



County Administrator Recruitment Services

A Guidebook for Assisting Counties in the Recruitment
and Selection of a County Administrator

Florida Association of County Managers

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Tallahassee, Florida 32301

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Introduction

The Florida Association of County Managers (FACM) is pleased to provide the following document, which is intended to serve as a guide for future efforts by the Association to assist Florida counties in the recruitment, evaluation, and hiring of County Administrators. A County's selection of a County Administrator is one of the most crucial decisions a Board of County Commissioners makes for its community, and FACM's efforts to provide recruiting guidance and peer-review services to those counties that desire assistance presents a unique opportunity for the Association to enhance the visibility and public awareness of the value provided to communities by professional local government administrators.

This guidebook, which synthesizes knowledge gained through previous recruitment efforts by Florida County Administrators and FACM, is designed to provide future FACM County Administrator Search Committees with a detailed description FACM's approach to its recruitment process. The guidebook presents a step-by-step narrative, together with supporting documentation, describing each component of the recruitment process from start to finish, including follow-up actions and services offered by the Association. Electronic files comprising this guidebook as well as a sample Search Committee Final Report are also included for use by future Search Committees in their efforts.

This guidebook is presented in the spirit of furthering FACM's dedication to promoting the highest standards of governance, service, and leadership while embracing individual and regional diversity as a strength of our organization. Through future efforts to provide recruiting guidance to counties throughout Florida, FACM will continue to build and convey value and the relevance of professional local government management among the communities we serve.

Work Plan and Approach

A County's selection of a County Administrator is one of the most crucial decisions a Board of County Commissioners makes for its community. The recruitment and selection process requires thoughtful planning, a thorough evaluation of applications submitted for the position, and a clear understanding of the qualities and experiences the elected body seeks in its next administrator. To that extent, it is critical that the Search Committee maintains an organized approach to the recruitment process that builds from and remains consistent with the guidance provided by the client County's Board of County Commissioners.

The Search Committee's recruitment process begins with the initial correspondence between the client County and FACM regarding the recruitment services offered. FACM will send an engagement letter to the client County detailing the terms of the engagement and each party's responsibilities. If approved by the client County, FACM will then designate the Search Committee, which should be comprised to the greatest extent possible of current and/or recently retired administrators with experience in the same area of the state as the client County. At this point, FACM prepares a press release announcing that it will be assisting the client County in the search for its next administrator. This helps to build confidence in the community that the County is using professional, expert assistance in finding the best candidates possible for its administrator position and also raises public awareness of the value of professional local government management.

After receiving applications for the position from the client County, the Search Committee members conduct an individual assessment of each applicant based on the materials submitted, experience working with the applicant, reference checks, and other information. The Search Committee then meets in a public meeting in the client County to discuss individual applicants and to develop a short list of candidates to recommend to the Board of County Commissioners for further consideration. Because the candidates that will be recommended by the Search Committee represent the highest quality of candidates available nationally for a given position, it is expected that some candidates may be hired by other cities or counties during the recruitment. Accordingly, the committee's short list should ideally include seven to ten candidates. This ensures that the client County's Board will have a sufficient number of quality candidates with a variety of background and experience to evaluate further. In addition, should the Board wish to interview fewer than seven to ten candidates, it has the option to adjust the short list in any way it chooses.

To provide the greatest value to the client County, the Search Committee offers support throughout the recruitment process. At the beginning of the recruitment, the Search Committee assists with developing the position announcement. It also recommends publications in which to advertise to maximize the reach of the announcement and to produce the highest quality applicants. During the recruitment, the Search Committee attends a meeting of the client County's Board of County Commissioners to present an overview of the search process and to receive any specific direction or guidance the Board wishes to provide. This also helps raise the visibility of FACM's participation in the recruitment process. A later meeting of the Search Committee to discuss candidates and develop a short list is held in the client County in order to allow members of the public the opportunity to attend and observe the committee's work. Finally, in delivering a final report to the client County, the Search Committee provides a series of recommended next steps and best practices for the Board during the remainder of the hiring process. In all, a key objective of the Search Committee is to provide the greatest value possible to the client County in order to enhance the visibility and relevance of professional local government administration.

Recruitment Timeline

Following is a template of the Search Committee's timeline from the issuance of an engagement letter to the delivery of a final report to the client County (FACM Recruitment Week 6). It also includes suggested next steps for the client County for the remainder of the interview and hiring process. The involvement of the Search Committee should take no more than 12 weeks, unless the Board extends the application window.

This document is provided in Word format as part of this guidebook and can be adjusted to reflect the actual dates associated with a specific recruitment effort. The proposed timeline should be included as an attachment to the engagement letter sent to the client County at the beginning of the recruitment process. In addition, the timeline should be updated during the recruitment to indicate when each step occurred, and a final *as-conducted* timeline should be included in the Search Committee's final report to the Board.

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Florida Association of County Managers **County Administrator Recruitment Process** *Recruitment Timeline*

**Dates subject to change if application window is extended/re-opened*

Advertisement/ Pre-Review Period (4-6 weeks)	FACM provides the BOCC a proposal in the form of an engagement letter to assist in the recruitment process; BOCC approves and returns a signed copy to FACM FACM designates members of the Search Committee and issues a formal press release Search Committee provides initial guidance and suggestions to the client County Client County posts County Administrator position announcement Representatives from FACM and FAC attend a County Commission meeting to introduce search committee members, receive any specific guidance from the Board on the recruitment process, and answer any questions Application window for County Administrator position closes												
FACM Recruitment Week 1	County's Human Resources staff screens applications, compiles a list of candidates meeting the minimum qualifications, and sends applications to FACM's search committee												
FACM Recruitment Week 2	Conference call of FACM's search committee to determine whether to move forward with initial applicant pool or recommend that the County re-advertise the position												
FACM Recruitment Weeks 3-6	<table border="1"> <tr> <td data-bbox="422 1087 844 1140"></td> <td data-bbox="844 1087 974 1140">Week 3</td> <td data-bbox="974 1087 1485 1140">Review period for search committee</td> </tr> <tr> <td data-bbox="422 1140 844 1260">Review period; FACM's search committee reviews applications, checks references, and works with County staff to conduct background checks</td> <td data-bbox="844 1140 974 1260">Week 4</td> <td data-bbox="974 1140 1485 1260">Search committee conducts a public meeting in the client County to develop a tentative short list of candidates</td> </tr> <tr> <td data-bbox="422 1260 844 1344"></td> <td data-bbox="844 1260 974 1344">Week 5</td> <td data-bbox="974 1260 1485 1344">Client County staff conducts background checks on tentative short list</td> </tr> <tr> <td data-bbox="422 1344 844 1465"></td> <td data-bbox="844 1344 974 1465">Week 6</td> <td data-bbox="974 1344 1485 1465">Search committee delivers final report to BOCC including a short list of recommended candidates to interview</td> </tr> </table>		Week 3	Review period for search committee	Review period; FACM's search committee reviews applications, checks references, and works with County staff to conduct background checks	Week 4	Search committee conducts a public meeting in the client County to develop a tentative short list of candidates		Week 5	Client County staff conducts background checks on tentative short list		Week 6	Search committee delivers final report to BOCC including a short list of recommended candidates to interview
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	Week 5	Client County staff conducts background checks on tentative short list											
	Week 6	Search committee delivers final report to BOCC including a short list of recommended candidates to interview											
Interview/Selection Period (3-4 weeks)	BOCC selects finalists to be interviewed; County's Human Resources department notifies finalists that they have been selected for an interview County's Human Resources staff confirms travel arrangements for finalist candidates and arranges for tours of the County with candidates BOCC conducts candidate interviews BOCC selects its preferred candidate BOCC Chairman confirms preferred candidate's willingness to accept the position County's Human Resources staff sends employment contract to the preferred candidate												



DATE

_____, County Administrator
_____, County Board of County Commissioners
Address
City, State, Zip

Re: Florida Association of County Managers Consulting

Dear Mr./Mrs. _____:

Thank you for reaching out to the Florida Association of County Managers ("the Association") regarding your upcoming search for a new County Administrator. We understand that _____ County will soon be embarking upon a process to hire your successor. It is the Association's pleasure to propose to assist you in this effort.

A county's selection of a county administrator is one of the most crucial decisions a Board of County Commissioners makes for its community. The professional execution of county commissions' policy decisions is the foundation of a healthy, thriving county. In recognition of the importance of this selection, the Association has launched a new initiative to provide recruiting guidance and peer-review services to those counties that desire assistance.

The Association proposes the following terms of engagement:

Florida Association of County Managers Inc.'s Responsibilities

If the County chooses to take the Association up on its unique offer, the Association will assist the County with the following tasks:

- (1) Brief Board members on the best practices for the recruitment process of a professional administrator;
- (2) Assist County staff, through the provision of recommendations on recruitment techniques, by providing suggestions on where to place advertisements to solicit qualified applicants and suggestions on the wording of the County's recruitment profile and advertisement for the position;
- (3) Assist the Board and County staff to develop a list of identified characteristics and attributes of a successful candidate, the appropriate selection criteria, and a suggested selection process and timeline; and
- (4) Facilitate a volunteer group of Florida county administrators and/or former county administrators to review the qualifications of the list of candidates, as the list is identified by the Board and/or County staff for review, and to report the findings of that review to the Board

and/or County staff, as directed. (Note: this group will review external candidates only with review of internal candidates being the responsibility of County staff.)

- (5) Pursuant to item (4) above, the Association will recommend a short list of external candidates for consideration.

County Responsibilities

County staff would be responsible for carrying out the suggestions provided in (1), (2), and (3) above, including but not limited to receiving the applications, screening the applicants, conducting the background checks of applicants, placing (or being responsible for placing) all advertisements soliciting applicants, scheduling and coordination of interviews and other necessary or requested County meetings related to the recruitment and selection process. The County would also be wholly responsible for negotiating the terms of any employment offer and will provide the primary point of contact for all questions and inquiries relating to the recruitment process.

Compensation

The Association proposes a flat fee of \$_____. This fee will be used to cover direct and indirect costs associated with the services and any remaining funds will be retained for the Association's mission in support of educating County Administrators throughout Florida.

The Association will not invoice the County for the \$_____ fee until the delivery of the candidate review report and short list. Upon delivery of that report, this arrangement will terminate. In addition, if either the Association or the County believes it is in its individual best interest to end this particular arrangement, either one can do so by providing written notice to the other (via U.S. Mail, facsimile or email). Once that notice is received, this arrangement will be at an end. The County will have no financial obligation to the Association if termination by either party is sought before the delivery of the Florida county administrator candidate review report.

Costs

The County will solely bear the costs of its activities and responsibilities for the filling of the county administrator position (including, by way of example only, the costs of advertising for the position, any reimbursements of travel and per diem for candidates, copying, overhead, and postage). Expenses incurred by the Association relating to this effort including conference calls, mileage, travel, copying, and other administrative costs are included within the \$_____ fee. There will be no additional obligations on the part of the County for the Association's costs.

It is anticipated that most of the work under this arrangement will be conducted by way of conference call. However, the Association is offering to include _____ trips to the County for meetings, briefings, and workshops, as requested by the County. If there are additional trips that the County requests of the Association, the Association and the County will mutually agree on a rate of cost reimbursement for the Association from the County.

Timeline

The Association understands the County's need to move efficiently, quickly and deliberately. The Association believes that it can deliver the Florida county administrator candidate review report within 90 days of the County's counter signature to this letter.

Association Point of Contact

The Association anticipates that Mr./Mrs. _____, _____ County Administrator and President of the Florida Association of County Managers, will be the primary point of contact for the Association under this arrangement.

County Point of Contact

The Association anticipates that Mr./Mrs. _____, _____ County Administrator, will be the primary point of contact for _____ County under this agreement.

If this letter and its contents are agreeable to the County, please sign and date at the bottom of this letter. Then, please return the counter signed letter to the attention of Mr./Mrs. _____ at the Association.

We are excited about this collaboration and look forward to assisting the County in this crucial decision.

Sincerely,

President

Agreed to by _____ County, Florida

_____, County Administrator

_____ Board of County Commissioners

This ___ day of _____, _____

Designation of the Search Committee

Once the client County has executed and returned a copy of the engagement letter, FACM will designate three to five individuals who will comprise the Search Committee. The committee should include, to the greatest extent possible, the following:

- A current member of FACM's Board of Directors
- A current County Administrator from an adjacent county
- A current or recently retired County Administrator from a nearby county

The chairperson of the Search Committee may be designated by the FACM President, or alternatively, may be selected by the Search Committee members. Whenever possible, the chairperson should be a current member of FACM's Board of Directors.

It is important to appoint members of the Search Committee who have experience working in or near the client County. These individuals will add value to the recruitment process by virtue of their experience working with similar issues facing the client County and by their ability to evaluate prospective candidates' work experience and accomplishments against the qualifications needed of the client County's next administrator.

Once appointed, each Search Committee member should provide a brief bio, three to five bulleted statements summarizing their qualifications, and a recent photo to the committee chairperson. These will be included in the final report that will be delivered to the client County, providing an overview of how the members of the Search Committee were selected and why they are uniquely qualified to assist in the recruitment of the client County's next County Administrator.

Sample Press Release

Once the Search Committee has been appointed, FACM will issue a press release announcing that it will be assisting the client County in the search for its next administrator. This helps to build confidence in the community that the County is using professional, expert assistance in finding the best candidates possible for its administrator position and also raises public awareness of the value of professional local government management.

Following is a sample press release, utilized during FACM's most recent recruitment for Santa Rosa County. The Search Committee chairperson's Public Information/Communications staff should work together with FAC in developing the release. The release itself should ultimately be issued by FAC, although Search Committee members are encouraged to forward it to their local media contacts to increase visibility.

NEWS RELEASE

FOR IMMEDIATE RELEASE: August 3, 2015

CONTACT:

Jon D. Brown, Director

Community & Media Relations [\(850\) 606-5300](tel:8506065300)

Cragin Mosteller, Communications Director

Florida Association of Counties [\(850\) 294-9307](tel:8502949307)

Florida Association of County Managers to Assist Santa Rosa in Search for New Administrator

-Association to Lend Expertise to Selection Process-

The Florida Association of County Managers (FACM) will aide Santa Rosa County in the search for a new county administrator. By bringing together a selection of existing and past county administrators, FACM will help Santa Rosa by reviewing applications and recommending a short list of candidates.

"A county's selection of a county administrator is one of the most crucial decisions a Board of County Commissioners makes for its community," said FACM President and Leon County Administrator Vincent S. Long. "The professional management of county government is one of the foundations of a health, thriving county."

FACM is an affiliate of the Florida Association of Counties (FAC), made up of professional Florida county managers to provide peer to peer collaboration among county governments. The search committee for the Santa Rosa County Administrator includes Vince Long, Leon County Administrator; Chris Holley, Executive Director, Gulf County Economic Development Coalition, former Suwannee and Okaloosa County Administrator and former FAC executive director; Jack Brown, Escambia County Administrator and former Taylor County Administrator and Ernie Padgett, former Santa Rosa, Manatee and Okaloosa County Administrator.

"I believe FACM's new initiative to provide recruiting guidance and peer review services will prove to be invaluable to counties," continued Long. "The FACM search committee established for Santa Rosa County has over 100 years of combined Florida county government experience."

Florida Association of County Managers

County Administrator Recruitment Services

A Guidebook for Assisting Counties in the Recruitment and Selection of a County Administrator

This spring, Santa Rosa County Administrator Hunter Walker announced he would be leaving the position in December after serving 20 years. Walker's involvement in FACM, led him to recommend that Santa Rosa use these county managers to review applicants. FACM's county administrators know the skill set needed to direct a county from dealing with tough budgets to managing thousands of employees.

"This service aligns with a county manager's commitment to advance and strengthen the profession and our obligation to serve the community with our best efforts," said Long.

The Florida Association of County Managers was established in 2014 as a professional association of county chief executive officers to address common challenges and opportunities that impact Florida county government.

For more information, please contact Jon D. Brown, Director of Leon County Community and Media Relations, at [\(850\) 606-5300](tel:8506065300) work / [\(850\) 694-1405](tel:8506941405) cell / cmr@LeonCountyFL.gov or Cragin Mosteller, Communications Director for the Florida Association of Counties, at [\(850\) 922-4300](tel:8509224300) work / [\(850\) 294-9307](tel:8502949307) cell / cmosteller@fl-counties.com.

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Guidance Provided to the Client County

In accordance with the engagement letter executed by FACM and the client County, which specifies FACM's obligations in the recruitment process, the Search Committee provides several forms of specific assistance to the County, including:

- Briefing Board members on the best practices for the recruitment process of a professional administrator
- Assisting County staff, through the provision of recommendations on recruitment techniques, by providing suggestions on where to place advertisements to solicit qualified applicants and suggestions on the wording of the County's recruitment profile and advertisement for the position
- Assisting the Board and County staff to develop a list of identified characteristics and attributes of a successful candidate

FACM has developed a standard information packet for use by future Search Committees. Once the Search Committee is established, the Search Committee chairperson should send this packet to the client County's Board of County Commissioners, County Administrator, Human Resources Director, and County Attorney. This packet, provided on the following pages, is also included in this guidebook in electronic format.

FACM's standard information packet includes the following components:

1. Best Practices for Recruiting a Professional Administrator
2. Identifying the Attributes of the Successful Candidate
3. Developing a Recruitment Profile
4. Advertising the Position

FACM and Client County Roles

FACM's role in the recruitment process is straightforward – FACM designates a Search Committee to assist a client County through each phase of its effort to fill its vacant County Administrator position. To do so, the committee conducts the following tasks, generally delineated in the engagement letter:

- Briefing Board members on the best practices for the recruitment process of a professional administrator;
- Assisting the County, through the provision of recommendations on recruitment techniques, by providing suggestions on where to place advertisements to solicit qualified applicants and suggestions on the wording of the County's recruitment profile and advertisement for the position;
- Assisting the Board and County staff to develop a list of identified characteristics and attributes of a successful candidate, the appropriate selection criteria, and a suggested selection process and timeline;
- Facilitating a volunteer group of Florida County Administrators and/or former County Administrators to review the qualifications of the list of candidates;
- Personally reaching out to colleagues who may be qualified for the position to encourage them to apply; and
- Recommending a short list of candidates to the Board of County Commissioners for further consideration.

Throughout the recruitment process, the Search Committee acts in an advisory role to the client County in its hiring process. Accordingly, the County is responsible for the following tasks:

- Publishing public notice and maintaining meeting minutes of any meetings of the Search Committee;
- Receiving and maintaining records of the applications;
- Screening the applicants and forwarding those applicants who meet the stated minimum qualifications to the Search Committee;
- Conducting background checks of candidates included on the Search Committee's short list and/or those selected as finalists by the Board of County Commissioners;
- Developing and placing all advertisements for the position;
- Scheduling and coordination of interviews and other necessary or requested County meetings related to the recruitment and selection process; and
- Negotiating the terms of any employment offer.

Meetings of the Search Committee

Once the Search Committee is designated, its members will receive confirmation by FACM via e-mail. Committee members will receive a copy of this guidebook to familiarize themselves with the work plan and process of assisting the client County with its recruitment. Since the Search Committee acts in an advisory capacity to the client County, its meetings are subject to Florida's Government-in-the-Sunshine requirements. Accordingly, all meetings of the committee must be properly noticed, meeting minutes must be kept, and the public must be afforded the opportunity to attend. Since the committee's work is part of the client County's hiring process, the notice should be published and official meeting minutes kept by the County, with copies of each provided to FACM for its records.

