



TPA GOVERNING BOARD MEETING AGENDA

DATE: **Thursday, November 18, 2021**
TIME: **9:30 a.m.**
PLACE: **301 Datura Street | West Palm Beach, FL 33401**

Please note that in-person attendees must wear facial coverings pursuant to TPA policy. Attendees may not enter the TPA workplace if they have a fever or if, in the previous 14 days, they have tested positive for COVID-19, exhibited symptoms of COVID-19, or been in close contact with someone with COVID-19. To promote awareness of multimodal options for in-person attendance, a map of transportation facilities and services around the TPA Office is provided on page 4.

Members of the public can also join the meeting virtually in the following ways:

- Via Zoom app using Webinar ID: 843-7268-8870 and Password: 630433
- Via web browser at PalmBeachTPA.org/18NOV2021
- Via phone at 1-646-558-8656 using the above Webinar ID and Password
- View a live simulcast at PalmBeachTPA.org/LIVE

For assistance joining the virtual meeting, call 561-725-0800 or e-mail info@PalmBeachTPA.org.

1. REGULAR ITEMS

- A. Call to Order, Invocation, and Pledge of Allegiance
- B. Roll Call
- C. Modifications to the Agenda
- D. General Public Comments

Members of the public are invited to offer general comments unrelated to agenda items at this time. Public comments related to agenda items will be heard following staff presentation of the item. Comments may be submitted in the following ways:

- A written comment may be submitted at PalmBeachTPA.org/comment at any time prior to the commencement of the relevant agenda item.
- A verbal comment may be provided by a virtual attendee using the raise hand feature in the Zoom platform.
- A verbal and/or written comment may be provided by an in-person attendee submitting a comment card available at the welcome table.

Note that the Chair may limit comments to 3 minutes or less depending on meeting attendance.

2. ACTION ITEMS

- A. MOTION TO ADOPT a Resolution approving amendments to Section 2 of the TPA Operating Procedures

The attached draft resolution:

1. Amends Section 2.2-B to allow officer elections to occur and terms to commence early if desired by the TPA Governing Board,
2. Amends Section 2.2-D to terminate existing officer terms upon their successors taking office, and
3. Amends Section 2.2-F to include facilitating the process of hiring a new Executive Director and other tasks assigned by the Governing Board as duties of the Executive Committee.

- B. MOTION TO ADOPT a Resolution approving early elections for 2022 officers, establishing individuals who will serve as the 2022 officers, and commencing the terms of the 2022 officers on November 19, 2021

The attached draft resolution:

1. Affirms the TPA's desire to elect 2022 officers at this meeting,
2. Elects a Chair, Vice Chair, and three (3) at-large representatives to serve as the 2022 officers, and
3. Affirms the TPA's desire to have the terms of the 2022 officers commence on November 19, 2021.

Pursuant to Section 2.2-A of the TPA's Operating Procedures, "The officers of the TPA shall consist of a Chair, a Vice Chair, and three at-large Representatives of the Governing Board. Together, the officers shall be referred to as the Executive Committee. Not more than two of the officers may be County Commissioners."

Additionally, Section 2.2-C specifies that "The Chair must have served on the TPA Governing Board as a Representative for a minimum of one year prior to taking office. All officers must have completed the MPOAC Institute training program for elected officials, attended a national Association of MPOs (AMPO) Conference, or received similar training. The training criteria can be waived by majority vote of the TPA Governing Board." A list of TPA Board Representatives that have completed the requisite training is attached.

Royal Palm Beach Mayor Fred Pinto is the current Chair and Palm Beach County Vice Mayor Robert Weinroth is the current Vice Chair. There are no current at-large representatives on the Executive Committee because this provision was added to the TPA's Operating Procedures in 2021.

- C. MOTION TO APPROVE execution by the Chair on behalf of the TPA of a contract with _____ to administer the process to recommend a new Executive Director

Because the existing TPA Executive Director is resigning effective at close of business on January 28, 2022, TPA staff are requesting that the Board approve chair execution of a contract with one of the recruitment firms below to administer the process to recommend a new Executive Director. Please note that this purchase is not subject to the TPA's competitive purchasing process pursuant to Section 4.A of the TPA's Procurement Policy. Proposals from each of the four firms listed below are attached.

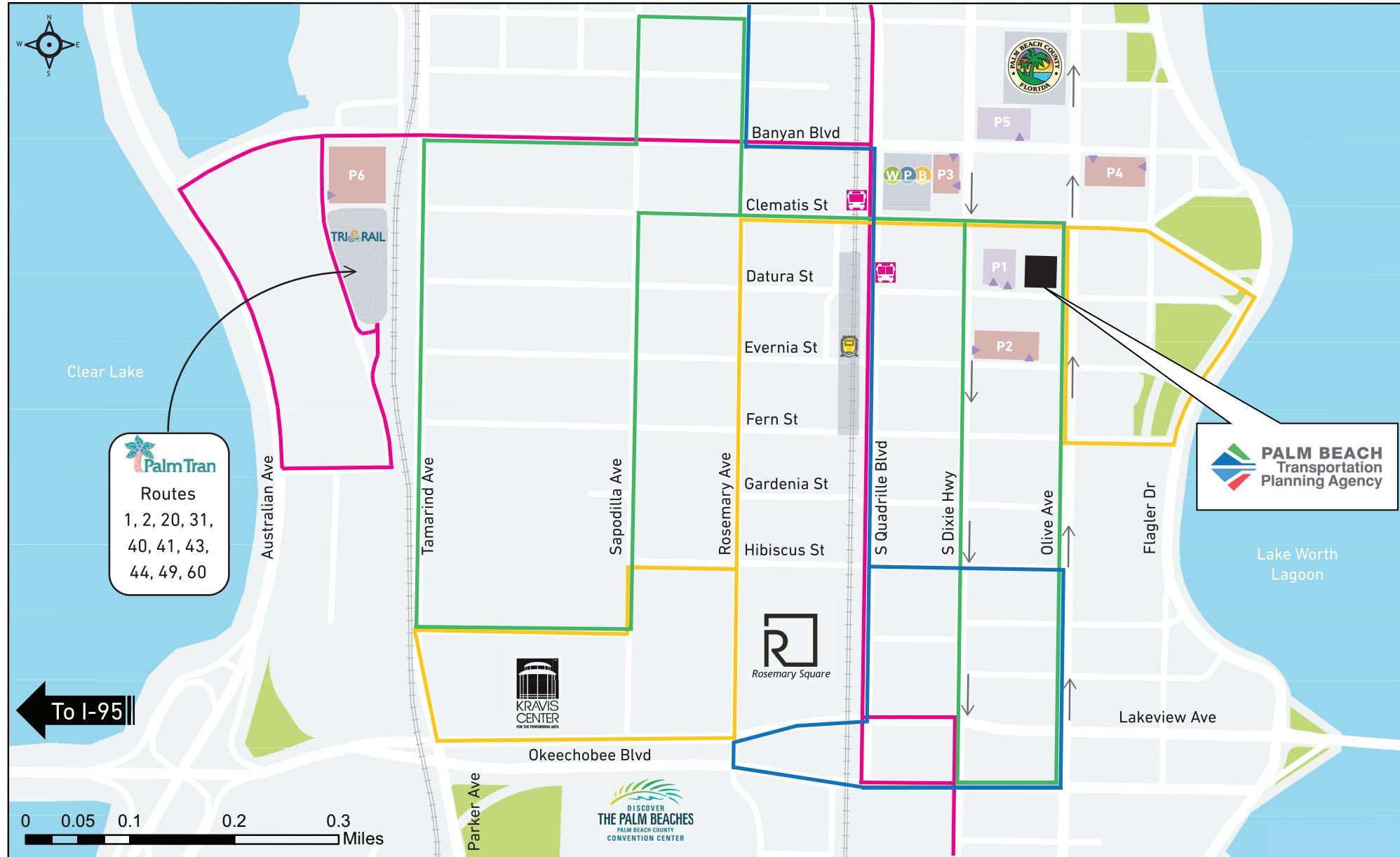
1. GovHR USA
2. The Mercer Group, Inc. Florida
3. Strategic Government Resources (SGR)
4. Slavin Management Consultants

3. INFORMATION ITEMS

There are no information items on this agenda.

4. ADMINISTRATIVE ITEMS

- A. Next Meeting – **December 16, 2021**
- B. Adjournment



Legend:

TPA Office Location



■ Palm Tran Bus Stop

— Palm Tran Route 1



Yellow Trolley
Green Trolley
Blue Trolley



■ Brightline Station
GoBrightline.com

Public Parking
* Metered on-street parking also available citywide

Private Parking



TPA GOVERNING BOARD MEMBERS

CHAIR

Fred Pinto, Mayor

Village of Royal Palm Beach

Alternate: Jeff Hmara, Councilman

Steve B. Wilson, Mayor

City of Belle Glade

Alternate: Michael C. Martin, Commissioner

Yvette Drucker, Council Member

City of Boca Raton

Andy Thomson, Council Member

City of Boca Raton

Boca Raton Alternates:

Scott Singer, Mayor

Andrea Levine O'Rourke, Deputy Mayor

Monica Mayotte, Council Member

Steven B. Grant, Mayor

City of Boynton Beach

Alternate: Ty Penserga, Commissioner

Shelly Petrolia, Mayor

City of Delray Beach

Alternate: Juli Casale, Commissioner

Joel Flores, Mayor

City of Greenacres

Alternate: Jonathan Pearce, Councilmember

Jim Kuretski, Council Member

Town of Jupiter

Christopher McVoy, Commissioner

City of Lake Worth Beach

Alternate: Sarah Malega, Commissioner

Joni Brinkman, Council Member

Village of Palm Springs

Alternate: Doug Gunther, Mayor Pro Tem

Katherine Waldron, Commissioner

Port of Palm Beach

VICE CHAIR

Robert S. Weinroth, Vice Mayor

Palm Beach County – District 4

Chelsea S. Reed, Vice Mayor

City of Palm Beach Gardens

Alternate: Marcie Tinsley, Councilmember

Melissa McKinlay, Commissioner

Palm Beach County – District 6

Maria Marino, Commissioner

Palm Beach County – District 1

Maria Sachs, Commissioner

Palm Beach County – District 5

Gregg K. Weiss, Commissioner

Palm Beach County – District 2

Palm Beach County Alternates:

Mack Bernard, Commissioner

Dave Kerner, Mayor

Shirley Lanier, Councilperson

City of Riviera Beach

Alternate: Tradrick McCoy, Councilperson

Michael J. Napoleone, Councilman

Village of Wellington

Alternate: John T. McGovern, Councilman

Christina Lambert, Commissioner

City of West Palm Beach

Joseph A. Peduzzi, Commissioner

City of West Palm Beach

West Palm Beach Alternates:

Christy Fox, Commissioner

Kelly Shoaf, Commissioner

Gerry O'Reilly, District 4 Secretary

Florida Department of Transportation

Non-Voting Advisory Member

NOTICE

This is a meeting of the Palm Beach MPO doing business as the Palm Beach Transportation Planning Agency.

In accordance with Section 286.0105, *Florida Statutes*, if a person decides to appeal any decision made by the board, agency, or commission with respect to any matter considered at such meeting or hearing, they will need a record of the proceedings, and that, for such purposes, they may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability or family status. Persons who require a printed copy of the agenda package, require special accommodations under the Americans with Disabilities Act or require translation services for a meeting (free of charge) must call 561-725-0800 or send email to Info@PalmBeachTPA.org at least five business days in advance. Hearing impaired individuals are requested to telephone the Florida Relay System at #711.

TPA RESOLUTION 2021-xx

A RESOLUTION APPROVING AN AMENDMENT TO THE OPERATING PROCEDURES OF THE PALM BEACH TRANSPORTATION PLANNING AGENCY

WHEREAS, the Palm Beach Metropolitan Planning Organization (MPO), doing business as the Palm Beach Transportation Planning Agency (TPA), is the designated and duly constituted body responsible for the urban transportation planning process for Palm Beach County; and

WHEREAS, the TPA has previously adopted by-laws regulating the conduct of its Governing Board and advisory committees entitled "Operating Procedures"; and

WHEREAS, pursuant to Section 7 of the Operating Procedures, the TPA Governing Board may amend its Operating Procedures from time to time provided that the draft proposal for amendment is included in the agenda package at least 7 days prior to a Governing Board meeting; and

WHEREAS, the TPA Governing Board desires to amend Section 2 of its Operating Procedures; and

WHEREAS, the TPA Governing Board finds these amendment to be in the public interest and in the interest of promoting its responsibilities pursuant to federal and Florida law.

NOW THEREFORE, BE IT RESOLVED BY THE PALM BEACH MPO, d/b/a PALM BEACH TRANSPORTATION PLANNING AGENCY, THAT:

SECTION 1. The foregoing recitals are hereby adopted and declared to be true and correct and are incorporated herein.

SECTION 2. Section 2.2-B of the TPA Operating Procedures be and the same is hereby amended as follows:

B. Elections - The officers shall be elected annually at the last regularly scheduled meeting of the calendar year or earlier if desired by the TPA Governing Board. The newly elected officers shall take office ~~at the first regularly scheduled meeting on the first day of~~ the following calendar year or earlier if desired by the TPA Governing Board. Additional elections may be held as necessary if an officer cannot carry out his/her said officer's duties and complete the remainder of the appointed term.

SECTION 3. Section 2.2-D of the TPA Operating Procedures be and the same is hereby amended as follows:

D. Terms of Office – The term of office for officers shall be ~~for one (1) calendar year until their successors shall take office as provided in Section 2.2 B.~~

SECTION 4. Section 2.2-F of the TPA Operating Procedures be and the same is hereby amended as follows:

- F. Duties of the Executive Committee – The Executive Committee shall:
- a.1. Meet annually to review and recommend updates to the TPA's Strategic Plan for consideration by the Governing Board;~~and;~~
 - b.2. Meet as necessary to review and recommend content related to other TPA initiatives (e.g. the 561 Mobility Plan, the Vision Zero Action Plan, transportation surtax funding strategies, etc.~~and other plans and strategies~~) for consideration by the Governing Board;~~i~~
 3. Meet as necessary to facilitate the process of hiring a new Executive Director, including but not limited to refining the job profile, evaluating candidates, recommending a candidate, negotiating an employment agreement for Board consideration, and recommending an interim director for Board consideration; and
 4. Undertake other tasks as may be assigned by the Governing Board.

SECTION 5. Severability Clause/Interpretation.

a. In the event that any term, provision, clause, sentence or section of this Resolution shall be held by a court of competent jurisdiction to be partially or wholly unenforceable or invalid for any reason whatsoever, any such invalidity, illegality, or unenforceability shall not affect any of the other or remaining terms, provisions, clauses, sentences, or sections of this Resolution, and this Resolution shall be read and/or applied as if the invalid, illegal, or unenforceable term, provision, clause, sentence, or section did not exist.

b. In interpreting this Resolution, underlined words indicate additions to existing text, and ~~stricken through~~ words include deletions from existing text.

SECTION 6. This Resolution shall take effect upon adoption.

[Remainder of this page left blank intentionally]

The foregoing Resolution was offered by _____ who moved its adoption. The motion was seconded by _____, and upon being put to a vote, the motion passed. The Chair thereupon declared the Resolution duly adopted this 18th day of November 2021.

PALM BEACH METROPOLITAN PLANNING ORGANIZATION, d/b/a
PALM BEACH TRANSPORTATION PLANNING AGENCY

By: _____
Mayor Fred Pinto, as its Chair

ATTEST:

Margarita Pierce, TPA Executive Administrator

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

Paul Gougelman, TPA General Counsel

2.B.1

TPA RESOLUTION 2021-xx

A RESOLUTION APPROVING EARLY ELECTIONS FOR 2022 OFFICERS, ESTABLISHING INDIVIDUALS WHO WILL SERVE AS THE 2022 OFFICERS, AND COMMENCING THE TERMS OF THE 2022 OFFICERS ON NOVEMBER 19, 2021

WHEREAS, the Palm Beach Metropolitan Planning Organization (MPO), doing business as the Palm Beach Transportation Planning Agency (TPA), is the designated and duly constituted body responsible for the urban transportation planning process for Palm Beach County; and

WHEREAS, the TPA has previously adopted by-laws regulating the conduct of its Governing Board and advisory committees entitled "Operating Procedures" and these Operating Procedures include the election of officers for the TPA Governing Board; and

WHEREAS, pursuant to section 339.175(6)(g), F.S., the TPA is required to employ an executive director and the TPA's executive director has submitted a notice of resignation effective at close of business on January 28, 2022; and

WHEREAS, to facilitate the process of hiring a new executive director, the TPA wishes to elect 2022 officers at a special meeting of the TPA Governing Board on November 18, 2021, and to have the term for these new officers commence on November 19, 2021.

NOW THEREFORE, BE IT RESOLVED BY THE PALM BEACH MPO, d/b/a PALM BEACH TRANSPORTATION PLANNING AGENCY, THAT:

SECTION 1. The foregoing recitals are hereby adopted and declared to be true and correct and are incorporated herein.

SECTION 2. The TPA Governing Board hereby affirms its desire to elect 2022 officers at a special meeting of the TPA Governing Board on November 18, 2021, in lieu of the last regularly scheduled meeting of the calendar year.

SECTION 3. The TPA hereby elects the following 2022 officers:

- a. _____ as its Chair.
- b. _____ as its Vice Chair.
- c. _____, _____, and _____ as at-large representatives.

SECTION 4. The TPA Governing Board hereby affirms its desire to have the terms of the 2022 officers commence on November 19, 2021, in lieu of the first day of the following calendar year.

SECTION 5. This Resolution shall take effect upon adoption.

[Remainder of this page left blank intentionally]

The foregoing Resolution was offered by _____ who moved its adoption. The motion was seconded by _____, and upon being put to a vote, the motion passed. The Chair thereupon declared the Resolution duly adopted this 18th day of November 2021.

PALM BEACH METROPOLITAN PLANNING ORGANIZATION, d/b/a
PALM BEACH TRANSPORTATION PLANNING AGENCY

By: _____
Mayor Fred Pinto, as its Chair

ATTEST:

Margarita Pierce, TPA Executive Administrator

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

Paul Gougelman, TPA General Counsel



TPA Board Representatives that have Completed the Requisite Training*

TPA Member	Representative	Training Attended
City of Belle Glade	Mayor Steve Wilson	MPOAC Online Orientation for Elected Officials
City of Boca Raton	Council Member Andy Thomson	Active People, Healthy Nation Champions Institute Training
City of Boynton Beach	Mayor Steven Grant	AMPO Annual Conference
City of Delray Beach	Mayor Shelly Petrolia	TPA Hosted MPOAC Institute Training
City of Greenacres	Mayor Joel Flores	MPOAC Weekend Institute Training
Palm Beach County	Vice Mayor Robert Weinroth	MPOAC Online Orientation for Elected Officials MPOAC Weekend Institute Training AMPO Annual Conference
Palm Beach County	Commissioner Maria Marino	MPOAC Weekend Institute Training
City of Palm Beach Gardens	Vice Mayor Chelsea Reed	MPOAC Weekend Institute Training MPOAC Online Orientation for Elected Officials
Village of Royal Palm Beach	Mayor Fred Pinto	MPOAC Weekend Institute Training
Village of Wellington	Councilman Michael Napoleone	TPA Hosted MPOAC Institute Training

*As of November 10, 2021

**PALM BEACH TRANSPORTATION
PLANNING AGENCY, FLORIDA
EXECUTIVE DIRECTOR**

**Recruitment Proposal
November 8, 2021**



630 Dundee Road

Suite 225

Northbrook, IL 60062

Primary Contact Person: Laurie Pederson

Director of Administrative Services

847-380-3240

info@GovHRusa.com

A note about COVID-19 -- We are carefully monitoring recommendations from the federal, state and local governments and working with clients as they begin to reopen. Before COVID we made extensive use of technology for video interviews with candidates and meetings with clients. We have utilized these during COVID and can combine technology with appropriate in person meetings to assist clients in cost effective recruiting.

Table of Contents

Firm Profile	3
Our Team	4
References	5
Project Approach & Methodology	6
Diversity, Equity & Inclusion in Recruitments	9
Project Timeline	9
Full Scope Project Cost	10
The GovHR Guarantee	11
Why Choose GovHR?	11
Contract Signature Page	12
Optional Services	13

Attachments:

Consultant Biography

Client List

Firm Profile

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009, and changed its name to GovHR USA in 2013. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois. Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

GovHR has a total of thirty-five consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Colorado, Florida, Georgia, Illinois, Indiana, Massachusetts, Michigan, Minnesota, Ohio, Tennessee, Texas and Wisconsin, as well as eight reference specialists and nine support staff.

