay. FID was well into a state of decline that began in the 1980s as its warehouses were abandoned for taller and larger ones elsewhere and manufacturing disappeared overseas. I observed conditions that I had never seen in my career until that day. Families called extended stay motels home. A police detective explained how FID was the child prostitution hub for the entire metropolitan Atlanta region. After a woman was found locked in a dog crate in one of FIDs many hotels, I was horrified and said: "not anymore – not on my watch."

For the next three years, we made it our mission to make FID better. We used every conceivable resource within county government and put together a team of county agencies that included everything from arts to zoning. We rolled up our sleeves and went to work. We attacked the issues from every angle: from health to human services to public safety. With the help of a dedicated team, we accomplished a remarkable turnaround that included:

- Adoption of the Fulton Industrial Redevelopment Framework
- Designation by the State as an "Opportunity Zone", providing needed economic incentives
- Establishment of the Fulton Industrial Community Improvement District, a self-taxing entity to take on area wide governance and improvements
- Establishment of the South Fulton Service Center which relocated two county commissioners, police, fire, and all other unincorporated area services to FID

Today, FID is healthy and vibrant. It is now a place where businesses invest rather than flee.

My biggest disappointment thus far involves the establishment of a fire assessment fee in Savannah. A $14 million budget deficit welcomed me upon arriving in Savannah in October 2016. As I tackled the deficit with my new team members, I realized the City had a structural imbalance that needed a long-term solution. Although revenue growth was respectable, it lagged projected expenditures well into the future. Working with the city council, we agreed to a stopgap approach for Fiscal Year 2017 with the understanding that we would bring back long-term options the following year. Fiscal Year 2018 presented a $12 million imbalance and to address it, I proposed a fire service assessment using an approach and the same consulting firm as Cape Coral. After spending considerable time and effort creating such a fee, the city council adopted the budget with this fee. The fee provided financial stability, allowed us to lower the millage rate, and provided resources to address capital needs and service priorities. The fee was controversial and faced stiff public resistance. Continued opposition to the fee caused the city council to reverse its decision midway through the fiscal year, requiring us to identify more than $16 million in new revenue and expenditure reductions. Rescinding a budget halfway through the fiscal year was disruptive to operations. In retrospect, I did not anticipate such stiff opposition since we held more than 60 community meetings and thought we had obtained community buy-in to the extent we could. Newspaper editorials supported our approach. In the end, the fire assessment was reversed, the equivalent of two engine companies eliminated from the fire department's budget, and the millage rate increased. The painful lesson I learned throughout all of this is that local government must do a better job educating the public on how well it is performing and safeguarding the public's resources. It was a painful lesson – it still hurts to sit to this day.

Employee terminations are always an unfortunate aspect of what we do as leaders. Unfortunately, I have had to dismiss employees throughout my career for poor performance or poor leadership. While it is never an encounter that brings pleasure or satisfaction, these separations were not a surprise to the affected individual. In every instance the individual was counseled and made aware of performance deficiencies beforehand, corrective actions identified, and the consequences of not meeting the performance standards explained. I hope that in every instance, I treated the employee with respect and dignity. I allowed them to "write their final chapter" with the organization and

allowed them to leave at the top of their game with a celebration of their accomplishments to the organization.

The issues and challenges facing Cape Coral's next city manager are:

- Leading in the Post COVID-19 Era.
- Ensuring continued Smart Growth.
- Continuing to expand and upgrade critical infrastructure.

Sadly, Cape Coral's next city manager will have to lead the organization through the aftermath of Covid-19's devastation. Although the City has a diversified revenue base not overly dependent on one specific funding source, it can expect revenues of all types to be impacted. While the financial realities of the pandemic will become clearer in the months to come, Cape Coral's next city manager will need to assess the financial impacts and determine how to continue basic municipal services, allow for certain aspects of the local economy to resume and balance the workforce and service demands with the new fiscal realities.

Second, Cape Coral's next city manager will need to continue to position the city for growth once the post-COVID 19 recovery begins to take shape. The City will need to continue progressive land use policies and zoning incentives to attract orderly and smart development to greenfields and redevelopment. Promoting growth in the tax base and employment for the city's residents must be a top priority. Fortunately, Cape Coral is well-positioned to attract further economic investment once the nation and the state adjust to the realities of the post-pandemic world.

Finally, investments in infrastructure must continue to drive the next city manager's agenda. During difficult times, many municipalities defer or eliminate investments in critical infrastructure improvements. This is a grave mistake and the next city manager must avoid the urge to gut capital investment plans. Since capital investments are long-term in nature, it is important that Cape Coral's next city manager appreciates the need to ensure adequate investments are made in all facets of municipal infrastructure including roadways, water utilities, facilities, and information systems. For Cape Coral, this includes expanding infrastructure utilities to areas currently not served plus parks and open space to accommodate neighborhood growth. The benefits of such continued investment will pay off in the longer-term. It is important to take a long-term view rather than an immediate one, however painful it may be.

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

- Listen, listen, and listen to understand issues, challenges, and desires of all stakeholders: elected officials, neighborhood groups, organized labor, business community, education representatives, the local media, and others;
- Forge a close relationship with the City Council and Mayor;
- Review goals and objectives for the organization with the Mayor and City Council;
- 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 all stakeholders; and.
- Become familiar with the community and it is culture.

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. In Savannah, I practiced an open-door policy with the media and reserved a better part of Tuesdays to meet with them. I am not aware of anything in my background that could be considered embarrassing to a potential client.

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 have 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. In Fort Lauderdale, we rely on ZenCity to help us mine social media on a regular basis to help us gauge public sentiment on a variety of issues.

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. However, while serving as the city manager of Savannah, there were a few individuals who were not supportive of my efforts or views. You may find some blogs critical of my opinion on building materials in the city's landmark historic district, my hesitance in assuming the operating costs of a regional expressway, and of the ill-fated fire assessment. Regardless, I always conducted myself professionally and never brought any negative attention to the elected officials or the organization I worked for.

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

ADJECTIVES OR PHRASES THAT DESCRIBE ME:

Driven, Professional, Focused, Disciplined, Organized, Thorough

REASONS FOR CONSIDERING LEAVING CURRENT POSITION:

I am considering opportunities beyond Fort Lauderdale 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

+/- $217,000 plus $4,680 auto allowance and $1,310 cell phone allowance.

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
Chatham County, GA	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
Chatham County, GA	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	Very Good
Bankruptcy	No Records Found
Education	Confirmed
Employment	Confirmed

Under the Fair Credit Reporting Act, 15 U.S.C. 1681-1681Y, credit and bankruptcy information are very sensitive and should not be used be in the consideration of hiring. The information is included for each candidate because we do not want you to be surprised if third parties raise what they consider to be a concern.

Background Check Summary for ROBERTO HERNANDEZ Personal Disclosure

Personal Disclosure Questionnaire

Name of Applicant: ROB HERNANDEZ

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

Please explain any yes answers on a separate sheet of paper.

1. Have you ever been charged or convicted of a felony?

   Yes ☐ No ☒

2. Have you ever been accused of or have been involved in a domestic violence or abuse incident?

   Yes ☐ No ☒

3. Have you ever declared bankruptcy or been an owner in a business that did so?

   Yes ☐ No ☒

4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit?

   Yes ☐ No ☒

5. Have you ever been the subject of a sexual harassment complaint that was investigated or resulted in a lawsuit?

   Yes ☐ No ☒

6. Have you ever been charged with driving while intoxicated?

   Yes ☐ No ☒

7. Have you ever sued a current or former employer?

   Yes ☐ No ☒

8. Do you have a personal My Space, Face Book or other type of Web Page?

   Yes ☐ No ☒

9. Do you have a personal Twitter Account?

   Yes ☐ No ☒

10. Is there anything else in your background that, if made public, would cause you, our client or our firm embarrassment if it came to light through the press or any other mechanism?

    Yes ☐ No ☒

11. Please provide a list of any lawsuits in which you are or have been a party either as plaintiff or defendant.

    NONE

Attested to: _____

Signature of Applicant

Please email this form via PDF DOCUMENT to Lynelle@cb-asso.com or via fax to (888) 539-6531 no later than 5:00 PM PST 04/13/2020.

(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

Property of Colin Baenziger & Associates

CB&A Reference Notes

Elizabeth Taschereau – Director of Developmental Services, City of Margate, FL
954-884-3686 954-218-9798

Ms. Taschereau has known Mr. Hernandez since 2011 when he was hired as the Deputy City Manager for Coral Springs. She was the Community Redevelopment Agency Coordinator and reported to him. She later followed him from Coral Springs to the Savannah when he became the City Manager. She had enjoyed working for him and had wanted to continue learning from him so much that she willingly commuted between her home in Florida to her job in Georgia. After he left Savannah to go to Fort Lauderdale, she also left.

Mr. Hernandez was a successful and professional leader. He had strong project and time management skills. Ms. Taschereau especially admired how well he kept track of numerous project deadlines on his calendar, which she had access to when working under him. He worked well with team and delegated excellently. The only possible weakness he had was his high expectations. He strove to accomplish much, and he expected his staff to perform similarly. Such expectations may have been overwhelming for some who were unsure of their abilities to accomplish their tasks. However, staff members were able to look back and be amazed by how much and how well they accomplished those tasks. Though his high expectations were a challenge for some, many Cities turned around for the better because of his drive.

Mr. Hernandez worked on numerous high profile projects, such as building a new city hall. The old city hall was built in 1905. It was very much out of date and far too small for a city of Savannah's size. That said, building a new city hall spurred a great deal of controversy over architecture and location. Recognizing it as a critical need, Mr. Hernandez took charge of the project and eventually achieved community acceptance of the building's location downtown and of the architecture. It all came about in approximately a year and a half and the new city hall celebrated its grand opening in 2018. Another significant project he worked on as upgrading the City's arena while working with a management company. He was able to renovate the facility while negotiating a contract that was eventually approved by the County Commissioner. It was a huge accomplishment.

Mr. Hernandez was very inclusive of employees in projects, meetings, emails, status reports, memos, and other forms of communication. He communicated in a way they easily understood, and he expected his staff to communicate with him. Such an inclusive mindset was different for staff from the Cities of Coral Springs and Savannah, where the culture was less inclusive. He managed several internal and external projects that involved multiple people across different divisions. Many commented how they had not enjoyed such high communication levels before Mr. Hernandez came. Previously, little communication occurred between divisions. As such, decisions were delayed and less efficient. When he effectively included different groups to integrate on multi-division projects. He helped projects move forward.

Mr. Hernandez also generally made good decisions. He had high integrity. He made the best recommendations and decisions possible for the community as a whole. He did consider the input of groups with special interests, but he strove to make the best possible decision. He also made good decisions with staff members. For example, he reorganized the Savannah City staff, which

composed of approximately 2,400 employees. This momentous change created openings, which he filled with sharp and high performing individuals. The new employees immediately began planning and establishing standard procedures. The City began to change, and consequently, so did the community. Furthermore, Mr. Hernandez greatly believed in committees. He formed several committees with the Human Resource Department and with staff, sometimes even bringing in external panel members if necessary. He wanted people in high-level positions to make decisions together.

As a great public speaker, Mr. Hernandez worked well with the public. He always remained composed and professional. He had excellent presentation skills. People were generally perceptive to his ideas when he spoke, and he communicated well when invited to speak for different organizations. Even if some people at those meetings were exceedingly unprofessional toward him, he managed himself well. He performed well despite those difficulties. In addition, Mr. Hernandez worked well with individuals. He educated others, providing recommendations on what the Mayor and others needed to vote on. Because of these interpersonal abilities, Mayor and Councilmembers voted on multiple successful projects. Moreover, Mr. Hernandez had good financial skills. He used a hands-on approach with the city budget and worked closely with chief financial officers and the Budget Director. He wanted to ensure he understood the budget accurately.

Though a change agent, Mr. Hernandez did not seek change for the sake of change. He carefully evaluated a City's situation, whether involving technology, processes, or even City culture. He observed how others managed tasks before he made necessary changes to keep the City moving forward. Ms. Taschereau has done her best to incorporate this valuable lesson into her own leadership skills. Also, Mr. Hernandez an effective problem solver. He solved numerous issues that had existed for long periods of time. Some problems required many changes and more money, which made certain solutions difficult to implement. He attempted to solve these, and then he put plans into place to initiate these necessary changes once enough resources were available. Other problems were out of his realm of influence. As such, Mr. Hernandez made good recommendations, even if people did not follow his advice.

Ms. Taschereau is unaware of anything in Mr. Hernandez' personal or professional background that will concern a future employer. She would definitely hire him if possible. As someone who has worked for him, she knows how good he is at overcoming challenges and managing a city. Mr. Hernandez is passionate about municipal work. He wants his employers to be high-performing organizations. He has been and will continue to be a very good Manager.

Words or phrases used to describe Roberto Hernandez:

- Successful,
- Professional,
- Collaborative,
- Inclusive,
- High integrity,
- Good speaker, and
- Influential.

Strengths: Project management, leadership and staff management, presentation abilities, financial understanding.

Weaknesses: His high expectations can be daunting at time, but his expectations drive people to accomplish goals they previously thought they were incapable of achieving.

Skye Patrick – former Director of Libraries, Broward County, FL 562-940-8400
562-659-1155

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

Public Administration was Mr. Hernandez's strong suit. He was thoughtful and he understood County policy and procedures very well, which meant he navigated in a way that was 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 developed 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 was very thoughtful and took the time to gather information.

In general, Mr. Hernandez maintained the organization at a high level and had 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 that was 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 only knew 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 a Manager 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 was responsible for.

Van Johnson – Mayor, City of Savannah, GA 912-651-5988 912-651-6444

Mr. Johnson worked with Mr. Hernandez between 2016 and 2019 when Mr. Hernandez became the Savannah City Manager. Mr. Johnson and Mr. Hernandez had a good relationship.

Mr. Hernandez performed decently as City Manager. He was smart, strong-willed, and a hard worker. He was a workhorse who innovatively tried to find solutions to problems. He was always quite professional, cordial, and direct. At times, his passion and directness may have caused people to think Mr. Hernandez was emotional or overly direct. However, these traits were a function of his military background.

Mr. Hernandez had good communication skills. He kept Mr. Johnson informed via email, phone, and personal communication when appropriate. Mr. Hernandez generally made good decisions and usually made good decisions when hiring personnel. He was customer service oriented. He accomplished tasks in a timely manner.

Additionally, Mr. Hernandez tried to make the City to a high-performing organization. He recognized several structural financial issues within the City and put the City on track. He was

both a leader who rallied employees around the organization's vision and a manager who oversaw processes behind a desk. He worked hard to effectively solve problems to the best of his abilities. For example, he brought about a strategic plan for the City, which had not existed prior to Mr. Hernandez's arrival. He led the Council and the organization to determine a goals and priorities. The Savannah Forward strategic plan is still currently used.

One of the largest criticisms against Mr. Hernandez was that he was less social than the public expected their Manager to be. Certainly, he was kind and polite. He had experience working with the public and sometimes was out in the public attending community meetings to represent the organization. However, he often worked more than he socialized.

At times, Mr. Hernandez experienced some difficulties wading through the City's Council-Manager form of government. These hardships were not entirely his fault because some councilmembers violated these lines at times. Usually, Mr. Hernandez persevered. Eventually, these challenges became too much for him to bear. For example, he proposed instituting a City fire fee similar to what Florida cities used to address the City's structural deficits. The Council accepted the idea. However, when the public became upset with the fee, the Council blamed him for the failure. Furthermore, the previous Mayor needed a scapegoat for some of his poor decisions and blamed Mr. Hernandez – even though the City Manager only carried out decisions made by the City Council.

Mr. Johnson is unaware of anything in Mr. Hernandez's background that will concern a future employer. If given the opportunity to rehire Mr. Hernandez, Mr. Johnson would consider him as a candidate. Given the difficult circumstances in Savannah, Mr. Hernandez was a great Manager.

Words or phrases used to describe Rob Hernandez:

- Smart,
- Strong-willed,
- Hard worker,
- Good work ethic,
- Innovative, and
- Professional.

Strengths: Work ethic, innovative solution finding.

Weaknesses: Mr. Hernandez's passion and directness may have been misconstrued as being emotional or overly direct.

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

Ms. Bruck has known Mr. Hernandez since 2011. He was their Deputy 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 was 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 said was entirely trustworthy; he presented information he could stand behind.

Their interactions were all professional. Mr. Hernandez was very respectful. He listened and was prompt in responding to inquiries. His decisions when hiring personnel were very good. He was innovative and operated at a high performance level. He listened, assessed a situation, and then came forward with an excellent recommendation. He was very experienced and innovative.

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

Mr. Hernandez kept the Commissioners informed as appropriate. The Manager's office operated independently of the Commission. Rather than reporting in on a daily basis, they did 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 was always prepared and answered questions on the spot.

The Commission received much information from varying sources, and the information was 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 followed through and was customer service oriented. He always did what said to do. He was not directly involved in the finance department or the creation of the budget, but he had 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 was knowledgeable, experienced, task oriented, focused, and could 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; brought an idea forward only after it had been thorough researched; good at identifying problems and determining solutions.

Weaknesses: None identified.

Brooks Stillwell – former City Attorney, City of Savannah, GA 912-484-1690

Mr. Stillwell worked with Mr. Hernandez between 2016 and 2019. During this time, Mr. Stillwell was the Savannah City Attorney and Mr. Hernandez was the City Manager. They worked closely together daily and reported to the City Council.

Mr. Hernandez was a great City Manager operationally. He worked hard and had good fiscal planning abilities. He had several good ideas for the City and was a good strategic planner. He possessed a long-term vision of what he wanted to accomplish and strove to quickly achieve those goals. He was driven and dedicated.

Mr. Hernandez managed day-to-day operations exceptionally well. He worked well with staff members and those close to him in the office. He met with Mr. Stillwell during weekly meetings with City leaders and kept the City Attorney well informed.

As a change agent, Mr. Hernandez came in and proposed several changes to help the City run better. He initiated several positive transformations, such as with implementing the City's strategic plan. However, Mr. Hernandez implemented other changes too quickly for the historical City to handle. For example, he tried to completely change the City's property exchange, planning, and financing. Each area's change was tough individually, but all these at once were especially difficult to maintain.

Savannah is a very unusual city. Its roots go back almost 300 years and Mr. Hernandez did not fully appreciate how the City's unique historical culture differed from the culture found in his previous positions in Florida. In past jobs, he rarely handled city politics as the person second in charge. In Savannah, he had to involve himself more than he had previously done. The City traditionally expected the City Manager to be its Chief Executive Officer and to be heavily involved with the entire community outside of city government organization. As such, Mr. Hernandez had to work with county officials, chamber commerce, state legislature, and community leaders. Though Mr. Hernandez worked well with staff, he did not see community politics as part of his job, which was a large issue for the City. He frankly did not anticipate the public blowback from some of the programs he recommended the City Council implement. As such, he faced many challenges.

Even though many of his ideas were conceptually good, Mr. Hernandez was unable to bring the public to side with his solutions. For example, he tried implementing a fire fee to unburden property owners' taxes. He saw the fee as a method of fixing the City's fiscal problem. Though he initially had the Council's support, Mr. Hernandez eventually faced huge public backlash. Then some council members tried to politicize the plans which led to the fee being poorly implemented. Mr. Hernandez also tried to implement a union contract with the fire union, which ended up facing public blowback as well. He had little Council support because such a plan did not translate well to Georgia.

Eventually, Mr. Hernandez left the City to return to Florida. Both his wife and he were unhappy with how rough this period was for them. He gave several months' notice before his resignation.

Despite these issues, Mr. Hernandez was a great City Manager. He spoke well with public groups. He was an excellent fiscal manager. He generally made good decisions and hired personnel quite conscientiously. He was particularly customer service oriented. He was a leader who had a vision of how to accomplish goals and who tried to mold the City's organizations to this vision. He accomplished tasks in a timely manner. He set goals and timeframes to move forward. He solved several problems effectively. He successfully implemented the complete reorganization of the City's organizational department. He worked hard through stress to overcome issues. He also was outstanding with crisis management, such as when the City dealt with two hurricanes.

Any future employer will need to discuss what they expect Mr. Hernandez to do and what he expects to do with public and community leadership. These clear explanations are critical. Mr. Hernandez will perform well under a strong County Manager or strong Mayor who assumes all roles of working with the public. Mr. Hernandez understands how this type of government is organized and will do well in this system. Mr. Hernandez was an excellent City Manager on a whole, just not for the City of Savannah.

Mr. Stillwell is unaware of anything in Mr. Hernandez's personal background that will concern a future employer. Though Mr. Stillwell would not rehire Mr. Hernandez for the City of Savannah, Mr. Stillwell would definitely hire Mr. Hernandez for most any other municipality. A future employer will not find a more dedicated, hardworking person who can implement ideas well. Mr. Hernandez has been and will continue to make a good Manager.

Words or phrases used to describe Rob Hernandez:

- Tremendously hardworking,
- Good strategic planner,
- Aggressive in a good way,
- Dedicated, and
- Visionary.

Strengths: Long-term planning, fiscal planning, management skills.

Weaknesses: Interacting with public and political leaders was hard for Mr. Hernandez, who was used to a more strictly managerial position.

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 when Mr. Hernandez was the Deputy County Manager. He did an excellent job. His work performance, personality, and interactions were outstanding. He was handpicked from South Florida to come and work for Mr. Williams.

Mr. Hernandez had an excellent work relationship with his elected officials. They trusted that what he said to had been well researched. He earned their respect and represented Mr. Williams very well.

Once he had been given a problem to solve, Mr. Hernandez was tenacious. He marshaled resources and focused them through team building to get the job done. He did not shy away from challenges. He was patient when it was warranted; however, it did not come naturally to him.

Mr. Hernandez preferred face-to-face interactions whenever possible. If meeting a person directly was not an option, then he used the phone. He was an excellent writer and could be successful using email; however, he had 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 needed to be made, Mr. Hernandez responded quickly. Circumstances that required gathering facts may have taken him longer. He was not indecisive but rather took the appropriate amount of time to gather the information and opinions he needed to make good decisions.

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

Mr. Hernandez was innovative but did not try to change things just for the sake of change. He was mature enough to leave a process alone when it worked well. He had improved existing processes in Fulton County.

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

There were very few tasks in public service 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 was 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 could be patient when it is warranted; however, it did not come naturally to him.

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

Ms. Lowman worked with Mr. Hernandez in the Fulton County Manager's Office. She had known him since 2003 where they worked together in Broward County. They had a good working relationship. He was 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 had philosophical differences yet got along quite well. His military background had shaped his personality and made him the driven person he was. He worked well with elected officials. He spent most of his time with the commissioner over the unincorporated areas. Though their interests were not always the same, they worked well together. He had the respect of the commissioners. Mr. Hernandez valued loyalty. His greatest strengths were diligence and following through. No matter how difficult a situation had become, he did what he needed to for the best interest of the community.

Laser focus was both strength and a weakness for Mr. Hernandez. In his current role as second in command, he did what he was asked without stepping back to see if there was another way. If he was the final decision maker, perhaps that would have been different. Unlike many managers, Mr. Hernandez did not have an aversion to staff meetings. He liked to speak with people face-to-face. He was more than capable of interacting via telephone and email, but he favored the personal approach when dealing with direct reports.

Mr. Hernandez was a great public speaker. He had a teaching background in the military. He interacted well with the public and dealt with residents often in the unincorporated area.

One 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 might step back if he were the manager.

Bill Durrence – former Alderman, City of Savannah, GA 912-247-8108

Mr. Durrence worked with Mr. Hernandez between 2016 and 2019. At the time, Mr. Durrence was in his first term as Alderman. Mr. Durrence was one of the Savannah City Councilmembers who hired Mr. Hernandez to be City Manager. Mr. Durrence was one of Mr. Hernandez's directors.

Mr. Hernandez possessed an impressive and thorough understanding of the City. He had extensive knowledge from public works to finance. He was as open as possible with councilmembers. Even though working for nine directors made things complicated, Mr. Hernandez was exceptionally competent and provided numerous innovative ideas. He was good internally and developed good staff relationships. He accomplished tasks in a timely manner. He was highly skilled in running the City.

Mr. Hernandez offered many solutions to the City's issues. He helped councilmembers understand the reason for the City's problematic budget stresses. Although the City was a successful destination for tourism, very little of that money went to the City's coffers. Certainly, some sales tax revenue came to the City, but most went to businesses involved with tourism. Mr. Hernandez clearly identified the City's financial stress points.

As good as he was with finances, Mr. Hernandez struggled to maintain public posture as Savannah City Manager. First, he underappreciated the historical nature and character of the City that brought much community pride. Because historic landmarks and districts made the City different, many people expected solutions to be likewise unique. Local attitude often discouraged researching how other places solved similar problems. Mr. Hernandez's approach to look at other cities' solutions made people feel slighted. As such, he missed an opportunity to engage early and gain the public's support. Second, he was generally more of a hands-on manager who seemed uncomfortable interacting in social management of a highly networked City. He was more comfortable rolling up his sleeves and working than being a public face for the City. Because he did not engage people to his side, he was less effective than he could have been.

Mr. Hernandez generally made good decisions. He also hired well for many top staff members, including the Fire Chief, Police Chief, and Human Resources Director. He often reached out to other senior staff when looking for personnel, and this collaborative approach was helpful. Some personnel he inherited were not highly qualified for their positions. At one point, Mr. Hernandez successfully moved senior personnel to fill vacancies. Prior to this major shuffle, staff members were scattered all over the City, causing much unnecessary work. He consolidated staff, thus making processes more efficient. Occasionally, Mr. Hernandez needed to be more disciplinary, but he eventually let a number of problematic people go. For example, he fired the Director of the Department of Revenue because she was simply unable to fix a particular issue, even after being given adequate time and resources.

Mr. Durrence is unaware of anything in Mr. Hernandez's background or conduct that will concern a future employer. If given the opportunity, Mr. Durrence would rehire Mr. Hernandez. Being new to a large leadership position as Alderman, Mr. Durrence understands the learning curve Mr. Hernandez faced while being City Manager for the first time. Mr. Hernandez was a bright individual who experienced valuable lessons. He was a good Manager.

Words or phrases used to describe Rob Hernandez:

- Knowledgeable,
- Competent,
- Introvert,
- First rate manager,
- Innovative, and
- Open.

Strengths: Financial skills, extensive understanding of how to run a city, executive functioning.

Weaknesses: He did not fully appreciate the City of Savannah's uniqueness and had a hard time connecting with the City's people.

William "Bill" Hubbard – Chief Executive Officer, Savannah Area Chamber of Commerce, GA 912-657-9207

Mr. Hubbard and Mr. Hernandez interacted when Mr. Hernandez was the Savannah City Manager between 2016 and 2019. They have since messaged each other occasionally.

When Mr. Hernandez worked in the City, he communicated fairly regularly with Mr. Hubbard. Mr. Hernandez called and sent emails. He sometimes dropped by Mr. Hubbard's office, and they typically saw each other weekly during city events.

Mr. Hernandez was a decent City Manager. Mr. Hernandez was a good, smart man. He was quite professional and thoughtful. He had good financial grounding. He built good staff around him and organized them well. He generally made good decisions. He also did a great job with reorganizing the city staff. At times, though, Mr. Hernandez made some poor staffing decisions. For example, he left an engineer in a developmental position a bit longer than others might have preferred. Additionally, he let go an assistant city manager by leaving a note on her chair. Although several elected officials asked him to let her go, this approach was unprofessional.

Mr. Hernandez faced difficulties integrating himself in the community. As a first time city manager, Mr. Hernandez was not accustomed to being one of the City's key leaders. He wanted to ensure others did not accuse him of playing favorites. As such, he interacted with the philanthropic, nonprofit, church, and business communities on a purely business level. He experienced difficulty developing tough enough skin to deal with criticism. This weakness held him back and

undermined his ability to be effective. Despite his strengths as City Manager, his inability to fully participate in the community affected the public's confidence in him. He needed to get to know these smaller communities better.

Mr. Hernandez was a good manager who oversaw processes behind a desk. He had great management skills and good knowledge of running a city. He thoroughly researched various solutions and made decisions effectively. For example, he led a team in providing a strategic plan in a fairy short time period. He worked with elected officials to agree to this plan.

Unfortunately, Mr. Hernandez had challenges working through the politics to implement the strategic plan. In one instance, Mr. Hernandez proposed a fire fee to help city finances. Around this time, the City had collected approximately $10 million in revenue. While garnering public support for the fire fee, Mr. Hernandez was also especially transparent with this revenue. Because the public misunderstood how the revenue was not part of the City's own earnings, people were particularly upset with the fee. Mr. Hernandez had admirable intentions to be transparent, but his timing cost him the fire fee concept.

Despite these challenges, he was always polite and diplomatic with people. Even when church groups angrily protested and wanted him fired, he kept going. He handled stress well for the most part and never showed a temper. Eventually, however, Mr. Hernandez and his wife left the City because they felt alone.

Mr. Hubbard is unaware of anything in Mr. Hernandez's professional or personal conduct that will concern a future employer. Mr. Hernandez had been purely professional, honest, and transparent. Although Mr. Hubbard would not rehire Mr. Hernandez to be City Manager, Mr. Hubbard would consider Mr. Hernandez for an Assistant Manager position. Mr. Hernandez was strategic and smart. He would excel in the responsibilities expected of a Deputy Manager.

Words or phrases used to describe Rob Hernandez:

- Professional,
- Good guy,
- Quite thoughtful,
- Polite,
- Diplomatic, and
- Capable.

Strengths: Financial skills, building good staff.

Weaknesses: He was politically weak and often distant from constituents.

John Hearn – City Attorney, Coral Springs, FL 954-344-1011

Mr. Hearn has known Mr. Hernandez since 2011. In terms of job performance, Mr. Hernandez was very energetic and a go-getter. He really moved projects along and stayed on top of them. He was a change agent.

City Hall was in an office that was built by General Electric for selling homes. The City had been trying to build a City Hall since 1993. Mr. Hernandez really energized those involved, and the new City Hall was 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 led 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 made 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 was not directly involved with the budget and finances, but in the course of their conversations he came to believe that Mr. Hernandez had good financial skills. Mr. Hernandez completed tasks by the deadline given.

Mr. Hernandez had 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 moved forward when doing so made sense.
Mr. Hearn would hire Mr. Hernandez and had a positive experience working with him. Mr. Hernandez 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 wanted to make decisions; could 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 had to slow him down a little and occasionally reminded Mr. Hernandez of a step that needed to be taken in the process.

Prepared by: Danielle Dayton and Lynelle Klein
Colin Baenziger & Associates

CB&A Internet Research

WLRN News HD1 (FL)
February 21, 2020

Fort Lauderdale Officials Respond to $1.8 Million State Fine for Sewage Spills
Author: *Alexander Gonzalez & Tom Hudson*

Pipes in Fort Lauderdale keep breaking--it's been an almost daily reality for many people living and working in the city. More than 200 million gallons of sewage have spilled from busted pipes in Fort Lauderdale since December. The state responded to the sewer spills this week. The Florida Department of Environmental Protection fined the city almost two million dollars. That amount is based in part on how much sewage has spilled. On the South Florida Roundup, host Tom Hudson talked about the issue with WLRN's Broward County reporter Caitie Switalski and Fort Lauderdale's deputy city manager **Rob Hernandez**.

Here's an excerpt of their conversation: Tom Hudson: What are the funding options if the city has to pay the state this $1.8 million fine or any fine for that matter?

Rob Hernandez: Well, if we have to pay the fine, it's either going to have to come out of the Water and Sewer fund or the city's general fund. And again, we believe that $1.8 million will best serve our local residents and our taxpayers by being reinvested into some of these projects rather than just going in and being deposited into a general fund at the state level. We're not being critical of the state. We understand that they were in the position where they felt that they had to take some sort of action. But we're hopeful that we'll be able to work something out that is slightly different than just the fine.

Caitie Switalski: When it comes to the punitive nature of the fine, $1.4 million of the $1.8 million is civil penalties based on how much sewage and how many days the sewage spill went on. I know the city is in the middle of weaning off trying to take money out of those funds [general or Water and Sewer funds] to balance the regular budget. That was a practice leftover from the last city administration. But if the city has to pay part of this fine out of those funds again, have you heard from any residents about that?

Hernandez: No, we haven't heard from any residents. And certainly I don't think it's going to change the practice. The city commission has made it abundantly clear that we were going to transition away from transferring funds from the Water and Sewer fund into the general fund. The city commission that's currently in office directed the city manager to transition us over a four-year period. They have since directed us to accelerate that transition. And that's something, going into next fiscal year, that we're certainly looking at. If there's an opportunity to return those funds at midyear this year, that's something that our city manager is looking at. But I don't think that the fine is going to derail us from making progress. And using your word, "weaning" ourselves off of that budget transfer. We're under clear direction that the funds that are generated by the Water and Sewer fund are going to go back into the necessary improvements that need to be made. And certainly we've been working in that direction for the last couple of years and we will continue to do so.

South Florida Sun Sentinel (FL)
July 23, 2019

Fort Lauderdale: Contractor Who Broke Water Main Wasn't Digging Where it told us
Author: *Larry Barszewski*

Fort Lauderdale never warned a contractor that a critical water line lay buried where workers planned to dig last week, a report shows, but city officials say that's because the contractor supplied the wrong address. The misinformation led to a failure that ultimately dried up the city's water supply and led to days of boil-water orders. Taps ran dry hours after the contractor drilled into the water supply line July 17. Countless businesses were forced to close, and more than 200,000 people were left without water to drink or shower. The contractor, Florida Communication Concepts, used a service called Sunshine 811 to find out whether there were underground utilities it had to watch out for while doing work for Florida Power & Light Co. The statewide utility service is authorized under Florida law and is the state's official resource for companies and individuals planning underground work.

The report shows Fort Lauderdale never told the contractor that the site in the back of 2525 NW 55th Court contained a 42-inch pipe that supplied raw water to the main water treatment plant. Instead, the city indicated that it didn't provide service there, according to the report from Sunshine 811. Deputy City Manager **Rob Hernandez** said the city's water line isn't on that property; it's 75 feet north. The digging was being done to the north and east of the requested location, he said. "It appears that where the contractor was digging is not where they indicated on the 811 ticket," **Hernandez** said. "Our investigation is still ongoing." The owner of Florida Communication Concepts, Tim Hicks, said he couldn't comment, and FPL has declined to answer reporters' questions.

Contractors contact Sunshine 811 to alert agencies about the work they plan to do and to find out whether there are pipes or underground facilities they need to avoid when digging. The service then alerts the utilities, which are supposed to inform the contractor whether they have lines in the area and mark them if they do. Florida Communication Concepts filed a ticket with Sunshine 811 on June 25 to install conduit in July for FPL near Fort Lauderdale Executive Airport, records show. Sunshine 811 notified Fort Lauderdale and nine other entities, based on maps they submitted to Sunshine 811 that indicated it was possible they could have equipment near the work site. Tamarac and Crown Castle Fiber responded that they had no facilities there. Oakland Park, Teco People's Gas of South Florida and CenturyLink said their lines were outside of the work site.

Others said they did have equipment in the area. Fort Lauderdale Executive Airport, Comcast Cable, AT&T and FPL indicated that they marked the locations of their lines for the contractor. Fort Lauderdale responded as well, but it used a code indicating that no city utilities were present at that excavation site. The code it used said "another company provides the services at this location." That code typically is used by utilities that do not have services at that exact location, according to Sunshine 811′s online site. **Hernandez** said that's because the city doesn't have any water lines at the property address the contractor listed. He also said Florida Communication

Concepts said on its Sunshine 811 form that it would not be doing boring, but that's how the city's pipe was pierced. Fort Lauderdale receives dozens of requests each day from Sunshine 811 for underground line information. Sunshine 811 sent the city 20,501 notices last year and 12,635 so far this year, the service reported. The requests go to the city's distribution and collections chief for its water and wastewater services. A city police report filed at the time the line was punctured said the company had used the line-locating service. However, it cited Florida Communication Concepts for not having a permit for the work, violating city codes. It issued the contractor a "Notice to Appear" citation. City officials said a date has not been set for a hearing. It's not clear whether a permit was needed. **Hernandez** said last week that FPL has a franchise agreement with the city that does not require the utility to get a permit every time it digs.

Post Gazette (PA)
July 19, 2019

Fort Lauderdale gets 'Temporary Relief' While Crews Repair a Water Main Break
Author: *Dakin Andone & Emanuella Grinberg*

Officials in Fort Lauderdale, Florida, said a temporary fix water has running again after a main break left an estimated 220,000 customers without service Thursday. Water is flowing below normal pressure and is expected to return to "near normal" sometime Thursday night, Mayor Dean Trantalis said in an evening news conference. A subcontractor repairing electric lines on Wednesday struck a pipe that supplies water to a treatment plant, cutting off the city's water supply. No major incidents were reported as a result of the outage, the mayor said. A partial patch was placed on the hole, increasing water pressure, Mr. Trantalis said. Those involved in the repairs are "confident" that the patch will provide "temporary relief" while crews work to redirect the water flow through a backup line and replace the broken pipe, he said.

The installation could take through the weekend, Mr. Trantalis said. While repairs are underway, a boil water advisory is in effect until and water distribution sites will stay open until at least Saturday, Mr. Trantalis said. With repairs underway, he said the city's focus will shift to investigating the cause and seeking compensation for not only the city but hotels, restaurants and other businesses impacted by the service outage. "This was not just a minor incident, this impacted many hundreds of thousands of hundreds of people," Mr. Trantalis said. "It was clearly haphazard," he said. "It's clearly something that we're going to seek retribution for."

What the city is doing to fix the pipe
On Wednesday, a subcontractor working near the city's Executive Airport for Florida Power & Light damaged a 42-inch city pipe that supplies water from wellfields to the Fiveash Water Treatment Plant, the mayor said. The service outage impacted the city and surrounding municipalities that receive water through the city, including Lauderdale-by-the-Sea, Oakland Park, Wilton Manors and sections of Davie and Tamarac. An estimated 220,000 customers were impacted, Deputy City Manager **Rob Hernandez**. Crews are now building a concrete bunker around the broken pipe to seal the break and protect the pipe, Mr. Trantalis said. The bunker should be completed by 10 p.m. ET and the Fiveash Water Treatment Plant should be back to full and normal operation, he said. The temporary fix will give crews time to redirect the water flow through a backup line, Mr. Trantalis said. Once the backup line is in place, a replacement pipe for the primary main will be installed, likely over the course of the weekend, the mayor said.

Cause of outage under investigation
Earlier Thursday, Mr. Trantalis said crews responded immediately, but as they were working, the damaged pipe collapsed, forcing the city to turn off the water flow. During Thursday night's news conference, he suggested the subcontractor bore the brunt of the blame for "something they should not have done." The subcontractor has been cited and an enforcement action has been launched, the mayor said, although he was unable to identify the specific citation. When initially asked if there was anything the city could have done better, the mayor responded "no," then

added, "Yes -- we could have foreseen this but you can't foresee these types of things." Later in the press conference, the mayor maintained the incident an "accident" caused by "human error," but he also acknowledged that it put a spotlight on the city's redundancy systems.

Deputy City Manager **Rob Hernandez** said "difficulty" with at least one valve that was supposed to redirect water to the redundant system, leaving them unable to isolate the damaged section of pipe. "What [this] pointed out to us is that we need to pay more attention to our infrastructure needs and that we need to go back and make sure that these redundancies systems do work when they're supposed to work." Residents in need of bottled water can find it at the Beach Community Center on 33rd Avenue, Mills Pond Park on Northwest 9th Avenue and Riverland Park on Southwest 27th Avenue.