The first meeting of the Search Committee will occur after its members have received the applications forwarded by the client County. This meeting will be conducted via conference call and should be held for the sole purpose of determining whether the initial applicant pool is sufficient to yield further evaluation or if the committee should recommend the client County extend its application window. At this stage, there should be no discussion of individual candidates or narrowing of the candidate pool. This discussion should be reserved for a later meeting of the Search Committee held within the client County, which enhances the visibility of the recruitment process within the community.

If the committee determines that the initial applicant pool is sufficient, or after the applications submitted during an extended application period have been forwarded to the Search Committee, the committee then schedules a second meeting approximately two weeks later. This meeting should be held in person within the client County, typically in the County Administration building. During this meeting, the committee will discuss individual candidates and formulate a short list of seven to ten candidates to recommend to the Board for further consideration.

Finally, while not strictly a meeting of the Search Committee, one or more members of the committee may be requested to attend a Board of County Commissioners meeting when the committee's final report is presented in order to answer any questions from the Board or to provide any requested clarification.

Receiving Applications from the Client County

Under the terms of the engagement letter, and as indicated previously in this guidebook, it is the client County's responsibility to advertise the County Administrator position and to screen applications based on the Board's stated minimum qualifications. At that point, the client County's Human Resources department will forward application materials submitted by qualified applicants to the Search Committee. The County's initial screening of applications enhances the overall recruitment process, since Search Committee members have only to review applications from candidates deemed to be qualified for the position. This allows the Search Committee the time needed to thoroughly review each qualified candidate. In certain circumstances, however, a County may elect to send all applications received to the Search Committee. If this occurs, the Search Committee may contact the client County's outgoing administrator to discuss the value added to the recruitment process by the County's initial screening. Ultimately, the committee should honor the wishes of the client County.

Initial Assessment of the Applicant Pool

Approximately one week after application materials are received by the Search Committee, members should conduct a preliminary conference call to determine whether the initial applicant pool is sufficient to yield a short list of seven to ten strong candidates. During this initial meeting, the committee should not discuss the merits of individual candidates, nor should it attempt to narrow the applicant pool at all. These discussions should occur at a later meeting held in person in the client County.

If the committee determines that the applicant pool is insufficient to yield a strong short list, the committee should recommend, by a motion or official action of the committee, that the client County extend its application window an additional 30 days. In this instance, at the close of the extended application window, the search committee should consider all applications received during both application periods.

If the committee determines that the initial application pool is sufficient, then the members of the committee should proceed to individually evaluate the applicants in greater detail. The committee will have approximately two weeks to review each applicant's qualifications, research his or her work history, and conduct reference checks prior to the committee's in-person meeting. Search Committee members should check each the references listed in each applicant's resume and also contact colleagues with whom an applicant has previously worked.

Developing the Committee's Short List

After individually reviewing the pool of qualified applicants, the Search Committee will conduct an in-person public meeting in the client County. The purpose of this meeting is to discuss members' evaluation of candidates and to develop a short list of seven to ten candidates to recommend to the client County for further consideration. The committee's short should be unranked, leaving it to the Board of County Commissioners to determine which candidate is the best fit for the position. FACM recommends that the Search Committee develop a short list of at least seven candidates, as many of qualified applicants may also be applying elsewhere and could be hired by a different county or city during the recruitment process. To that effect, presenting the Board with a list of more, rather than fewer, candidates ensures that the Board will have a sufficient number and variety of candidates for its consideration.

At the Search Committee's meeting, the committee may use any method it chooses to select the candidates to be included on its short list. During FACM's effort assisting Santa Rosa County in 2015, the Search Committee members found nine candidates who were included on two or more of the committee members' individual lists. The committee agreed that each of the nine candidates was qualified and deserved further consideration from the Board, and considered those nine candidates the committee's short list.

In future recruitment efforts, a similar approach may yield more than ten candidates depending on the depth and quality of the applicant pool. In this case, the committee may elect to refine its list further by determining which candidates appear on at least three (rather than only two) committee members' individual lists. Or, the committee may elect to take a completely different approach to developing a short list. Ultimately, this stage of the recruitment process is conducted at the discretion of the Search Committee.

Requesting Additional Information from Shortlisted Candidates

The value that FACM's participation adds to the client County's recruitment process is derived from the unique perspectives and experiences of the Search Committee members. Each committee member has extensive experience in local government administration in Florida. Generally, committee members will also have more specific experience managing an organization in the same geographic area of the state as the client County. As a result, each Search Committee is uniquely positioned to ascertain which candidates from the applicant pool are best suited to fulfill the needs of the client County based on their knowledge and experience with the issues the client County faces.

The Search Committee's evaluation up to this point in the recruitment process yields, in the committee's collective opinion, the handful of applicants best suited for the position. In its final report to the Board, however, the committee has the opportunity to glean some additional important information about the candidates before the County begins its interview process. Once the committee's short list is determined, and while the committee is producing its final report, the chairperson of the Search Committee should contact each candidate via e-mail and ask them to respond to the questions listed below. Candidates should be given three business days to respond, and each candidate's responses should be included in the final report along with the committee's summary analysis and the candidate's résumé.

1. Can you provide an example of a problem you see in the field of local government management that you'd like to solve and why?
2. How do you find others in the field of local government management to connect with, and how often do you connect with others in the field outside your organization?
3. How do you stay up to date in the field?
4. At what point in your career were you most satisfied in your work? At what point were you the least satisfied?

These questions, adapted from Kris Dunn, founder and executive editor of talent management blog *Fistful of Talent*, are designed to help determine the degree to which candidates are truly passionate about their work. The responses delivered to the Board will assist in determining not only which candidates are capable of fulfilling the roles and responsibilities of the position, but also which candidates possess the intangible qualities that are more difficult to determine by only reviewing a résumé and cover letter.

Background Information

After designating a short list of candidates to recommend to the Board for further consideration, the Search Committee begins developing a final report to the client County's Board of County Commissioners. This report begins by providing background information related to the Search Committee's recruitment process. This background information includes the following:

1. A cover letter issued by the chairperson of the Search Committee – this letter should generally express thanks to the Board for the opportunity to contribute to its County Administrator search, recognize the efforts of the Search Committee members, and indicate the added value the report provides in the form of recommended next steps and best practices provided by FACM to the County.
2. A description of the Search Committee, its members, and its members' qualifications to serve on the committee – this section should include a photo and brief bio of each committee member, particularly emphasizing each member's history in Florida local government and experience in the same region of the state as the client County.
3. An overview of the recruitment process – this section should include a narrative summarizing the work plan and approach utilized by the Search Committee in conducting its work, as well as a final timeline describing what steps were taken during the recruitment process and when they were completed.

A sample final report is included in this guidebook, both in hard copy and digital format, for future Search Committees' reference.

Presentation of Short List and Candidate Analysis

The Search Committee's final report will present the committee's short list of recommended candidates to the Board. This will include a summary analysis of each candidate's qualifications and experience, followed by a copy of the candidate's résumé. This summary analysis should include, at minimum, the following elements:

- The candidate's present position
- A summary of the candidate's work history, with particular mention of total years of experience as a City or County Administrator and experience as an administrator in Florida
- The candidate's education
- Areas in which the Search Committee feels that the candidate is strong, particularly with respect to the needs of the client County
- Areas in which the Search Committee feels that the candidate may be weak and/or lacks experience

For the purposes of developing this section of the final report, it may be useful for each committee member to prepare notes from his or her individual evaluation of the candidates. The Search Committee may include these notes in the backup documentation for its meeting to discuss candidates and develop a short list. This will assist the Search Committee in synthesizing the summary analysis of each candidate for the report.

Recommended Next Steps and Best Practices for the Board

The search committee's final report will also include a series of recommended next steps and best practices for the client County during the remainder of its hiring process. Including this information in the final report adds value to the services provided by the Search Committee and enhances the visibility and relevance of professional local government administration. This material is included in hard copy and electronic format as part of this guidebook as a component of the sample final report from FACM's Santa Rosa County recruitment effort.

The recommended next steps and best practices provided in the final report include:

- Suggestions for planning the interview process, including initial steps, preparation tips, and sample interview questions;
- Considerations regarding the selection of the Board's preferred candidate;
- Guidance in negotiating an employment contract, including a discussion of compensation and benefits and other common elements of an administrator's contract;
- Ways the Board can assist the new administrator in the transition process; and
- Developing initial evaluation criteria for the new administrator

Delivering the Final Report

When the Search Committee's final report is complete, it should be delivered as early as possible by the chairperson of the Search Committee to the client County's Commission chairperson via e-mail as a single PDF file. The report should also be printed, tabbed, and bound, with copies delivered by mail to the client County, together with a thank-you letter and invoice for services (discussed in the next section). One copy should be included for each County Commissioner, the County Administrator, and the County Attorney. FACM should also retain two copies for its records. FACM can coordinate the printing of the final report.

Following is sample language that can be included in the body of the e-mail delivering the PDF version of the final report:

Dear Chairman _____:

On behalf of the Florida Association of County Managers, I am pleased to submit the County Administrator Search Committee's Final Report, which you will find attached to this e-mail. With sincere thanks to the members of the Search Committee, who collectively lend over ____ years of Florida local government experience to this effort, the report includes the committee's final recommendation of # highly qualified candidates for further consideration and evaluation by the _____ County Board of County Commissioners. In addition, the Search Committee is pleased to also include in the report a series of recommended best practices for the Board during the remainder of its recruitment, including tips on planning the interview process, selecting a preferred candidate, negotiating an employment contract, and more. We hope that these resources will add extra value to the County's search.

In the coming days, you will receive printed and bound copies of the Final Report for your records. Should you wish, the Search Committee would be happy to attend an upcoming meeting of the Board of County Commissioners to answer any questions you may have.

As you are aware, a County's selection of a County Administrator is one of the most crucial decisions a Board of County Commissioners makes for its community. On behalf of the Search Committee, and of the entire Florida Association of County Managers, we thank you for the opportunity to assist you in this important effort.

Sincerely,

Florida Association of County Managers

County Administrator Recruitment Services

A Guidebook for Assisting Counties in the Recruitment and Selection of a County Administrator

Thank-You Letter and Invoice

Delivery of printed copies of the final report to the client County is accompanied by a thank-you letter from the chairperson of the Search Committee and an invoice for the services provided. FACM will coordinate the printing of the final report (as described in the previous section) and will prepare the invoice.

Following is sample language for the thank-you letter to accompany the delivery of the final report and invoice:

October 13, 2015

Hunter Walker, County Administrator
Santa Rosa County Board of County Commissioners
6495 Caroline Street, Ste. D
Milton, FL 32570

Re: Florida Association of County Managers Consulting

Dear Mr. Walker:

Enclosed please find an invoice for services rendered to Santa Rosa County in accordance with the Engagement Letter dated June 24, 2015. On October 9, 2015, FACM submitted its final report to the Santa Rosa County Board of County Commissioners containing the list of County Administrator candidates recommended for further consideration.

On behalf of the Florida Association of County Managers, thank you again for the opportunity to assist in this very important process. Should you need anything further, please let me know.

Sincerely,

Vincent S. Long
President

Enclosure

Search Committee Outreach to the New Administrator

As a final consideration – a month or so after the new administrator starts in his or her new position, members of the Search Committee should follow up by reaching out the new administrator to offer any advice or guidance that may be helpful. Search Committee members who have experience working in or around the new administrator’s community will be familiar with the many of the issues facing the administrator in his or her new position. The committee members can also offer to make introductions to key individuals in the community and other Florida city and county managers to help build the new administrator’s network. Finally, if the new administrator is not a member of FACM, this is a great opportunity to invite him or her to join.



_____ County Administrator Search

Pre-Recruitment Recommendations for the Board of
County Commissioners and Staff

Florida Association of County Managers

100 South Monroe Street

Tallahassee, Florida 32301



County, Florida

County Administrator Recruitment Services *Pre-Recruitment Recommendations for the Board of County Commissioners and Staff*

Best Practices for Recruiting a Professional Administrator

1. Work to develop a collective understanding of the specific position requirements and the attributes expected of the successful candidate. This helps to convey to candidates that the County has a clear, well-organized recruitment strategy and that the Board is unified in its expectations of the roles and responsibilities of its next administrator.
2. Maintain an open-minded perspective throughout the recruitment process. Board members may have different opinions about many aspects of the recruitment process, but should always remain focused on following the plan that has been developed to guide the recruitment process. As above, it is important to foster a collaborative approach to the recruitment, as it conveys a perception of unity and solidarity on the Commission that will attract the highest caliber candidates.
3. Understand that members of the press, the community, and even the candidates themselves may exert pressure on the recruitment process. Each of these may contact Commissioners with questions about the vacancy, questions about the recruitment process, or to express their opinions regarding who should be hired to fill the administrator's position. It is important to keep an even keel, remain deliberative throughout the process, and avoid making impulsive decisions along the way. Remember that together, the Board and FACM's Search Committee have developed a structured, orderly process for the recruitment that allows ample time to review and evaluate each candidate on his or her own merits.
4. Consider the circumstances of the vacancy. Convey stability in the position whenever possible; if the vacancy is the result of a termination or resignation, emphasize the strengths of the organization and the potential opportunities for the successful candidate.
5. If an interim administrator is appointed during the recruitment and has applied for the permanent position, be clear to County staff and to the public that he or she will be evaluated in the same manner as the other candidates. While the interim administrator may ultimately be the top candidate for the position, it is in the best interest of the community that every candidate be evaluated fairly and equally in order to find the highest quality professional administrator to lead the County forward.
6. Whenever possible, wait for the new administrator to be appointed before making important policy or organizational decisions. A professional administrator will appreciate the opportunity to be involved in major Board decisions that affect the future of the organization under his/her tenure.
7. Act swiftly (but diligently) at each step of the recruitment process. Effectuating a smooth and quick transition benefits all parties involved – the Board, the outgoing administrator, County staff, the candidates, and the community.



County, Florida

County Administrator Recruitment Services *Pre-Recruitment Recommendations for the Board of County Commissioners and Staff*

Identifying the Attributes of the Successful Candidate

An important first step in recruiting a new County Administrator is developing a profile of the education, experience, skills, and other qualifications desired of the successful candidate. FACM recommends that the Board take great care in establishing these criteria, since this information will clearly communicate what the Board of County Commissioners expects the duties and responsibilities of the new administrator will be. The process of developing this profile also helps to build consensus and solidarity among the Board, which conveys a sense of organizational stability to potential applicants. If each Commissioner clearly understands the Board's collective expectations at the outset of the recruitment process, this will help to facilitate a smooth recruitment and transition for the new administrator.

Each County's profile of an ideal administrator will be unique and dependent upon its current needs, the circumstances surrounding the vacancy, the size and scope of the organization, and many other considerations. Following is a list of factors the Board should consider in developing its candidate profile:

- What are the current needs of the organization? Be sure not to overcompensate for perceived weaknesses in the outgoing administrator. The new administrator will introduce new experiences and perspectives into the organization regardless of his or her background or management style.
- Likewise, if the outgoing administrator retired or accepted a position elsewhere, avoid any urge to seek a candidate similar to the outgoing administrator. Again, stay focused on the true needs of the organization.
- Will the new administrator have the same roles and responsibilities as the outgoing administrator? If not, consider the skills and qualifications that the new administrator will need in order to fulfill these roles.
- What services does the County currently offer? The successful candidate should have strong experience and familiarity with each of these administrative functions.
- Are there special circumstances regarding the County with which the new administrator should have knowledge and experience? For example, managing a coastal community, agricultural or rural development, airport management, utility management, redevelopment, or others.
- Is the Board of County Commissioners considering a new strategic direction for the organization, or is it generally satisfied with its present course?



County, Florida

County Administrator Recruitment Services *Pre-Recruitment Recommendations for the Board of County Commissioners and Staff*

Developing a Recruitment Profile

Once the County has determined the attributes of its ideal candidate, the next step in the recruitment process is to advertise the position. The County should develop a detailed advertisement to help prospective applicants understand the character of the community, the structure and nature of the organization, and the Board's expectations of the successful candidate. A comprehensive advertisement that contains this information will serve several purposes – it conveys to applicants that the recruitment process is well-organized, provides the basic information that professional administrators will be seeking in order to evaluate the County's position as a potential career opportunity, and encourages prospective candidates to apply by highlighting the community's assets.

At a minimum, the advertisement should include the following items:

- Information about the community:
 - Basic geography and demographics of the County
 - Number and size of municipalities within the County
 - General character of the community
 - Significant cultural, historical, and recreational assets
- Information about the organization:
 - Structure of County government
 - Services provided by the County
 - Number of employees
 - Basic details about the County's budget
 - Basic details about other important organizational documents (strategic plan, etc.)
- Information about the position:
 - Required qualifications
 - Ideal attributes of the successful candidate
 - Salary and benefits
 - Residency requirements
 - Confidentiality disclosure
 - Web link for more information
 - Specific instructions on how to apply



County, Florida

County Administrator Recruitment Services *Pre-Recruitment Recommendations for the Board of County Commissioners and Staff*

Advertising the Position

After the County has developed a recruitment profile for its County Administrator vacancy, it should be advertised in a variety of publications in order to maximize its reach. While FACM generally recommends that finalist candidates should possess significant Florida local government experience due to the state's unique regulatory and administrative environment, there are certainly highly qualified potential candidates from other areas of the country who may merit further consideration for a given position based on their experience and qualifications.

The recruitment profile should be posted on the County's website and also promoted through the County's social media platforms (if applicable). FACM also suggests that the County consider advertising the recruitment profile through the following organizations:

- Florida Association of Counties
- Florida League of Cities
- Florida City and County Management Association
- International City/County Management Association (ICMA)
- National Association of Counties
- National League of Cities
- National Forum for Black Public Administrators
- American Society for Public Administration



Santa Rosa County Administrator Search

Final Report to the Board of County
Commissioners

Florida Association of County Managers
100 South Monroe Street
Tallahassee, Florida 32301

October 22, 2015

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4.		Recommended Candidates for Further Consideration
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October 22, 2015

The Honorable W.D. "Don" Salter
Chairman, Santa Rosa County Board of County Commissioners
6495 Caroline Street
Milton, FL 32570

Dear Chairman Salter:

The Florida Association of County Managers is pleased to present the enclosed final report of the Santa Rosa County Administrator Search Committee. Over the past several weeks, the Search Committee has conducted an extensive review of all 64 individual applicants for the County Administrator position, seeking the most highly qualified candidates to recommend to the Board of County Commissioners for further consideration. In delivering this report, I would like to personally thank and recognize the diligent efforts of the Search Committee, which possesses over 90 years of collective Florida local government experience. This report summarizes the results of the Search Committee's work and its recommendation of nine highly qualified candidates to the Board.

This report is designed to provide the Board with a detailed account of the Search Committee's work throughout the recruitment process. In the report, you will find an introduction of each member of the Search Committee, a description of the committee's work plan and approach, and a thorough discussion of each recommended candidate's qualifications. In addition, the Search Committee is pleased to offer a series of recommended best practices for the Board during the remainder of its hiring process, including tips on planning the interview process, selecting a preferred candidate, negotiating an employment contract, and more.

At the outset of its final meeting, the Search Committee agreed to recommend seven to ten candidates to the Board. As with any executive search, some candidates may withdraw from consideration during the hiring process for a variety of reasons. In this instance, the Search Committee felt it best to recommend more, rather than fewer, candidates to ensure that the Board has a sufficiently broad-based pool of finalists from which to select. Notwithstanding this, the Search Committee expressed its unanimous sentiment that all nine recommended candidates possess the requisite experience and qualifications to effectively lead Santa Rosa County as its next County Administrator.