Our consultants are experienced executive recruiters who have conducted over 900 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

Qualifications

Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 41 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding* and indicate that they plan to use our services or highly recommend us in the future.
- Our state-of-the-art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.

Our Team

Project Manager & Main Point of Contact:

GovHR Vice President Jim Dinneen will be responsible for your recruitment and selection process. His biography is attached to this Proposal and his contact information is:

Jim Dinneen
Vice President
GovHR USA LLC
Ponce Inlet, Florida
Telephone: 320-262-0303
JDinneen@govhrusa.com

Proposal Inquiries:

Laurie Pederson
Administrative Services Director
847-380-3198
LPederson@GovHRusa.com

GovHR Owners:

Heidi J. Voorhees
President
847-380-3240
HVoorhees@GovHRusa.com

Joellen J. Cademartori
Chief Executive Officer
847-380-3239
JCademartori@GovHRusa.com

References

The following references can speak to the quality of service provided by GovHR.

Riviera Beach Community Redevelopment Authority, FL

(Executive Director, 2020)

Michael Haygood, CRA Attorney
2001 Broadway, Ste 300
Riviera Beach, FL 33404
561-758-1210
mhaygood@haygoodlaw.com

Deerfield Beach, FL

(Director of Parks and Recreation, 2021)

Amanda Robin, Director of Human Resources and Risk Management
150 NE 2nd Avenue
Deerfield Beach, FL 33441
954-480-4433
ARobin@deerfield-beach.com

Hillsborough Area Regional Transit, Tampa, FL

(Chief Executive Officer, 2020)

Lena Petit, Chief of Policy & Performance
1201 East 7th Avenue
Tampa, FL 33605
813-384-6552
PetitL@gohart.org

A list of the recruitments conducted by GovHR consultants is included with this Proposal, and a complete list of clients is available on our website at www.govhrusa.com. We would be happy to provide you with contact information for any of these clients upon request.

Project Approach and Methodology

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

Information Gathering:

- One-on-one or group interviews with stakeholders identified by the client.
- GovHR can establish a dedicated email address for feedback from stakeholders or the community.
- Community forums (In-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$125/hours plus actual expenses if incurred. Dedicated email address and one organizational survey are included. Community Survey can be conducted for \$2,500. Community Forums can be conducted as an optional service.

Development of a **Position Announcement** to be placed on websites and social media.

Development of a thorough **Recruitment Brochure** for client review and approval.

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 6,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.

- Develop a database of potential candidates from across the country unique to the position and to the client, focusing on:
 - Leadership and management skills
 - Size of organization
 - Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites
 - Social media: LinkedIn (over 15,000 connections), Facebook, and Twitter
 - GovHR will provide you with a list of advertising options for approval

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References (at least 2 references per candidate will be contacted at this time)
 - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the client's process is professional and well regarded by all who participate.

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" résumé for each candidate so that each candidate's credentials are presented in a uniform way.
- Client will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

GovHR will spend approximately 2 hours with the client reviewing the recruitment report and providing additional information on the candidates.

Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with an electronic file that includes:
 - Candidates credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities

Background screening will be conducted along with additional references contacted:

GovHR USA Background Screening	
<ul style="list-style-type: none"> ✓ Social Security Trace & Verification ✓ U.S. Federal Criminal Search ✓ Enhanced Verified National Criminal <ul style="list-style-type: none"> - National Sex Offender Registry - Most Wanted Lists FBI, DEA, ATF, Interpol - OFAC Terrorist Database Search - OIG, GSA, SAM, FDA - All felonies and misdemeanors reported to the National Database 	<ul style="list-style-type: none"> ✓ County/Statewide Criminal ✓ Civil Search ✓ Bankruptcy, Leans and Judgements ✓ Motor Vehicle Record ✓ Education Verification – All Degrees Earned <p>Optional: Credit Report – Transunion with score (based on position and state laws)</p> <p>Optional: Professional License Verification Drug Screen Employment Verification</p>

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

GovHR will coordinate a 2-Step Interview process. The first round interviews will include five or six candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of Client facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Diversity, Equity & Inclusion in Recruitments

GovHR has a long standing commitment to Equity, Diversity and Inclusion in all of our recruitment and selection processes. Since our firm's inception we have supported, with our time and financial resources, organizations that advance women and other underrepresented minorities in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride.

GovHR President Heidi Voorhees was a keynote speaker at the first meeting of the WCMA Women's Leadership Seminar. Our employees and consultants all underwent Implicit Bias Training in the last year and we are frequent speakers on incorporating DEI values in recruitment and selection. We have a list of DEI resources on the front page of our website (<https://www.govhrusa.com/diversity-equity-and-inclusion-resources/>) that can be accessed by anyone who visits our website.

GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH, Ft. Collins, CO, Ann Arbor, MI, Oakland, MI and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of the organization.

Project Timeline

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14
Phase I	Phase II					Phase III		Phase IV		Phase V		Phase VI	
Weeks 1 & 2													
Weeks 3 thru 6													
Weeks 7 thru 9													
Week 10													
Week 11 & 12													
Weeks 13 & 14													

Phase 1: On Site Interviews & Brochure Development
 Phase 2: Advertising, Candidate Recruitment & Outreach
 Phase 3: Candidate Evaluation & Background Screening
 Phase 4: Presentation of Recommended Candidates
 Phase 5: Interview Process & Additional Background Screening
 Phase 6: Appointment of Candidate

Full Scope Recruitment – Price Proposal

Summary of Costs: Full Scope	Price
Recruitment Fee:	\$18,500
Recruitment Expenses: (not to exceed)	1,500
➤ Expenses include candidate due diligence efforts	
Advertising:	2,500*
*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	
Total:	\$22,500**

*We are carefully monitoring recommendations from the federal, state and local governments and working with clients on alternatives to in person meetings. We are fully operational and can work with you via video and by utilizing electronic files. If at the time of recruitment, COVID-19 restrictions are lifted and travel is possible, we are happy to attend meetings in person.

**Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the Client (beyond the three visits listed above) will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

This fee does not include travel and accommodations for candidates interviewed.

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

The GovHR Guarantee – Full Scope Recruitment

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the client.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the client or the employee's own determination, leave the employ of the client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within six months of the employee's departure.

Why Choose GovHR?

- We are a leader in the field of local government recruitment and selection with experience in more than 41 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of League of Women in Government, the Local Government Hispanic Network, National Forum for Black Public Administrators and Engaging Local Government Leaders.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.



Contract Signature Page

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Palm Beach Transportation Planning Agency, Florida agrees to retain GovHR USA, LLC ("GovHR") to conduct a Executive Director Recruitment in accordance with its proposal dated November 8, 2021. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

Palm Beach Transportation Planning Agency, Florida

By: _____

Title: _____

Date: _____

Billing Contact: _____

Billing Contact Email: _____

GovHR USA, LLC

By: _____

Title: _____

Date: _____

Optional Services

GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.



JAMES DINNEEN



James Dinneen's career spans over 42 years in the public sector which includes 16 plus years as a City or County Manager. In addition, he has over 26 years in executive leadership roles in Public Works, Solid Waste, Transportation, Budgeting, and Planning.

Following 17 years in Dayton, Ohio where he advanced from Planner to Deputy Public Works/Director of Operations, he became the Director of Montgomery County Ohio's Department of Solid Waste and Public Works. In 1995, he was promoted to Assistant County Administrator and was responsible for numerous management reorganizations and projects, such as the successful public/private partnership named Riverscape including \$23 million worth of public infrastructure creating a regional interactive theme park. Development of a criminal justice and administrative services master plan including a new \$30 million juvenile detention center and the implementation of a county wide facility reinvestment and capital depreciation program.

In 2002, Mr. Dinneen was recruited back to the City of Dayton, Ohio as its City Manager to streamline the organization and prevent a looming fiscal crisis. During this time he did the following: brought Dayton's budget under control by aggressive actions that erased a year end deficit of \$12 million by eliminating 345 positions, reducing overtime and restricted future hiring. Developed 5 housing and urban redevelopment initiatives defining a new strategy around community anchors, introduced a new Community Oriented Policing Enforcement Program (COPE), exercised leadership in collaboration with regional partners in implementing County-wide dispatching, combining SWAT teams, and emergency management services.

In 2006, he became the County Manager of Volusia County, Florida. He was tasked to restructure for greater efficiency an organization of 4,000 employees. This reorganization became even more critical and complicated as the U.S. economy entered the Great Recession of 2007 -2014. During his tenure of 12 years, before his retirement in 2018, he accomplished the following: Implemented major tax reductions starting in 2007 while ensuring service stability saving citizens of over \$200 million while reducing the workforce by 500 full time positions. Developed and implemented a plan known as "Go to Zero" that achieved zero debt in the General Fund in 2018, completed the consolidation of emergency dispatch services county-wide and managed over \$500 million in infrastructure construction. Implemented a county-wide emergency transport system (EVAC), developed a county diversity and inclusion strategic masterplan, implemented a Green Volusia program, developed a county dynamic masterplan which won a 2018 NACO award.

Over the course of his long career, Mr. Dinneen has developed in-depth professional expertise in the following skill areas: Community Engagement, Personnel Management, Budgetary/Fiscal Management, Labor Relations/Negotiations, Reorganizations, Economic Development, Construction/Capital Project Management, and Strategic Planning.

PROFESSIONAL EDUCATION

- Master of Arts in Public Administration, University of Dayton, OH
- Master of Arts in Urban and Regional Planning, Virginia Tech University, VA
- Bachelor of Arts in Anthropology, University of Dayton, OH
- Graduate of Senior Executive Program, John F. Kennedy School of Government, Harvard University, MA

MEMBERSHIPS AND AFFILIATIONS

- International City-County Management Association, Member
- Team Volusia Economic Development Corporation, Member
- Halifax Urban Ministries, Board Member

PROFESSIONAL BACKGROUND

Over 42 Years as a Local Government Management Professional

- | | |
|---|-----------|
| • County Manager, Volusia County, FL | 2006-2018 |
| • City Manager, Dayton, OH | 2002-2006 |
| • Montgomery County, OH
Assistant County Administrator | 1995-2002 |
| Director Department of Solid Waste | 1992-1995 |
| • City of Dayton, OH
Deputy Director of Public Works | 1985-1992 |
| Superintendent of Fleet Management | 1982-1985 |
| Senior Budget Analyst | 1978-1982 |
| Department of Planning | 1975-1978 |





Transportation Recruitments

STATE	CLIENT	POSITION	POPULATION	YEAR
California	San Jose	Division Manager - Transportation		
		Safety	1,025,000	2018
		Senior Transportation Specialist (Vision Zero Program Manager)	1,025,000	2018
Colorado	San Miguel Authority for Regional Transportation		26,000	2017
	Hillsborough Area Regional Transit Authority	Executive Director	1,500,000	2020
Florida	Chicago Executive Airport	Chief Executive Officer	Multi	2021
		Executive Director	703,462	2017
Illinois	Metra	Director of Transportation	2,700,000	2020
		Deputy Executive Director for Operations	Multi	2019
		General Manager		
Vermont	Green Mountain Transit			



HART

Hillsborough Area Regional Transit Authority

CHIEF EXECUTIVE OFFICER



GovHR USA
GovTEMPS USA

EXECUTIVE RECRUITMENT

by the numbers:



35,000 customers per day



92% customer satisfaction (2019 survey)



1,000 square miles of service area



2.7 miles of streetcar line



184 buses



85 paratransit vans



2 transit centers



5 transfer centers



2,400 bus stops



709 bus shelters



27 local routes



5 flex routes



7 express/limited express routes



A B O U T H A R T

The Hillsborough Area Regional Transit Authority (HART) was created in 1979 and serves all of Hillsborough County, Florida. Hillsborough County is the fourth most populated county in Florida with a population of over 1.5 million residents.

Hillsborough County and Tampa Bay offer a vibrant and high quality of life with a diverse economy, sparkling waterfront and abundant outdoor recreation and amenities. The region is home to Busch Gardens, the Florida Aquarium, Tampa Museum of Art and professional sports franchises. The region boasts world class chefs, locally owned breweries, restaurants and foodie fests.

HART serves 35,000 (pre COVID) customers each day with a mission to take people to places that enhance their lives.

HART is governed by a 15-member Board of Directors whose appointments are made by Hillsborough County, the City of Tampa, the City of Temple Terrace and the Governor of Florida. HART operates with a \$121,452,784 adopted budget (FY 2020) and approximately 800 employees.

HART provides fixed-route local and express bus service, door-to-door paratransit service (HARTPlus), flex route neighborhood connector service (HARTFlex) and bus rapid transit (MetroRapid). 38% of HART's transit buses are Compressed Natural Gas (CNG).

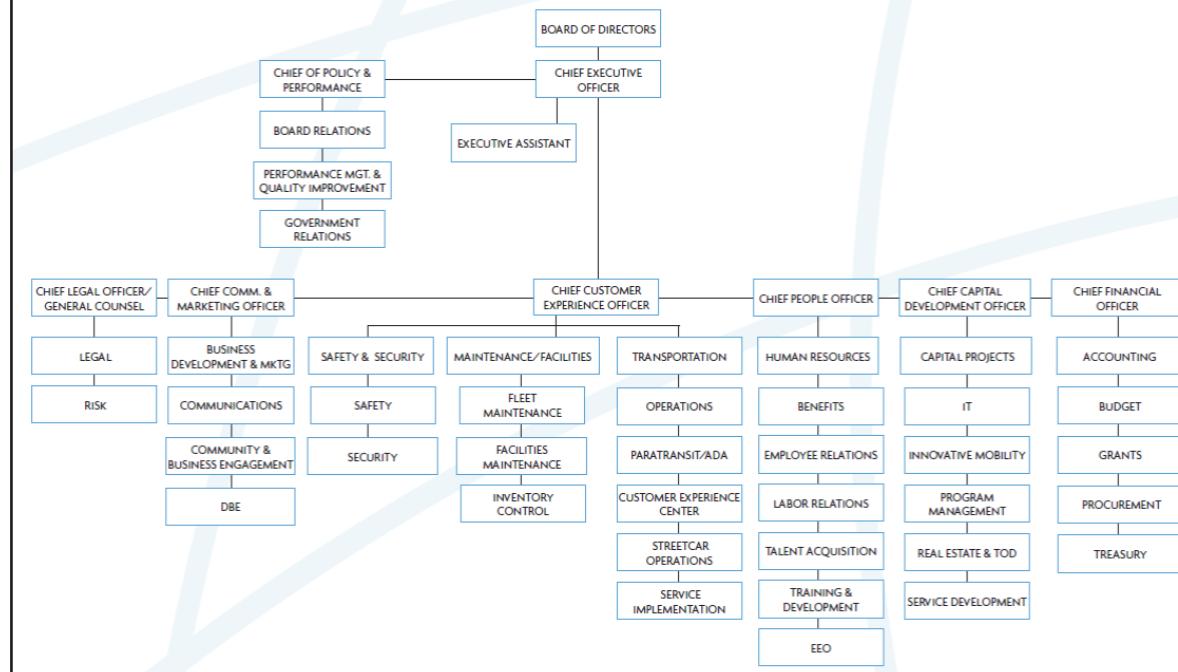
HART also operates the 2.7-mile TECO Line Streetcar System that runs along Downtown Tampa through the Channel District and Ybor City. The system features historical replica streetcars of the original Tampa Streetcar line. The TECO Line Street car operates at no charge to users.

The main transit hub for HART is the Marion Transit Center in downtown Tampa which operates local and express routes. HART's other terminals include the University Area Transit Center located near the University of South Florida campus, the NetPark Transfer Center, West Tampa Transfer Center, the Northwest Transfer Center and a hub at Tampa International Airport.



THE POSITION IN BRIEF

The Chief Executive Officer (CEO) is responsible for all day to day operations of the organization and reports to the 15-member Board of Directors. The CEO is responsible for short- and long-term policy development and strategic planning in cooperation with the Board of Directors. The next CEO of HART should be a leader in transportation who can continue HART's goal of creating a culture of excellence and making HART a best-in-class transit agency.



EXPECTATIONS AND PROJECTS

The next CEO of HART is expected to be a strategic thinker, with excellent interpersonal skills who can build an effective team and work collaboratively at all levels of the organization as well as with community stakeholders. HART is committed to transparency and has adopted a strategic plan with a performance scorecard to ensure the public and the riders of HART are kept up to date on all of HART's initiatives (see [Success Plan 2020](#)). Some of the opportunities for the next HART CEO include:

- In 2017, HART launched a comprehensive operational analysis (Mission MAX) to evaluate every route to focus on modernizing the system to shorten travel times on key routes, eliminate out-of-direction travel and provide more direct service to key destinations. The next HART CEO will continue to evaluate the service model for additional efficiencies and opportunities.
- In 2018, voters in Hillsborough County overwhelmingly supported a 1 cent sales tax for transportation. However, that funding is currently being challenged and may not be immediately available. The next HART CEO will lead the efforts to prioritize projects based on available current funding while identifying future funding opportunities and potential partnerships.
- Due to COVID 19, HART has experienced a 60% decline in ridership. The next HART CEO will need to ensure the safety of operations for employees and riders for the short and long term as well as address immediate budgetary shortfalls.
- HART is committed to sustainable transportation and the next HART CEO is expected to continue to identify new opportunities for best practices in sustainable transportation.
- The next CEO will have the opportunity to review the current operating structure, including vacant positions on the senior leadership team and determine the most effective model for the future.
- HART is committed to employee success. The next CEO of HART is expected to further develop a culture of employee engagement with a commitment to employee training and safety as well as customer service.
- Review and assess opportunities for updated technology, such as replacement of the Intelligent Transportation System (ITS) and Computer Aided Dispatch Systems.
- The HART Board recently approved a feasibility study of the CFX rail line between the Port of Tampa and USF for a potential conversion to commuter rail use. The next CEO of HART will have the opportunity to lead the evaluation of the physical infrastructure and help define the costs and benefits of bringing the line up to commuter rail standards, such as light rail, commuter rail and/or streetcar use.



The Ideal Candidate

Must Haves:

- A bachelor's degree in public administration, business administration, transportation planning, or related field.
- Ten to twelve years of experience in transit operations.
- At least five years of senior level management experience, ideally in an organization of similar size or complexity.
- Any combination of education and equivalent experience may be considered.

The Ideal Candidate will be:

- A motivating, empathetic and highly collaborative leader who can build relationships across the organization.
- A skilled manager able to assess the skills of the team and build upon their strengths.
- An excellent communicator, orally and written, who can engage with a wide variety of stakeholders internally and externally.
- A strong advocate for sustainable public transit.
- Trustworthy and transparent with a strong sense of personal and professional integrity.
- Knowledgeable in all aspects of public transit, including emerging needs and trends.
- Committed to the principals of diversity and inclusion.
- A creative problem solver who is willing to work through the immediate challenges to build a stronger future.

Compensation and Benefits

HART is committed to excellence and values of its employees. HART offers a comprehensive and competitive benefits package that includes participation in the Florida Retirement System (FRS), deferred compensation with an employer match, tuition reimbursement and generous annual leave.

The starting salary is \$200,000 to \$250,000 +/- DOQ.

EEO Compliance: HART is committed to equal employment opportunity for all persons, regardless of race, color, creed, national origin, sex, age, marital status, sexual orientation, gender identity or expression, disability, veteran status or other status protected by Federal or State law.

ADA Compliance: Reasonable accommodations are available to persons with disabilities during the application process and/or interview process in accordance with the Americans with Disabilities Act.