SavannahNow
Posted May 26, 2019 at 8:18 PM Updated May 27, 2019 at 12:29 AM

Savannah's city manager out on medical leave
By DeAnn Komanecky and Eric Curl

Savannah City Manager **Rob Hernandez** is out on medical leave, with Patrick Monahan now serving as acting city manager. **Hernandez** tendered his resignation on April 12 with a last work day date of June 30. Whether **Hernandez**'s medical leave will change when he leaves his post is not known. City spokesperson Ken Slats said no other details are currently available. Monahan, a former Chatham County assistant manager, was hired in April as a consultant to work with **Hernandez**, starting in May. Monahan retired from the county in 2013 and has said he would only take the interim position temporarily, but is willing to stay long enough after this fall's election for the new city council to hire the long-term manager next year. He will be paid $20,000 a month for up to 12 months, under the agreement.

Hernandez's resignation came after news broke of his pending departure for a job as deputy city manager of Fort Lauderdale, Florida. **Hernandez** declined interview requests regarding his resignation, but said in a subsequent press release that he and his wife decided to go back to south Florida to help their siblings care for their elderly mothers. He indicated there was more to the decision than just family reasons, however, in correspondence obtained by the Savannah Morning News. **Hernandez** said he intended to stay away from city manager positions for a while after being asked about his plans by Lake Wales, Florida, City Manager Kenneth Fields. "The last three years here have been tough as a (city manager)," **Hernandez** said. He responded in a similar manner to an April 12 email from Chatham County Engineer Leon Davenport. "Tough town," **Hernandez** said. "Going back to Fort Lauderdale."

The city council hired **Hernandez** as city manager Sept. 1, 2016, with a $238,000 salary and $600 monthly vehicle allowance, as well as a $7,000 annual 457 retirement plan. After his arrival, **Hernandez** led the city through a major restructuring and successful development of a strategic plan. The city has also experienced two years of budget surpluses after **Hernandez** had implemented a hiring freeze and budget cuts. His impact was praised by some of his executive team following word of his departure.

City Management Coordinator Joe Shearouse Jr. wrote in response to his resignation notice that he thought a lot about the accomplishments **Hernandez** had made in Savannah. "Your impact on people is extensive and much more influential than a project or initiative," Shearouse said. "Your openness and eagerness to provide us opportunities to grow and learn is lasting and far reaching." Special Projects Coordinator Daphne Williams said in an email that it may be a long time before they get someone else comparable. "Our team was on fire," Williams said.

Hernandez also experienced his share of criticism, which began shortly after his arrival when he proposed cuts, which were ultimately restored, to arts organizations and social programs. And he was widely panned by residents following the implementation of a fee for fire service. **Hernandez** had touted as a way to get all property owners — including those that are tax-exempt

— to contribute to the rising costs of providing fire protection. Public indignation only grew when **Hernandez** presented the council with a spending plan for a budget surplus from 2017 of more than $10 million about five months after the fee was adopted. The fee was ultimately repealed, but **Hernandez** later attributed some subsequent job searches to the widespread opposition he encountered following its implementation.

Savannah Morning News (GA)
April 29, 2019

Savannah Could Get More Affordable Housing Under These Proposed City Programs
Author: *Eric Curl*

About 44 percent of Savannah families cannot afford quality housing, according to city officials. In other words, almost 24,000 local households are cost burdened because they spend 30 percent or more of their income on housing, said Housing and Neighborhood Services Director Martin Fretty. To address the issue, the city is considering some new affordable housing initiatives that were presented to the Savannah City Council during a workshop Thursday. The initiatives include a $20 million investment to acquire, redevelop and sell 1,000 blighted properties over a 10-year period. The investment would provide more affordable housing, while also reducing the number of abandoned properties that cost the city an average about $1,300 a year each in lost tax revenue and expenses related to police, fire and code enforcement services, Fretty said. The city is hoping to get $10 million for the acquisition program included on the Special Purpose Local Option Sales Tax referendum going before voters this fall. The eventual sale of the properties would go back into a revolving fund and help drive down costs for future investments, Fretty said. "After a couple of years you ought to be able to recover, we think, 80 percent of what we invested in the properties to acquire them," he said. The city is expected to meet with Chatham County officials next month to discuss the SPLOST project list and determine Savannah's distribution share of the sales-tax revenue. Savannah affordable housing presentation by savannahnow.com on Scribd. Inclusionary zoning. The city is also contemplating the implementation of an inclusionary zoning policy, similar to one established in Atlanta last year. The policy would require developers of apartment projects to include a certain percentage of affordable units or pay a one-time fee into a city housing fund. In turn, the developer could select from a list of incentives that could allow for more units, reduced parking requirements and a streamlined permitting process. In Atlanta the program applies to areas where the city is experiencing the pressures of redevelopment, said Bridget Lidy, Savannah's director of planning and urban design. In Savannah, the Canal District, where the new arena is being built west of downtown, provides an opportunity for the program's launch, Lidy said. "It's ripe for this," she said. The proposal received general support from the council, although it is still early in the process. Lidy was encouraged to set up a meeting with Atlanta officials, who she said have expressed interest in helping Savannah establish their own initiative.

And City Manager **Rob Hernandez** said he thought the city would likely need to hire an outside consultant before they could develop an inclusionary zoning policy. "I think we need to bring in the resources from other communities that have gone through that process," **Hernandez** said. "We haven't and there is a lot of stakeholder involvement and a lot of legalities involved." In the meantime, the city has developed some proposed standards to reduce development costs and increase the amount of affordable housing, including the reduction of the minimum lot size and parking requirements in traditional neighborhoods. In addition, the city's proposed new zoning ordinance, NewZo, provides more flexibility for constructing accessory dwelling units, with no more than one bedroom, in some areas. City officials are planning for the new ordinance to be adopted in July after public hearings are held in June.

Savannah Morning News (GA)
April 13, 2019

Hernandez Formally Resigns Post
Author: *Savannah Morning News*

Savannah City Manager **Rob Hernandez** formally submitted his resignation letter Friday morning. "Such letters are never easy to write and I hope it conveys my appreciation to all of you and our great staff, especially those that sit around the table with me each Monday," **Hernandez** wrote in an email to the city council and city staff. "I know that I've made some mistakes along the way as I am far from perfect. Please know that I have always attempted to do what is in the best interest of the city in the long term, and endeavored to create a culture of fairness, professionalism, integrity, inclusion, diversity, opportunity and ingenuity. I'm fortunate to have been surrounded by a team of good people. I'm grateful to have known you. Together, we've gotten a lot done since October 11, 2016. I hope that I have served all of you well," he wrote. "Thank you for the opportunity to serve as your city manager."

Fort Lauderdale City Manager Chris Lagerbloom informed the Savannah Morning News on Thursday that **Hernandez** will be joining the city as deputy city manager later this summer. In a formal resignation letter addressed to the mayor and alderman, **Hernandez** touted the team's accomplishments, from upgrading the city's bond rating to launching the design of the new arena. "I have been honored with the privilege of serving as Savannah's eighth city manager since adoption of the council-manager form of government in 1951. I joined the City on the heels of Hurricane Matthew on October 11, 2016, and since then we've weathered literal and figurative storms and overcame numerous obstacles in providing exceptional municipal services," **Hernandez** wrote. "We accomplished much during this time while simultaneously creating an organizational spirit focused on one simple concept: Forward. Forward is a fanatical passion for momentum, progress and achievement. It is an obsession with what is possible rather than the status quo. It is the driver behind our biggest accomplishment - SAVANNAH FORWARD, our guide to strategic policy-making and investments through 2025."

Hernandez said in a press statement issued later that he and his wife decided to go back to south Florida to help their siblings care for their elderly mothers. His resignation is effective June 30. Savannah Mayor Eddie DeLoach has recommended that former assistant Chatham County Manager Pat Monahan serve as interim city manager, but he is awaiting support for that decision from the rest of the city council. A special meeting has been called for 6 p.m. Monday in the Media Room on the second floor of City Hall for the council to consider an interim city manager. The next city manager is not expected to be hired until after the new city council is sworn in next year following this fall's election.

Savannah Morning News (GA)
January 9, 2019

Savannah City Manager Rob Hernandez: Government Leadership Backs Savannah Fire Department
Author: ***Rob Hernandez***

There has been much discussion in recent days about staffing levels within Savannah's Fire Department. I would like to take this opportunity to address misinformation circulating in social and regular media outlets.

First, what the city government has not done:
• We have not closed any fire stations.
• We have not laid off any fire personnel.
• We have not left any neighborhood in Savannah unprotected.
• We have not taken steps that will delay Savannah Fire's response time to an emergency.

What we have done is eliminate vacant positions in Savannah Fire over the past two years. To put those reductions in context, I would like to take you back to 2014. For the first time that year, Savannah Fire was granted an ISO Class 1 rating — an insurance classification that evaluates a community's fire operations and water infrastructure. Less than 1 percent of fire departments in the nation are rated Class 1. The following year, in 2015, Savannah received a three-year, $3.5 million FEMA grant designed to increase staffing levels in Savannah Fire. We did just that. In 2015, we added 15 firefighter positions. In 2016, we added another 15 firefighter positions. And in 2017, we grew by 10 more firefighter positions. Add it all up and over a three-year period we added 40 new firefighters to our payroll — a 12.6 percent staffing increase. At 366 total positions, including 341 firefighters, this was the highest staffing level in Savannah Fire's history.

That grant ended in 2017, and with it we faced a difficult decision: Do we ask Savannah taxpayers to continue funding this increased staffing level, or do we make reductions? We were facing flat revenues that year, and direction from city council to continue making investments in the police department. To balance the 2018 budget, we eliminated 45 vacant positions across the city government organization, including 18 within Savannah Fire. Council directed that those cuts come from Engine 16/Marine 1 — a specialized unit that operates the fire boat and a backup pumper truck at fire department headquarters on Oglethorpe Avenue. That same budget authorized a permanent funding solution for fire operations: the fire fee. That fee was rejected over the summer, and during months of public discussion we heard repeatedly from property owners that they preferred a smaller fire department over paying a new fee to fund fire services.

We contracted with the University of Georgia Carl Vinson Institute of Government to analyze Savannah Fire operations and make recommendations on better use of resources. I expect those recommendations within the month, but preliminary discussions with the report authors identified options for increased efficiency and reducing costs. The 2019 budget was balanced with the elimination of another 15 vacant positions. The UGA recommendations will drive where

those reductions are made. It is important to note that even with the elimination of these 33 vacancies over the past two years, Savannah still has seven more firefighter positions today than we did in 2014, when we received our ISO-1 rating. And we are still well-staffed compared with communities our size; Charleston, for instance, has one fewer firefighter position than Savannah, and 24 percent more territory to cover.

As a resident or business owner in this city, you are served not just by the fire station located in your neighborhood, but a fire protection system consisting of 15 stations and 22 emergency response vehicles. The city government also maintains agreements with our adjacent cities, which provide us access to more than 20 other fire stations, firefighters, and equipment should they be needed in the unlikely event all of our resources are unavailable. No area of the city will ever be left without a response to a fire. We are fortunate to have one of the best fire departments in the nation. Savannah Fire will continue to be, even with these adjustments.

Rob Hernandez is Savannah's city government manager.

WTOC 11
April 9, 2019 at 11:21 PM EDT - Updated April 11 at 10:36 AM

City of Fort Lauderdale extends offer to Savannah city manager
By Sean Evans

SAVANNAH, GA (WTOC) - Several sources have confirmed that Savannah City Manager **Rob Hernandez** is leaving his job. "The city is losing a very smart and talented individual," Savannah Alderman John Hall said. "I wish Mr. **Hernandez** the best wherever he goes. Our loss is another city's gain." **Hernandez** said that he has not officially tendered his resignation or discussed this with all of city council as a group. He said he will not release a statement until he felt it was the appropriate time. We've reached out to the mayor's office and the city spokesperson for comment.

Hernandez came to Savannah from Broward County, FL in 2016. "He inherited a virtual mess. Remember, he came in in the middle of a hurricane. The first hurricane we'd had in what, 27 years," said District 4 Alderman, Julian Miller. In addition to dealing with the aftermath of Hurricane Matthew, **Hernandez** was tasked with completing a budget and coming up with a blueprint that would carry Savannah years into the future. "He has come up with the city's first strategic plan and gotten it going. He has refined our logo so we have the same logo everywhere. There's an awful lot he has done, most of which the public will never see," Alderman Miller said. Several things spear-headed by **Hernandez** have been very public, like re-establishing a Savannah Police Department after the de-merger with the county, the search for a new police chief, and the fire fee proposal.

Less than a year after the fire fee proposal was dropped by city council after public backlash, **Hernandez** referenced it in a moment of levity during his speech at a firefighter award ceremony Wednesday afternoon. "Believe it or not, the city actually imposed a fire fee way back in the early 1800′s to provide fire protection services to all property owners of the city. I wish I would've known that a year-and-a-half ago. That could have helped us sell what we were trying to do a little easier to those that were opposed to what we were trying to do," he said.

If **Hernandez** is in fact out the door like sources tell us, city leaders know they need a similar leader to take the helm. "When you run a city, there are so many moving wheels and so many gears going in different directions. There's always going to be hundreds of things that have to be addressed. That's why it's going to take someone who really knows what they're doing to pick up the mantle and go forward," Miller said.

Hernandez's previous attempts to change jobs have been publicized. In August of 2018, it was announced that **Hernandez** did not get a county administrator position in Pinellas County, FL. The city of Savannah confirmed he was a finalist for the position. **Hernandez** was also on the shortlist for a city manager position in Brownsville, TX. At the time, **Hernandez** said he wasn't sure if the Savannah community wanted to work with him. "Criticism of government is healthy and important, and comes with the territory," he said in a statement in August of 2018. "I don't take it personally, even if some of the attacks on me have been very personal. What I do want is

to work in a community that wants to work with me. I am not sure that is currently the case. Amid a sustained level of criticism and uncertainty, I have considered opportunities outside Savannah. While I have no desire to leave, I did feel it was a prudent move for me and my family." **Hernandez** was a key architect of a proposed fire fee in Savannah that drew the ire of many in the city. The city council withdrew the fee from consideration after a tortured fine-tuning process. The mayor proposed to halve the fee weeks before it was withdrew.

Chaz Adams with the city's strategic communications office says **Hernandez** has received an offer as Deputy City Manager for the City of Fort Lauderdale Florida. "The City of Fort Lauderdale has extended an offer to Roberto "Rob" **Hernandez** for the position of Deputy City Manager. The offer is contingent upon approval from the Fort Lauderdale City Commission. The commission plans to consider the item at their next meeting, which will take place on Tuesday, April 16," Adams said. City council will hold its regularly scheduled meeting on Thursday. We'll be following this closely to see if anything is announced regarding a resignation, as well as what's next if the Savannah city manager position becomes vacant.

Savannah Morning News (GA)
December 20, 2018

Savannah City Council Oks $1M Fire Station Sale Despite Buyer's History of Code Violations
Author: *Eric Curl*

The Savannah City Council on Thursday approved the sale of a former fire station, despite the buyer's history of being cited for code and maintenance violations at multiple properties throughout downtown. The $1.05 million sale to Inman Park Properties came after three proposals were submitted to the city and evaluated by a five-person staff committee. Inman received the highest score after proposing to preserve and restore the 72-year-old building at 6 W. Henry St. for use as a cafe and office space. Rajesh Patel had proposed paying $525,000 for the property, while Lynch Associates Architects offered $455,000. The sale was quickly approved without discussion by the city council, with the exception of Alderman Bill Durrence, who had stepped out of the chambers to speak with someone who was leaving.

Durrence, who represents the area where the building is located, said he probably would have voted for the sale also. It was his understanding that most of the property maintenance issues have been addressed and he was hoping to see something done with the building, Durrence said. "The bottom line for me is that it didn't matter how I voted because the majority of council made up their mind that for that price point, they were going to sell it," he said. Inman's proposal is expected to activate the "somewhat stagnant" block and generate 75 full-time jobs in the neighborhood, according to the developer's proposal. Inman reported that construction was expected to begin 120 days after closing and take one year to complete.

Staff had delayed consideration of the sale in October following inquiries from the Savannah Morning News into the buyer's past code and property maintenance issues. From 2012 through 2016, the city instigated 16 Chatham County Recorder's Court cases against Inman's owner, Jeff Notrica, for 14 downtown properties. Charges related to overgrown vegetation, maintaining a clean and sanitary property, safety, defacement of property, accumulation of garbage, and an unsafe building. The pending sale comes after the approved sale this year of multiple downtown city properties. City Manager **Rob Hernandez** has touted the sales as a way to return outdated properties to the tax rolls and raise revenue for the construction of a new municipal center west of the Historic District, where the city is building a new arena.

However, **Hernandez** said during an interview Tuesday that the sales revenue may instead go toward construction of the arena. The amount of current voter-approved Special Purpose Local Option Sales Tax is expected to raise $120 million, while about $22 million was raised during previous tax periods. Still, the city expects to need an additional $20 million to $40 million to cover the estimated $140 million to $160 million costs of the arena's construction, as well as relocating public works from the arena site and building a new complex for that department, **Hernandez** said. The city does not plan on adding the arena to the next SPLOST referendum going before voters this fall, he said.

Savannah Morning News (GA)
November 16, 2018

Savannah Proposing Slight Property Tax Cut, Employee Wage Hike
Author: *Eric Curl*

The owner of a home valued at $100,000 will save about $8 a year under a proposal to reduce the property tax rate in 2019, according to city estimates. The reduction from 13.40 mills to 13.20 mills was requested by the Savannah City Council on Friday, the second day of a two-day budget retreat, after staff had initially proposed retaining the existing rate. Alderman Brian Foster advocated for the reduction to provide some relief to taxpayers after the rate was increased from 12.48 mills this year following the elimination of the widely opposed fire fee. "It's a start," Foster said. The council also directed staff to incorporate a 3.5 percent wage increase for employees next year. The proposed increase was agreed to as a compromise after Alderman Van Johnson had initially sought to bump staff's recommended 3 percent wage increase to 4 percent. "The fight for the best and the brightest is real and people ultimately go where they will be paid," Johnson said.

To maintain a balanced budget, while accommodating the council's wishes, staff said they increased their "conservative" projections for property tax revenue growth next year from 3 percent to 4 percent. In addition, staff plans to cut another $1 million from the proposed budget to cover the remaining costs, said City Manager **Rob Hernandez**. The 2019 budget is expected to be presented to the city council for adoption next month. Since **Hernandez** arrived in late 2016, he has touted the need to address what he described as a structural imbalance resulting from expenses exceeding revenue. The fire fee adopted this year was an attempt to address that imbalance, but the council voted to repeal that new revenue source after facing widespread opposition from property owners.

Hernandez said he believes the city has made progress, but noted the concerns raised by the council during the retreat that funding was lacking for infrastructure and service improvements. "We're still imbalanced in that this budget is not able to adequately address those needs," he said. "We are addressing them, but the need really outstrips our ability to fund them." The next Special Purpose Local Option Sales Tax, which goes before voters next fall, has been touted by the council and staff as a way to fund needed infrastructure improvements, but **Hernandez** said the city cannot rely on the tax to resolve the issue. The city will also be looking at more models to fund municipal services, including a potential stormwater fee to cover the cost of drainage projects, **Hernandez** said. In July 2017, the city council unanimously approved a $49,651 contract with Atlanta-based Stantec Consulting Services to study the feasibility of such a fee and how it would be implemented, but the study's findings have never been presented. "We continue to look at that and we will be bringing that back to City Council at the appropriate time," **Hernandez** said.

Savannah Morning News (GA)
August 31, 2018

$3.9M Mistake Mucks Up Arena Contract
Author: *Eric Curl*

The Savannah City Council on Thursday delayed by two weeks consideration of an $11.2 million contract with AECOM Hunt to manage the construction of the new $140 million arena, after learning the contract amount is actually about $3.9 million more than city staff had initially reported. The vote for the delay came after staff explained during the morning workshop that a misreading of the fee proposal had led staff to initially report that the contract was $7.3 million - the amount that was on the meeting agenda until Wednesday. The originally reported amount should have been a red flag since it was so much lower than the amounts submitted by the other two finalists for the contract, said Alderman Bill Durrence. Turner Construction had proposed serving as construction manager at a cost of about $13.6 million, while JE Dunn's proposed cost amounted to almost $12.7 million. "I'm very nervous," Durrence said. "I never spent $140 million before." Pete Shonka, executive director of arena development, said that AECOM Hunt still had the lowest price and highest evaluation score after the error was corrected.

City Manager **Rob Hernandez** also said he felt confident in moving forward with the recommended contractor after determining the company had followed the process correctly, while acknowledging the error should not have occurred in the first place. "That reflects poorly on me and I apologize," **Hernandez** said. "We will double down to prevent circumstances like this in the future." Council members said they wanted more time to see how the error occurred before taking a vote. "The severity of it should not be lost," said Alderman Julian Miller. "We are going to be doing an awful lot of contracts and we need to have confidence on that." Walter Murphy, vice president at JE Dunn, had also spoken out against the contract being awarded to AECOM during the meeting and had informed the council that he had notified the city manager of the issue. "We were told it was a scrivener's error," Murphy said "I don't think so. I think the bid was non-responsive."

In other council news, city council approved the $14 million sale of two downtown buildings. Mayor Eddie DeLoach joined Aldermen Carol Bell, Durrence, Brian Foster, John Hall and Miller in approving the sale of the historic Gamble Building next to City Hall for $8.5 million, while Aldermen Van Johnson, Estella Shabazz and Tony Thomas cast the opposing votes. The buyer, Foram Development, plans to convert the building into a condo complex with rooftop gardens. Staff had recommended the sale as a way to rid itself of a building that requires extensive repairs and generate ongoing revenue by putting it back on the tax rolls. But Thomas said he disagreed with staff's assertion that the historic building was not adequate for city use. "I'm a little bit more of a sentimentalist," he said. "I believe the city is giving up its imprint on the riverfront."

The vote was similarly split with the council's approval of the sale of the former Catholic Diocese building at East Broad and Liberty streets for $5.9 million to Standard Companies, which plans to develop the property as an apartment complex with commercial space. Johnson

said he was afraid residents were being priced out of living in the city. "This was in my mind a wonderful opportunity to provide affordable and workforce housing for people to live downtown," he said. The approved sales come two weeks after the city council's vote to sell the Broughton Municipal Building to Columbia Ventures for $4.5 million. The buyer intends to convert the mid-century building into a hotel with retail on the ground level. And in April 2017 the council approved the $5 million sale of a 1.2 acre lot on Oglethorpe Avenue, where a developer plans to construct a mixed-use residential complex.

Hernandez said the funding from the sales is being invested into a reserve account for a modern municipal center he is considering building west of downtown near the arena to consolidate city departments. The total costs of that project, which would include a public safety complex, have not been determined, **Hernandez** said. "We still have a lot of work to do on that," he said. "We still have to flesh that concept out with city council." In the meantime, the city has been relocating staff into 36,538 square feet of leased office space on Chatham Parkway at an annual cost of about $785,000.

Savannah Morning News (GA)
July 11, 2018

City: Funding Problems not Over
Savannah May be Facing Tough Budget Process for 2019, Hernandez Warns
Author: *Eric Curl*

The recent repeal of the controversial fire fee may have been welcomed by property owners concerned about the additional expense, but city officials are not breathing easy as they look toward Savannah's financial future. With the elimination of the dedicated fee, which would have freed up millions in general funds, the city may be facing a difficult budget process for 2019, according to City Manager **Rob Hernandez**. **Hernandez** warned the Savannah City Council last week that their plan to increase the property tax rate by 0.92 mills, or 7.4 percent, will not resolve long-standing financial challenges that the fee was meant to help address. Almost a third of city parcels pay little or no property taxes due to being exempt or having low value, and tax digest growth has not kept pace with expenses, **Hernandez** said. "I don't want anyone leaving here today with a rosy picture of 2019's budget process," he said. "We are structurally imbalanced."

The mayor and aldermen are expected to adopt the tax increase on July 19 to restore almost $10 million of the $16.5 million in revenue lost with the elimination of the fire fee. The city also implemented a hiring freeze and cut expenses, including $1 million Mayor Eddie DeLoach had sought for an early childhood learning center being planned by the Savannah-Chatham School Board. With the proposed tax increase, the city will be able to preserve funding for some priorities that included software upgrades, enhanced right of way maintenance, Waters Avenue streetscape improvements, increased city reserves, and the Savannah Shines neighborhood revitalization initiative that has already begun in Edgemere/Sackville, said Alderman Julian Miller. "I'm not sure if everyone understands how deplorable the city's computer system is," Miller said. "We're still running programs that most people have abandoned 20 years ago."

Alderman Brian Foster said the city will also maintain the full staffing levels of the police department after adding more than 120 officers to patrol the city following the department's split with Chatham County in February. "We are fully staffed and have been for a while in the first time in over a decade," Foster said. "That's what the public asked for and we have successfully done that." Savannah's property tax rate has been decreased or remained the same every year since 1994, aside from a six-month half-mill increase in 2010 that was dropped back to the previous rate the following year. The current rate of 12.48 mills has been in place since 2013. For the owner of a home with a fair market value of $150,000, the proposed increase amounts to $55.20 annually or $4.60 per month.

Alderman Tony Thomas said that every effort would be made to reduce the rate in 2019, but **Hernandez** responded by casting doubt on that scenario. "I don't know at this point in time because it's still too early in the process for FY19 to determine, in fact, whether we are going to have a smooth budget process or we're going to have a rocky budget process like we've had the last couple years," **Hernandez** said. "So please do not leave here today thinking that budget

process for FY19 is going to be a smooth one because I can't guarantee that." Savannah Alderman Van Johnson suggested that the city meet with residents before the budgeting process begins to reconcile what they want and what the city can afford. "We have a region that takes advantage of many of the services that we provide that they do not pay for," Johnson said. "So I think part of this discussion is educating individuals that we can give everybody what they want, but there is a cost to it." **Hernandez** said that the city's budget director, Melissa Carter, has already proposed holding several citizen engagement panels to walk residents through the budget process, "allowing them to see how difficult it is to put together a $400 million budget for an enterprise the size of the city of Savannah." The council will hold two additional hearings at 9:45 a.m. and 2 p.m. July 19 before a making a final vote on the tax rate increase.

Savannah Morning News (GA)
June 8, 2018

City to Consider $11M in Cuts
Council Approves Adding Sunday 'Brunch Bill' to November Ballot
Author: *Eric Curl*

With less than six months left to go, City Manager **Rob Hernandez** has been charged with cutting more than $11 million from this year's budget. On Thursday, the Savannah City Council directed **Hernandez** to figure out over the next week what cuts can be made to make up for the anticipated loss in revenue, as the mayor and aldermen prepare to reduce the controversial fire fee by more than half in the face of widespread opposition. "We're just asking the city manager to go back and modify the numbers and bring us something forward that people can feel better about," said Mayor Eddie DeLoach. As proposed by the council, a property tax increase is not an option and the city would retain the one mill tax rate decrease that was approved in conjunction with the fire fee as part of the 2018 budget. The council's vote came after DeLoach announced on Wednesday a proposal to reduce the fee by 53 percent, which would bring the fee to $120 for residential properties. The city is also offering discounts of up to 20 percent until June 15, which would bring the total to $96. Mayor Pro Tem Carol Bell also suggested that **Hernandez** present an alternative option to cover the costs of eliminating the fire fee entirely. "As a council, let us determine if that's the way we want to go," Bell said. Previous attempts last month by Aldermen Van Johnson, Estella Shabazz and Tony Thomas to repeal or lower the fee were voted down by the remaining members of the city council during deliberations on how to spend $10 million surplus from last year. On Thursday, Thomas said he was staunchly opposed to the fire fee, but was concerned the council was being unfair to **Hernandez** by not making the $11 million reduction request when the surplus was presented. "I don't know if the city manager has truly analyzed that plan to see if he could reach that number," Thomas said. "And I don't know either what other options are completely out there." The surplus spending plan, which left the full fire fee intact, included funding to pay off the purchase of the Coastal Empire Fair site; complete the Cultural Arts Center; install computer security upgrades following a malware attack; fund a staff compensation study; and assist the Savannah-Chatham School Board in establishing an early learning center touted by DeLoach as an anti-poverty initiative.

Hernandez said Thursday he did not recommend using the surplus funds to make up fire fee cuts because the savings and unexpected revenue from 2017 were going toward one-time expenses and that the fire fee was meant to free up general funds for ongoing operational costs. "It would come back to bite us at some point in the future," he said. The proposed budget cuts are expected to be presented for the council's consideration during a budget workshop June 18. The tax rate has to be formally adopted by the end of the month and the council is expected to vote on the revised budget at their meeting June 21. Prior to the regular meeting, the council got a briefing on a hardship program the city is developing for low-income property owners who are unable to afford the fee. The city is now seeking a nonprofit social service provider to administer the program so applicants can also have an opportunity to get assistance with additional needs, said Tafanye Young, Chief Community Services Officer. "We're hoping that people will take advantage of this and see rewards beyond just the fire fee being waived," Young said.

Savannah Morning News (GA)
April 12, 2018

The Sense in the City's Spare Cents
Author: *Eric Curl*

Savannah had a better year, financially, than expected, according to city officials. Now, the city is planning on providing $2 million in funding needed to complete the new Cultural Arts Center, paying for security upgrades following a recent computer malware attack, and covering the full costs of a 3-percent performance-based pay increases for employees, after recently closing out the 2017 budget with a $10 million surplus. The surplus stemmed from a combination of about $5.2 million in revenue coming in higher than anticipated, in addition to expenses coming in about $4.7 million below budgeted amounts after the city implemented a hiring freeze last year, said City Manager **Rob Hernandez**.

Most of the growth was from elastic revenues, such as lodging and sales taxes, that expand and contract with strength of economy, **Hernandez** said. "We have a general idea how the economy is going to perform but it's a guess and science at the same time," he said. "So in 2018 our budgeting numbers are a bit more optimistic than they were when we put together the '17 budget, but something could happen tomorrow." The funding plan going before the Savannah City Council Thursday will also increase reserve funds, pay a debt owed for purchasing the Coastal Empire Fairgrounds site, and cover costs associated with converting a section of Montgomery Street for two-way traffic. In addition, staff is recommending that the revenue go towards staff relocation costs related to the planned sale of two downtown buildings and a compensation study to address pay inequities.

"We also did a reorganization this year and created new job titles," **Hernandez** said. "We think we slotted them in the right place, but it's time that we do a real in-depth review of our pay and compensation practices." Almost 100 positions were eliminated as part of the reorganization, with about 40 of them vacant, but dozens of new positions were added and impacted employees were given the opportunity to apply for the jobs. Seven employees ended up not being placed either because there was nothing available or they did not accept the position offered, according to city officials. And after the city council voted to add 24 new positions to the police department this year, there ended up being a total net reduction of one position.

Hernandez said the surplus does not negate the need for the city's new fire services fee, which was implemented to correct a structural imbalance the city has faced for years. "If we didn't have the hiring freeze and agencies spent every dime we got budgeted, we would have only $5.2 million in extra revenue," he said. "The fire fee provides us an opportunity to take $21 million of pressure off of the general fund." The city council recently approved an ordinance that offers up to a 20 percent discount on the fee for installing safety equipment, developing emergency plans and participating in fire training programs. Property have between April 15 and June 1 to apply for the reduction before bills are sent out in the fall.

Meanwhile, the city also plans to spend about $500,000 on new technology and services to boost

security measures after a malware attack discovered in February impacted some city services. The malware appears to have been eliminated, but the city is still not accepting email attachments as a precaution, said city spokesperson Michelle Gavin. "We think that we've gotten it," Gavin said. "We've taken all the measures to wipe computers and have taken some extreme measures, but it's an ongoing thing."

Proposed surplus expenditures
Transfer to Reserves/General Fund Balance: $2.5 million
Performance-based 1-percent employee pay increase: $600,000
Cultural Arts Center Overrun: $2 million
Montgomery Street redirection project: $1 million
MPO agreement amendment: $200,000
Revenue dept. relocation: $500,000
Fairgrounds - Pay off Debt Service: $1.4 million
IT/Malware Equipment Recovery: $500,000
Relocation Contingency: $100,000
Compensation study: $300,000
Facility repairs and improvements: $800,000
Rental of backhoe - Cemeteries: $100,000
Total: $10 million

Savannah Morning News (GA)
February 18, 2018

Savannah Restructures Government Operations
Officials Tout Plan as Way to Make City Operations More Efficient
Author: *Eric Curl*

New titles and responsibilities, along with salary increases in some cases, have been issued to a number of Savannah's department heads and top administrators as part of a government reorganization implemented by City Manager **Rob Hernandez**. Touted as a way to make city operations more efficient and achieve the Savannah City Council's priorities in a recently adopted strategic plan, new departments and positions have also been created, while others have been eliminated or modified. The restructuring consolidates two assistant city manager positions, one deputy to the assistant city manager position and five bureau chief positions into three executive officers. The employees selected for the new positions have the experience and personality to lead and get things done, **Hernandez** said. "That's what differentiates managers from leaders," he said. "I need leaders more than I need managers."

Paying for quality
Marty Johnston, formerly a deputy assistant to the city manager, was selected to fill the chief operating officer position, charged with asset management, customer service, special events coordination and oversight of the financial and internal service functions of the city. The move bumps her salary up from $125,827 to $148,000. Heath Lloyd was selected as Chief Infrastructure and Development Officer, after previously working as the public works and water resources operations director. Lloyd's responsibilities include ensuring the safety of the city's infrastructure, producing safe drinking water, protecting buildings and streets from flooding, and improving the development process. Lloyd's new salary amounts to $148,000, up from his previous salary of $109,414. Taffanye Young was hired as the city's Chief Community Services Officer after previously serving as the Community and Economic Development Bureau chief. Young is charged with unifying initiatives and programs focused on improving the lives of residents and providing them with clean, safe neighborhoods and access to quality housing, recreational facilities, leisure opportunities and supportive services. Her salary increased from $132,282 to $148,000.

The city's former budget director, Melissa Carter, also received a pay increase from $89,400 to $115,000 after being promoted to head the new Office of Management and Budget, which is responsible for preparing the city's yearly and long-term fiscal plans, as well as taking on an expanded role in grants development. And David Keating, who previously worked as a real property director, had his salary increased from $84,025 to $90,327 after being put in charge of a revamped Real Estate Services Department that now oversees property acquisitions, facilities maintenance, cemeteries, and the Civic Center. Pay was only increased for employees who have taken on additional responsibilities so that they are being fairly compensated, **Hernandez** said. "We want to keep the good ones," he said. "And also we have key positions we have to fill and we need to be able to compete and attract a quality workforce." Cutting grass and dysfunction
After years of complaints about property maintenance issues and delays in completing planned

projects, departments that never talked to one another were merged and new offices were launched as a way to eliminate government bureaucracy and improve focus, according to officials. To improve property maintenance, quality of life and tourism impacts, a new Code Compliance department was created. Previously, code-related activities were handled by multiple departments, prompting situations in which a property maintenance enforcement officer could not handle a zoning violation, or vice versa. In addition, property maintenance was only citing code violations on residential properties and letting violations on commercial properties go or referring them to the building department, **Hernandez** said. "So we said time out ... we're bringing all that in house," he said. "We're going to do cross-training and we're going to have commonality in how our code enforcement is handled and prosecuted."

Kevin Milton, a new employee with the city, has been hired as director of the department, with a salary of $115,000. Former Property Maintenance Director Kimberly Corbin is now working as Code Compliance Assistant Director, with her salary remaining at $80,368. Similar issues led to the consolidation of the city's landscape maintenance functions, including squares and monuments, into a new Greenscapes department. Prior to the consolidation, **Hernandez** said one team would cut an overgrown lot and then a different unit would come back a week later and cut the adjacent canal bank. And in some cases, **Hernandez** said, small equipment such as weed wackers would not be brought in until days after the larger mowers had cut down some city right-of-way. Now, work areas have been divided into grids that are maintained by regional teams responsible for basically anything that grows, **Hernandez** said. "They work a grid and don't leave that grid until everything is finished," he said.

Former Park & Tree Director Gordon Denney now heads the new department. His salary remains $80,368. The reorganization also included the formation of the Capital Projects Management office, which **Hernandez** said put five full-time positions in charge of overseeing $726 million in budgeted projects. That move was praised by Alderman Julian Miller recently when the council was given an update on the projects being funded by the voter-approved special purpose local option sales tax. Often-repeated concerns were raised about the time it has taken to complete some projects, and Miller noted that the department was created to address the issue. "This is one of those things going on behind the scenes that the public won't see that is really going to make a big difference," Miller said.

Staffing impacts
The restructuring came after the city imposed a hiring freeze upon **Hernandez's** arrival in October 2016, and at his direction only critical positions were filled for more than a year in anticipation of the changes. Almost 100 positions ended up being eliminated as part of the process, with about 40 of those vacant. Dozens of new positions were added, however, and impacted employees were given the opportunity to apply for those jobs. "In certain instances we were very lean in operations, and I think that was hurting us," **Hernandez** said. Seven employees ended up not being placed either because there was nothing available or they did not accept the position offered, according to city officials. And after the city council voted to add 24 new positions to the police department this year, there ended up being a total net reduction of one position, **Hernandez** said.
Not all employees' pay went up after getting a new position. One former assistant city manager,

Peter Shonka, ended up having his pay reduced by $15,624 to $140,619 after he became head of a new arena development district office - the office focused exclusively on developing the new arena and stimulating private and public investment in the surrounding redevelopment area. Such pay reductions were unfortunate, but in some cases could not be avoided, **Hernandez** said. "There may have been several, although not widespread, due to reduction in responsibilities," he said. A number of other staffers retained the same salary, while taking on new roles. Bridget Lidy, former Tourism and Ambassadorship director, was hired as the new Planning and Urban Design director after her department was eliminated. Her salary remains $85,703.

And Bret Bell, newly titled assistant to the city manager rather than deputy assistant, is now charged with handling legislative priorities, preparing the council's agenda, and working to ensure residents' concerns brought to the attention of aldermen are addressed. His salary remains $107,205. In addition, former Economic Development Department Director Manuel Dominguez's salary of $80,368 was left unchanged after he became head of what is now the Office of Business Opportunity, which is responsible for administering and coordinating the city's economic and small business development program. After being delayed for about two months as they attempted to find suitable jobs for all of the impacted employees, the reorganization became effective Feb. 1, said **Hernandez**, whose salary remains $238,000. "One thing I want to stress to folks is patience," he said. "We just put this new organizational alignment into play."

Savannah Morning News (GA)
December 30, 2017

City Manager Talks 'Funkification,' Ferris Wheels in Savannah
Opinions Expressed on Preserving Historic Structures Modernizing Others
Author: *Eric Curl*

A modern looking arena could be in play, but a proposed Ferris wheel on River Street is out of bounds. City Manager **Rob Hernandez** recently shared his thoughts on architecture, historic preservation and development in Savannah, as the guest speaker at the Historic District Board of Review's recent retreat. During the hour-long discussion earlier this month, **Hernandez** also took time to describe one of his architectural "pet peeves." "I hate red brick," **Hernandez** said. "We seem to have this tremendous love affair with red brick." He said he would like the new arena the city plans to build west of the Historic District to have a more modern look, perhaps with stainless steel and glass, while still paying homage to history. "But it doesn't have to be rooted in red brick," he said.