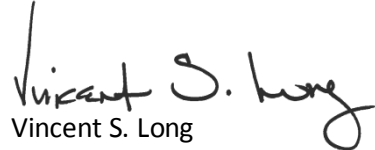
The Search Committee's recruitment process would not have been successful without the help of a number of individuals. First and foremost, the Search Committee expresses its sincere gratitude to the Santa Rosa County Board of County Commissioners for its support and guidance throughout the recruitment process. Additionally, the committee would like to recognize Santa Rosa County's dedicated staff for its steadfast support and cooperation. As you know, it will be difficult to replace a seasoned administrator like Hunter Walker, and his professionalism and even-keeled demeanor were evident, as

Florida Association of County Managers
100 South Monroe Street
Tallahassee, FL 32301

anyone who knows Mr. Walker personally would expect. The committee would also like to thank County Attorney Roy Andrews and Human Resources Director DeVann Cook, both of whom also worked diligently to facilitate the committee's work.

As you are aware, a County's selection of a County Administrator is one of the most crucial decisions a Board of County Commissioners makes for its community. On behalf of the Search Committee, and of the entire Florida Association of County Managers, thank you for the opportunity to assist you in this important effort.

In service,



Vincent S. Long

Leon County Administrator

President, Florida Association of County Managers

Cc: Santa Rosa County Board of County Commissioners
Mr. Hunter Walker, County Administrator
Mr. Roy Andrews, County Attorney
Mr. DeVann Cook, Human Resources Director
FACM Santa Rosa County Administrator Search Committee
Mr. Scott Shalley, Florida Association of Counties

Search Committee Composition and Qualifications:

The Florida Association of County Managers is dedicated to the promotion and facilitation of professional excellence in the management of Florida county government. The Association encourages ongoing professional development, collaboration among its members, and the continuous advancement of effective county administration in Florida. In support of these objectives, the Association provides recruiting guidance and peer-review services to counties in the process of hiring a new County Administrator. The Association appoints a unique search committee for each recruitment effort, comprised of current and former County Administrators with professional experience in the client county's region of the state. This approach enables the Association to leverage the collective knowledge and experience of several professional administrators in seeking the most highly qualified candidates for a vacancy.

Following is a description of the background and professional qualifications of the Santa Rosa County Administrator Search Committee members:

Vincent S. Long

- *County Administrator – Leon County, FL*
- *Current President of the Florida Association of County Managers*
- *International City/County Managers Association (ICMA) Credentialed Manager*
- *20 years of Florida local government administration experience*



County Administrator Vince Long has served the citizens of Leon County, Florida since 1995. A proven leader, dedicated public servant and accomplished public manager, Mr. Long has received national, state and local recognition for leadership, promoting transparency in government and fiscal stewardship. Mr. Long holds a Masters in Public Administration from Florida State University, where he has served on the adjunct faculty teaching graduate courses in local government for over a decade. He is also a graduate of the Harvard University JFK School of Government Institute for Senior Executives in State and Local Government and is an ICMA Credentialed Manager. He has served on the faculty of the Florida Association of Counties' County Commissioner Certification Program, the Board of Directors of the Florida City/County Managers Association, and is currently the President of the Florida Association of County Managers.

Jack Brown

- *County Administrator – Escambia County, FL*
- *Immediate Past President of the Florida Association of County Managers*
- *Over 15 years of experience years in Florida local government as a County Manager/Administrator or County Commissioner*



Escambia County Administrator Jack Brown possesses a wealth of experience managing coastal counties in the Florida Panhandle. Prior to joining Escambia County, Mr. Brown served as Taylor County Administrator from 1997 to 2001 and from 2007 to 2014 and also served a four-year term as a County Commissioner in Taylor County. He also has extensive military experience, has served as a faculty member at Florida State University, and has experience in the private sector as the general manager for a manufacturing company. Mr. Brown is a strategically focused, challenge-driven, collaborative civic and community leader; recognized by colleagues, the public, and commissioners for the ability to energize and inspire individuals and divergent groups to work toward achieving common goals. An active participant in a variety of statewide professional organizations, Mr. Brown is the Immediate Past President of the Florida Association of County Managers and has served on the Board of Directors of the Florida Counties Foundation and the Florida Association of Counties Trust. Mr. Brown is an experienced and successful practitioner of Florida county government operations and has a detailed working knowledge of all local government matters facing Santa Rosa County.

Chris Holley

- *Executive Director, Gulf County Economic Development Coalition*
- *Former Executive Director, Florida Association of Counties*
- *Over 30 years of Florida local government management experience*
- *Over 13 years of service as Okaloosa County Administrator*



Chris Holley currently serves as Executive Director of the Gulf County Economic Development Coalition. Previously, Mr. Holley served as Executive Director of the Florida Association of Counties from 2005 to 2015 after more than 30 years as an administrator and manager for some of Florida's fastest-growing counties and cities. A native of Northwest Florida, he served as County Manager in Okaloosa County for over 13 years and also as Chief Administrative Officer for Suwannee County. In addition, Mr. Holley has held senior leadership positions in Collier County and the Cities of Temple Terrace and Naples. Through his extensive service in local government and through the Florida Association of Counties, Mr. Holley has contributed significantly to the advancement of professional public administration in Florida.

Ernie Padgett

- *Former County Administrator in Okaloosa, Santa Rosa, Manatee, and Jackson Counties*
- *Over 28 years of Florida local government service*



Ernie Padgett has enjoyed a long and successful career in Florida county government. Mr. Padgett has over 28 years of experience that includes managing counties of various size and complexity. He has served as County Administrator in Okaloosa, Santa Rosa, Manatee, and Jackson Counties – three of which are coastal counties – and also served a four-year term as a County Commissioner in Jackson County. Additionally, Mr. Padgett has experience as the Director of the Chipola Junior College Institute of Government and as the Executive Director of the Apalachee Regional Planning Council. Mr. Padgett possesses extensive experience as an administrator in Northwest Florida and is keenly familiar with the qualities needed to succeed as Santa Rosa County’s next County Administrator.

Work Plan and Approach

A County's selection of a County Administrator is one of the most crucial decisions a Board of County Commissioners makes for its community. The recruitment and selection process requires thoughtful planning, a thorough evaluation of applications submitted for the position, and a clear understanding of the qualities and experiences the elected body seeks in its next administrator. To that extent, the Search Committee went to great lengths to develop an organized approach to the Santa Rosa County Administrator recruitment process that builds from and remains consistent with the guidance provided by the Board of County Commissioners.

In the published announcement for the position, the Board of County Commissioners clearly indicated the qualities it expects of its next County Administrator. Based on this direction, and after meeting with the Board of County Commissioners at the outset of the recruitment process in July, the Search Committee set out to leverage its collective knowledge and experience to thoroughly review the qualifications of each applicant for the position. The committee members individually assessed each candidate within the context of the County's stated expectations for the position, with further evaluation based on each committee member's individual perspective and experience working with issues unique to Northwest Florida.

After receiving application materials from the initial pool of applicants, the Search Committee scheduled an initial conference call to determine whether to move forward with the initial applicant pool. Given the quality of the opportunity in Santa Rosa County, the committee felt that the County could attract a deeper pool of qualified candidates by re-advertising the position for an additional 30 days. On August 13, the Board of Commissioners extended the application window until September 11, 2015. This extension did ultimately attract 26 additional applicants, several of whom were considered by the Search Committee for inclusion on its short list of recommended candidates.

After additional research and evaluation of all 64 applicants for the position, the Search Committee held a public meeting in Santa Rosa County to discuss the applicants and to develop a short list of candidates to recommend to the Board of County Commissioners for further consideration. Acknowledging that each candidate is among the most qualified and talented local government administrators, the Search Committee elected to recommend more, rather than fewer, candidates. Some of these candidates may be under consideration for other City or County Manager positions elsewhere and could withdraw themselves from the Santa Rosa County position prior to the Board's final selection. Accordingly, the Search Committee worked to deliver this report expeditiously to the Santa Rosa County Board of County Commissioners to facilitate a successful interview and hiring process moving forward.

The Search Committee recommends the following candidates to the Santa Rosa County Board of County Commissioners for further consideration. These candidates are not presented in any ranking order. A discussion of each candidate is presented in Section 4 of this report.

- Parrish Barwick
- Michael Brillhart
- Randall Dowling
- Tony Gomillion
- Ted Lakey
- Jonathan Lewis
- Larry Newsom
- David Recor
- Jim Walker



Santa Rosa County, Florida **County Administrator Recruitment Process** *Search Committee Timeline*

**Based upon Santa Rosa County re-advertisement ending September 11, 2015*

<p>Advertisement/ Pre-Review Period (4-6 weeks)</p>	<p>Santa Rosa County posts County Administrator job opening</p> <p>Santa Rosa County BOCC approves FACM proposal to assist in the recruitment process</p> <p>Representatives from FACM and FAC attend the Santa Rosa County Commission Regular Meeting to receive any specific guidance from the Board on the recruitment process and answer questions</p> <p>Press release announcing formation of FACM's search committee</p> <p>Initial application window for County Administrator position ends</p>								
<p>Week of August 10-14</p>	<p>Santa Rosa County Human Resources forwards application materials of initial candidates to FACM's search committee</p> <p>FACM's search committee meets to determine whether to move forward with initial applicant pool; recommends that Santa Rosa County re-advertise the position for an additional 30 days and publish a salary range</p> <p>Santa Rosa County BOCC approves the recommendation from the FACM search committee; re-opens the advertisement with a closing date of September 11, 2015</p>								
<p>September 14 – October 22</p>	<table border="1"> <tr> <td data-bbox="435 974 808 1142"> <p>Application review, reference/background checks, and development of a recommended short list</p> </td> <td data-bbox="808 974 1404 1142"> <p>Sept. 14-18 Santa Rosa County Human Resources forwards application materials of the second round of candidates to FACM's search committee</p> <p>Search committee individually reviews all application materials (including both the first and second advertisement)</p> </td> </tr> <tr> <td data-bbox="435 1142 808 1247"> <p></p> </td> <td data-bbox="808 1142 1404 1247"> <p>Sept. 30 FACM's search committee meets in Santa Rosa County to refine the candidate list and to plan administrative tasks with Santa Rosa County staff</p> </td> </tr> <tr> <td data-bbox="435 1247 808 1331"> <p></p> </td> <td data-bbox="808 1247 1404 1331"> <p>Sept. 30 – Oct. 9 Santa Rosa County staff conducts background checks</p> </td> </tr> <tr> <td data-bbox="435 1331 808 1388"> <p></p> </td> <td data-bbox="808 1331 1404 1388"> <p>Oct. 22 FACM's search committee delivers a report to Santa Rosa County BOCC</p> </td> </tr> </table>	<p>Application review, reference/background checks, and development of a recommended short list</p>	<p>Sept. 14-18 Santa Rosa County Human Resources forwards application materials of the second round of candidates to FACM's search committee</p> <p>Search committee individually reviews all application materials (including both the first and second advertisement)</p>	<p></p>	<p>Sept. 30 FACM's search committee meets in Santa Rosa County to refine the candidate list and to plan administrative tasks with Santa Rosa County staff</p>	<p></p>	<p>Sept. 30 – Oct. 9 Santa Rosa County staff conducts background checks</p>	<p></p>	<p>Oct. 22 FACM's search committee delivers a report to Santa Rosa County BOCC</p>
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<p></p>	<p>Sept. 30 – Oct. 9 Santa Rosa County staff conducts background checks</p>								
<p></p>	<p>Oct. 22 FACM's search committee delivers a report to Santa Rosa County BOCC</p>								
<p>Interview/ Selection Period (3-4 weeks)</p> <p><i>*Recommended next steps; discussed in further detail under Tab 5</i></p>	<p>Santa Rosa County BOCC selects finalists to be interviewed</p> <p>Santa Rosa County Human Resources notifies finalists that they have been selected for an interview</p> <p>Santa Rosa County Human Resources confirms travel arrangements for finalist candidates</p> <p>Santa Rosa County BOCC conducts candidate interviews</p> <p>Staff conducts tours of Santa Rosa County with finalists</p> <p>Santa Rosa County BOCC selects its preferred candidate</p> <p>Santa Rosa County BOCC Chairman confirms preferred candidate's willingness to accept the position</p> <p>Santa Rosa County Human Resources sends employment contract to the preferred candidate</p>								

Recommended Candidates for Further Consideration

Parrish Barwick

Present Position

County Coordinator – Jefferson County, FL

Professional Experience

15 years as Chief Administrative Officer of a county government

- County Coordinator – Jefferson County, FL
2012-Present
- County Manager – Brantley County, GA
2009-2012
- County Administrator – Wakulla County, FL
1997-2006

Education

- Master's Degree in Education Administration
- Certificate in Public Administration

Strengths

- Experience managing counties in Northwest Florida
- Realizing opportunities to increase efficiency & reduce operational costs
- Experience with public works, capital projects, and utility infrastructure
- Familiarity with emergency management
- Experience with promoting agriculture
- Experience in communities with diverse demographics

Areas of Concern

- Has not managed an organization as large as Santa Rosa County; his current organization's (Jefferson County's) General Fund budget is less than one-fifth the size of Santa Rosa's
- Little participation in statewide professional associations; will have a learning curve building his professional network in Santa Rosa County and throughout the state
- Prior experience as an administrator has been in only rural areas; no experience working with urbanized coastal municipalities

George Parrish Barwick

32 Lloyd Subdivision Road
Monticello, Florida 32344
(850) 491-5432 cell
(850) 926-6939 home
parrishbarwick@aol.com

I am an experienced public service leader looking to join your local government with goals of providing excellent efficient service to citizens while aggressively working to reduce local tax burdens. As your manager I will bring integrity, consensus building, communication at all levels, vision for increased efficiency and a willingness to do more with less.

EDUCATION

Master of Science, Educational Administration/Leadership, FSU, 1997
Certificate of Public Administration, Florida State University, 1993
Bachelor of Science, Political Science, Florida State University, 1989

PROFESSIONAL EXPERIENCE

July 2012 **JEFFERSON COUNTY COMMISSION**
To Present **County Coordinator**

- Manage daily operations of county departments, programs and projects along with public relations, facilities management and consumer complaints
- Contract management including construction management of transportation projects, facilities and public private programs.
- Analyze staff efficiency and redundancy of operations to reduce cost of operations ultimately reducing tax burdens on local citizens
- Formulate policies and procedures as it relates to county operations, purchasing, personnel and facilities management
- Provide technical and specialized assistance to county commissioners, county constitutional officers and county attorney on a variety of studies and issues related to the county
- Represent commissioners in public meetings, the legislature, citizens' workshops and other public forums

ACCOMPLISHMENTS:

- Consolidated positions and reorganized staff with Board approval reducing general fund requirements by more than \$200,000.00 in the first fiscal year.
- Worked to improve 30% of roadways with stabilization or pavement utilizing current budget funding on a three year timeline completed within 30 months; over 50 miles of construction/stabilization completed with a second phase in planning.
- Negotiated road construction and material contracts reducing construction expenses by more than 30%, realizing more than \$1,500,000.00 in savings to date.

- County's annual budget has spent less than approved funding realizing a reserve increase of more than \$900,000.00 during 3 year tenure; road department stayed within budget each year while completing in house road construction projects.
- Led economic development projects attracting and retaining businesses realizing job growth and increased taxable values with three separate ventures.

Sept. 2009 **BRANTLEY COUNTY COMMISSION**
 To July 2012 **County Manager**

- Develop, write, analyze and implement county's annual operating budget along with auditing and managing the delivery of services to citizens
- Manage daily operations of county departments, programs and projects along with personal responsibility for purchasing program, human resources, personnel, public relations facilities management and consumer complaints
- Responsible for and conduct purchasing for all major and special projects, programs and operations
- Management of 135 full-time/part-time employees within county departments
- Manage facilities, operations of office space, lease properties and maintenance
- Formulate policies and procedures as it relates to county operations, purchasing, personnel and facilities management

ACCOMPLISHMENTS:

- Worked with County Commissioners to reduce more than \$2,500,000.00 in operations debt while reducing tax millage rate by more than 2 mills, without increasing property assessments.
- Completed grant funded projects reducing cost of equipment in Sheriff's Office, Fire Department and Public Works Department by more than \$200,000.00 in a two year period.
- Consolidated positions reducing general fund salary requirements by more than \$100,000.00.
- Worked to reduce health coverage costs to the county and employees, resulting in savings of more than \$250,000.00 on a total \$1.4 million policy at renewal.
- Managed construction projects of roadways, office space and recreational facilities saving \$500,000.00 in construction dollars for the county.

February 2008 **Florida Division of Emergency Management**
 To March 2009 **Planning Manager**

- Duties include management of staff for two statewide planning and audit/inspection programs working with nuclear power plants and facilities containing extremely hazardous materials.
- Develop, analyze, implement and test operation of Radiological Emergency Preparedness Planning Program of Florida's Nuclear Power Plants.
- Manage program that tests plans in exercises that improve coordination among emergency response organizations, prepares for accidents or emergencies directly related to nuclear power plants and transportation accidents.

- Manage and coordinate audits and inspections within risk management program regulating facilities to encourage reducing the probability of accidental release of hazardous chemicals that potentially cause harm to public health and the environment.
- Member of the State Emergency Response Team as Deputy Branch Chief of Emergency Services section to activate upon notice of a significant emergency with statewide consequences.

April 1997 **WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS**
 To June 2006 **County Administrator**

- Developed and implemented county's annual operating budget of \$30 million along with auditing and managing the delivery of services to citizens
- Managed daily operations of county departments, programs and projects along with personal responsibility for purchasing program, human resources, personnel, public relations facilities management and consumer complaints
- Directed administration of 175 full-time/part-time employees within eleven departments
- Wrote, applied for, managed and administered grants for the county
- Developed and implemented new enterprise programs such as the county central water system, central sewer system and solid waste collections
- Managed and coordinated construction of special projects such as road system improvements, expansion of county sewer system, water system and capital improvement projects
- Provided technical and specialized assistance to county commissioners, county constitutional officers and county attorneys on a variety of studies and issues related to the county
- Represented commissioners in public meetings, the legislature, citizens' workshops and other public forums

November 1993 **FLORIDA DEPARTMENT OF AGRICULTURE & CONSUMER SERVICES**
 To March 1997 **Development Representative, Bureau of Seafood & Aquaculture**

- Supervised programs that promoted and marketed Florida's seafood and aquaculture industries
- Planned promotional events to increase the sale of Florida seafood and aquaculture products
- Created and developed information and materials to educate the general public about the seafood and aquaculture industries and how they contribute to the State's economy
- Planned, developed, and coordinated commercials for educational training sessions, promotional events, trade shows, and statewide seafood festivals
- Organized and recorded Florida Seafood Industry Advisory Committee meetings
- Worked with the seafood and aquaculture industries and the general public in providing information and assistance related to marketing, promotions, education and food safety

August 1991 to **WAKULLA COUNTY SCHOOL BOARD**

November 1993 **Secondary School Instructor**

- Managed the Severe Emotionally Disturbed Program teaching and training students to achieve positive results in the learning and behaviors of students
- Planned individual education programs according to each student's ability
- Responsible for educational progress reports, discipline, and social interactions
- Taught all subjects and provided individual instruction
- Coached varsity football and junior varsity baseball

August 1990 to **GADSDEN COUNTY SCHOOL BOARD**

August 1991 **Secondary School Instructor**

- Provided instruction for four different classes and age groups in social sciences
- Prepared lesson plans and kept progress reports for all students
- Responsible for student discipline, individual accountability and classroom management
- Coached varsity softball

REFERENCES

Mike Edgy
County Commissioner
Brantley County Board of Commissioners
P.O. Box 398
Nahunta, GA 31553
912/269-0283 cell

Randy Merritt
County Commissioner
Wakulla County Board of Commissioners
P.O. Box 1263
Crawfordville, FL 32326
850/251-8860 cell

Donnie Sparkman
Property Appraiser
Wakulla County
P.O. Box 26
Crawfordville, FL 32326
850/926-3271 office
850/926-5466 home

Ray Griffin
Public Works Supervisor
Brantley County
P.O. Box 398
Nahunta, GA 31553
912/409-7740 cell

Stephen Walker
County Commissioner
Jefferson County Board of Commissioners
1 Courthouse Circle
Monticello, FL 32344
850/342-0287 office
850/728-2214 cell

Recommended Candidates for Further Consideration

Michael Brillhart

Present Position

County Administrator – Barnstable County, MA

Professional Experience

Four years' experience as a city or county manager

- County Administrator – Barnstable County, MA
2013-Present
- City Administrator – Paris, IL
1999-2001

17 years' additional local government experience; all in Florida

- Business and Strategic Initiatives – St. Lucie County, FL
2004-2013
- Program Planner/Public Liaison – Pinellas County, FL
1987-2005

Education

- Master's Degree in Public Administration

Strengths

- Experience managing a mid-sized county
- Experience in waterfront communities and Florida tourism development
- Downtown redevelopment/planning experience
- Legislative/intergovernmental affairs experience in Florida
- Economic development experience
- ICMA member

Areas of Concern

- No Florida city or county management experience
- No experience in Northwest Florida; will need to build his professional network in Santa Rosa County and throughout the state
- Brief tenure in both city/county management positions
- Not much experience in community/public relations, staff relations, or agricultural/rural development

LOCAL GOVERNMENT ADMINISTRATION

A solutions-focused, local government executive with over twenty-eight years of public sector and corporate experience. Foster extensive networks at all levels within the local government utilizing exceptional ability to build strong relationships and contribute to organizational goals. Geared with a multitude of versatile skills in operational optimization, technical strategic planning, staff management, budgeting, and intergovernmental relations.