How to Apply:

The recruitment for this position is being handled by GovHR USA. Candidates must apply by September 14, 2020 with resume, cover letter and contact information for five work-related references to www.govhrjobs.com to the attention of:

Joellen Cademartori, Chief Executive Officer, or
Charlene Stevens, Senior Vice President,
GovHR USA, 630 Dundee Road, #130,
Northbrook, IL 60062

HART is an Equal Opportunity Employer



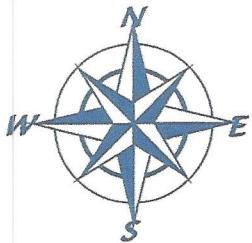
Executive
Search & Recruitment Services
for

EXECUTIVE DIRECTOR

November 9, 2021

THE MERCER GROUP FLORIDA
Dona Higginbotham
3245 S. Atlantic Ave., Suite 607
Daytona Beach Shores, Florida 32118

www.mercergroupincflorida.com



Mercer Group Florida LLC

Consultants To Management

November 9, 2021

Palm Beach Transportation Planning Agency
301 Datura Street
Palm Beach, Florida 33401

Re: Mercer Group Florida Proposal—Executive Director Request for Qualifications
Via Email: MPierce@palmbeachtps.org

Mercer Group Florida, in association with Mercer Group Associates is pleased to submit our proposal to assist the Board of Directors of the Palm Beach Transportation Planning Agency to recruit locally, regionally, and nationally exceptionally well-qualified candidates for the position of Executive Director. We are most interested in assisting Palm Beach Transportation Planning Agency with this critical project, and if selected, would not have difficulty beginning the project immediately and expediting our work to ensure a smooth process.

A valuable benefit of engaging the services of an executive search firm is enhancement of your ability to confidentially seek out and recruit experienced candidates who might otherwise not apply. We also provide expert assistance and counsel to the Board of Directors in selecting a candidate who meets your specifications. Additionally, there are other intangible benefits from placing the coordination and administration of the search outside of the organization.

It is our understanding that the scope of work, minimum responsibilities, and search and recruitment services shall include, but not be limited to, the following:

- Development of Candidate Profile and Recruitment.
- Production of Recruitment materials
- Strategy Outreach to best-fit candidates and Advertising Campaign.
- Candidate Screening.
- Background check
- Candidate selection, background and offer.
- Appointment and follow-up.

The objectives that we will meet to find the best qualified candidates for the Executive Director position are as follows:

- To conduct needs assessment for the new Executive Director.
- To develop a comprehensive position profile.
- To encourage top level people to apply who would otherwise be reluctant to respond to an advertisement.
- To save a considerable amount of the Organization's time in establishing a position profile and reviewing applicants.
- To comply with appropriate personnel regulations and state laws (i.e., EEO, Affirmative Action and ADA).

- To assess the qualifications and suitability of candidates independently and objectively for the position.
- To respond to all candidate inquiries and produce all correspondence during the search.
- To keep the liaison closely involved in key decisions and informed of our progress.
- To recommend a pool of 5 - 7 finalist candidates.
- To assist staff with coordinating finalist candidate interviews.
- To preserve the confidentiality of inquiries to the degree possible under Florida law.
- To assist the Organization in reaching a final decision.
- To assist in negotiating a compensation package with the successful candidate.

Mercer Group Florida is well-qualified to assist with this project. Most recently we have successfully completed and/or currently engaged in searches for the Cities of Largo, Deltona, Port Orange, DeBary, St. Petersburg, Temple Terrace, St. Pete Beach, Cocoa, Gainesville, Dunedin, Fort Myers, Deerfield Beach, Hallandale Beach, Hollywood, Key Biscayne, Mary Esther, New Port Richey, Orange Park, Palatka, Palm Beach, Palmetto Bay, Plant City, Pompano Beach, St. Cloud as well as Hernando County, Hillsborough County, Citrus County, Polk County, Pinellas Suncoast Transit Authority and TBARTA. These are just the **Florida** recruitments; there are many more in the Southeast and nation-wide.

Please visit our websites for additional information about Mercer Group Florida and Mercer Group Associates: www.MercerGroupIncFlorida/ExecuteRecruiting

<https://mercergroupassociates.com/>

Mercer Group Associates, formerly known as Mercer Group Inc, has been in operations for over thirty-two (32) years with senior advisors in eight (8) states to assist. A list of City and County Administrator/Executive Director searches is attached for your reference.

Mercer Group Florida LLC, a minority owned LLC, has been in operation in association with Mercer Group since June 2010 and focuses primarily on Florida. If selected, I will personally lead this recruitment from our Daytona Beach Shores office; with over 20 years of public and governmental recruiting experience, I am uniquely qualified to lead this search for Palm Beach Transportation Planning Agency's Executive Director.

The Mercer Group Florida fees for the Executive Search/Recruitment Services are:

\$18,000.00 plus expenses not to exceed \$3,000.00.

Thank you for the opportunity to partner with Palm Beach Transportation Planning Agency for this important assignment.

Please contact me directly at 954-559-8865 if you have any questions.

Sincerely yours,

Dona Higginbotham

Dona Higginbotham
MERCER GROUP FLORIDA

Understanding the Project & Our Approach

Our 7-Step Search Process

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

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

The **Candidate Screening** will be handled personally and thoroughly by Ms. Higginbotham of the Mercer Group Florida.

Reasonable Fees

The Mercer Group proposes **professional fee of \$18,000.00, plus expenses not to exceed \$3,000.00, for the Executive Search/Recruitment Services** for Palm Beach Transportation Planning Agency.

SEARCH / RECRUITMENT SERVICES	FEE
Position Analysis	2,750
Outreach Campaign	2,750
Resume Review	2,800
Candidate Screening	2,800
Background Investigation	3,200
Interview Process	2,700
Negotiation and Follow-up	1,000
TOTAL FEE	\$18,000

The **only** additional cost to the Agency, will be the costs related to bringing candidates to the Palm Beach for in-person interviews. Transportation, hotel, meals, etc.

Schedule

While the schedule and timeline will be determined by Palm Beach Transportation Planning Agency following our consultations, the schedule we recommend provides for the successful candidate to be selected within 12 weeks from start to finish or an alternate schedule as determined by the Board.

PROJECTED TIMELINE	DELIVERABLE(S)
One week following execution of agreement	Kickoff Meeting with designated individual(s)
Week One	Interviews/Consultation (as desired) to: *Develop Characteristics & Attributes of a Successful Candidate. *Develop Compensation Package and Job Description
Week Three	Approve Recruitment Materials
Week Three - Search Officially Opens	Recruitment of Qualified Individuals Ads Placed
Weeks Three through Seven	Send Recruitment Materials Invitation Letter
Weeks Three through Seven	Outreach Telephone Calls/Email
As received	Acknowledge Receipt of Application Materials
Week Eight	Closing Date for Receipt of Applications
Ongoing through Week Eight	Screen Applications Against Selection Criteria Consultant Interviews of Top Candidates
Week Nine	Meet with the designated liaison to Review Recommended Candidates and assist in the selection of Finalists.
Weeks Ten	Conduct Reference and Background Checks Final Candidates (Conditional offer may be made based upon background)
Week Ten	Send Interview information of Selected Finalists
Week Twelve	Conduct Interviews of Selected Finalists
Week Twelve	Selection of Candidate
Week Twelve	Negotiate Agreement
Close of search process	Notify Candidates Not Selected

Guarantees

We make ten (10) guarantees of our search and recruitment work for Palm Beach Transportation Planning Agency.

1. **Client Organization:** The client is defined as the entire entity, including all departments, divisions, sections and groups. This assures that all our guarantees apply to the entire client organization.
2. **Two-Year Off Limits:** We will not recruit candidates from a client organization for two years after completion of a search assignment without the full agreement of the client.
3. **Placement Off Limits Forever:** We will never recruit a candidate whom we have placed in a client organization as long as he/she is employed by that organization without the full agreement of the client.
4. **Continue the Search:** If, for any reason, the client does not feel comfortable selecting a candidate from our original recommended group of candidates, we will continue the search until the client can make a selection.
5. **Replacement of Successful Candidate:** If the candidate we place with the client leaves the client organization for any reason during the 12-month period following the date of placement with the client, we will replace the candidate for out-of-pocket expenses only and **there will be no professional fees charged by The Mercer Group Florida** to make the new placement.
6. **Parallel Candidate Presentation:** We will not present a candidate simultaneously to more than one client. This permits our firm to represent one client organization without any conflicts of interest.
7. **Client Conflicts:** If asked, we will disclose to our clients the names of the organizations which are "Off Limits" that logically would be target organizations on the new search assignment.
8. **Deceptive/Misleading Search Techniques:** We commit to our clients and to our prospective candidates that we will not use any search techniques which may be considered as deceptive or misleading.
9. **Resume Floating:** We will not float resumes to organizations in the hopes that we can collect a fee if that individual is hired.
10. **Not Represent Individuals:** We assure our clients and individuals who may become candidates that we will not collect a fee from candidates whom we may recommend for a position.

Mercer Group Inc. City and County Administrator Searches 2015 - 2021

City Managers/Administrators

Aberdeen, Washington – City Administrator - 2018
Avondale Estates, Georgia – City Manager - 2018
Beacon, New York – City Administrator – 2015
Berwyn Heights, Maryland – Town Manager - 2018
Billings, Montana – City Administrator – 2018
Brunswick, Georgia—City Manager - 2020
Biscayne Village, Florida – Village Manager - 2018
Bowie, Maryland – City Manager – 2016
Bryan County, Georgia – Assistant County Manager - 2021
Cartersville, Georgia – City Manager – 2018
Charlotte, North Carolina – City Manager - 2008
Cheverly, Maryland – Town Administrator - 2019
City of South Fulton, Georgia – City Manager - 2018
Clarkston, Georgia – City Manager - 2018
Cleveland, Tennessee – City Manager - 2016
Clinton, North Carolina – City Manager - 2018
Cocoa, Florida – City Manager - 2020
College Park, Maryland - City Manager - 2015
Coventry, Rhode Island - Town Manager - 2015
Creedmoor, North Carolina - City Manager - 2015
DeBary, Florida – City Manager – 2019
Delray Beach, Florida – City Manager - 2018
Delta, Colorado – City Manager - 2015
Deltona, Florida - City Manager - 2015
Dover, Delaware – City Manager – 2020
Dunedin, Florida – City Manager - 2016
Emerald Isle, North Carolina – Town Manager - 2019
Fairburn, Georgia – City Administrator - 2018
Forest Lake, Minnesota – City Administrator - 2018
Fort Myers, Florida – City Manager - 2021
Franklin, New Hampshire – City Manager – 2018
Goldsboro, North Carolina – City Manager - 2019
Great Falls, Montana – Deputy City Manager - 2016
Hallandale Beach, Florida – City Manager - 2019
Hampton, Virginia – Assistant City Manager - 2018
Hartford, Vermont – Town Manager - 2015
Hastings, Minnesota – City Administrator – 2019
High Point, North Carolina – City Manager - 2021
Indian River Shores, Florida – Town Manager - 2018
Indian Trail, North Carolina – Town Manager - 2020
Isle of Palms, South Carolina – City Administrator - 2019
Largo, Florida – City Manager – 2016
Las Cruces, New Mexico – City Manager - 2015
Lebanon, New Hampshire - City Manager - 2015
Mankato, Minnesota – City Manager - 2020
Manteo, North Carolina – Town Manager - 2018
Marco Island, Florida – City Manager - 2017
New Carrollton, Maryland – City Administrative Officer - 2016
New Shoreham, Rhode Island – Town Manager - 2016
Norcross, Georgia – City Manager - 2020
Oxford, North Carolina, City Manager – 2017
Palatka, Florida—City Manager –2019
Palmetto Bay, Florida – Village Manager - 2020
Pocomoke City, Maryland - City Manager - 2015
Polson, Montana—City Manager-2020
Poolesville, Maryland – Town Manager - 2019

Port Orange, Florida - City Manager - 2015
Portsmouth, Virginia - City Manager - 2015
Portsmouth, Virginia – Deputy City Manager - 2015
Poughkeepsie, New York – City Administrator – 2016
Rosenberg, Texas – City Manager – 2015
Roosevelt City, Utah – City Manager - 2020
Roswell, Georgia – City Administrator - 2018
Scottsdale, Arizona – City Manager - 2016
Seabrook Island, South Carolina – Town Administrator – 2017
Sidney, Nebraska—City Manager -2020
Social Circle, Georgia – City Manager - 2021
South Kingstown, Rhode Island – Town Manager – 2018
Southern Shores, North Carolina – Town Manager - 2020
South St. Paul, Minnesota – City Administrator - 2018
St. Cloud, Florida – City Manager - 2015
Takoma Park, Maryland - City Manager - 2015
Temple Terrace, Florida – City Manager - 2016
Town of Berwyn Heights, Maryland – Town Manager - 2020
Village of Palmetto Bay, Florida – Village Manager - 2020
Westminster, Maryland – City Administrator – 2016
West St. Paul, Minnesota – City Manager – 2017 - 2021

County Managers/Administrators Searches 2013 - 2021

Archuleta County, Colorado - County Administrator - 2013
Brevard County, Viera, Florida – County Manager - 2017
Citrus County, Florida - County Administrator - 2014
Forsyth County, Georgia – County Manager - 2017
Gaston County, North Carolina – Assistant County Manager – 2019
Glynn County, Georgia – County Manager - 2021

Liberty County, Georgia – Asst. County Administrator – 2019
Los Angeles County, California – Assistant Chief Executive Officer & Legislative Affairs - 2018
Pickens County, South Carolina – County Administrator - 2016
Powhatan County, Virginia – County Administrator –2017

Transportation/Transit Authorities

Bellevue, Washington, Transportation Director - 2019
Charleston, South Carolina – Director of Transportation - 2016
Collier County – Naples, Florida – Transit Manager - 2017

REFERENCES

Reference	Position(s) Filled / Year
Mayor Kevin Anderson City of Fort Myers P.O. Box 2217 Fort Myers, Florida 33902 Phone (239)-321-7020	City Manager 2021
Councilmember Liston Bouchette City of Fort Myers P.O. Box 2217 Fort Myers, Florida 33902 Phone: 239-340-4040	City Manager 2021
Mayor Karyn Cunningham Village of Palmetto Bay 9705 East Hibiscus Street Palmetto Bay, FL 33157 Phone: 305-799-0695	Village Manager 2020
Mayor Terrell Hill City of Palatka 201 N. 2nd Street Palatka, FL 32177 Phone: 386-937-1846	City Manager 2019 Finance Director 2020
Don Holmes, City Manager City of Palatka 201 N. 2nd Street Palatka, FL 32177 Phone: 386-329-0159	City Manager 2019 Finance Director 2020
George Keller, Deputy City Manager City of Hollywood, Florida 2600 Hollywood Blvd Hollywood, Florida 33022-9045 Phone: 954-232-4186	Director of Parks, Recreation & Cultural Arts 2020 Deputy Director Public Utilities/Finance 2020 Director of Financial Services 2020 Deputy City Attorney 2020



City of Fort Myers
Kevin B. Anderson
Mayor

May 21, 2021

To Whom It May Concern:

I am both pleased and honored to write this letter of reference for Dona Higginbotham of Mercer Group Florida. This was my first opportunity to work with a search firm in my official capacity as Mayor of the City of Fort Myers. The City Council interviewed four potential firms and Mercer was rated either first or second among all councilmembers. My decision to rank Mercer number one was an easy decision thanks to Ms. Higginbotham's outstanding presentation.

Ms. Higginbotham demonstrated a firm of understanding of the needs of the position. She interviewed each councilmember and me extensively to determine what qualities we were looking for in our next city manager. From a list of 113 applicants, she presented us with 10 highly qualified candidates. It was a challenge to pare the list down to three.

After doing so, Ms. Higginbotham coordinated the candidates' visit to Fort Myers, a citizen review panel, a meet-and-greet between the public and the candidates, meetings with staff, and one-on-one interviews with the elected officials. Throughout the entire process Ms. Higginbotham was nothing less than professional, responsive, efficient, and well prepared to fulfill her obligations.

It was an absolute pleasure working with her and I look forward to future opportunities to work together again.

Sincerely,



Kevin B. Anderson
Mayor



December 16, 2020

To Whom it May Concern:

It gives me great pleasure to provide this letter of recommendation on behalf of the Mercer Group.

The Mercer Group recently provided consulting services for the Village of Palmetto Bay's Village Manager search. Ms. Dona Higginbotham, the firm's Senior Vice President, conducted a national search for the position. Palmetto Bay is a small municipality in South Miami-Dade County, Florida.

Under normal circumstances, a national search for this position, given the limitations we placed on salary and benefits, would have been difficult, but the challenges of conducting a search during a global pandemic added an additional hurdle for the Council and the firm. Ms. Higginbotham was not only professional and thorough, but she conducted her work with a personal and hands on approach. She spent time both virtually and in person to discuss with each member of the Council the qualities we were looking for in a Village Manager, advertised the position, reviewed the resumes, interviewed the many that applied and brought to the Council the most qualified individuals as semi-finalists. I am proud to say that the search garnered a candidate that not only brings experience and expertise but also checks all our search criteria boxes!

As someone who has worked in public service my entire professional career both as teacher and public-school advocate for thirty-five years, and an elected official in my hometown of Palmetto Bay for six years, I have had the opportunity to work with many individuals and businesses, large and small, in our diverse community.

We had many choices of firms to contract with, but I am so pleased we choose to work with the Mercer Group. It is rare to have the opportunity to find consultants that embody not only work ethic and skill but provide the professional and personal touch. The Mercer Group and Dona Higginbotham are rare finds in consulting world.

Should you have any further questions, I can be reached by phone anytime at 305-799-0695 or by email at kcunningham@palmettobay-fl.gov.

Warm regards,

Mayor Karyn Cunningham
Village of Palmetto Bay
9705 East Hibiscus Street
Palmetto Bay, FL 33157

Office of the City Manager
George R. Keller, Jr. CPPT
Deputy City Manager



tel: 954.921.3201

December 18, 2019

To Whom It May Concern:

Please accept this correspondence as my sincere and firm letter of reference for Dona Higginbotham of Mercer Group Florida. On behalf of the City of Hollywood, FL, I have had the pleasure and success of working directly with Ms. Higginbotham and Mercer Group Florida on multiple occasions in recent years in the search for key senior management personnel. The two most recent experiences involved finding and securing individuals to serve as major department directors for our municipality. In both cases, the City had followed traditional "in house" public advertising and search processes on a national scale repeatedly over an extended period of time. Unfortunately, both efforts proved unsuccessful in identifying a match despite prolonged and persistent actions via all of our internal resources.

We then turned to Mercer Group Florida and Ms. Higginbotham. In both cases, new candidates were identified and the single right fit was secured for each key position, in a fraction of the time already spent by the City. Ms. Higginbotham's professional services cost structure was also very competitive compared with other major search firms, and in fact was lower than most. In retrospect, the City should have used the services of Ms. Higginbotham from the initial outset saving a good deal of time and expense.

Ms. Higginbotham has proven through our collective experiences to be very insightful, persistent, and sensitive to the needs of our organization. She has always conducted herself and represented our City as an ethical professional whom we could trust and depend upon to follow our needs and directions, especially in the most sensitive and difficult of search efforts. She has always conducted her thorough due diligence in finding, evaluating and proposing candidates; and only those that were credible and of substance. Her respected reputation and that of Mercer Group Florida is well earned and deserved. The City will look to use her services again in the future.

You are welcome to contact me directly at 954-232-4186 should you desire any additional information.

Sincerely,

A handwritten signature in black ink that reads "George R. Keller, Jr." Below the signature, the name "George R. Keller, Jr. CPPT" is printed in a smaller, standard font.

Deputy City Manager

2600 Hollywood Boulevard
P.O. Box 229045
Hollywood, Florida
33022-9045
hollywoodfl.org

PROFESSIONAL SERVICES AGREEMENT

PROFESSIONAL SERVICES AGREEMENT

This AGREEMENT, made as of this _____ day of _____, 2021, by and between Mercer Group Florida LLC, dba Mercer Group Associates and the Palm Beach Transportation Agency, a municipal corporation of the state of Florida.

WITNESSETH: WHEREAS, the Palm Beach Transportation Agency (hereinafter referred to as "Agency") has made a request for a final proposal from Mercer Group Florida LLC, dba Mercer Group Associates (hereinafter referred to as "Mercer") to assist the Agency in conducting a search for an Executive Director (hereinafter referred to as "Executive Director"; and WHEREAS, the Agency selected Mercer's proposal as the proposal that best meets its needs and the Agency desires to hire Mercer to perform the search; and WHEREAS, Mercer desires to provide professional assistance to the Agency as it undertakes its responsibility of hiring an Executive Director.