The arena site is outside the board's jurisdiction, but Chairman Stephen Merriman Jr. later said he is not necessarily opposed to a more modern looking building being built at the site. "I would be more opposed to build an arena that appears like it was built in the 1850s," Merriman said. "It gives a false sense of history." **Hernandez** also made it clear that he believes City Hall is no longer an efficient place for himself and other city staffers to work or for the Savannah City Council to hold their meetings. He talked about his plan to build a modern municipal complex in order to consolidate the city's workforce, while possibly converting City Hall into a "working museum" where the mayor and aldermen could have offices. "We're going to preserve City Hall," **Hernandez** said. "We have to preserve it, but the day-to-day stuff can go somewhere else." The 111-year-old building is in serious need of repairs, and funds for the structure's restoration will need to be raised, possibly by including the project in the 2019 special purpose local option sales tax referendum, he said.

Hernandez got some pushback from board members when he said he was considering replacing City Hall's deteriorating wooden windows with modern faux-wood frames to make them more efficient and hurricane-resistant. Board members were concerned the move would ruin the building's historic integrity and lead to private developers also wanting to bypass ordinance requirements. They suggested the city install exterior wood windows with interior storm windows to achieve the results he is seeking. Otherwise, the historic protections in place would crumble, Merriman said. "That's one of the biggest things Savannah has going for it, is our ordinance," he said. There are some buildings that seem ripe for "funkification," such as the old East Side Theater on the corner of East Broad and East Gwinnett streets, **Hernandez** said.

The historic theater with the words "Hungry World" across the old marquee has sat vacant for decades. "Not to be disrespectful of its character, but you can do cool things with it," **Hernandez** said. "That building has a lot of potential." In a similar vein, he would like to "funkify" Martin Luther King Jr. Boulevard around the Interstate 16 flyover, which he considers an eyesore. There have been plans proposed to demolish the ramp into downtown, but **Hernandez** said he does not

see the structure going anywhere anytime soon. But the city is too busy trying to put out daily fires and has little time to be creative, **Hernandez** said. "You're the folks that need to come up with those ideas and we'll support it when we can," he said. **Hernandez** also made it clear that some proposals will not fly as the city tries to balance the demands of tourism with preservation efforts and residential needs. Board members thanked him after **Hernandez** said he and the city council recently rejected a request to install a Ferris wheel on River Street.

The 137-foot-tall observation wheel would have been installed on a city parking lot along the water between the Abercorn and Lincoln street ramps at an initial rate of $17,000 a month, under the lease agreement proposed by Missouri-based SkyStar Wheel. "When I looked at that request, I said no way," **Hernandez** said. **Hernandez**, who previously worked as the deputy county administrator of Broward County, Fla., became Savannah's city manager in October 2016.

Savannah Morning News (GA)
December 1, 2017

City Considers Budget Cuts, Fees to Cover its Shortfall
Hernandez: $187 Million Proposal a Starting Point
Author: *Eric Curl*

Savannah staffers are proposing a variety of revenue generating options and expense cuts for the 2018 budget to determine whether the Savannah City Council wants to implement service enhancements or reductions in the face of projected funding shortfalls. The preliminary spending plan presented during the first day of a two-day budget retreat on Thursday amounts to a "bare bones, no frills and somewhat painful" general fund budget of $187 million that includes almost $13 million in cuts to personnel, services and capital project investment, said City Manager **Rob Hernandez**. "It's not even a recommended budget or a proposed budget," **Hernandez** said. "It's just a starting point for our conversation."

The second budget option of almost $200 million would sustain existing services, as well provide funding for performance-based wage increases and increase reserve funds for unforeseen expenses. The third spending plan would be an "enhanced budget" of about $213 million to cover expenses related to council priorities, such as additional police officers recommended by a consultant to improve emergency response times. Among the funding options staff presented was a proposed fee charged to all properties to cover the cost of fire department services and eliminate that department's dependence on tax revenue. Implementing a fee to cover the full cost of fire services would amount to $370 per household and raise an estimated $31.5 million, according to the budget report.

A consultant, Ecological Planning Group, also presented reduced rates as an option that would cover between 50 percent and 75 percent of fire service costs and raise about $15.7 million to $23.6 million. Property tax increases and decreases of between half a mill and two mills were also proposed, with revenue impacts ranging between $2.5 million and $10 million. "Anything you decide today for this budget is going to play out and have an effect for the next few years," said Erick van Malssen, who was working with the fire fee consultant. A hardship fund to assist low-income property owners is now being considered as part of the fire fee proposal, if it is adopted.

Savannah Alderman Van Johnson said he is still concerned about the fee's impact since renters would not be eligible to receive payments from the fund, even if the fee's cost was passed onto them by landlords. But Alderman Julian Miller said rental rates are established by the market and he does not expect tenants to be adversely affected as a result of the fee. Alderman Tony Thomas said renters would be impacted, but that the more than 5,800 tax-exempt property owners benefiting from fire services need to contribute to those costs. "Those folks have got to participate," Thomas said. "It's going to be tough for some people, but some people have been riding this system for decades."

The $12.7 million in spending cuts are being proposed, despite projected increases in property

tax revenue and other tax revenue streams this year and next. The shortfall is due to a combination of factors, including an increase of tax exemptions, operating costs and growing debt payments related to property purchases, infrastructure improvements and public safety purchases, **Hernandez** said. "We have a lot of needs in the city that far exceed the revenues available to us," he said. A surplus of about $3.8 million is actually anticipated for 2017, due to higher than projected tax growth and salary savings from a hiring freeze. Those funds are proposed to be used to offset a budgeted use of reserve funds for 2017 and help cover expenses related to hurricane damages and capital project overruns.

The city is also anticipating some employee payouts due to some officers joining the county police department, following the split of Savannah-Chatham police. Planned civilian staff cuts stemming from a government restructuring should only result in a "handful" of employees actually leaving the organization since those impacted will have the opportunity to fill other positions, **Hernandez** said. The second day of the budget retreat is scheduled to begin at 8:30 a.m. Friday. During the workshop staff will need the council to make a decision on what type of funding options or cuts they want to move ahead with, **Hernandez** said. "I have to get some clarification on what they want to do because I have to put together a final budget," he said.

Savannah Now – Savannah Morning News (GA)
February 11, 2017

Poverty Persists in Savannah, Despite City Programs
Author: *Eric Curl*

Austin Spell, 20, wants to be a pipe-fitter or EMT. That is why he was recently sitting in a classroom at the Moses Jackson Advancement Center, where he and six others were registering for a GED program put on by Savannah Tech. Spell said he was pulled out of school by his stepfather in eighth grade and he does not have the educational background he needs to meet his career goals. "I'm planning on getting my bachelor's degree and see what I can make out of myself," he said. The GED program is one of many programs at the city-supported advancement center that are meant to help Savannah residents find employment. Still, Savannah's high poverty level persists. The percentage of Savannah's population living below the poverty level was almost 27 percent in 2015 — up from almost 22 percent in 2000, according to the US Census Bureau's American Community Survey. The increase occurred as the city invested $2.7 million in general funds in anti-poverty programs between 2011 and 2016, including $642,600 to support the advancement center, according to a recent report presented by city staffers. During that time, another $1.1 million was spent supporting Step Up Savannah's job training and anti-poverty initiatives, and $981,304 went toward various social service agencies.

About a million dollars in federal funds supported the advancement center and social services offered by America's Second Harvest of Coastal Georgia, Union Mission and Lutheran Services of Coastal Georgia. Taffanye Young, Community and Economic Development Bureau chief, recently attributed the increased poverty rate to the recession when she presented the report to the Savannah City Council during an economic mobility workshop. "You had a lot of jobs that were lost," Young said. "A lot of people with higher incomes and higher skills ended up taking some of the lower skilled jobs." And job training is no "magic bullet" when residents have child care, transportation, substance abuse and criminal background issues to deal with, Young said. Only 17 percent of the 507 individuals who received job training through the city-funded programs since 2011 ended up becoming employed, according to the staff report. Those type of results are not satisfactory, City Manager **Rob Hernandez** told the council. "We may have to do something entirely different with some of these populations that have drastic barriers," **Hernandez** said.

Hospitality programs
Other programs have fared better, however. The US Department of Labor's Workforce Innovation and Opportunity Act only employed 34 percent of the 1,256 Chatham County participants since 2011, although many of those participants are still engaged in the program, according to the staff report. And since 2014, 316 adults received job training through the Step Up's Chatham Apprentice Program, with 59 percent becoming employed. Another 159 jobs have been created or retained since 2011 for low- to moderate-income residents through a city-supported loan program administered by the Small Business Assistance Corporation. Goodwill of Southeast Georgia is helping residents find work with the launch this year of a hospitality training program at the advancement center. Rashena Platt, one of the six-week program's

participants, said that after three months of being unemployed, the program helped "get her foot in the door" and find a job as a housekeeper.

Whether hospitality-based jobs will help Savannah reduce the poverty rate has been a matter of local debate. The growing number of hotels has drawn some criticism from residents, who are concerned about the city becoming too dependent on what they contend are low paying jobs. But Borish Jenkins, a Goodwill Career Center assistant who conducts the training course, said the hospitality industry does offer opportunities for advancement and better pay. Hotel employees, for instance, can start as a housekeeper, go to front desk, then become a supervisor and from supervisor become a general manager, said Jenkins, a former hotel employee himself. "I know it can be lucrative," he said. And some hotels, such as developer Richard Kessler's Plant Riverside $270 million hotel project being built along West River Street, are going to be offering higher pay, Jenkins said.

The Plant Riverside project is located in a state opportunity zone, which makes Kessler eligible for job tax credits for providing employment in an impoverished area. The hotel is supposed to create 700 full-time permanent positions with benefits, including health insurance, and Kessler is required to pay at least $10.25 as part of the tax credit agreement, but he has said beginning wages could reach as high as $15 an hour . As for Platt's plans, she said she plans on working her way up to be a manager. "You always have an opportunity for advancement," she said. "So just take your time and move up."

'Outside the box'
City staffers said that they plan on improving coordination among service providers, identify new revenue sources, aggressively promote programs, and think "outside the box" to reduce the poverty rate and provide more employment opportunities. Young said that the city may want to try to re-implement a partnership with a local church that had retirees provide training, such as brick laying, for residents seeking job skills. Staff is also working on a proposal that will hopefully address some of the hard to hire issues with respect to city contracts and city employment, **Hernandez** said.

https://www.wsav.com/news/savannahs-city-manager-on-his-first-3-weeks/
Nov 9, 2016

Savannah's City Manager on His First 3 Weeks
by: Andrew Davis

He was the choice of the council to lead the city of Savannah. In just three weeks on the job, City Manager **Rob Hernandez** has already been through a hurricane and multiple murders. But what does Savannah's City Manager thinks the next three weeks, months, even years may hold. "Making decisions without having all the appropriate facts or knowing all the different facets of the community that could be dangerous," said **Hernandez**. That's why **Rob Hernandez** says he is in "listen, learn and observe" mode. Observing the community he now helps shape.

Shaping with a community and a staff he has already seen deal with a hurricane, and thrive under pressure. 'The reverse would be that i'm here 6 months or a year and we would have a crisis and what would be going through my mind would be, well i don't know who I would rely on, I don't know how this team is going to perform, I now know that," explained the City Manager. He also knows is that crime in Savannah is a problem. "The community is very concerned about it, the community expects us to take proactive measures and we have," said **Hernandez**.

But the same community also may be too focused on each and every criminal act. "When we have an instance of crime that happens here its unfortunate," explains **Hernandez**. "But it stands out more i think in the community mindset because its out there its closer to them it gets publicized more in the city of Savannah." But he is not ready to rubber stamp the high cost of putting more officers on the streets. Stressing Fiscal responsibility, he hopes to find "progressive" ways to get police what they want in 2017. "My job is to balance all the competing needs in the community and to try to make a fiscally sound and operationally sound recommendation to the nine that eventually have to make the decisions," explained the City Manager.

The decisions about growth of our city is foremost on **Hernandez**'s mind. "We cant afford to be as methodical as we have been in the past again because the world is moving at a breakneck speed, and we have to keep up with the world," said **Hernandez**. "Are we behind?" "I'm not saying we are behind. But we have to pick up the pace." Pace of life, and pace of drawing businesses to Savannah. "Make sure they know Savannah more than just a great place to visit. A great place to relocate your business," said **Hernandez**. "Oh and by the way they have a really great local government as well."

Sun Sentinel
SEP 21, 2016

Deputy Broward administrator leaving for Savannah
By Brittany Wallman

The No. 2 official in Broward County government has resigned, after accepting a job in Georgia. Roberto "Rob" **Hernandez**, deputy county administrator, said in a letter to County Administrator Bertha Henry earlier this month that it was with "great sorrow" he submits his resignation. **Hernandez** was responsible for a large portion of county government, and also brokered the deal with the Florida Panthers that increased the hockey club's public subsidy but helped ensure the team would stay. In a handwritten note on the resignation letter, he thanked Henry for mentoring him, and giving him "the tough tasks to take on, like the arena."

Besides the deputy position, Henry has two assistant county administrators, Monica Cepero and Alphonso Jefferson, and two assistants to the county administrator, Gretchen Cassini and Alan Cohen.

Hernandez has been the deputy in Coral Springs and in Atlanta's Fulton County. But he said his professional goal was to be in the top position. "I'm not getting any younger and the years are just flying by, so this was the right time and the right community," the 50-year-old **Hernandez** said in an email recently. "I did not want to take any city manager or county manager job just for the sake of it, unless the community was right. Savannah is a nice town with lots of positive attributes and challenges, too." **Hernandez**'s resignation is effective Oct. 9.

WTOC 11 (GA)
August 11, 2016

City of Savannah Names Roberto Hernandez as Sole Finalist for City Manager
Author: *Sean Evans*

The City of Savannah held a news conference on Thursday to discuss updates in the search for the new city manager. After a nationwide search, and in a unanimous consensus and recommendation, **Roberto Hernandez**, deputy county administrator of Broward County, Florida, has been named the sole finalist for the position of City Manager of Savannah. Choosing **Hernandez** was a unanimous decision by city council members, and **Hernandez** has accepted the offer pending contractual negotiations according to Mayor Eddie DeLoach. Deloach said **Hernandez's** hands-on approach, experience in government and energy are some of the qualities that separated him from the other candidates.

According to the Broward County Government website:
Hernandez is an ICMA-Credentialed Manager with more than twenty years of progressive and responsible local government management experience. He re-joined Broward County in July 2013 as Deputy County Administrator. Previously, he served as Deputy City Manager for the City of Coral Springs overseeing various city functions as well as the city's community redevelopment agency. Prior to Coral Springs, he served as Deputy County Manager for Fulton County, Ga., where he oversaw public safety agencies, unincorporated area services, the Office of the Child Attorney, offender reentry program, and coordinated with the County's constitutional and judicial agencies. He previously served Broward County in a variety of capacities from 1994 through 2008, including serving as an Assistant to the County Administrator from November 2003 to June 2008. **Rob** 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.

Hernandez was a finalist for two other jobs previously. He was a finalist for the El Paso County, TX County Administrator position earlier this year, and was a finalist for the Delray Beach City Manager position in 2014. **Hernandez** talked about the advantages the region presents, with the ports, travel opportunities with Savannah-Hilton Head International Airport and the proximity to the beach and overall rich history, as well as the military presence. "I was very impressed by the passion from the city council in terms of what they see happening in the city over time, and their strong dedication to the community. That really, that really sold me," said **Hernandez**. While in Fulton County, **Hernandez** oversaw multiple departments including police, fire and rescue and also served as the county manager's liaison with judicial agencies.

Mayor DeLoach says he believes **Hernandez** could come in and start working right away with the police department and judicial services in Savannah to address crime. Alderwoman Carol Bell says she was impressed with how much **Mr. Hernandez** knew about the city and its operations already. So WTOC asked the front-runner what he's observed so far and hopes to achieve as the next city manager. "The need for continued re-investment in certain communities, a progressive strategy for bringing new investment for the community, for growing jobs. For

fixing and updating the condition of the infrastructure. Those are the things that everybody goes through, it's very common. But that's certainly something that I'm going to have to tackle once I get there," said **Hernandez**. Savannah City Council members met on Wednesday to hear from the search committee about where they are on the final candidates up for the position. The council and search committee then met behind closed doors in an executive session.

Current City Manager Stephanie Cutter announced her retirement at the beginning of the year, setting into motion a nationwide search for her replacement. So, what exactly was the city looking for when they put out the posting for a new city manager? It's an important question given that at least the last two city managers were not what the respective city councils eventually wanted in the role. First of all, for those who forgot or perhaps never knew, ours is a Council/City manager form of government. Meaning while the council appoints a city manager, the city manager runs the city and some might argue, the city council itself.

First and foremost council was looking for a person who had worked with and understood the challenges of a diverse community, not just racially but economically. Someone who could bring new ideas for breaking the cycle of poverty among those living in certain neglected parts of Savannah. And, of course, someone who bring new ideas to the table when it comes to fighting violent crime, in particular, gun violence. Here's an interesting role they want this person to fill: possible ax-man. Council, at least the newest members, want this new city manager to review city government top to bottom and start cutting if Savannah's City Hall has gotten too big, and taxpayers are paying too much for something that could be done with fewer people and resources.

For filling this role, our new city manager will receive the city's benefits package and a salary between $210,000 and $300,000. That's yet to be negotiated if **Roberto Hernandez** is our man. We mention briefly where this candidate has been and what positions he's held in the past. You may be thinking of all his deputy roles that this guy has always been the groomsman and never the groom. And **Hernandez** anticipated that issue in his actual resume' saying, "…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."

Hernandez considers himself a pretty simply, straight-forward guy. He says his management style is fluid. It adapts to the specific situation. Not that we're looking yet, but **Hernandez** will tell you he is clean. This is what he told recruiters before tossing his hat in the ring: "…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." We will continue to follow those negotiations and let you know exactly what the city decides when it comes to salary, contract length, start time and other allowances.

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*

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 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."

South Florida Sun Sentinel (FL)
Dec 8, 2015

Deal helps Panthers, helps Broward more

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 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.

Capital Gazette (PA)
March 3, 2015

Broward Commission Brainstorms Ways to Help Struggling Center Pocket of County
Author: *Brittany Wallman*

In the heart of Broward County is a zone of economic depression that even the most dramatic real estate boom didn't lift out of poverty. The unincorporated neighborhoods in the 33311 zip code — roughly between Interstate 95 and U.S. 441, north of Broward Boulevard — were left behind by the cities around them. No city will take them. County commissioners are their only local government. Commissioners met Tuesday to talk about the central county community — four mostly African-American neighborhoods of about 7,000 people — and agree on a host of small efforts to help. Only $4.8 million is allotted for economic development there — a sliver of the county's overall $4.1 billion budget. County Commissioner Dale Holness, the area's only direct local representative, said it's the first economic development money the county has spent there since the 1980s. About $30 million has been spent on improvements of roadways, bus shelters, drainage and the like. The moves commissioners endorsed Tuesday are hardly dramatic: Relocating a Boys and Girls Club to Delevoe Park, continuing building homes on 144 lots the county owns, working with small businesses to improve properties by offering loans or grants, giving a makeover to some of the roadways, improving parks, and banking land for future redevelopment. No one promised an immediate turnaround. "It doesn't happen overnight," county Economic Development Director Sandy-Michael McDonald warned. But county leaders said they support a renewed focus. "I'm glad to see we're moving forward with some planning," Holness said, "because the community desperately needs it." While the rest of Broward enjoys a rebound from the Great Recession, with three years now of positive economic growth, the central county zone remains stagnant. "These communities look to us to guide them along the way to economic prosperity in their neighborhoods," Deputy County Administrator **Rob Hernandez** said.

Joblessness is down to about 5 percent countywide. But in Central Broward, it ranges from 21 percent in Boulevard Gardens, to 22 percent in Roosevelt Gardens, to 32 percent in Washington Park, to an astounding 44 percent in Franklin Park. Holness said many residents there lack transportation and job skills, and some have criminal backgrounds — all obstacles to employment. Countywide, the median household income is $51,251. In the central county area, it's significantly lower, at $33,432, Assistant County Administrator Alphonso Jefferson said. Crime is down there, county officials said. Still, the number of rapes, burglaries, car thefts and assaults are relatively high in such a small area, county leaders said, and residents complain they regularly witness drug deals and prostitution, as well as assaults. Broward County Administrator Bertha Henry said she would begin implementing the economic development ideas discussed Tuesday. McDonald said he hoped to leverage the money to spark private investment from business owners. Each project will return to a County Commission agenda for approvals. Across downtown, at the Fort Lauderdale City Commission, Commissioner Robert McKinzie asked that the city take another look at annexing the unincorporated areas. The city will move in that direction.

Broward New Times (FL)
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.

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.

McClatchy-Tribune Regional News (USA)
February 6, 2013

Brief: Coral Springs Offers Incentive to Company
Author: *Lisa J. Huriash*

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.

McClatchy-Tribune Regional News (USA)
December 13, 2012

Coral Springs to Consider building New City Hall
Author: *Lisa J. Huriash*

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."

South Florida Sun Sentinel (FL)
November 24, 2011

Springs Gets New Deputy City Manager
Author: *Arun Sivasankaran*

Roberto Hernandez, who has over 20 years of progressive and responsible local government management experience, has been appointed Coral Springs Deputy City Manager. "I look forward to leveraging **Rob's** operational expertise to continue delivering exceptional services to our community with the best possible level of service," City Manager Erdal Donmez said. Prior to joining Coral Springs, **Hernandez** was the Deputy County Manager for Fulton County since 2008. **Hernandez** also served as an Assistant to the County Administrator for Broward County. Before that, **Hernandez** served in a number of key roles with local government.

His professional experience includes key positions in public safety, housing and community development, and social services. In addition, his military service includes more than 23 years in the U.S. Army Reserves. He has held several leadership positions and has served on Active Duty in support of several military operations. **Hernandez** holds a Master of Public Administration degree from Nova Southeastern University and a Bachelor of Public Administration from Florida International University. **Hernandez** also obtained his certification in firefighting from the Broward Fire Academy.

The Atlanta Journal-Constitution (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, "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

The Atlanta Journal-Constitution (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. 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."

The Atlanta Journal-Constitution (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*

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, 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.

The Atlanta Journal-Constitution (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*

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 **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.

The Atlanta Journal-Constitution (GA)
October 9, 2008

Fulton Begins Taking Steps to Aid 911 Center
Author: *D. L. Bennett*

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.

The Atlanta Journal-Constitution (GA)
October 5, 2008

Not Enough Workers and a lot of Slack
Author: *Heather Vogell & D. L. Bennett*

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."

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.

Sun Sentinel - Fort Lauderdale (FL)
April 29, 1997

Conditions for Planned Shelter don's 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:

- Availability: Center must give priority to Fort Lauderdale's homeless who are within two miles of the center.
- Security: Center must pay for 24-hour security inside and outside the campus.
- 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.
- 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.
- Citizen board: Center must set up a neighborhood advisory board.

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.

Sun Sentinel - Fort Lauderdale (FL)
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."

Sun Sentinel - Fort Lauderdale (FL)
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: Amanda Dillabough
Colin Baenziger & Associates

Appendix D

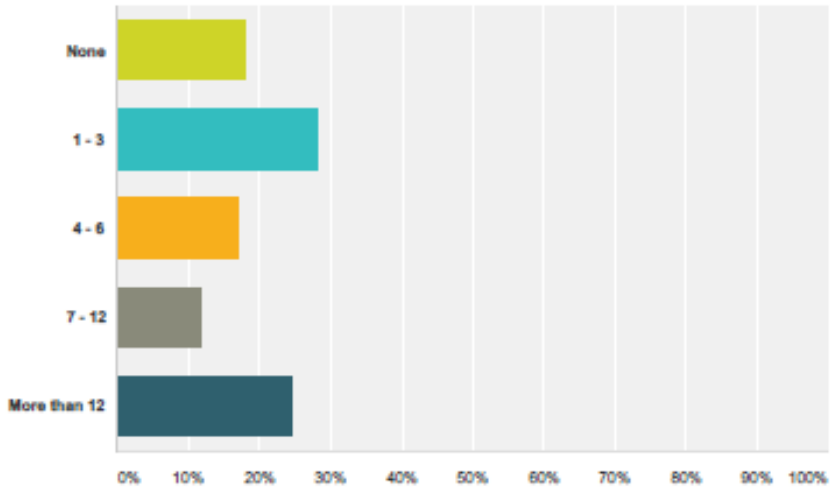
Sample Survey
Savannah City Manager Quality Survey

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)

Answered: 449 Skipped: 1

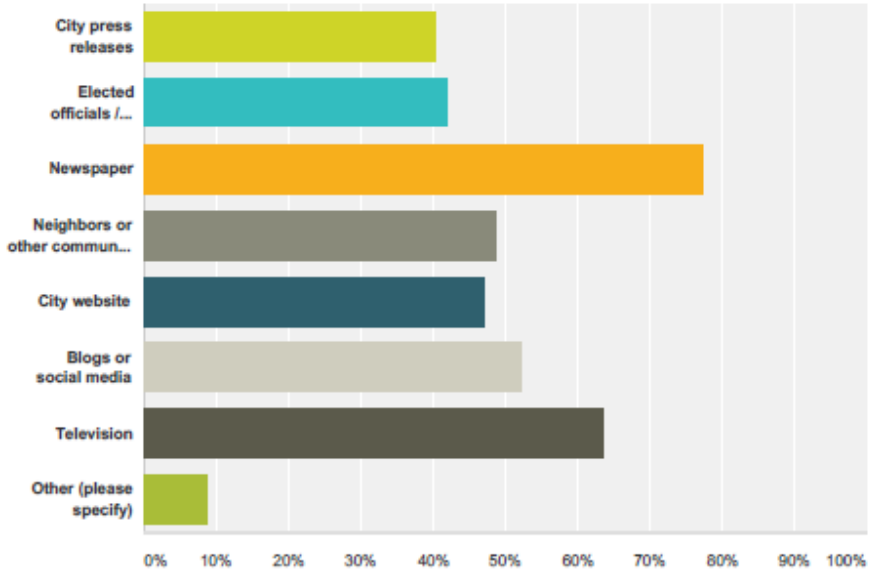


Answer Choices	Responses	
None	18.26%	82
1 - 3	28.29%	127
4 - 6	16.93%	76
7 - 12	11.80%	53
More than 12	24.72%	111
Total		449

Savannah City Manager Quality Survey SurveyMonkey

Q2 How do you keep informed of City issues and concerns (select all that apply)

Answered: 450 Skipped: 0

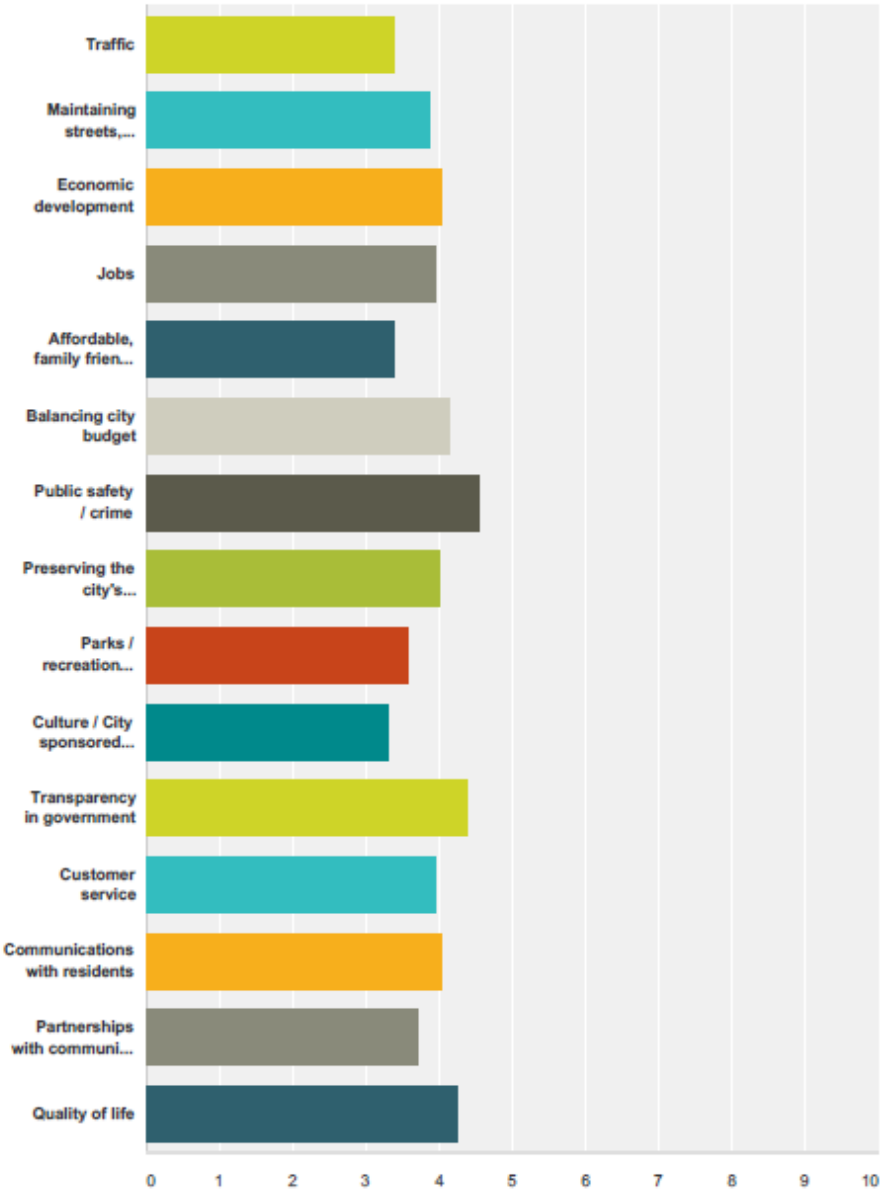


Answer Choices	Responses	
City press releases	40.22%	181
Elected officials / city staff	42.00%	189
Newspaper	77.56%	349
Neighbors or other community members	48.67%	219
City website	47.11%	212
Blogs or social media	52.22%	235
Television	63.78%	287
Other (please specify)	8.67%	39
Total Respondents: 450		

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)

Answered: 448 Skipped: 2



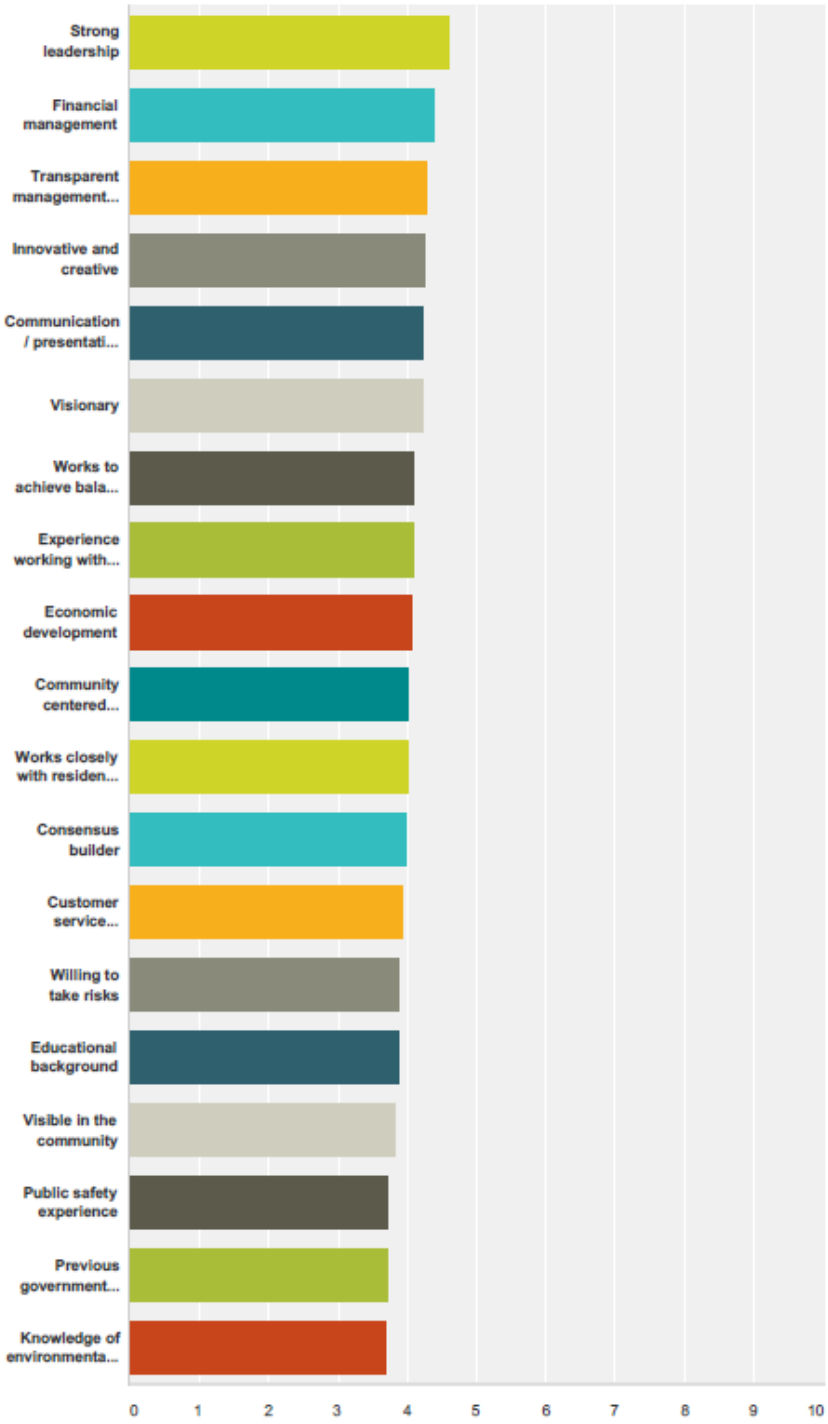
Savannah City Manager Quality Survey SurveyMonkey

Traffic	**6.59%** 28	**12.47%** 53	**35.06%** 149	**24.00%** 102	**21.41%** 91	**0.47%** 2	425	3.41
Maintaining streets, buildings, and other public facilities	**2.30%** 10	**7.36%** 32	**23.22%** 101	**33.79%** 147	**32.64%** 142	**0.69%** 3	435	3.88
Economic development	**6.19%** 27	**6.42%** 28	**13.76%** 60	**22.25%** 97	**48.85%** 213	**2.52%** 11	436	4.04
Jobs	**5.61%** 24	**7.71%** 33	**16.82%** 72	**22.66%** 97	**44.86%** 192	**2.34%** 10	428	3.96
Affordable, family friendly housing	**10.39%** 45	**13.39%** 58	**28.41%** 123	**19.40%** 84	**27.48%** 119	**0.92%** 4	433	3.41
Balancing city budget	**3.63%** 16	**5.22%** 23	**13.83%** 61	**27.89%** 123	**47.62%** 210	**1.81%** 8	441	4.13
Public safety / crime	**3.83%** 17	**2.03%** 9	**5.63%** 25	**10.36%** 46	**74.77%** 332	**3.38%** 15	444	4.55
Preserving the city's character	**5.68%** 25	**5.68%** 25	**17.50%** 77	**23.41%** 103	**46.36%** 204	**1.36%** 6	440	4.00
Parks / recreation programs	**3.90%** 17	**7.57%** 33	**33.94%** 148	**32.11%** 140	**21.56%** 94	**0.92%** 4	436	3.60
Culture / City sponsored events	**7.74%** 34	**12.98%** 57	**35.99%** 158	**28.02%** 123	**14.81%** 65	**0.46%** 2	439	3.29
Transparency in government	**3.61%** 16	**2.71%** 12	**10.84%** 48	**14.67%** 65	**65.24%** 289	**2.93%** 13	443	4.39
Customer service	**4.52%** 20	**6.79%** 30	**20.59%** 91	**24.89%** 110	**42.31%** 187	**0.90%** 4	442	3.95
Communications with residents	**4.31%** 19	**4.76%** 21	**18.37%** 81	**26.53%** 117	**44.90%** 198	**1.13%** 5	441	4.04
Partnerships with community / schools / business	**8.18%** 36	**8.41%** 37	**22.50%** 99	**24.32%** 107	**35.68%** 157	**0.91%** 4	440	3.72
Quality of life	**4.56%** 20	**2.96%** 13	**12.07%** 53	**20.96%** 92	**56.72%** 249	**2.73%** 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)

Answered: 449 Skipped: 1



Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey — SurveyMonkey

	1	2	3	4	5	N/A	Total	Weighted Average
Strong leadership	4.51% 20	1.13% 5	3.39% 15	10.61% 47	79.01% 350	1.35% 6	443	4.61
Financial management	3.38% 15	3.15% 14	8.33% 37	20.72% 92	63.06% 280	1.35% 6	444	4.39
Transparent management style	3.83% 17	2.25% 10	13.06% 58	20.50% 91	58.78% 261	1.58% 7	444	4.30
Innovative and creative	4.10% 18	2.28% 10	14.81% 65	20.27% 89	57.86% 254	0.68% 3	439	4.26
Communication / presentation skills	3.62% 16	3.39% 15	13.12% 58	25.57% 113	53.62% 237	0.68% 3	442	4.23
Visionary	5.22% 23	2.95% 13	12.70% 56	20.63% 91	57.37% 253	1.13% 5	441	4.23
Works to achieve balance among all community interests: residents, businesses and developers	2.95% 13	6.35% 28	15.19% 67	26.98% 119	47.39% 209	1.13% 5	441	4.11
Experience working with diverse communities	6.07% 27	5.39% 24	14.16% 63	21.12% 94	52.36% 233	0.90% 4	445	4.09
Economic development	4.57% 20	5.25% 23	14.16% 62	28.54% 125	45.89% 201	1.60% 7	438	4.06
Community centered approach	4.78% 21	5.01% 22	17.31% 76	27.56% 121	44.65% 196	0.68% 3	439	4.03
Works closely with residents and seeks their viewpoint	4.08% 18	4.31% 19	17.46% 77	31.75% 140	41.72% 184	0.68% 3	441	4.03
Consensus builder	4.31% 19	6.12% 27	20.63% 91	24.04% 106	43.54% 192	1.36% 6	441	3.98
Customer service orientation	5.24% 23	5.92% 26	18.00% 79	28.93% 127	41.00% 180	0.91% 4	439	3.95
Willing to take risks	5.25% 23	5.02% 22	23.74% 104	26.26% 115	38.81% 170	0.91% 4	438	3.89
Educational background	3.64% 16	7.05% 31	22.95% 101	27.05% 119	37.27% 164	2.05% 9	440	3.89
Visible in the community	4.58% 20	7.09% 31	24.71% 108	26.32% 115	36.61% 160	0.69% 3	437	3.84
Public safety experience	4.49% 20	8.31% 37	26.97% 120	27.42% 122	31.69% 141	1.12% 5	445	3.74
Previous government experience	8.07% 36	7.17% 32	24.22% 108	23.54% 105	35.43% 158	1.57% 7	446	3.72
Knowledge of environmental issues	7.06% 31	8.43% 37	25.28% 111	24.83% 109	33.26% 146	1.14% 5	439	3.70

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.

*16 samples responses from the 230 received.

Appendix E

St. Johns County, FL Resolution Thanking CB&A for Its Outstanding Service

RESOLUTION NO. 2007-231

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 21 day of August, 2007.