AREAS OF EXPERTISE

- Strategic Planning
- Public and Media Relations
- Organizational Performance
- Legislative Affairs
- Economic Development
- Fiscal Management and Budgeting

CORE COMPETENCIES

Operations Management: Outstanding knowledge of operations, services, and activities of local government. Experience working on-site with government and commercial entities in new development initiatives.

Creative Problem-Solver: Proven ability to troubleshoot and develop innovative solutions to challenges, whilst managing change for improved performance and efficiency. Identify problems/needs and initiate logical, effective solutions.

Communication & Interpersonal: Excellent communicator with strong verbal, written and interpersonal skills that consistently elicit positive interactions with individuals across all levels within the organization.

PROFESSIONAL EXPERIENCE

County Administrator · Barnstable County Cape Cod, MA

2013 - Present

Manage and oversee day-to-day operations and services for the Board of County Commissioners that deliver services to a regional population of 215,000. Direct an organization of over 14 departments with direct oversight of county operations, staff supervision, and policy recommendation. Administer operations and services of various departments to include County Commissioners, Finance and Budget, Health and Environment, Facilities, Human Services, IT, Fire Academy, Dredge, Resource Development, Register of Deeds, Water Quality, Children's Protective Services, Labor Relations, Cooperative Extension, AmeriCorp and Regional Planning.

- Performed a wide range of functions in order to accomplish various county challenges which include job creation, campus facility planning, water quality coordination, wastewater management, succession planning, intergovernmental coordination, meeting agenda preparation, legislative affairs, staff supervision, regional IT service enhancements, emergency management planning, and financial oversight including OPEB liability funding

Business and Strategic Initiatives · St. Lucie County Fort Pierce, FL

2004 - 2013

Supported the development of business, economic and legislative affairs for the Board of County Commissioners. Led and coordinated the economic development business incentives program. Managed the infrastructure impact fee program in addition to the grants program. Identified, cultivated and developed productive relationships serving as the County's legislative liaison. Coordinated tourist development activities and directed operations for the Treasure Coast Foreign Trade Zone #218.

- Successfully administered business incentives for over 15 private sector companies
- Coordinated the award winning Towns, Villages and the Countryside (TVC) - Joint Area Planning Initiative
- Created the Strategic Economic Development For Targeted Industries Plan
- Acquired \$9 million to assist in the construction of the new Crosstown Parkway project

Chief Administrative Officer · Professional Planning Services Orlando, FL

2001 - 2004

Managed and oversaw all the financial, administrative, and marketing functions of a professional consulting services. Administered corporate contracts for regional land planning entity. Managed Primary client work efforts and responsibilities included urban planning, economic development, community redevelopment/Main Street program coordination, and preparation of state and federal grant applications.

- Prepared various grant applications for public and not-for-profit organizations
- Analyzed the creation of two new Community Redevelopment Area (CRA) districts
- Consulted on Main Street programs for communities in Illinois, Ohio and Florida

City Administrator · City of Paris Paris, IL

1999 - 2001

Planned, organized and coordinated all municipal services and operations including human resources, public works, planning and zoning, historic preservation, code compliance, police, fire, library, solid waste, parks and recreation, utilities, and budget/accounting. Reorganized departmental operations and staff assignments, prioritizing the projects according to the needs of the department heads and the city council. Served as the City's Budget Officer to review annual financial reports, fixed assets and various insurance policies of the city. Managed assessment districts and liaised with various state and federal agencies on legislative and funding issues.

- Directed a staff of 125 and administered a \$20 million annual budget
- Managed city utilities including a customer service base of 5,000 accounts
- Prepared grants and legislative requests for utility service and the downtown Main Street redevelopment plan
- Implemented a new financial accounting program for the city
- Restructured Finance, City Clerk, Utility Billing, Planning/Code Enforcement and Personnel Departments

Consultant · Professional Planning Services Orlando, FL

1995 - 1999

Provided performance based professional consulting to local governments, civil engineering and land development firms, and not-for-profit organizations. Areas of concentration included site engineering, community planning and redevelopment functions. Provided high quality customer service throughout the business development plan.

- Served as the interim Executive Director for the Tri-County Regional Planning Commission and its 21 member Board in Peoria, Illinois
- Provided transportation planning consulting for Hillsborough County, Florida
- Prepared Master Plan and Zoning Updates for West Peoria, IL and Woodford County, IL

Program Planner/Public Liaison · Pinellas County Clearwater, FL

1987 - 1995

Administered state and federal grants relative to capital improvements, implemented the county's transportation concurrency management system and served as the County liaison to the State Department of Transportation, Federal Highway Administration, neighborhood groups, and civic associations.

- Prepared and administered transportation, utility and recreational capital projects in excess of over \$500 million
- Managed various planning related grants and received a \$2.8 million congestion mitigation and air quality grant
- Presented information at public meetings, business and civic associations, and neighborhood groups
- Provided staff coordination to the countywide Technical Coordinating Committee consisting of 25 jurisdictions

EDUCATION

Master of Public Administration · University of South Florida Tampa, FL**Bachelor of Science in Urban Administration** · University of Cincinnati Cincinnati, OH

AFFILIATIONS

International City/County Management Association (ICMA)

SALARY HISTORY

Barnstable County	\$ 150,000
St. Lucie County	\$ 100,000
Professional Planning Services	\$ 160,000
City of Paris	\$ 60,000
Pinellas County	\$ 55,000

REFERENCES

Mary Pat Flynn	County Commissioner	Barnstable County, MA	774.255.1174
Leo Cakounes	County Commissioner	Barnstable County, MA	508.364.1512
Justyna Marczak	HR Coordinator	Barnstable County, MA	508.375.6646
Don West, P.E.	Public Works Director	St. Lucie County, FL	772.462.1659
Gina Harvey	Planning Manager	Pinellas County, FL	727.464.8200

Recommended Candidates for Further Consideration

Randall Dowling

Present Position

County Manager – Barrow County, GA

Professional Experience

22 years' experience as a county manager

- County Manager – Barrow County, GA
2013-2015
- County Administrator – Gordon County, GA
2002-2013
- County Administrator – Lee County, GA
1996-2002
- County Manager – Berrien County, GA
1993-1996

Six years' additional local government management experience; all in Florida

- Assistant to County Administrator – Indian River County, FL
1990-1993
- Assistant to City Manager – Homestead, FL
1987-1990

Education

- Master's Degree in Public Administration

Strengths

- Strong budget/finance experience
- Experience coordinating & implementing local option sales taxes
- Strategic planning & organizational development
- Historic preservation/revitalization
- Agricultural and rural development
- Active in state and national professional associations; continuing education
- Active in the community and has taught Public Administration courses at local college

Areas of Concern

- No Florida city or county management experience
- No experience in Northwest Florida; will need to build his professional network in Santa Rosa County and throughout the state
- Not much experience in tourism development
- Has not managed a coastal county

RANDALL DOWLING

1248 Olde Lexington Road / Hoschton, Georgia 30548 / (770) 324-5160
dowlingrandall@gmail.com

September 6, 2015

Santa Rosa County, Florida
6495 Caroline Street
Milton, FL 32570

Re: County Administrator Position

Dear HR Director:

Enclosed is my resume for the position of **County Administrator**. As you can see on my attached resume, I have the necessary qualifications for this position. I have earned a Bachelor of Science in Public Administration (BSPA) degree and a Master of Public Administration (MPA) degree. I also have 29 years of local government management experience in both city and county governments with a proven record of performance, accomplishments, and stability.

During my meaningful local government management career, I have supervised and coached many employees, prepared and monitored budgets ranging from \$6M to \$66.5M, prepared agenda items and reports, managed many contracts for services, and responded to citizen complaints and media inquiries. In addition, I have planned, managed, and financed many successful capital projects including fire stations, park and recreation facilities, law enforcement facilities, road, bridge, sidewalk, and utility improvements, and public safety radio systems.

Looking to the future, I have also developed strategic plans such as comprehensive master plans, unified land development codes, transportation plans, solid waste management plans, park & recreation master plans, overlay districts, and compensation and classification studies using professional consultants.

Lastly, I have created bid and RFP/RFQ specifications, managed and served on various community boards, wrote and administered many federal and state grants, and kept elected officials, staff, and the public informed of county activities through a constantly updated and distributed program of work document and web site.

With my extensive experience in local government management including Florida experience with the City of Homestead and Indian River County, I can assist Santa Rosa County with any project or issue.

Thank you for your consideration of my qualifications. I look forward to hearing from you soon.

Very truly yours,

Randall Dowling

Randall Dowling

RANDALL DOWLING

Address

1248 Olde Lexington Road
Hoschton, Georgia 30548
(770) 324-5160
dowlingrandall@gmail.com

Career Summary

29 years of local government management experience. Academic credentials include MPA and BSPA degrees.

PROFESSIONAL EXPERIENCE

County Manager, Barrow County, Georgia, November 2013 to August 2015. 70,169 population, \$66.5M all fund annual budget, seven member Board of Commissioners, ten department directors, six incorporated cities, 576 full-time and part-time employees, 162 square miles, full-service county, 50.3% population growth rate from 2000 to 2010. Suburb of Atlanta.

Typical duties include:

- Implemented Board policies, oversaw the day-to-day operations of the county government, and managed the county's capital improvement program funded by a voter-approved special purpose local option sales tax (SPLOST).
- Supervised department directors, assisted the constitutional officers, various public and quasi-public agencies, and the incorporated cities with their concerns and projects, and maintained positive relationships with each group.
- Prepared the annual budget, quarterly finance reports, bi-monthly commission agendas, and various federal and state grant applications.
- Responded to media inquiries (print, radio, and television).
- Developed bid specifications and Request for Proposals/Qualifications for a variety of products and services.
- Consulted with and advise contractors, vendors, engineers, and architects performing projects for the county.
- Resolved citizen complaints.
- Strategically identified short and long-range opportunities that would benefit the county.

Selected accomplishments include:

- Transitioned the county government from a traditional commission to a commission-manager form of government and improved the administrative framework that included written personnel, purchasing, and financial policies, a five year CIP, professional web site, streamlined budget process, and hired many vacant department director positions.
- Lowered the property tax rate from 13.26 to 12.75 mills by reducing expenses and refinanced three bond issues that will save \$5.5M over 17 years.
- Conducted a year-long process to outsource many county departments using a public-private partnership model to achieve cost savings and increase organizational efficiencies. Selected consultant guaranteed \$4M in savings over a five year period. Board voted not to implement proposal. Outsourced services on a case-by-case basis including EMS billing that will generate an additional \$250,000 per year.
- Upgraded the county-wide public safety radio system from a VHF system to a more modern 700 megahertz system for better radio coverage.
- Supervised many projects including road improvements, public safety (911) improvements, utility improvements, and prepared strategic plans.

County Administrator, Gordon County, Georgia, June 2002 to September 2013. 60,000 population, \$47.6M all fund annual budget, five member Board of Commissioners, 13 department directors, five incorporated cities, 400 full-time and part-time employees, 356 square miles, full-service county, 25.1% population growth rate from 2000 to 2010.

RANDALL DOWLING

PROFESSIONAL EXPERIENCE

County Administrator, Gordon County, Georgia

Typical duties include:

- Same as Barrow County, Georgia

Selected accomplishments include:

- Supervised the design and successful completion of several major SPLOST funded capital improvement projects including:
 - \$30M, 376 bed, 100,000 s.f. Jail and Sheriff's Office.
 - \$11M, 75 acre regional recreation complex.
 - \$3M two bay fire station with equipment.
 - \$2.8M county-wide public safety VHF simulcast radio system.
 - \$11M worth of road and bridge improvement projects.
 - \$4M, 20,000 s.f. county-owned DFACS building using 100% state funds.
 - Acquired and renovated facilities for a Boys & Girls Club and two social service agencies using \$1.5M in CDBG funds.
 - Developed a county-owned civil war historic site using \$200,000 in federal TE funds.
 - Constructed a \$2.5M, 14,000 s.f. Agricultural Service Center to house federal, state, and local agricultural agencies under one roof.
- Outsourced the management of the county's 600 acre MSW landfill which resulted in significantly higher waste tonnage, higher revenue stream, and lower county expenses.
- Prepared two SPLOST continuation plans that resulted in successful referendum votes during 2005 and 2011. All capital projects funded by SPLOST-2005 have been successfully completed.
- Created, staffed, and funded a Planning & Development Department and a GIS Department to properly manage the county's growth.
- Improved the 911 Center by implementing Phase I and II wireless technology.
- Completed a county-wide revaluation of all real property to equalize and update property values that resulted in a lower millage rate from 9.5 in 2008 to 8.9 in 2010.
- Prepared numerous strategic plans to guide the county's future growth including a Comprehensive Master Plan 2007-2027 and Update 2013-17, Unified Land Development Code, Transportation Plan, Solid Waste Management Plan, Parks & Recreation Master Plan, two historic overlay districts, and a historic resource survey. In addition, completed and fully implemented a compensation plan to fairly compensate all employees based on market rates.
- Completed other small but important projects including installing a state-of-the-art VOIP county-wide telephone system, outsourced inmate food and medical services as well as general lawn care to achieve cost savings, created a paperless commission agenda process, prepared two promotional videos of the county for economic development purposes, improved the county's web site to project a professional public image, had the county designated as a "Storm Ready Community" by the National Weather Service, and obtained several GFOA awards.
- Increased the General Fund unrestricted fund balance by 203% from \$5.3M in 2003 to \$16.1M in 2012 that resulted in healthy cash reserves and an excellent AA bond rating. For 2012, the General Fund unrestricted fund balance was 59.1% of total General Fund expenditures.

RANDALL DOWLING

PROFESSIONAL EXPERIENCE

County Administrator, Lee County, Georgia, March 1996 to March 2002. 27,382 population, \$24M all fund annual budget, five member Board of Commissioners, eight department directors, two incorporated cities, 200 full-time employees, 362 square miles, full-service county, 52% population growth rate from 1990 to 2000. Suburban area of Albany, Georgia.

Typical duties include:

- Same as Barrow County, Georgia

Selected accomplishments include:

- Supervised the design and successful completion of numerous capital improvement projects including:
 - 33,000 s.f. Jail, Sheriff Administration Offices, and 911 Center.
 - 8,000 s.f. Public Works Maintenance Facility.
 - Senior Citizens Center.
 - Health Department.
 - County Administration Building.
 - three Fire/EMS stations.
 - historic courthouse renovations.
 - four field softball complex and numerous neighborhood parks.
- Implemented an aggressive road paving and resurfacing program using county SPLOST and state funds. Paved in excess of 60 miles of new and existing roads. This program included road design, right-of-way acquisition, condemnations, environmental assessments, wetland mitigation, and utility infrastructure installation including water, wastewater, and storm water improvements.
- Redesigned the employee health insurance plan from a traditional 80/20 plan to a modern PPO plan and redesigned the employee retirement plan from a traditional defined benefit plan to a modern and portable defined contribution plan to reduce cost and to increase employee participation.
- Managed over \$11M in various competitive federal and state grants including CDBGs, FEMA hazard mitigation grants, Georgia Greenspace Program grants, Land & Water Conservation Fund grants, and historic preservation grants that resulted in clean audits at the conclusion of the grant program.
- Created a Local Area Network (LAN) that linked all county buildings together with fiber optic cable to provide file and print sharing through a Windows NT environment, standardized all computer hardware and software purchases, developed a county web site, and provided only department directors with web browsers and all employees with e-mail through a permanent T1 connection.
- Prepared a Fire Insurance Rating Reduction Study which resulted in a reduction from an ISO Class 9 to a Class 6 (typical homeowner saved approximately 30% in annual fire insurance premiums), prepared a service delivery strategy plan delineating the service delivery responsibilities of the county and each city within the county to avoid duplication of services, prepared a green space protection plan, had developed a county-wide storm water management plan, and prepared two SPLOST strategic plans and a liquor-by-the-drink plan which resulted in successful referendum votes.
- Recruited new businesses to the county including a Wal-Mart Super Center and other major retailers using various incentives that resulted in additional sales tax and property tax revenue as well as employment opportunities.

RANDALL DOWLING

PROFESSIONAL EXPERIENCE

County Manager, Berrien County, Georgia, December 1993 to March 1996. 16,000 population, \$6M all fund annual budget, three member Board of Commissioners, five department directors, four incorporated cities, 85 full-time employees, 458 square miles, 15% population growth rate from 1990 to 2000.

Typical duties include:

- Same as Barrow County, Georgia

Selected accomplishments include:

- Developed a ten year master plan of needed capital facilities including a Public Works Maintenance Facility, EMS Facility, Fire Station, and an Agricultural Center at one location in a campus type environment. Most facilities have been completed.
- Redesigned the employee health insurance plan from a traditional 80/20 plan to a PPO plan to reduce cost and increase employee participation. Added a dental plan in place of the savings.
- Increased EMS revenue by 100% through aggressive collections. EMS revenue covered 75% of EMS expenditures.

Assistant to County Administrator, Indian River County, Florida, January 1990 to December 1993. 100,000 population, \$140M all fund annual budget, five member Board of Commissioners, five incorporated cities, 700 full-time employees, full-service coastal county.

- Assisted the County Administrator in day-to-day county operations and acted as County Administrator during his absence.
- Wrote and administered various federal and state grants.
- Assisted with the annual budget preparation.

Assistant to City Manager, City of Homestead, Florida, November 1987 to January 1990. 25,000 population, \$36M all fund annual budget, seven member City Council, 350 full-time employees, full-service city including an electric utility. Suburb of Miami.