NOW THEREFORE, in consideration of the following mutual covenants and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged by all parties hereto, Mercer and the Agency hereby agree as follows:

1. Mercer agrees to work with the Agency to conduct an effective search process for filling the position of Executive Director in accordance with the Scope of Services outlined and attached and made a part of this agreement.
2. The Agency agrees to compensate Mercer for its services with a base fee of \$18,000 (one thousand eight hundred dollars). The Agency also agrees to reimburse Mercer for direct expenses incurred such as advertising, third-party background checks, consultant travel/lodging, report preparation and other reasonable incidentals. Cost for direct expenses will not exceed \$3,000 (three thousand dollars) without written approval of the Agency. The cost for final candidates to travel to Palm Beach for interviews or other reasons required by the Agency is not included in this agreement. Those costs may be paid by the Agency directly to the candidates on a reimbursement basis and are difficult to estimate since they are dependent upon the number of candidates the Agency selects to interview, and the distance candidates must travel for the interviews.
3. The Agency agrees to pay one-third of the base fee (\$6,000) at the time notice to proceed is given to Mercer; one-third (\$6,000) when applications are closed and Mercer provides a recommended list of semi-finalists to the City to be approved for more intensive review by Mercer; and the final one-third (\$6,000) when interview packages of the semi-finalist, recommended by Mercer and approved by the Agency, are delivered to the Agency and interview dates are established by Mercer in coordination with the Agency. All payments for agreed upon services shall be due and payable upon the submittal of an invoice by Mercer Group Florida describing services completed.
4. The Agency and Mercer both agree that this Agreement shall be governed by the laws of the State of Florida.

5. The Agency and Mercer agree that Mercer Group Florida LLC, dba Mercer Group Associates is an independent contractor to the Agency and Mercer acknowledges that it will not be the recipient of any benefits granted to employees by the Agency.
6. Mercer confirms that the firm is an equal opportunity employer and assures equal opportunity based on ability and fitness for all employees, contractors, and applicants regardless of race, color, religion, sex or sexual orientation, age, marital or veteran's status, national origin, or the presence of any sensory, mental, or physical disability. Our equal employment policy is disseminated to all applicants, employees, and contractors. The intent of this policy applies to internal operations, recruitment, and consulting activities conducted by the firm.
7. The Agency and Mercer both agree that in the event any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. Each party shall respond to the other party in writing within ten (10) working days of the receipt of such notice.
8. The Agency and Mercer both agree that any amendments to this Agreement shall be made in writing and executed by both parties. No proposed amendment which is not in writing and executed by both parties shall affect the terms of this agreement.
9. The parties shall have the right at either party's convenience to terminate this Agreement following ten (10) days written notice to the affected party. Should either party terminate this agreement, the City shall only be obligated to pay Mercer for those services rendered as of the date of termination.

MERCER GROUP FLORIDA, LLC
dba Mercer Group Associates
Dona Higginbotham

PALM BEACH TRANSPORTATION PLANNING AGENCY

BY: _____
(Name and Title)

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

EXECUTIVE DIRECTOR
PALM BEACH TRANSPORTATION PLANNING AGENCY

November 2021

(This proposal is valid for 90 days)



Strategic Government Resources

P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

JJ Peters, President of Executive Recruitment
JPeters@governmentResource.com



November 10, 2021

Margarita Pierce, Executive Administrator
Palm Beach Transportation Planning Agency

Dear Ms. Pierce:

Thank you for the opportunity to submit this proposal to assist the Palm Beach Transportation Planning Agency in your recruitment for a new Executive Director. SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

I would like to draw your attention to a few key items that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR's Servant Leadership e-newsletter, where all recruitments conducted by SGR are announced, reaches over 48,000 subscribers in all 50 states.
- SGR will send targeted emails to our opt-in Job Alert subscriber database and provide a comprehensive social media marketing campaign, in addition to reaching out to passive candidates who may not otherwise apply.
- Doug Thomas, Executive Vice President and the designated recruiter for this search, is a former City Manager and maintains a large national network of contacts. Doug is based out of Lakeland, Florida, and is currently conducting an Executive Director recruitment for the River to Sea TPO (Daytona Beach area).

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in a myriad of ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to provide alternatives to in-person meetings, to the extent your organization desires, during this uncertain time.

We are excited about the prospect of conducting this recruitment for the Palm Beach TPA, and we are available to visit with you at your convenience.

Respectfully submitted,

Jennifer Fadden, Chief Operating Officer
JenniferFadden@governmentresource.com

TABLE OF CONTENTS

- 1 Company Profile**
- 2 Unique Qualifications**
- 3 Project Personnel**
- 4 Recruitment Methodology & Projected Schedule**
- 5 Costs & Service Guarantee**
- 6 References**
- 7 Transportation Planning/Transit Recruitments**
- 8 Recruitments for Positions Reporting to a Board/Governing Body**
- 9 Executive Recruitment Clients**
- 10 Sample Position Profile Brochure**

Company Profile

Background

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a **full-service firm**, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR has 24 full-time employees, 2 part-time employees, 17 recruiters, and a number of consultants who function as subject matter experts on a variety of projects.

SGR's corporate headquarters is in the Dallas/Fort Worth Metroplex. SGR also has virtual offices in California, Florida, Minnesota, New York, North Carolina, Ohio, Oklahoma, Oregon, and Pennsylvania.

SGR Executive Leadership – Recruitment

- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, Chief Operating Officer
- JJ Peters, President of Executive Recruitment

View all SGR team members and bios at: governmentresource.com/about-us/meet-the-team

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. SGR reaches an extensive and diverse pool of prospects by utilizing our unequaled network of prospects.

- SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 48,000 subscribers in all 50 states.
- We will send targeted emails to opt-in subscribers to SGR's Job Alerts.
- Your position will be posted on SGR's Website, GovernmentResource.com, which has more than 36,000 visitors per month.
- Your position will be posted on SGR's Job Board, SGRjobs.com, which averages more than 16,000 unique visitors per month and has over 1,600 jobs listed at any given time.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- SGR frequently partners with local government associations including League of Women in Government and the Local Government Hispanic Network.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitment through via our website, servant leadership e-newsletter, job board, social media, job alert emails, or personal contact.

Collective Local Government Experience

Our recruiters have years of experience in local government and both regional and national networks of relationships. The entire executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis, in both local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. SGR can navigate all of the relevant networks as both a peer and insider.

Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR quite simply will not enter into an engagement with an entity or organization that directs, or expects, that bias should or will be demonstrated on any basis other than those factors that have a bearing on the ability of the candidate to do the job. You can anticipate that SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR obviously cannot, and would not, guarantee the makeup of the semifinalist or finalist groups, SGR does have relationships and contacts nationwide to encourage the meaningful participation of underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes a significant amount of time to actively listening to your organization and helping you define and articulate your needs. We work hard to conduct a comprehensive recruitment that is unique to you. SGR devotes a tremendous amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great "fit" from values, philosophy, and management style perspectives.

Trust of Candidates

SGR has a track record of remarkable confidentiality and providing wise counsel to candidates and next generation leaders; we have earned their trust. As a result, SGR is often able to get exceptional prospects to become candidates, even if they have declined to become involved in other recruitment processes. Candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality to the greatest extent possible.

Accessibility & Communication

Your executive recruiter is accessible at all times throughout the recruitment process and can be reached by candidates or clients, even at night and on weekends, by cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis and sends Google alerts articles to keep the applicants informed about the community and opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a candidate screening process that prevents surprises and ensures in-depth understanding. Our vetting process includes:

- Prescreening questions and technical review of resumes
- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills
- Comprehensive written questionnaires to gain different insights than typically available on a resume
- Online pre-recorded video interviews that allow search committee members, at their convenience, to view candidates in an interview setting prior to the finalist stage of the recruitment process
- Comprehensive media reports that go far beyond automated Google/LexisNexis searches and are customized to each candidate based on where they have lived and worked
- Comprehensive automated and anonymous reference checks that provide deep insights on candidates' soft skills from a well-rounded group of references
- Psychometric assessments (supplemental cost)
- Comprehensive background checks completed by a licensed private investigation firm
- Advanced exercise, customized to the organization, for finalist candidates

Project Personnel

Doug Thomas, Senior Vice President

DouglasThomas@GovernmentResource.com

Cell: 863-860-9314



Doug has close to 35 years of senior local government executive management experience. He joined Strategic Government Resources (SGR) in 2015 to serve as their first Regional Director to serve both Florida and the southeast, and subsequently as Senior Vice President. He assists clients nationwide in the areas of executive recruitment, governing body/senior staff governance and servant leadership training, strategic visioning, and priority-based budgeting, evaluation of the Chief Executive, and is a regular speaker at local government state and national conferences.

Prior to his work with SGR, Doug served as City Manager for the City of Lakeland, Florida for roughly 12 years. Lakeland is centrally located along the I-4 corridor between Tampa and Orlando with a resident population of over 100,000 and a service population of over 250,000. The City provides its residents a full array of municipal services, including a municipal-owned electric generation and distribution utility that is the 3rd largest in the state and among the top 25 nationwide. The organization has an annual budget of approximately \$600 million and employs roughly 2,500 personnel. The city is home to the Detroit Tigers during Major League Baseball's Spring Training; the Experimental Aircraft Association's Annual Sun 'n Fun Fly-in, recognized as America's second largest aviation event of its type; Florida Southern College, which features the world's largest one-site collection of buildings designed by the legendary architect, Frank Lloyd Wright; and the state's 12th university, Florida Polytechnic University, which opened in the fall of 2014.

Prior to Lakeland, Doug previously served as City Manager for the City of Alma, Michigan for close to 15 years. Prior to his service in Alma, he represented the City of Grand Haven, Michigan as Assistant City Manager, (1986-1989) and as Administrative Assistant to the City Manager (1984-1985). He also has held local government posts with the City of Rockville, Maryland, and the Town of Landover Hills, Maryland.

His academic credentials include attainment of a Master of Public Administration from the American University, Washington, D.C. in 1983 with a concentration in Urban Affairs, and a Bachelor of Arts in Political Science and History from Bowling Green State University, Ohio in 1981.

Douglas B. Thomas

PROFESSIONAL EXPERIENCE

Senior Vice President (October 2015 to current) Strategic Government Resources

Based in Keller Texas, Strategic Government Resources (SGR) exists to help local governments be more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, Authentic Leaders.

Examples of experience:

Coordinate executive search functions for City Managers, City Attorneys, and Department Head positions for local governments across the country. Provide various services to clients including leadership development, assessments, governing body and senior leadership team retreats, community and organizational strategic visioning, and Priority-Based Budgeting, and other related services to promote innovation in local governments. Represent SGR as a regular presenter at national, state, and local association conferences and meetings on topics ranging from electric utilities, park & recreational developments, legislative advocacy, strategic planning, Priority-Based Budgeting, performance reviews for the Chief Executive, and other municipal programs.

City Manager (December 2003 to September 2015) Lakeland, Florida

Serve as Chief Executive Officer for the city which is centrally located along the I-4 corridor between Tampa and Orlando with a population of over 100,000. Lakeland offers its residents a full array of municipal services, including a municipal-owned electric generation and distribution utility that is ranked as the 3rd largest in the state and among the top 25 nationwide. The organization's annual budget is approximately \$600 million and employs approximately 2,500 personnel. The city is home to the Detroit Tigers during Major League Baseball's Spring Training; the Experimental Aircraft Association's Annual Sun 'n Fun Fly-in, recognized as America's second largest aviation event of its type, Florida Southern College, which features the world's largest one-site collection of buildings designed by the legendary architect, Frank Lloyd Wright and the state's 12th university, Florida Polytechnic University, which will start its inaugural class in the fall of 2014.

Examples of experience:

Financial:

Implementation of innovative and award-winning Performance Budget that aligns the city's Strategic Planning processes into the annual financial and operational document. The approach involves a robust forward-looking process, adoption of Actionable Items and tracking of Key Success Indicators to track progress on initiatives and benchmark services to comparable communities.

One of the first municipalities in the country to enact a Budget by Priorities fiscal model to ensure strategic resource allocation are made in areas that advance the Vision, Mission and Goals of the community. The innovative approach was presented in 2013 at an International City/County Management Association & Alliance for Innovation Priority Based Budgeting Conference "Summit of Leading Practices."

Developed fiscal and operational strategies to address an inherited wholesale power supply contract that failed to fully cover fuel costs which ultimately resulted in a \$92 million loss over its term. The multifaceted response involved negotiations to shorten the original term, coupled with utility-wide restructured operations; strategic short and long term maintenance and capital planning; a smaller and more efficient workforce; implementation of a quarterly fuel adjustment process and revisions to fuel hedging programs; creation of a Risk Oversight Committee; a new governance oversight structure involving representatives from all rate classes along with elected officials; and adoption of a formalized methodology for calculating the transfer of dividends to the host government. Collectively, these improvements positioned the electric utility from being one of Florida's highest cost providers to the lowest cost provider across almost all rate classes.

Restructured local municipal employee pension plans, including bifurcation of Police and Fire Plans from the General Employee Plan, in addition to being a frontrunner community to offer a hybrid defined benefit-defined contribution plan option to better meet the varying needs of employees in a fiscally sustainable manner.

Improved City's bond ratings through sound financial management and regular meetings with rating agencies, with City General Obligation currently rated AA by Fitch; Lakeland Electric at AA with Standard & Poor's and AA- by both Fitch and Moody's, and Water/Wastewater Utilities at AA+ with Fitch.

Successfully merged numerous stand-alone departments and divisions including Facilities, Fleet, Records Retention, Information Technology, Purchasing, and Civil Service/Retirement Services into more efficient consolidated operations

Public/Private Partnerships:

Partnered with private medical provider for the implementation of the City's HealthStat Employee Wellness Clinic, representing one of the first local government implemented in Florida, to address increasing costs in the city's self-insured medical plans. In 2013, the Clinic saved an estimated \$3.7 million on medical and Workers Compensation claims through provided services. The program has resulted in a 4-1 return on investment and is regularly used as a benchmark for many other communities and corporate wellness program start-ups.

Charter member of Florida Business Watch, which is an organization designed to connect private sector partners with local government officials to share knowledge, goals and opportunities for the betterment of our communities. It is a truly unique group designed to promote good public policy and opportunities across the State of Florida. I was pleased and honored to receive their inaugural "Essential Piece Award" in May 2014.

Award winning Fleet partnership with NAPA resulting in cost avoidance of over \$200,000 per year in parts inventory, coupled with privatized tire services with GCR Tire Centers which yields annual savings of \$111,000. The Fleet Division was recognized in 2013 as "100 Best Fleets" by Government Fleet Magazine for third straight year.

Partnership with SunEdison, LLC for the development of solar photovoltaic generation facilities to leverage private capital financing and tax credits that would otherwise be unavailable to a municipal electric utility. The agreement involved privately financed, ownership and operation of up to 24 MW of ground and rooftop solar farms in return for a 25-year purchased power agreement with Lakeland Electric. The largest installation involved a 5.3 MW facility on 45 acres at the city's airport which required special approval from the FAA which was the first of its kind in the southeast region. As host of the facility, the airport received a discount on its electric bill enabling it to finance a variety of HVAC and lighting energy efficiency upgrades that further reduced energy costs.

Negotiation of innovative 30-year agreement with Tampa Electric Company (TECO), the Southwest Florida Water Management District (SWFWMD) and Lakeland's Water Utilities Department for the use of reclaimed water from the city's wetland's facility involving the construction of \$65 million pumping station and 15 mile transmission pipeline to supply 5 MGD of alternative water supply to TECO's Polk Power Station for cooling purposes. In conjunction with the agreement, Lakeland secured a 20-year water groundwater permit from SWFWMD and eliminated the need for ongoing NPDES permit costs and requirements for discharge from the wetlands into the Alafia River.

Economic Development:

Proven track record of economic development success with personal involvement in roughly 50 industrial and high-tech projects resulting in 7 million square feet of new development, \$510 million in capital investment and approximately 5,000 new jobs. Projects include leading companies in the areas of high tech, health care, medical supplies and packaging, pharmaceuticals, aviation, call centers, brewing and wine/spirits, food processing, flavorings, warehousing/logistics, in addition to a diverse range of industrial operations.

Economic development approach has involved the configuration of a "One Stop Shop" consolidating all city utilities and permitting, coupled with a dedicated ombudsman to overcome any challenges and to ensure projects meet their desired development schedule with certainty.

Creative development approaches ranging from the negotiation of an economic development electric rate to secure a \$45 million air separation plant that became the utility's 2nd largest customer including locating the development on city-owned land adjacent to the power plant for reliability purposes and utilization of re-use water to crafting a proposed \$37 million baseball stadium improvement and associated training campus agreement in support of the Detroit Tigers Major League Baseball organization.

Innovation/Technology:

Development and implementation of new "form-based" zoning code which involves emphasis on physical design, building scale and neighborhood character in contrast to traditional zoning code approach.

Implementation of Lakeland Electric's \$35 million Smart Grid initiative to enable customers to view and control their energy consumption and costs with time of use rates through web-based portal, reduced distribution system operations and maintenance costs, and improved system reliability and outage management. Initiative was supported with a \$20 million federal grant for the installation of 124,000 smart meters, automated meter infrastructure and highly protected data management/security system.

Conversion of manual system to new weekly Pay-As-You-Throw EZ Can solid waste and recycling automated collection system. Program has become recognized as an industry leader by public and private waste management entities across the U.S. for driving best practices in full implementation and utilization of Radio Frequency Identification (RFID) technologies

Implementation of Rapid Process Improvement (RPI) Teams to assist departments in identifying potential projects and quickly develop low to no cost solutions to improve operational efficiencies. Process involves trained RPI employees working with key individuals involved in a project to break out the individual steps of process over the course of a week to eliminate bottlenecks and streamline operations.

Development of unique combined municipal and Aircraft Rescue Fire Fighting (ARFF) fire station in support of the airport's FAA requirements coupled with cost effective method to improve the city's ISO rating in southwest Lakeland from class 10 to class 3.

Development of Power Academies with the Polk County School Board to expose high school students to careers in the electric industry. The innovative program has been featured in numerous state and national conferences as an industry model in response to the electric utility industry aging workforce challenges.

Intergovernmental Relations:

Member of the Florida League of Cities 'Keys to the City" Task Force which was comprised of 37 municipal officials from across the state to develop a state policy agenda that was presented to newly-elected Governor Rick Scott to remove barriers that prevent cities from prospering; developing policies that promote local self-governance; invest in the economic vitality of cities as incubators or progress and allow cities to protect their community's quality of life.

Outsourced the City's utility bill and business tax processing operations with the Polk County Tax Collector, resulting in one-time capital savings \$100,000 and elimination of \$200,000 in annual costs.

Extensive successful federal and state advocacy to advance the City's Annual Legislative Agenda, including a wide range of topics including passenger and freight rail, pension reform, local and intergovernmental revenues, municipal bonds, funding for local capital projects and initiatives, airport and convention operations, Major League Baseball Spring Training, red light camera programs in addition to general government and utility matters.

Regular presenter at various national, state and local association conferences and meetings on topics ranging from electric utilities, park & recreational developments, legislative advocacy, strategic planning and budgeting, performance reviews for the Chief Executive and other City of Lakeland programs and practices.

City Manager (June 1989 to November 2003)
Alma, Michigan

Served as Chief Executive Officer for a full-service city centrally located in the State of Michigan. Alma is the core community within the area where many of the county's 42,000 residents work, shop and rely upon the community's recreational, retail and cultural facilities. The city is also home to Alma College, and is also known as "Scotland, USA" for hosting the annual Alma Highland Festival and Games, recognized as one of North America's most popular Scottish events.

Examples of experience:

Public/Private Partnerships:

Organized the city's first Tax Increment Financing Authority that resulted in a public investment of roughly \$1.2 million that leveraged over \$20 million in private funds and maintained one of the city's largest industries and employers.

Coordinated the investigation and strategy of establishing a competitive municipal electric utility estimated to save the community an estimated \$40 million over ten years. Project received national attention and was one of the country's first municipal electric deregulation cases before the Federal Energy Regulatory Commission (FERC). Issue involved direct testimony, extensive legislative monitoring and advocacy at both the federal and state level.

Secured a "Covenant not to Sue" from the State of Michigan to provide legal protection to both the city and a new industry as part of a project to redevelop a former ethanol plant to an asphalt emulsion production and distribution facility. Development resulted in the conversion of a delinquent property tax reverted property into one of the city's top ten taxpaying entities.

Negotiated a multi-year, multi-million dollar tax appeal involving a petroleum refinery that comprised 20% of the community's tax base. The settlement involved a uniquely structured agreement that provided stability to the city's tax base, satisfied the company and included a refund to cover all public defense costs associated with the appeal.

Served as a member of the Gratiot Technical Educational Center (GTEC) Development Committee which led to the development of a new job training and educational center to assist area businesses and industries attract and retain skilled personnel.