ATTEST: Cheryl Strickland, Clerk

By: Pam Hatterman
Deputy Clerk

BOARD OF COUNTY COMMISSIONERS
ST. JOHNS COUNTY, FLORIDA

By: Ben Rich
Ben Rich, Chairman

Rendition Date: 8/23/07

Appendix F

Comments from Dale Martin on CB&A's Vetting Process

Fernandina Observer™
A JOURNAL OF NEWS AND OPINION

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

VILLAGE OF INDIANTOWN, *FLORIDA*

EXECUTIVE SEARCH FOR *VILLAGE MANAGER*

PROPOSED SCOPE OF WORK, METHODOLOGY, SCHEDULE & QUALIFICATIONS

(INCLUDES INTERIM SERVICES OVERVIEW)

PREPARED FOR:

Village of Indiantown, FL
15516 SW Osceola St Suite B,
Indiantown, Florida 34956
Attn: Susan Owens

PREPARED BY:

Municipal Solutions LLC
Local Government Division
875 S. Estrella Parkway # 5038
Goodyear (Phoenix), AZ, 85338
David A. Evertsen, CEO & Principal

Prepared for:

Village of Indiantown, FL
15516 SW Osceola St Suite B,
Indiantown, Florida 34956
Attn: Susan Owens

Prepared by:

Municipal Solutions LLC
Local Government Division
875 S. Estrella Parkway # 5038
Goodyear (Phoenix), AZ, 85338
David A. Evertsen, CEO & Principal
devertsen@municipalsolutions.org
(888) 545-7333

7 December 2022

Village of Indiantown, FL
15516 SW Osceola St Suite B,
Indiantown, Florida 34956
Attn: Susan Owens

RE: VILLAGE MANAGER RECRUITMENT
(includes discounts for multiple positions)

Ms. Owens -

Local governments of *today* and *tomorrow* require professionals who understand '*public service in the current context*', how to attract, retain and develop a diverse workforce while creating a highly-motivated local government workforce that more efficient, effective and sustainable. You have an amazing opportunity before you!!!!

As experienced Executive Recruiters & HR Experts, we appreciate how significant this opportunity is for the next phase of the Village of Indiantown's future. We know how challenging it can be for cities to attract and retain City Administrators, but our Executive Search Team is highly respected, and we use an effective and proven process which has aided more than 400 successful local government searches and interim placements:

- ✓ we consider the *uniqueness* of your local government,
- ✓ we contact **regional Village Managers** not actively looking for a new job and personally invite them to apply,
- ✓ we use a **Hybrid 3-part Recruiting Process** including *personal* (person-to-person contact), *digital* (social media), and *relational* (national network of 20,000 public administrators, to attract candidates,
- ✓ we use **SmartCheck®** – our own **4-level background investigation** process of social media / news archives, references, employment / education verification, and criminal / civil / financial records,
- ✓ **360º Interview Process** of stakeholders, staff, and Council and Assessment Centers at 6 & 12 months, and
- ✓ we will attract incredible women, men and minorities who are a 'best fit' for and committed to your community.

Our proposal includes a *significantly-reduced pricing for multiple searches if needed within 1 year**:

Cost per search		
1st recruitment	2nd recruitment	3rd recruitment
$22,500	$20,500*	$18,500*
	-$2,000	*-$4,000*

Just a few of our Executive Searches, Interim placements and Human Resource-related assignments:

- ***Alaska:*** *Sitka, North Pole, Matanuska-Susitna Borough, AK; Valdez;* ***Arkansas:*** *Wilson;* ***Arizona:*** *Buckeye, Chandler, El Mirage, Glendale, Phoenix, Scottsdale, Yuma;* ***Alabama:*** *Decatur;* ***Florida:*** *Clay County, Collier County, Fort Lauderdale, Miramar, Marco Island, FL (and dozens more);* ***New Hampshire:*** *Hanover;* ***Illinois:*** *Moline;* ***Iowa:*** *Ankeny, and Polk County;* ***Maine:*** *Portland;* ***Maryland:*** *Baltimore, Brunswick, Glenarden, La Plata, Maryland Capital Parks & Planning Commission, Montgomery County;* ***Massachusetts:*** *Dartmouth;* ***New York:*** *Elmira;* ***Pennsylvania:*** *Norristown;* ***Texas:*** *Corpus Christi, Port Arthur, Bellville, Odessa, Hutchins, TX;* ***Virginia:*** *Colonial Heights, Danville, Loudon Co., Prince William Co., Roanoke, York Co.;* ***Washington:*** *Sunnyside, Surprise, and Tacoma.*

Our national & state-by-state search experience uniquely qualifies us for this assignment:

- *Arizona, Alabama, Alaska, California, Florida, Georgia, Iowa, Kansas, Kentucky, Maine, Maryland, Massachusetts, Michigan, Mississippi, Minnesota, Montana, New Hampshire, New Jersey, New Mexico, New York, North Carolina, Oklahoma, Ohio, Oregon, Pennsylvania, Texas, Virginia, Washington, Washington D.C, and more!*

Having successfully matched 100s of governments with their next executive, and having conducted multiple concurrent national searches for a variety of positions, **We are your '*safe pair of hands*'.**

The following materials include details of our Methodology, Qualifications and proposed Scope of Work for our Executive Search services. We have included:

- a *customized* Recruitment Schedule – which can be amended to your liking,
- a Statement of Qualifications including references and list of clients,
- a sample of our 10-page color Recruitment Profile, and
- a sample of our comprehensive Finalist Candidate Background Investigations Report.

We have also provided additional information on our Interim Management Services should you like to know more.

Please contact me personally at (928) 220-2611 if you have any questions or suggested alterations.

I look forward to meeting you all!!!

Thank you kindly,

David Evertsen, *CEO & Principal*
Municipal Solutions, LLC

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VILLAGE OF INDIANTOWN
2017
FLORIDA
MUNICIPAL SOLUTIONS®
EFFICIENCY. TECHNOLOGY. SAFETY.

Section 1 - Executive Summary

Below is a *brief* description the scope of work detailed in this proposal that Municipal Solutions, LLC will deliver including the costs and timeline for expected delivery. It is recommended that the proposal is read and considered in its entirety.

Objectives

This project will be the mechanism for attracting, evaluating, screening, recommending, interviewing and on-boarding high-quality candidates through a well-established, successful Executive Search process. We understand that our work will shape the efficient management, culture and effectiveness of municipal operations for years to come!

Municipal Solutions LLC will conduct a dynamic national recruitment, review all candidate credentials, examine their work experience, explore their media and social media history, interview a wide-variety of professional references, conduct comprehensive civil and criminal background checks, sharing these findings with Village administration and proposing candidates who will likely provide the Village Council, staff and community with the best possible leadership potential.

Details are provided in the pages following this section.

Goals of this Project

- ✓ Provide a highly-qualified *Interim* Public Administrator to assist the Village during the recruitment of a new Village Manager.
- ✓ Attract, Recruit and Retain a high-quality pool of candidates for consideration by the Village to serve in the new position.

To accomplish this primary goal, we will perform the following services:

- ✓ Interviews w/ the Mayor, Village Council Members, and Department Heads to understand organization successes, challenges and expectations for the *Village Manager* position.
- ✓ Prepare, and publish a **10-page color Recruitment Profiles** to provide a comprehensive view of the Village, various organizations, accomplishments, challenges and opportunities to be expected.
- ✓ Conduct a **3-Part Dynamic Recruitment** using our national professional network & electronic media.
- ✓ Complete **SmartCheck®** a **4-Level Digital and Manual Background Screening Process** examining (1) Pre-screening, (2) internet & social media & news archives, (4) reference interviews, and (5) Comprehensive Background (Education and Employment verification, Civil, Criminal and Financial Investigations.
- ✓ Assist in **Finalist Selection and Interview Support.**
- ✓ Candidate transition, on-boarding, and continued assistance.

Scope of Work

Activity 1: Stakeholder Interviews

- ✓ Interviews with the Mayor, Council, Department Heads and staff as requested to:
  - *Develop a profile of the 'ideal candidate'.*
  - *Learn the issues new employee will face.*
  - *Discuss organizational successes and challenges likely to be faced.*
  - *Gather materials for our information and to send to potential candidates.*
  - *Discuss compensation packages the Village is prepared to offer for each position.*
  - *Finalize the recruitment schedule.*

Activity 2: Job Profile; 3-Part *Dynamic* Recruitment

- ✓ Design and publish a **10-page color Recruitment Profile** used to recruit candidates nationally *(see attached samples).*
- ✓ **3-Part Dynamic Recruitment**

  1. Active Pursuit. Identify and pursue regional candidates who are qualified for each position (particularly those not actively seeking a new job) and encouraging them to apply.
  2. Professional Network. E-mail the advertisement to our professional network of 20,000 public administrators and encourage them to apply and / or share the opportunity.
  3. Digital Media. Distribute the profiles and recruitment materials through local, regional and national sources including industry associations, publications & websites.

Activity 3: 4-Level background Screening Process

Candidate Reports (see sample attached) will be provided to the Mayor, City Council or Search Committee and will include all updated information – including background investigations – as they are completed at each stage. These reports will aid the Mayor, Council or Search Committee in discussing and deciding on the progression of candidates up to the Finalist interviews.

Level 1 - Candidate Pre-screening. Consultants will carefully review each resume and cover letter, putting all relevant detail into a Qualifications Table for easy reference to screen-out all non-qualified candidates and create a narrower list of 12-15 f*irst-round* candidates (exact number TBD). *Top candidates will be asked to complete a writing sample and will participate in a 15-minute video interview.*

Level 2 – Internet, Social Media & News Archives. Once a first-round of 12-15 potential candidates have been identified, consultants conduct a comprehensive internet search of Social Media *(Facebook, Twitter, Google Plus, Instagram, LinkedIn & News Archives)* for information regarding each candidate.

Level 3 - Reference Interviews & Writing Samples. We will ask 6-8 *second round* candidates to provide a list / variety of references including elected officials, media, subordinates, and co-workers who will be interviewed by our consultants. Our reference checks might include elected officials, the board attorney, the external auditor, representatives of the local press, community leaders, peers, and subordinate employees – some selected by the candidate, and others we select independently. We prefer a minimum of 6, preferably 8 to 10 interviews per candidate.

We will also provide a 6-page questionnaire for candidates to respond to – *a writing sample*. The expectation is to arrive at 4-6 *Finalist Candidates*.

Level 4 – Comprehensive Background Checks. Once 4-6 Finalist Candidates are selected, our Consultants examine Employment History, Education Verification, Criminal-Civil-DMV-Credit checks.

Activity 4: Finalist Selection & Interview Support

Interview Preparation. Consultants will assist the Mayor, Council or Search Committee in the preparation and coordination of interviews – including preparation of the interview *schedule* and 360º interview *process* which may include one of more of the following:

- ✓ *A Social Event with the candidates,*
- ✓ *Technical & Administrative interview panels,*
- ✓ *Group meetings with HR Department staff,*
- ✓ *Meet-and-greet with all employees*
- ✓ *Tour of the Borough,*
- ✓ *Executive Panel Interview (final).*

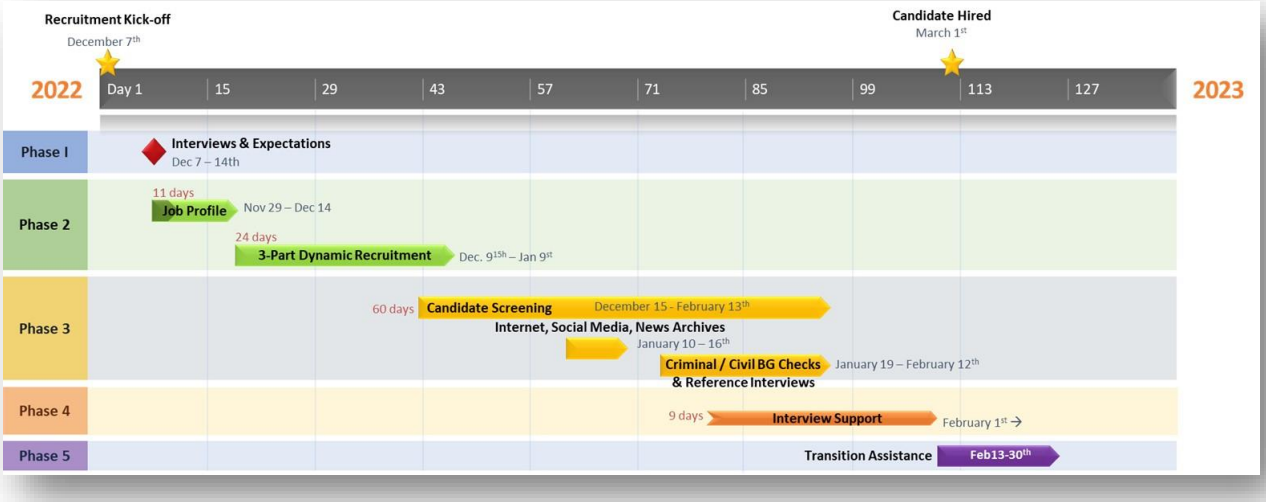
Activity 5: Transition Assistance & Warranty

Consultants will serve as a resource in the effective transition of the candidate into employment with the Village. This important step includes negotiating the compensation package (if desired) assuring continuity and cohesiveness with a **Team-building Workshop** at 6 months, and assistance in the **employee's Evaluation** at 6 and 12 months – if requested for no additional cost.

Other team-building / leadership training and Meyers Briggs / Color Code personality testing and training is also available under separate agreement. Warranty will extend for 2 years and is explained below.

Completion & Deliverables Timeline

Our standard recruitment process requires 90-days to assure a high-quality result which produces a candidate who has a compelling reason to be in your community, and who is committed to building a future with you. Below is a standard timeline – customized to *your* recruitment.



Costs

Municipal Solutions provides a highly-discounted rate for multiple recruitments. Our standard *(negotiable)* price range of **$22,500** for a single search, is significantly reduced to **$20,500*** and **$19,500*** for a second and third search - if additional searches are requested during or within 1 year. See below.

Phase	Cost per search*		
	1st recruitment	2nd recruitment	3rd recruitment
I. Needs Analysis & Interviews	$4,800	$3,800	$2,900
II. Advertisement & Recruitment	$5,200	$4,200	$4,100
III. Candidate Screening & Selection	$5,400	$5,400	$5,400
IV: Coordination of Interviews & Selection	$4,200	$4,200	$4,200
V: Contract Negotiation, Warranty, 6-mo Workshop	$2,900	$2,900	$2,900
Total	**$22,500**	**$20,500*** *-$2,000*	**$19,500*** *-$3,000*

** if we modify the initial base recruitment profile.*

Costs **include** all advertising, all travel expenses, and *preliminary* background checks. Expenses and fees associated with *Comprehensive* Finalist Background Checks and candidate travel for interviews are invoiced separately @ $400 per background check.

Payment will be rendered as follows:

- Payment of Phase I up-front for mobilization and travel costs,
- Progress payments at the end of each Phase II – V as indicated above,
- Separate invoice for criminal / civil background checks and employment / education verification.

.

Warranty

Municipal Solutions offers one of the best warranties in the Executive Search Industry. If all Phases are followed, we honor our **2-year Warranty** and will re-do the search should the candidate leave before two (2) years (details below). Provided we conduct the full search and assuming that your agency selects from the candidates we recommend, we warrant the following:

1) We will not approach the selected candidate concerning any other position as long as the individual is employed by your agency.
2) If the selected individual leaves for any reason other than an act of God *(for example, total incapacitation or death)* within the *first* year, we will repeat the search at no charge. If he/she departs during the *second* year for any reason other than an act of God, we will repeat the search for the reimbursement of our expenses only.
3) If you are not satisfied with any of the candidates we present, we 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.

Section 2 - Executive Search Methodology

The following methodology has been refined over the past 19 years and now is virtually foolproof. We will modify it to 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. Below is our 90-day recruitment process.

Activity 1 – Interviews with Mayor, Councilmembers, Department Heads & Employees

Activity 1 - Needs Assessment Interviews
Client & Consultant Conference; Committee Characteristics & Timeline

Activity 2 – Job Profile & Recruitment
Position Profile / Recruiting Materials
3-part *Dynamic* Recruiting

Activity 3 – 4-level Screening Process
Level 4 Background Check
Consultant Reports

Activity 4 – Selection & Interviews
Finalist Selection & Notification
Candidate Assessment / Interview Process
Debriefing and Selection

Activity 5 – Transition Assistance
On-Boarding & Additional Services

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.

The principal objective of these interviews is to determine the needs of the client and the characteristics and attributes of the *ideal* candidate.

Client / Consultant Conference; **Community**
As the position is a Senior Executive position, our consultants will benefit from personal interviews with the Mayor, Council Members, Department Heads and staff (as appropriate) to better understand the nature of the position, its duties and responsibilities and what characteristics, skills and attributes will be important for this position, past successes and the challenges / opportunities your new *employee* will face, and how he / she will be judged and how performance will be evaluated. Determining the ***characteristics of the ideal candidate*** – such as experience, longevity, education, personality, demeanor, management style, and achievements as well as other items considered important. Our process includes:

- **Assisting in the creation of the Recruitment Team / Committee.**
- Compile background information from the jurisdiction's website and other sources,
- Interview members of the Senior Management Team,
- Attend a Council meeting (if possible),
- Discuss and determine:
  - the characteristics of the ideal candidate *(experience, longevity, education, personality, demeanor, management style, achievements, etc.)*,
  - evaluation and performance criteria,
  - a competitive compensation package,
  - the recruitment timeline including interview dates,
  - selection criteria and evaluation formats.

This can be accomplished through individual or group interviews.

If the job description needs to be updated, or is compensation has not been set or updated, this is a good time to make sure to remove any final obstacles which might be an obstacle to attracting the right candidates. If necessary, our consultants will review these materials and recommend changes.

The other objective of this conference is to finalize the recruitment timeline so candidates can mark their calendars well in advance and will be available when the elected officials wish to conduct the interviews. Consultant and client will work together to establish a solid recruitment timeline.

Activity 2 – Job Profile & 3-part *Dynamic* Recruiting

Position Profile / Recruiting Materials

Consultants will develop a high-quality, relevant, color position description is probably the single-most constituting factor to recruitment success. Because we want to attract highly-qualified candidates from an existing position as well as in-transition professionals, the profile must speak to them.

Consultants will combine the information obtained in the initial Client / Consultant Conference with the background information from the jurisdiction's website and other sources to create a profile which includes: *Community Background, Form of Government, Longevity of Department Heads and Elected Officials, Accomplishments, Challenges / Opportunities and Amenities and Qualifications*

In summary, consultants will:

- ✓ *Develop a draft comprehensive, full-color Recruitment Profile,*
- ✓ *Provide the draft for your review and comment,*
- ✓ *Incorporate your recommended suggestions into the final document; and*
- ✓ *Prepare for national distribution. See Appendix for more samples.*

Dynamic Recruiting

Dynamic Recruiting involves three (3) elements:

1. Active Pursuit. The best approach is diligent, personal outreach. Consultants will begin searching for and identifying potential candidates locally and regionally who appear qualified for the position (particularly those not actively seeking a new job), and encouraging them to apply.
2. Professional Networking. Consultants will E-mail the advertisement to our professional network of 20,000 public administrators and encourage them to apply and / or share the opportunity.
3. Digital Media. Consultants will distribute the advertisement and recruitment materials through local, regional, state and national sources including industry publications & partner websites to reach **more than 40,000 views**. We will also use our social media tools including LinkedIn and Facebook to reach more than 5,000 direct connections.

Activity 3 – 4-level Background Screening Process

Level 1 – Initial Candidate Pre-screening

Consultants will carefully review each resume and cover letter, putting all relevant detail into a table for easy reference. The **Qualifications Table** allows for our consultants to maintain a single-reference of all candidates' qualifications, education and experience and maintains accurate recordkeeping of the evaluation process.

Teleconference Interview (phone or video). Our recruitment team will personally interview each of these candidates using **Zoom** or **GoToMeeting** or by telephone. Using what we learned in Phase I of the project 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.

Once we have evaluated the information we have gathered, we will present the strongest candidates to the Village for its consideration. It should be noted that selecting strong candidates is both an *art* and *science*. While we believe (1) *qualifications* are important for consideration, so is (2) organizational / community *fit* and (3) compelling reasons to commit to the Village of Indiantown.

Candidates Report #1. This report will contain the list of top candidates with copies of their resumes, cover letters and our recommendations for Level 2 consideration. A Client-Consultant video conference concludes with agreement on 10-12 candidates to proceed for further investigation.

Level 2 - Internet, Social Media and Newspaper Archives

We require all candidates to sign an **Acknowledgement and Release Form** granting us permission to begin the background investigation.

Virtually every local newspaper and has an electronic archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. While these articles don't always tell the 'whole story', these articles can also provide valuable insights into the candidate's relationship with the public and the elected officials. Of course, not all news sources are unbiased and we consider that in our evaluation.

Once a first-round of 12-15 potential candidates have been identified, consultants conduct a comprehensive internet search of social media *(Facebook, Twitter, Google Plus, Instagram, LinkedIn and News Archives)* for any information regarding each candidate.

Candidates Report #2. This *updated* report will be provided to the Village for each of the selected candidates, with the results of the Level 2 background work. A Client-Consultant video conference concludes with agreement on 10-12 candidates to proceed for continued investigation.

Level 3 - Reference Interviews & Writing Samples.

Reference Interviews. We will ask each of the 6-8 *second round* candidates to provide a list / variety of references including current and former elected officials, media, subordinates, and co-workers who will be interviewed by our consultants. References might also include 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 tell the candidate with whom we wish to speak. We also attempt to contact some individuals who are not on the candidate's list. We prefer a minimum of 6, preferably 8 to 10 interviews per candidate. The expectation is to arrive at 4-6 *Finalist Candidates*

Written Introduction / Writing Sample. We will ask each of the 6-8 *second round* candidates to complete a 6-page, pre-formed written introduction describing who they are and their background / experience. This also allows the recruitment team to further evaluate their writing capabilities, their ability to use technology, and commitment to the process.

Candidates Report #3. This *updated* report will be provided to the Village for each of the selected candidates, with the results of the Level 3 background work. A Client-Consultant video conference concludes with agreement on 4-6 candidates to proceed for Final Background investigations.

Level 4 – Comprehensive Background Checks

Once 4-6 Finalist Candidates are selected, our Consultants examine Employment History, Education Verification, Criminal-Civil-DMV-Credit checks. Through our third-party vendor, American DataBank®, we will conduct Federal Criminal & Civil, State & County Criminal & Civil, and Financial including bankruptcy and credit *(prospective Finalists only).* Consultants will also use DegreeVerify® for education verification and contact employers to verify employment history.

If we conclude the situation is damaging or even questionable, the candidate should be dropped from further consideration.

Candidates FINAL Report #4. This *final* report is the completed, comprehensive written report for *each* candidate provided to the Village prior to a Client-Consultant video conference concluding with agreement of 3-4 Finalists for interview.

Activity 4 – Finalist Selection and Candidate Interviews

- Interview Preparation. Consultants will assist in the preparation and coordination of the interview schedule, process and structure. Consultants will work with your Recruitment Team to develop a process that *fully* assess the candidates.

- 360º Interview Process. While the particulars may be worked out later, we recommend a process including:
  - **Public Reception** for the Candidates to interact,
  - **Panel Interviews** with Technical & Administrative experts
  - Formal Interview with the **Senior Management Team**,
  - **Public Speaking Presentation** on a recent staff report,
  - **Assessment Centers**.

- Interview Questions. Consultants may also offer advice on interviewing, standardized panel questions and logistical support during their interviews. Consultants are to provide support, not influence the process.

- Decision-Making. Once the interviews are completed, we will provide any additional information the Village needs in making the final determination.

Activity 5 - Transition Assistance & Warranty

To assure an effective transition of the candidate into employment with the City, Consultants will serve as a resource in the **contract negotiation** process to assure an 'obstacle-free' start for your new hire.

Warranty. Our work is not done when the contract is executed. We stay in touch with you and your new *employee*. Our goal is to assist in mitigating any issues that may become intractable. Approximately six (6) months after hire, we will conduct a **Team-building Workshop** at no charge, and assist in the ***employees* Evaluation** at 6 and 12 months – at no additional cost. We simply feel it is part of our job to assure a successful relationship. Our 2-year Warranty is explained in detail below.

These important steps assure continuity and cohesiveness and long-term success.

Section 3 – Profile of the Firm

Our team is one of the most successful and reliable local government consultancies in the United States. We use simple, straightforward and foolproof processes which have successfully improved 100s of cities throughout the United States.

Company Origins

Municipal Solutions LLC was founded in Phoenix, Arizona on 23 July 2003 to provide a modern, practical and affordable alternative to typical consulting options. Our initial focus was on small, local governments, but when the demand for our services grew, we became a *'collaborative consultancy'* of innovative practitioners (Borough Managers, Finance & Public Works Directors, Police & Fire Chiefs) who really understands the unique needs of local government – with incredible mastery of best practices. Over 18 years, Municipal Solutions has become a multi-disciplinary, *international* public-sector management consulting firm which specializes in **Efficiency, Technology** and **Safety**. This three-pronged focus allows our team of 160 Senior Associates and Senior Analysts to provide a variety of services illustrated below.

Efficiency	Technology	Safety
ACCOUNTING & FINANCE Efficiency & Operations Audits Capital Improvement Programs Franchise Review / Revenue Recovery Software Audits & Conversion Process	**BROADBAND** Cable TV Franchises Broadband Feasibility Studies Wireless Tower Agreements Communications Master Plans	**EMERGENCY / RISK MANAGEMENT** Communications Interoperability Emergency Operations Plans Hazards & Risks Assessments Training & Emergency Exercises
HUMAN RESOURCES Class & Compensation Studies Interim Staffing & Executive Search Operations Audits / Efficiency Studies Training: *Customer Service & Leadership* Job Descrip's, Policies & Procedures Manuals	**ECONOMIC DEVELOPMENT** Strategic Planning Statistical Surveys Stakeholder Summits Energy Sustainability Infrastructure Assessments	**PLANNING & ENGINEERING** Transit Studies Strategic Planning General Plan Amendments Capital Projects Management (CIPs) Development & Fiscal Impact Analysis

Corporate Structure

Our '*collaborative consultancy*' model provides you with a unique combination of talents, insights and technical skills regarding best practices on a local and national perspective. Our origins in Arizona expanded to 42 states and then to 13 countries – thanks the help of 160 public sector-practitioners provided real-world solutions to public management problems.

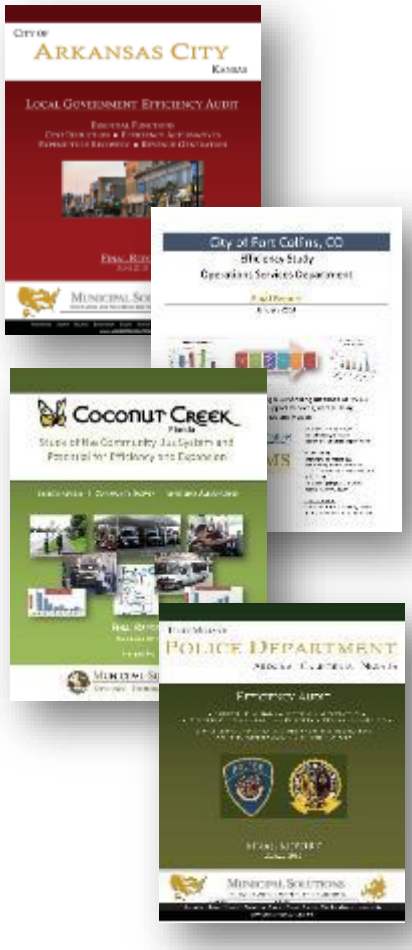
Our consultants have served more than 400 local governments in the United States and 40 countries – altogether, our consultants and have provided solutions to 1,000s of local government officials all over the world including Afghanistan, Bangladesh, Bosnia, Egypt, Indonesia, Iraq, Italy, Jordan, Kenya, Libya, Myanmar (Burma), Sri Lanka, Turks & Caicos, Trinidad & Tobago, and the United Kingdom to name a few.

David Evertsen, CEO & Principal personally oversees all consulting projects which are managed by teams of **Senior Associates** and **Senior Analysts** hand-picked and assigned on a 'best fit' basis for each project. Because of our three areas of expertise – we are able to provide a unique approach to problems facing local governments. The standard 'consulting as usual' model is dead.

Since 2003, our **Local Government Consulting** division has helped more than 500 local governments, provincial governments and national government agencies save more than $351,109,000 through comprehensive organizational assessments, careful analysis, prudent recommendations and effective implementation. Through our efforts, nearly 400 local and national government clients have realized greater revenue collections, reduced fraud and improved public access to public services.

Work Samples / Additional Services

While we follow a standard format and process, each client project is unique. Rather than provide a full copy of a Management Plan in this proposal, we have provided the links below to few samples of studies and reports to allow you to better examine our expertise. All services are available at your request



Efficiency Studies & Operations Audits - *AK, AZ, CA, CO, FL, KS, KY, NV, MA, MI, OH*

All Departments / Full Service

City of Sitka (AK) – Admin., Electric, Finance, Fleet, Marinas, Public Safety, Utilities
City of Syracuse (UT) – Admin., Council, Finance, Fleet, IT, Police, Solid Waste, Utilities
City of Bellville (TX) – Admin., Community Development, IT, Library, Public Works
City of Dartmouth (MA) – HR, IT, Building / Planning / Zoning, Facilities Mgmt.

Fleet & Facilities

City of Fort Collins (CO) – Facilities, Custodial, Operations & Maintenance
City of Clearfield (UT) – Fleer Maintenance

Finance & IT

City of Daytona Beach – IT & Finance
City of Delray Beach (FL) – Fire, Fleet, IT, Police, Risk Management, Planning

Public Safety & Public Transit

City of Arkansas City (KS) – EMS, Police Fire, Finance, Fire, Fleet, IT, Police
City of Coconut Creek (FL) – Public Transit System Audit & Strategic Plan
Fort Mojave Indian Tribe (AZ, CA, NV) – Police Department Operations Audit

Other: Parkland, FL; Beachwood, OH; Covington, KY; Missouri Dept. of Public Safety

Compensation & Classification Studies - *AK, CA, FL, KS, MD, MI, NM, OK, SD*

Small Communities

City of North Pole (AK) – Total Compensation, Admin., Police, Fire, Public Works
Town of Indian River Shores (FL) - Triple-Certified Public Safety Compensation Study
City of Huron (SD) - Full Classification Audit & Compensation Study
City of Tecumseh (OK) – Classifications, Compensation, Benefits Audit

Mid-sized City

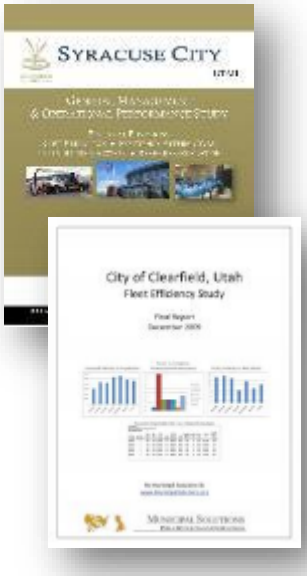
City of Gallup (NM) – Admin., Finance, Fire, IT, Library, Parks, Police, Public Works
City of Walker (MI) - Triple -Certified Public Safety Department

Large City

City of Shawnee (OK) - Admin., Finance, Parks, Public Safety, Public Works (all tables)

Other: Flagstaff, Fountain Hills, Guadalupe, Queen Creek & Scottsdale, AZ; Jupiter Island, Tequesta, FL; La Habra Heights, CA; Largo, Parkland, Tequesta, FL; Elko, NV; Dublin, OH; Huron, SD; Harrisville, Pleasant View, Pleasant Grove, UT; Colonial Heights, VA;

BROADBAND, FIBER & WIRELESS - *AZ, CA, CO, GA, IL, MT, NV, TX, UT, VA, VT, WA, WY*



Infrastructure Assessments, Policy & Municipal Broadband Strategy

City of Flagstaff (AZ) - Infrastructure Assessment, Broadband Policy & Strategic Plan
City of Goodyear (AZ) – Fiber & Wireless Assessment, Broadband Summit, Strategic Plan
City of Safford (AZ) – Broadband Infrastructure Assessment, Survey & Strategic Plan

Cable TV Franchise Audits, Negotiation & Wireless Tower Agreements

City of Kingman (AZ) - Cable TV Franchise Audit / Inspection Report
City of Maricopa (AZ) - Verizon Cell Tower Proposal Assessment
City of Seabrook (TX) - Review & Recommendations of Cable Franchise Agreement

Other: Cave Creek, Flagstaff, Florence, Superior, Gila & Pinal Counties, Safford, San Carlos Apache Telecom, Wickenburg, AZ; Bountiful, Centerville, Draper, Hurricane, Logan, Payson, N. Salt Lake, UT; La Habra Hts, CA; Upper Dublin Township, PA; Burlington, VT.

Network Design & Construction

Inglewood, Loma Linda, CA; Longmont, CO; Columbia Co., GA; Lewistown, MT; Mesquite, NV; Hurricane UT; Westford, Underhill, Jericho, VT; Kent, WA, Powell, WY; State of Arizona, State of Illinois

CUSTOMER SERVICE & STRATEGIC PLANNING - *AK, AZ, CA, CO, ID, KS, NM, NC, PA, RI, SD, TX, UT, WA, WY*

City of Arkansas City (KS) - Citizen Customer Service Survey
City of Avondale (AZ) – Leadership Summit & 20-year Strategic Plan
Customer Service Training Program Guide & Client List

Sample News Media

We are accustomed to working in an environment where corresponding to and working with the media is essential. Below are links to some of our new articles.

THE ARIZONA REPUBLIC
REUTERS
PalmBeachPost
MUNICIPAL Finance TODAY
POCONO RECORD News & Information from Northeast Pennsylvania
PM ICMA PUBLIC MANAGEMENT MAGAZINE
ICMA PRESS

Compensation Studies

Buckeye, Tolleson City Managers' salaries outweigh city size (AZ Central)
Some Small City Managers are paid Big-time Salaries (Pressreader)

Executive Searches

Cuyahoga County executive's pick for sheriff (Cleveland.com)
National challenges finding Finance Directors (Municipal Finance Today)
CFO Recruitment for Decatur, Alabama (DecaturDaily.com)
Covington Taps Firm to Find New City Manager (River City News)

Efficiency Studies / Operations Audits

Operations Audit & Management Plan for City of Sitka, Alaska (KCAW Radio)
Covington asks consulting firm for organizational analysis (NKYTribune)
Organizational efficiency audit of city proves hopeful (CourierTraveler) #2, #3, #4, #5.

Local Government Emergency Planning & Preparedness

Review of 25 Eastern US Emergency Response Plans (Pocono Record)

Economic Development, Entertainment Districts & Professional Sports

From 'Cow Town' to 'City of the Future' (Arizona Republic)
Microsoft's Bill Gates Spends $80M On Majority Stake in West Valley Property (KJZZ)
Peoria OK's Key Piece of $90 million P83 Entertainment District (Arizona Republic)
West Valley (Phoenix) Making a Comeback (AZ Bex)
Glendale's (AZ) exit from (NHL) Coyotes arena deal is positive (Reuters)
Glendale and Goodyear pay spring-training ballpark debt (AZ Central)
Avondale's $800K development incentives (Arizona Republic)
Glendale, Goodyear Struggle to pay $260 million spring-training ballpark debt (AZ Central)

Broadband & Military Base Realignment & Closure (BRAC)

Luke AFB Transitions, New Missions Could Ripple (AZ Republic)
Webinar for Municipalities on Building Gigabit Networks (BroadbandBreakfast)

Management & Governance

The Business Case for Superior Project Leadership (iMeetCentral)
Delray looks to upgrade software, safety in billing department (South Florida Sun Sentinel)

Executive Search Ethos & Attributes

Below are some key attributes about our services and results:

- **Diversity**
  Municipal Solutions has extensive contacts with more than 10,000 public sector professional individuals and organizations – many of whom represent women and minorities. As a result, are thus able to identify and bring a diverse group of finalists to the Town.

- **Quality and Client Satisfaction**
  We are selective with new assignments. When we dedicate ourselves to a client, we dedicate ourselves to getting the job done correctly. Because all of our key people are former public-sector administrators, we aim to deliver on time and on budget. We perform the comprehensive background investigations and we offer the best warranty (2-years) in the business.

- **Completion of Projects within Budget**
  We are proud of our 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 if we were entitled to do so.

- **High-quality Reputation**
  We have an outstanding reputation and commitment to quality and value. Our work is not done until the client is satisfied. That means we go the extra mile and expend extensive effort and energy to provide the client with expected satisfaction. 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.

- **Completion of Projects on Schedule**
  We routinely complete our assignments in 60 to 90 days. Further, since we began performing recruitments, we have never missed a project milestone.

- **Search Completion Record**
  In every case for which we have been selected to perform a senior executive search, the search has been completed and the client has selected from one of our recommended candidates. We have never been fired before a search was completed.

- **Prior Names and Litigation**
  Municipal Solutions has never been involved in any litigation in the United States, except to testify as an expert witness on behalf of one of the parties. Our company has always operated under its current name. Our performance has never been questioned to the point that legal action resulted.

- **Insurance**
  To protect our clients, Municipal Solutions maintains the following insurance coverages: (1) General Liability insurance of $2 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 $2 million per occurrence. 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.

Executive Recruitment & Interim Management Team

Our Executive Search Team is highly motivated!

Each of our team members bring a uniquely local government skill set and a refreshingly creative perspective to the search process. Municipal Solutions consultants are among the best and brightest Public Administrators in the United States. Our collaborative-consultant network of 100s of highly-qualified public administrators assure each and every client familiarity and sensitivity to local & regional issues with a toolbox of resources available to assist at every level of government.

David Evertsen –Principal consultant to +5,000 public servants in the US and Globally.

Marie Lopez Rogers – former President of the National League of Cities and nationally-recognized by Presidents Obama and Biden for her leadership w/ women, Hispanics and African Americans.

Greg Bayor – highly-experienced Senior Executive and MD Public Administrator.

Sean Baenziger – Senior Associate, has assisted +50 national executive searches.

Kathryn Knutsen – has conducted 1000s of candidate evaluations & background / reference / employment checks.

Our **Executive Search** consultants have conducted more than 400 public and private-sector searches for clients in twenty-three states. The basic approach we have presented in the Scope of Services section of this document. It has been refined over the years to the point where it is problem-free.

Key personnel that will be utilized in this project are listed below.

David A. Evertsen, *CEO & Principal*
Recruitment Manager

Mr. Evertsen has been recognized nationwide for his ability to "make significant contributions while facing difficult constraints," and has repeatedly positioned agencies and staff to handle tremendous and possible unanticipated change, due in part to knowing "how to get the job done, through analysis, vision, and successful collaboration of skilled resources." He is an accomplished public speaker in local, national and international settings.

Mr. Evertsen has successfully managed 1,000's of consultants, trained more than 14,000 civil servants while managing more than 300 consulting projects on 4 continents in the past 20 years – including design and facilitation of more than 100 organizational development and strategic planning workshops and trainings. His professional experience includes: Arbitrator, Facilitator, Negotiator, Commercial, Industrial and Residential Developments, Recruiter, Government Relations, Statistician, Data Modeler, Emergency Management Planner, Urban Planner, Master Trainer, Chief Executive, Chief of Party, Team Leader, Public Speaker and advisor to Governors, Senators and Congressmen.