- Assisted the City Manager with day-to-day city operations.
- Prepared the annual budget.
- Supervised the City Clerk's Office and Building Maintenance Department.

Intern, City Manager's Office, City of Rockwall, Texas, October 1986 to July 1987. 10,000 population, \$5M all fund annual budget, seven member City Council, 80 full-time employees. Interned while attending graduate school. Suburb of Dallas.

- Assisted the City Manager with day-to-day city operations.
- Prepared a fire insurance rating reduction study that resulted in an improved rating and lower fire insurance premiums for city residents.

RANDALL DOWLING

EDUCATION

Master of Public Administration, University of North Texas, Denton, Texas. Graduated August 1987. Specialized curriculum in city management. Recipient of the Hatton W. Sumner Academic Scholarship. GPA 3.5/4.0

Bachelor of Science in Public Administration, University of Arkansas, Fayetteville, Arkansas. Graduated May 1985. Extensive study of business, government, and economics. GPA 3.07/4.0

PROFESSIONAL ASSOCIATIONS

- ❑ Member, International City/County Management Association (ICMA) since 1987.
- ❑ Member, Georgia City/County Management Association (GCCMA) since 1994.
- ❑ Member, Georgia Association of County Managers & Administrators (GACMA) since 1994, Secretary/Treasurer (2008-09), Vice President (2009-10), and President (2010-11).

COMMUNITY ACTIVITIES

- ❑ Board of Directors, Gordon County Chamber of Commerce, 2002-2007.
- ❑ Member, Gordon County Chamber of Commerce Community Development Committee, 2002-2013. Chairman of the committee 2004-2006.
- ❑ Graduate of Leadership Calhoun/Gordon County in 2003.
- ❑ Certified County Official from the Association County Commissioners of Georgia (ACCG).

TEACHING EXPERIENCE

- ❑ Adjunct Instructor, Darton College, Albany, Georgia, January 2000 to May 2002. Taught evening classes in Public Administration and American Government. Consistently received high evaluations from the students.

PRESENTATIONS & PUBLICATIONS

- ❑ Developed and distributed an electronic survey of all Georgia county managers to determine their personal and professional characteristics during my tenure as President of GACMA in 2011. Survey had a 76% response rate. A presentation of the results was given during the 2011 GACMA annual conference and an article was published in the Nov./Dec. 2011 issue of Georgia County Government Magazine.
- ❑ Prepared a presentation regarding Gordon County, Georgia's IRS employment tax audit experience and delivered it during the 2011 GCCMA annual conference and at the February 2013 meeting of the Chattanooga, TN Chapter of the Association of Government Accountants.
- ❑ Wrote a short article for Public Management magazine (Sept. 2012 issue) regarding how local government managers maintain control and balance of their daily life.

RANDALL DOWLING

PROFESSIONAL REFERENCES

Charlie Felts, HR Director
Barrow County, Georgia
229-251-8658

Don Elrod, Chief Appraiser
Barrow County, Georgia
678-997-8745

Rose Kisaalita, Chief Financial Officer
Barrow County, Georgia
770-307-3000

Brad Akins, Owner
Akins Ford
678-863-8483

Cheryl Dunson, Vice President (Gordon County, GA Landfill Consultant)
Santek Environmental, Inc.
423-303-7101

Alvin Long, Former Chairman
Gordon County, Georgia
706-629-2832

SALARY REQUIREMENTS

Salary is negotiable. The advertised salary range is acceptable. My previous salary was \$110,250.

Recommended Candidates for Further Consideration

Tony Gomillion

Present Position

Public Services Director – Santa Rosa County, FL

Professional Experience

29 years' experience as a department director in Santa Rosa County

- Public Services Director – Santa Rosa County, FL
2003-Present
- Environmental Control Director – Santa Rosa County, FL
1986-2003

Education

- Bachelor's Degree in Business

Strengths

- Currently serving as Public Services Director in Santa Rosa County
- Long career with the County; progressively responsible experience
- Significant knowledge of Santa Rosa County issues and operations
- Active in the community

Areas of Concern

- No prior experience as a city or county manager
- No advanced/professional degree
- May lack experience in other critical management areas (economic/tourism development, capital projects/infrastructure, etc.)

Tony M. Gomillion

850 393-9800

tgomillion@panhandle.rr.com

5166 Max Lane

Jay, FL 32565

Professional Experience:

2003 to present: Public Services Director Santa Rosa County, Florida

Primary oversight of five county departments including budget preparation, Board of County Commissioners agenda preparation, personnel, programs, and service delivery. Report to the County Administrator and respond directly to the Board of County Commissioners as required.

Departments:

***Development Services(DS)** (functional grouping of Inspections, Code Compliance, Planning and Zoning, Housing)

Initiatives:

Taking Ownership – Internal Employee Customer Service training
Development Services Consolidation
Project Management Approach
Customer Service Communication Standards
Community Housing Dept. established internally
Developed e-news and quarterly newsletter for direct customer education

***Emergency Management** (includes e911, dispatch center, fire/EMS, EMS contract oversight)

Initiatives:

Incident Commander Deepwater Horizon response
No subsidy EMS contract and unified medical director
Fire MSBU formation of 9 rural/suburban departments
E911 enhancement project
Departmental reorganization
Increased utilization of volunteer organizations and all county departments.

***Animal Services** (includes enforcement, kenneling, and adoption)

Initiatives:

Increased supervisory emphasis on customer service
Implemented customer service/communication standards

***Veteran Services** (face to face assistance to area veterans)

Initiatives:

Emphasis on collaborative efforts with other agencies and programs for transportation, housing, and general assistance

All Departments*Initiatives:**

Employee Recognition Program
Established multiple methods of surveying customers
Managed budget reductions while continuing customer service initiatives
Implemented a team building and leadership building process for the Public Services Department

1986-2003: Environmental Control Director (Landfill/Recycling/Mosquito Control/Enforcement) Santa Rosa County

Initiatives:

Consolidation and permitting of multiple Class 1 and Class 111 Landfills
Rural Waste transfer and woody waste incineration projects
Recycling Program establishment and operation
Staging and disposal of waste from multiple storm events
Multiple joint (industrial/recreational) construction projects with Road and Bridge Department
Development of mosquito surveillance system
Employee baseline testing
Developed a commissioned environmental enforcement staff

1979 -1985: Asst. Vice President and Loan Officer – Escambia County Bank, Flomaton, AL

Professional References:

Hunter Walker – Santa Rosa County Administrator
6495 Caroline Street
Milton, FL 32570
Phone – 850 983-1877

J.R. Jones – CEO Escambia County Bank
2151 Ringold Street
Flomaton, AL 36441
Phone – 251 296-5356

Thomas V. Danheisser – Escambia County Judge

M.C. Blanchard Judicial Building, Sixth Floor
190 Governmental Center
Pensacola, FL 32502
Phone – 850 595-4420

Robert Hilliard – Santa Rosa County Judge
6865 Caroline Street, Room 200
Milton, FL 32570
Phone – 850 981-5543

Rev. Fred Rogers – Pastor Milton First Assembly of God
6163 Dogwood Drive
Milton, FL 32570
Phone 850 623-2854

Current and former volunteer and other affiliations:

Santa Rosa Clean Community System Board of Directors
Santa Rosa ARC Board of Directors
Santa Rosa Federal Credit Union Board of Directors
Mt. Carmel United Methodist Church Board Chairman
Take Stock in Children Mentor Program
World Gospel Mission

Education: B.S. in Business, University of West Florida

Current Salary: \$112,360

Family: Wife—Janie, Media Specialist, Jay High School; two adult daughters

Recommended Candidates for Further Consideration

Ted Lakey

Present Position

County Administrator – Jackson County, FL

Professional Experience

12 years' experience as a County Administrator in Florida

- County Administrator – Jackson County, FL
2003-Present

4+ years' additional experience in Florida county government

- Public Works Division Chief/Superintendent – Escambia County, FL
1998-2003
- Interim Public Works Director – Escambia County, FL
2001-2002

Education

- Master's Degree in Public Administration

Strengths

- Over 16 years' experience in Florida local government (over 30 years including law enforcement position in Alabama)
- Significant experience in Northwest Florida
- Long tenure in current position
- Extensive experience implementing capital projects
- Economic development successes in Jackson County
- Experience in a coastal county
- Has an advanced degree in Public Administration
- Active in statewide professional associations
- Active in the community

Areas of Concern

- County Administration experience is in a rural county much smaller than Santa Rosa, but could be offset by his prior experience in Escambia County
- Resume indicates little experience in organizational/staff development or strategic planning

TED O. LAKEY

SUMMARY OF QUALIFICATIONS

- Over 29 years progressive managerial experience in county and municipal government
- Master in Public Administration
- County Administrator. Knowledge of government operations, budgeting, policy development, economic development, public safety, public works operations, tourist development, human resources, union negotiations, growth management, code enforcement, landfill operations and fleet management

EXPERIENCE

Jackson County Board of County Commissioners, Marianna, Florida

August 2003 to Present

County Administrator

Current salary - \$ 85,739 a year

Chief Executive Officer in charge of all aspects of county operations that fall under the jurisdiction of the Board of County Commissioners.

Duties

- Administration of Board polices and directives.
- Developing the County's annual 45 million dollar budget.
- Developing new policy and procedures.
- Oversight of road and capital improvement projects.
- Working with community leaders to identify local needs.
- Serving as a member of the County's economic development team.
- Working with members of our legislature to secure funding for County projects.
- Develop meeting agendas.
- Supervision of 220 employees that work in the departments of Administration, Engineering, Community Development, Road and Bridge, Fire/Rescue, Corrections, Parks and Recycling, Building, Utilities and the Library.

Accomplishments

- Actively worked with the Jackson County Development Councils economic development team that brought five major companies to

the County with investments of over 100 million dollars and the creation of over 600 new jobs. This included the creation of the Marianna/Jackson County Distribution Park with the Family Dollar Distribution Center and creation of a construction services park.

- Successfully negotiated an increase in landfill host fees that increased revenues to the County of over \$ 400,000 a year.
- Created an Engineering Department that has enabled the County to provide better services and save monies in engineering fees.
- Created a Parks/Recycling department to improve and manage county parks and property.
- Developed and implemented a joint agreement with the City of Marianna waste treatment that eliminated the need to build a 3.5 million dollar treatment facility.
- Developed plans and sought funding for the construction of a new Emergency Management Center.
- Developed and implemented a long range IT plan for county to increase office efficiency.
- Developed an innovative approach to roadway management and construction with currently over 100 miles of dirt roads paved and a number of resurfacing projects completed.
- Worked on the County obtaining a 10 million dollar low interest loan for road projects.
- Managed the purchase and renovation of a 5,000 Square Foot office building.
- Set up the county's first Code Enforcement Board and established the position of Code Enforcement Officer.
- Working with office of court administration to develop and complete a 1.9 million dollar courthouse renovation project.
- Planed and managed the 3.9 million dollar Jackson County Water/Wastewater Improvement Project, a project that extended water and sewer lines, upgraded three lift stations and one of the system's wells.
- Directed the installation of a major software purchase that enabled the County's Building Department and the Community Development to jointly process permits.
- Worked with the Jackson County Tourist Development Council to recruit and hire County's first full time TDC director

Escambia County Public Works Department, Cantonment, Florida
September 1998 to January 2003

Superintendent

County Division Chief of the Road Prison Division of the Public Works Department. Developed and directed the implementation of policies, procedures and work standards for 67 officers and support employees. Developed and prepared a recommended annual 4.2 million dollar budget

in accordance with established guidelines. Managed and evaluated each Road Prison program including security, food and laundry services, maintenance and inmate health care. Insured compliance with all Florida Department of Law Enforcement standards regarding training and certifications. Prepared all necessary administrative, financial and statistical reports. Assigned internal security investigations and made recommendations regarding officer discipline. Participated in union negotiations and coordinated with representatives regarding implementation of union agreements. Oversaw administration of contracts with providers of professional services. Developed plans for renovation and expansion of the facility.

Escambia County Public Works Department, Cantonment, Florida
December 2001 to May 2002

Interim Public Works Director

Directed operations for department that consists of three divisions: Road and Bridges Maintenance, Fleet Maintenance and Road Prison. Supervised over 200 employees as well as the care and custody of 160 inmates. Developed annual 18 million dollar budget, prepared RFP for street sweeping operations, worked on development of a vehicle replacement schedule and was a member of the county's union negotiation committee.

Birmingham Police Department, Birmingham, Alabama

April 1984 to September 1998

Correctional Lieutenant

Began career at the Birmingham City Jail, a 425 bed correctional facility and progressed through the ranks to a senior management position. Supervised 21 officers, 4 Sergeants and 6 support personnel. Primary responsibilities included ensuring safety and welfare of inmates, development and implementation of jail rules, regulations and operating procedures. Other duties involved interviewing perspective candidates, training personnel, and supervision of the maintenance staff, accepting bids, purchasing equipment and making recommendations for the annual budget. Additional tasks included reviewing officer's paperwork, investigating complaints and fulfilling duties of Assistant Jail Administrator in his absence.

EDUCATION

2002 **University of West Florida**, Pensacola, Florida

Master of Public Administration

1978 **University of Alabama**, Tuscaloosa, Alabama

Bachelor of Arts

Major in Communications, Minors in Management and Political Science

CERTIFICATIONS/AFFILIATIONS

Board Member – Jackson County Chamber of Commerce

Board Member - Marianna Main Street

Board Member – Panhandle Public Library Cooperative System

Member of the Florida City and County Management Association

Member of the Florida Association of County Managers

Member of Jackson County Chamber of Commerce Governmental Affairs Committee

Member of the Kiwanis Club

University of Alabama Alumni Association

Graduate of Florida Criminal Justice Executive Institute *Chief Executive Seminar*

Graduate of University of Alabama Law Enforcement Academy

References for

Ted O. Lakey

Brad Drake

State Representative
Chipola College Office
3094 Indian Circle
Admin. Building, Room 186
Marianna, Fl. 32446
(850) 718-0047
(850-718-5005

Lou Roberts

Jackson County Sheriff
4012 Lafayette Street
Marianna, Fl. 32447
(850) 482-9624

Donald Butler

County Administrator
Gulf County
1000 Cecil G. Costing Sr. Blvd.
Port Saint Joe, Fl. 32456
(850) 229-6106
dbutler@gulfcounty-fl.gov

Jim Dean

City Manager
City of Marianna
2898 Green Street
Marianna, Fl. 32447
(850) 482-4353
jim.dean@cityofmarianna.com

Terri Lowery

Vice President of Business Development
Jones Edmunds and Associates, Inc.
730 N.E Waldo Road, Bldg. A
Gainesville, Fl. 32641
(352) 377-5821
tlowery@jea.net

Recommended Candidates for Further Consideration

Jonathan Lewis

Present Position

Asset Availability Leader/Reliability Engineer – Georgia Pacific; Brewton, AL

Professional Experience

Nine years' experience as an administrative officer overseeing military facilities

- Executive Officer – Naval Air Station Whiting Field; Milton, FL
2010-2013
- Chief Staff Officer – Naval base; Sasebo, Japan
2007-2010
- Senior Watch Commander – United States Joint Forces Command; Norfolk, VA
2004-2007

Education

- Master's Degree in Business Administration

Strengths

- Nine years' administrative-level experience
- Experience with planning and implementing capital projects
- Significant emergency management & disaster recovery experience
- Significant personnel management & team building experience
- Prior work experience in Santa Rosa County & currently resides in Navarre

Areas of Concern

- No direct local government management experience; however, his military experience may be comparable
- Will face a steep learning curve with state and local laws/regulations
- Will need to build his professional network around the state
- No formal education in Public Administration

OBJECTIVE County Administrator for Santa Rosa County, Florida

SUMMARY Over 20 years of hands on experience to include Community and Facilities Management, Project Planning, Public Relations, and Personnel Management. A superb Communicator and Leader with exceptional Organizational, Administrative, and Team Building Skills. Experience includes:

- **Community Management**
- **Problem Solving**
- **Process Improvement**
- **Communication**
- **Personnel Management**
- **Administration**

EDUCATION Executive Master of Business Administration, Naval Postgraduate School
Bachelor of Science, Marine Engineering, Massachusetts Maritime Academy
Senior Shore Station Leadership, Commander Naval Installations Command

ACCOMPLISHMENTS

Community Management Directed one of the largest and most critical naval bases/logistical facilities in the world. Led community of nearly 8,000 residents while providing virtually every service to them at an overseas base. Responsible for initiation of \$2.6 billion dollars of improvements to include consolidation projects, construction of state of the art pier facilities, and the building of over 200 new housing units. Recognized as the best overseas base in the world in 2007 and the best in Japan in 2009.

Problem Solving Coordinated storm damage repair work to airport facility during operational period. Airfield had been completely closed, creating a reduction in operational effectiveness by 60% and potentially affecting national defense goals. Through quick organization of alternatives and clear communication with stakeholders, repair work was safely completed in three days causing zero operational impact.

Project Management Planned, executed, and supervised over \$2.5 million dollars in projects for major industrial facility in Brewton, Alabama. Work included scheduling, communications with contractors, scope development, requests for bids, contract awarding, and project execution. Results were superb and projects were completed accurately, safely, and without incident, causing zero impact to operation.

Communication Oversaw and directly led a staff of 15 and indirect staff of nearly 3,000 employees, moderated presentations to senior leadership, facilitated town hall meetings, led safety events, conducted media interviews including a live weekly call in/community events radio show, managed and cultivated political alliances, and informed the civilian and military public during nearly seven years of leadership in two major Navy communities.

Personnel Management Responsible for all military and civilian personnel issues for over 3,000 employees at two Navy bases for a period of nearly seven years. Despite personnel shortages averaging over 10 percent, objectives were met by pushing a teamwork concept, building communications and relationships, and hands on leadership. Installation was recognized for retention four times.

Administration Managed all elements for 10 large scale community events that were critical in leading to the successful first time permanent deployment of a nuclear warship to Japan. Coordination for each politically sensitive event hosting thousands, involved planning for security, emergencies/safety, logistics, transportation, political engagement, entertainment, and media.

WORK HISTORY

Asset Availability Leader/Reliability Engineer **2013-present**
Georgia Pacific, Brewton, Alabama (\$98,000)

Leads planning and reliability efforts while managing recurring \$2.5 million dollars in annual projects. Responsible for day to day reliability and maintenance scheduling for large industrial facility. Works closely with operations and maintenance in implementing economical solutions for reliable facility operation.

Executive Officer (City Administrator) **2010-2013**
Naval Air Station Whiting Field, Milton, Florida (\$135,000)

Managed community infrastructure, emergency management, security, operations, public relations, safety, personnel, and all other aspects of a naval air station with 2,600 employees, an overall population of nearly 5,000, 12 remote airfields, and an overall value over \$1 billion dollars.

Chief Staff Officer (City Administrator) **2007-2010**
Commander, Fleet Activities Sasebo, Japan (\$132,000)

Responsible for operations, community infrastructure, emergency management, safety, personnel, logistics, recreation, housing, welfare, and administrative function of a major overseas Navy base including 10 departments with over 1,500 U.S. and Japanese employees, an overall population of nearly 8,000 Americans, a \$32 million dollar annual budget, and \$1.4 billion dollars in physical property.

Senior Watch Commander (Emergency Operations Center Leader) **2004-2007**
United States Joint Forces Command, Norfolk, Virginia (\$128,000)

Supervised a five person watch center directly responsible for tracking worldwide military/natural events and deployment of military forces.