Negotiated the groundwork agreement to relocate a scrap yard operation from a site adjacent to a riverfront and the central business district to a former industrial "brownfield" site and facilitate the redevelopment of the former scrap yard property to a mixed-use commercial/office, and recreational area.

Intergovernmental Relations:

Played a leadership role in the consolidation of four separate jurisdictional public safety dispatch operations into a countywide E-911 Central Dispatch Center. Project involved union negotiations, equipment financing, development of an intergovernmental contribution formula and public information campaign.

Initiated and co-chaired a multi-jurisdictional committee to address traffic, safety and development concerns along the city's busiest transportation corridor. Process led to the establishment of a corridor master plan and subsequent construction of service drives, numerous roadway extensions, traffic signal installations and future design standards. Negotiated unique property acquisitions and development agreements to implement the plan.

Steering committee member of the Gratiot County Strategic Planning Committee and Co-Chaired the Intra-Intergovernmental Subcommittee. The effort has led to improved cooperative strategies between the various local governmental units within the county.

Negotiated Conditional Land Transfer Agreements with neighboring townships to enlarge the city by approximately 400 acres. One such agreement established the framework for the development of an Urban Growth Boundary to define the parameters for future land transfers to the city.

Nurtured the creation of the Mid-Michigan Area CATV Consortium that includes eleven communities served by a common cable operator in an effort to consolidate franchise negotiation strategies and costs, pool franchise fees to expand public access programming and resources and implement common telecommunication ordinances and permit processes throughout the area.

Development of a proposed multi-jurisdictional recreational authority involving multiple public school systems and local governments within the county. Proposal involved the creation of an Interlocal Agreement and cost sharing financial model.

Financial:

Directed the conversion of the historical annual financial plan to a performance-based Program Budget that is policy oriented for review by the City Commission and public in their oversight and analysis of the municipal operations. Document has consistently received the "Distinguished Budget Presentation Award" from the Government Finance Officers Association.

Management of financial and operational plan in response to the closure of the city's largest industry. Plan involved the development of an Early Retirement Incentive Program that allowed the city to reduce its workforce by approximately 11% without the need for layoffs, implementation of organization-wide restructuring plans and maintenance of subsequent budgets at historical millage levels.

Initiated annual strategic planning and budget goal setting sessions for the City Commission and department staff utilizing statistical trends and forecasts to support long-range visioning.

Participated in the financial and administrative analysis associated with the re-rating of the organization that resulted in an upgrade from Baa1 to A-, with bond interest rate proposals typically reflecting A rated entities.

Coordinated and oversaw the filing of various project applications which resulted in over \$7 million of federal, state and local grant supported projects for park improvements, infrastructure developments, housing rehabilitation programs, brownfield redevelopments, library automation and airport capital improvements.

Developed the organization's first Capital Improvement Plan which provides a five-year development and financial strategy associated with significant public improvements and equipment purchases.

Innovation/Technology:

Initiated the selection and development of computerization technology throughout the organization resulting in new hardware and software in every department, a municipal Local Area Network linking common data, a municipal website, an automated circulation and Internet access program for the library and the implementation of a geographical information system.

Coordinated the effort to eliminate fueling stations at both the municipal and public school maintenance garages which resulted in the development of a private automated attendant system that serves both entities in addition to a number of other area businesses.

Converted a limited bi-weekly residential recycling program to a weekly curbside program which includes an extensive list of eligible items, a multi-jurisdictional annual household hazardous waste program and a seasonal yard waste collection/disposal program.

Foundation Experience:

Grand Haven, Michigan:

- Assistant City Manager** (1986 to 1989)
- Administrative Assistant to the City Manager** (1984 to 1985)

Rockville, Maryland (1982 to 1984)

Landover Hills, Maryland (1982)

EDUCATION

M.P.A. The American University
Washington, D.C. (1983)
Concentration: Urban Affairs

B.A. Bowling Green State University
Bowling Green, Ohio (1981)
Majors: Political Science & History

PROFESSIONAL AFFILIATIONS & HONORS

International City/County Management Association 30-year member
Florida City & County Management Association 10-year member
 District VIII Director (2009 – 2012)
 Co-Chair Public Policy Committee (2010-2013)
 Technology & Public Information Committee (Co-Chair 2009-2010)
 Strategic Planning Committee (2008-2009)

Florida League of Cities
 Legislative Committee (2011)
 “Keys to the Cities” Task Force Member (2011)
 Finance & Taxation Committee (2007-2009)
 Home Rule Administration Council (2006)

Michigan Local Government Management Association (1984-2004)
 President (2000)
 Board of Directors (1995-1997)
 Chair, Winter Institute Planning Committee (1996)
 Public Policy Committee
 Nominating Committee

Michigan Municipal League (MML)
 Trustee (1997-2000)
 Public Policy Committee (1996-2003)
 Chair, Region IV (1992)
 Chair, Local Energy Aggregation Program (2000-2003)

National League of Cities (NLC)
 Energy & Technology Committee (2000-2003)

Greater Gratiot Development Incorporated Board of Directors, 1992- 2003
Chair, Gratiot County Central Dispatch Authority, 1993 - 2003
Executive Director, Alma Local Development Authority, 1989 to 2003

Community Service

Lakeland Area Chamber of Commerce
 Board Member (2003-present)
 Governmental Affairs Committee

Leadership Lakeland, Class XXII (2004-2005)

Lakeland Volunteers in Medicine (2007-present)
 Board Member

Mid-Michigan Industries Board of Directors, 1993-2003
Vice Chair, 1998; Treasurer, 1997

Gratiot Area Chamber of Commerce Board of Directors, 1995-2003

Alma Kiwanis Club, (1989-2003)
 President, 1992-1993

Special Honors

Michigan Municipal League’s “Special Award of Merit”
Michigan Municipal League’s “Excellence in Service Award”
Florida Business Watch “Essential Piece” Inaugural Award Winner

Recruitment Methodology

A full-service recruitment typically entails the following steps:

1. Organizational Inquiry and Analysis

- Develop Recruitment Plan and Timeline
- Individual Interviews with Key Stakeholders
- Development of Position Profile Brochure

2. Advertising and Marketing, Communication with Applicants and Prospects

3. Initial Screening and Review

4. Search Committee Briefing to Facilitate Selection of Semifinalists

5. Evaluation of Semifinalist Candidates

- Written Questionnaires
- Recorded Online Interviews
- Media Searches - Stage 1

6. Search Committee Briefing to Facilitate Selection of Finalists

7. Evaluation of Finalist Candidates

- Comprehensive Media Searches - Stage 2
- Comprehensive Background Investigation Reports
- DiSC Management Assessments (supplemental service)
- First Year Game Plan or Other Advanced Exercise

8. Interview Process

- Face-to-Face Interviews
- Stakeholder Engagement (may occur earlier in process)
- Deliberations
- Reference Checks (may occur earlier in process)

9. Negotiations and Hiring Process

- Determine the Terms of an Offer
- Negotiate Terms and Conditions of Employment
- Press Release (if requested)

Step 1: Organizational Inquiry and Analysis

Develop Recruitment Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plan and timeline. At this time, SGR will also request that the client provide us with photos and information on the community, organization, and position to assist us in drafting the position profile brochure.

Individual Interviews with Key Stakeholders

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. These interviews last approximately 30-60 minutes each and identify issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the organization's preferences. This process helps with organizational buy-in and will assist us in developing the position profile.

Development of Position Profile Brochure

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics.

To view sample recruitment brochures, please visit:

<https://www.governmentresource.com/executive-recruitment>.

Step 2: Advertising and Marketing, Communication with Applicants and Prospects

Advertising and Marketing

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 48,000 subscribers in all 50 states. We will also send targeted emails to opt-in subscribers to SGR's Job Alerts. Your position will be posted on SGR's Website, GovernmentResource.com, and on SGR's Job Board, SGRjobs.com. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

Communication with Prospects

SGR communicates with interested prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast,

accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR utilizes Google Alerts and sends weekly update emails to active applicants regarding the organization and community.

Step 3: Initial Screening and Review

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Step 4: Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report and facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 5: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, the simple fact is that resumes can be misleading. They tell you nothing about the individual's personal qualities or his/her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments or experience. SGR's responsibility is to go more in-depth than the resume to ensure that those candidates who continue in the process are truly outstanding. SGR's goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

Written Questionnaires

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with cover letters and resumes submitted by the candidates.

Recorded Online Interviews

SGR will ask semifinalist candidates to complete online interviews. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to invite for an onsite interview. The recorded online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Links to view the online interviews are emailed to the Search Committee members for viewing at their convenience prior to selection of finalist candidates.

Media Searches - Stage 1

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Step 6: Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

Step 7: Evaluation of Finalist Candidates

Comprehensive Media Searches - Stage 2

"Stage 2" of our media search process includes the web-based interface Nexis Diligence™ along with Google as a supplementary tool. By utilizing both, we can provide our clients with an enhanced due diligence process to help vet potential candidates in an efficient and comprehensive manner, which reduces the risk of overlooking important information.

The Stage 2 media search consists of a more complex search, which also includes social media platforms, and has proven helpful in analyzing possible adverse news about the candidate by uncovering issues that may not have been previously disclosed by the candidate. The media search gives the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of their career. View a sample media report at: <http://bit.ly/SGRSampleMediaReport>.

Comprehensive Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: bit.ly/SGRSampleBackgroundReport.

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

DiSC Management Assessments (supplemental service)

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: bit.ly/SGRDiscProfileSample. For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: bit.ly/SGRDiscTeamReport.

First Year Game Plan or Other Advanced Exercise

SGR will work with your organization, if desired, to develop an advanced exercise for the finalist candidates. One example of such an exercise is a "First Year Game Plan," a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders and then given free rein to make contact with all of them in advance and use those insights to develop a "first year game plan" based on what they know so far.

Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates' written and interpersonal communication skills, as well as critical analysis skills.

Step 8: Interview Process

Face-to-Face Interviews

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics and assist in developing the interview schedule and timeline. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Stakeholder Engagement

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- “Round Robin” forum meetings with various community groups during a multi-day interview process.

Deliberations

SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or in deciding whether to bring back one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides a written summary report to the organization once all reference checks are completed. The timing of reference

checks may vary depending on the specific search process and situation. If the names of the finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine the Terms of an Offer

Upon request, SGR will provide appropriate employment agreement language and other helpful information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win solutions to negotiation “log-jams.”

Press Release (if requested)

Until you have “sealed the deal,” you need to be cautious in order to avoid the embarrassment of a premature announcement that does not work out. You also want to try to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Satisfaction Surveys

SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

Supplemental Service: Post-Hire Team Building Workshop

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. This service can be provided at an additional cost. View sample I-OPT reports at: bit.ly/sampleIOPTReports.

Projected Schedule

Schedule will be adjusted at the outset of the search to meet the organization's needs. Please note that upcoming holidays may affect recruiter availability and the start date of the search.

Task	Weeks
• Contract Executed	Week 1
• Develop Recruitment Plan, Timeline	
• <u>Individual Interviews with Key Stakeholders</u>	
• <u>Deliverable:</u> Position Profile Brochure	Weeks 2-3
• Search Committee Reviews and Approves Brochure	
• Advertising and Marketing	Weeks 4-7
• Accept Applications	
• Communication with Prospects and Applicants	
• Initial Screening and Review	Week 8
• <u>Search Committee Briefing / Select Semifinalists</u>	Week 9
• Questionnaires and Recorded Online Interviews	
• Media Searches - Stage 1	
• <u>Deliverable:</u> Semifinalist Briefing Books and Online Interviews	Week 10
• <u>Search Committee Briefing / Select Finalist Candidates</u>	Week 11
• Comprehensive Media Searches - Stage 2	Weeks 12-13
• Comprehensive Background Investigation Reports	
• DiSC Management Assessments (supplemental service)	
• First Year Game Plan or Other Advanced Exercise	
• <u>Deliverable:</u> Finalist Briefing Books	Week 14
• <u>Face-to-Face Interviews</u>	Week 15
• Stakeholder Engagement (may occur earlier in process)	
• Deliberations	
• Reference Checks (may occur earlier in process)	
• Negotiations and Hiring Process	

Recruitment Costs & Service Guarantee

Not-to-Exceed Price: **\$24,900**

Not-to-exceed price includes:

- **Professional Service Fee - \$18,500**
- **Expenses:**
 - **Position Profile Brochure & Marketing - \$1,500**
 - Production of a professional position profile brochure
 - Custom-designed graphics for social media and email marketing
 - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
 - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
 - Featured job placement on SGR's website
 - Featured ad on SGR's job board
 - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
 - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
 - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
 - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
 - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
 - **Up to Two (2) onsite visits** by the Recruiter to the Organization. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. **Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.**

Supplemental Services

The supplemental services listed below are not included in the not-to-exceed price:

- **Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.**
- There may be an additional charge for changes made to the Position Profile Brochure after the brochure has been approved by the organization and the position has been posted online.

- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional in-person visits (over and above the two (2) in-person visits included in the not-to-exceed price above) by the Recruiter will be billed over and above the not-to-exceed price. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- SGR will conduct a Stakeholder Survey for \$1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the organization.
- If desired, the Recruiter will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of \$1,000 per day, plus travel expenses. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- A half-day onsite post-hire team building workshop is offered for \$4,000, plus travel expenses and \$150 per person for I-OPT reports.
- In the unexpected event the organization requests that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at \$250 per hour.

Billing

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.

Service Guarantee

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process one additional time and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

References

Spokane Regional Transportation Council, Washington

Greg Griffin, Administrative Services Manager

ggriffin@srtc.org

509-343-6386

Executive Director Recruitment, 2021

Lane Regional Air Protection Agency (LRAPA), Oregon

Joe Pishioneri, Board Chair and City of Springfield City Councilor

jpishioneri@springfield-or.gov

541-579-8778

Executive Director Recruitment, 2021

Town of Jupiter, Florida

Population: 60,000

Todd Wodraska, Mayor

toddw@jupiter.fl.us

561-741-2214

Town Manager Recruitment, 2017

City of Boynton Beach, Florida

Population: 74,000

Lori LaVerriere, City Manager

LaVerriereL@bbfl.us

562-742-6011

Chief of Fire & EMS Recruitment, 2020; Chief of Police Recruitment, 2018

Transportation Planning/Transit Recruitments, 2015-Present

In Progress

- River to Sea Transportation Planning Organization, FL (pop. 500,000) - Executive Director

2021

- Spokane Regional Transportation Council, WA (pop. 582,000) - Executive Director
- Denton County Transportation Authority (DCTA), TX (pop. 945,000) - Manager of Contracts and Procurement *

2019

- Ames, IA (pop. 66,000) - Transit Director

2018

- Amarillo, TX (pop. 199,000) – Metropolitan Planning Organization Administrator *

2016

- North East Texas Regional Mobility Authority, Executive Director

** SGR conducted “front-end” of search that included development of position profile brochure, marketing, application management, initial screening of applications, virtual briefing with organization, and release of applicants not continuing in the process. At that point, the search was handed off to the organization.*

Population number is approximate population at the time the recruitment took place.

Recruitments for Positions Reporting to a Board/Governing Body, 2018-Present

In Progress

- Aledo, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 7,000) – City Manager
- CityCenter Waco, Texas – Executive Director
- Cleburne, Texas (pop. 32,000) - City Manager
- Fort Collins, Colorado (pop. 175,000) - City Manager
- Gun Barrel City Economic Development Corporation, Texas (pop. 6,000) – Executive Director
- Klamath Falls, Oregon (pop. 21,000) – City Manager
- Levelland, Texas (pop. 13,000) - City Manager
- Live Oak, Texas (pop 18,000) - City Manager
- Madisonville, Texas (pop. 5,000) - City Manager
- Manor, Texas (pop. 14,000) - City Manager
- Mont Belvieu, Texas (pop. 6,500) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- River to Sea Transportation Planning Organization, Florida – Executive Director
- Sherwood, Oregon (pop. 20,000) – City Manager
- Snoqualmie, Washington (pop. 13,000) – City Administrator
- Tarrant County 911, Texas – Executive Director
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

2021

- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Briarcliff Manor, New York (pop. 8,000) – Village Manager
- Capital Area of Texas Regional Advisory Council - Executive Director
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) – City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Citizens for Progress, Texas - Executive Director
- Clermont, Florida (pop. 44,000) – City Manager
- Flower Mound, Texas (pop. 79,000) – Town Manager
- Johnson City, Tennessee (pop. 65,000) – City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager

- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lane Regional Air Protection Agency, Oregon - Executive Director
- Monett, Missouri (pop. 9,000) - City Administrator
- North Central Texas Council of Governments – Workforce Solutions Executive Director
- North Port, Florida (pop. 70,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Spokane, Washington (pop. 220,000) - City Administrator
- Spokane Regional Transportation Council, Washington - Executive Director

2020

- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Combined Regional Communications Authority, CO (pop. 48,000) - Executive Director
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- San Patricio County, Texas (pop. 80,000) - Executive Director of Economic Development Corporation
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

2019

- Bastrop, Texas (pop. 9,000) - Executive Director of Economic Development Corporation
- BCFS Health & Human Services, Texas - Executive Director
- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- Royse City, Texas (pop. 15,000) - Executive Director of Community Development Corporation
- Sherman, Texas (pop. 40,000) - President/CEO of Economic Development Corporation
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

2018

- Anna, Texas (pop. 14,000) - City Manager
- Bethany, Oklahoma (pop. 19,000) - City Manager
- Cameron, Missouri (pop. 10,000) - City Manager
- Clackamas County, Oregon (pop. 400,000) - County Administrator
- Clallam County, Washington (pop. 75,000) - County Administrator
- Clark County, Washington (pop. 471,000) - County Manager
- Coffeyville, Kansas (9,500) - City Manager
- Craig, Colorado (pop. 9,000) - City Manager
- Erie, Colorado (pop. 26,000) - Town Administrator

- Forney, Texas (pop. 19,000) - City Manager
- Freeport, Texas (pop. 12,000) - City Manager
- Fulshear, Texas (pop. 9,500) - City Manager
- Georgetown, Texas (pop. 67,000) - President of Chamber of Commerce
- Green Cove Springs, Florida (pop. 7,500) - City Manager
- Humble, Texas (pop. 15,000) - City Manager
- Jacksonville, Texas (pop. 14,000) - City Manager
- Jupiter, Florida (pop. 60,000) - Town Manager
- Lawton, Oklahoma (pop. 94,000) - City Manager
- Lebanon, Missouri (pop. 15,000) - City Administrator
- Lockhart, Texas (pop. 13,500) - City Manager
- Marshall, Texas (pop. 24,000) - City Manager
- Mount Pleasant, Texas (pop. 16,000) - Executive Director of Economic Development Corporation
- Murfreesboro, Tennessee (pop. 130,000) - City Manager
- Nixa, Missouri (pop. 21,000) - City Administrator
- Paducah, Kentucky (pop. 25,000) - City Manager
- Pflugerville, Texas (pop. 60,000) - City Manager
- Plant City, Florida (pop. 38,000) - City Manager
- Riverside, Missouri (pop. 3,000) - City Administrator
- Rockwall, Texas (pop. 43,000) - President of Economic Development Corporation
- Smithville, Missouri (pop. 10,000) - City Administrator
- Springfield, Missouri (pop. 167,000) - City Manager
- Sunnyvale, Texas (pop. 6,500) - Town Manager
- Tarrant County 911 District, Texas (pop. 1.9M) - Executive Director
- West University Place, Texas (pop. 14,000) - City Manager
- Wethersfield, Connecticut (pop. 26,000) - Town Manager

Population number is approximate population at the time the recruitment took place.