He has personally managed more than 200 client Human Resource projects which include:

- **Executive Searches & Interim Placements** for Blythe, California City, Desert Hot Springs, Madera, and Coachella, CA; El Mirage, Goodyear, Scottsdale, and Glendale, AZ; Bellville, Edinburgh, Lampasas, Port Arthur, TX; Greenville Utilities Commission (GUC), NC; Largo, St Cloud, Daytona Beach, FL; Wilson, AK; Hanover, NH; Norristown, PA.

- **Organizational Development & Change Management for** the Cities of Covington, KY, Beachwood, OH; Syracuse, UT; Sitka, AK; Fort Collins, CO; Arkansas City, KS; Delray Beach, FL; Clearfield, UT; Daytona Beach, FL; Delray Beach, FL; Parkland, FL; Tequesta, FL; Jupiter Island, FL; and La Habra Heights, CA.

- **Personnel Compensation, Classification and Restructure** for the cities of La Habra Heights, CA; Nogales, Guadalupe & Safford, AZ; Gallup, NM; Pleasant View & Harrisville, UT; Shawnee, OK; Elko, NV; Huron, SD; Walker, MI.

- **Diplomatic Missions & International Development** in for local, provincial and national governments in Afghanistan, Bangladesh, Bosnia, Iraq, Lebanon, Libya, Tunisia and Myanmar (Burma).

- **Strategic Planning** work for Avondale, AZ; Sitka, AK; Hurricane, UT; Mesquite, NV; Goodyear, AZ; Queen Creek, AZ; Buckeye, AZ; Flagstaff, AZ; and local and national governments in Bangladesh, Bosnia, Lebanon, Afghanistan, Libya and Iraq.

His four degrees include a Master's in Public Administration (University of Kansas); Masters of Urban & Regional Planning (University of Kansas); Bachelor's in Political Science (Weber State University); and Associates Degree in Business from Ricks College (now BYU Idaho).

Marie Lopez Rogers, *Senior Associate*
Senior Recruitment Advisor

Marie Lopez Rogers recently served as President of the National League of Cities (NLC), the nation's oldest and largest organization representing municipal government. She was first elected to local office in 1996, and on January 1, 2006, she was elected as the nineteenth Mayor of Avondale, Arizona, and **the city's first Latina mayor.**

Mrs. Rogers grew up working side-by-side with her parents in the small migrant farm labor camps around the city. In 2011, **President Barack Obama** recognized her dedication to and accomplishments in local government at a **national conference of Hispanic leaders**.

Mrs. Rogers guided the transformation of her community. Avondale, once tiny agriculture community, became one of the nation's fastest growing municipalities. Avondale is home to the Phoenix International Raceway and was named the first Kids at Hope city in the United States.

She was appointed to serve on the Maricopa County Board of Supervisors in June 2014, served as a member of the League of Arizona Cities & Towns' Executive Committee, where she received a Distinguished Service Award and served as **President of the Arizona Women in Municipal Government**. Mrs. Rogers also served on Arizona's Council of Governments, Maricopa Association of Governments' Executive Committee, and served as its Regional Council Vice Chair.

Mrs. Rogers has also been active at the state government level. She was selected by U.S. Secretary of Homeland Security and former Arizona Governor Janet Napolitano, to serve on state of Arizona committees and task forces.

She is a founding and current member of the **Hispanic Leadership Forum,** an organization providing academic opportunities for rising leaders in the community. She received one of the highest awards in the state from the Latino community, when she was presented the Profiles of Success Special Recognition Award for her advocacy, leadership, and years of service to her community -- emphasizing the integration of the Hispanic community.

Mrs. Rogers received the Jacque Steiner Public Leadership Award for Children from the Arizona Children's Action Alliance, and was one of 25 women chosen by Governing Magazine to participate in its 2015 Inaugural Women's Leadership Class.

She and her husband Ed have been married 46 years. They have three sons and six grandchildren.

Greg Bayor, *Senior Associate*
Senior Recruitment Advisor

In a career of more than 30 years, Mr. Bayor, has experience with both big-city and suburban governments. He has worked as Director of Recreation programs in the **Cities of Baltimore and Rockville, Montgomery** and **Prince George County, MD,** and the City of Tampa, FL. Mr. Bayor's record in building relationships is unprecedented – including community partnerships with the Baltimore Oriels, Baltimore Ravens, Tampa Bay Rays, Tampa Bay Buccaneers and more. He has personally recruited and managed more than 215 employees and managed departments as small as 10 and as many as 490 employees.

Mr. Bayor has an exceptional eye for talent and will be instrumental our recruitment process with clients in Florida, Maryland and Virginia.

Sean Baenziger, *Senior Associate*
Senior Recruitment Advisor

Mr. Baenziger has worked with more than cities and towns on recruitments throughout the United States. He is highly effective in his interpersonal communications and understands what it takes to manage client expectations effectively. With his expertise in municipal government Executive Search, Mr. Baenziger has been called upon to assist in meeting with City Managers and Senior Staff, to understand the needs of the client, and to develop high-quality Position Descriptions which we use for marketing and advertising for the position. Because of his efforts, Mr. Baenziger has been a highly-valued member of the Municipal Solutions Recruitment Team.

Mr. Baenziger brings a strong background in research and analysis to Municipal Solutions. As a former Firefighter Paramedic and current Licensed Psychotherapist, he has ten years of experience working with state and local governments through public and private sector organizatio1ns. Since joining Municipal Solutions in 2002, his incisive ability to promptly get to the heart of a problem and accurately assess the facts have led him to quickly become the firm's background check guru. His experience and training allow him to rapidly determine which candidates are the 'right- fit' for your organization.

Mr. Baenziger has been involved as a background specialist in virtually every search Municipal Solutions has conducted. Some of his current and former executive search work history includes:

- **Executive Searches & Interim Placements** for Buckeye, Chandler, Scottsdale, AZ; Corpus Christi, Clay County, Miramar, Marco Island, Miami, Daytona Beach, Surfside, Lake Worth, Sewall's Point, FL; + 40; Prince William County, VA; Roanoke, VA; York County, VA; Winchester, VA; Portland, ME; Elmira, NY; Ankeny, IA; Polk County, IA; Greensboro, Fayetteville, Monroe and Union County, NC; Sunnyside, WA; Norristown, PA; Tacoma, WA; Matanuska-Susitna Borough, AK (listing only a few of +100).

As noted, the majority of Mr. Baenziger's work has come in the form of background examinations with the firm. Due to his extensive psychological training, he is quickly able to assess candidates' personalities and

styles and determine if there are concerns in their past as well as if the candidates would be a good fit for Municipal Solutions' clients. In the past Mr. Baenziger has served in a variety of municipal capacities such as being a consultant for several private sector agencies with contracts with the State of Utah's Division of Child and Family Services, as well as playing a principal role in the revision of North Port Fire Rescue District's Infection Control Plan.

Mr. Baenziger obtained his Bachelor's Degree in Psychology from Brigham Young University, a Master's Degree in Social Work from the University of Utah, and an MBA from Brigham Young University. He is a certified Firefighter/Paramedic in both Florida and Utah. He currently resides in Chandler, AZ.

Kathryn Knutsen, *Senior Analyst*
Interviews, Backgrounds & Report Assembly

Ms. Knutson's prior employment includes stints with Palm Beach County's Department of Building, Planning, and Zoning, and with the County Health and Rehabilitative Services. She also worked with the State of Florida's Department of Corrections and with the State's Department of Employment Services. She was involved with a number of private and non-profit concerns, such as the Visiting Nurses Association and Oakwood Mental Health Center of the Palm Beaches. She has an Associate's Degree in Business Education from West Georgia College in Carrollton, Georgia and currently Kathryn resides in Oneida County, WI.

Ms. Knutson has been involved in 100s of personnel projects and executive searches including:

- **Executive Searches & Interim Placements** for Buckeye, Chandler, Scottsdale, AZ; **Bellville, Corpus Christi, Lampasas, Odessa and Port Arthur, TX;** Coral Gables, Cape Coral, Clay County, Miramar, Marco Island, Miami, Daytona Beach, Surfside, Lake Worth, Sewall's Point, FL; Leesburg, Prince William County, Roanoke, York County and Winchester, VA; Portland, ME; Elmira, NY; Ankeny, & Polk County, IA; Greensboro, Fayetteville, Monroe and Union County, NC; Sunnyside, WA; Norristown, PA; Fayetteville, NC; Tacoma, WA; Matanuska-Susitna Borough, AK; Albany, DeKalb Co. & Doraville, GA.

Other Consultants

Municipal Solutions has 160 active consultants in a variety of subject-matter areas which will be called into service when we need them. This includes IT / Communications, Police, Fire, Schools, Utilities, and other service areas. We also have a cache of Analysts and Senior Analysts who are on-call should we need them.

Extensive bios and client references can be reviewed on our website at http://www.municipalsolutions.org

Section 4 – Detailed Cost Proposal

Cost Options

Municipal Solutions provides a highly-discounted rate for multiple recruitments. Our standard *(negotiable)* price range of **$22,500** for a single search, is significantly reduced to **$20,500*** and **$19,500*** for a second and third search - if additional searches are requested during or within 1 year. See below.

Phase	Cost per search*		
	1st recruitment	2nd recruitment	3rd recruitment
I. Needs Analysis & Interviews	$4,400	$3,400	$2,900
II. Advertisement & Recruitment	$5,600	$4,600	$4,100
III. Candidate Screening & Selection	$5,400	$5,400	$5,400
IV: Coordination of Interviews & Selection	$4,200	$4,200	$4,200
V: Contract Negotiation, Warranty, 6-mo Workshop	$2,900	$2,900	$2,900
Total	**$22,500**	**$20,500*** *-$2,000*	**$19,500*** *-$3,000*

** if we modify the initial base recruitment profile.*

Costs **include** all advertising, all travel expenses, and *preliminary* background checks. Expenses and fees associated with Comprehensive Finalist Background Checks and candidate travel for interviews and will be invoiced separately as the total number of BG checks to be conducted will be determined by the client. The average additional expense $400 per candidate, depending on work history and residency.

Payment will be rendered as follows:

- Payment of Phase I up-front for mobilization and travel costs,
- Progress payments at the end of each Phase II – V as indicated above, and
- Separate invoice for criminal / civil background checks and employment / education verification.

The above fee is based on anticipated efforts from Municipal Solutions, llc with the understanding that unexpected or changing circumstances will not be encountered during the engagement without revision to the terms of this agreement. Should such revisions be necessary, the hourly rate of $150 is provided for consideration of extension of services.

Warranty

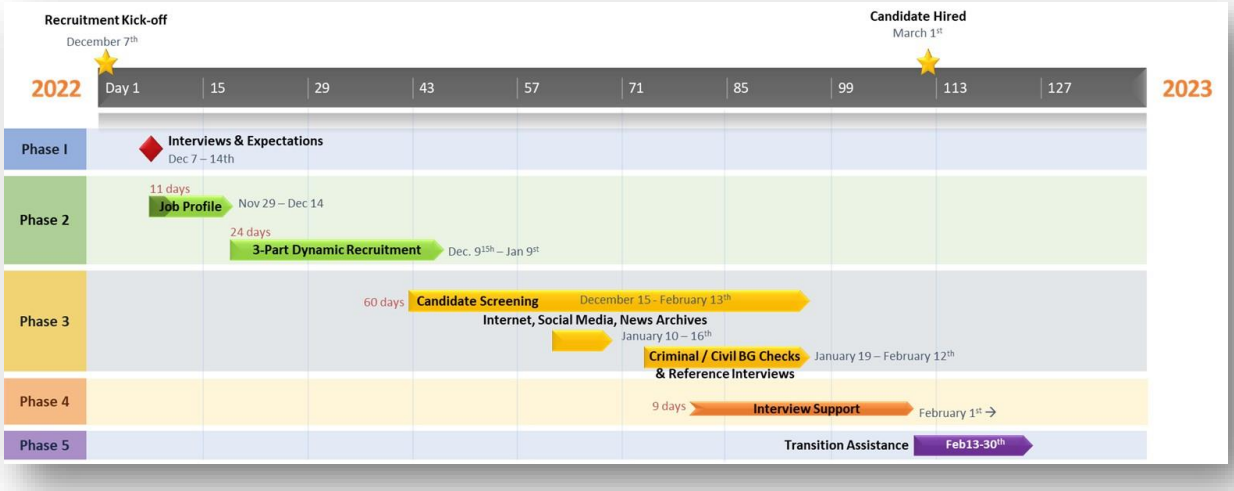
The Municipal Solutions team offers the best warranty in the industry. Provided we conduct the full search and assuming the Village selects from the candidates we recommend, we warrant the following:

1) We will not approach the selected candidate concerning any other position so long as the individual is employed by the Village.
2) If the selected individual leaves for any reason other than an act of God (for example, total incapacitation or death) within the first year, we will repeat the search at no charge. If he/she departs during the second year for any reason other than an act of God, we will repeat the search for the reimbursement for expenses only.
3) If you are not satisfied with any of the candidates we present, we 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.

Section 5 – Recruitment Completion Schedule

Completion & Deliverables Timeline

Our standard recruitment process requires 90-days to assure a high-quality result which produces a candidate who has a compelling reason to be in your community, and who is committed to building a future with you. Below is an illustrated standard 90-day timeline.



Draft Recruitment Schedule

PHASE I: NEEDS ASSESSMENT & INTERVIEWS

December 7th: Municipal Solutions (MS) begins interviewing the Mayor, Council and Management Team to understand the work environment, challenges and expectations for the *Village Manager*.

December 7th: MS begins drafting the recruitment profile for publications and prospective candidates.

December 14th: MS submits the draft of the full recruitment profile to the Council for review. Comments will be due back by December 15th.

PHASE II: RECRUITING

December 15th: MS begins networking, distributes and posts the full recruitment profile on its website, and submits it to the appropriate publications. MS begins forwarding candidates details to the Council.

January 8th: Closing date for submission of applications. MS reports recruitment results.

January 9th: Forwards the Candidate Report #1 and materials to the Council including the resumes, cover letter w/ recommended 10-12 first-round candidates.

PHASE III: SCREENING, REFERENCE CHECKS AND CREDENTIAL VERIFICATION

January 10th: *Video conference w/ Council to review 1st-round candidates.*
MS begins candidate pre-screening of selected First-round candidates including Internet / newspaper archives, candidate intro. & writing sample.

January 17th: MS presents First-round candidate pre-screening report to Council.

January 18th: *Video conference w/ Council to review 2nd-round candidates.*
8–10 2nd-round candidates selected for background checks.

January 19th: Comprehensive background investigations begin.

February 12th: MS forwards complete background checks and candidate profiles to Council for review.

February 13th: Council selects / confirms finalists.

PHASE IV: INTERVIEW PROCESS COORDINATION AND SELECTION

February 1st: Interview design and coordination

February 16/17th: Finalist social and Interview Panels.
Village Manager selects its new the *Village Manager!!!*

PHASE V: TRANSITION ASSISTANCE & WARRANTY

February 17-30th: Contract Negotiation and Transition Assistance.

March 1st: Target date- *Village Manager* begins!

Section 6 – Client References & Firm Experience

Over the past 16 years, we have helped 100s of local governments, provincial governments, school districts and national government agencies save $ millions through Compensation Studies, Organizational Efficiency Audits, Policy Manual revisions, Organizational Structure Realignment and Process Mapping. In addition to the cost savings, our clients have realized greater revenue collections, reduced fraud & improved public access to public services.

Client References

1. **Crandall Jones,** *Administrator*
   Norristown Municipality, PA - *pop.34,000*
   Phone: (970) 221-6505
   cjones@norristown.org

2. **Julia N. Griffin,** *Town Manager*
   Town of Hanover, NH – *8,500*
   Phone: (603) 643-0701
   Julia.Griffin@hanovernh.org

3. **Len Golden Price,** *Admin. Services Director*
   Collier County Gov't, FL *(pop.300,000)*
   Phone: (239) 252-8450
   Len.Price@colliercountyfl.gov

4. **Cindy Muncy,** *Asst City Manager*
   City of Odessa, TX – *pop. 127,000*
   Phone: (432) 335-3232
   cmuncy@odessa-tx.gov

5. **Anthony Roberts,** *HR Manager*
   City of Fort Lauderdale, *FL-pop.183,000*
   Phone: (859) 576-7477
   ARoberts@Fortlauderdale.gov

6. **Crystal Dyches,** *City Manager*
   City of El Mirage, AZ – pop.35,043
   Phone: (507) 461-5954
   jnnfrprentice@yahoo.com

7. **Patrick Smock,** *Recruiting Manager*
   Cuyahoga County Gov't, OH – *pop. 1,200,000*
   Phone: (216) 443-3187
   psmock@cuyahogacounty.us

8. **Trudy Lewis,** *City Manager*
   City of Hutchins, TX *pop-5,178*
   Phone: (972) 225-6121
   tlewis@cityofhutchins.org

9. **Maryanne Ustick,** *City Manager*
   J.M. DeYoung, *Asst. City Manager*
   City of Gallup, NM – *pop.21,800*
   Phone: (505) 863-1218
   mustick@gallupnm.gov

10. **Mike Welsh**, *Mayor*
    City of North Pole, AK
    Phone: (907) 651-2555
    northpolemayor@gmail.com

In addition to the client references already provided, additional references are provided below.

Similar Projects

The following pages contain a *partial* list detailing projects completed by members of our Executive Search and Interim Public Management team. *Includes the side / population of the city / town / service area.*

2022	
City Manager, Arvin, CA (pop. 21,800)	City Administrator Woodbury, NJ (pop. 9,000)
Asst. City Manager / Community Dev. Director, Arvin, CA (pop. 21,800)	Development Services Director New Smyrna Beach, FL (pop. 22,400)
Assistant City Administrator, Moline, IL (pop. 41,920)	?
2021	
Code Enforcement Chief, San Bernardino County, CA (pop. 2,180,000)	*Interim City Administrator* Woodbury, NJ (pop. 9,000)
Interim Town Manager Dewey-Humboldt, AZ (pop. 5,000)	*Interim Town Clerk* Dewey-Humboldt, AZ (pop. 5,000)
Director of Information Technology Collier County Government, FL (pop 380,000)	*Chief of Police* City of Fort Lauderdale, FL (pop 182,600)
2020	
Director of Finance City of Odessa, TX (pop 127,000)	Director of Human Resources City of Odessa, TX (pop 127,000)
Director of Information Technology Cuyahoga County, OH (pop 1,250,000)	Director of Human Resources Cuyahoga County, OH (pop 1,250,000)
Director of Finance Hutchins, TX, (pop 5,500)	County Sheriff (appointed) Cuyahoga County, OH (pop 1,250,000)
2019	
Interim Financial Services Manager, Madera, CA (pop.66,508)	*Interim Director of Financial Services,* Madera, CA (pop.66,508)
Interim Finance Director St Cloud, FL (pop. 48,000)	*Interim City Manager* Madera, CA (pop.66,508)
Director of Finance, Corpus Christi, TX (pop 325,000)	Director of Information Technology, Grenville Utilities Commission (pop 92,000)
Town Manager, Town of Payson, AZ (15,500)	
2018	
Interim Finance Dir, Bellville, TX (pop. 4,500)	*Interim City Mgr.* California City, CA (pop.13,707)
Interim Mgr. of Law Enforcement Operations, Murray County, MN (pop. 8,413)	*Interim Assistant to the City Manager,* El Mirage, AZ (pop. 35,043)
Interim City Engineer Oak Harbor, WA (pop 23,204)	Police Chief El Mirage, AZ (pop. 35,043)
City Manager, El Mirage, AZ (pop. 35,043)	Fire Chief El Mirage, AZ (pop. 35,043)
City Manager, City of Blythe, CA (pop. 19,693)	Finance Director, Norristown, PA (pop. 34,370)

2017	
Interim Finance Dir., St. Cloud, FL (pop. 48,000)	Finance Director, St. Cloud, FL (pop. 48,000)
Interim Community Development Director City of Desert Hot Springs, CA (pop. 27,900)	City Manager / Economic Development Director Wilson City / Town of Wilson, AR, (pop.850)
Economic Development Director, City of Covington, KY (pop 41,000)	*Chief Financial Officer (CFO),* *City of Decatur, AL (pop 55,800)*
Interim Public Works Director, City of Coachella, CA (pop 43,092)	Interim Sr. Planner, Desert Hot Springs, CA (pop. 27,900)
City Manager & Finance Director, Covington, KY (pop 41,000)	Economic Development Director, City of Covington, KY (pop 41,000)
2016	
HR Director, Port Arthur, TX (pop. 53,818)	Public Works Director, Salina, KS, (pop. 47,707)
Public Information Officer, Port Arthur, TX (pop. 53,818)	Director of Building Inspection & Code Enforcement, Port Arthur, TX (pop. 53,818)
Interim Finance Director, City of Madera, CA (pop. 64,444)	
2015	
City Manager, Roanoke, VA (pop. 98,465)	County Administrator, York., VA (pop 66,269)
City Manager, Winchester, VA (pop. 27,276)	Utility Director, Danville. VA (pop. 42,907)
Attorney, Prince William Co., VA (pop 428,000)	City Manager, Norwich, CT (pop. 40,347)
City Manager, Indianola, IA (pop. 15,108)	Public Works Director Norristown, PA (pop.34,370)
2014	
Fire Chief, Town of Hanover, NH (pop. 11,260)	City Manager, Monroe, NC (population 33,500)
City Manager, Ankeny, IA (pop. 45,600)	Village Manager, Bal Harbour, FL (pop. 3,300)
County Admin., Clackamas, Co. OR (pop. 383,900)	City Manager, Elmira, NY (pop. 29,200)
Treasurer, Miami, FL (pop. 408,000)	CEO/Borough Admin, Bal Harbour, FL (pop. 3,300)
2013	
County Admin, Okaloosa, FL (pop. 183,500)	City Manager, Doraville, GA (pop. 8,500)
Director, Engineering, Public Works and Utilities, Hallandale Beach, FL (pop. 39,000)	Watershed Mgmt. Dir, DeKalb Co., GA (pop 691,900)
City Manager, Scottsdale, AZ (pop. 217,400)	HR Director, Cape Coral, FL (pop. 154,300)
HR Director, W Palm Beach, FL (pop. 101,000)	CEO / Borough Admin., Miami, FL (pop. 408,000)
Police Chief, St. Augustine Beach, FL (pop 7,026)	County Manager, Union Co., NC (pop. 198,600)
Police Chief Screening of Candidates,	CEO/Executive Director of the Sewerage and

Melbourne FL (pop 82,800)	Water Board of New Orleans, LA - Pop Huge
Police Chief, Golden Beach, FL (pop 959)	HR Director, Gainesville FL (pop 125,000)
City Manager, Fife, WA (pop 8,700)	City Manager, Chamblee, GA (pop 17,000)
County Administrator, Broward County, FL (pop. 1,800,000)	County Administrator, Hernando County, FL (pop. 172,800)
City Manager, Miramar FL (pop. 125,000)	City Manager, Roanoke, VA (pop 96,000)
City Attorney, West Melbourne, FL (pop. 15,000)	City Manager, Cooper City, FL (pop. 32,000)
City Manager, Albany, GA (pop. 75,600)	City Manager, Coral Gables (pop.43,000)
City Manager, Fort Pierce, FL (pop 41,900)	City Manager, Key West, FL (pop 24,600)
Community Development Director, Miami, FL (pop. 408,000)	City Manager, Cottonwood Heights, UT (pop. 34,000)
Economic Development Director, Loudoun County, VA (population 326,000)	City Manager, Coral Gables, FL(pop 43,000)
General Manager, Tampa Bay Water (pop. served 2,400,000)	Police Chief, Sunny Isles Beach, FL (pop 20,832)
Executive Director, Valdosta-Lowndes County Industrial Authority, GA (serving a pop. 92,000+)	Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900)
Human Resources Office, Loudoun County, VA (pop. 326,000)	Executive Director, Onslow Water & Sewer Authority (Jacksonville, NC) (pop. 160,000)
City Manager, Hallandale Beach, FL (pop 39,000)	City Manager, Greensboro, NC (pop 259,000)
City Manager, Cape Coral, FL (pop 154,300)	City Manager, Fayetteville, NC (pop 208,000)
City Manager, Cottonwood Hts, UT (pop 34,000)	Village Manager, Key Biscayne, FL (pop. 11,000)

See Appendix A for a more detailed listing of Executive Recruitments completed by our consulting team.

Exhibit A – Executive Search – Completed Recruitments

Other Completed Searches - Prior to 2013
(including those completed by current consultants and former partners)

City Attorneys

City Attorney, Roanoke, VA (population 96,000) in 2012
City Attorney, West Melbourne, FL (population 15,000) in 2008

Community Development/Growth Management/Planning

Assistant Director of Community Development, Largo, FL (population 74,000) in 2004, 2005
Community Development Director, Miami, FL (population 408,000) in 2008
Community Development Director, Safety Harbor, FL (population 18,000) in 2006
Community Development Director, Tamarac, FL (population 55,500) in 2007
Development Services Director, Daytona Beach, FL (population 65,000) in 2005
Director of Capital Projects, New Orleans, LA (population 323,000) in 2008
General Manager, North Sarasota Redevelopment District, Sarasota (population 53,000) in 2008
Growth Management Director, St. Lucie County, FL (population 261,000) in 2005
Growth Management Manager, Wellington, FL (population 55,000) in 2009
Housing and Community Development Director, West Palm Beach, FL (pop. 101,000) in 2007
Planning Administrator, Daytona Beach, FL (population 65,000) in 2007
Planning Director, Osceola County, FL (population 235,000) in 2005
Director of Planning, Roanoke, VA (population 96,000) in 2012

Economic Development / Redevelopment

Economic Development Director, Charlotte County, FL (population 170,000) in 2007
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, 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
Redevelopment Director, Daytona Beach, FL (population 65,000) in 2007
Economic Development Director, St. Johns County, FL (population 162,000) in 2011
Executive Director, Valdosta-Lowndes County Industrial Authority, GA (serving a population 92,000+) in 2006 and 2011
Executive Director, Technological Research and Development Authority, FL (serving a statewide population) in 2006

Engineers

Assistant City Engineer, Melbourne, FL (population 75,000) in 2008
County Engineer, Polk County, FL (population 500,000) in 2006
Deputy County Engineer, Martin County, FL (population 140,000) in 2006
City Engineer, Gulfport, MS (population 90,000) in 2008
City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006
Engineering Manager, Sumter County, FL (population 70,000) in 2005
Staff Engineer, Wellington, FL (population 55,000) in 2009

Facilities Management

Centroplex Director, Orlando, FL (population 197,000) in 2004
Lakeland Center Director, Lakeland, FL (population 87,000) in 2004

Finance and Budget

Budget and Financial Services Director, Polk County, FL (population 500,000) in 2006
Budget Director, St. Petersburg, FL (population 248,000) in 2009
Controller, City of Orlando, FL (population 197,000) in 2007
Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005
Chief Financial Officer, City of Orlando, FL (population 87,000) in 2005
Deputy Director of Management, Budget and Accounting, Orlando, FL (pop. 197,000) in 2004
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012
CEO / Borough Administrator, Altus, OK (population 19,800) (background check) in 2012
CEO / Borough Administrator, Daytona Beach, FL (population 31,860) in 2012
CEO / Borough Administrator, Fort Walton Beach, FL (population 20,000) in 2006
CEO / Borough Administrator, Lauderdale Lakes (population 32,000) in 1998
CEO / Borough Administrator, Oregon City, OR (population 31,860) in 2012
CEO / Borough Administrator, St. Petersburg, FL (population 248,000) in 2010
CEO / Borough Administrator, Sunny Isles Beach, FL (population 17,000) in 2010
CEO / Borough Administrator, Surfside, FL (population 5,700) in 2012
CEO / Borough Administrator, Tamarac, FL (population 55,500) in 2005 and 2009
CEO / Borough Administrator, West Palm Beach, FL (population 101,000) in 2007
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010

Housing/Building

Assistant to the Public Works Director– Affordable Housing, Broward County, FL (population 1,800,000) in 2004
Building Official, Jupiter Island, FL (population 580) in 2005 and 2010
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Department Director, Osceola County, FL (population 235,000) in 2005
Assistant to the Public Works Director– Affordable Housing, Broward County, FL (population 1,800,000) in 2004
Building Official, Jupiter Island, FL (population 580) in 2005 and 2011
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Department Director, Osceola County, FL (population 235,000) in 2005
Building Official, Sewall's Point, FL (population 2,000) in 2006
Building Official, Tamarac, FL (population 55,000) in 2008
Housing and Community Development Director, West Palm Beach, FL (pop. 101,000), 2007

Human Resources

Human Resources Director, Boca Raton, FL (population 84,000) in 2006
Director of Personnel, Fulton County, GA (population 992,000) in 2010
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
Human Resources Director, Osceola County, FL (population 235,000) in 2006
Human Resources Director, City of Sarasota, FL (population 55,000) in 2002
Personnel Director, Vero Beach, FL (population 17,900) in 2003

Human Services

Assistant Public Works Director for Human Services, Hillsborough County, FL (population 1,000,055) in 2004
Director, Health and Human Services, St. Johns County, FL (population 162,000) in 2010
Executive Director, Juvenile Welfare Board, Pinellas County, FL (population 950,000) in 2005

Information Technology

Information Technology Director, Lakeland, FL (population 87,000) in 2004
Information Services Director, Lauderdale Lakes, FL (population 32,000) in 1998
Information Services Director, Palm Beach County Tax Collector (population 1,300,000) in 2012 (partial search)

Parks/Recreation/Libraries

Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,000,055) in 2004
District Manager, Holiday Park Recreation District (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

Public Safety

Fire Chief, Hanover, New Hampshire (population 11,260) in 2014
Fire Chief, Daytona Beach, FL (population 65,000) in 2006
Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012

Public Works

Public Works Director, Salina, KS (population 47,000) in 2015)
Public Works Director, Chandler, AZ (population 250,000) in 2007
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Director / Capital Projects Manager / City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007
Public Works Director, Tamarac, FL (population 55,500) in 2003
Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008
Solid Waste Director, Hillsborough County, FL (population 1,000,055) in 2005

Transportation

Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005
Director of Traffic Engineering, Polk County, FL (population 500,000) in 2002
Executive Director, Lakeland Area Mass Transit District, FL (population 87,000) in 2005
Executive Director, Tampa-Hillsborough Co. Expressway Authority, FL (pop. 1,000,055) in 2007

Completed Searches – Utilities

Environmental Services Director, Largo, FL (population 74,000) in 2006
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
Executive Director, Escambia County Utilities Authority, FL (90,000 customers) in 2002
Executive Dir., Onslow Water & Sewer Authority (Jacksonville, NC) (pop. 160,000) in 2009

General Manager/CEO, Orlando Utilities Commission, FL (190,000 customers) in 2004
General Manager, Tampa Bay Water, FL (population served 2,400,000) in 2008
Utilities Director, Charlotte County, FL (population 170,000) in 2007
Utilities Director, Daytona Beach, FL (population 65,000) in 2004
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 Co., FL (pop. 917,000) in 2012
Utilities Director, Polk County, FL (population 500,000) in 2004
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

Work Force Management

Executive Director, South Florida Workforce, FL (service area pop. of 3,000,000+) in 2005
Director, Office of Economic & Workforce Dev., Durham, NC (pop. on 220,000), 2009

Other

City Clerk, Lauderdale Lakes, FL (population 32,000) in 1998
District Manager, Sun 'n Lake Community Development District, FL, (population 5,000) in 2005
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, Lakewood Ranch Inter-District Authority (population 15,000) in 2011
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (Population 200,000) in 2003
General Manager, Sun 'n Lake Improvement District, FL (population 7,500) in 2002 and 2005
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

Recruitment Profiles

See attached sample Recruitment Profiles.

Candidate Background Reports

See attached sample Candidate Background Reports.

Exhibit B – Interim Management (Temp) Services

VALUE. The value of hiring Municipal Solutions is our breadth and depth in HR and organizational development. In addition to our Interim Public Managers being highly qualified practitioners, they are also highly experienced consultants who have served 100s of local governments on consulting assignments including Compensation & Classification studies, Executive Searches, Organizational Efficiency Assessments, Strategic Planning, etc. Our Interims are:

- ✓ **Highly-qualified public-sector professionals**
- ✓ **Experienced private-sector consultants,**
- ✓ **Operationally effective on Day 1 of hire,**
- ✓ **Multi-faceted** *(Administration, Finance, HR, IT, Public Works and Public Safety), and*
- ✓ **Backstopped by our full team of consultants and analysts** who provide additional assistance as needed.

We make sure your interim everything they need to get the job done and make everyone effective in the process!

PROCESS. **You could interview candidates within 24 hours, and select your next Interim within 5 days!** To have your new Interim ON THE GROUND as soon as possible, our methodology will ensure you have the right people to interview as well as the information you need to make the right decision. Below is our standard 5-day Interim Placement process.

STEP	INTERIM PLACEMENT PROCESS
Day 1	**Preliminary Discussion & Tentative Agreement** 1. Discussion of position, work environment, expectations, salary ranges, term, etc. 2. Village '*tentatively*' agrees to engage our services for Interim staffing with email 'notice-to-proceed'.
Day 2	**Preliminary Candidates** 3. Bios & Full resumes of 3-5 qualified individuals are provided to the Village .
Day 3	**Selection of Candidates** 4. Village reviews the resumes, select candidates for video interview.
Day 4	**Video Interview Candidates** 5. Interim candidates are interviewed by video or in person. 6. Preferred candidate(s) are selected, notified, and tentative agreement reached on rate and expenses.
Day 5	**Engagement Terms** 7. Village & Consultant Team agree on terms 8. Interim Professional Services (Staffing) Agreement is signed by Village. 9. Consultant Agreement signed by consultant
	On-Boarding Process 1. Timesheets, Bi-Weekly Invoicing & Communication

Below is a more-detailed description of the process.

Day 1: Preliminary Discussion & Tentative Agreement *(24 hours)*

Task 1 - Preliminary Discussion. Before Municipal Solutions can effectively match your interim needs, it is important for our Senior Associates to understand the current environment and understand your needs. Our Senior Associate will meet with you – either in person or by telephone - to discuss the reason for the current vacancy, the current working environment, the position's salary range and benefits, and the desired term of employment.

Task 2 – Tentative Agreement. Before our Management Team contacts our interim team members, we need to make sure that you are very interested in a tentative engagement. It would be irresponsible for us to contact our interims and notify them of a potential engagement if the result is a 'false alarm.' A simple 'Notice of Intent' (email) indicating your agency's desire to engage our services gets the ball rolling.

Day 2: Preliminary Candidates *(24 hours)*

Task 3 – Bios and Resumes. Once we receive a simple 'Notice of Intent' (email) indicating your agency's desire to engage our services, we will contact our interim candidates and prepare 3-5 candidate bios and resumes for your review within 24 hours (business day). The bios and resumes will highlight their experience and education, and will indicate their current status, level of interest, and whether additional expenses might be expected from each client (i.e. lodging, travel, mileage).

Day 3: Select Candidates for Interview *(24 hours)*

Task 4 – Selection for Interview. Once you have received the candidate bios and resumes, you will then be able to review interim qualifications and fit and decide which candidates you are interested in interviewing.

Day 4: Interview & Select Interim *(24 hours)*

Task 5 – Video Interview. Municipal Solutions uses an internet-based Global Video Conference Room to conduct 100s of interviews annually, allowing for effective personal engagement and rapid decision-making at no-cost to you. Preferred candidates are notified and can attend the interview from anywhere in the world with a simple internet connection. Interim candidates and government clients agree – this is a highly-effective medium which produces a high-degree of success in selecting an Interim.

Task 6 – Select Interim. Once your preferred candidate has been selected, they are notified and tentative terms are provided to Municipal Solutions, which are passed on to your agency for consideration.

Day 5: Engagement Terms *(24 hours)*

Task 7 – Consultant & Agency Agreement. Once the Village & Consultant Team agree on terms (including the Municipal Solutions Service Fee), both agencies execute the **Interim Professional Services (Staffing) Agreement.**

Task 8 –Consultant Agreement. Each consultant is required to sign a Consulting Agreement with Municipal Solutions detailing the terms of the engagement and the Municipal Solutions Code of Conduct.

On-Boarding *(post-engagement)*

Other Tasks

- ✓ ***On-boarding.*** Once the Interim is engaged, the onboarding process with your agency begins. Your Agency will be responsible for providing the Interim with an appropriate orientation to the work environment – not limited to staff, work space, facilities, equipment, documents / reports, communications, and ongoing introductions to external relationships necessary for effective on-boarding and transition of the Interim to be effective from Day One!

Compensation. We strive for terms at or 'below cost' - below your total cost of compensation for the position. This means, if your position's salary is $100,000 / year, and the City's additional personnel expenses for benefits is 30%, we will try to find you the best candidate below $130,000. Your preferred candidate might require additional expenses, but we would rather take a reduction in our % (difference between OUR fee and the CONSULTANT's rate of pay) to earn your business. (See cost proposal below).

Timesheets & Invoicing. Consultants (Interims) are required to maintain a daily timesheet and are required to provide invoices per the terms of their contract.

Communications. Formal communication is to be done in writing, however we encourage active, daily communication in person or by phone with the Interim, and by phone with Municipal Solutions business officials. Consultant is obligated to maintain regular and frequent contact with Municipal Solutions officials – at least weekly – and notify business officials of any changes in the relationship, successes and potential risks within the Engagement.

Confidentiality. All Municipal Solutions consultants and interims sign a Non-Disclosure Agreement and are contractually obligated to maintain the highest level of confidentiality regarding this engagement.

For more information: www.municipalsolutions.org/interim

Costs for Interim Services

Expected to be provided for below the position's total FT cost of compensation. Below is a sample of how this would work (subject to specific details): *For an Interim Public Works Director assignment, we recently proposed a not-to-exceed of $15,000 per month. We understood that the current annual salary range for the position was $115,524 to $143,040 and that benefits expenses for a FT position is estimated at 30% of salary. Total maximum personnel expenditure would then be $185,952 ($143,040 + 30%) if the position were to be filled at the max of the range.*

Expected cost for services for YOUR community:

- Interim Consultant Fee. We expect to provide you the best candidates at or below an annualized total compensation of $xxx,xxxx ($xxx,xxx salary + xx% benefits) not-to-exceed **$xx,xxx per month.**
- Service Fee. The Village shall pay Firm the following Service Fee equal to xx% (generally 20%) of Interim Consultant Fee or **$x,xxx per month.**
- *Other. Your preferred candidate may need additional expenses such as lodging, mileage, or travel expense which will be determined once you have selected your preferred candidate.

Service	Monthly Fee
I. Interim Consultant Fee	**$xx,xxx**
II. Service Fee	**$x,xxx**
III. Other (lodging, mileage, travel expense)	**TBD***
Total	**$xx,xxx***

**Variability. Your preferred candidate may require additional travel or lodging expense TBD.*

Expenses and fees associated with Interim Services will be invoiced bi-weekly or according to the terms of the contract – to be determined.

Director of Information Technology

The Opportunity

Collier County, Florida is looking for a hands-on, highly-skilled Director of Information Technology with experience in managing a multi-faceted IT operation through administrative and technical leadership in a highly-complex county government!

The Ideal Candidate

- Technically-skilled, Educated & Experienced
- Excellent Communicator & Customer Servant
- Visionary, Team Builder and Influencer
- Excellent Project Manager
- Collaborator and Leader

Collier County
Florida's Paradise Coast
POPULATION 380,000

Apply before August 16th

WELCOME TO Collier County

History

This part of Florida has an ancient past. Collier County saw its first human inhabitants 10,000 years ago. When the first European settlers and explorers arrived in Florida, beginning in the 1500s, the region was inhabited by the **Calusa Indians** and many other tribes. Many disputes between Indians and white settlers occurred in the 1700s.