Professional References for Jonathan Lewis

Rear Admiral Tilghman Payne (retired)
Former Commander, Naval Forces Marianas
Former Commander, Fleet Activities Sasebo Japan
tilghman.payne@gmail.com
(404) 915-1038

Captain Matthew Coughlin (retired)
Former Commander, Naval Air Station Whiting Field
coughlin.matt@yahoo.com

Captain Francis Martin (retired)
Former Commander, Fleet Activities Sasebo Japan
francis.x.martin@att.com

Mr. Robert Asmus
Naval Air Station Whiting Field, Operations
7550 Essex Street
Building 1401
Milton, FL 32570
(850) 623-6130
robert.asmus@navy.mil

Mr. Randy Roy
Naval Air Station Whiting Field, Navy Operational Liaison Officer
7550 Essex Street
Building 1401
Milton, FL 32570
(850) 623-6130
randy.roy@navy.mil

Recommended Candidates for Further Consideration

Larry Newsom

Present Position

None currently listed

Professional Experience

14 years' experience in Florida county government

- Assistant County Administrator (most recently) – Escambia County, FL
Various other positions in Escambia County including Acting/Interim County Administrator
1997-2014

Education

- Bachelor's Degree in Geology, Building Technology, and Civil Engineering Design
- Master's level course work in Economics

Strengths

- Long career in Escambia County with progressively responsible experience
- Extensive experience in Northwest Florida; native and longtime resident
- Experience managing a large county with complex administrative functions
- Strong background in implementing public works/capital projects
- Strong background in emergency management & disaster recovery
- Significant experience in innovative financial management
- Experience in planning & growth management
- Experience coordinating and implementing local option sales taxes
- Member of several professional organizations

Areas of Concern

- No formal education in Public Administration
- Resume indicates little experience in organizational/staff development, strategic planning, or tourism development

LARRY M. NEWSOM
5724 Berryhill Road
MILTON, FLORIDA 32570
(678) 877-6348

WORK HISTORY Summary: [November 4, 2014]

Based on eighteen years of dedicated service to Escambia County citizens, staff, administration, and Board of County Commissioners, I will first identify my positions held starting in 1997, and then follow with more defined descriptions of each position and level of knowledge and management skill required.

1997 – 2014: Positions and Salary Range

1. **Engineering Department Survey Crew** (1997)/(Hourly \$7.83)
2. **Engineering Department Neighborhood Traffic Manager**
3. **Engineering Department Division Chief Traffic and Transportation**
4. **Engineering Department Deputy Manager Traffic and Planning**
5. **Bureau Chief Traffic Operations/Economic Development/Governmental Affairs**
6. **Interim County Administrator**
7. **Interim Assistant County Administrator**
8. **Assistant County Administrator**
9. **Acting County Administrator**
10. **Assistant County Administrator**
11. **Interim County Administrator**
12. **Assistant County Administrator** (2014)/(Hourly \$55.64)

There is a noticeable turnover (two years) with the Administrator position and as a longtime resident of the Escambia/Santa Rosa area I chose not to apply for the County Administrator position until I obtained more years of service. However, it is clear to me based on the retirement of the Santa Rosa County Administrator I have an opportunity to manage a County I have been born in and lived in for more than 45 years. I have managed budgets in excess of \$400 million in general fund dollars and capital dollars, as well as structuring bonds and other financial strategies to ensure a strong county foundation. My skill and experience with State and Federal legislation, BP Oil Spill/RESTORE, Disaster Management and Emergency Operations, Transportation and Grant Dollars, Economic Development, Corrections Operations/Site selections, will be of great value to any agency.

Departments/Operations Managed:

- **Budget and Finance**
- **Parks and Recreation**
- **Economic Development (EDATE)**
- **Transportation**

- **Public Works and Roads**
- **Engineering**
- **Libraries**
- **Environmental Services**
- **Solid Waste/Landfill Operations**
- **Corrections/Probation/Jail Operations**
- **Administration**
- **Community Redevelopment Operations**
- **Community Services/Neighborhood Centers**
- **Public Safety/Fire-EMS/ 911 Operations**
- **Public Information Operations (PIO)**
- **Public Transportation (ECAT)**
- **Community Transportation Coordination**
- **Para-transit/ADA/Medicaid Transportation Services**
- **Emergency Management Operations/Incident Command**
- **Human Resources**

As the Past Chief of Traffic Operations, Interim County Administrator, and Assistant Administrator I have had the opportunity to direct, manage projects, and coordinate many activities listed below.

Also, with many of the identified projects I created financial partnerships with the Florida Department of Transportation (State and District Secretary) and Federal Highway Administration bringing over 40 million additional dollars to Escambia County:

- **Nine Mile Road 4-Lane Capacity Project**
- **Burgess-Creighton 4-Lane Extension**
- **Pinestead-Longleaf 4-Lane Corridor**
- **Blue Angel Parkway 4-Lane Capacity Project**
- **Sorrento Road 4-Lane Capacity Project**
- **Olive Road Corridor Improvement Project**
- **Gulf Beach Highway Corridor Improvement Project**
- **Langley Avenue/Tippen Ave/9th Ave Improvement Project**
- **Jail Master Plan/Site Selection**
- **State and Federal Lobbyist**
- **State and Federal Delegates/Grants and Appropriations**
- **RESTORE/Deep Water Horizon/BP Oil Spill**
- **Federal Stimulus Program (ARRA)**
- **NW Florida Regional Planning Council**
- **FL-AL Transportation Planning Organization (TPO)**
- **Regional Transportation Planning Organization (RTPO)**
- **Pensacola Chamber of Commerce**
- **Transportation Regional Incentive Program (TRIP)**
- **Develop Legislation for Public Private Partnership (3P), Escambia County**
- **Highway 29 Corridor Planning Study**
- **Military Joint Land Use Study**
- **Traffic Concurrency/Dwelling Database**
- **University of West Florida Development Master Plan**

- **Florida Association of Counties**
- **Local Option Sales Tax Referendum/Promotion**
- **Perdido Key and Wedgewood Neighborhood Plan**
- **North End County Zoning/Infrastructure Evaluation**
- **Comprehensive Plan/Land Development Code Evaluation**

As Interim County Administrator/Incident Commander I had to manage many unforeseen disasters within Northwest Florida impacting the citizens of Escambia County. I have worked with Governors Charlie Christ and Rick Scott, State Emergency Management, FEMA, US Coast Guard, FDEP, FDOT, State and Federal delegates to ensure coordination before, during and after each event listed below:

Deep Water Horizon Oil Spill
Train Derailment McDavid
Central Booking Detention Explosion

Ice Storm 2014
Escambia County Flood 2014

Interim County Administrator (Escambia County):

This position replaced two separate Administrators within a three year period (Randy Oliver and George Touart) dealing with normal operations. Additionally, we had to deal with local disasters that required activation of the Emergency Operation Center (Ice Storm, Train Derailment, Flood, and Jail Explosion). This requires acting as Incident Commander during the BP Oil Spill noted earlier. The task is managing the incident with a post financial recovery plan working with the state (DEM) and federal (FEMA) agencies.

Interim Assistant County Administrator/Transportation Bureau (Escambia County):

This title/position required direct communication with the County Administrator (Randy Oliver) and Bureau Chiefs to manage day to day operations such as Transportation Planning and Design, Development Services, Management and Budget, Neighborhood Services, Solid Waste, Public Safety, Public Works, Economic Development, Oil Spill Recovery, Growth Management, Marine Resources, Community Redevelopment, Mass Transit, Engineering, Parks and Recreation, and Water Resources. Additionally, I worked with Federal and State Lobbyists, Congressional and Legislative delegates to ensure State, Regional, and Local Policy issues were addressed. I have been assigned to work with Commissioners from all Gulf Coast Counties, Universities, Incorporated Area City Managers, Mayors and Councils, School Superintendents, DEP, EPA, Emergency Management Agencies to Develop a Strategic Plan for Environmental and Economic Recovery efforts.

Interim County Administrator/Transportation Bureau (Escambia County):

This position was a result of the release of the existing County Administrator (Bob McLaughlin). This title and/or position required direct communication with Commissioners, Interim Assistant County Administrator to manage policy and operational staff of 1100 employees to ensure annual goals and objectives were achieved. Primary task addressed in the tenure was to balance a \$380 million dollar budget, perform as the Incident Commander during the Oil Spill Crisis, Negotiate Union Employee Contracts, initiate strategic financial partnership programs with FDOT District 3 and Escambia County to produce 15 major roadway projects creating over 400 additional jobs, and in excess of 80 million dollars in capital revenues in the area economy. Escambia County will have invested by 2018, 40 million dollars in State roadway projects. There is a local transit initiative established by Escambia County and NAS Pensacola to provide safe responsible transportation

program for military staff for direct access to commercial core areas supporting local economy.

**Bureau Chief Transportation, Economic Development, Governmental Affairs, ECAT
(Escambia County):**

This title/position was an expansion of Traffic Operations and Transportation to include working with area chambers and economic development groups to prepare local and regional strategies to maintain work force stability and promote new business opportunities through employee and tax incentives and develop financial and growth strategies to include land planning, roadway infrastructure, buildings, rail, transit, inland ports and port access. This position managed state and federal lobbyist annual contracts in regards to Appropriations, Grants, Bill Amendments and Recommended new Bills for action. Met or communicated annually with Congressional and Legislative Delegates prior to each session to discuss issues and requested actions. Past actions of success have included bill adoption of support for a Regional Transportation Finance Authority (RTFA) to proceed with the development of a test pilot project working with FDOT, Regional Planning Councils, and Regional Transportation Planning Organizations. In the newly acquired Escambia County Transit Authority with the Transportation Bureau we implemented direct routes to service NAS Pensacola to downtown Pensacola, Pensacola Beach, Retail Outlets, and Malls with future plans to add or modify routes to attract ridership to all commercial core areas to add stimulus to the local economy. Additionally, we will develop a regional master plan to implement by 2013 to add US 90 and 98 to service from Escambia County to Okaloosa County. This will include Commercial Nodes and Park-n-Rides to reduce congestion and maintenance cost on major commuting corridors.

Manager of Traffic Operations and Transportation (Escambia County):

- ❖ This title reports directly to the Assistant or County Administrator with little or no significant changes to operational and fund management requirements. I managed \$100 million Transportation Capital Dollars, \$2 Million in Operation Dollars. This position required meetings with key County personnel and County Commissioners to ensure 5 and 20 year Transportation Plans meet demands.

Escambia County Planning and Engineering, Deputy Director (Escambia County):

- ❖ Supervised the Planning (Growth Management) and Traffic Division, reporting to the Director of Planning and Engineering (County Engineer).
- ❖ Primary functions were to manage short and long range planning objectives as well as the day-to-day operations of the Planning Department.
- ❖ These tasks included the oversight and agenda approvals of the Rezoning Hearings, Board of Adjustments cases, Planning Board procedures, and the Growth Management Report.
- ❖ This temporary position, which lasted 15 months, allowed me the opportunity to gain hands-on experience, and to understand the complex values of the Land Development Code and the Comprehensive Plan.
- ❖ I became involved with Escambia County's vision for the future, and learned how the Planning Department is an integral factor in the support and realization of that vision.
- ❖ During my tenure, even as I learned planning fundamentals, I also became more skilled in my direction of staff and in my communication skills, understanding that these skills are as important as knowledge in meeting goals and objectives.
- ❖ Planning Projects Administered:

1. **Military Joint Land Use Project**
2. **West Florida University Master Plan**
3. **Highway 29 Corridor Plan**
4. **Perdido Key Neighborhood Plan Update**
5. **Barrier Island Dwelling Unit Monitoring**
6. **Concurrency Management Data Base**
7. **North End Zoning Review**

Escambia County Engineering, Chief, Traffic Operations and Engineering Division (Escambia County):

- ❖ Reported to the County Engineer and managed 12-15 staff members, including engineers, with a general budget (operating and capital) of ten million dollars.
- ❖ General responsibilities:
 - Oversight of traffic signal, operations and maintenance projects.
 - Oversight of roadway design reviews to ensure conformity to FDOT and FHWA Design specifications and traffic operations requirements.
 - Planning and implementation of minor and major roadway projects.
 - Supervision of access management and concurrency review for the Development Review Committee and maintain all associated databases.
 - Monitor the county roadway striping and street name sign programs, and neighborhood traffic projects.
 - Appoint staff as committee members to the Technical Coordination Committee to support the Commission on the Transportation Planning Organization (TPO) to ensure county needs are served by State Transportation Funds.
 - Oversight of permitting program, which includes construction in right-of-way, no parking requests, recreational block parties, work zone safety review for construction projects, and other roadway activity reviews as required.
 - Maintain Communications with Local Law Enforcement (Sheriff's Traffic and Neighborhood Watch Units) to develop community traffic and safety plans.
- ❖ Responsibilities also include:
 - Establishing a strategic transportation plan and Long Range Transportation Plan (TPO) to address existing roadway deficiencies and future roadway needs
 - Support of economic development as well as anticipated growth and visions for this county.
 - Generating new funds (grants) for transportation projects (approximately \$10. 8 Million since 10/2005.)
- ❖ Transportation Projects Administered: (Large Scale Projects)
 - **Perdido Key PD&E**
 - **Pinestead-Longleaf Corridor PD&E**
 - **Sorrento Road PD&E and Design**
 - **Beulah/I-10 Interchange Study**
 - **Blue Angel Parkway PD&E and Design**
 - **Phase I, Regional Beltway**

- **Nine Mile Road PD&E and Design**
- **Olive Road Corridor Study and Design**
- **Burgess-Creighton PD&E and Design**
- **Langley-9th Avenue PD&E**

Escambia County Engineering, Traffic Engineering Division, Engineer I, Neighborhood Traffic Manager (Escambia County):

- ❖ Supervised Traffic Calming and Safe Sidewalks for Schools programs.
- ❖ Met with residents of local communities and neighborhoods to establish a traffic-calming plan.
- ❖ Reviewed petitions for Traffic Calming Projects, No Parking issues, and other related neighborhood traffic issues.
- ❖ Conducted traffic investigations to determine particulars of resolutions.
- ❖ Prepared and conducted traffic presentations to resident groups and the Board of County Commissioners, using Power Point to tailor each presentation for the particular audience at each meeting.
- ❖ Wrote recommendations and resolutions, which were presented to the BCC for vote.
- ❖ Reviewed and/or designed construction plans to be submitted to contractors.
- ❖ Performed field tests for traffic calming devices with School Board Transportation (school buses) and area emergency response vehicles.
- ❖ Training:
 - Construction and Engineering Fundamentals
 - FDOT Levels I, II, and III
 - Work Zone Safety (Advanced) FDOT Certifications
 - Signs and Markings Certifications
 - Transportations and Access Management
 - Concurrency Management Software

Pittman and Associates, Survey Crew Chief (Escambia County):

- ❖ Worked with developers, home builders, and environmental companies.
- ❖ Performed surveys of: boundaries, topos, road layouts, curb and gutter staking, building layouts, elevation and location of groundwater monitoring wells, and wetland surveys for the Environmental Protection Agency.
- ❖ All surveying was performed to meet or exceed Florida Minimal Technical Standards.
- ❖ Equipment used:
 - HP 48GX, Surveying Software
 - Sokkia Total Station/Data Collector
 - Drafting and Design Software.

Well Data, Inc. Well Logging and Core Analysis, Field Geologist (Florida, Alabama, Mississippi, Texas, Gulf of Mexico):

- ❖ Onsite Geologist for Chevron, Exxon, etc., to ensure the interests of investors of oil and gas wells.
- ❖ Conducted continued oversight for sample analysis, mineral identification, seismic interpretation and

correlation of logs and data to evaluate reservoir potential and production.

- ❖ Coordinate with State Department of Natural Resources to guarantee compliance during drilling activity.

R. J. Reynolds Tobacco and Nabisco Brands, Area Sales Manager (Tampa Division and Sarasota Division):

- ❖ Coordinated with sales force to ensure product distribution with area accounts.
- ❖ Made presentations to large food and grocery chains (Wal-Mart, Food World) to gain product space.
- ❖ Worked with merchandisers to comply with product and promotion needs (coupons, buy-one-get-one promotions).
- ❖ Established test market areas and accounts for new brand visibility.
- ❖ Coordinated with sports marketing for yearly events (Camel GT, 12 hours of Sebring Race.)
- ❖ Training:
 - Developing Supervisory Skills
 - Team Management
 - Professional Selling Skills I, II

PROFESSIONAL AND CIVIC ORGANIZATIONS:

- American Planning Association
- American Managers Association
- American Association of Civil Engineers
- Florida Association of County Engineers
- National Association of Petroleum Geologists
- Institute of Transportation Engineers
- Florida Surveying and Mapping Society
- University of Southern Mississippi College Football
- University of Southern Mississippi Music
- Boy Scouts of America (**Eagle Scout**)
- American Association of County Engineers
- American Public Works Association
- Southern Geological Society

EDUCATION:

University of Southern Mississippi Hattiesburg, MS

Bachelor of Science (B.S.)

Major: Geology, Building Technology and Civil Engineering Design Minor Hours: General Science, Mathematics, and Music

(Advanced Math, Chemistry I, II, Biology I, II, Physics I, II) 1988

Memphis State University: Geology Field Course at Black Hills State College, South Dakota

Surveying, topographic mapping, aerial photography and remote imagery, plane table and alidade

University of Southern Mississippi, (Graduate Courses 400-500)

Hydrology, Advanced Hydrology, Engineering Geology, Geo-chemistry, Geo-physics, Clay

mineralogy, Micropaleontology, Optical mineralogy, Mineral x-ray diffraction research.

Jacksonville State University:

MBA Program, Study of Economics

OSHA (Occupational Safety and Health Act)

Hazardous Waste Operation and Emergency Response (40 Hr. Course)

Hydrogen Sulfide (H₂S) Safety Course

Emergency Management Training (ICS)

All Local Government Required Classes (Certifications can be provide by request)

Additional Education and credentials supplied upon request.

Possess the ability to obtain the AICP, PG, and/or PMS within one year, if required.