SGR Executive Recruitment Clients 2013 to Present Include:

Alabama

- Montgomery

Arizona

- Avondale
- Chandler
- Mesa
- Wickenburg

Arkansas

- Fort Smith
- Hot Springs

California

- Encinitas

Colorado

- Arvada
- Aurora
- Brighton
- Combined Regional Communications Authority (Fremont County)
- Commerce City
- Craig
- Durango
- Eagle County Paramedic Services
- Englewood
- Erie
- Fort Collins
- Golden
- Gunnison
- Lamar
- Mountain View Fire Protection District
- Northglenn
- Vail
- Wheat Ridge

Connecticut

- Clinton
- Fairfield
- Hartford
- Manchester
- South Windsor
- Tolland
- Wethersfield

Florida

- Boynton Beach
- Brevard County
- Clermont
- DeLand
- Fernandina Beach
- Fort Lauderdale
- Government Services Group, Inc.
- Green Cove Springs
- Indian River County
- Jupiter
- Lakeland
- Lee County
- Nassau County
- North Port
- Ormond Beach
- Palm Coast
- Plant City
- Port St. Lucie
- River to Sea Transportation Planning Organization
- Sarasota County
- Tamarac
- Winter Haven

Georgia

- Albany
- Alpharetta
- Covington
- Johns Creek

Indiana

- Clarksville

Iowa

- Ames
- Davenport
- Des Moines Water Works

Kansas

- Coffeyville
- Hutchinson
- Iola
- Johnson County
- Johnson County Park & Recreation District
- Lawrence
- Lenexa
- Mission Hills
- Olathe
- Overland Park
- Shawnee
- Topeka
- Wyandotte County/Kansas City, Kansas
- Valley Center

Kentucky

- Paducah

Louisiana

- Shreveport

Maryland

- Cecil County Government

Michigan

- Ann Arbor
- Kalamazoo County Consolidated Dispatch Authority
- Lansing
- Midland
- Muskegon Heights

Minnesota

- Blaine
- Chanhassen

Mississippi

- Hancock County Port and Harbor Commission

Missouri

- Ballwin
- Cameron
- Cape Girardeau
- Grandview
- Joplin
- Lebanon
- Monett
- Nixa
- Parkville
- Riverside
- Sikeston
- Smithville
- Springfield
- St. Charles

Montana

- Bozeman
- Great Falls

Nevada

- Clark County
- Las Vegas
- Washoe County

New Mexico

- Farmington
- Four Corners Economic Development Corp.
- Lea County
- Los Lunas

New York

- Briarcliff Manor
- Port Chester
- Rye

North Carolina

- Cary
- Mooresville

North Dakota

- Mountrail-Williams Electric Cooperative
- Williston

Ohio

- Beavercreek
- Franklin County

Oklahoma

- Altus
- Bethany
- Broken Arrow
- Chickasha
- Choctaw
- Glenpool
- Lawton
- Miami
- Miami Office of Economic Development
- Oklahoma Municipal League
- Owasso
- Stillwater

Oregon

- Clackamas County
- Eugene
- Hermiston
- Klamath Falls
- Lane Regional Air Protection Agency
- Sandy
- Sherwood
- Springfield
- Tigard

Pennsylvania

- Kennett Square

Tennessee

- Johnson City
- Murfreesboro

Texas

- Abilene
- Addison
- Alamo Heights
- Aledo
- Alice
- Allen
- Alvarado
- Alvin
- Amarillo
- Angleton
- Anna
- Argyle
- Arlington
- Austin
- Azle
- Bastrop
- Bastrop Economic Development Corp.
- Bay City
- Baytown
- BCFS Health & Human Services
- Bedford
- Bell County
- Bellaire
- Belton
- Boerne
- Breckenridge
- Brenham
- Bridgeport
- Brownsville
- Brushy Creek Regional Utility Authority
- Bullard
- Burk Burnett
- Burleson

Texas, continued

- Canadian
- Canyon
- Canyon Regional Water Authority
- Capital Area of Texas Regional Advisory Council (CATRAC)
- Carrollton
- Castroville
- Cedar Park
- Celina
- Citizens for Progress
- City Center Waco
- Cleburne
- Clute
- Coleman
- College Station
- Colleyville
- Commerce
- Copperas Cove
- Corpus Christi
- Dallas County
- Dallas County Park Cities M.U.D.
- Del Rio
- Denison
- Denison Area Chamber of Commerce
- Denton
- Denton County Fresh Water Supply District No. 1-A
- Denton County Transportation Authority
- DeSoto
- Dickinson
- Duncanville
- Eagle Pass
- Edinburg
- El Paso
- El Paso MPO
- Elgin
- Ennis
- Euless
- Fairview
- Farmers Branch

Texas, continued

- Fate
- Ferris
- Flower Mound
- Forney
- Fort Worth
- Freeport
- Frisco
- Fulshear
- Garland
- Georgetown
- Georgetown Chamber of Commerce
- Gonzales Economic Development Corp.
- Granbury
- Grand Prairie
- Grapevine
- Green Valley Special Utility District
- Gun Barrel City
- Harris County ESD No. 48
- Henderson
- Highland Park
- Humble
- Hutto
- Hutto Community Development Corp.
- HJV Associates
- Irving
- Jacksonville
- Jacksonville Economic Development Corp.
- Joshua
- Katy
- Kaufman
- Kilgore
- Killeen
- Kingsville
- Kyle
- Lago Vista
- Lake Dallas
- Lake Worth
- Lakeway
- Lamesa
- Lancaster

Texas, continued

- League City
- Leander
- Levelland
- Levelland Economic Development Corp.
- Liberty Hill
- Lindale
- Little Elm
- Live Oak
- Lockhart
- Longview
- Longview Economic Development Corp.
- Lubbock
- Lubbock Power & Light
- Madisonville
- Manor
- Marble Falls
- Marshall
- McKinney
- McKinney Economic Development Corp.
- Memorial Villages Police Department
- Mesquite
- Messer Rockefeller & Fort
- Midland
- Mineral Wells
- Missouri City
- Mont Belvieu
- Montgomery
- Mount Pleasant
- Mount Pleasant Economic Development Corp.
- MPACT CDC
- Nacogdoches
- Nederland
- New Braunfels
- North Central Texas Council of Governments (NCTCOG)
- North Texas Municipal Water District
- North East Texas Regional Mobility Authority

Texas, continued

- North Hays County Emergency Services District No. 1
- North Texas Municipal Water District
- North Richland Hills
- North Texas Emergency Communications Center (NTECC)
- Odessa
- Orange
- Palestine
- Paris
- Pearland
- Pflugerville
- Piney Point Village
- Plainview
- Plano
- Port Arthur
- Port Lavaca
- Port Neches
- Portland
- Princeton
- Red Oak
- Reeves County
- Richardson
- Riverbend Water District
- Rockwall Economic Development Corp.
- Round Rock
- Round Rock ISD
- Rowlett
- Royse City Community Development Corporation
- Saginaw
- San Angelo
- San Antonio ISD
- San Jacinto River Authority
- San Marcos
- San Marcos/Hays County EMS
- San Patricio County Economic Development Corp.
- Santa Fe
- Seagoville

Texas, continued

- Sealy
- Sherman Economic Development Corp.
- Snyder
- Socorro
- South Grayson Special Utility District
- South Padre Island
- Southlake
- Stephenville
- Sunnyvale
- Sweetwater
- Tarrant County 9-1-1 District
- Taylor
- Temple
- Terrell
- TexAmericas Center
- Texas City
- The Colony
- Trophy Club Municipal Utility District
- Tyler
- Upper Brushy Creek Water Control & Improvement District
- Venus
- Victoria
- Waco
- Waxahachie
- Weatherford
- Webster
- West Lake Hills
- West University Place
- Westworth Village
- Wichita Falls
- Willow Park
- Wills Point
- Wilmer

Virginia

- Orange County

Washington

- Bainbridge Island
- Bellevue
- Blaine
- Burien
- Des Moines
- Richland
- Shoreline
- Snohomish County Fire District #5
- Snoqualmie
- Spokane
- Spokane Regional Transportation Council
- Spokane Valley
- Whitworth Water District #2

Wyoming

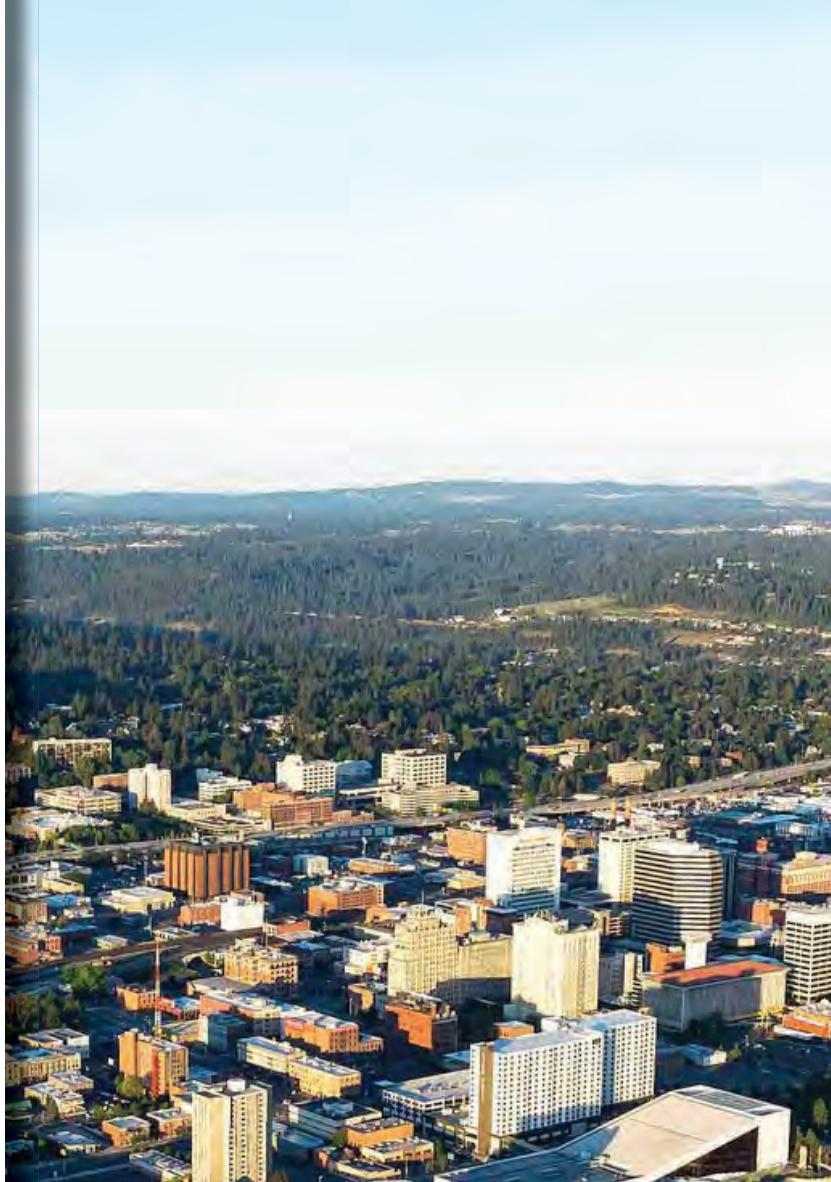
- Campbell County
- Casper

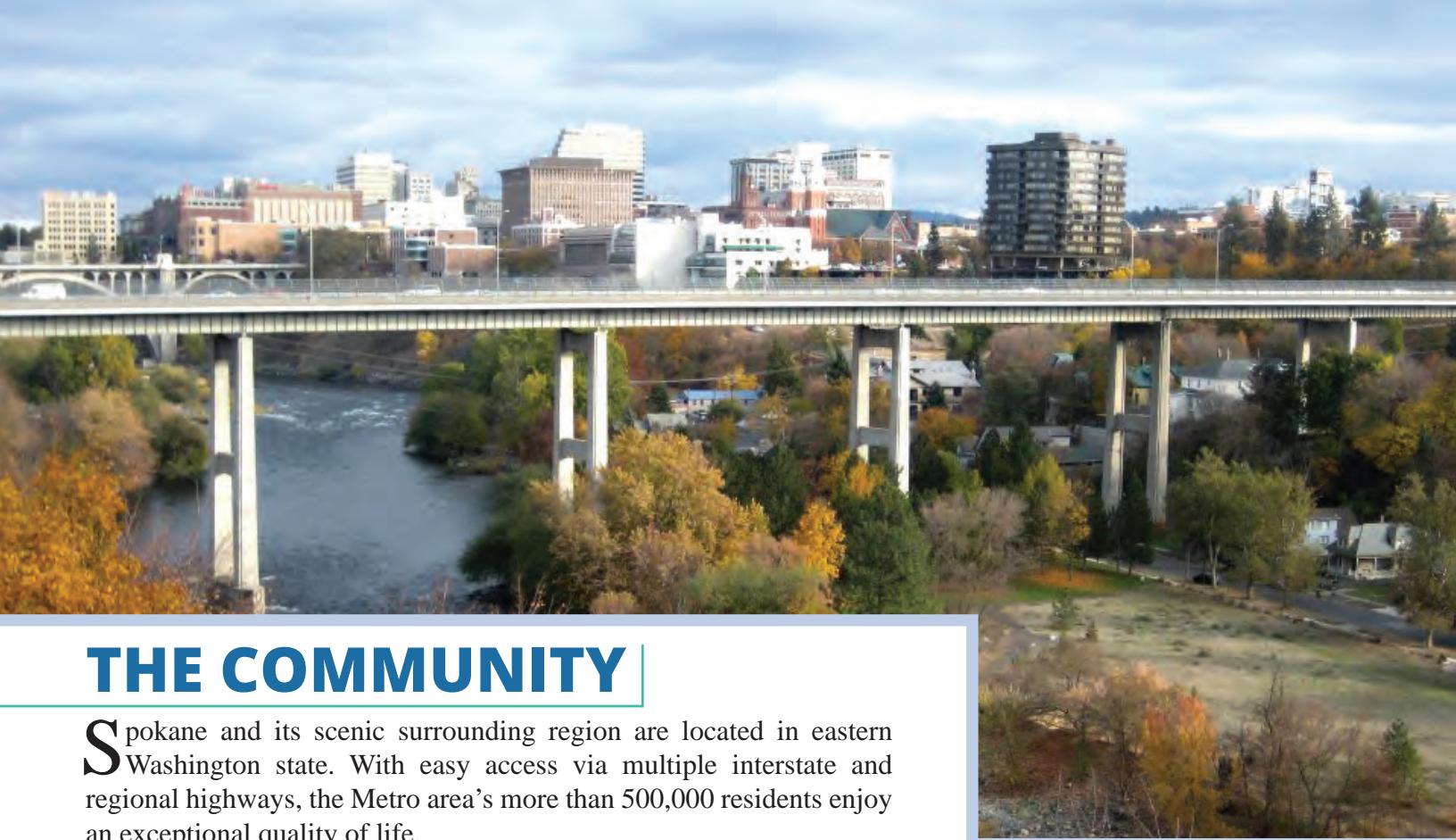
EXECUTIVE DIRECTOR

S P O K A N E
R E G I O N A L
T R A N S P O R T A T I O N
C O U N C I L



EXECUTIVE SEARCH PROVIDED BY





THE COMMUNITY

Spokane and its scenic surrounding region are located in eastern Washington state. With easy access via multiple interstate and regional highways, the Metro area's more than 500,000 residents enjoy an exceptional quality of life.

The area offers something for everyone from nearby lakes to skiing, camping, shopping, and sporting events, allowing for the enjoyment of four beautiful seasons. Multiple urban amenities abound for outdoor pleasure such as trails and an extensive number of parks. Fine restaurants and wineries are plentiful along with abundant retail shopping. Outstanding colleges and universities augment excellent school systems across the region. In addition to hosting the NCAA tournament, other events include Bloomsday, one of the largest running events in the world; HoopFest, the world's largest 3-on-3 basketball tournament, and the Lilac Festival which annually honors the military, empowers youth, and showcases the region.

Spokane's vibrant local economy has several high-profile development projects currently underway or recently completed. The US 395 North Spokane corridor, when completed, will be a 10.5 mile-long north/south highway that will provide an easily-accessible Interstate 90 connection. City Line, Spokane's first Bus Rapid Transit (BRT) six-mile route will combine frequency and efficiency in a modern streetcar-like experience. The transit route will connect through downtown and the University District. S3R3 Solutions, the Public Development

Authority in the West Plains/Spokane International Airport area, continues to marshal resources of public and private service providers to recruit new and existing businesses while promoting economic prosperity through the creation of jobs.

The median home value in the Spokane region averages \$300,000 while the estimated median household income of the region's residents is \$59,974.



GOVERNANCE & ORGANIZATION

The Spokane Regional Transportation Council (SRTC) serves as the lead agency for transportation planning serving as the region's federally-designated Transportation Management Area, and the designated Regional Transportation Planning Organization for Spokane County.

SRTC is governed by a board of directors consisting of 13 voting members and three ex-officio members comprising county commissioners, city mayors and council members, and representatives from the private sector and state and local transportation agencies.

Through an interlocal agreement, SRTC facilitates and encourages coordination and collaboration between planning and transportation departments at member agencies including the City of Spokane, Spokane Valley, Spokane County, the Washington State Department of Transportation, Spokane Transit, the Washington State Transportation Commission, as well as small cities and towns. SRTC also partners with the Spokane Regional Transportation Management Center (SRTMC) to deliver transportation information services to the public.

The mission of the Council is to ensure the region possesses the best multi-modal/multi-jurisdictional transportation network possible for a region of its size to optimize safety, capacity, and efficiency in the movement of people and goods. The Council highly values regional leadership, collaboration, accountability, innovation, transparency, inclusiveness, and integrity.

The Board is supported by 10 staff members, seven of which report directly to the Executive Director including an Administrative Services Manager, four Principal Transportation Planners, three Associate Transportation Planners, and one Administrative Executive Coordinator. The Council's operating budget for 2021 is \$2.7 million.



ABOUT THE POSITION

The Executive Director serves as the administrative leader of the agency, carrying out the goals and objectives of the Board and providing strategic and tactical leadership to organize and efficiently direct transportation planning activities regionally. The Director is responsible for effectively managing competing community-based and political transportation interests and initiatives that have far-reaching political implications. To achieve this goal, the Executive Director must actively cultivate strong relationships with a variety of stakeholders to build consensus and ensure the agency maintains a unified regional focus.

The Executive Director is also responsible for ensuring that capital, operations, and maintenance projects that are funded by the SRTC Board are obligated in a timely fashion. It is also the Director's responsibility to ensure the Spokane Regional Transportation Council is "shovel-ready" at all times to take advantage of any available funding and with those funds, successfully balance multi-modal investments.





CHALLENGES AND OPPORTUNITIES



First 60 Days: The new Executive Director must be adept, resourceful, and capable of quickly assuming the position's most critical requirements. It will also be important to gain the trust and confidence of the Board while establishing credibility and rapport with staff. This individual must gain an understanding of the operating budget and current plans, astutely gauging the current political climate, and becoming familiar with area and external stakeholders.

Interlocal Agreement: The incoming Executive Director will be looked upon for direction in renewing/revisioning and ultimately implementing the Interlocal Agreement and integration of new members.

Vision: As a fresh set of eyes, the incoming Director will assist the Board in creating a collective, regional vision, focused on making investments that are efficient, effective, and safe for all users. The Director will be expected to utilize regional alignment and discretion to determine priority project selection criteria, as well as establishing a new process to identify regional transportation funding priorities.

Regional Growth: The Spokane region is growing in both industry and census numbers. This growth is fueled primarily by affordable land, excellent quality of life, and the political environment. As this trend continues, it will create significant challenges on the transportation system.

IDEAL CANDIDATE

The Spokane Regional Transportation Council desires candidates with a servant leadership management philosophy, who are committed to diversity, and ensuring that transportation investments are geared to bring economic opportunity to all racial and socio-economic classes.

The Executive Director should bring a balanced perspective to the organization and understand that the private sector creates jobs and pays taxes, while government, as a steward of public resources, provides services and systems. The ideal candidate will be an effective facilitator of strong, persuasive, and well-intentioned leaders, both elected and appointed. Therefore, it will be important for the chosen candidate to be politically astute, understand board and community dynamics, and make sound and defendable recommendations.

Establishing strategic goals and objectives and being able to see the big picture and the greater good will be important for the next Executive Director. The agency has a very sound technical staff in place and the Director should be a dynamic individual who can motivate others and oversee their work from a strategic management perspective. By understanding that people skills are more important than technical skills, the ideal candidate will be able to set clear directives and communication of staff responsibilities, and help build staff capacity.



EDUCATION & EXPERIENCE

A bachelor's degree from an accredited college or university in planning, business, engineering, or a related field is required. A Master's degree in business, organizational development, planning, or a related field is preferred if the candidate's undergraduate degree is not transportation-related. The selected candidate must have five to 10 years of local government experience with a minimum of five years at the senior management level involving transportation planning, funding, statutory compliance, and responsibility for successful outcomes. Experience working with a Board of Directors and prior experience hiring, managing, coaching, training, leading, and developing a professional/technical staff is essential. AICP certification and/or prior MPO experience would be ideal.