Calusa Indians & European Explorers

First settlements began to appear in the area starting in late 1800s, however it remained largely uninhabited until after the end of the Civil War when **Senators Gerald J. S. Williams** and **Walter Haldeman** traveled to discover unknown Southwest Florida and bought a piece of land which they thought to be paradise in the autumn of 1886.

Farmers first, then tourists and sportsmen, Southwest Florida soon became a major attraction for its beautiful beaches and natural environment. In 1889 the first Hotel was opened, and among its very first guests there was Rose Cleveland, sister of President Cleveland.

Collier County was **founded in 1923** thanks to a Memphis-born millionaire, **Barron Gift Collier**. With the birth of the County, Mr. Collier invested heavily in infrastructure such as paved roads, electric power, telegraphs and much more. In 1928 the **Tamiami** *(Tampa-Miami)* **Trail** was completed, allowing the broader development of the County's agricultural potential.

In modern days, Collier County was the home to **Naples Army Air Field** (a subbase to Buckingham Army Airfield in Fort Myers) during World War II. Many veterans returned to Collier County to become home buyers and businessmen. The decommissioned air field is Naples (Municipal) Airport today.

US Army Women (1950)

Thanks to the popularity and growth of Naples, the County seat was transferred there from Everglades City in 1962.

The County offers many tourist attractions that go beyond the beautiful beaches. Collier County hosts the smallest U.S. Post Office in Ochopee, **Immokalee Cattle Drive, Pioneer Museum and Jamboree at Roberts Ranch, Everglades National Park Gulf Coast**, **Audubon Corkscrew Swamp Sanctuary** and many other natural parks.

Luxury & Convenience

Commerce

Collier County has a growing regional economy. It was ranked as the fastest growing area in the U.S. in 2016 by the US Census Bureau, the 3rd best place to start a business in Florida, and 4th best area for future job growth. Forbes reported 3.5% job growth in 2018.

Local lifestyle is an incentive for companies to move to Collier County. The County offers a strong real estate market and favorable tax structure. It is home to more Fortune 500 CEOs with successful business experience than any other place in the Country.

The largest sectors are agriculture, tourism and real estate. It is home to several corporate headquarters *(ACI Worldwide, Benseron Information Technology, Beasley Media Group Inc., etc.),* Aviaton and Aerospace *(I.e. Aeroflex Airflyte, etc.)*, IT *(I.e. Position Logic and Golden Tech),* etc.

Top 7 Principal Employers in Collier County

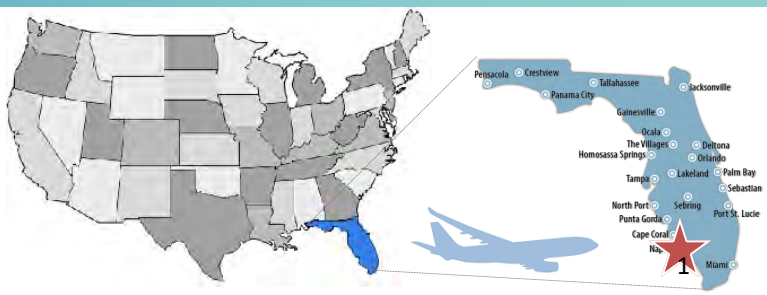
Rank	Company Name	Employment
1	Collier County School District	5,604
2	Collier County Local Government	5,119
3	Naples Community Hospital	3,007
4	Publix Supermarket	2,214
5	Walmart	1,547
6	Marriott Hotels	743
7	Fifth Third Bank	733

Source: *Florida Department of Transportation*

Geography

Collier County is found in the southernmost part of Southwest Florida. It accounts for 1/3 of the region's land mass and counts just under 2,000 square miles. The County includes the City of Naples, the City of Marco Island and Everglades City. Naples is one of the wealthiest cities in the Country. A large portion of the County is occupied by National Parks and nature Preserves.

Collier County is larger than Luxembourg & Rhode Island combined.



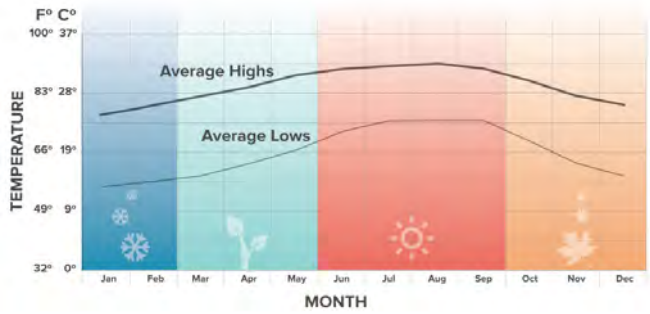
Regional / National Airports

- **SW Florida International Airport (RSW) in** Fort Myers is 30 miles from Naples. It is served by *Delta, Frontier, Jet Blue American, Southwest, Spirit, Sun Country and United airlines.*
- **Top destinations include:** *Atlanta, Baltimore, Boston, Charlotte, Chicago, Columbus, Detroit, Houston, Nashville, NYC, Minneapolis, St. Louis, Philadelphia & Washington D.C.*

Driving Distances ***Miami*** *(2hrs)* ***Tampa / St. Petersburg*** *(2.5 hrs)* ***Orlando*** *(4.5 hrs)* ***Jacksonville*** *(5 hrs)* ***Atlanta, GA*** *(9 hrs)* ***Charlotte, NC*** *(10.5 hrs)* ***New Orleans, LA*** *(11.5 hrs)*

Climate

Collier County has a typical *tropical* climate with 54 inches of rain per year over average of 119 days. High temperatures between July / August reach 91°F—with significant humidity, and August as the wettest month of the year, and a winter low of around 53°F in January. December, February and March are the most pleasant months. Florida is prone to hurricanes, tornadoes and occasional floods—a season running from June to November.



World-class Golf Courses

Demographics

Population: 2020 projections show a population of 380,000 people growing to over 510,000 in 2045. The age distribution is even with higher percentages in the ages 50-79. The county boasts a density of 160 persons per sq/mi.

Language: 66.7% of residents speak only English, 24.4% speak Spanish, and as many as 10% of residents also speak Haitian Creole.

Ethnicity: The County's ethnicity is composed of 62.2% White, 28.6% Hispanic or Latino, 7.3% Black or African American, and 1.6% Asian.

Median Income: Based on 2017 data, Collier County has a median household income of $69,730. Forbes estimates an annual growth in HH Income of 4.3%.

Education: 14% Graduate or Professional Degree, 21% Bachelor's Degree, 8% Associate's Degree, 26% High School Diploma, 17% some college / no degree, <13% less than a High School Diploma.

Property Values: The median property value in Collier County in January 2020 was around $470,000.

2017 Population by Age	
Age Group	Percent
< 5	4.8%
5-17	**13.4%**
18-24	6.9%
25-34	9.1%
35-44	10.2%
45-54	12.2%
55-64	**13.2%**
65-74	**15.5%**
75+	14.1%

(source: statisticalatlas.com)

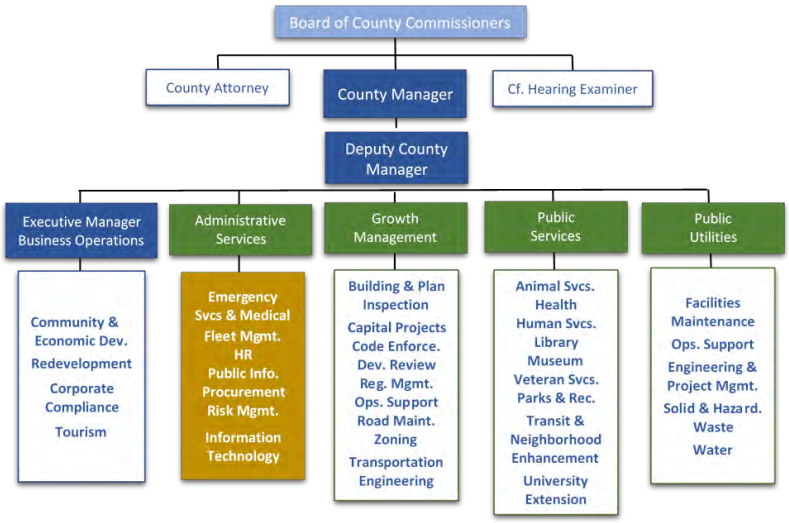
County Governance

Form of Government / Governing Body

Collier County has a **non-charter, statutory form of Government**. The Board of County Commissioners is comprised of 5 members elected by voters from each of 5 districts. Commissioners serve four-year staggered terms and must live in the district they represent. The Commission serves as the governing body of the county and has the responsibility of setting policies that protect the health, safety, welfare and quality of life of our residents and visitors. Among their functions, the most important is the adoption of the County's budget.

The County Manager is hired by the Commission to manage its operations, assisted by a Deputy. The County Attorney is also hired by the Commission. County Commissioner bios are found here.

County Commission w/ former Governor Rick Scott



County Management

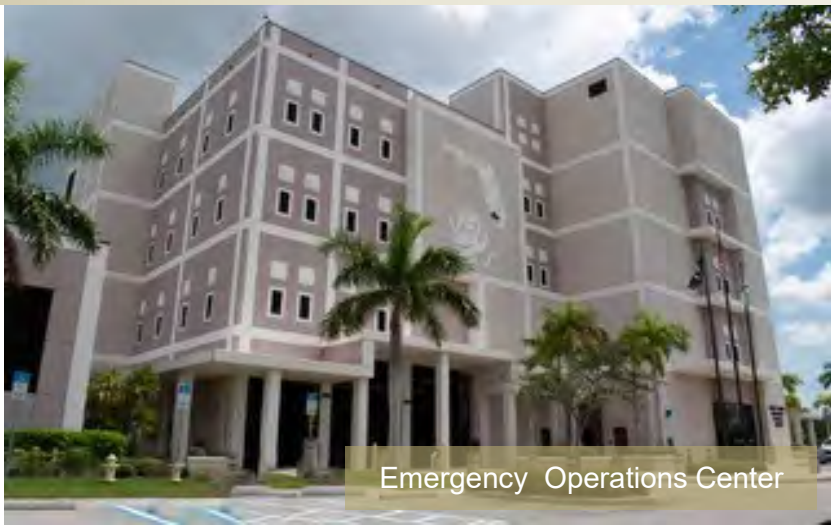
County Manager, Leo E. Ochs, Jr. joined Collier County in 1986 and was appointed County Manager in 2009. He serves as the Chief Executive Officer, implementing policy and handling operations as directed by the Commission.

The Deputy County Manager, Nick Casalanguida joined Collier County in 2004, and is responsible for 4 departments *(Public Services, Public Utilities, Growth Management, and Administrative Services)* and the Office of Corporate Business Operations..

Mr. Ochs, Jr. and Mr. Casalanguida have assembled a quality Senior Management Team dedicated to operating at a high standard of excellence. Departments under their direction include:

- ***Growth Management*** *Administrator for 3 years, manages 9 divisions including Building Plan Review/ Inspection, Code Enforcement, Development Review, Capital Project Planning / Impact Fees, Transportation Engineering, Road Maintenance, Zoning and more;*
- ***Public Services*** *Administrator for 7 years, manages 9 divisions including: Animal Services, Community & Human Services, Library, Museum, Veteran Services, Parks & Recreation, Public Transit, and more;*
- ***Public Utilities*** *Administrator for 8 years, manages 6 divisions including: Wastewater, Water, Facilities, Solid / Hazardous Waste, Engineering and Project Management, & more;*
- ***Administrative Services*** *Department Head for 17 years.*

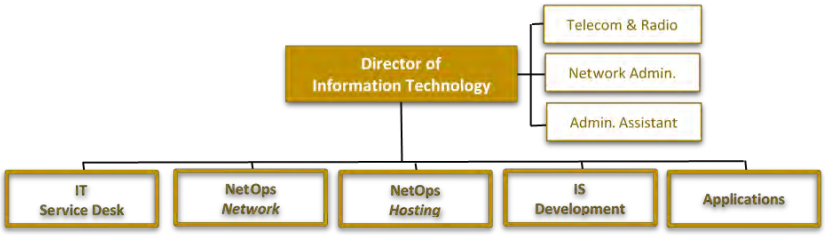
Administrative Services Management Team


Emergency Operations Center

Administrative Services & Information Technology

Divisions within Administrative Services

The **Administrative Services Director** is responsible for managing 7 divisions, including: *Procurement, Emergency Services (Emergency Medical Services & Emergency Management), Customer Relations & Communication,* ***Information Technology,*** *Human Resources, Fleet Management & Risk Management.*



About the IT Division

The Information Technology Director manages a sophisticated technology environment with an annual operating budget of $10,300,000. The division's 50 employees have an average tenure of 9 years, while the average tenure of 5 managers / supervisors is 15 years. IT supports 10,000 devices *(2,300 computers, 1,100 mobile and 6,700 radios).*

The IT Division has 5 principal sections: ***IT Service Desk, Applications, NetOps (Hosting), NetOps (Network), and IS Development***.

IT Sections (continued)

- ***Network Operations*** is divided into two sections consisting of Hosting *(6 FTEs, servers, virtualization, storage, backup, and email)* and Network (*8 FTEs, PBX, Data Communication, and Network Connectivity)*.
- ***IT Service Desk*** 9 FTEs responsible for Desktop Support, Phone Support, On-call Support and Fixed Asset Inventory.
- ***Applications*** 9 FTEs are 'technology consultants' to all county departments. Includes Applications Analysts and Senior Programmers.
- ***Information Systems (IS) Development*** 9 FTEs support the GIS, SAP interfaces and programming, database administration, SharePoint, video conferencing and agency-wide applications. Includes Applications Analysts, Sr. Programmers & Database Administrators.

The Director of Information Technology

About the Position

The Director of IT provides vision, strategic leadership and knowledge of current technology, to the County while overseeing the enterprise-wide IT systems and activities which meet the lines of business of every department. The Director must establish short and long-range plans, goals and objectives for the County's Information Systems.

Principal responsibilities and duties include:

- ◊ Represents the division before senior managers, elected officials, contractors, vendors and the general public. Serves as primary liaison to IT 1st tier vendors;
- ◊ Conducts contract negotiations with vendors, providing systems support, development and/or maintenance; administers established contracts; identifies and resolves problems with vendor performance; and establishes effective working relationships with contracted vendors.
- ◊ Approving, prioritizing, and controlling projects and the project portfolio;
- ◊ Establishing a strategic vision and executing operational / tactical plans including coordination, preparation, acquisition, installation / development, maintenance & security of IT business solutions;
- ◊ Development of cost-effective, secure information technology solutions to business problems;
- ◊ Ensuring effective and efficient use of human, fiscal and physical resources;
- ◊ Selection, acquisition, development, and installation of technical infrastructure, application and services;
- ◊ Developing strategic and operational plans for the County's communications and data networks.

View the IT Director Job Description here.

Opportunities, Challenges & Top Priorities

Customer Service

The IT Division serves as a 'service provider' to all County lines of business. These departments do have the option of receiving external IT support from 3rd parties, therefore, the IT Division must maintain a high-level of customer service to assure it is the ***'provider of choice'*** *of all county departments.*

Cyber-security

Technology and communications systems are critical to daily operations and real-time monitoring against risk. Increased use of mobile applications for system access, field reporting, geographic information systems & telemetry will require a high-level of protection of personal and financial data against cyberattacks and catastrophic events.

Innovation

Innovation, foresight and strategic planning skills will be needed as changing technology and fiscal constraints can be expected.

Team Building

The need to harmonize technical and non-technical elements require a professional who can influence and implement change by creating a strong team to deliver a positive, organization-wide impact.

The Ideal Candidate

Visionary & Proven Leadership

A professional with a strong technical aptitude, but also able to see details within the broader scope of long-term growth and development of the County's technology environment and the skills of individuals who work within them.

- ◊ *balance the competing priorities of departments and differing funding, resources & service levels;*
- ◊ *effectively delegate authority and responsibility & maintain a high-level of division performance.*

Innovative in developing and implementing Enterprise Resource Plans (ERPs).

An ERP process involving organization-wide technology systems, tools and processes requires broad participation of all departments, facilitated by the new Director to ensure 'buy-in' of senior management, staff and effective, innovative solutions.

Excellence in Communication

A high-level of verbal and written communication is required. Quality candidate abilities include:

- ◊ *effectively communicate with administration, department heads, employees, citizens and in the public forum;*
- ◊ *clearly articulate technology and policy to non-technical individuals;*
- ◊ *listen to and understand opposing viewpoints and successfully mitigate disputes;*
- ◊ *articulate the potential impact of policy and vision in difficult situations.*

Team Builder & Influencer

A professional with a positive, infectious attitude who is willing to mentor staff and inspire others to follow. Someone who instills passion with the employees he or she mentors. The ability to harmonize people with technical and non-technical skills, to positively influence and implement change.

A collaborative, humble, open, approachable, flexible person will make a positive impact throughout the organization.

Qualifications

Experience

- ☐ Minimum of Six (6) years experience with progressive responsibility leading large, cross-functional teams, projects and departments *(required)*;

  Ten (10) years of progressively responsible management experience in *(preferred)*.

Education

- ☐ Bachelors Degree in Information Systems, Computer Science OR a closely-related field of study *(required)*. An equivalent combination of education, training and experience will also be considered.
- ☐ Masters Degree *preferred* but not required.

Certifications & Licenses

- ☐ Certified Government Chief Information Officer (CGCIO).
- ☐ Certified Information Systems Security Professional. (CISSP) or similar advanced certification is highly desired.
- ☐ IT Infrastructure Library (ITIL) *required* or ability to obtain it within two years of hire.

COMPENSATION

Salary

The City offers a ***negotiable* salary range of $100,145 to $150,497 (DOQ).** Relocation expenses, professional dues and an attractive benefits program are included.

Benefits

Holidays: 11 paid holidays per year.

Sick leave: 12 days / year (3.69h per pay period).

Vacation: 2 weeks/year 1-2, 3 weeks/year 3-6, 4 weeks / year 7-20, 5 weeks/year 21.

Health: Eligible EE may contribute up to $2,700 pre-tax for reimbursement of uncovered medical expenses.

Retirement: Florida Retirement System (FRS) 457, 401(k) pension programs. EE contributes three percent (3%) of gross pay to FRS. County contribution is above 27%

Medical / Dental / Vision / Life: Multiple plans. Basic vision and life insurance is included at no cost.

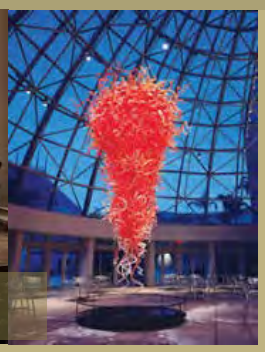
Wellness / EAP: No-cost physicals & screening exams, confidential counseling and referral services for employees and families.

Retirement Benefits information
Retirement Plan Comparisons

REGIONAL & LOCAL AMENITIES

Enjoy cuisines from around the world. Get wet in one of our many water parks, and 34 miles of tropical beaches. Collier County has more than 70 golf courses, both public and private. Enjoy nature in one of our many regional, state and national parks along our many foot and paddling trails. Tryout **airboats tours** on swamps and kayak through small canals. Have fun in our **Collier County Fairgrounds**!

- A visit to the **Everglades National Park** or **Corkscrew Swamp Sanctuary** will feed your sense of adventure.
- Experiencing an Immokalee Cattle Drive & Jamboree at Roberts Ranch - historic *living* ranch and pioneer museum, visit **Marco Island Historical Museum** and **Naples Depot Museum** will take you back in time
- World-class golfing can be enjoyed at more than 70 courses
- An evening immersed in the cultural scene with performing-arts centers and museums include **Naples Philharmonic Orchestra**, **Opera Naples and Shakespeare in Paradise is** sure to satisfy and impress.



Naples Philharmonic Orchestra and Performing Arts Center

Naples Depot Museum

Golisano Children's Museum

Shakespeare in Paradise

UNITED ARTS COUNCIL OF COLLIER COUNTY

This is…Florida's Paradise Coast

REGIONAL & LOCAL AMENITIES

Gulf Coast Sunset

Opera Naples
Baker Art Museum
Shakespeare in Paradise
Naples Philharmonic Orchestra
United Arts Council of Collier County
Collier County Government Center / Museum

Seminole Park
Sun-N-Fun Lagoon
Ochopee Post Office
Naples Depot Museum
Everglades National Park
Corkscrew Swamp Sanctuary

Big Cypress National Preserve

Sun-N-Fun Lagoon

Kayaking

Everglades Air-boating

Collier County Fairgrounds

Immokalee Cattle Drive & Jamboree

Everglades Air-boating

Apply Today

Past IT Directors

2 Directors in past 17 years. Current IT Director is retiring after 25 years with the County and had a significant impact on the design and administration of the current hardware and software environment. The Network Team knows everything necessary to maintain the network effectively

Equal Opportunity

Collier County is an Equal Opportunity Employer.

In compliance with the Americans with Disabilities Act, the County will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective employees to discuss potential accommodations with the employer.

Veterans Preference for qualified candidates
(application information here)

Persons of all genders and ethnicities are encouraged to apply.

Confidentiality

Under Florida law, all submittals are public record.

Residency

Residency within the County is not required.

TIMELINE & SELECTION PROCESS

August 16: Deadline to Express interest

July 23 - Aug 16: Candidate screening

Aug 17 - Sept 18: Background checks

Sept 24/25: Finalist interviews & selection

Resume, Letter of Interest and questions by EMAIL to:

Recruit127@municipalsolutions.org

The Recruiting Team can be reached at (888) 545-7333.

Collier County

This recruitment actively managed by:

Municipal Solutions®
Efficiency. Technology. Safety.

Closes August 16

Director of Information Technology for Collier County, FL

Initial Candidate Summary

Report #1

(does not include background and reference checks at this phase)

Statistics & Summary of Candidates

Total Candidates: 225 **Highly Qualified** *(LG / County CIO exp.):* **22** **Other H.Q.: 108**

Gender: ***Men: 214*** ***Women**: 11*
Education: ***Bachelor's:** 193* ***Master's:** 99 (9 w/ multiple)* ***Doctorates:** 10*
Applicant Locations: ***USA:** FL (116), NJ (10), MI (6), NY (6), KY (5), TX (5), MA (5), OH (5), CA (4), CO (4), OR (4), PA (4), VA (4), MN (4), MD (3), NC (3), AL (2), AZ (2), DE (2), CT (1), DC (1), GA (2), IA (2), IL (2), MO (2), MT (2), SC (2), WA (2), WI (2), TN (1), AR (1), NH (1), NV (1), OK (1), IN (1), LA (1)*
Int'l:** **Canada (1), Kenya (1)

Military or Foreign Service Officers: 23 **Veterans Preference Requested:** 4

Recommended Candidates

Recommended Group A *(w/ LG or PubSec / Pub-Priv exp)*	**Alternates Group B** *(w/ other public / private)*
Bert Miller Chris Sarandos Dr. Henry Mobayeni Herminio Rodriguez Jayson Dunn Jim Hammersley Jorge Salinas Paul Ancona Paul Haugan Robert Curnow Scott Blumenreich *Sylvia Textor* Tim Cool VET -Joe Zajac	Farhadul Islam John Christly John Ganio Kevin Sansom Robert D. Allen Robert Norman Sanjay Saggere Scott Kansas
Vet Preference Requested (VET) *(if not among primary groups)*	
VET -Felix Vidal VET – Ms. Krishellee Acevedo VET - Mr. Reece Holcombe	

Cover letters and resumes included below.

Municipal Solutions - Candidate Evaluation Table for Collier County IT Director

1st Consideration		Qualifications																													
Compelling Cover letter	City / Co IT Dir. Y / N	Name of Candidate	Resume	Cover Letter	Military Veteran	Education	Bachelors Degree (required)	Masters Degree (preferred)	Doctorate or Law Degree	Experience	Six (6) years exper. IT Dir. or equiv (min)	Ten (10) years of progressively responsible mgmt. experience	Supervisory - lead large, cross-funct. teams, projects & depts (largest #)	Public Sector Experience	Private Sector Experience	# FTEs in Organization	Ideal Candidate	Cyber security Master	Innovative / Highly Technically Skilled	Customer Service / Tech Support / Help Desk	Team Builder & Influencer	Visionary & Proven Leadership	Enterprise Resource Plans (ERPs)	Excellence in Communication	Certifications & Licenses	Certified Govt Chief Information Officer (GCIO)	Certified Info. Systems Security Prof. (CISSP) or similar advanced certs.	IT Infrastructure Library (ITIL) required	Other certifications	City / State Work Exp.	State / Country
Y	Y	**Bert Miller** *(CC InfoSysDevMgr)*	X	X		X	Urb Plan	-	-			29	X	X	X													?	?	UT, AZ, FL	FL
N	Y	**Chris Sarandos** *(CIO City of Miami Beach)*	X		X AF	X	BS	MA	-	X	30	30	385	X	X	8,000	X	X	X	X	X	X		X				?	X	FL, TX, WI, D.C.	FL
N	Y	**Dr. Henry Mobayeni** *(Montgomery Co CIO; longevity)*	X	X		X	Comp Sys Apps	Comp Sys Apps	Comp Sys Analysis	X	20	29		X	-	1,500	X		X	X	X	X	X	X				?	X	MD	MD
Y	Y	**Herminio Rodriguez** *(City of Sarasota CIO)*	X	X		X	IT-Informatics	-	-	X	6	24		X	X	>100	X		X	X		X	X			X		?	X	NJ, FL	FL
Y	y	**Jayson Dunn** *(City of Cincinatti CTO, Hamilton, CO; Fire and Utilities)*	X	X		X	Tech Mgmt	MBA	-	X	8	19	220	X	-	6,000	X	X	X	X	X	X	X	X			X	?	X	OH	OH
Y	Y	**Jim Hammersley** *(CIO for City of Yuma, State of CA, King Co., WA)*	X	X		X	Info Mgmt Systms	Ed Admin (pending)	-	X	19	25	high	X	X	15,000	X	X	X	X	X	X	X	X			X	X	X	IA, CA, NV, AZ,	AZ
Y	Y	**Jorge Salinas** *(CIO & Depputy City Manager, City of Albany, OR)*	X	X	X AF	X	Comp Sci.	MBA	-	X	14	25		X	X	400	X	X	X	X	X	X	X	X			X	?	X	PR, OR	OR
Y	Y	**Paul Ancona** *(12yrs MIS dir for City of Racine WI; formerly w/ Manpower; cust svc+ops))*	X	X		X	Psych	Public Mgmt	-	X	12	30	>15	X	X	>1,200	X		X	X	X	X	X	X			X	?	X	WI	WI
Y	Y	**Paul Haugan** *(current Rialto, CA IT MGR (1 yr); City of Auburn, WA; Johnson Co. KS; Lynnwood, WA; Fresno, CA)*	X	X		X	Bus Admin	IT	-	X	15	20	85	X	X	1,000	X	X	X		X	X	X	X			X	?	X	CA, WA, KS, CO	WA
Y	Y	**Robert Curnow** *(Dep City Mgr of City of Coral Springs, CIO; fmr Broward County & City of FLL- Fire, Utilities, Police, etc)*	X	X		X	IT	MPA	-	X	5	8	21	X	X	870	X	X	X	X	X	X	X	X	X	X	X	X	X	FL	FL
Y	Y	**Scott Blumenreich** *(CIO City of Centennial (Denver) CO)*	X	X		X	Biology & Chemistry	Info Systems	-	X	9	22	160	X	X	2500	X	X	X	X	X	X	X		X			X	X	FL, CO	CO
Y	Y	**Sylvia Textor** *(City of Seattle, WA IT Client Svcs Dir; fmr Data Ctr Mgr fo rKing County; City of Valdez AK)*	X	X		X	Ntwrk & Comm Mgmt	-	-	X	13	14		X	X		X	X		X	X		X		X			X	X	WA, AK, IL	WA
Y	*Y*	**Tim Cool** *(IT Manager for Monterrey Co., CA; fmr Ceo fpr City of Ventura; Haltom City, TX; San Luis Obispo and Bellingham, WA)*	X	X	XX	X	IT admin	-	-	X	20	20	35	X	-	5000	X		X	X	X	X	X	X	X	X		X	X	CA, TX, WA	CA
Y	N	***Joe Zajac - Vet Preference***	X	X	XX Mar	X	Intn'l Bus & Marktng	Bus & Marketing (pending)	-			25	106	X	X		X	X	X	X	X	X	X	X				?	X	FL, NJ, NY	FL

Municipal Solutions - Candidate Evaluation Table for Collier County IT Director

1st Consideration		Qualifications																															
Compelling Cover letter	City / Co IT Dir. Y / N	Name of Candidate	Resume	Cover Letter	Military Veteran	Education	Bachelors Degree (required)	Masters Degree (preferred)	Doctorate or Law Degree	Experience	Six (6) years exper. IT Dir. or equiv.(min)	Ten (10) years of progressively responsible mgmt. experience	Supervisory - lead large, cross-funct. teams, projects & dept's (largest #)	Public Sector Experience	Private Sector Experience	# FTEs in Organization	Ideal Candidate	Cyber security Master	Innovative / Highly Technically Skilled	Customer Service / Tech Support / Help Desk	Team Builder & Influencer	Visionary & Proven Leadership	Enterprise Resource Plans (ERPs)	Excellence in Communication	Certifications & Licenses	Certified Gov't Chief Information Officer (CGCIO)	Certified Info. Systems Security Prof. (CISSP) or similar advanced certs.	IT Infrastructure Library (ITIL) required	Other certifications	City / State Work Exp.	State / Country
Y	Y	**Farhadul Islam** *(IT Dir City of East Point, GA;, GA State Govt)*	X	X		X	Bus Admin	MGMT	-		>5	16	X				X	X	X	X	X	X	X			X	X	?	X	GA, MI	GA
Y	Y	**John Christly** *(CIO for City of Hallendale Beach [1.5 yrs]; Tech, Security, Broadcast - owns home in Ft. Myers)*	X	X	X Arm	X	Crim. Justice; MIS (2)	MBA	-		1	>20	4?				X	X	X	X	X	X				X	X		XXX	FL, D.C., NJ	FL
Y	Y	**John Ganio** *(fmr. IT Dir for Pasco Co. Sd; fmr IBM, Fidelity)*	X	X		X	Comp Sci	-	-	X	6	20	25			1400	X	X		X	X		X	X						FL	FL
Y	Y	**Kevin Sansom** *(claims to serve as IT Manager of City of Henderson, NV for 13 years, tech co w/ City of Plano & McKinney TX)*	X	X		X	Bus.	MPA	-	X	13	28	28	X	X		X	X		X	X	X	X	X				X	X	NV, TX, WA, OR	NV
	Y	**Robert D. Allen** *(City of Phoenix Asst CIO; fmr CISCO, GE, AT&T & IBM; fmr Law Enforc.)*	X	X			Bus Admin	MBA Cert	-	X	17	17	250	X	X	2500	X	X		X	X	X	X	X				X	X	CA, AZ,	AZ
N	N	**Robert Norman** *(Broward Health, Global Infrastr., Nat. Geospatial Intel. Agency, fmr US Navy & Energizer Corp)*	X		X Nav	X	History	Mgmt, CIM	-	X	13	25	35	X	X		X	X	X	X	X	X	X	X				X	XXX	FL, MO, IL, HI	FL
Y	Y	**Sanjay Saggere** *(excellent writer, Tribal Govts, NC Dept of H&HS, GA State Govt; payroll tech, pham.) HOME RUN LETTER*	X	X		X	Prod. Engin.	Mgmt	-	X	>6	20	50	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	India, NC, WA, NY, GA	NC
Y	N	**Scott Kansas** *(US State Dept / Foreign Service; fmr Oracle, fmr Consultant & 4x CIO)*	X	X	X StD	X	APP SCI	Info Sys & Svcs; MPA (in procress)	-	X	>14	25	X	X	X		X		X	X	X	X	X						X	Guatemala; Mozambique, Germany; MD, RI, NY, IL, CT	FL

Municipal Solutions - Candidate Evaluation Table for Collier County IT Director

1st Consideration		Qualifications																													
Compelling Cover letter	City / Co IT Dir. Y / N	Name of Candidate	Resume	Cover Letter	Military Veteran	Education	Bachelors Degree (required)	Masters Degree (preferred)	Doctorate or Law Degree	Experience	Six (6) years exper. IT Dir. or equiv (min)	Ten (10) years of progressively responsible mgmt. experience	Supervisory - lead large, cross-funct. teams, projects & depts (largest #)	Public Sector Experience	Private Sector Experience	# FTEs in Organization	Ideal Candidate	Cyber security Master	Innovative / Highly Technically Skilled	Customer Service / Tech Support / Help Desk	Team Builder & Influencer	Visionary & Proven Leadership	Enterprise Resource Plans (ERP's)	Excellence in Communication	Certifications & licenses	Certified Gov't Chief Information Officer (CGCIO)	Certified Info. Systems Security Prof. (CISSP) or similar advanced certs.	IT Infrastructure Library (ITIL) required	Other certifications	City / State Work Exp.	State / Country
N	N	***Felix Vidal - vet preference*** *(former IBM, Navy, British Telecom, Hitachi, NYU Med Ctr)*	X		XX Nav	X	IT Comp Forens.	Comp Sec & Forensics	-	X	15	>20	35	X	X	420,000	X	X	X	X	X		X		X			X	X	NJ, IL, MA, NC, D.C.	NJ
N	N	***Krishellee Acevedo -Vet Preference***	X	X	XX Nav	X	CIS	MBA	-		4	8	>40	X	X	2,500	X	X		X	X	X	X					?	X	FL, NY, *various*	FL
YY	N	***Mr. Reece Holcombe - Vet Preference*** *(disaster & continuity, w/ Univ faculty experience)*	X	X	XX Arm	X	Indust Mgmt	Crisis & Emerg Mgmt	-			24		X	X		X	X		X	X	X	X	X	X	X	X	X	X	?	MO

FINALIST CANDIDATE
QUALIFICATIONS AND BACKGROUND REPORT
IT Director – Collier County, FL

Mr. Sanjay Saggere

This report includes the following research:

Resume, Cover letter, Candidate Introduction / Writing Sample, Disclosure Statement, Personal Interview with the candidate and Reference Interviews.

This report does not include the following research:

Criminal / Civil background checks & Employment & Education verification.

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Executive Background Summary

Background:

Mr. Saggere has extensive experience overseeing sophisticated technology environments serving 2 State Governments, (North Carolina & Georgia) and a Sovereign Nation's Tribal Government (Colville Tribes) with annual operating budgets ranging from $5+Mn to $55+mn with 5 to 13 direct reports in turn supervising blended staff sizes of 34 to 525+ across multiple functional sections Network Infrastructure, Systems Services, Enterprise Applications, Service Desks, Telecom Services, Office Equipment, Business Services, Social Media, Operations & Maintenance, Quality Assurance, Audits, PMOs, Cyber-security etc. supporting 1600 to over 14000 end users delivering services to hundreds of thousands of citizens and millions of beneficiaries of 100's of government programs under Health and Human Services, Public Safety, Fire & Emergency, Natural Resources, Police Departments, Courts, Corrections, Community Affairs etc.

Note: His cover letter was among the best our consultants have ever very enjoyable to read, and clearly lays out his value to the County and why he is interested in this position specifically. He is clearly an effective writer and communicator.

Employment:

- **CIO** – AiAu Tech, Durham, NC 2020 – Present
- **CIO** – Colville Confederated Tribes, Spokane, WA 2018 – 2020
- **CIO** – Hadley Pharmaceutical, New York, NY 2017 – 2018
- **IT Director** – State of North Carolina, Dept of Health, Raleigh, NC 2016 – 2017
- **Deputy CIO** – Wynpay, Inc., Atlanta, GA 2012 – 2016
- Director IT Products & Services – Corporate Payroll Services, Atlanta, GA 2011 – 2012
- **IT Manager** – State of Georgia, Dept. of Community Affairs, Atlanta, GA 2010 – 2011
- Sr. VP IT, Sales & Marketing – Bizdev Systems, Inc. Atlanta, GA 2003 – 2010
- Vice President – Syspro Technologies Inc. Atlanta, GA 2002 – 2003
- VP – Technology & Business Development – Blueshift, Inc. Atlanta, GA 1999 - 2002

Education and Certifications:

- MBA, Master of Management Degree/Technology & Marketing Management
  - Indian Institute of Technology, Mumbai India 1998
- Bachelor's Degree - Production Engineering
  - University of Mumbai, Mumbai India 1994
- ITIL4 Foundation Certification 2019
- CGCIO Certified Government Chief Information Officer,

UNC Chapel Hill, School of Government 2019

- CGCIO Certified Government Chief Information Officer, *Rutgers University, Center for Govt. Services* 2019
- CCISO Certified Chief Information Security Officer, EC-Council 2019
- PMI-PfMP Project Management Institute – Professional in Portfolio Management 2019
- PMI-PBA Project Management Institute - Professional in Business Analysis 2019
- FEMA Incident Command Certifications: ICS-100, ICS-200, ICS-300, ICS-400, IS-00700.b, IS-00800.c 2018

Cover Letter & Resume

Cover Letter

Sanjay Saggere

June 18th, 2020

Collier County
The Recruiting Team
Attn: Ms. Len-Golden Price, Department Administrator
3303 East Tamiami Trail East, Naples, Florida, 34112
E: Recruit127@municipalsolutions.org
P: (888) 545-7333 / (239) 252-8460

REF: DIRECTOR – INFORMATION TECHNOLOGY (Job Code: 12101)

Dear Ms. Price,

I am applying for the Director of Information Technology position, with Collier County's Department of Information Technology as I believe I can contribute massively towards accomplishment of its mission as a part of you, Mr. Leo E Ochs, Jr., County Manager/CEO and Mr. Nick Casalanguida, Deputy County Manager and your quality senior management teams dedicated to operating at a high standard of excellence across Public Services, Public Utilities, Growth Management, Administrative Services and the Office of Corporate Business Operations for enabling implementation of policies and handling of the County's operations as directed by the Board of County Commissioners.

I have extensive experience overseeing sophisticated technology environments serving 2 State Governments, (State of North Carolina and State of Georgia) and a Sovereign Nation's Tribal Government (Colville Tribes) with annual operating budgets ranging from $5+Mn to $55+mn with 5 to 13 direct reports in turn supervising blended staff sizes of 34 to 525+ across multiple functional sections s.a. Network Infrastructure, Systems Services, Enterprise Applications, Service Desks, Telecom Services, Office Equipment, Business Services, Social Media, Operations & Maintenance, Quality Assurance, Audits, PMOs, Cyber-security etc. supporting 1600 to over 14000 end users delivering services to hundreds of thousands of citizens and millions of beneficiaries of 100's of government programs under Health and Human Services, Public Safety, Fire & Emergency, Natural Resources, Police Departments, Courts, Corrections, Community Affairs etc.

Thus, I believe I'm not only capable of managing Collier County's budget of $10+ mn and coaching, mentoring, training, disciplining, motivating & inspiring the division's 50 employees but also well versed in optimizing organizations for ensuring continued support of all computing, mobility and radio devices as well as ensuring continual improvement in quality of services delivered across the IT Division's 5 principal sections comprising of IT Service Desk, Applications, NetOps (Hosting), NetOps (Network) teams.