References: (Also See Attached Letters)

- ✦ **Lewis Bear Jr. (Business Owner)**
- ✦ **Collier Merrill (Business Owner, Developer)**
- ✦ **Jim Cronley (Real Estate, Developer)**
- ✦ **Danny Zimmerman (Real Estate)**
- ✦ **Buzz Richie (President Gulf Coast Community Bank)**
- ✦ **David Brannen (Developer)**
- ✦ **Sheriff Wendell Hall (Santa Rosa County)**
- ✦ **Superintendent Tim Wryrosdick (Santa Rosa County)**
- ✦ **Sheriff David Morgan (Escambia County)**
- ✦ **Jerry Maygarden (Pensacola Chamber of Commerce)**
- ✦ **President Judy Bense (University of West Florida)**
- ✦ **Donny (Donald) Spencer (Santa Rosa County)**
- ✦ **Congressman Jeff Miller (Florida)**
- ✦ **Administrator Randy Oliver (Citrus County)**
- ✦ **Bill Williams (Past FAC President, Commissioner Gulf County)**
- ✦ **Mayor (past) Guy Thompson (City of Milton)**
- ✦ **Representative Clay Ingram (State of Florida)**
- ✦ **Representative Doug Broxson (State of Florida)**
- ✦ **Senator Greg Evers (State of Florida)**
- ✦ **Representative Mike Hill (State of Florida)**
- ✦ **Legislator (past) Dave Murzan (Aide to Greg Evers)**
- ✦ **Commissioner Wilson Robertson (Escambia County)**
- ✦ **Commissioner Grover Roberson (Escambia County)**
- ✦ **Commissioner (past) Gene Valentino (Escambia County)**
- ✦ **Jay Patal (Business Owner, UWF Board of Trustee)**
- ✦ **Nash Patal (Business Owner)**
- ✦ **Superintendent Malcom Thomas (Escambia County)**
- ✦ **Scott Luth (Pensacola Chamber)**
- ✦ **Honorable Pam Childers (Escambia County Clerk of Courts)**
- ✦ **Honorable Mayor Tom Dannheisser (City of Gulf Breeze)**
- ✦ **Judge Matt Dannheisser (Escambia County)**
- ✦ **Chief Deputy (past) Larry Akin (Escambia County)**
- ✦ **Mayor Ashton Hayward (City of Pensacola)**
- ✦ **Police Chief Chip Simmons (City of Pensacola)**

Larry Newsom
Resume

- ✦ **Charles Carlen (Engineer)**
- ✦ **Fred Donavon (Principal Baskerville-Donavan)**
- ✦ **Miller Caldwell**
- ✦ **Buck Lee (Director SRIA)**
- ✦ **Jeff Helms (Atkins)**
- ✦ **David Skipper (HMM)**

Recommended Candidates for Further Consideration

David Recor

Present Position

None currently listed

Professional Experience

Seven years' city management experience

- City Manager – Ocean City, MD
2012-2015
- City Manager – Fort Pierce, FL
2008-2012

19 years' additional local government administration experience

- Deputy City Manager – Fort Pierce, FL
2005-2008
- Various department-level administrative positions in Virginia, South Carolina, and Florida
1989-2005

Education

- Master's Degree in Public Administration
- Senior Executive Institute – University of Virginia Weldon Cooper Center for Public Service

Strengths

- Significant and varied local government management experience (26 years), including in Florida
- Waterfront community experience with tourism development
- Experience with historic preservation/downtown redevelopment
- Significant experience with strategic planning and organizational development
- Strong background in planning & growth management
- Experience planning, financing, and implementing capital projects
- Master's Degree in Public Administration
- ICMA Credentialed Manager

Areas of Concern

- Relatively short tenure in each previous position
- No experience in Northwest Florida; will need to build his professional network in & around Santa Rosa County
- No county management experience (cities only); no experience with rural/agricultural issues

DAVID L. RECOR, ICMA-CM

1574 Teal Drive • Ocean City, MD • 21842
772-332-4423 • davidlrecor@yahoo.com

September 9, 2015

Board of County Commissioners
Santa Rosa County
6495 Caroline Street, Suite M
Milton, FL 32570

RE: County Administrator position

Good evening –

I am very interested in the Santa Rosa County, Florida, County Administrator position. As an ICMA Credentialed Manager with 26 years of local government experience, my background, experience and professional skill sets appear to closely emulate the position profile as published by the County. After serving three successful years as City Manager and Chief Financial Officer for the Town of Ocean City, Maryland, an oceanfront destination resort community with a tourism, hospitality and special event/entertainment-based economy, I recently resigned from my position and am now seeking a new professional opportunity with fresh and exciting challenges. With two of our four daughters now settled in South Florida, one as a 4th Grade teacher with the Palm Beach County School District, I am focused on returning to Florida especially given the arrival of our first grandchild. Having spent nearly my entire career serving coastal communities along the East Coast, and after thoughtfully researching the Santa Rosa County Administrator opportunity, my entire family is very excited about the possibility of relocating to Santa Rosa County where I am prepared to make a long term commitment, career investment and build lasting relationships in the community. I believe my leadership abilities and record of accomplishment could continue Santa Rosa County's history of stable governance and effective management. I am confident that I could make an immediate contribution to the organization and community.

Managing in an environment of depleting financial resources over the last ten years has required significant change in the way local government traditionally conducts business operations and the services it provides. As City Manager, I have led municipal organizations through an unprecedented decline in financial resources forcing evaluation and analysis of essential services, business practices and operations at every level of the organization. I have successfully initiated efforts to reinvent City Hall by restructuring staff, streamlining administrative processes and developing systems for improved efficiency, productivity and better accountability.


As evidenced by the attached resume, I am a results-oriented manager with a strong background in strategic planning, human resources management, capital improvement planning and project management as well as land use planning and growth management/community redevelopment issues. As a Chief Financial Officer, I also have very strong financial management and budgeting skills and I strive to support decisions through quantitative analysis and performance metrics linked to prioritized goals established by the governing body.

The Santa Rosa Board of County Commissioners will find that I am a very capable leader with the ability to listen, conceive and carry-out effective strategies for implementing broad policy and specific goal action items. I will also demonstrate strong facilitation, negotiation and consensus-building skills, a maturity of judgment and a commitment to advancing new ideas and approaches beneficial to both the organization and community. I believe it is important to develop and maintain strong professional working relationships with staff and the public and, to that end, actively seek the participation and involvement of appropriate parties always with the goal of achieving higher performance and a more positive and successful result. I manage by encouraging creativity, flexibility, fairness and consistency in an environment that values a collaborative approach and embraces a setting where employee input and citizen participation is productive and valued.

My integrity is unquestionable and I have a high sense of professional and personal ethics. With the ICMA Code of Ethics serving as a guide to my professional conduct and decision-making, the Board of County Commissioners can trust that I will be impartial, responsive and that my advice will be honest, complete and correspond to community values. I am politically savvy and astute but sensitive to the complexity of public policy issues while maintaining professionalism and political neutrality.

As an affable unflappable local government manager, I believe my background and experience, as well as my energy and enthusiasm, would be an asset to Santa Rosa County. I am anxious to learn more about the Board of County Commissioners' expectations for the next County Administrator and look forward to the opportunity of participating further in the selection process. Thank you kindly for your consideration.

Cordially,


David L. Recor, ICMA-CM
Attachment

DAVID L. RECOR, ICMA-CM

1574 Teal Drive • Ocean City, MD • 21842
772-332-4423 • davidlrecor@yahoo.com

PROFESSIONAL PROFILE

International City/County Management Association Credentialed Manager (ICMA-CM) with twenty-six years of local government experience and demonstrated subject matter expertise in the following areas:

- Growth Management, Comprehensive Planning and Community Development/Redevelopment
- Strategic Planning, Goal Setting and Resource Allocation
- Finance, Accounting and Budgeting
- Forecasting and Statistical Analysis
- Operations Analysis and Systems Design
- Organizational Change and Development
- Capital Improvement Planning
- Tax Increment Financing
- Public Pension Administration/Reform
- Collective Bargaining and Labor Relations

An unflappable, innovative and affable leader with exceptional organizational, analytical and communications skills. Focused and results-oriented with vision, foresight and a strong work ethic. A dedicated loyal team player who encourages creativity, responsibility and accountability in a collaborative work environment. Experienced in managing organizational change.

EDUCATION

Bachelor of Science
Public Administration and Political Science

James Madison University
Harrisonburg, Virginia

Master of Public Administration
MPA

George Mason University
Fairfax, Virginia

Graduate – Senior Executive Institute (SEI)
Darden School of Business, Weldon Cooper Center for Public Service

University of Virginia
Charlottesville, Virginia

RELEVANT EXPERIENCE

Town of Ocean City, Maryland

City Manager (\$168,702 plus unrestricted city vehicle and golf)

June 2012 – July 2015

Oceanfront, barrier island, destination resort community with tourism-based economy home to nearly 8,000 permanent residents with more than 8 million visitors annually. Town features a nationally recognized 2.5 mile long Boardwalk, beautiful wide beaches, coastal bays, other natural resources and offers a wide variety of activities including sponsored special events, festivals, fishing tournaments, amusement parks, golf courses, restaurants, bars and nightclubs. Full service municipal organization comprised of more 500 fulltime employees, with two collective bargaining units, plus an additional 1,000 temporary part-time and seasonal employees. Annual Financial Operating Plan totals \$145,141,358 including \$78,277,984 General Fund and \$40,352,046 in Enterprise Funds: Water/Wastewater, Transportation, Convention Center (with 1,200 seat Performing Arts Center), Golf Course and Municipal Airport. Annual Financial Operating Plan also includes \$9,927,104 in Internal Service Funds: Information Technology, Service Center, Vehicle and Equipment Trust and Risk Management as well as \$14,772,407 in Pension/OPEB liability.

Duties and Responsibilities

- Serve as organization's Chief Executive/Financial Officer responsible for development and oversight of annual work programs designed to implement the legislative policies and priorities of the Mayor and City Council

Accomplishments

- Initiated organizational Five-Year Strategic Plan establishing annual Policy and Management Priorities including a comprehensive Action Item Agenda and reporting format (also completed Strategic Planning initiative for Tourism)

Resume of DAVID L. RECOR, ICMA-CM

- Established comprehensive Annual Budget Calendar/Process providing specific direction to departments and a written recommended balanced budget to the Mayor and City Council
- Managed and resolved a number of sensitive, complex employee/employment issues involving diverse topics
- Responsible for a number of Public Safety and Emergency Services initiatives and projects: improved communication and coordination between the Fire Department and Communications/Dispatch Center with assistance from the ICMA Center for Public Safety Management (CPSM), established a Special Enforcement/Operations Unit in the Police Department (focused on narcotics), initiated a Manpower Allocation Study in the Police Department with the ICMA CPSM, expanded Boardwalk security camera coverage, i.e., "City Watch," to include mapped "hot" spots, coordinated "walk smart" Pedestrian Safety Campaign with the State Highway Administration, established new FM radio station for informational and emergency management announcements, spearheaded construction of new Fire Station #4, design for renovation of Fire Station #1 (HQ) and construction of a new Beach Patrol HQ Building in the downtown area
- Completed negotiation of three collective bargaining contracts – two contracts with the Fraternal Order of Police (FOP) and one contract with the International Association of Firefighters (IAFF)
- Responsible for implementation of new Legislative/Agenda Management Software including streaming video of Mayor and City Council meetings
- Responsible for implementation of new "311" automated customer service system for non-emergency requests
- Responsible for implementation of new smoking restrictions and Designated Smoking Areas on the Beach and Boardwalk
- Responsible for implementation of new Boardwalk "street performer" regulations and procedures
- Initiated a second annual informational publication to property owners – Spring Community Newsletter/Calendar
- Completed updated Five-Year Water/Wastewater Rate Study – consumption/fixture count charges/schedule of capital improvements
- Completed comprehensive evaluation of Solid Waste Collection Services – ad valorem tax impact/recycling/waste to energy contract – Covanta Energy Corporation
- Completed comprehensive evaluation of Department of Planning and Community Development – restructured the development review/permitting process to improve efficiency, provide better dependability and internal accountability
- Responsible for coordination and implementation of FEMA's new Flood Insurance Rate Maps (FIRM) as well as Emergency Operations Center (EOC) activities and Disaster Preparedness and Disaster Recovery policies and procedures

City of Fort Pierce, Florida

City Manager (\$143,642 plus monthly car allowance, golf and marina slip)
Deputy City Manager

October 2008 – May 2012
May 2005 – October 2008

Historic oceanfront dual Main Street community located on Treasure Coast of Florida with population of more than 50,000 fulltime residents. Home to main campus of Indian River State College. Full service municipal organization comprised of 400 + employees with three collective bargaining units. Annual Financial Operating Plan of \$81 million includes \$50 million dollar General Fund and \$31 million dollars in Enterprise Funds including Solid Waste and Recycling services, two (2) full service public marinas (350 + slips) located on the Intracoastal Water Waterway, an 18-hole municipal golf course and training facility, and the 1,200 seat Sunrise Theatre Performing Arts Center, a public private partnership restoration project located in the City's Historic Downtown Business District. City Commission appoints a five-member Utilities Authority Board, including the Mayor and City Manager (ex officio), to oversee independent financial accountability and provision of all local utilities including water, wastewater, electric and natural gas. Utilities Authority annual budget totals \$126.5 million with 305 non-bargaining employees. St. Lucie County International Airport located within the City's urban services boundary and subject to annexation by agreement upon contiguity.

Duties and Responsibilities

- Serve as Chief Executive/Administrative Officer responsible for development and oversight of annual work programs designed to implement the legislative policies and priorities of the City Commission
- Responsible for management and oversight of all City services and departments including: Police, Public Works, Solid Waste, Community Development (Planning, Zoning, Historic Preservation, Building, Permitting, Inspections and Code Enforcement), Urban Redevelopment (FPRA, CDBG, SHIP, Neighborhood Stabilization and Grant Administration),

Resume of DAVID L. RECOR, ICMA-CM

Economic Development, Administrative Services, Finance and Budget, Information Technology, Engineering, Marina, Golf Course and Sunrise Theatre Performing Arts Center

- Responsible for management and oversight of the City's Community Redevelopment Agency including the agency's tax increment financing funds and public projects funded by bond revenues
- Responsible for development and implementation of the City's Five-Year Capital Improvement Program including planning, programming and budgeting
- Responsible for preparation, presentation and publication of the City's Annual Financial Operating Plan
- Responsible for negotiation of collective bargaining agreements with the City's three unions: the Teamsters Local No. 769 as well as the IUPA and CFPBA police bargaining units
- Responsible for monitoring pending legislation and potential impacts as well as coordinating local priorities with state lobbyists and affected local interest groups

Accomplishments

- Restructured the City's development review process to provide better dependability and internal accountability
- Authored the City's South Beach Overlay District which provided community-value driven regulations for residential, commercial and resort hotel development on South Hutchinson Island
- Established a Community Constituency Group with the local building and real estate industry to evaluate and provide feedback on the City's building permit process
- Testified before the Governor and Cabinet regarding a request for use of State submerged lands in the Port of Fort Pierce
- Restored employee morale and built a high performance Executive Management Team by reorganizing and developing existing staff
- Established a professional business-friendly organizational culture through articulated expectations and improved internal communication and coordination between departments
- Reduced the City's ad valorem tax rate by more than 30% since fiscal year 2005
- Negotiated agreements resulting in the annexation of more than 2,000 acres within the Utility Service Area
- Invested heavily in information technology including automated permitting systems and mapping of City infrastructure to enhance the data available through the City's geographic information system
- Initiated numerous public partnerships between the City and Indian River State College
- Improved financial reporting methods with the City Commission by initiating Quarterly Financial Reports for all Funds
- Initiated preparation of a bi-weekly Manager's Report to keep the Commission informed on the status of on-going projects and activities
- Facilitated discussion and financial analysis with the Commission-appointed Citizens Budget Advisory Committee
- Established a regularly scheduled Conference Agenda with the City Commission for informal discussion of issues, projects and activities
- Initiated development of a 5-year Strategic Plan with Performance Metrics and linked all decisions of the Commission to the Plan's goals and objectives
- Initiated restoration of the former YMCA building as a permanent facility for the Police Athletic League (PAL)
- Developed a City employee mentoring partnership with Big Brothers/Big Sisters of St. Lucie County
- Initiated an economic development strategy focused of Eco-Tourism and the City's natural resource assets

City of Fairfax, Virginia

Deputy Director, Planning & Community Development

May 2003 – May 2005

- Authored comprehensive revisions to the City of Fairfax's Natural Resource Protection code to implement the Chesapeake Bay Preservation Act
- Authored various code amendments to assist with redevelopment activities in the City's Highway Corridor Overlay District and the Downtown Transition Overlay District

Resume of DAVID L. RECOR, ICMA-CM

Town of Hilton Head Island, South Carolina

Deputy Planning Director

January 1998 – January 2003

- Restructured the Town of Hilton Head's development review process to improve efficiency, productivity and responsiveness
- Designed a tracking methodology for the Town's Land Acquisition Program and Purchase of Development Rights Program
- Coordinated implementation of the Town's Capital Improvement Plan including beach renourishment activities
- Assigned to the Town's Emergency Operations Center during emergency management events

DeSoto County, Florida

Director of Administrative Services

October 1996 – January 1998

- Developed County-wide performance measures and a Quarterly Performance Report for presentation to the Board of County Commissioners
- Initiated purchasing and procurement rules and procedures by establishing the County's first Purchasing Department
- Established the County's first local area network and Management Information System

City of Cape Coral, Florida

Growth Management Administrator

October 1993– October 1996

- Initiated and managed the City's One-Stop Permitting Program
- Initiated and designed public access to the City's Geographic Information System
- Managed completion of the City's first Evaluation and Appraisal Report as required by the Florida Statute
- Developed a Strategic Planning Policy Model as part of the City of Cape Coral's FY97 Program Based Budget

Town of Culpeper, Virginia

Zoning Administrator

October 1989 – October 1993

- Developed the Town of Culpeper's first automated permitting and application tracking system
- Authored the Town's initial policy on Water/Wastewater Extensions/Reservations
- Authored the Town's first Watershed Protection District policies

OTHER PROFESSIONAL EXPERIENCE

Also served in various capacities in the following public and private sector organizations: Matanuska-Sustitna Borough, Alaska; The Law Office of Chester C. Williams, Hilton Head Island, South Carolina; Town of Chincoteague Island, Virginia

PROFESSIONAL & CIVIC AFFILIATIONS

- International City/County Management Association
- Florida City/County Management Association
 - Legislative Policy Committee
 - Local Government Awareness Committee
 - Technology Committee
- Government Finance Officers Association
- American Planning Association
- Urban Land Institute
- Congress for New Urbanism
- Graduate, Leadership Hilton Head Island
- Graduate, Leadership St. Lucie County
- John Carroll Catholic High School, Advisory Board member
 - Finance Committee
 - Accreditation Committee
 - Host Family, International Exchange Student Program (two-years)

PERSONAL

Married 26 years to Maria A. Recor

Occupation – Financial Systems/Software Applications Manager, Atlantic General Hospital, Berlin, MD

Children – Ashley (25), Laura (23), Erin (17) and Shannon (15)

Hobbies and Interests – Outdoor water-oriented activities including offshore and spear fishing, scuba diving, golf, world travel, live music and entertainment

DAVID L. RECOR, ICMA-CM

1574 Teal Drive • Ocean City, MD • 21842
772-332-4423 • davidlrecor@yahoo.com

REFERENCES

Dennis W. Beach, City Manager
City of Pompano Beach, Florida
(Former City Manager of Fort Pierce)
dennis.beach@copbfl.com
772-971-5767

Marc Orlando, ICMA-CM, Town Manager
Town of Bluffton, South Carolina
morlando@townofbluffton.com
843-247-3725

Rick Meehan, Mayor
Town of Ocean City, Maryland
rmeehan@oceancitymd.gov
443-235-4402

Wayne Evans, Director of Human Resources
Town of Ocean City, Maryland
wevans@oceancitymd.gov
443-523-9935

Jessica Waters, Communications Manager
Town of Ocean City, Maryland
jwaters@oceancitymd.gov
443-783-1065

Recommended Candidates for Further Consideration

Jim Walker

Present Position

None currently listed

Professional Experience

One year county management experience

- County Manager – Henry County, GA
2014-2015

Nine years' additional experience in homeland security and managing the BP oil spill claims program

- State Liaison – Gulf Coast Claims Facility
2010-2012
- Director of Homeland Security – State of Alabama
2003-2010

Education

- Master's Degree in Public Administration

Strengths

- Experience managing a comparably-sized county government
- Experience developing a state level cabinet agency from the ground up
- Strong background in financial and grants management
- Experience working with coastal communities
- Earned national awards for innovation in technology and government
- Master's Degree in Public Administration

Areas of Concern

- Very brief tenure in his only local government position
- No experience in Northwest Florida; will need to build his professional network in Santa Rosa County and throughout the state
- Will face a steep learning curve with state and local laws/regulations

James M. Walker, Jr.