COMPENSATION & BENEFITS

The annual salary range for this position is \$100,000 - \$140,000. The Spokane Regional Transportation Council participates in the Washington Department of Retirement Services (PERS) including employee contribution and an employer matching rate. Additional benefits include a cell phone, STA bus pass, comprehensive medical, dental, and vision coverage, paid vacation and sick leave, life insurance, and twelve paid holidays.



APPLICATION PROCESS

Please apply online at <http://bit.ly/SGROpenRecruitments>

For more information on this position contact:

Kurt Hodgen, Senior Vice President
kurthodgen@GovernmentResource.com
540-820-0531



The Spokane Regional Transportation Council is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists will be subject to a comprehensive background check.

RESOURCES

Spokane Regional Transportation Council
srtc.org

Greater Spokane Incorporated
greaterspokane.org

Spokane Valley Chamber of Commerce
spokanevalleychamber.org

West Plains Chamber of Commerce
westplainschamber.org

FOLLOW US



**PALM BEACH TRANSPORTATION
PLANNING AGENCY (PTA)
Executive Search Proposal
for
Executive Director**

Prepared by Robert E. Slavin on November 5, 2021



3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail: slavin@bellsouth.net

www.slavinweb.com

With an affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Louisville , KY; Manteca, CA and Mesa, AZ



November 5, 2021

Margarita Pierce, Executive Administrator
Palm Beach Transportation Planning Agency
301 Datura Street
West Palm Beach, FL 33401

Re: Executive Director Search Services

Dear Ms. Pierce:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next Executive Director of the Palm Beach Transportation Planning Agency (TPA). The purpose of this project is to help the Executive Director Search Committee to develop and agree to a comprehensive position profile for Executive Director and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been approved by the TPA, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a Executive Director search to take between sixty and ninety days to complete.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Louisville, KY, Manteca, CA and Mesa, AZ.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the TPA. Over the years we have recruited more than 800 local government executives including many in Florida.

We have significant experience in recruiting local government planning professionals including for regional planning organizations and MPO's.

Our related experience includes: Aurora, CO (Community Development Director); Austin, TX (Community Development and Planning Directors); Branson, MO (Planning and Community Development Director); Boise, ID (Community Development Director); Carson, CA (Community Development Director); Chatham County/Savannah Metropolitan Planning Commission (Executive Director); Destin, FL (Director of Community Development); Duluth, GA (Community Development Director); Escambia County, FL (Director of Planning); Gainesville/Hall County, GA (City/County Director of Community Development); Gaithersburg, MD (Director of Planning and Code Administration); Lakewood, CO (Community Development Director); Lee County, FL (Community Development Director); Los Angeles, CA Community Redevelopment Agency (three senior project managers); Los Angeles County (Community Development Director); Metropolitan Washington (DC) Council of Governments (Director of Transportation Planning - MPO Director); MetroPlan Orlando (Executive Director); Miami Valley (Ohio) Regional Planning Commission - MPO (Executive Director); Monterey County, CA (Planning Director); Naugatuck Valley Council of Governments (Executive Director - Waterbury, CT); (Norfolk, VA (Community Development Director); Palm Beach Gardens, FL (Community Development Director); Roanoke, VA (Community Development Director); Santa Monica, CA (Planning and Community Development Director); Simi Valley, CA (Community Development Director); Southwest Florida Regional Planning Council - MPO (Executive Director); Southeastern Regional Planning Council (Executive Director - Taunton, MA); Sonoma County, CA (Community Development Director), Topeka, KS (Community Development Director); City

of Waco, TX; (Empowerment Zone Director); West Covina, CA (Community Development Director) and West Palm Beach, FL (Planning Director); We are familiar with the field and know how to access talented professionals. We are familiar with the field and know how to access talented professionals.

This proposal commits the highest level of our firm's resources. I, Bob Slavin, will manage and serve as a primary consultant for the project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Dave Krings and Barbara Lipscomb will assist with the project. Both are highly experienced human resources consultants. I have the authority to bind SMC to a contract with the Palm Beach Transportation Planning Agency

Thank you for the opportunity to submit this proposal. We look forward to working with the Palm Beach Transportation Planning Agency on this critical and highly challenging project. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS



Robert E. Slavin, President

TABLE OF CONTENTS

Cover Letter

STATEMENT OF QUALIFICATIONS	1
SMC Contact Information	1
About Slavin Management Consultants	1
PROFESSIONAL BACKGROUND OF ASSIGNED STAFF	3
Robert E. Slavin, President	3
David Krings, ICMA-CM (Retired), SMC Regional Manager	4
METHODOLOGY	6
Develop Position Profile	6
Identify Qualified Candidates	6
Evaluate Prospective Candidates	6
Preliminary Screening and Progress Report	6
Selection and Employment	7
In-depth Screening and Final Report	7
Follow-up	8
Reporting	8
Deliverables	8
REFERENCES	8
PROPOSED TIME LINE	9
GUARANTEES	9
PRICING PROPOSAL	10
Professional Fees	10
Expenses (Not-to-Exceed)	10
AGREEMENT FOR SERVICES	12

EXHIBITS

Sample Recruitment Profile
Pro Forma Invoice
Client List
EEO Statement
SMC Sexual Harassment Policy
Minority and Female Placements

STATEMENT OF QUALIFICATIONS

SMC Contact Information

Slavin Management Consultants
3040 Holcomb Bridge Road, Suite #A-1
Norcross, Georgia 30071

Phone: (770) 449-4656
Fax: (770) 416-0848
email: slavin@bellsouth.net
web site: www.slavinweb.com

Contact: Robert E. Slavin, President

About Slavin Management Consultants

Slavin Management Consultants (SMC) is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. Over the years SMC has placed more than 850 local government executives.

SMC provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that the TPA is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of TPA. It will honor the interests of candidates to the extent possible under Florida law.

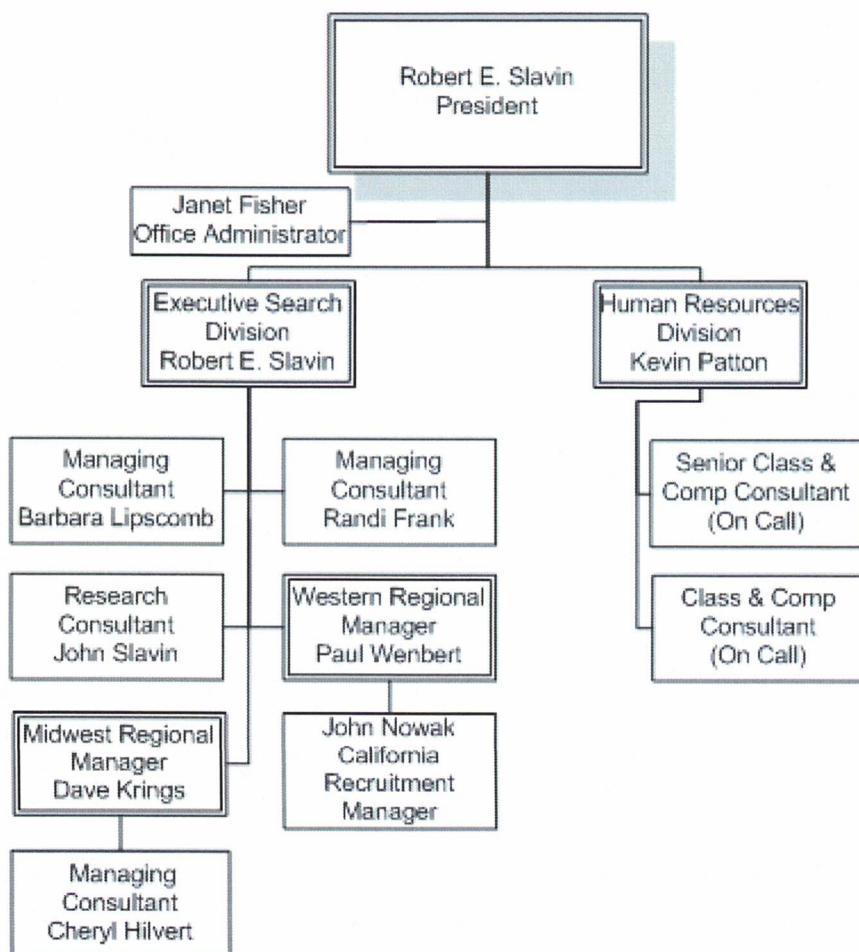
In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the TPA:

- We are results oriented. Once the recruitment profile is approved, we "lock" into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support

of the TPA so that a successful placement will be facilitated.

- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

Slavin Management Consultants



PROFESSIONAL BACKGROUND OF ASSIGNED STAFF

This important engagement will be personally conducted by Mr. Robert E. Slavin. Under Mr. Slavin's leadership, SMC has completed more than 850 successful executive searches for local governments and nonprofit agencies located in approximately forty states. Members of the proposed search team include Ms. Barbara Lipscomb and Mr. David Krings. Both are professional public human resources practitioners with significant direct management experience. All team members are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

Organizations

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association

- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

David Krings, ICMA-CM (Retired), SMC Regional Manager

Mr. Krings has more than 45 years of experience at the top levels of State, County, and Municipal Governments. In more recent years he has served local governments throughout the United States in a consulting capacity. He is internationally recognized as a state and local government management practitioner and consultant. Dave has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County (Peoria) Illinois and Hamilton County (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Dave's tenure. He also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the Midwest Regional Director of Slavin Management Consultants, specializing in local government management searches.

He has served as an adjunct Public Administration instructor for the University of Cincinnati and on the faculty of the University of Illinois, Community Information and Education Service.

His peers recognized his leadership by selecting him as the first person to be both the President of the International City-County Management Association (ICMA) and the President of the National Association of County Administrators (NACA). He continues to serve both organizations as an advocate for professional training and ethical behavior. He also is a former president of County Administrators Associations in Illinois and Ohio.

Dave has an M.A. in public policy and administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.

He is a recipient of an American Society for Public Administration chapter Good Government Award and is recognized by International City/County Management Association (ICMA) as a retired credentialed manager.

Barbara W. Lipscomb, ICMA-CM, CPM, MRP - SMC Managing Consultant - 2018

Professional Summary

- Achievement oriented Certified Public Manager (Florida State University), possessing more than thirty-five years of progressively responsible experience in municipal administration at the city manager, deputy city manager and assistant city manager levels, primarily in the State of Florida
- Extensive experience with state-level leadership and mentoring of other public managers through the Florida City and County Managers Association
- Extensive experience and success with state and federal intergovernmental relations and special appropriations
- Proven track record for local government and community project development/ redevelopment projects
- Strong financial background, including organization downsizing, and profitability assurance

Professional Experience

City of Greenville, North Carolina

City Manager August 2012 – August 2017 (Retirement)

Greenville, North Carolina, 90,000+ population, \$131.2 M total budget, including \$82.6 million General Fund Budget, 750 full-time employees.

City of Casselberry, Florida

City Manager January 2007 – January 2012

Casselberry, Florida, 26,000 population (approx), \$40.5 million General Government Budget, including \$18 million General Fund Budget

City of Gainesville, Florida

Assistant City Manager **February 2004 – January 2007**

Gainesville, Florida, 120,000 population, \$212 million General Government Budget, including \$92 million General Fund Budget

Interim City Manager **October 2004 – September 2005**

Directed all City of Gainesville general government operations and departments

Assistant City Manager

February 2004 – October 2004

City of Lakeland, Florida

Assistant City Manager

Deputy City Manager, Assistant to the City Manager

May 1986 - February 2004

Lakeland, Florida, 86,000 population, \$250 million total budget

City of Grand Rapids, Michigan

Management Analyst 1982 - 1986

Grand Rapids, MI, 200,000 population, \$200 million total budget

Administrative Assistant, Community Enrichment Services Group

Education

University of North Carolina, Chapel Hill, N.C.

Master of Regional Planning

University of Georgia, Athens, GA

BA (Geography and Political Science)

Professional Certifications

- International City/County Management Association (ICMA), Credentialed Manager - 2004
 - Florida State University, Certified Public Manager - 2003
 - Florida Public Labor Relations Association, Certificate in Labor Relations - 2003
 - National Forum for Black Public Administrators Executive Leadership Institute - 1988-89
 - Florida Redevelopment Association Certified Redevelopment Administrator - 2011

METHODOLOGY

We recommend a five-step process as follows:

- Define job qualifications and requirements for the Executive Director position — the "recruitment profile."
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop Position Profile

We will meet with the Executive Director Search Committee and others of the Committee's choosing to learn the TPA's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend time at the beginning of the process in West Palm Beach to gather information about the position and its unique challenges and the general environment within which it functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the TPA to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Palm Beach County region, the TPA, the Executive Director position, major issues to be faced and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing appropriate social media, professional websites and publications. SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and will be further tested by having the finalists respond to a supplemental questionnaire. We will provide a progress report to the TPA on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the TPA's specifications for the position. With guidance from the TPA we will narrow the semifinalist candidate group. During this progress meeting we will determine the TPA's expectations relative to the components and scheduling of the final candidate interview process.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates in whom the TPA has the greatest interest. Proper "fit" is as important as technical ability. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees and professional credentials. We also conduct internet and criminal, civil and driving court records checks. We check the national sex offender registry and perform a social security number trace.

We will then present a group of well-qualified finalist candidates for interviews in West Palm Beach. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between you and the candidates that should produce the final selection decision.

Our final report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the TPA, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the TPA and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the TPA and that any public statement should come from the TPA directly. Under no conditions will we release information to the media unless specifically directed by the TPA to do so.

We will notify all unsuccessful candidates of the final decision reached. We will continue to work for the TPA until a suitable candidate is recruited and hired by the TPA.

E. Follow-up

We will follow-up with the yourself and the new Executive Director during the first year and assist in making any adjustments that may be necessary.

F. Reporting

We will keep the TPA informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the TPA.

G. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the TPA and the selected candidate.

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, sexual orientation, disability or national origin.

REFERENCES

Jason Loschiavo, CPA

Director - Finance and Administration
MetroPlan Orlando
250 South Orange Ave., Suite 200
Orlando, FL 32801
(407) 481-5672 Ext. 310
Executive Director Search (2018)
jloschiavo@metroplanorlando.org

Commissioner Bob Dallari

Seminole County
MetroPlan Board Member
1101 E. 1st Street
Sanford, FL 32771
(407) 665-7215
Executive Director Search (2018)
kedenfield@seminolecountyfl.gov

George Recktenwald

County Manager
Volusia County
123 W. Indiana Street
DeLand, FL 32720
(386)726-5920
Deputy County Manager Search (2020)
grechtenwald@volusia.org

James Sexton

Human Resources Director
City of Daytona Beach
301 S. Ridgewood Ave.
Daytona Beach, FL 32004
(386) 671-8200
City Manager Search (2021)
sexton@codb.us

PROPOSED TIME LINE

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

STEPS	DAYS			
	1-30	30-45	45-60	60-360
1. DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR TPA APPROVAL	✓			
2. IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3. SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4. PROGRESS MEETING AND REPORT		✓		
5. INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6. SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7. ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

Approximately twelve semifinalist candidates are presented to the TPA at the progress meetings. Generally, about five finalist candidates are presented for interview.

GUARANTEES

SMC provides a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the TPA until the TPA is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the TPA through our efforts.
- We will never actively recruit any *candidate who we have placed* nor will we actively recruit *any employee* from a client organization for at least two years from the completion date of an assignment.

PRICING PROPOSAL

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/Prepare Advertising	36		36	80	\$2,880
2. Identify & Recruit Candidate/Acknowledge Resumes	34		34	80	\$2,720
		35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	80	\$960
		4	4	35	\$140
4. Progress Report to TPA /Reduce Candidate Pool	16		16	80	\$1,280
		8	8	35	\$280
5. In-depth Candidate Evaluation Including Comprehensive Background Checking	28		28	80	\$2,240
		20	20	35	\$700
6. Arrange for & Schedule Final Interviews	4		4	80	\$320
7. Prepare Final Report with Interview Questions and Selection Criteria	10		10	80	\$800
		16	16	35	\$560
8. Prepare and Submit Final Report	8		8	80	\$640
9. Assist in Employee Selection	6		6	80	\$480
10. Negotiate Employment Agreement	4		4	80	\$320
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	168	83	251		
TOTAL PROFESSIONAL FEE					\$15,545

Expenses (Not-to-Exceed)

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Our client controls these costs in the following ways: (1) when

appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Consultant travel, classified advertising and office costs to support the executive search project described in this proposal **will not exceed 55%** of the professional fee (**\$8,549.75**). Therefore, the total cost to the TPA for these services will not exceed **\$24,094.75**.

The costs for final candidates to travel to West Palm Beach for interviews are not covered by this proposal. These costs vary widely and are impossible to anticipate at the beginning of a search. Candidate travel expenses are typically paid by the TPA on a reimbursement basis, directly to the candidates, and controlled through the TPA's prior approval of the finalist candidates.

Should the TPA's needs result in additional project scope that significantly increases costs it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new Executive Director accepts employment with the TPA. Each invoice will be payable upon receipt for professional services. SMC does not provide discounts.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out this engagement. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Florida.

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE: *Robert E. Slavin*

NAME: **Robert E. Slavin**

TITLE: **President**

DATE: **November 5, 2021**

This proposal is accepted for the Palm Beach Transportation Planning Agency by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

EXHIBITS



metroplan orlando
A REGIONAL TRANSPORTATION PARTNERSHIP

Are you MetroPlan Orlando's next Executive Director?



Inside:

- The Opportunity of a Lifetime
- About MetroPlan Orlando
- The Executive Director Position
- The Ideal Candidate
- How to Apply

The Opportunity of Lifetime

An exceptional staff. Harold (Harry) Barley, MetroPlan Orlando's first and only Executive Director, will retire this year. He will leave an exceptional organization of highly motivated, well-qualified and high-achieving employees.

A collaborative board of directors. The MetroPlan Orlando Board members are respected for working collaboratively. Some member changes will take place as the result of the November 2018 elections.

A regional focus. Although each MetroPlan Orlando Board member represents his or her own constituency, as a group they have developed the ability to focus regionally and into the future. MetroPlan Orlando is a prime contributor to building a strong regional image for the region.

The chance to serve a diverse population. MetroPlan Orlando is committed to proactively serving all users of the transportation system, including the disadvantaged. The organization serves all constituencies fairly and impartially.

A prosperous region. Central Florida's population has doubled in the past 25 years. By the year 2040, the region is expected to add one million people. In addition to residents, the Orlando area is one of the most visited destinations in the U.S., with 68 million visitors annually. This equates to about 500,000 guests using the transportation system on any given day. Having one of the fastest-growing and most dynamic areas in the nation comes with its transportation challenges.

Financially healthy organization. In addition to federal funds which support all metropolitan planning organizations (MPOs), MetroPlan Orlando receives approximately \$1M annually in unrestricted local funds.

Leaders in transportation planning. Under current leadership, MetroPlan Orlando has become the major force in regional transportation planning in Central Florida. The United States Department of Transportation's certifications of the organization are consistently outstanding.



About MetroPlan Orlando

The transportation system affects the experiences of every resident, visitor, and business in Central Florida. Planning done years ago touches us today, and the planning done today shapes tomorrow.

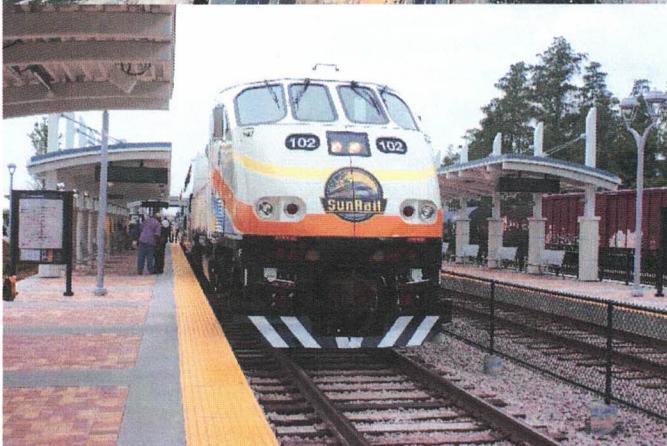
MetroPlan Orlando leads transportation planning efforts in Orange, Osceola, and Seminole Counties. It works with elected officials, industry experts, and citizens to set transportation priorities and shape a future system that offers travel options. MetroPlan Orlando also determines how federal and state transportation dollars are spent in the region.

MetroPlan Orlando Board

The MetroPlan Orlando Board is ultimately responsible for the transportation planning process in the three-county area. Board membership is apportioned by the Governor of Florida and interlocal agreements among the various governmental entities on the basis of equitable population ratio and federal and state laws.