As part of my leadership responsibilities and essential functions as an IT leader, I have:

- Charted IT roadmaps, provided technology vision, mission and strategic leadership.
- Overseen enterprise-wide IT systems and strategic alignment of IT portfolios with organizational business needs.
- Planned, directed & managed resources of IT operations.
- Established short and long range plans, goals and objectives for the information systems teams.
- Identified innovative trends and emerging technologies for applicability to business needs.
- Directed development, implementation and operations of all enterprise information systems.
- Maintained stable, dependable applications and IT infrastructure.
- Assessed current systems for risks, then, developed and maintained proactive cyber-security programs.
- Projected future needs, then, established IT driven governance policies to bridge capacity & capability gaps.
- Consulted, advised & guided managers and department heads regarding IT needs, costs, resources and services.

From a qualifications point of view, I have a Master's Degree in Management (MBA) preceded by a 4 year Bachelor's Degree in Engineering and 20+ years of progressively responsible experience leading multiple, large cross-functional Information Technology teams on multiple portfolios of programs, projects, operations and other initiatives.

As part of my commitment to continuing education, I've most likely become the 1st, if not the only CIO to have acquired the *holy trinity* of IT leadership certifications viz. CGCIO, C|CISO and PMI-PfMP ratcheting in my expertise in strategic leadership, cyber-security and portfolio management respectively. I also have ITIL4 Foundation, PMI-PBA and FEMA (Incident Command) certifications among others. Together, these have not only further honed my IT service management, business analysis and governance capabilities to take on the ever evolving future but also validated my real world experiences as an IT leader. It would be pertinent to point out that I have had experience as an Incident Commander leading disaster response and recovery teams during emergencies ranging from hurricanes, floods, wildfires to a pandemic.

Sanjay Saggere, CIO 650.394.5549 saggeres@hotmail.com

Sanjay Saggere

I am a dynamic and emotionally intelligent servant leader with excellent communication skills, in-depth knowledge of governmental budgeting, procurement, contracts, vendor management, public records laws, data privacy & compliance requirements with experience directing complex project management efforts and leading change with not only buy-in from stakeholders but also their support for overcoming cultural transformation challenges.

My confidence for being able to serve on executive leadership teams stems from 3 key strengths that I bring to the table, viz.:

1. An outgoing personality with an executive presence that builds support for strategic initiatives with stakeholders;
2. Empathetic, good humored yet enpointe leadership that motivates my team to give their best while building trust;
3. Pig headed discipline in execution combined with plain, good ol' persistence in tandem with active listening that open up innovative options to help navigate through difficult change and risk management challenges.

Having earned my US Citizenship, I'm in "Pursuit of Happyness!" and a long term engagement. My resume shares but a few snippets from the story of my professional journey thus far. I look forward to an opportunity to interview and connect the dots to showcase my potential for ensuring continued successes on Collier County's ongoing digital transformation journeys.

Sincerely,

Sanjay Saggere

Sanjay Saggere, CIO 650.394.5549 saggeres@hotmail.com

Resume

Sanjay Saggere MBA CGCIO C|CISO PMI-PfMP ITIL4 PMI-PBA BE

saggeres@hotmail.com US Citizen 650.394.5549

PROFESSIONAL SUMMARY

I have 24+ years of progressive leadership experience in multiple industry verticals delivering measurable results by ensuring IT portfolios are in strategic alignment as per my start-up, mid-size and large clients' evolving goals to enable accomplishment of meaningful outcomes thru cost effective digital transformation initiatives.

Along with an MBA & an Engineering Degree, my expertise in strategic planning, cyber-security and portfolio management of technology assets, enterprise applications, architectures and infrastructures has been further honed thru continuing education showcased by my holy trinity of IT leadership certifications: CGCIO, C|CISO & PMI-PfMP.

As an energetic, persistent and emotionally intelligent CIO, I have not only evangelized applied innovations leveraging AI augmented, mobility enabled & virtual 1st cloud services philosophy, but also:

- Led 21 to 525+ staff thru 5 to 13 direct reports, consolidated & optimized organizational structures, encouraged collaboration, coached, inspired and built motivated teams, constructively resolved conflicts and .
- Directed financial resources, with P&L responsibilities, by leveraging my business acumen for guiding stakeholders thru competing IT investments with fiscal oversight for budgets from $5 to $100+ mn, procurement, contracts and vendor management.
- Established IT governance, developed strategic plans, charted IT roadmaps, led change management and provided results driven servant leadership by ensuring business outcomes based prioritization of IT portfolios of programs, projects & operations.
- Launched products, grew revenues, adopted industry best practices and expanded broadband & wireless connectivity, leveraged business intelligence & data analytics and oversaw identity, access & customer relationship management.
- Represented IT divisions before internal and external stakeholders s.a. senior managers, elected officials, contractors, vendors and the general public and served as primary liaison with multi-tier IT vendors, Fed, State, Tribal and Local governments.
- Conducted contract negotiations with vendors, provided systems support, development and maintenance; administered established contracts; built effective working relationships with contractors and identified & resolved problems with vendor performance.
- Approved, prioritized and controlled projects and the project portfolios; established strategic vision and executed operational / tactical plans including coordination, preparation, acquisition, installation, development, maintenance & security of IT business solutions;

EDUCATION

INDIAN INSTITUTE OF TECHNOLOGY (School of Management, IIT Bombay) Mumbai, India 06/1996 – 05/1998
MBA, Master of Management Degree Technology & Marketing Management

UNIVERSITY OF MUMBAI Mumbai, India 06/1990 – 05/1994
Bachelor's Degree Production Engineering

CONTINUING EDUCATION

August, 2019	**CGCIO**	Certified Government Chief Information Officer, UNC Chapel Hill, School of Government
May, 2019	**CGCIO**	Certified Government Chief Information Officer, Rutgers University, Center for Govt. Services
March, 2019	**C|CISO**	Certified Chief Information Security Officer, EC-Council
November, 2019	**PMI-PfMP**	Project Management Institute – Professional in Portfolio Management
September 2019	**PMI-PBA**	Project Management Institute - Professional in Business Analysis
August 2019	**ITIL4 Foundation** Certification	
December 2018	**FEMA** Incident Command Certifications: ICS-100, ICS-200, ICS-300, ICS-400, IS-00700.b, IS-00800.c	

SKILL-SETS

CRM, ERP, HCM, SAP, Oracle PeopleSoft, Paycom, Workday, Salesforce, D365, O365, Dynamics, Cúram, Baan, BPR, BPI, ITIL4/3, ITSM, ServiceNow, Remedy, SaaS, IaaS, PaaS, XaaS, Cloud, LEAN, Fiber Optics, Telecom, NG911, Radio, CAD, AutoCAD, 2.5GHz spectrum, Wireless, Wi-Fi, FirstNet, AI, Artificial Intelligence, ML, IoT, AES, GPRS, BLE, IIOT, LoRaWAN, Low-Power Wireless Sensor Network, NFC, NB-IoT, RFID, ZigBee/Z-Wave, UAS (Drones), MIST, Cisco, Juniper, AWS, GCP, Azure, Alexa, Kubernetes, IBM Watson, Slack, SDN, HCI, Nutanix, VMware, Hyper Converged Infrastructure, LAN/WAN, DDI, BlueCat, Sophos, SolarWinds, DarkTrace, Arctic Wolf, R, Python, Java, C#, Microsoft .NET, JS, JSON, NoSQL, MEAN stack, XML, Jira, Splunk, DynaTrace, Gamification, SQL Server, HIPAA, PCI-DSS, COBIT5, NIST800-53 v5/4, NIST CSF, ISO 270005/270001/9000, TOGAF, PMBOK 6/5, BABOK, SharePoint, FileNet, Docusign, TOGAF, Zachman Framework, CMMI, GIS, SmartSheets etc.

EXPERIENCE

AiAuTech Durham, NC 03/2020 to Present
Role: Chief Information Officer

- Provided vision, leadership and charted IT roadmaps for innovative IT initiatives to support clients' mission.
- Guided clients to establish IT governance and take strategic decisions on competing IT investments.
- Maximized benefits realized by clients for deploying contactless and touch-free payment processing solutions.
- Developed conversational AI driven solutions for contactless & remote business operations to adapt to pandemic induced changes.
- Set goals and strategic IT plans for digital transformation of retail businesses to online order with store-pickup extension models.
- Led change control boards, researched IT trends for enterprise applications, network infrastructure, process automation, BPR and tracked regulations for compliance related to remote access provisioning for enabling work from anywhere processes for clients.
- Directed IT service management across multi-tier help desk to supporting requests from 1st time WFH & remote staff.
- Directed 13 Agile rapid app development projects across 21 clients serving retail businesses, convenience stores, food & beverage,

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hospitality and other industries with 89 skilled, remote US and India based offshore IT resources.

- Migrated legacy apps to cloud platforms with mobility enabled microservices based architecture for scale, resilience & speed.
- Developed security and continuity of operations plans for clients' IT infrastructure & mission critical enterprise systems.
- Consulted with executives to unlock value of data for actionable insights thru data analytics for strategic planning & execution.
- Engaged vendors of XaaS, IoT devices & AI apps to minimize risks of cloud architectures w.r.t. availability, access & compliance.
- Presented business use cases & cost benefit analysis for IT modernization thru AI & Machine Learning driven automation.
- Oversaw cloud-ready real time analytics & dashboard projects for visualizing performance of IoT & smart wearable devices.

Colville Confederated Tribes Spokane, WA 03/ 2018 to 03/2020

Role: Chief Information Officer

- Oversaw IT portfolio of enterprise applications and infrastructure projects as well as operations supporting over 65+ Government programs s.a. Public Safety, Health & Human Services, Courts, Justice, Gaming, Transportation, Natural Resources, Education, Employment, Telecom & Social Media etc. as well as 3 casinos, a residential school, medical facilities & several other businesses.
- Presented IT roadmaps to executives on management & budget committee and recommended strategic alternatives spanning enterprise applications, network infrastructure and IT operations to hybrid cloud based XaaS and AI augmented solutions.
- Led organization with 8-11 direct reports and 100+ indirect blended staffing resources including oversight of CISO, Deputy CIO, PMO with 35+ agile projects & 8 functional managers supervising network, systems, office equipment, telecom, business, IT, project services etc. while reporting to the Management & Budget committee & Executive Director.
- Modernized IT platforms with HCI, rationalized HCM, CRM & enterprise apps for smart infrastructure to enable innovative government services delivery to residential consumers, prosumers and commercial entities s.a casinos, medical facilities etc.
- Enhanced telecom and data communications by upgrading connectivity thru Fiber Optics and 2.5GHz EBS spectrum based wired and wireless networks for building smart cities with smart urban infrastructure capabilities for leveraging IoT, Drones (UAS), AI and Cloud enabled apps for energy utilities, police, waste water, fish & wildlife tracking etc.
- Liaised with Federal, State & local agencies s.a. USDA, DHS, HHS, FCC, FAA, BIA, IHS, State Legislature, and WSDoT etc.

Haldey Pharmaceutical New York, NY 06/ 2017 to 03/2018

Role: Chief Information Officer

- Provided vision, leadership and innovative IT initiatives to support clients' mission as CIO and Chief Strategy Officer.
- Developed IT capability roadmaps with executive leadership and presented strategic plans in alignment with business goals.
- Guided CXO team thru strategic decisions on competing IT investments to extract measurable benefits realization.
- Leveraged cloud based XaaS solutions for CRM, LMS, and HCM etc. to maximize benefits realized from investments in IT assets.
- Oversaw a blended staff of 34+ employees, contractors & offshore resources thru 5 direct reports.
- Established IT & data governance for secure remote access to information and business intelligence for competitive advantage.
- Directed IT portfolio of 8 multi-location, agile based app development projects with LEAN & DevOps driven IT operations.
- Ensured security and continuity of daily operations of clients' IT infrastructure & mission critical enterprise systems.

State of North Carolina Department of Health & Human Services Raleigh, NC 06/2016 to 06/2017

Role: IT Director

- Oversaw IT Department thru 7 to 13 direct reports with a blended staff of 525+ employees, contractors & integration partners.
- Provided technology vision & direction to deliver an integrated eligibility & enrollment system across Social Services and Medical Assistance programs decommissioning 19 legacy systems with 1 private cloud & mobile enabled web application.
- Charted IT roadmap for digital transformation of enterprise systems serving 700,000 citizens for economic benefits; 2.5 Million beneficiaries of Medicaid etc. thru 13000 case workers across 100 counties with $4+ billion in EBT card transactions.
- Collaborated with CFO to direct budgeting & finance of a complex IT portfolio of 11 Agile projects and DevOps based operations with budgets up to $100mn+ p.a. thru multiple combinations of Federal, State & local Government funding.
- Envisioned future IT strategies & set up teams to leverage cloud services, Artificial Intelligence & cognitive computing.
- Established governance, implemented data privacy & cyber-security programs per NIST 800-53 Rev 4, CMS's MITA Federal recommendations, ITIL ver3 ITSM framework, ISO 9001/27001 Quality standards, IRS Pub 1075, HIPAA & PCI compliance.
- Automated testing, launched LEAN projects, ensured continual improvements & reduced Helpdesk backlog by 50% in 6 months.

Wynpay, Inc. Atlanta, GA 12/2012 –06/2016

Role: Deputy Chief Information Officer

- Provided vision, IT & data governance for delivering retail POS, ecommerce & mobile payment processing services.
- Oversaw IT & marketing thru 5 to 8 direct reports with 144 on-site & offshore resources working on multi-location agile projects.
- Drove digital transformation thru IT roadmaps with budget justifications to evolve clients' capability maturity levels, risk management, cyber-security and compliance requirements.
- Expanded business thru custom AI augmented, mobility enabled, cloud platforms based XaaS for POS solutions with online order & store pickup, eCommerce, CRM & Social Media marketing solutions.
- Oversaw R&D on microservices and AI driven, ML based fraud prevention for trusted contracts between IoT devices.
- Pioneered Wi-Fi based Point of Sale systems for order processing & mobile card payment acceptance.

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Corporate Payroll Services Atlanta, GA 09/2011 – 12/2012

Role: Director IT Products & Services

- Responsible for product management, directed the NetClockIn Business Unit from $0 income, no revenue model, a handful of frustrated pilot clients and an unfinished product to over 100 paying SaaS clients as new business development in under 1 year.
- Held P&L responsibility, analyzed financial trends, monitored financial health, presented budget plans to CEO.
- Provided results-oriented leadership with 9x improvement in profitability through launch of cloud based SaaS subscription model of revenue generation for the time clock product – NetClockIn.
- Developed vision and drove IT capability & product roadmaps for time clock unit in sync with organizational strategic objectives.
- Introduced Agile project management with responsibility for full SDLC for time clock web app per PMIs PMBoK guidelines.
- Developed competitive market positioning, strategic plans and launched strategic marketing campaigns including responsibility for pricing, promotions, collateral design, advertising and use of social media.
- Trained 55+ sales staff to demonstrate and cross-sell time clock subscriptions with payroll and support customers in 5 States.
- Attracted, grew and directed IT team from 3 to 21 (6 US + 15 India) thru 4 direct reports; built consensus & resolved conflicts.
- Led strategic initiative to develop innovative product design with single touch biometric authentication per client policy needs.

State of Georgia - Department of Community Affairs Atlanta, GA 07/2010 – 08/2011

Role: IT Manager

- Directed IT portfolio of projects supporting Federal programs s.a. Rental Assistance, Mortgage Assistance, CDBG SSBCI etc.
- Supported citizen facing websites for eligibility, enrollment, documentation & payment processing thru cards, checks & ACH.
- Supervised, mentored & coached 5 direct reports supporting 1300+ multi-location staff thru an IT staff of 33.
- Evaluated current & anticipated requirements; developed IT budgets & presented roadmaps thru stakeholder engagement plans.
- Assessed IT security risks, worked with IT auditors to mitigate & respond to audit findings with corrective action plans.
- Oversaw implementation of BCP & COOPs for disaster response and recovery as well as data privacy & IT security programs per NIST SP 800-53, IRS Pub 1075, Sarbanes-Oxley Act, ISO/IEC 27001 Quality standards, HIPAA & PCI-DSS compliance.
- Commended by Commissioner for outstanding IT leadership in delivering a hybrid cloud-based HomeSafe Georgia portal.
- Managed portfolio of Oracle PeopleSoft Financials Application ERP implementation projects throughout project lifecycle.

Bizdev Systems, Inc. Atlanta, GA 06/2003 – 07/2010

Role: Senior Vice President IT, Sales & Marketing

- Oversaw delivery of IT services to 21 startup clients disrupting financial, healthcare, IT Security, entertainment and other industries, in turn enabling their success in raising angel, VC & institutional funding to the tune of $100Mn in 7 years.
- Built a sales machine to grow book of business to 610 new SMB clients in 8 months with recurring revenues valued at $1.1 million per year with Telecom, ISP, Mobile, VoIP, Surveillance solutions thru 8 sales superstars spread across 5 locations.
- Developed and drove multi-year IT roadmap for Point of Sale, Payments, EHR, CRM, ERP and custom development businesses.
- Oversaw 6 very large accounts through 3 account representatives providing IT resources for on-site ERP projects.
- Managed IT portfolio of off-shore projects for ecommerce enabled mobile & web app development with cloud based storage.
- Ensured regulatory compliance to data privacy, IT security and quality standards s.a. HIPAA, PCI, ISO, ITIL etc.

Syspro Technologies Inc. Atlanta, GA 04/2002 – 05/2003

Role: Vice President

Responsibilities:

- Interfaced at CxO levels with clients including local governments for new business and account maintenance.
- Managed financial aspects of the IT & Product Management organizations, including purchasing, budgeting & budget reviews.
- Defined and implemented IT governance as well as Product Sales & Marketing policies, procedures and best practices.
- Directed product development of a critical scheduling & transportation tracking web service for the HazMat disposal industry.
- Directed IT portfolio of on-site & off-shore projects involving implementation, configuration & support of ERP applications.
- Defined creative, logical & effective solutions to determine feasibility of IT solutions including budgets & resource deployment.
- Developed business case justifications and cost benefit analyses and presented to client executives.
- Developed custom apps for a Fortune 100 retail client using real time POS data for on-boarding & training new recruits.
- Communicated technical information to a non-technical audience at various levels from executives & stakeholders to end users.

Blueshift, Inc Atlanta, GA 07/1999 – 03/2002

Role: VP - Technology & Business Development

- Interfaced at CxO levels with clients including local governments for new business and account maintenance.
- Led technology and Business Development organizations with 4 – 6 subordinate supervisors & 35 staff members.
- Established IT governance as well as Sales policies, procedures and best practices for new business development.
- Developed vendors, negotiated SLAs with large integration partners and administered contracts to ensure their attainment.
- Set up content digitization as a new business for publishers and expanded business internationally to Denmark & Canada.
- Directed strategic business objectives for product management of subscription based online educational testing service.
- Managed and participated in enterprise wide disaster recovery planning and IT systems security administration.
- Supervised development, BPR, implementation & training for business users on ERP software & XP based web app development.

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MISCELLANEOUS

2018 – 2020	Part Time Faculty, Computer Science, Wenatchee Valley College
2018 – 2020	Sub Committee Chair, FCC BDAC DRR Working Group 'Improving Government Processes & Procedures'
2019 – 2021	Member: MS-ISAC, NC-PMI, PS-PMI, MS-ISAC, OSA, FOA
2013 – 2017	Vice President, Friends and Advocates of Forsyth County Public Library, GA
2013 – 2015	Sub Committee Chairman – Gwinnett County Human Resources Commission, GA
2001 / 2008	Co-Author "Event Marketing and Management" 1st edition / 2nd edition
1994 - 1999	CAD/CAM R&D, Overseas Procurement (Baan) & International Marketing (SAP) with large Indian manufacturers

Addendum

CORE COMPETENCIES AND SKILL-SETS

1. **Visionary & Proven Strategic Leadership, IT Governance and Innovation Management for Digital Transformations.**

- **COBIT5 IT Governance Framework and Capability Maturity**
  - As a servant leader with high emotional intelligence, I have formulated IT & cyber-security vision, created strategic plans and charted IT roadmaps with supporting governance frameworks to enhance clients' capacities and capability maturity levels. I have successfully managed from 5 to 13 direct reports with blended IT teams across on-site & remote locations in the US (both East and West Coasts) as well as off-shore (in countries s.a. India, Philippines, Romania, Ukraine, Ireland etc.) with cross functional talent providing network, systems, telecom, office equipment, project management services etc.
  - I'm a professional IT leader with not only a strong technical aptitude but also capability to see details within the broader scope of long-term growth and development of clients' technology environments and skill-sets of individuals who work within them. I can balance competing priorities of departments and differing funding, resources & service levels as well as effectively delegate authority and responsibility & maintain high performance levels. I'm a team builder & key influencer with a positive, energetic and infectious attitude willing to mentor staff, inspire others to follow and instill passion with my employees. I have the ability to harmonize people with technical and non-technical skills and to exert positive influence for implementation of necessary changes with a collaborative, humble, open, approachable and flexible spirit that makes a positive impact throughout the organization.
- **Stakeholder Management and Negotiation Skills.**
  - Leveraged my excellent communication skills for stakeholder engagement across all levels of the organization up to Board level to ensure understanding of both IT related challenges and opportunities by non-technical people, thus enabling informed decision making.
  - Developed vendors, new business and proposed as well as evaluated RFP/RFQ/RFI responses for cost effectiveness and efficiencies of solution designs & architectures. Presented technology briefings to clients, peers and at events s.a. The AI Summit in New York and MS-ISAC by CISecurity.org sharing my experiences with applied innovations while modernizing legacy systems. Negotiated all business systems contracts and renewals netting on average a sustainable 10% cost saving on license and maintenance agreements while ensuring specific, measurable, attainable, relevant and time bound terms within SLAs, OLAs and Key Performance Metrics based plans.
- **Innovation and Transformation through Technology.**
  - Renovated and modernized organizations with minimal disruption of production and IT operations. Transformed enterprise architectures and improved business processes leveraging bleeding edge trends with buy-in and support form stakeholders for overcoming change management challenges s.a cultural transformation.
  - Implemented next generation networking, telecom, Fiber Optics and wireless and data connectivity architectures taking clients from under 25 Mbps to over 10 Gbps broadband speeds resulting in modernization of overall IT infrastructure enabling deployment of AI augmented, Cloud platforms based XaaS solutions for CRM, HCM, LMS, eSOC, IoTs, UAS (Drones) etc.
  - Drove a culture of innovation; leveraged crowd sourcing; encouraged communications and collaboration and focused on enabling accomplishment of business outcomes thru prioritization of programs, projects, operations and other initiatives within IT portfolios.
- **Consolidation & Optimization of Organization Structures.**
  - Leveraged evolution of cloud services for optimizing organization structures by either centralizing or consolidating services, operations, resources, infrastructure, data centers; communications and marketing to evangelize "enterprise" thinking for maximizing benefits realized from IT investments in technology assets with better returns and shorter pay back periods as well as strategic transition from CapEx to OpEx.

2. **Cyber-security, Risk Management, Audits and Mandatory Compliance.**

- Established security governance; justified and presented budget and resource requirements; developed cyber-security and risk management frameworks; ensured data protection; provided training and awareness; managed 3rd party risk for multiple regulatory based security programs s.a. HIPAA, PCI-DSS, ISO 27001, ISO 27005, NIST 800-53 v5/4, NIST CSF, RMF, GDPR. Ensured compliance s.a. SOX IT controls, performed IT audits and complied with corrective action plans, automated testing, reduced defects, monitored vulnerability and risk management processes. Fulfilled security audits by Federal, State, Tribal, Local government and 3rd party IT auditors with distinction. C|CISO certified and trained in HIPAA, PCI-DSS, GDPR etc.
- Leveraged security enhancement tools and Continuous Diagnostics and Mitigation (CDM) programs s.a. SolarWinds etc. with

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advanced analytics and digital forensics to support technical modernization as threats evolve.

- Provided centralized visibility and control thru Azure Identity and Access Management tools as well as AWS and GCP IAMs allowing clients to actively measure and monitor the risks inherent in their systems that must match up users and resources.
- Data Management and Data Analytics: Deployed Oracle Healthcare Master Person Index to provides a single point of reference to information about patients, clinicians, payers or other healthcare entities within and across organizations, ensuring the availability of unified, trusted data, ensured Master Data Management; oversaw information exchanges by establishing data governance with secure data architectures for delivering strategic insights and business intelligence as well as predictive analytics thru real time feeds of big data with access controls configured by roles and responsibilities.

3. **Budget, Cost Control, Fiscal Oversight and Portfolio Management.**

- Created PMOs and introduced Agile approach and Agile Scrum and XP project management methodologies for minimum viable product deliveries together with DevOps principles for managing continuous releases and deployments. Created mobile, web applications, platform, data analysis teams & cross-functional teams focused on UX to not only predict and prevent zero-day vulnerabilities by post release testing with production traffic and engaging a set of client representatives to gather their feedback.
- Successfully sustained upto 40+ projects per year with an OpEx budget from $6mn to $55+ mn and CapEx budget of $26 mn. Delivered costs savings to achieve a 15% annual OpEx to CapEx ratio reduction with transition from on premise to cloud based platforms for SaaS, IaaS, PaaS (XaaS) solutions.
- Developed strategic alternatives within IT roadmaps for managing unforeseen budget reductions including strategies for increasing savings, reducing or avoiding costs for dealing with inadequate funding and budget constraints while ensuring IT services continued to deliver business outcomes in strategic alignment with organizational objectives and prioritization of IT portfolio initiatives as per stakeholder expectations thus maximizing benefits realized from existing resources and IT assets.

4. **Cloud Services, AI, RPA, IT Architecture, Broadband/Wireless Connectivity and Network Infrastructure.**

- Developed cloud strategies including guidelines for selection of service and deployment models, scalable and elastic services, cloud data governance, security and service management.
- Established digital government frameworks for digital services with necessary eligibility and enrollment portals for improving citizen, customer and user experiences including deployment of accessibility features, digital assistants and AI augmented solutions s.a. IBM Watson virtual assistant, chat bots, Slack etc. for customer service and other uses.
- Facilitated and managed multiple real-time, fault tolerant transactional infrastructures for Live Video Streaming and running full service contact centers with not only phone but also VoIP, Email, Text Chat, Fax services and Direct Website Interfaces.
- Pioneered modernization of legacy systems thru migration to AWS, Azure, hybrid and multi cloud services. Also leveraged potential for renovation by enhancing, updating, upgrading or replacing existing resources along with necessary business process improvements and appropriate prioritization justifications for gaining stakeholder buy-ins and charted on IT roadmaps so as to maximize benefits realized from legacy platforms and applications before being decommissioned. Managed infrastructure for one of the largest contact centers in State of North Carolina with over $4 billion in payment transactions, 300+ representatives supporting over 13000 case workers, 2 Data Centers, virtual private cloud and 3.5+ mn beneficiaries.
- Designed, developed, supported and administered SaaS subscription based CRM, HCM, document management and LMS services as well as leveraged scalability, availability, identity and access control benefits of IaaS, PaaS, XaaS cloud solutions.
- Extracted useful insights from enterprise applications and real time streaming of big data thru PowerBI & data analytics tools.
- Managed Public Safety Radio Networks for Police Departments, Fire & Emergency, Natural Resources Enforcement and disaster response & recovery etc. and liaised with FCC for FirstNet, wireless data connectivity over 2.5GHz EBS Spectrum, LMR, Fiber Optics, 4G/5G deployments to strengthen Internet connectivity and maximize broadband technology opportunities.

5. **Operations & Maintenance**

- Oversaw multiple operations teams including IT application development, Quality Control, Configuration and Client Services, Dev/Ops, multi-tier Helpdesks, Technical Support, Quality Assurance, Audits, Training and eSecurity Operations Centers. Leveraged use of ITIL guiding principles for ITSM and carried out LEAN projects for continual process improvements and reduction in wasted resources. Achieved 99.99% service level availability measured thru KPMs across operational categories.

6. **Enterprise Resource Planning (ERP), Human Capital Management (HCM), Customer Relationship Management (CRM), Learning Management Systems (LMS) and other Technology Skills.**

- Managed IT portfolio of global business systems including ADP, Paychex, Corpay, Oracle eBusiness, SAP, NetSuite, Salesforce, Siebel, Paycom, Workday, Kronos, MS O365, MS D365, MS Dynamics, UltiPro, Tableau, PowerBI, Windows, Unix, Linux, iOS, Android operating systems; remote video-based collaboration with Zoom, MS Teams, Google Meet; development and security tools s.a. Atlassian Jira, GitLab, Kubernetes, Perforce, Nessus, Qualys, Slack, Splunk, etc.; Collaboration Technologies for file sharing, document management, workflow, intranet services s.a. SharePoint, FileNet, Docusign, etc.; enterprise architecture frameworks s.a TOGAF and Zachman Framework; IoTs, sensors, Drones (UAS) etc.
- Responsible for all software licenses, contract negotiations, on boarding, access authorization, fair use and administration.
- Directed customer relationship management internal customer service strategies including building customer agency confidence, trust in capabilities and encouraged collaboration to deliver performance as per Service-based, Customer-based, and Multi-level or Hierarchical service level agreements (SLAs).
- Launched IT initiatives in developing and implementing Enterprise Resource Planning (ERP) systems involving organization-wide technology tools & processes and facilitated business process re-engineering requiring broad participation of all

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departments to ensure 'buy-in' of senior management & staff for implementing cost-effective and innovative solutions.

7. **Information & Communications Technologies for Smart Cities and Smart Communities**
   - AI, Artificial Intelligence, ML, IoT, AES, GPRS, BLE, IIOT, LoRaWAN, Low-Power Wireless Sensor Network, NFC, NB-IoT, RFID, ZigBee/Z-Wave, UAS (Drones), MIST, Cisco, Juniper, AWS, GCP, Azure, Alexa, Kubernetes, IBM Watson, Slack, SDN, HCI, Nutanix, VMware, Hyper Converged Infrastructure, LPWAN, 4GLTE / 5G.

8. **Miscellaneous**
   - Directed diverse large Information Technology (IT) Divisions, developed strategic work plans; identified major business processes, major products and services; optimized organizational structures and streamlined work assignments. Reviewed and evaluated division operations, work products, methods, procedures and performance outcomes and identified opportunities to improve overall division performance and thereby ensured continuous customer satisfaction; planned for improvements and led organizational change.
   - Established long-range goals and objectives for clients' information systems; determined long-term enterprise wide information needs and developed strategies; identified and implemented collaborative initiatives with user divisions and business units; led strategic IT and operational planning to achieve goals by fostering innovation, prioritizing initiatives based on desired business outcomes and coordinated evaluation, deployment and management of systems across client agencies. Planned and forecast future IT initiatives based upon current and projected enterprise needs; technology developments, system compatibility, cost estimates, capacities and capabilities.
   - Tracked a broad range of emerging technologies to determine their maturity levels and applicability to client enterprises; reviewed innovations and monitored trends for evolution of technology and automation solutions; maintained high degree of currency in the information technology field
   - Oversaw IT operations and ensured subordinate staff provided responsive, quality and effective technical support for systems development, implementation and operations. Monitored overall systems operations; developed technology driven policies and procedures; and re-engineered business processes and continually improved workflows within client enterprises through IT.
   - Performed project management work for information system installations, enhancements and modifications; developed plans, cost estimates, projected deadlines, operational sequences and security and backup provisions. Oversaw enterprise- wide systems installations
   - Managed division staff. Performed a variety of duties associated with supervising staff to include hiring, assigning work, ensuring professional development and training, establishing performance expectations and evaluating performance; providing guidance, direction and discipline as necessary; and recommending employee terminations to Human Resources as appropriate.
   - Conducted contract negotiations with outside vendors providing systems support, development and maintenance; administered established contracts; identified and resolved problems with vendor performance; and established effective working relationships with contracted vendors.
   - Managed the division's financial resources. Supervised reviews and developed operating budgets. Administered approved budgets; identified needs for staffing, equipment, materials, services and supplies; and allocated, monitored and approved expenditures of budget funds.
   - Served as senior internal consultant/advisor to executive managers, department heads and system users regarding information systems. Through liaison with division managers and select system users regarding IT initiatives and implementations; evaluated service needs and assessed future requirements; provided subject matter expertise and leadership in prioritization; identified opportunities to collaborate and share resources.
   - Represented IT divisions before senior managers, elected officials, contractors, vendors and the general public in Town Hall and Community meetings. Served as primary liaison to IT 1st tier vendors.
   - Operated personal computers, telephones, copiers and other general office equipment as necessary to complete essential functions including use of various operating systems, database administration, word processing, spreadsheets, smartsheets and other system software.

Disclosure Statement

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Candidate Personal Disclosure Questionnaire

Name of Applicant / Candidate: Sanjay Saggere

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in your being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

(Please explain any "YES" answers on a separate sheet of paper.)

1. Have you ever been charged or convicted of a felony? Yes (No)
2. Have you ever been involved in a domestic abuse incident that resulted in your being arrested or that was covered by the media? Yes (No)
3. Have you ever declared bankruptcy? Yes (No)
4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit? Yes (No)
5. Have you ever been the subject of a sexual harassment complaint that was investigated or that resulted in a lawsuit? Yes (No)
6. Have you ever been convicted of driving while intoxicated? Yes (No)
7. Have you ever sued a current or former employer? Yes (No)
8. Please identify any personal social media accounts you have or use and provide the address:
   a. LinkedIn Yes No URL: www.LinkedIn.com/in/Sanjay
   b. Instagram Yes No URL: _____
   c. Twittter Yes No URL: www.twitter.com/saggere
   d. FaceBook Yes No URL: _____
   e. Tinder, TikTock Yes No URL: _____
   f. Other: _____. URL: _____
9. Is there anything else in your background that might cause a reasonable person concern if he/she were to become aware of it through the press, blog, or other public medium.
   Yes No If yes, please use another page to explain.

Attested: _____ 09/07/2020
Signature *date*

Please (a) print, (b) sign with your *actual signature*, (c) scan / photograph and (d) send back as an email attachment. YOU ARE WELCOME TO PASSWORD PROTECT IT IF YOU MAY DESIRE.
Return a signed and scanned PDF to **Kaylynne & Kathryn** at: *recruit127@municipalsolutions.org*

Telephone Interview w/ Candidate

Date: *10 September 2020*
Conducted by*: D. Evertsen*

Note: great interpersonal skills, humor.

What prompted your interest in this position?

The most important thing is location. I have property in Florida, land I have been looking to develop. I live in the southeast (NC, GA), and I want to retire here and this is where I am wanting to move in this direction career-wise as well). I want to stay in the SE, and Florida is where I want to be. If I can do this now, then I have a big jump on my future.

Form a professional point of view, I have had maximum success modernizing government IT organizations. Cost-effective, business focus, same people, more efficiency, maximizing the life-cycle value. I can help Collier County and I receive a lot for personal satisfaction delivering solutions to government.

What do you see as the greatest challenge for IT Directors in general, and in the Public Sector specifically?

The next 20 years, the business needs will remain the same, but IT can help accomplish these needs – this will be the greatest challenge. ***See also detailed response in written introduction.***

1. ***Security****. Use of technology (not just # of devices) but the pervasive nature of connectivity demanded will create bigger monsters in the future. This MUST be the main focus and foundation of any effort irrespective of where your services come from – data protection and privacy is paramount.*

2. ***Artificial Intelligence*** *getting incorporated into regular applications which deliver business services. Examples: case management software, cameras, e-services, these are all electronic programs which have incorporated more AI – predictive analytics. Bodycameras…increases the amount of data collected and bandwidth necessary to have It backed up – stored, data needs will be insanely large. The concept of AI in the cloud will require*

3. ***Business Case.*** *How do you build business cases within a limited financial structure – to keep it viable, business friendly and safe.*

Tell me about your Communication Style and Management Skills.

I am a business-outcome oriented leader. Servant-leadership. Not holier than thou, part of the team, and can roll up my sleeves and jump into the herd. My team has freedom to make mistakes, so long as they capture lessons learned.

Persistence. I build relationships, not just in terms of supervisor-manager, but motivation and empowering team members to take on bigger challenges.
"Persistence is my middle name."

Communications. I am transparent. Inclusive. I pull in team members, tend to involve more people than exclude them. You will be absolutely kept in the loop as it pertains to the management matrix. I don't know everything – technology change to rapidly. I enjoy working with people technically smarter than me, but I connect the dots between the technical and non-technical people.

- ***"I'm the concept of the knot in the shoe (laces). I'm not the leg, I'm not the shoe. Bringing everything together."***
- *I am the gravity holds everything together, but everyone has the ability to work in their sphere.*

I show the them the impact of what they do on the back side

.

What would *your references* say are 5 words which describe you, your skills or your attributes?

- *Persistent.*
- *Excellent communicator.*
- *Business-oriented tech-innovator. Just because there is new tech doesn't mean I need to take it on.*
- *Customer-service oriented.*

Would your family be comfortable with relocation to Collier County / Southwest Florida?

Absolutely, yes!

Anything else you would like to share? Do you have any questions I might answer for you?

Only question I have is…I know the job description, the profile, the director. Are they looking for an innovator, or a maintainer? <lengthy discussion>

Interviewers Comments: *Elite, thinks on multiple levels, several steps ahead in business process and strategy, understands connectivity of wide-ranging service areas and how they all factor into a network strategy. Can elaborate, but also very precise and clear, Great examples when asked a non-technical follow-up question. Interview him ASAP..*

Candidate Introduction & Writing Sample

What is your current/recent position/title(s)?	Chief Information Officer, IT Director
Describe your current employer.	Very early stage global technology product startup with consulting services.
What is the total number of employees in your department / division? The # you are directly and indirectly responsible for?	34 – all off shore, India based virtual teams (recently started downsizing – due to the pandemic from 89). Directly responsible for 5 supervisors and 33 indirect staff.
What services does your current employer provide?	No code / Low code application engine with Conversational AI augmented enterprise applications for workflow and business process automation as well as enabling contactless operations.
Do you have an influence in the department budgetary decisions?	Yes, I have held extensive decision making influence in IT department budgetary decisions across multiple IT functions in private industry and government with annual budgets of $5M to over $100+M.
How many employees report directly to you? What is the largest department (# of employees) you have been responsible for?	5 direct reports. Largest department was State of North Carolina Department of Health & Human Services with 13 direct reports and over 525+ indirect, blended staff of employees, consultants, contractors etc.
Why are you interested in the IT Director position at Collier County, Florida?	I believe this is a Win-Win opportunity. Collier County will benefit significantly from my leadership talent, experience & education. I will benefit substantially in terms of the location, work related satisfaction & a return to public service with a long term employment in government - where I have demonstrated successes with measurable results & meaningful outcomes thru digital transformations.
What do you feel are the keys to managing a successful IT Department?	Among other key factors, the following: - Charting IT roadmaps with strategic plans that maximize benefits realized. - Ensuring strategic alignment of IT portfolios with business objectives. - Optimizing IT organizations for limited budgets, human & technology resources. - Building trained efficient & motivated teams for change & risk management.