164 Shellbark Drive
McDonough, Georgia 30252
Phone – 202-302-3501
Email – jim.walker5910@gmail.com

Professional Profile

- Seasoned executive with over 30 years combined federal, state, and local experience
- Highly visible state cabinet official experienced at creating and leading a multi-dimensional state agency
- Motivated team builder, collaborator, trainer, and change agent
- Analytical decision maker who has obtained, distributed, and managed over \$200 million in public grants

Professional Experience

County Manager, Henry County, Georgia, 2014-2015

- Senior Appointed Official to a Metro Atlanta County with over 215,000 residents
- Developed and Administered the county's \$127.5 million annual budget
- Managed the daily operations of the county's nearly 1600 employees

State Liaison, Gulf Coast Claims Facility, 2010 to 2012

- Government and claimant liaison to the Gulf Coast Claims Facility for Alabama and Mississippi in the aftermath of the 2010 BP Oil Spill in the Gulf of Mexico
- Served as senior official for two states to Presidentially-appointed Claims Administrator Kenneth R. Feinberg
- Played a key role in the development, implementation, and supervision of a multi-billion dollar private sector claims program unprecedented in American history.

Director of Homeland Security, State of Alabama, 2003 to 2010

- First state in the nation to legislatively create a cabinet level department of homeland security
- Developed, built, and led a comprehensive state homeland security program by empowering and collaborating with national, state, and local officials
- Elected and reelected by peers nationwide to represent them on program and policy issues in Washington DC and around the world
- Winner of five national awards for innovations in technology and government
- Frequent speaker and lecturer at national conferences and universities

Soldier, United States Army, 1981-2002

- Infantry Lieutenant Colonel and Airborne Ranger
- Aide to President Ronald Reagan
- Aide-de-Camp to the Chairman, Joint Chiefs of Staff, Admiral William Crowe

- Operations Briefer during Operation Desert Shield to the Chairman, Joint Chiefs of Staff, General Colin Powell
- Congressional Liaison Officer for the Secretary of the Army
- Government Relations Officer for a Major Army Command
- Congressional Fellow and Legislative Assistant to Tennessee Congressman John Tanner

Education

Master of Public Administration, University of Oklahoma, 1990

Bachelor of Business Administration, Austin Peay State University, 1981

Boards and Committees

National:

- Executive Member, National Governor's Homeland Security Advisors Committee
- Executive Committee, Office of Emergency Communications, US Department of Homeland Security
- State, Local, Territorial, Tribal Government Coordinating Council
- National Homeland Security Consortium

State:

- Chairman, State Geographic Information Systems Committee
- Chairman, Alabama Citizen Corps Council
- Chairman, Governor's Task Force on Military Affairs and Base Realignment and Closure
- Chairman, Alabama Interoperable Communications Committee
- Member, International City/County Managers Association
- Member, Georgia City/County Managers Association

Notable Achievements

- Attended college on an Army ROTC scholarship
- Studied Congress and Foreign Affairs at the Johns Hopkins School of Advanced International Studies, in conjunction with competitive selection into the American Political Science Association Fellowship Program
- Recipient of two Legion of Merit medals
- One of the first senior homeland security officials in the nation to graduate from the Executive Leaders Program, Center for Homeland Defense and Security, Naval Postgraduate School, Monterey, CA
- Keynote speaker at the John F. Kennedy School of Government, Harvard University
- Written, prepared, and delivered testimony before the US Congress and the Alabama Legislature on several occasions
- Featured on CNN, television, radio, video, and print media, to include the cover of the June 2, 2008, issue of Federal Computer Week magazine

Salary History

2014-2015 – County Manager, Henry County, Georgia

\$155k salary, \$6k vehicle allowance, plus health, dental, and life insurance

2013 - Principal, Azure Investments LLC

\$175k in rental income and land sales

2010 – 2012 - State Liaison, Gulf Coast Claims Facility

\$650k annually

2003-2010 - Alabama Homeland Security Director

\$149.5k annually, plus health, dental, and state vehicle

2002-2003 - Strategic Consultant, Public Private Strategies Consult

130k annually, plus bonuses

1981-2002 - Soldier, United States Army

Salary and housing allowance varied by rank and years of service. Health, dental, and relocation expenses provided. I am a retired lieutenant colonel with just over 20 years of active duty service.

*I've never accepted a job based solely on salary. Salary is negotiable. I care more about where I am, the job I am doing, and the people I am fortunate enough to work with and for.

Jim Walker
164 Shellbark Drive
McDonough, Georgia 30252
202-302-3501
Jim.walker5910@gmail.com

Professional References:

Commissioner Bruce Holmes
Henry County Board of Commissioners
140 Henry Parkway
McDonough, Georgia 30252
bbholmes5@gmail.com
678-435-1355

Tax Commissioner David Curry
Henry County Government
140 Henry Parkway
McDonough, Georgia 30252
678-672-7456

Ken Feinberg
Feinberg Rozen, LLP
1455 Pennsylvania Avenue, NW
Suite 390
Washington, DC 20004-1008
kfeinberg@feinbergrozen.com
202-962-9285

Mayor Robert Craft
Gulf Shores, Alabama
P.O. Box 299
1905 West 1st Street
Gulf Shores, Alabama 36547
251-747-2292

Mr. Larry Wireman
Real Estate Developer
P.O. Box 189
Orange Beach, Alabama 36561
lwireman@cariberesort.com
251-989-3055

Planning the Interview Process

Consistent with the Florida Association of County Managers' goals to promote and facilitate professional excellence in the management of Florida county government, the Search Committee is pleased to provide the following recommended next steps and best practices for the Board of County Commissioners as Santa Rosa County moves forward with its interviewing and hiring processes.

Initial Steps and Considerations

- The County's Human Resources department should conduct thorough background checks on each finalist, including criminal history, civil records, motor vehicle/driving history, and credit/bankruptcy checks. Additionally, staff should verify each finalist's education and employment history. This process should be completed before the Board determines its finalist candidates.
- The County's Human Resources staff should determine whether any additional candidates beyond those recommended in this report should be interviewed to comply with veterans' preference regulations.
- When the Board finalizes its short list of candidates to interview, send a letter to the applicants who were not selected for an interview to inform them of their status. Send this letter to the applicants' home address if possible.
- Prepare a packet of information about the County for each finalist – include bios of each County Commissioner; an organizational chart; copies of the most recent budget, comprehensive plan, strategic plan, and annual report; and any other essential documents.
- If possible, be prepared to pay for basic travel expenses for the finalists invited to interview.
- Overall, act as quickly as possible after finalizing the short list of candidates to interview. This conveys to the finalists that the County is conducting a well-organized recruitment and creates a positive first impression of the County for the candidates.

Preparing to Conduct Interviews

- Determine the interview format before contacting the finalists. Decide whether the interviews will be conducted before the Board of County Commissioners as a whole, if the finalists will interview with each County Commissioner individually, or a combination of both formats. Also determine if the finalists will be invited to participate in any other events related to the interview process, such as a reception or a tour of the County.
- The County's Human Resources department should contact each finalist to congratulate him or her and to confirm that the candidate is still interested in the position.
- Provide each finalist the basic details about the interview process, including the date and time, schedule, and interview format. Also indicate how many finalists will be interviewed.
- Provide information about any travel expense accommodations that will be offered by the County.
- Indicate that the candidate will receive an information packet about the County prior to the interview.

Sample Interview Questions

(Adapted from ICMA's "Recruitment Guidelines for Selecting a Local Government Administrator")

- Describe your background and experience. How does your experience qualify you for this position?
- Have you had experience in all areas of local government service? If you have not had experience in certain areas, how would you approach management in these areas?
- What experience do you have with budget preparation and finance?
- What experience do you have with personnel and labor relations?
- How do you work with the news media?
- How do you describe your management style?
- What are your thoughts on performance evaluation? What process do you follow to set objectives and monitor performance?
- How will you go about assessing the strengths and weaknesses of the organization and identifying opportunities to improve?
- How do you approach the planning process? What system do you use to set objectives and priorities?
- What is important to you in establishing effective working relations with others?
- How do you view the relationship between the administrator and governing body? How do you view your relationship with department heads and local government staff?
- What techniques have you found to be most successful in assisting local government officials establish and implement long- and short-range goals for the community?
- To what extent do you believe contact with citizens and citizen groups is important? How do you typically handle this responsibility?
- What experience have you had working on an intergovernmental or interagency basis? Have you worked directly with the state and federal governments, councils of governments, and other units of local government?
- What will your first steps be upon assuming responsibility for this position? What do you hope to accomplish in the first year?
- From your limited vantage point, what do you believe to be the challenges and opportunities facing our organization? How is this likely to change in the future?
- What are your strengths and weaknesses?
- Why are you interested in this position?
- What are your expectations with respect to compensation?
- How do you stay up to date in your field?
- Can you provide an example of a problem you see in the field of public administration that you'd like to solve and why?
- How do you find others in the field of local government management to connect with, and how often do you connect with others in the field outside your organization?
- At what point in your career were you most satisfied in your work? At what point were you the least satisfied?

Selecting a Preferred Candidate

(Adapted from ICMA's "Recruitment Guidelines for Selecting a Local Government Administrator")

When the interview process is over, either one candidate has emerged as the clear choice of the Board, or the pool of candidates has been narrowed down to several whom the Board may wish to consider further. If one candidate emerges as the clear first choice, the Board can simply notify the candidate, confirm his or her willingness to accept the position, and then proceed to negotiate a total compensation package and discuss other related arrangements.

If, on the other hand, there are still two or three finalists the Board would like to consider further, there are several ways to proceed. The Board may wish to invite selected finalists back for a second interview. A longer interview, perhaps in a different format and/or accompanied by some sort of social function, may provide the insight needed to make a final decision. The Board may also wish to conduct more extensive background/reference checks with individuals in the candidate's current community. This can be helpful in reaching a final decision, but it is essential that this be conducted with the full advance knowledge of the candidate.

Ultimately, the Board should take whatever time is necessary to arrive at a comfortable and well-reasoned decision. However, again, the interview process and related follow-up activities should move forward as promptly as possible so as not to lose momentum or encourage serious applicants to have second thoughts.

Until all arrangements have been finalized with the first-choice candidate, the Board may wish to hold off notifying the other finalists in case the County is unable to satisfactorily conclude negotiations with its first choice. In this case, the Board may elect to pursue negotiations with another other finalist. Again, from an image standpoint, it is important that all applicants learn first about their selection directly from the County as opposed to hearing about it from another person or reading it in a newsletter, professional publication, or the press.

Negotiating an Employment Contract

(Adapted from ICMA's "Recruitment Guidelines for Selecting a Local Government Administrator")

Once the Board selects its preferred candidate, the Board Chairman should contact the candidate to confirm his or her willingness to accept the position and to begin negotiating an employment contract. During the negotiation process, there are several ways to ensure that relations with the new County Administrator get off to a good start:

- First, the atmosphere should be friendly and relaxed.
- Second, the approach of the negotiator (either the Board Chairman or the County's Human Resources Director) should be flexible; negotiating implies a willingness to consider options and alternatives in pursuit of an acceptable package. There may well be more than one way to meet the financial objectives of the new administrator.
- Third, the Board should remain realistic. No matter how beautiful and desirable the community or position may be, few administrators (except in highly unusual circumstances) will accept the new position without an increase in pay over his or her present salary.

Compensation

In compensation negotiations, base salary is the place to start. The lead negotiator should keep the following questions in mind:

- Ultimately, what salary will be acceptable to the Board?
- What is the bargaining range?
- What is the current salary of the applicant?
- During the interview, what type of salary and total compensation package did the candidate discuss?

The International City/County Management Association (ICMA), the National Association of Counties, and the Florida Association of Counties can provide information on the salaries of County Administrators in counties around the country.

Elements of a total compensation package typically include:

- Base salary
- Deferred compensation
- Severance pay
- Use of car or car allowance
- Retirement plan
- Medical and other insurance
- Vacation
- Holidays
- Sick leave
- Membership/conference dues and fees

Before the negotiation begins, the Board may ask the candidate to provide a written itemization of current total compensation, along with a copy of a current employment agreement, if one exists. After receiving this information, the Board should outline a proposed compensation package. Usually there will be no negotiation on some benefits that are similar from one local government to another, such as medical insurance or holidays. Variables most often relate to cash compensation, take-home pay, and particular financial objectives like deferred compensation. The proposed compensation package should (1) leave the

individual whole on basic benefits; (2) provide an appropriate step forward in cash-related benefits; (3) ensure an increase in take-home pay, and (4) deal with any particular financial objectives that the new administrator may have.

During the negotiations, some issues will arise that do not relate to the total compensation package but may well have significant financial implications for both the County and the candidate. Both parties need to be flexible and realistic in dealing with these issues:

- **Moving expenses.** It is common for local governments to pay the one-time cost of moving the administrator and his or her family and household furnishings to the new location. Sometimes both parties agree on a “not-to-exceed” figure based on estimates from moving companies.
- **Temporary housing.** An allowance for temporary housing is usually provided until the new administrator is able to sell his or her former home and/or relocate the family. Typically, this amount is sufficient to cover the cost of a modern furnished apartment or condominium. Again, both parties may agree to a fixed time period or amount.
- **Commuting expenses.** As with temporary housing, the local government often will agree to reimburse the administrator for periodic family visits or for the spouse/partner to visit for house-hunting purposes.
- **Housing assistance.** Regional variations in the cost of housing or housing financing can complicate the negotiations. There now is considerable precedent for local governments—using appropriate safeguards and limits—to assist in the purchase and/or financing of housing for the new administrator. A variety of options exist, including a loan, a salary supplement, or a shared equity purchase.

Other Elements of an Employment Agreement

After the County and the new administrator have reached agreement on a compensation package, the County should prepare an employment agreement that includes the administrator’s compensation as well as a few other considerations. Written employment agreements are used to avoid any misunderstanding on the part of either party. It is in the interests of both the community and the administrator to have a written summary of the terms and conditions of employment to which both parties have agreed. The stable working situation created by an agreement helps attract and keep top-flight managers in a generally mobile profession. Spelling out the salary, benefits, and other conditions of the manager’s job in a written agreement puts those items where they belong—on a piece of paper where both parties can know what is expected—and removes them from the daily agenda of administrators and elected officials.

An agreement may refer to a specific term of employment, permitting either the local government or the administrator to terminate for cause or at will. It should also include a section providing the administrator with severance pay for a fixed period of time if he or she is terminated by the local government. This provides important personal and professional security for managers who have the rather unique situation of working at the pleasure of the governing body with the possibility of being dismissed for any reason at any time.

While not a lengthy legal document, the employment agreement usually is drafted by the local government's attorney. The new administrator may also be given an opportunity to prepare a first draft for consideration. ICMA recommends the use of employment agreements. If an employment agreement is not

used, at a minimum a formal letter of understanding should be prepared. Here are some elements of an agreement that the Board may consider:

- Preliminaries
- Duties
- Terms of the agreement
- Termination notice
- Removal and severance pay
- Salary
- Hours of work
- Automobile
- Moving expenses
- Home sale and purchase
- Dues and subscriptions
- Professional development
- Conferences
- General expenses
- Civic club memberships
- Vacation leave
- Military reserve leave
- Sick leave
- Disability insurance
- Health insurance
- Life insurance
- Deferred compensation and retirement programs
- Other fringe benefits
- General provisions
- Contract execution provisions

Finally, the Board should be prepared for the possibility that it will be unable to reach agreement on compensation or other matters with the first-choice candidate. In these instances, a local government typically enters into negotiations with its second-choice candidate.

Once a final decision is made and negotiations are complete, promptly send closing letters to applicants who were not selected for the position to notify them that the selection has been made. Again, send these letters to the applicants' home address if possible.

Transition Activities

(Adapted from ICMA's "Recruitment Guidelines for Selecting a Local Government Administrator")

To ensure a smooth transition, there are a few forms of assistance the County may wish to offer that the new administrator would find helpful. Examples include:

- General moving assistance – introductions to realtors and bankers, support to the spouse/partner in finding suitable employment, and similar activities.
- Orientation meetings – the County should arrange to introduce the new administrator to department heads and County staff. While the new administrator may have met some of these people during the interview process, a special meeting or reception can be a pleasant way to turn over responsibility. Similar meetings, briefing sessions, and/or receptions can be arranged to introduce the new administrator and his or her family to community groups, civic leaders, and citizens in general.
- Local government work session, orientation, and review of objectives – it is desirable to have an initial work session with the new administrator to discuss and clarify initial expectations on both sides and to review goals and objectives. Even though some of these issues may have been raised during the interview process, communication from the outset can help ensure a smooth working relationship.

Developing Evaluation Criteria

(Adapted from ICMA's "Recruitment Guidelines for Selecting a Local Government Administrator")

Using the County's organizational goals and objectives as a starting point, the County and the new administrator should agree to an annual or semi-annual review of the administrator's performance. This process helps to ensure that communication between the parties is maintained, that progress is monitored, and that goals and objectives are reviewed and refined on a regular basis. The Board may wish to set the evaluation process and criteria in a formal policy.

In developing an evaluation process, following are some elements the Board may consider:

- Timing of the evaluation
- The reporting period during which the administrator's performance will be evaluated
- Evaluation process to be used
- Salary adjustments based on the Board's evaluation (consistent with the terms of the administrator's employment contract)
- Reporting of the evaluation results to the Board

The administrator's evaluation should reflect the specific duties outlined in the administrator's employment contract. Following is a sample list of evaluation criteria:

- Professional Skills and Status
 - Knowledgeable of current developments affecting the management field and affecting county governments.
 - Respected in management profession.
 - Has a capacity for and encourages innovation.
 - Anticipates problems and develops effective approaches for solving them.
 - Willing to try new ideas proposed by Board Members or staff.
 - Interacts with BOCC in a direct and straightforward manner.
- Relations with the Board of County Commissioners
 - Carries out directives of the Board as a whole rather than those of any one Board member.
 - Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.
 - Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.
 - Responds to requests for information or assistance by the Board.
- Policy Execution
 - Implements Board action in accordance with the intent of the Board.
 - Supports the actions of the Board after a decision has been reached, both inside and outside the organization.
 - Enforces County policies.
 - Understands County's laws and ordinances.
 - Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.
 - Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration.

- Reporting
 - Provides the Board with reports concerning matters of importance to the County.
 - Reports are accurate, comprehensive and produced in a timely manner.
 - Prepares a sound agenda, which prevents trivial administrative matters from being reviewed by the Board.
 - Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny.
- Citizen Relations
 - Responsive to complaints from citizens.
 - Demonstrates a dedication to service to the community and its citizens.
 - Skillful with the news media, avoiding political positions and partisanship.
 - Has the capacity to listen to others and to recognize their interests.
 - Willing to meet with members of the community to discuss their real concerns.
- Staffing
 - Recruits and retains competent personnel for County positions.
 - Aware of staff weaknesses and works to improve their performance.
 - Accurately informed and concerned about employee relations.
 - Professionally manages the compensation and benefits plan.
 - Promotes training and development opportunities for employees at all levels of the organization.
- Supervision
 - Employs a professional, knowledgeable staff.
 - Maintains a healthy and productive organizational culture.
 - Employees are recognized for best practices in the industry.
 - Employees have training and professional growth opportunities within the organization
 - Encourages teamwork, innovation, and effective problem solving among the staff members.
 - Institutes in employees a culture that is focused on customer service and responsible stewardship.
- Fiscal Management
 - Prepares a balanced budget to provide services at a level directed by the Board.
 - Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively.
 - Prepared budget is in an intelligent but readable format.
 - Possesses awareness of the importance of financial planning and control.
 - Appropriately monitors and manages the fiscal activities of the organization.
- Community
 - Engages with community partners on local initiatives.
 - Avoids unnecessary controversy.
 - Respected as a community leader.