Board membership includes elected officials from: Orange County (6); Osceola County (1); Seminole County (2); City of Orlando (2); (1) each for the Cities of Altamonte Springs, Apopka, Kissimmee, and Sanford. Additionally, representatives from the policy boards of these operating agencies serve on the board: Greater Orlando Aviation Authority (1); Central Florida Expressway Authority (1); Sanford Airport Authority (1); Central Florida Regional Transportation Authority (LYNX) (1); and the Municipal Advisory Committee (MAC) (1).

Representatives from the Florida Department of Transportation and Kissimmee Gateway Airport and the Chairpersons of the Technical Advisory Committee, the Transportation System Management & Operations Advisory Committee, and the Community Advisory Committee serve as non-voting board advisors.



VISION

A regional transportation system that safely and efficiently moves people and goods through a variety of options that support the region's vitality



MISSION

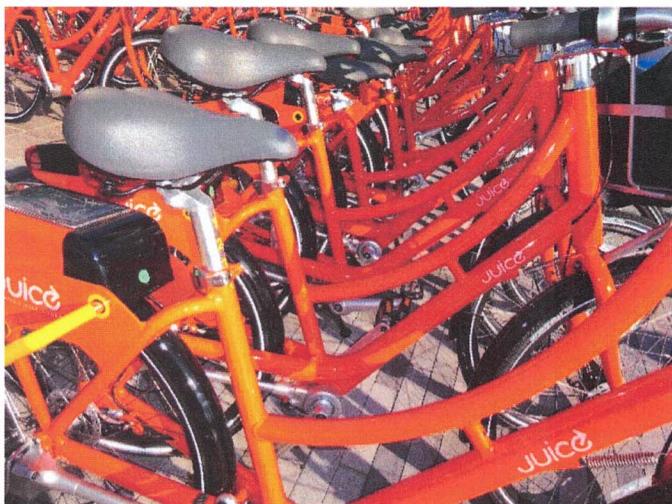
To provide leadership in transportation planning by engaging the public and fostering effective partnerships.

The Executive Director Position

The Executive Director of MetroPlan Orlando is responsible for executing the policies and direction established by the board in support of transportation needs of the Orlando and Kissimmee urbanized areas. The Executive Director oversees the operation of the organization and its staff and reports to the board.

Essential Functions

- Providing leadership and working with the board to assure comprehensive, cooperative and continuing policies, plans and processes are developed and reflect the current and future transportation and growth management needs of Central Florida's three counties. (15% of time)
- Assuring that the responsibilities of the organization as defined by Federal regulations, Florida Statutes and rules adopted by the board are conducted appropriately and successfully. (15%)
- Ensuring that communications and coordination among all stakeholders take place in a timely and cooperative manner and providing a framework for building understanding and consensus. (15%)
- Facilitating the successful achievement of all the goals and objectives that are explicit or implied in the organization's understanding of the area's "comprehensive transportation system." (10%)
- Continually educating and informing the board of current issues and directions in transportation planning and funding, including providing relevant and timely reports. (10%)
- Acting as a primary advocate within the community, including the media, on the organization's priorities. (10%)
- Setting parameters, guidelines, scope, accountability and performance standards for all consultants, firms and agencies engaged by the organization. (5%)



- Overseeing and assuring the highest quality of all products. (5%)
- Providing leadership beyond the geographical borders of the organization to promote the development of an effective regional transportation system with neighboring metropolitan planning organizations serving the larger Central Florida market. (5%)
- Providing a safe, secure, discrimination- and harassment-free working environment for all staff members. (5%)
- Assuring that the MPO in all its dealings with other agencies, consultants and suppliers maintains the highest standards of fiscal control and integrity, consistent with all applicable federal and state requirements. (5%)
- disciplining employees; succession planning; addressing complaints, and resolving problems.
- Developing and managing relationships with other transportation agencies and strategic business partners.
- Attending relevant meetings involving member organizations and business partners.
- Performing additional duties as assigned by the board.
- Continually projecting a professional image for the organization.

Other Functions

- Managing the Deputy Executive Director, Director of Finance and Administration, and the Director of Regional Partnerships. Also, indirectly supervising all other staff members.
- Providing overall direction, coordination and evaluation of all departments.
- Carrying out supervisory responsibilities in accordance with the organization's policies and applicable laws.
- Responsibilities include: interviewing, hiring, and training staff members; planning, assigning, and directing work; appraising performance; rewarding and

Education, Experience, & Training

Bachelor's degree in transportation planning, urban or regional planning, engineering, public administration or business administration; master's degree preferred

Minimum of ten years' experience directing an organization or business unit with previous transportation planning experience

AICP certification preferred

Equivalent combination of education and experience

Full Job Description Online

To view the job description in its entirety, please visit <http://metroplanorlando.org/about-us/job-opportunities/>

The Ideal Candidate

This is how MetroPlan Orlando Board members have described their ideal candidate.

Characteristics

- Embraces MetroPlan Orlando's regional mission and is fervently committed to multi-modal transportation excellence in the region.
- Masterful at keeping board members thoroughly and equally informed.
- Sees the need to provide board members with thoughtful, unbiased and clear counsel crafted to form the basis for collaboration, cooperation and, when appropriate, compromise.
- Skillful at "reading a room" and situations with the ability to reach win-win outcomes without pitting participants against each other.
- Anticipates and resolves problems before they become larger issues.
- Adept at managing expectations well; solution-oriented but will say "no" when appropriate.
- Politically aware and sensitive but apolitical and objective.
- Steadfast leader who makes things happen.
- Skilled at leading change among diverse groups.
- A skilled mediator and negotiator.
- Knows and understands the MPO process.

- Strives for continuous improvement; not overly wedded to status quo; seeks and is receptive to new ideas and new technologies.
- Supportive of employees.
- Is an effective conduit among elected officials, MetroPlan Orlando staff, and member organization staffs.
- Can manage a crisis effectively.

Traits

- A skilled communicator verbally and in writing,
- Listens,
- Has finesse,
- Charismatic,
- Builds relationships and not merely contacts,
- Genuine, with personal integrity and the courage of his or her convictions,
- Collaborative by nature,
- Deep community awareness (full spectrum including the disabled),
- Personally goes into the community and encourages MetroPlan Orlando staff to do the same,
- Meets people on their own terms,
- Connectivity with wide-spectrum of people,
- Responsive; follows-up in a timely way,
- Technically knowledgeable,
- Forward thinking.



How to Apply

Please email your resume and cover letter with current salary by **April 27, 2018** to:



Robert E. Slavin, President
SLAVIN MANAGEMENT CONSULTANTS
3040 Holcomb Bridge Road, Suite A-1
Norcross, Georgia 30071
Phone: (770) 449-4656
Fax: (770) 416-0848
E-mail: slavin@bellsouth.net
Website: www.slavinweb.com

Note: Under Florida Law, resumes are public documents and will be provided to the public upon request. Please call prior to submitting your resume if confidentiality is important to you.

MetroPlan Orlando is an equal opportunity employer, a drug-free workplace, and a tobacco-free workplace. It is the policy of MetroPlan Orlando that all applicants selected for employment must sign an Affidavit for Non-Use of Tobacco Products in order to be hired by MetroPlan Orlando. The non-use of tobacco products must have been for a period of at least (6) months immediately preceding application for employment; and must be maintained and continued for the duration of employment with MetroPlan Orlando.



PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

Progress billing for professional services
rendered in connection with our agreement:

\$XXXX.XX
(Invoice __ of __)

Reimbursable expenses at cost:

Airfare	\$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX
Total Expenses	\$XXXX.XX

TOTAL INVOICE **\$XXXX.XX**

CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Creedmoor, North Carolina
Albany, Georgia	Culver City, California
Alpharetta, Georgia	Dallas, Texas
Anaheim, California	Danville, Kentucky
Ann Arbor, Michigan	Davenport, Iowa
Arlington, Texas	Davie, Florida
Arlington Heights, Illinois	Daytona Beach, Florida
Arvada, Colorado	Decatur, Georgia
Atlanta, Georgia	Decatur, Illinois
Atlantic Beach, Florida	Delray Beach, Florida
Asheville, North Carolina	Del Rio, Texas
Auburn, Maine	Denton, Texas
Aurora, Colorado	Destin, Florida
Austin, Texas	Dothan, Alabama
Bartlesville, Oklahoma	Dubuque, Iowa
Bentonville, Arkansas	Duluth, Georgia
Bergenfield, New Jersey	Dunedin, Florida
Berkeley, California	Durango, CO
Beverly Hills, California	Durham, North Carolina
Birmingham, Alabama	Eagle Pass, Texas
Bisbee, Arizona	East Brunswick Township, New Jersey
Blacksburg, Virginia	Edmond, Oklahoma
Bloomington, Illinois	Elgin, Illinois
Bothell, WA	Enfield, Connecticut
Boynton Beach, Florida	Englewood, Colorado
Branson, Missouri	Escondido, California
Brea, California	Evanston, Illinois
Bridgeport, Connecticut	Fort Collins, Colorado
Broken Arrow, Oklahoma	Fort Lauderdale, Florida
Brownsville, Texas	Fort Smith, AR
Bryan, Texas	Fort Worth, Texas
Burbank, California	Frankfort, Kentucky
Camarillo, California	Franklin, Tennessee
Carson, California	Frisco, Colorado
Cary, North Carolina	Gainesville, Florida
Casper, Wyoming	Gainesville, Georgia
Chapel Hill, North Carolina	Galesburg, Illinois
Charlotte, North Carolina	Garden City, New York
Cherry Hills Village, Colorado	Glastonbury, Connecticut
Chesapeake, Virginia	Glendale, Arizona
Clearwater, Florida	Glen Ellyn, Illinois
Cleveland, OH	Golden, Colorado
Columbia, Missouri	Grand Rapids, Michigan
Columbus, Georgia	Greensboro, North Carolina
Concord, New Hampshire	Gulfport, Florida
Coral Springs, Florida	Hardeeville, SC
Corpus Christi, Texas	Hemet, California
Corta Madera, California	Hercules, California
Corinth, TX	Highland Park, Illinois

Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, Colorado
Manassas, Virginia
Mansfield, Massachusetts
Maplewood, Missouri
Marshfield, Missouri
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Muscatine, Iowa
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Orlando, Florida
Oxnard, California
Paducah, Kentucky
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
Springfield, Missouri
Steamboat Springs, Colorado
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbana, IL
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Buncombe County, North Carolina
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Dunn County, Wisconsin
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Georgetown County, South Carolina
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Johnson County, Kansas
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth, Minnesota
Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community

Redevelopment Agency
Mid-American Regional Council, Kansas City, Missouri
West Palm Beach Downtown Development Authority, Florida

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida

Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public Health Los Angeles,
California Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management Association
Iowa League of Cities
Missouri Municipal League

School Districts

Adams County School District #14, Commerce City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California
Bay Area Rapid Transit District, Oakland, California
Dallas Area Rapid Transit District, Dallas, Texas
Greater Dayton Regional Transportation Authority
Kalamazoo County Transportation Authority
Lee County Port Authority, Florida
Metra (Chicago Commuter Rail System)
MetroPlan Orlando (MPA)
Port Everglades Authority, Fort Lauderdale, Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utilities

Columbus Water Works, Georgia
Greater Peoria Sanitation District
Gulf Shores Utilities
Metropolitan Sewer District of Greater Cincinnati, Ohio
Orange Water and Sewer Authority (North Carolina)
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

EEO STATEMENT

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

SMC SEXUAL HARASSMENT POLICY

Slavin Management Consultants (SMC) is committed to providing a workplace that is free from sexual harassment. Sexual harassment in the workplace is against the law and will not be tolerated. Should the company determine that an allegation of sexual harassment is credible, it will take prompt and appropriate corrective action.

What Is Sexual Harassment?

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- An employment decision affecting that individual is made because the individual submitted to or rejected the unwelcome conduct; or
- The unwelcome conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or abusive work environment.
- Certain behaviors, such as conditioning promotions, awards, training or other job benefits upon acceptance of unwelcome actions of a sexual nature, are always wrong.

Unwelcome actions such as the following are inappropriate and, depending on the circumstances, may in and of themselves meet the definition of sexual harassment or contribute to a hostile work environment:

- Sexual pranks, or repeated sexual teasing, jokes, or innuendo, in person or via e-mail;
- Verbal abuse of a sexual nature;
- Touching or grabbing of a sexual nature;
- Repeatedly standing too close to or brushing up against a person;
- Repeatedly asking a person to socialize during off-duty hours when the person has said no or has indicated he or she is not interested (supervisors in particular should be careful not to pressure their employees to socialize);
- Giving gifts or leaving objects that are sexually suggestive;
- Repeatedly making sexually suggestive gestures;
- Making or posting sexually demeaning or offensive pictures, cartoons or other materials in the workplace;
- Off-duty, unwelcome conduct of a sexual nature that affects the work environment. A victim of sexual harassment can be a man or a woman.
- The victim can be of the same sex as the harasser.
- The harasser can be a supervisor, co-worker, other company employee, or a non-employee who has a business relationship with the Slavin Management Consultants.

SMC's Responsibilities Under This Policy:

If SMC receives an allegation of sexual harassment, or has reason to believe sexual harassment is occurring, it will take the necessary steps to ensure that the matter is promptly investigated and addressed. If the allegation is determined to be credible, SMC will take immediate and effective measures to end the unwelcome behavior. SMC is committed to take action if it learns of possible sexual harassment, even if the individual does not wish to file a formal complaint.

SMC will seek to protect the identities of the alleged victim and harasser, except as reasonably necessary (for example, to complete an investigation successfully). SMC will also take the necessary steps to protect from retaliation those employees who in good faith report incidents of potential sexual harassment. It is a violation of both federal law and this policy to retaliate against someone who has reported possible sexual harassment. Violators may be subject to discipline.

Employees who have been found by SMC to have subjected another employee to unwelcome conduct of a sexual nature, whether such behavior meets the legal definition of sexual harassment or not, will be subject to discipline or other appropriate management action. Discipline will be appropriate to the circumstances, ranging from a letter of reprimand through suspensions without pay of varying lengths to

separation for cause. A verbal or written admonishment, while not considered formal discipline, may also be considered.

Employees' Rights and Responsibilities Under This Policy

Any employee who believes he or she has been the target of sexual harassment is encouraged to inform the offending person orally or in writing that such conduct is unwelcome and offensive and must stop.

If the employee does not wish to communicate directly with the offending person, or if such communication has been ineffective, the employee has multiple avenues for reporting allegations of sexual harassment and/or pursuing resolution.

Employees are encouraged to report the unwelcome conduct as soon as possible to his or her supervisor or to the President of SMC.

In addition to reporting sexual harassment concerns to a responsible SMC official, employees who believe they have been subjected to sexual harassment may elect to pursue resolution in several ways, including:

Mediation: Mediation is an informal way to resolve office problems using a trained mediator who facilitates communication between the parties to the dispute. If an employee chooses to attempt resolution through mediation, management is obligated by Company policy to send a representative to the table. If a resolution is not reached, the parties may continue to pursue their rights in any other appropriate forum.

EEO processes: All SMC employees can file an Equal Employment Opportunity (EEO) complaint with the United States Equal Employment Commission (EEOC). An employee who wishes to file a complaint under EEO procedures must consult an EEO counselor within 45 days of the alleged incident. It is not necessary for an employee to complain to his/her supervisor before approaching an EEO counselor, nor to attempt informal resolution through mediation or other means. EEOC contact Information: <https://eeoc.com>. Phone 1 (800) 669-4000

All SMC employees are required to comply with this policy. Employees are also expected to behave professionally and to exercise good judgment in work-related relationships, whether with fellow employees, business colleagues, or members of the public with whom they come into contact in the course of official duties. Further, all employees are expected to take appropriate measures to prevent sexual harassment. Unwelcome behavior of a sexual nature should be stopped before it becomes severe or pervasive and rises to a violation of law.

MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Auditor		X	
	City Manager		X	
	Police Chief			X
BERKELEY, CA	City Manager	X		
	Public Works Director			X
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		X	
BOTHELL, WA	City Manager		X	
 BOISE, ID	Chief Financial Officer	X		
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
	Director of Budget	X		
BOISE, ID	Chief Financial Officer		X	
 BRYAN, TX	Municipal Court Judge		X	
	City Manager		X	
BUNCOMBE COUNTY, NC	County Manager	X	X	
 CAMARILLO, CA	City Clerk		X	
CARSON, CA	Planning Director		X	
CHAPEL HILL, NC	Transportation Director		X	
	Human Resources Director		X	
CHARLOTTE COUNTY, FL	County Attorney		X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	X		
CHARLOTTE, NC	Neighborhood Services Director	X		
COLUMBIA, MO	Police Chief	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>CORINTH, TX</i>	Director of Economic Development		X	X
<i>CORPUS CHRISTI, TX</i>	City Manager			X
<i>CULVER CITY, CA</i>	Finance Director			X
<i>DANE COUNTY, WI</i>	Director of Human Services		X	
<i>DALLAS INDEPENDENT SCHOOL DISTRICT (TX)</i>	Chief Financial Officer	X	X	
<i>DALLAS, TX</i>	City Attorney		X	
<i>DAYTONA BEACH, FL</i>	City Manager	X		
<i>DECATUR, GA</i>	Chief of Police	X		
<i>DISTRICT OF COLUMBIA</i>	Executive Director Alcoholic Beverage Regulations Commission		X	
<i>DURANGO, CO</i>	City Manager			X
<i>DURHAM, NC</i>	City Manager City Manager Police Chief Public Works Director	X X X X	X X X X	
<i>ESCAMBIA COUNTY, FL</i>	Assistant County Administrator	X		
<i>ESCONDIDO, CA</i>	Civic Center Construction Mgr		X	
<i>FRANKFORT, KY</i>	City Manager		X	
<i>EVANSTON, IL</i>	City Manager		X	
<i>FRESNO, CA (PIC)</i>	Executive Director	X		
<i>FORT COLLINS, CO</i>	City Attorney		X	
<i>FORT LAUDERDALE, FL</i>	Fire Chief	X		
<i>FORT MYERS, FL</i>	City Manager Police Chief	X X		
<i>FORT WORTH, TX</i>	Auditor General Police Chief	X		X
<i>FRANKLIN, TN</i>	Director of Community Development		X	
<i>FRESNO, CA (PIC)</i>	Executive Director	X		
<i>GAINESVILLE, FL</i>	Equal Employment Director	X		
<i>GEORGETOWN, SC</i>	City Administrator			X
<i>GEORGETOWN COUNTY, SC</i>	County Manager	X	X	
<i>GLASTONBURY, CT</i>	Human Resources Director	X	X	
<i>GLENWOOD SPRINGS, CO</i>	City Manager		X	
<i>GREENBELT HOMES, INC. (MARYLAND)</i>	Executive Director		X	
<i>GREENSBORO, NC</i>	Assistant City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager Assistant City Manager		X	X
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LAREDO, TX	City Manager			X
LEE COUNTY, FL	County Administrator Human Resources Director	X		X
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief Executive Director, Civil Service Commission	X	X	
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues			X
MAPLEWOOD, MO	City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MISSISSIPPI REGIONAL HOUSING AUTHORITY VIII	Executive Director	X		
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORLANDO, FL	Fire Chief	X		
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PANAMA CITY, FL	City Clerk/Treasurer		X	
PARKLAND, FLORIDA	City Manager		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police			X
POWDER SPRINGS, GA	City Manager		X	
PRINCE WILLIAM COUNTY, VA	County Executive Human Resources Director Fire Chief	X X X	X X X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief Economic Development Director Assistant City Manager Director of Human Services	X X X X	X X X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SANTA ROSA ISLAND AUTHORITY (FL)	Executive Director		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SOUTH DAKOTA STATE LEGISLATURE	Chief Legislative Analyst		X	
SUNNYVALE, CA	Public Information Officer City Clerk		X X	
STRATFORD, CT	Human Resources Director		X	
STOCKBRIDGE, GA	City Manager	X		
TAKOMA PARK, MD	City Manager Recreation Director Housing and Community Development Director Public Works Director		X X	
THORNTON, CO	Public Information Officer City Attorney		X	X
TOPEKA, KS	City Manager Police Chief	X X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
URBANA, IL	Chief Administrative Officer		X	
VALDEZ, AK	City Manager	X		
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager Budget Director Human Resources Director Deputy County Manager		X X X X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
WYOMING, OHIO	City Manager		X	
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X