Tell us about two situations where your efforts improved the workflow in your current or previous work experience.	1st, at CCT, the cloud based SaaS solution for HCM significantly improved the on-boarding, time keeping, payroll to off-boarding workflows thru mobility enabled, business processes automation. Reduced manual errors, delays in payroll processing, eliminated duplicate data entry & consolidated IT systems used between HR & Accounting to eliminate dual applications & data storage.
	2nd, at NC DHHS, by introducing Automated Testing with unmanned 24x7 operation of 375+ test scripts as part of Quality Control, I eliminated new defects thus, improving product & customer satisfaction while preventing Federal fines.
Tell us about an ethical situation that you have been confronted with during your career. How did you deal with it? What was the outcome?	I was asked to hire a specific individual for an IT position because that person was related to an elected representative. My ethical foundations are based on responsibility, respect, fairness & honesty. I followed necessary HR processes for internal transfers & recruitments. I was able to appoint the person in an interim capacity to an open IT position with time boxed requirements around training & certifications to be completed for a successful outcome. Thus, I ensured due diligence while still accommodating a stakeholder request.
What do you see as the greatest challenges facing public agencies from an information and technology standpoint?	Some of the greatest challenges facing public agencies from an IT standpoint are security, governance & risk management; strategic adoption of cloud services with identity & access management (biometrics, single sign on etc.); optimization & consolidation of IT departments; citizen facing digital governance, broadband / wireless connectivity; budget, cost control & fiscal management; customer relationship management; data management, analytics & BI. To accomplish all of the above while ensuring alignment to organizational objectives with delivery of measurable results for meaningful outcomes while being good stewards of tax dollars at work is the real ongoing challenge.
The current IT Director is leaving after 25 years with the County and 17 years as Director. He has been principally responsible for designing and administering the current network environment as well as developing interdepartmental relationships	Transitions typically involve change management including difficult cultural transformations. 1st, thru extensive stakeholder engagements, I will build relationships with department heads & teams. Understand their future needs. **From experience, I've acquired a bit of wisdom that helped me develop my comprehensive building blocks approach to IT leadership. Education ratified it.**

Tell us about how you envision a transition to *your* leadership.	So, next, I will analyze the current state of budgets, people's capabilities and IT capacities with life cycle stages, inventory levels etc. This will help identify gaps. Finally, by charting roadmaps with IT portfolios for bridging such gaps including budget justifications, training provisions for developing people's skillsets & maximizing RoI of IT assets, I will win not only stakeholder buy-in but also support to find ways to overcome change & risk management challenges. Thus, by focusing on enhancing overall IT maturity levels, I will win over not only executive leadership but also my team mates with their respect as coach/mentor.
Tell us how you would approach maintaining a highly-secured network within a City / County government (public sector) environment. Give us an example from your experience	Based on the current state of secured networks within the local government, my approach would be to first start with an understanding of current IT maturity levels in terms of financial, human & information resources. Thru interaction with stakeholders, I will then develop an understanding of organizational risk appetite, compliance requirements and industry standards. To bridge the gaps, I would then conduct business analysis with proof of value projects that help validate products & services enabling informed decisions.The hybrid AI + HI e-SOC (e-Secuirty Operations Center) I set up for CCT is an example of how I modernized the maintenance of a highly secure government network. At CCT, we chose to adopt a managed services approach to augment limited skilled in-house network services talent. This resulted in greater efficiencies, reduction in false positives and a highly secure network environment. *Note: Ensuring that my IT teams can first take care of at least 3 generations of systems currently handling the County's workloads while being able to handle at least 2 planned ongoing migrations for end of life technologies and undergoing awareness / training for 2 future generations is a part of my approach to reducing vulnerabilities, ensuring team preparedness & maintaining security.*

Tell us about two innovations you have introduced to an organization you have worked for.	It is important to note that I ensure that IT initiatives are focused on delivering meaningful business outcomes in alignment with organizational objectives & stakeholder needs. The first example: At CCT, introduction of AI + HI based eSOC, leveraged AI & ML as well as human interface for a resilient & contemporary yet cost effective solution to improve overall security. Second, at NC DHHS, I introduced cognitive computing with IBM Watson for enhancing access to knowledge bases across Help Desk tiers to improve resolution at 1st contact thus enhancing customer satisfaction while reducing ticket backlogs.
Are there any particular innovations you would like to bring to Collier County's network or department *(i.e. technical, interpersonal, managerial, etc)?* If so, what?	From a managerial perspective ensuring meaningful business use cases for adoption of innovative technologies s.a. AI, IoT, Cloud Services etc. leads to successful digital transformations. My innovative & comprehensive approach to budget justifications ensures provision of necessary training for my staff in tandem with IT roadmaps that not only motivates my IT teams but also enhances their confidence in taking on challenging initiatives. From a technical perspective, the introduction of drones (UAS) for Public Safety use cases including Police, Fire & Emergencies and AI augmented Surveillance cameras over AI driven wireless networks for improved physical security, e-discovery etc. with HIPAA & other mandatory compliance etc. are cost-effective & useful innovations. Finally, modern broadband & wireless Internet / data connectivity as part of smart urban infrastructure via Fiber Optics to lay the foundation for building Smart Cities & Communities across Collier County would be a few long term innovations worth exploring. These would modernize the infrastructure necessary for innovative use of AI augmented, cloud platform based services for data intensive applications s.a. body cam video streaming, continuous intelligence etc. that can enhance public safety, transparency & ethical conduct.
Tell us about your experience in public speaking?	I have extensive experience in public speaking. A couple of the most recent examples include: 1) Speaker at The AI Summit in New York, where I presented to a live audience of over 1000+ on leveraging AI for Tribal Nations; and 2) Speaker at CISecurity.org's MS-ISAC webinar with a live audience of over 500+ on the topic of Hybrid AI + HI eSOCs.
	On a lighter note, as a personal hobby, I have also been a radio show host and an actor with starring roles in theater as part of charity fund-raiser events.

What systems, tools or processes have you used or would you use to gage whether or not your operation is efficient, effective and successful?	From an infrastructure & enterprise systems perspective, I have used IT & AIOps tools s.a. DynaTrace, Splunk, SolarWinds, DarkTrace, Arctic Wolf, BlueCat, MS SCCM etc. for monitoring effective & efficient operations performance in terms of availability, access & compliance etc. From a processes point of view, I have tailored best practices, industry standards & guidelines s.a. PMBOK, BABOK, ITIL, ISO, NIST, MITA etc. with baselines for continual improvements and business process automations to measure against. Then, I ensure that key performance indicators are appropriately assigned for measuring efficiency, effectiveness and success for specific sets of functions across IT operations for all technology services including customer support. Also, I negotiate with vendors to set up proper service level agreements and monitor them for ensuring their attainment for benefits realization to my organizations. In parallel, I monitor fiscal affairs, costs, expenditures & budgets. By closely monitoring people's individual development plans, I ensure my team's preparedness for delivering efficient, effective & successful IT services enabling business outcomes. Thus, with proper baseline measures to compare against across financial, human and information resources with ongoing monitoring, I have ensured my IT operations to run efficiently, cost-effectively and successfully.
Tell us about two ways you have personally impacted *cost reductions*, *improved operations* or *service delivery improvements*?	2 ways I have personally impacted cost reductions, improved operations and rolled out service delivery improvements are as follows: First, by leveraging LEAN projects together with Six Sigma & ITIL principles to eliminate waste, resulting not only in extensive business process improvements and significant cost reductions but also enhancements in operational & service delivery efficiencies. Second, by optimizing IT organization structures by consolidating limited financial, human & technology resources, I have not only streamlined operations but also delivered cost reductions while still provisioning sufficient training etc. for continual improvements in value delivered thru IT service management across IT operations & maintenance services.

What do you consider to be your greatest achievement or accomplishment (professionally-speaking)?	I'd say leapfrogging across generations of technology evolution while modernizing government information systems with AI, IoT, Cloud services, SaaS HCM, eSOC, Drones, etc. together with skillsets of IT personnel could be my greatest accomplishments. Yet, being able to coach, mentor, motivate, inspire, train & prepare the 1st ever Tribal member in an IT management role at CCT could be the one that showcases my true leadership spirit. Therefore, I believe that success in leveraging my existing people resources thru investments in appropriate training and development of successful teams may count among some of my greatest and most impactful achievements.
What do you consider to be your biggest failure or regret (professionally-speaking)?	Having worked on time limited, contract positions and being a disciplined workaholic, I've ensured that my teams got much needed flexibility to work from anywhere so they can maintain their work-life balance while ensuring that deliverables & expectations were clearly defined & met. Unfortunately, I may need to be more cognizant of my own work-life balance!
What do you see as the major challenges facing local governments in terms of Information and Technology services over the next 20 years?	Some of the major challenges facing local governments in terms of IT services over the next 20 years include Security, governance & risk management; strategic adoption of AI, IoT, SaaS, IaaS, PaaS cloud services with identity & access management (biometrics, single sign on etc.), enterprise applications, drones, body cameras, e-discovery; optimization & consolidation of IT departments; citizen facing digital governance, broadband / wireless connectivity; budget, cost control & fiscal management; customer relationship management; data management, analytics & BI etc.
Give us six adjectives or phrases you would use to describe yourself	1) Persistent creative & business outcomes-oriented tech innovator. 2) Strategic growth oriented servant leader with an agile approach. 3) Excellent, transparent communicator, guide & translator for tech savvy as well as non-technical stakeholders. 4) Whole hearted motivator, coach, mentor & disciplined. 5) Team builder – with my role being like the "concept of the fit" in a lace-less shoe or the "concept of the knot" in shoes with laces! 6) The "gravity like glue" that bonds my teams yet allows them the freedom with responsibility that exponentially improves results.
What is your current salary?	On a time limited contract at a startup with options etc. Past Average: $135k pa + benefits

What are your salary expectations if you are hired by us?	$150k + benefits
Any final thoughts?	I have consulted, guided & advised executive leadership teams, presented to Board of Commissioners, built & led multi-jurisdictional coalitions, strategic alliances, won grant funding and successfully nurtured relationships with Federal, State, Tribal, County & City governments, private industry, non-profits, educational institutions etc. thru stakeholder engagement. Business needs remain more or less the same. For instance, Public Safety, Health & Human Services, Law & Justice, Courts, Corrections etc. The department names themselves state their objectives. How these requirements are better met with technology, evolves over time. I believe in maximizing returns over the entire life cycle of investments in IT assets. Therefore, I lean towards adoption of emerging technologies only after sufficient no or low cost proof of value exercises demonstrating meaningful outcomes with measurable impacts on departmental goals. Such an approach, I have found, ensures stakeholder buy-in and support for not only funding but overcoming risks & change management challenges. I have experienced great satisfaction in delivering government IT solutions that enabled departments to do more with their limited resources to substantially improve people's lives by enabling secure, resilient communities and ushering in economic growth opportunities thru improved infrastructure for safety, education, healthcare, employment, businesses etc. I look forward to working with the Collier County senior management team and lead its IT team thru innovative digital transformation journeys over the long haul.

Background Investigation Part I:
Internet, News & Social Media

Social Media:

Facebook: **Found, but not reported – It's a community page followed by 47 people.**
I post in 2009 and 5 posts in 2010. All posts are motivational quotes.
Link: https://www.facebook.com/Sanjay.Saggere

Twitter: ***930 Following*** ***1,019 Followers***
His profile states: Everybody seeks happiness. Not me, though! Happiness isn't good enough for me. I demand euphoria! - Calvin & Hobbes. All other content is protected.
Link: www.twitter.com/saggere

Instagram: **None reported, none found**

LinkedIn: ***500 plus connections. He has more than 40 endorsements and recommended 14 people.*** *He seems to be very active in the platform.*
Link: www.linkedin.com/in/Sanjay

Internet / News Articles:

Article: Town, tribes talking of collaboration on fast internet (2018)

Summary: Sanjay helped bring internet to Indian Tribes.

Link: https://www.grandcoulee.com/story/2018/04/18/news/town-tribes-talking-of-collaboration-on-fast-internet/10258.html

Article: On my mind (?), Seeking North, 12 amusing musings, Destination abundance, Event Marketing and Management

Summary: Sanjay wrote 3 poem books and 2 actual books

Link: https://www.amazon.co.jp/Sanjay-Saggere/e/B00R0H59PC/ref=dp_byline_cont_pop_ebooks_1
https://www.amazon.it/Destination-Abundance-Alphabet-Affluent-Financial-ebook/dp/B073DJ95J5
https://www.vikaspublishing.com/books/business-economics/marketing/event-marketing-management/9788125914495/

Article: Library approves early literacy computer programs

Summary: He made it possible for the public library he was VP of to donate 30,000$ to advance computer literacy in his community.

Link: https://www.forsythnews.com/local/education/library-approves-early-literacy-computer-programs/
https://forsyth.libnet.info/images/pdfs/forsyth/Board/20150720-final.pdf

Background Investigation Part II:
Criminal / Civil, Education & Employment Verification

DID NOT COMPLETE

Reference Interviews

Collier County Director of IT Finalist candidates

Instructions

Please provide names and telephone numbers for the following individuals. *Due to the difficulty of contacting people during the business day, a personal or mobile phone #s would be helpful.* Substitutions should be kept to a minimum. *Name, Title and Mobile Phones please.*

1. **Two elected officials for the you currently work for who would have familiarity with your work as *Director of Information Technology or other administrative technology position*.** For private agencies, substitute senior non-supervisory officials.

Janet Nicholson Wak Wak* Health & Human Services Chair Nespelem District Representative Cell (509) 978-9754 Left a text message	**Roger Finley*** Tribal Government Committee Inchelium District Representative Cell (509) 978-9286 Left a Text message

*From immediate past government organization

2. **Two elected officials for the agency whom you have worked previously, who would be familiar with your work as *Director of Information Technology or other administrative technology position*.** For private agencies, substitute senior non-supervisory officials.

Jack Ferguson Management and Budget Chair, Community Development Chair Keller District Representative Cell: (509) 634-6349 / (509) 846-9641	**Rep. Cathy McMorris Rodgers** Representative for Washington's 5th District c/o Andrew Engell Northern Regional Representative Cell: 509 690 1770

3. **Your current direct Supervisor.**

Patrick J. Tonasket* , Centralized Services Director, Colville Tribes Cell: (509) 631-0825

*From immediate past government organization

4. **The Mayor or City Manager and two prior Mayors or City Managers who know of your work as *Director of Information Technology or other administrative technology position*.**

Nathan Davis, 2020 Chairman Ferry Co. District #2 Elected to Office 2014, 2018 (509) 775-5225 ext. 2508	**Keith St. Jeor** Coulee Dam Town Council Phone: (509) 633-0320	**Larry Price** Mayor, Coulee Dam, WA Phone: (509) 633-0320 (No Longer with the town, need a new number)

5. **The HR Director for the agency where you worked as *a Director of Information Technology or other administrative technology position*.**

Brian Nissen*   HR Director   (509) 634-2286

*From immediate past government organization

6. **Two members of the media who were familiar with you in the agency you worked in as *Director of Information Technology or other administrative technology position.***

Cary Rosenbaum Editor and Publisher The Tribal Tribune Phone: 509-634-2223	**Scott Hunter** Star Publishing, Inc. DBA The Star Ph: (509) 633-1350 or Toll-free: (888) 633-1350 https://www.grandcoulee.com/story/2018/04/18/news/town-tribes-talking-of-collaboration-on-fast-internet/10258.html

7. **Two colleagues *(i.e., other IT Directors, CIOs or CTOs from other agencies)* who know your work as *Director of Information Technology or other administrative technology position*.**

Laurel J. Caldwell, CGCIO Latah County Idaho, ITS Director Phone: 208.883.2254	**Donald Sequeira** Assistant CIO, Fulton County, GA Cell: 678.777.8785

8. **Two subordinate employees who report(ed) directly to you as *Director of Information Technology or other administrative technology position.***

Russell Boyd* Systems Manager (509) 634-2582	**Stephen Hall*** Interim Sr. Projects Administrator (509) 634-2474 No Longer working there

*From immediate past government organization

Reference #1: Brian Nissen*, *HR Director, (509) 634-2286*

1. **What is/was your working relationship with this candidate? For about how long and when?**

   It wasn't a positive situation. And I don't feel comfortable speaking about it. I was the HR Director over the tribe, so I was not very involved in the day-to-day operations in his department. ***(Mr. Evertsen and the Interviewer were able to get him to talk)***

   The challenges were difficult working with the tribe, infrastructure, and lack of ability of the staff and not being up to date with certifications. He definitely meant well, but it was a difficult environment to work with.

   Some of the concerns from staff were these:

   1) His leadership styles weren't unilateral. Some staff felt like he treated some staff better than others and favored others. Some employees were more loyal than others and some of the staff didn't feel valued.
   2) He was not very empowering and not good at communicating with the staff.
   3) Another part, some people felt that he was just building up his resume to work to move on. That he didn't have a vested interest in their tribe for longevity.
   4) He tried to take credit for everything.
   5) Not very technically savvy but spoke as if he was.
   6) I heard that in the hiring process, they understood that he had more technical knowledge than he represented, and they recognized it after he was hired.
   7) There was a lot of butting of heads regarding the Information Security Fiber staff.
   8) Even though he tried to be a team player and was open with communication, he still butted heads with other staff.
   9) Some staff members were frustrated that he would take credit in some meetings for things that weren't really his. He would report things to counsel as if they were his own concerns.
   10) I felt that some things were dishonest. We kept him longer than we should have, but it was a logistical situation for a new hiring process.
   11) In several meetings many of the staff felt like he undervalued females and treated them differently. One woman in a meeting was appalled by his behavior and I had to intervene one of the times. Many times, we ignored it assuming that it was a cultural difference. But in the tribe, we highly value women and have women in many high positions.
   12) He would talk in circles in meetings and repeat some things over and over, some staff would be anxious to get moving on things, but he would keep talking over and over. It was like he was trying to convince everyone that he was right.

   Some of these issues could have been a cultural thing.

   The organization had very professional qualified people already there.

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2. **Can you share with me 4-5 words that best describe his/her character?**

   I can't think of any.

3. **What do you consider to be his/her greatest leadership/management strength? Are there any areas for improvement?**

   He could improve, knowing what you don't know and being comfortable with that and to not get defensive. When you don't know something, to be open and humble to hear about it.

4. **The IT Department and authority in this County Government can be described as 'partially centralized' with various departments having the freedom to receive IT services from outside the agency. Describe how successful he might be in creating and maintaining a high-quality service-driven organization and to bring together competing service areas who might desire to go out and get 3rd-party IT services.**

   I think this would be difficult for him, one thing that comes to mind: "The cyber security guy, who was very cool and very helpful and making recommendations. IT was a bit of a fight and I had to intervene a couple times. The other person would make recommendations, then he would present it to counsel as if it were his idea.

   He didn't take suggestions very well, he was taking offense, but then take the idea as his own.

5. **Describe a crisis situation where s/he was involved and how they handled it?**

   I can't think of any particular situations.

6. **If you were in a hiring position today, would you hire them as your Director of Information Technology? Why or why not?**

   No, we wouldn't consider hiring him back. And I didn't have a positive experience with him in our organization. I'm not sure why he would have listed me as someone to speak with.

7. **If the County were to hire them, is there anything in their past that could become an embarrassment if it became public?**

   Nothing that we ever discovered.

8. **Is there anything else that you would like to add?**

   The female situation was surprising, but it was definitely a problem. They wrote it off as a cultural feature, but this organization really values women and there are many women in high positions.

Originally, he had a 3-year contract, he had an attitude that this was only a stepping point. No vested interest in the community.

Interviewer Comments:

From the standpoint of a staff member that was indirectly involved and his comments were based on rumors and hear say, we can take his comments with a grain of salt.

I interviewed 3 other people that were familiar with the situation that would all say that Sanjay did the best that he could in the difficult situation that he was in. All of the other comments are very positive and respectful, but with the difficult position that he was in, he did the best that he humanly could have done in that situation.

Reference #2: Jack Furgeson, *Management and Budget Chair, Community Development Chair*, *Keller District Representative* - *Cell: (509) 634-6349 / (509) 846-964*

(complete rebuttal to Reference #1)

1. **What is/was your working relationship with this candidate? For about how long and when?**

   I am the Community Development Chair of the for the Tribe. Sanjay was the director of IT and reported directly to us. He handled the IT and department updates very well. I interacted with him day to day, but he reported to us as a counsel 2 times a month.

2. **Can you share with me 4-5 words that best describe his/her character?**

   Adaptable, outgoing, thorough, great communicator.

3. **What do you consider to be his/her greatest leadership/management strength? Are there any areas for improvement?**

   Strength: *His greatest strength was the technical side of his job. Second, was that he can transfer the information of what his department concerns were, to the Council effectively. He was very aware of all details in his department. He knew all aspects of the projects, where they were on things, financial updates and details of everything going with projects and communicated this very well to the Council.*

   Area of Improvement: *Where he could improve would be, with the disciplinary actions of his employees, when he had to hand down a "whoopin", he could have been stronger, but his nature is 'a lighter hand'. He handles things in a positive way, but in some instances, he could use a stronger hand. Considering the political situations, it was understandable.*

4. **The IT Department and authority in this County Government can be described as 'partially centralized' with various departments having the freedom to receive IT services from outside the agency. Describe how successful he might be in creating and maintaining a high-quality service-driven organization and to bring together competing service areas who might desire to go out and get 3rd-party IT services.**

   He did well with this. We had a big IT department with 100+ employees. He had to work with outside sources on many occasions with many contractors. Timber, beverage sources, to name a few and did very well in contracting and dealing in many facets of working with these entities. He had a lot on his plate there with the tribe.

5. **Describe a crisis situation where he was involved and how he handled it?**

   We had a big contract we were working on and some individuals were jumping the chain of command with people on the Council. I think he could have been a little stronger with that that employee that was doing this. Sanjay was put in a real political pickle with this

situation. He should have fired this person, but this person was also in high ranks with the tribe.

But everything worked out in the end. It is high stress here and very political.

6. **If you were in a hiring position today, would you hire him as your Director of Information Technology? Why or why not?**

   Definitely!

7. **If the County were to hire him, is there anything in his past that could become an embarrassment if it became public?**

   Not at all!! *We did substantial background checks and there was nothing that happened while he was working here.*

   Consultant asked for perspective regarding a negative comment about Sanjay from a staff member who thought that he was overselling his skills, and arrived unable to use those skills:

   > *"To find someone that is perfectly knowledgeable in EVERY way, was impossible. We could have used 4 Sanjays for this position, but we had to find someone that had experience and knowledge in most of those areas but couldn't have found someone that was an expert in all areas. That would have been impossible for one person to do. He had a lot on his plate and a lot of responsibilities."*
   >
   > *"I really feel for these guys because we really expect the impossible. I believe that he did his best with the time that was allowed for him to learn and get up to speed on everything and he did incredibly well. He had a steep learning curve with the organization, culture, background, contracts and the tasks of the position, but I have confidence that with the time or ability, he could have figured out how to do whatever was required of him if we even gave him the time to do that."*
   >
   > *"He was very resourceful with everything that he did."*

8. **Is there anything else that you would like to add?**

   The one thing with the steep learning curve that he was dealing with, is that every 2 years there is an election and half of the counsel changes. We hired him right as there was a change, he was learning the organization, the culture, contracts, political aspects, and many messes that he arrived in.

   He was recognizing how problems happened and could see how those problems could be fixed. Some people don't like to hear that, and it is impossible to make some of those people happy.

   I always liked to hear what he had to say, and ***I honestly believe that he could not have done things any better than he did.***

Interviewer Comments:

This was the second interview with someone from the Tribe, and a follow-up to the initial bad rapport he received from another individual with the Tribe. Jack was very candid and considering the many circumstances of this position, Sanjay was in a position that it wouldn't have mattered how he handled the situation, he couldn't win with some people.

I asked about the concerns of some of the staff and also specifically how things happened in the end and what the reason for them letting him go. He was very honest that it was a political environment, that he couldn't have changing and the timing of the election to when he was hired made it an uphill battle for Sanjay.

His comments were all very complimentary of Sanjay and that he did the best of his efforts in accomplishing many of the impossible tasks that were given to him.

The fact that Sanjay was there for 2 years in this environment – should be seen as a tremendous compliment of his fortitude and desire to see things through when times are tough.

Reference #3: Reporter, Scott Hunter, Star Publishing, Inc. DBA The Star *Phone: (509) 633-1350*

1. **What is/was your working relationship with this candidate? For about how long and when?**

   I don't know him personally or professionally, but I have reported on him. I wanted to do more stories on him, but no other stories came up. He was employed by the tribes in their IT Department, when the tribe was trying to bring fiber into their rural area. I wasn't able to interview him personally, I only reported what his activity in a Council meeting. 2018 story. https://www.grandcoulee.com/search/sanjay

2. **Can you share with me 4-5 words that best describe his/her character?**

   Knowledgeable, professional, good sense of humor.

3. **What do you consider to be his/her greatest leadership/management strength? Are there any areas for improvement?**

   I recall that he had a case to make for people who didn't understand how important it is to have high speed internet and had to tell them that they needed to "leapfrog" going from dialup to high speed to wireless. (They needed to leapfrog technology from older generation technology to futuristic – and without high-speed internet you can't do this).

   The way he said it, is "the internet is like the AIR" it needs to be as present at the air – essential and necessary for job creation, smart cities, etc. We don't think about breathing, and high-speed internet is so essential – like breathing – that it simply needs to be done.

4. **The IT Department and authority in this County Government can be described as 'partially centralized' with various departments having the freedom to receive IT services from outside the agency. Describe how successful he might be in creating and maintaining a high-quality service-driven organization and to bring together competing service areas who might desire to go out and get 3rd-party IT services.**

   N/A

5. **Describe a crisis situation where s/he was involved and how they handled it?**

   N/A

6. **If you were in a hiring position today, would you hire them as your Director of Information Technology? Why or why not?**

   I would be enticed to have him work with me because of how he presented himself. ***I was even surprised to see him there because we were in such a rural area and he presents himself to be very professional and with rich experience.***

7. **If the County were to hire them, is there anything in their past that could become an embarrassment if it became public?**

   N/A

8. **Is there anything else that you would like to add?**

   The situation with the tribe was difficult and anyone coming in from the outside can be in a tough situation because they can be like wolves competing for any position available in this small community. He has a high caliber and a very professional presence. I was sad to see him go, but not surprised.

Interviewer Comments:

Scott had very positive things to say about him, although he had not the opportunity to work with him directly or to interview him one on one. He observed him in a council meeting but was familiar with the circumstances in which he was working and was very impressed with him. He was surprised to see someone like him in that position. Very sophisticated for the group that he was working for.

Reference #4: Russell Boyd, Systems Manager, (509) 634-2582

1. **What is/was your working relationship with this candidate? For about how long and when?**

   I worked with Sanjay 4 years, he was the CIO and above the IT department. I was in the IT Dept.

2. **Can you share with me 4-5 words that best describe his/her character?**

   Motivated, dedicated, smart, youth oriented.

3. **What do you consider to be his/her greatest leadership/management strength? Are there any areas for improvement?**

   He has good collaboration skills that makes it fun to work with him. One way he could improve would be with communication, he is so busy that we didn't get to spend a lot of time with him. But he was always nice and pleasant and very approachable.

4. **The IT Department and authority in this County Government can be described as 'partially centralized' with various departments having the freedom to receive IT services from outside the agency. Describe how successful he might be in creating and maintaining a high-quality service-driven organization and to bring together competing service areas who might desire to go out and get 3rd-party IT services.**

   He works very well with people and has good interpersonal skills. He can keep people working well together and in a positive way. He is definitely capable of keeping a positive relationship among different organizations.

5. **Describe a crisis situation where s/he was involved and how they handled it?**

   Whenever there were miscommunications in the office, he always pulled all parties in to hear both sides of the story. As a result, it was positive in the end and under his leadership, things always ran smooth.

6. **If you were in a hiring position today, would you hire them as your Director of Information Technology? Why or why not?**

   Yes, he would be someone that I would hire. I believe he has the capabilities to get the job done. I would enjoy the opportunity to work with him again and even under me if I had the opportunity.

7. **If the County were to hire them, is there anything in their past that could become an embarrassment if it became public?**

   He is involved in books and that represents his character very well.
   The only part of his personal life that I am aware of is that his family lives far away, but that hasn't been an issue with his work.

8. Is there anything else that you would like to add?

From my perspective, his position put him in a difficult political environment that was not easy to manage. I observed that he handled these situations very well and professionally, but it was the political issues that was a result of him moving on from the organization, he left in a respectful way.

Interviewer Comments:

As a subordinate, Russell spoke very highly of him and found the work relationship to be incredibly positive. He enjoyed the opportunity of working with him and has a lot of respect for him as he observed the political situation that he was dealing with.

Reference #5 Nathan Davis, 2020 Chairman, Ferry County District

Nathan and Sanjay worked side by side representing the County and the Tribe to negotiate the broadband issues.

1. **What is/was your working relationship with this candidate? For about how long and when?**

   The last year and half we were working on partnering with the tribe for the broadband. He was proactive and always came to the meetings. This was very refreshing because this was very frustrating with the past representatives of the tribe. We never knew if they would come to the meetings.

   Working with him was the forming of a new relationship with the Tribe and it continued to grow as we went along.

   We went together on a grant and had good results.

   One of the challenges of this project was that we were working between the county and the tribe to continue the capabilities of the broadband. It was hard to know where the ownership of the fiber was. Where the ownership lies and which parts are maintained by who. The bottom line was to figure that out, I was surprised when they let him go because we are making great progress with that relationship.

   He would travel 1.5 hours each way for our meetings and he not only made the effort, was on time, could be relied upon, and he would also take the time to go to lunch to help strengthen the relationships to make better results of the project.

   He was truly knowledgeable, he had the background, personality and was reliable. This was very unusual compared to the past experiences from the tribe. He made it a priority to be in person for our meetings. That was a very important role to build these relationships of all components of these negotiations.

   At the time, he was also handling many other projects for tribe. So, he carried a big responsibility.

   I don't know how things ended with the tribe. ***I wasn't surprised, but was surprised.*** *Not surprised because typically with the tribe, just the smallest things could go wrong, then it goes downhill fast from there. I was surprised, because things were starting to go very well and I thought he was making a positive difference.*

2. **Can you share with me 4-5 words that best describe his/her character?**

   Hard working, imaginative, great follow-through, great to work with, outgoing, eager to work out solutions. This was a fresh approach for the Council and something that they hadn't seen in a long time.

3. **What do you consider to be his/her greatest leadership/management strength? Are there any areas for improvement?**

   Strength: *Willingness to engage, work through issues, he is very outgoing and personable. He had great ideas and experiences to go with those ideas.*

   It is hard to be an outsider with the tribe. They are comfortable in their ways and they are not open to new ideas. It is very hard to break through ways of the culture, just a couple people can complain behind the scenes and then things change rapidly.

   Needs Improvement: *I can't think of anything that would be a detriment, except if he were to have experience boredom because of his personality. He is very proactive in his work style and ethic. He needs to be in active roles and projects.*

   I don't know what the reasons were for him to leave the tribe. It is a difficult to work with the tribe, so I understand how it can happen, but I was extremely disappointed that it did.

4. **The IT Department and authority in this County Government can be described as 'partially centralized' with various departments having the freedom to receive IT services from outside the agency. Describe how successful he might be in creating and maintaining a high-quality service-driven organization and to bring together competing service areas who might desire to go out and get 3rd-party IT services.**

   Other than the "Tribal Culture", this scenario above sounds very similar to what he worked with for the broadband project. ***I believe he would thrive in this area, because he was doing a great job to fill these gaps between organizations and issues to help people to work together.***

5. **Describe a crisis situation where s/he was involved and how they handled it?**

   On a daily basis when there were conflicts or misunderstandings, he handled them very well and kept things going.

   We had other entities that were involved with these planning sessions that he also handled very well.

6. **If you were in a hiring position today, would you hire them as your Director of Information Technology? Why or why not?**

   It would depend on what the fit or need is. I believe he would be able to take on any challenge and would have the experience to deal with whatever it is.

7. **If the County were to hire them, is there anything in their past that could become an embarrassment if it became public?**

   No. He is very dedicated to his family, family values and his upbringing.

8. Is there anything else that you would like to add?

Every time that we would meet our time was used wisely and effectively because he would travel 1.5 hours each way to have these meetings.

I didn't find any red flags at all while working with him.

Interviewer Comments:

After the discussion with Nathan, it was clear that Sanjay is very good with relationships, makes them a priority, and will go to great lengths to improve the interpersonal relationships with other organizations, members of projects and entities to get positive results for everyone in the end. He sees the big picture and will do what it takes to make the projects a success.

He was in a difficult political environment with the tribe, but Nathan thought this time was different and that Sanjay was going to be able to work through those difficulties. He was disappointed with the outcome.

Reference #6: Donald Sequeira, Assistant CIO, Fulton County, GA, *Cell: 678.777.8785*

1. **What is/was your working relationship with this candidate? For about how long and when?**

   We worked at Blueshift and I hired him (2002), He was on the technology team, and my position was the Sr. Vice President. We have a similar experience with private and public sector positions.

2. **Can you share with me 4-5 words that best describe his/her character?**

   Dependable, smart young man, prompt. Confident. No hidden agenda.

   He would produce more work for me than what I asked for.

3. **What do you consider to be his/her greatest leadership/management strength? Are there any areas for improvement?**

   Strength: ***He is leader, he can lead a team and manage and make people accountable.*** *He is good at developing the interpersonal skills necessary.*

   When things weren't going well, he would inform the president and the board right away so they were aware of it. They were able to address the issues quickly. ***He wouldn't just come with a problem; he would also come with a solution.***

   He is a good fit with his technology background.

   Needs Improvement: *He could improve that there is no shortage from learning, but I see that he is always learning and improving.*

   "The detriment of excellence is good". Perfection can stop you from excellence.

   It is important to know when enough is enough and you need to be able to move on. He needs to know the difference between perfection and excellence. You can't always get everything the way you want it, but sometimes when it is excellent, he would try too hard to get perfection, and that it can be a detriment.

4. **The IT Department and authority in this County Government can be described as 'partially centralized' with various departments having the freedom to receive IT services from outside the agency. Describe how successful he might be in creating and maintaining a high-quality service-driven organization and to bring together competing service areas who might desire to go out and get 3rd-party IT services.**

   A little heads up, I am the assistant CIO for Fulten County, GA. I don't think you can find a better fit than Sanjay, very good interpersonal skills, he is able to walk the fine line between cultures, experience levels and interpersonal issues. *To not take sides but is able to see what is for the good of the individual areas.*

I think he would do very well. ***The reason, we share a lot of these thoughts, that the reason to move from private to public is to give back. In public sector, you need to be a steward of citizen trust and dollars. The only way people will come to you is if you are able to provide resources of how you can support. You need to earn their trust.***
He tries to listen to the customers and help them know how he can support and help them. Not to force into a decision, but to help them to make the best decision.

The experience that he has gained in private and public is a benchmark to the best practices.

When people find your value, then you find success. We are not politicians; we are here to offer a service and what is best for the department and the county.

If he doesn't know something, he knows where to find the answers.

He is able to speak about the technology in the level of his audience. He doesn't talk above others, or is too technical, he understands his audience.

Knowing Sanjay, I always saw that he let the chips fall where they should. Sometimes he will take ownership of the situation, not so much that he is taking credit, but is taking ownership of situations.

He is good to help others to keep at the right speed as the other components. He is very good to keep the pace with all of the members of a group.

When dealing with a lot of emotions, he is good with dealing with many different components.

5. **Describe a crisis situation where s/he was involved and how they handled it?**

I have seen him with officers all over the country, everyone thinks that they are the ultimate, but I saw him in action where he was able to calm down some of these individuals to down play things to make it non-confrontational. *He can logically break down the situation and then walk them through how to handle it in the future. In a fight or flight situation, he would use these conflicts to be a positive situation and made sure that everyone was happy with the end results.*

6. **If you were in a hiring position today, would you hire them as your Director of Information Technology? Why or why not?**

Absolutely, I hired him in the private sector. I take a lot of pride that many of the people I have hired, have moved on to very high levels. I also looked closely at the school where he trained. In India, it is important which institute where they studied.
The Indian institute of technology is the top school in India for engineering. 100,000 people apply each year for 1000 seats. It is very difficult to get into this institute. This is one of the reasons that I hired him. I came from Mumbai, so I understand this importance.

7. **If the County were to hire them, is there anything in their past that could become an embarrassment if it became public?**

   He is a family guy and has 2 kids. What he does, he does with fashion.

8. **Is there anything else that you would like to add?**

   Going from private sector to private sector can be a challenge but has given him well rounded experience.

   We worked with many women at different levels of positions. We found Sanjay to treat everyone very equally. In the Indian culture, women are considered very respectful. In his religion, Hindu, women are considered Goddesses.

   He was very respectful with relationships that have diverse culture and social aspects. He is careful about the words that he uses and how he presents himself in each setting and how different personalities work together.

Interviewer Comments:

This was a valuable conversation to talk with someone that not only understands Sanjay's abilities and his strengths but also understands the organization of Collier County and what this position would require. After a detailed and lengthy conversation, Donald is convinced that we could not find a better fit for this position than with Sanjay.

His specific insight was helpful to confirm that he would be an asset in this position for the county.

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Rescinding of Authorization to Participate in and Co-Sponsor an Independence Day Fireworks Show in Cooperation with the Indiantown Chamber of Commerce

SUMMARY OF ITEM: On December 8, 2022, the Village Council voted to participate in and co-sponsor an Independence Day fireworks show in cooperation with the Indiantown Chamber of Commerce, in the amount of $26,000. On December 29, 2022, Council Member Hernández directed to staff to prepare an agenda item to consider rescinding the participation in and co-sponsorship of the event.

FISCAL IMPACT STATEMENT: The cost of the fireworks show to the Village would be approximately $26,000. There are other costs associated with the event; however, those costs would be borne by the Indiantown Chamber of Commerce.

Funding for this event would come from general fund reserves.

RECOMMENDATION: Staff is seeking Council direction on this item.

If Council still wishes to participate in the event, Staff recommends that the Council ratify its previous action and authorize the Mayor to sign and execute a contract with a fireworks show provider in an amount not to exceed $26,000 and in a form acceptable to the Village Attorney.

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager

DATE: 12/29/2022

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Council Appointments to the Treasure Coast Council of Local Governments and the Indiantown Chamber of Commerce

SUMMARY OF ITEM: Mayor Gibbs Thomas has informed Staff that she is not able to serve on the Treasure Coast Council of Local Governments, and another primary representative needs to be appointed. Currently, Council Member Dipaolo is the alternate representative.

Council Member Perez has informed Staff that she is not able to serve on the Indiantown Chamber of Commerce, and another primary representative needs to be appointed. Currently, Council Member Dipaolo is the alternate representative. Mayor Gibbs Thomas has been attending the Chamber's Board meetings and has expressed interest in continuing on this Board. This Board appointment is time sensitive as the Chamber has their Board installation scheduled for January 20, 2023.

FISCAL IMPACT STATEMENT: n/a

RECOMMENDATION: Staff is seeking Council direction on these appointments.

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager

DATE: 1/6/2023

VILLAGE OF INDIANTOWN, FLORIDA
AGENDA MEMORANDUM

MEETING DATE: January 12, 2023

MEETING TYPE: Regular Meeting

AGENDA ITEM TITLE: Consideration of Potential Action Regarding Former Village Manager Howard Brown's Laptop and PC

SUMMARY OF ITEM: Council Member Dipaolo has requested that BlueStream representatives be present to discuss the wiping of former Village Manager Howard Brown's laptop. He would also like for the Council to consider further investigation of the laptop and Mr. Brown's PC.

FISCAL IMPACT STATEMENT: n/a

RECOMMENDATION: Staff is seeking Council direction on this matter.

PREPARED BY: Susan A. Owens, MPA, MMC, IPMA-CP, Acting Village Manager

DATE: 1/6/2023